



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 19TH JULY 2010, AT 6.00 P.M.

COMMITTEE ROOM, THE COUNCIL HOUSE, BURCOT LANE, BROMSGROVE

MEMBERS: Councillors C. B. Taylor (Chairman), Mrs. M. Bunker (Vice-Chairman), S. R. Colella, Mrs. A. E. Doyle, Mrs. J. M. L. A. Griffiths and Ms. H. J. Jones

AGENDA

1. To receive apologies for absence
2. Declarations of Interest
3. To confirm the accuracy of the minutes of the meeting of the Performance Management Board held on 17th May 2010 (Pages 1 - 4)
4. Recycling and Garden Waste Service - Lessons Learned Report (Pages 5 - 12)
5. Dolphin Centre Service Level Agreement (Pages 13 - 52)
6. Performance Report (May 2010) (Pages 53 - 74)
7. Improvement Plan - new template (Pages 75 - 116)
8. Shared Services Report (Pages 117 - 154)
9. Work Programme (Pages 155 - 162)

10. To consider any other business, details of which have been notified to the Head of Legal, Equalities and Democratic Services prior to the commencement of the meeting and which the Chairman, by reason of special circumstances, considers to be of so urgent a nature that it cannot wait until the next meeting

K. DICKS
Chief Executive

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

9th July 2010

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 17TH MAY 2010 AT 6.00 P.M.

PRESENT: Councillors Mrs. M. Bunker, S. R. Colella, Mrs. A. E. Doyle,
Mrs. J. M. L. A. Griffiths, Ms. H. J. Jones (during Minute No's 1/10 to 8/10)
and C. B. Taylor

Observers: Councillor L. J. Turner

Officers: Mr. H. Bennett and Ms. A. Scarce

1/10 **ELECTION OF CHAIRMAN**

RESOLVED that Councillor C. B. Taylor be elected Chairman of the Board for the ensuing municipal year.

2/10 **ELECTION OF VICE-CHAIRMAN**

RESOLVED that Councillor Mrs. M. Bunker be elected Vice-Chairman of the Board for the ensuing municipal year.

3/10 **APOLOGIES FOR ABSENCE**

There were no apologies for absence. It was noted that a nomination to the Board had not yet been received from the Labour Group.

4/10 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

5/10 **MINUTES**

The minutes of the meeting of the Performance Management Board held on 19th April 2010 were submitted.

Members were advised by the Director of Policy, Performance and Partnerships (PPP) that officers would be made aware of the Lean Systems process (as noted in Minute No. 95/09) at the Management Forum, which would be held shortly.

RESOLVED that the minutes be approved as a correct record.

6/10 **PERFORMANCE REPORT (MARCH 2010)**

The Board considered the Performance Report for March 2010. Members noted that there was a 9% decrease in the percentage of performance indicators that had met their target at the year end. After discussion it was agreed that the Director of PPP would investigate this and include his findings in the Performance Report for the Board meeting on 14th June 2010.

The Board gave particular consideration to the Dolphin Centre usage which had been highlighted as an area of potential concern in the report. The Director of PPP confirmed that the management of the Dolphin Centre had been transferred to the Leisure Trust with effect from 1st April 2010 and Members agreed that it would be useful to receive further information on performance indicators, pre and post handover. After further discussion it was agreed that the Head of Leisure and Cultural Services, together with the Portfolio Holder for Community Services be invited to a future meeting of the Board, to provide a report and feedback on this item.

Members shared their concern over the total value of Housing Benefit overpayments outstanding at the start of the quarter. After discussion it was agreed that the Director of PPP would provide a more detailed explanation of this item together with a comparative figure for the previous year, in the Performance Report for the Board meeting on 14th June 2010.

The Board discussed item SC4, Sports Development Usage and were advised that a review of Sports Development had been included in the Scrutiny Board Work Programme and the Scrutiny Board would receive an initial report from the Head of Leisure and Cultural Services in the autumn.

The Director of PPP confirmed that the Head of Environmental Services and the Portfolio Holder for Community Services would be asked to provide a Lessons Learnt Report in respect of the implementation of the new recycling arrangements for presentation to the Board meeting to be held on 14th June 2010.

RESOLVED:

- (a) that it be noted that 49% of performance indicators are stable or improving;
- (b) that it be noted that 69% of performance indicators that have a target have met their target at the year end (compared to 78% in 2008/09);
- (c) that the performance figures for March 2010 as set out in Appendix 2 are noted;
- (d) that the particular areas of improvement as summarised in section 4.2 are noted; and
- (e) that the performance indicators of particular concern as set out in section 4.3 are noted.

7/10 **IMPROVEMENT PLAN EXCEPTION REPORT (MARCH 2010)**

The Board considered the Improvement Plan Exception Report for March 2010 and discussed the following items in more detail:

- Progress made in the Council's move from a "fair" to an "excellent" Council.
- The Budget Jury which would be reinstated this year.
- Bromsgrove Way training – which had been suspended due to a revised approach being put forward.
- Employee health and wellbeing programme
- Planning and in particular Ref. 13.2.3 Receive and respond to RSS2 Proposed Changes and the delay that had taken place in publishing the changes.

The Board also discussed Ref. 1.5 the Railway Station and were informed that representatives from both Worcestershire County Council (WCC) and Network Rail had been invited to attend a recent Overview Board meeting, but had declined. The Overview Board was making further investigations into this issue and Members of the Performance Management Board agreed that if the relevant representatives were to attend a future Overview Board meeting, they would welcome an invitation to attend that meeting.

RESOLVED:

- (a) that the revisions to the Improvement Plan Exception Report together with the corrective action being taken are noted; and
- (b) that it be noted that for the 85 actions highlighted for March within the plan 67.1% of the Improvement Plan was on target (green), 4.7% was one month behind (amber) and 3.5% was over one month behind (red). 24.7% of actions have been reprogrammed or suspended with approval.

8/10 **SHARED SERVICES HIGHLIGHT REPORT**

The Board considered the Shared Services Highlight Report and was advised by the Director of PPP that the Burcot Room would be used to host Regulatory Services for efficiency purposes rather than from an income earning perspective.

With regard to the Financial Implications section of the report and the delivery of savings, the Director of PPP confirmed that the Selby approach to reporting income and savings targets had been adopted and the Board would receive the appropriate report for Quarter 1 at a future meeting.

The Board also discussed the transfer of staff into the direct employment of both Redditch and Bromsgrove Councils and the change of contract implications which arose from these transfers.

RESOLVED that the Shared Services Highlight Report be noted.

9/10 **WORK PROGRAMME**

Members considered the Work Programme and agreed that the following items should be included within the Work Programme:

- An evaluation of the pilot Mosaic scheme
- Budget management - Quarter 1 Outturn Report
- Staff Survey results

RESOLVED that the Work Programme be noted, subject to the inclusion of the items mentioned above.

The meeting closed at 7.20 p.m.

Chairman

BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

19th JULY 2010

Lessons Learned – Recycling & Garden Waste Services

Responsible Portfolio Holder	Mike Webb
Responsible Head of Service	Guy Revans, Head of Environmental Services
Non-Key Decision	

1. SUMMARY

- 1.1 To update the Board on lessons learned from the recent implementation of changes to recycling and garden waste collection services 2010.

2. RECOMMENDATION

- 2.1 It is recommended that the Board:
- i. Considers the lessons learned report to recognise achievements and issues identified and makes any recommendations to Cabinet where appropriate.

3. BACKGROUND

- 3.1 The recycling collection service changed from a twin box kerbside sort collection to a comingled wheeled bin collection in April 2010, whilst the garden waste service moved from using green bin to brown bins in March 2010.
- 3.2 The above changes were undertaken to bring Bromsgrove District Council into line with other Herefordshire & Worcestershire Districts and to assist in achieving targets agreed to in the Joint Municipal Waste Management Strategy (H&W JMWMS).
- 3.3 The project group commenced working on these changes around 18 months prior to implementation working with a number of different internal services and external agencies to ensure service changes were implemented with as little interruption to customers and day to day operations as possible.
- 3.4 The lessons learned report attached explores the elements of the project that went according to the project plan highlighting which elements were most beneficial to the success of the project and conversely which elements of the project could have been undertaken more effectively.

4. FINANCIAL IMPLICATIONS

4.1 None

5. LEGAL IMPLICATIONS

5.1 None

6. COUNCIL OBJECTIVES

6.1 Has helped achieve a better Environment

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

7.1 None

8. CUSTOMER IMPLICATIONS

8.1 In order to deliver improved customer service to our residents it is imperative to learn from past performance and instil successful elements of projects into future plans; equally, there is a need to avoid repeating actions that are detrimental or that have negative effects on desired outcomes.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

9.1 None.

10. VALUE FOR MONEY IMPLICATIONS

10.1 None

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

11.1 Recycling helps to reduce green house gases

12. OTHER IMPLICATIONS

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues: None

Personnel: None
Governance/Performance Management: None
Community Safety including Section 17 of Crime and Disorder Act 1998: None
Policy: None.
Biodiversity: None.

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes.
Executive Director – Regeneration, Planning and Housing	No.
Executive Director – Finance and Resources	No.
Executive Director and Deputy Chief Executive	No.
Director of Policy, Performance and Partnerships	No.
Head of Service	No.
Head of Financial Services	No.
Head of Legal, Equalities & Democratic Services	No.
Head of Organisational Development & HR	No.
Corporate Procurement Team	No.

14. WARDS AFFECTED

All.

15. APPENDICES

Appendix 1 – Lessons Learned Report for Implementation of the changes to recycling and garden waste collection services 2010

16. BACKGROUND PAPERS

Not applicable.

CONTACT OFFICER

Name:	Guy Revans
E Mail:	g.revans@bromsgrove.gov.uk
Tel:	(01527) 881703

Lessons Learned Report

Project : Implementation of the changes to recycling and garden waste collection services 2010

Date: June 2010

Prepared by: Guy Revans, Head of Environmental Services

What went well?

Officers identified that there were major crossovers between changes to the recycling collection service and the garden waste project group. This highlighted areas of similarity between the 2 projects and enabled a more joined up approach.

Development of the back office systems to enable payments to be more easily pulled through into the Uniform system.

Early launch of service changes to Members and Parish Council's and Customer Service Centre staff enabled a dialogue to start about the service changes early on in the project therefore contributing to understanding.

Starting communications with residents early (1 year in advance) and drip feeding messages through to them.

£264, 426 of Wrap funding was awarded to the overall cross-county project for communications relating to the new EnviroSort facility after a joint bid with other Hereford & Worcestershire Authorities.

A member of the project group was selected for the joint steering group that managed the funding and subsequent communications; this had a direct influence on where the funding was directed.

The temporary staff member employed to assist Business Support in taking payments and processing bin requests was key in enabling the day to day business support functions to continue whilst handling the additional requests for information, bins and queries etc.

What would you want to make sure you would do again next time?

Ensure Members and Parish Councils are communicated to early.

Drip feed information when getting across service messages (to internal & external)

Use postal delivery to send out main communications to residents.

Explore external funding sources however avoid reliance on external finance bids to fund communications and make joint applications – ensure a contingency budget is in place should funding not materialise.

Where possible work with neighbouring authorities for economies of scale.

What went less well and why?

Delivery of bins to residents:

Residents in some cases had to wait months for a bin to be delivered due to the backlog of customers waiting; In part this was due to the supplier and in part our system of delivery:

The snow and ice experienced in January and February 2010 prevented the bin delivery vehicles from working on 4 separate days. This therefore added additional pressure to the workload.

After delivering bins, a significant number of residents reported they were still waiting for a bin; this was exacerbated due to there being no mechanism of recording a bin to a particular property.

The quantity of additional green bins required was underestimated and funding for these bins was not catered for in service budgets. (There was previously an assumption that most households were in possession of a green bin)

The funding sanctioned for purchasing new brown bins was insufficient to cater for 2010 applications; therefore an additional order for brown bins was submitted at a later date, subsequently the manufacturer could not deliver the bins for the time required.

There was a delay in allowing development of the ATP payment method to go ahead despite engagement with finance from the conception stages; had there been more time to plan this element, the workload and possible costs could have been reduced. Also, the use of direct debit payments may have been employed for the 2010 period had finance had a more strategic understanding from the start of what Environmental Services were trying to achieve.

As no cut off point was implemented for the application process for 2010 collections, additional pressure (including financial) was been loaded on the operational side of bin delivery the administration processes and the Customer Service Centre. Employing cut off dates and late payment process may assist to some degree in controlling the timing of applications and prevent this bottle neck of work for future years.

What would you do differently next time?

Introduce a method of bin management to reduce the number of missing bins and control the number of bins collected from each property (ideally from the start of the project as retrospectively this is more challenging).

Revise the method of bin delivery.

Clarify with finance how funding additional bins will be undertaken

Ensure there is a contingency plan in place for snow / ice weather conditions to prevent a back log of bin deliveries.

Use a control method to narrow down the window of opportunity for applications (cut off date / incentives)

Ask for feedback from customer base prior to service developments

Was there a clear definition of success? (Refer back to the PID and Business Case)

The recycling collections from green bins and the garden waste collections from brown bins commenced in line with agreed plans

Was it achieved?

The commencement date for collecting recycling from green bins and garden waste from brown bins was already defined and these deadlines were achieved, however, it is not clear how many households were not in receipt of their bins to take part in the collection service at the start date.

How well were risks and issues managed?

There was no contingency in place for bin delivery during the periods of poor weather or for the late delivery of bins from the supplier.

Did the programme team have the right skills in place?

The project group involved in delivering the service changes were enthusiastic about meeting the deadlines involved and in general did have the right skills to deliver the project.

Where involvement is required from IT to assist with Uniform development, it is understood that external assistance is required, this can delay timescales and increase costs considerably.

Involvement from senior finance and IT staff would have been beneficial to be involved at the conception stages to allocate work as necessary and provide a full picture of what can realistically be provided.

Some external input/ support regarding scheduling bin delivery / bin recording / would have been useful at the planning stages to prevent mis-delivery of bins and registration of bins to properties.

Input from senior management on long term planning would have been useful to provide direction in areas such as handling applications at the CSC – direction was unclear and to some degree was conjecture.

Overall project management

The project was managed in the main by the previous Head of Service. With the changeover of personnel however early in 2010, leadership of the project became uncertain but the project group carried on with the planned changes in the absence of a project manager.

Opening and closing events

Na

Funding approach

Na

Communications – internal and external

Early involvement of Members, CSC and relevant departments enabled good communication internally. Externally, some positive feedback was received about the information received.

Some residents reported they found the key on the calendar misleading as to when the brown bin collections started.

Additional Findings

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19TH JULY 2010

Dolphin Centre- Performance Management Framework

Relevant Portfolio Holder	Cllr Mike Webb
Relevant Head of Service	Leisure & Cultural Services
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 This report gives an overview of the performance management arrangements and targets contained within the "Funding agreement in respect of the provision of recreation, sport and other leisure facilities and activities for the benefit of the community" or the grant funding arrangement for the provision of service from the Dolphin Centres.

2. RECOMMENDATIONS

- 2.1 There are no recommendations contained within this information report.

3. BACKGROUND

- 3.1 As members will be aware the provision of services at the Dolphin Centre were externalised to a not for profit leisure trust organisation on the 1st April 2010.
- 3.2 Following a recent meeting of the Performance Management Board (PMB), officers were requested to provide an update report that demonstrated the performance management arrangements that were in place to oversee these arrangements.
- 3.3 Attached to this report as Appendix 1, is a copy of the funding agreement or grant document that sets out the Key Aims, Service Standards, Objectives & Performance Targets, Funding arrangements and associated management requirements/clauses. Members are requested to note the contents of the report and the key issues outlined below and comment where appropriate.
- 3.4 At present officers are creating a formalised reporting framework for the service area that will be available as from the end of the second quarter to provide an overview of service delivery based on the grant document. This information will be in line with the BDC Corporate and departmental reporting framework.

4. KEY ISSUES

4.1 The key performance issues and targets contained within the attached document are as follows:

- Continuous improvement and increased Quest (UK quality scheme for sports and leisure facilities) scores in 2011/12 & 2013/14.
- Increased user satisfaction rating for the service within two years.
- To reduce (month on month) the number of customer complaints and increase positive feedback from the site.
- Development of enhanced user feedback process including User forums/panel and local survey's (BDC) to ascertain resident satisfaction ratings.
- Health & Safety management tools including number of accident/incidents, RIDDOR related occurrences and facility management implications.
- Development of effective staff training process to ensure the delivery of high quality services.
- User/Target group, usage information and increased participation rates.
- The establishment of a Partnership Board to oversee the delivery of the service, to commence in Nov 10 following 2 quarters of operation.
- Climate change, utility management and sustainability planning process.

5. FINANCIAL IMPLICATIONS

5.1 There are no financial implications contained within this report.

6. LEGAL IMPLICATIONS

6.1 There are no legal implications contained within this report.

7. POLICY IMPLICATIONS

7.1 There are no policy implications contained within this report.

8. COUNCIL OBJECTIVES

8.1 The changes made to the service delivery model of the Dolphin Centres support the council's vision and values and directly contribute to the Corporate Objectives of Improvement (CO2) and One Community (CO3).

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

9.1 None contained within this report.

PERFORMANCE MANAGEMENT BOARD

19TH JULY 2010

10. CUSTOMER IMPLICATIONS

10.1 None contained with in this report.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 There are no Equality and Diversity implications contained with in this report

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 None contained directly with in this report, however the changes in the service model on site are directly related to the VFM agenda and the effective use of resources targets set by the Council.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 None contained with in this report.

14. HUMAN RESOURCES IMPLICATIONS

14.1 None contained with in this report.

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 None contained with in this report.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

16.1 None contained with in this report.

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 The on site improvements will contribute to addressing health inequality issues by increasing the uptake of the service and by promoting a more diverse and customer focused programme.

18. LESSONS LEARNT

18.1 N/A

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19TH JULY 2010

19.1 Please see appendix one which sets out the headline requirements in this area.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	N/A

21. WARDS AFFECTED

All Wards

22. APPENDICES

1. Funding agreement in respect of the provision of recreation, sport and other leisure facilities and activities for the benefit of the community".
2. First Quarter Dolphin Centre Usage information.

23. BACKGROUND PAPERS

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19TH JULY 2010

None

24. KEY

AUTHOR OF REPORT

Name: John Godwin
E Mail: j.godwin@bromsgrove.gov.uk
Tel: 01527 881742

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BROMSGROVE DISTRICT COUNCIL

FUNDING AGREEMENT IN RESPECT OF THE PROVISION OF RECREATION, SPORT AND OTHER LEISURE FACILITIES AND ACTIVITIES FOR THE BENEFIT OF THE COMMUNITY

CONDITIONS OF GRANT FUNDING

Please read these Conditions carefully as they set out the basis on which the Council will award grant funding to Wychavon Leisure Community Association Limited. Please then ensure that the document is signed as required and then return it to the Head of Financial Services at the Council Offices in Bromsgrove. On the basis of your agreement to the Conditions, grant funding as detailed in Condition 9 will be confirmed, and a copy of this document, countersigned by a Council officer, will be returned to you for your records.

CONDITIONS

1. Business Plan

- 1.1 Bromsgrove District Council ("the Council") agrees to make grant funding available to Wychavon Leisure Community Association Limited ("The Trust"), having considered the Business Plan (a copy of which is annexed in Schedule 1) submitted by the Trust for the operation and management of the Dolphin Leisure Centre, School Drive, Bromsgrove B60 1AY ("the Dolphin Centre")

- 1.2 In return for this grant funding the Trust hereby agrees from 1st April 2010 ("the Commencement Date") to:-

- 1.2.1 operate the Dolphin Centre at/between all of the times contained in Schedule 2
- 1.2.2 operate the Dolphin Centre in accordance with the terms and conditions contained herein and in accordance with the provisions contained in a Lease of even date made between the Council and the Trust
- 1.2.3 offer a balanced programme of leisure activities which includes all of the activities listed in Schedule 3.

For the avoidance of doubt, the details set out in Schedules 2 and 3 shall be subject to any variation agreed between the parties from time to time, such agreement not to be unreasonably withheld or delayed.

- 1.3 For the purposes of this agreement "Year" shall mean:

- 1.3.1 for the first year, the period from the Commencement Date through to 31st March 2011; and
- 1.3.2 thereafter a period of twelve (12) consecutive calendar months from 1st April through to the following 31st March.

2. Vision for Bromsgrove

The Council and the Trust will work in partnership to promote through leisure and sport the Council's Vision of "working together to build a district where people are proud to live and work, through community leadership and excellent services", the Values of Leadership, Partnerships, Customer First and Equality, "One Community" and the Council's Objectives of Improvement and Sense of Community & Well Being.

In particular the Trust agrees to develop its Business Plan over the period of this agreement, wherever possible, in working towards the aims, objectives and key deliverables set out in this agreement and the actions set out in the Council's Leisure & Cultural Services Business Plan and the Council's Sports Strategy from time to time (so long as they meet the charitable objectives of the Trust). The Trust also agrees that it will work with the Council to deliver the

Council's health, community and social priorities insofar as they can be delivered through the Dolphin Centre and that it will also support the Council's efficiency agenda.

In addition to the Council's local objectives the Trust also agrees to work with the Council in responding to and delivering an extensive range of national, regional and sub regional initiatives, priorities and requirements e.g. the delivery of the Sport England's Regional Plan for Sport in the West Midlands & the Hereford & Worcestershire Sports Partnership Improvement Plan.

The Trust agrees to become a member of the Bromsgrove Community Sports Network (BECAN) as soon as reasonably practicable after the Commencement Date and will assist Council officers in the preparation of external funding submissions designed to provide an enhanced and diverse programme of activities across the district.

3. Shared Aim

3.1 The Council and the Trust have a shared aim with regard to the provision of leisure services and in contributing to the improved health and social well being of the community within the District. This shared aim is:-

3.1.1 providing high quality efficient leisure services with clear and consistent standards.

3.1.2 providing open access and increased participation to leisure services regardless of age, sex, sexuality, race, ability or economic status.

3.1.3 continually reviewing and improving services to ensure that the greatest possible benefit is gained from the Dolphin Centre.

3.1.4 Identifying key groups within the local population (target market groups) and developing support and access packages as and where required to increase participation/updating of services.

3.1.5 to work jointly (including the preparation of funding bids) to support the Council's wider community, health and physical activity objectives and the objectives contained in the Local Strategic Partnership and Sustainable Community Strategy.

3.2 The Trust and the Council shall at all times act in good faith.

4. Standards of Service

4.1 The Trust will:-

4.1.1 Ensure the provision of a quality service at all times and ensure that any customer queries or complaints are dealt with efficiently, courteously and promptly. This shall mean that customer emails will be responded to within 2 working days, letters within 10 working days and telephone calls will be dealt

with immediately. Working days shall exclude Saturdays, Sundays and Bank Holidays.

4.1.2 Provide effective management and high standards of operating procedures and practices.

4.1.3 Ensure that the Dolphin Centre is well maintained to the highest standards of cleanliness and safety at all times.

4.1.4 Employ good quality, knowledgeable and appropriately trained staff at the Dolphin Centre and ensure at all times that any member of staff required to drive a motor vehicle as part of their duties for the Trust shall hold a valid driving licence for the vehicle they are using and have appropriate insurance cover.

4.1.5 Ensure that all relevant members of staff have an appropriate Criminal Records Bureau check and / or an ISA registration.

4.2 Provide a varied and balanced service delivery programme that gives opportunities for all regardless of age, sex, sexuality, race, ability or economic status.

4.3 Offer a mixed programme of activities as stated in Schedule 3 (as amended from time to time) using organised courses, club hire and pay and play opportunities where appropriate.

4.4 Develop a programme of activities aimed at increasing participation in sport, which provides a basis for progression into higher levels of performance for those with the talent and desire to progress.

4.5 In partnership with the Council, consult with and seek the views on a regular basis from the community on the Dolphin Centre to include satisfaction levels with the services provided and future aspirations for the services.

4.6 Develop a continuous improvement model for service delivery that includes staff development, a facility improvement schedule and enhanced customer satisfaction ratings.

4.7 Consult with the Council prior to implementing any significant service change which may impact negatively on any users or user groups.

4.8 The Trust agrees and covenants with the Council that in carrying out its obligations under this agreement the Trust shall (and the Trust shall require in contract documentation that the Trust's major suppliers and sub-contractors) comply in all material respects with all relevant legislation including but not limited to legislation relating to health safety and welfare at work and, in this regard:

4.8.1 the Trust shall use all reasonable endeavours to enforce the obligations in such contract documentation; and

4.8.2 shall provide evidence to the Council, within a reasonable period following request:-

- (a) of a policy covering equal opportunities so as to avoid unfair discrimination on the grounds of age, colour, race, creed, nationality or any other unjustifiable basis directly or indirectly in relation to the provision of the services at the Dolphin Centre and
- (b) as to how the above policy has been implemented.

4.9 The Trust shall work with the Council to support its Equalities and Diversity policies and agenda.

5. Objectives and Performance Targets

All information supplied to the Council as set out below shall be in the form agreed with the Head of Leisure and Cultural Services.

5.1 Providing a high quality efficient leisure service with clear and consistent standards

The Trust agrees to work with the Council and other relevant organisations in improving and developing services and facilities at the Dolphin Centre. The Council wishes to see on going service quality improvements and will need to see these substantiated by an independent external audit process at intervals to be agreed by the parties.

The Council strongly supports the use of QUEST which provides a scored Quality Assurance Mark as an assessment tool.

The Council is furthermore committed to achieving a level 3 score for its Use of Resources Assessment by the end of Year 3 and will require the Trust to utilize a national recognized benchmarking service for example APSE as part of it's Value for Money agenda/improvement plan. A recognised benchmarking service will be used to review the Council's performance against other local authorities and be used to guide future service delivery, development and investment. The external cost of the benchmarking service will be met by the Council.

Annual customer and resident surveys will also be used to assess service quality and the Trust will be required to co-operate with the delivery of these assessments periodically.

A customer and complaints system should also be operated by the Trust and the results should be presented to the Council on a six (6) monthly basis.

Desired Outcome	Measures	Target	Current Score
Delivering a high quality customer focused service.	Quest score Customer satisfaction survey	To achieve a 4% increase to the Dolphin Centre QUEST score at each of the first two reaccreditation reviews. A local customer satisfaction score of over 95% within 2 Years of the Commencement Date.	71% 85%
Effective & efficient delivery of the service.	Customer complaints and verbal feedback system User Forum	To reduce customer complaints month on month. To increase the number of positive comments received month on month. Meetings undertaken at least twice per year and feedback is taken into account in the annual service improvement plan.	

Desired Outcome	Measures	Target	Current Score
A well maintained, safe and healthy environment in which to work or spend leisure time.	<p>Number of accidents recorded staff & public</p> <p>Number of RIDDOR reportable accidents recorded</p> <p>Formulation and provision of a planned maintenance programme</p>	<p>To reduce the number of accidents by 5% year on year.</p> <p>Recording and reporting promptly any RIDDOR reportable accidents</p> <p>To reduce the number of hours of service delivery lost due to maintenance down time, split into planned and reactionary.</p> <p>Full compliance with all maintenance based legislation for example PAT testing.</p>	<p>74 (2009/10)</p>
	Health & Safety Management	<p>Health & Safety Management score for QUEST to increase at each reassessment undertaken.</p> <p>100% of Risk Assessment (RA) completed in line with the annual RA schedule.</p>	<p>6/10</p>
Customers receive a professional and appropriate service from all Trust staff.	<p>All new staff receive an induction within 1 week of their start date.</p> <p>Formulate and review a training plan for all staff.</p> <p>Weekly, monthly and annual training requirements identified and programmed in to staff training sessions/schedule.</p>	<p>100% of new staff receiving inductions within 1 week of start date.</p> <p>All staff to have individual PDR's and effective training programmes in place within three (3) months of commencing work.</p> <p>90% of staff attending sessions to meet the operational requirements of the Dolphin Centre (trained to do the job).</p>	
In the absence of baseline figures, comparisons will be made on a year on year basis (1st year figures will act as the base line figures)			

5.2 Increased participation and accessibility.

The Council particularly wishes resources to be targeted at under represented groups to widen access to sport and to increase uptake and usage at the Dolphin Centre.

These groups shall be defined as:-

5.2.1 Over 50's.

5.2.2 Ethnic Minorities.

5.2.3 Those in receipt of benefits.

5.2.4 Disabled.

5.2.5 Children & Young People

5.2.6 Females

The Council also wishes to use sport as a tool to tackle social inclusion, health inequalities, community cohesion including anti-social behaviour and improving health and well being generally. As such, the Council and the Trust will work together to develop greater opportunities for residents in these areas.

As part of this objective the Trust shall also establish and operate, at least twice yearly a user panel/forum which will be used to review the operation of the service and future improvements that may be possible at the Dolphin Centre. The Trust will require that the forum has equal representation from all of the above-named groups in order to reflect the needs of the whole community. For the avoidance of doubt, the groups to be reflected on the forum shall be subject to variation by the Council at any time after having consulted with the Trust.

Desired Outcome	Measures	Target
A service that is accessible and used by all.	For each of the priority groups provide a quarterly report detailing the following participation information :-	
	% breakdown of the Dolphin Centre's usage	
	% break down of the programme provided.	That the % of the users reflect the % breakdown of the community.
	% uptake of the programme.	Quarterly
	Provide a demographic profile of users of the Dolphin Centre	
	Ensure that a user forum is set up.	Meets twice per year and includes representatives from the priority groups.
Equitable use of sports facilities.	Number of visits by target groups.	5% overall annual increase in participation by the end of Year 2.
	% breakdown of visits by targets groups against overall visits.	2% year on year increase in usage by the end of Year 2.
Increased participation.	Attendance information overall, wet, dry and key activities for example swimming courses.	5% overall annual increase in participation by the end of Year 2. 2% year on year increase in usage thereafter.

5.3 Continuous improvement and service reviews

The Council will carry out an annual review of the Trust both from a performance management perspective and to ensure that the Trust is working within the agreed boundaries of the grant Conditions contained herein.

The Council in addition to carrying out their own surveys will have the right to review the survey and qualitative information collected by the Trust from service users and local residents.

In areas where there is consistent or wide scale user dissatisfaction the Council will have the ability to request the Trust to address such issues within the Operational and Business Plans.

Desired Outcomes	Measures
The provision of a customer orientated service which responds to market forces where appropriate	Carry out regular performance reviews. Qualitative assessment of customer satisfaction surveys Improvements in residents satisfaction as shown by the Place Survey results.

6. Sustainability of use

The Council requires the Trust to operate in a sustainable manner consistent with the Council's environmental objectives which have been disclosed to the Trust.

The Council requires the Trust to prepare an energy conservation plan and to secure annual reductions in energy, water and consumables. The Trust will be expected to reduce its energy consumption as measured against its first 12 monthly usage figures. If the Trust fails to reduce its energy consumption the Council reserves the right to reduce the grant by the cost of the energy used in excess of the previous 12 months consumption, unless there are mitigating reasons for the increased use.

The Council will also encourage the Trust to follow an ethical & sustainable procurement process to integrate environmental and social considerations into the purchasing process with the goal of reducing adverse impacts upon health, social conditions and the environment, thereby saving valuable costs for public sector organisations and the community at large. Sustainable procurement forms a key part of the aim to support sustainable development by the public bodies.

The Trust agree to assist the Council in meeting its obligations in respect of Carbon Reduction Reporting and any similar obligations that may arise during the term of this grant arrangement insofar as they relate to the Dolphin Centre.

When purchasing assets, supplies or services the Trust will be expected to take into account a number of factors including:

- a) The entire life cycle of products.
- b) Environmental aspects: - the effects on the environment that the assets, supplies and/or services have over the whole lifecycle (Green Procurement).
- c) Social aspects: - the effects on issues such as poverty eradication, inequality in the distribution of resources, labour conditions, human rights and fair-trade.
- d) Sustainable or recycled materials/products.
- e) Recycling policies for disposables.

7. Concession Cards and Other Specialised Use

- 7.1** The Trust is required to operate the Council's approved concession card scheme i.e. a 50% concession reduction shall be given to those on income support, job seekers allowance, those over 60, students and disabled users and their carers. The Trust are at liberty to operate any other enhanced discount scheme from time to time it sees fit but agrees to publicise it widely and fairly to all eligible persons.

- 7.2** The Trust shall, having due regard to its obligations under Condition 17, ensure that financial information and records are kept relating to the operation of the leisure card scheme and provide within 2 weeks of the end of each quarter a summary of such information and records in a format to be agreed by the Council.

- 7.3** The Trust shall provide free use of the leisure facilities for a maximum of 25 named county and national standard sports people approved by the Council and notified by the Council to the Trust from time to time in line with the FANS scheme.

- 7.4** The Council requires and the Trust shall protect a number of hours available to the Bromsgrove Swimming Club at the Dolphin Centre. The Bromsgrove Swimming Club currently has use of the swimming pool for 4.5 hrs per week and this must not be reduced without the prior written consent of the Council.

- 7.5** The Trust will continue to operate the County wide exercise referral service in partnership with the Hereford & Worcestershire County Sports Partnership and NHS Worcestershire, as long as this service is externally supported and economically viable.

7.6 To provide the existing concession scheme for looked after children within Worcestershire.

7.7 The Council agrees to reimburse the Trust the cost of any parking concession offered to users of the Dolphin Centre subject to the Trust complying with the terms of the reimbursement scheme as set out in the Schedule 5.

7.8 The Trust agrees to work with the Council's Sports Development team to encourage and develop sporting activities within the Dolphin Centre. The Trust agree to make space available at nil or low cost for sports development activities when there is little or no loss of income to the Trust.

8. Insurance/Indemnities

8.1 The Trust shall take out policies of insurance in respect of:

8.1.1 all computers, equipment, including the Council's gym equipment, furniture etc for their full replacement value except where, acting reasonably, it can be shown to be uneconomic to do so;

8.1.2 public and employers' liability (£ [REDACTED] minimum for each and every loss), loss or theft of cash, and to maintain a fidelity guarantee policy.

8.2 The Trust shall provide evidence upon request that all such insurance policies are in-force and shall not do or permit anything to be done which may render any such policy of insurance to be void or voidable.

8.3 The Trust are aware that the Council does not insure against flood damage, glazing or in respect of malicious losses.

8.4 The Trust shall:

8.4.1 be liable for and shall indemnify the Council in full against any expense, liability, loss, claim or proceeding arising under statute or at common law in respect of personal injury to or death of any person whomsoever or loss of or damage to property whether belonging to the Council or otherwise or any claim by any third party arising out of or in the course of or caused or contributed to by the Trust and/or the performance or non-performance or delay in performance by the Trust of its obligations under this agreement except to the extent that the same is due to any negligent act or default of the Council;

8.4.2 be liable for and shall indemnify the Council against any expense, liability, changes, loss, claim, costs or proceeding arising as a result of or in connection with any breach of the terms of this agreement by or otherwise

through the default or negligence of the Trust except to the extent that the same is due to the default or negligence of the Council.

9. Funding

During the term of the Lease the grant sum payable, subject to any adjustments needed for utilities, pension and the surplus share will be as follows:

For the period 01/04/2010 to 31/03/2011 – [REDACTED]

For the period 01/04/2011 to 31/03/2012 – [REDACTED]

For the period 01/04/2012 to 31/03/2013 - [REDACTED]

Should the Council not exercise the break option within the Lease the grant sums, subject to the necessary adjustments for utilities, pension and profit share will be as detailed below:

For the period 01/04/2013 to 31/03/2014 - [REDACTED]

For the period 01/04/2014 to 31/03/2015 - [REDACTED]

The Council shall, during the term of the Lease indemnify the Trust in respect of any liability for the payment of National Non Domestic Rates ("Rates") for the Dolphin Centre. If Rates are payable by the Trust the Council will increase the grant by the same amount in each year that the Trust shall be liable to pay Rates.

10. Use of Grant Funding

10.1 The first payment of the grant in the sum of [REDACTED] shall be paid by the Council on the 1st April 2010. This will cover the period of the first 6 months of the agreement. As from that time the grant will be paid quarterly in advance.

10.2 In respect of the grant period , the parties acknowledge the volatility of the utility market (gas, water and electricity only) and notwithstanding the fact that amounts will be attributed for the purchase of such items in the grant funding for each of those Years

the Council agrees, subject to the Trust complying at all times with its obligations under Condition 10 and Condition 6, to make an adjustment to the grant funding already awarded for any Year insofar as amounts expended by the Trust for such items, exceed the amount attributed for that Year. Insofar as any adjustment is made hereunder at the end of any Year, a balancing payment will be made to the Trust by the Council within one (1) month of the end of the relevant Year. The Trust and the Council agree that the payment under this clause exclude any increase in utility costs which are at or below the Consumer Price Index rate prevailing for the relevant period. Should the cost of utilities be less than the sum shown in the Business Plan in any year the Council shall be entitled to receive a refund of that sum within one (1) month of the end of that year.

- 10.3 The Trust must use the grant wholly and exclusively for the purposes identified within the Business Plan and as set out in this agreement. This clause shall not apply to any sum accruing to the Trust under the Surplus Share arrangement set out in Schedule 4.

- 10.4 The Trust shall account for expenditure of the grant and performance of the Business Plan by:

10.4.1 attending such meetings as may be reasonably required;

10.4.2 providing any information which the Council reasonably requires.

10.4.3 giving the Council full assistance in its discharge of its statutory obligations and social objectives in relation to the provision of leisure facilities generally

10.4.4 affording the Council reasonable access to the Dolphin Centre, and after notice to the Managing Director, to the Trust's staff and other records, subject to the requirements of Condition 17, to enable the Council to monitor effectively the Trust's compliance with these Conditions relating to the provision of services..

- 10.5 The Council agrees to meet any additional costs incurred in respect of any contract for goods or services which is required to be novated into the name of the Trust but which, through no fault of the Council or the Trust, cannot be novated immediately, in the amount of funding to be provided hereunder to the Trust.

- 10.6 The Trust must make arrangements to secure continuous improvements in the way in which the services are delivered at the Dolphin Centre, having regard to a combination of economy, efficiency, effectiveness and the aims and objectives of the Council set out in this agreement.

- 10.7 The Trust represents and warrants as a separate warranty and representation to the Council that:

10.7.1 it is validly existing and has full power to enter into and perform this agreement;

10.7.2 the obligations expressed as being assumed by the Trust under this agreement constitute valid legal and binding obligations of the Trust enforceable against the Trust in accordance with their terms;

10.7.3 neither the execution of this agreement by the Trust nor the performance or observation of any of its obligations under it will conflict with or result in any breach of any law or enactment or any deed, agreement or other instrument, obligation or duty to which the Trust is bound;

10.7.4 the Trust is not in default under any law or enactment or under any deed agreement or other instrument or obligation by which it is bound so as to affect adversely its ability to perform its obligations under this agreement;

10.7.5 all consents, required in connection with the execution, delivery, issue, validity or enforceability of this agreement have been obtained and have not been withdrawn;

10.7.6 no litigation or administrative or arbitration proceeding before any court, tribunal, Government authority or arbitrator is presently taking place, pending or (to the knowledge, information and belief of the Trust) threatened against, or against any of the assets of, the Trust which might have a material adverse effect on its ability to perform its obligations under this agreement;

10.7.7 all information documents and accounts of the Trust submitted to the Council for its appraisal for the purposes of this agreement are true and accurate and no change has occurred since the date on which such information was supplied which renders the same untrue or misleading in any respect and that there has been no material adverse change in the business, assets, operations or prospects of the Trust since such information documents and accounts were provided;

10.7.8 the Trust has disclosed to the Council all information which would or might reasonably be thought to influence the Council in awarding the grant funding to the Trust or the amount thereof;

10.7.9 the Trust accepts that nothing in this agreement shall operate to fetter the exercise of the statutory powers of the Council or constrain or prevent compliance with its statutory duties or cause any limitation on any of the powers whatsoever of the Council to be exceeded.

11. Management Accounts

11.1 The Trust shall maintain proper usual and up to date financial accounting records and shall provide to the Council such financial and other information about the provision of the services at the Dolphin Centre as the Council may from time to time reasonably require.

11.2 The Trust will provide a set of management accounts to the Council on a quarterly basis within 30 days of the quarter end. The accounts will detail actual compared with budget and is to include known commitments for expenditure and income items. The format of such accounts shall be agreed from time to time by the parties.

11.3 The Trust shall review quarterly together with the Council the management accounts to identify any respects in which the financial performance varies from the projections in the Business Plan, and shall take such remedial actions as shall prove necessary. The Council may reduce or with hold any or all of the next grant payment until the Trust have carried out any remedial action considered necessary by the Council.

12. Annual Accounts and Statements

12.1 The Trust shall comply at all times with its obligations regarding filings and regulation with any regulatory authority or body..

12.2 The Trust shall provide the Council with the estimated value of any profit share agreement within 1 calendar month from the end of the relevant Year to which it relates.

12.3 The Trust shall ensure that financial statements relating to the provision of the services are submitted to the Council within 6 months of the end of the relevant Year to which they relate.

12.4 All financial source documents must be kept by the Trust for at least 6 years from the end of the relevant Year.

12.5 At its discretion the Council may require the submission of audited accounts where this is not a statutory requirement.

12.6 The Trust shall acknowledge grants in its annual report and audited accounts, indicating the purposes for which the grants were used and the outcome of the activities.

13. Equal Opportunities

The Trust shall use all reasonable endeavours to ensure that they:

13.1 do not discriminate on the grounds of gender, age, race, disability, religion or belief or sexual orientation in terms of employment and service delivery. The only exception to this will be where it is lawful (i.e. genuine occupational qualifications as allowed under Section 5 of the Race Relations Act 1976 and Section 7 of the Sex Discrimination Act 1975);

13.2 comply with all employment and human rights legislation and have regard to any codes of practice published by the Equal Opportunities Commission, the Commission for

Racial Equality, the Department for Employment and Learning, the Disability Rights Commission or other similar agencies in relation to equal opportunities in employment and service delivery;

- 13.3 demonstrate a commitment to the elimination of unlawful discrimination on the grounds of gender, age, race, colour, nationality, class, disability, religion or belief or sexual orientation as service providers, by providing and ensuring equality of access to services. The Trust may offer services to a specific group where this is part of the Trust's objectives.

- 13.4 In regard to the above Conditions, the Council requires the Trust to have written policies and practices for implementing and developing equal opportunities e.g. recruitment practices, promotion and training etc. To this end, the Trust will be required to complete an annual equal opportunities audit detailing the type of services provided, the profile of clientele, and the profile of the existing workforce. Council officers may from time to time conduct an independent equalities audit of the Trust, and may request from you additional information in relation to the operation of the Trust's equal opportunities procedures

14. Trade Union Membership

- 14.1 In respect of Trade Union Membership and Regulations, the Trust will ensure that, each individual member of its staff should be given an opportunity to be a member of a trade union and for the time being for the purpose of collective bargaining UNISON should be recognised for consultation.

- 14.2 In respect of recruitment for the time being the Trust will include the following form of words in all letters of appointment of employees:

"Mychavon Leisure Community Association Limited supports the principle of union membership and believes in solving industrial relation problems by discussion and agreement. You have the right to join any union of your choice. "

- 14.3 In implementing the preceding Condition, the Council reminds the Trust, as an employer, that it is unlawful to refuse employment to a person because s/he is not a member of a trade union, or refuses to accept any other union membership requirement The relevant legislation sets out the circumstances in which an employer is regarded as having refused employment to an individual.

15. Council Representation

The Trust must participate fully in setting up a Partnership Board which will meet on at least a quarterly basis to consider matters relevant to the grant funding Conditions and obligations. The Board will consist of the Council's Portfolio Holder, the Head of Leisure and Cultural Services, one Councillor (to be advised), a user representative and the Managing Director of the Trust. For the avoidance of doubt this Board shall not have any powers to direct the Trust as to how it uses any grant funding supplied

hereunder but it shall be able to make suggestions for expenditure or operational changes.

16. Rights of Access and Information

16.1 The Trust shall allow access by Council officers and auditors to the Dolphin Centre to inspect financial and other records relating to the provision of the services at the Dolphin Centre except those subject to legal professional privilege, at any reasonable time, and provide additional information as requested, including, without limitation, your personal procedures for recruitment of persons who have unsupervised contact with children and young persons under the age of eighteen or with vulnerable adults. The Trust shall also make available to the Council's officers or Auditors any information it its possession relating to the Dolphin Centre upon request.

16.2 The Trust will allow Council auditors (internal or external) to take copies (whether in print or electronic form) of such of its financial and other records which it is required to make available under Condition 16.1 above.

16.3 The Trust shall notify Council auditors (whether internal or external) of any circumstances which could give rise to allegations of fraud or misconduct by any person in the application of this grant.

17. Data Protection

The Trust and the Council will comply with their respective obligations under the Data Protection Act 1998 ("the 1998 Act") and the Computer Misuse Act 1990 insofar as performance of this agreement gives rise to obligations under those Acts.

The parties shall ensure that they do nothing knowingly or negligently which places the other in breach of their obligations under the 1998 Act

18. Compliance with Statutory Requirements

The Trust shall note the Council's current and future statutory obligations including but not limited to the Freedom of Information Act 2000, Human Rights Act 1998, Disability Discrimination Act 1995, Race Relations Act 1976, the Rehabilitation of Offenders Act 1974, the Police Act 1997, the Protection of Children Act 1999 and the Criminal Justice and Courts Services Act 2000 (as amended from time to time) and any codes of practice issued by the Government and appropriate enforcement agencies.

The Trust shall assist the Council in its compliance with its obligations under these provisions and comply with any reasonable request from the Council for that purpose.

19. Relationship with the Council

The Trust shall acknowledge Council funding provided pursuant to this agreement in all its publicity material by:

- 19.1 ensuring that all published material, stationery and vehicles displaying the Trust's name and/ or logo states that the Trust is working in partnership with the Council and that the approved Council logo is displayed;
- 19.2 if required by the Council displaying on any site managed or used by the Trust a sign or signs stating that the Trust is supported by funding from the Council and showing the approved Council logo;
- 19.3 ensuring that no material is displayed on any premises which may in the reasonable opinion of the Council materially offend any resident(s) within the district or cause embarrassment to the Council and shall remove any such offensive material forthwith at the request of the Council;
- 19.4 ensuring that all requests for interviews, statements and comments regarding Council policy shall be referred to the Contact Officer;
- 19.5 ensuring that the Trust do not allow the carrying on of car boot sales or entertainment of an adult nature and by limiting its trading activities to those which are ancillary to its charitable objects .

20. Compliance with Grant Conditions

If the Trust do not comply fully with these Conditions of grant, or do not use the grant for the purpose for which it is given, future grant aid may be withdrawn and the Trust may be required to repay part or all of the grant it has received to date.

Grant payments may be suspended while the Council investigates the affairs of the Trust. Such investigation must be carried out promptly and expeditiously so as to keep the time period that grant is suspended to a minimum. The grant is to be spent as agreed and on time.

The Council agrees that in complying with the terms and conditions contained within this agreement the Trust shall not be required to provide or deploy any resources beyond those identified in the Business Plan save where otherwise expressly agreed to do so.

21. Disputes

In the case of any dispute between the parties relating to this agreement the Chief Executive of the Council and the Managing Director of the Trust, or their nominated representatives shall meet together as soon as reasonably practicable after the relevant dispute has arisen,

but in any event within forty eight (48) hours thereof in good faith with the intention of resolving the dispute.

Should the dispute remain unresolved after 14 days of the referral it is agreed that both parties shall agree the appointment of an adjudicator within 28 days whose decision shall be binding on both parties. Should the Council and Trust fail to agree on the appointment of the Adjudicator then either party may take action through the courts as they deem necessary.

22. Insolvency, dissolution and transfer of engagements

The Council may require the Trust to repay all or part of the grant if it is of the opinion acting reasonably that:

- 22.1 the Trust have stopped payment to creditors where there are no genuine commercial reasons for doing so or if it is unable to repay any of its debts;
- 22.2 the Trust's members are likely to dissolve the Trust;
- 22.3 the Trust have a receiver, administrative receiver, liquidator or potential liquidator appointed over all or any part of the Trust's assets;
- 22.4 the Trust have or are about to enter into an arrangement with its creditors;
- 22.5 some action is or is about to be taken to terminate the Trust's business;
- 22.6 an event has or is about to take place which would entitle the appointment of a receiver over the Trust's assets or which would cause any floating charge on your assets to crystallise;
- 22.7 a petition has been presented and not discharged within seven days or an order made or a resolution passed for the Trust's winding up or a meeting has been commenced for the purpose of winding up;
- 22.8 an administration order in respect of the Trust has been made or a petition for such an order presented and not discharged within seven days;
- 22.9 the Trust have ceased or threatened to cease for any reason to carry on business; and
- 22.10 the Trust are about to effect a transfer of your engagements to any other person, without the prior approval of the Council, which shall not be unreasonably withheld.

23. Trust Objectives

It is recognised that the Trust's principal objectives are as set out in its Memorandum and Articles of Association documents. In the event of conflict between the Council's strategic aims and the Trust's charitable objects it is acknowledged by both parties that

nothing in this agreement shall require the Trust to act contrary to its charitable objects. In such circumstances the parties will meet as soon as reasonably practicable to determine an alternative acceptable course of action.

24. Dealing with this Agreement

The Trust agrees and covenants with the Council that this agreement is personal to the Trust who shall not, without the prior written consent of the Council (in its absolute discretion), assign, transfer, charge or deal in any other manner with this agreement or its rights under it or part of it, or purport to do any of the same, or sub-contract any or all of its obligations under this agreement. Any such consent if given, may be made subject to any conditions which the Council considers necessary.

25. Reputation of the Council

The Trust shall not, and shall use all its reasonable endeavours to procure that its suppliers and contractors shall not, knowingly do or omit to do, anything in relation to this agreement, or in the course of their other activities, that may bring the standing of the Council into disrepute or attract adverse publicity for the Council.

26. Confidentiality

26.1 Unless the parties otherwise agree, this agreement and all documents and information provided under or in connection with the performance of this agreement or during its negotiation shall be treated as confidential ("Confidential Information"). The Confidential Information shall not be used by either party except for the purposes for which they were made available and Confidential Information shall not be disclosed by either party to any other person without the prior written consent of the party who disclosed or provided the information. The parties shall use all reasonable endeavours to ensure that their employees, agents and sub-contractors are under a similar obligation of confidentiality in respect of Confidential Information. The above restriction shall not apply to Confidential Information which:

26.1.1 the party wishing to disclose can demonstrate to the satisfaction of the party who disclosed the information that it is already in the public domain other than as a result of a breach of this Condition 26; or

26.1.2 is disclosed to the party wishing to disclose without any obligation of confidence by a third party who has not derived it directly or indirectly from the party who disclosed the information; or

26.1.3 is trivial or cannot reasonably be considered to be confidential.

26.2 The obligations of confidentiality contained in this Condition 26 shall continue after the expiry or termination of this agreement howsoever occasioned.

26.3 Nothing in this agreement shall prevent the parties from disclosing any information which either party in its absolute discretion considers it is required to disclose in order

to comply with the Freedom of Information Act and any other statutory requirements whether or not existing at the date of this agreement, provided always, that the parties shall, where reasonably practicable, seek to collaborate in relation to any Requests for Information with a view to treating such requests in a consistent manner as between the parties.

- 26.4 If a party (the "Recipient") shall at any time notify the other party (the "Assistor") that it has received a Request for Information in respect of which the Recipient requires the Assistor's assistance then:

26.4.1 the Assistor shall at its own cost provide and procure that its sub-contractors (which expression shall for the purposes of this Condition 26 include the Trust where the Assistor is the Trust) use reasonable endeavours to provide all necessary assistance required by the Recipient in order to allow the Recipient to comply with the Request for Information within the period or periods when it is obliged to respond to the Request for Information;

26.4.2 without limitation to the foregoing the Assistor shall at its own cost within five working days of request supply and procure that its sub-contractors supply to the Recipient such information and documents requested by the Recipient in such form as reasonably prescribed by the Recipient; and

26.4.3 the Assistor shall ensure that all Information produced in the course of the provision of any of the services at the Dolphin Centre and/or this agreement is retained for disclosure and shall permit the Recipient to inspect such records as required from time to time.

- 26.5 In the event that either party shall at any time receive any Request for Information relating to the services at any of the Dolphin Centre or this agreement or any activities or business of such party then such party shall supply the Request for Information to the other party as soon as reasonably practicable after receipt.

27. Status of Trust

27.1 In carrying out its obligations under this agreement the Trust agrees that it will be acting on its own account as principal and not as the agent or partner of the Council.

27.2 The Trust shall not say or do anything which may pledge the credit of or otherwise bind the Council or that may lead any other person to believe that the Trust is acting as the agent of the Council.

28. Notices

28.1 Any written notice required to be served under this agreement shall in the absence of evidence to the contrary be deemed to be served if sent by pre-paid recorded delivery post:

28.1.1 to the Council at The Council House, Burcott Lane, Bromsgrove, B60 1AA marked for the attention of The Chief Executive ;

28.1.2 to the Trust at Pershore Leisure Centre, King Georges Way, Pershore, marked for the attention of the Managing Director.

29. Value Added Tax

29.1 The parties believe that this agreement does not constitute a supply or an agreement to supply services by the Trust and that the payment of any grant funding by the Council under this agreement is outside the scope of Value Added Tax.

29.2 The Trust will ensure that no supply of services is made by the Trust which may lead to the payment of any grant funding by the Council under this agreement falling within the scope of Value Added Tax.

29.3 All sums or other consideration payable to or provided by the Trust to the Council at any time shall be deemed to be exclusive of all Value Added Tax payable and where any such sums become payable or due or other consideration is provided the Trust shall at the same time or as the case may be on demand by the Council in addition to such sums or other consideration pay to the Council all the Value Added Tax so payable upon the receipt of a valid Value Added Tax invoice.

30. Miscellaneous

30.1 Nothing in this agreement shall constitute a partnership or joint venture between the parties hereto or constitute the Trust as the agent of the Council for any purpose whatsoever. The use of partnership shall be limited to that of cooperative or collaborative working.

30.2 A certificate by the Council as to any sum payable hereunder by the Trust shall be conclusive save in the case of manifest error.

30.3 This agreement may only be varied, save as otherwise provided, by agreement in writing by the parties.

30.4 If at any time any of the provisions of this agreement become illegal, invalid or unenforceable in any respect under any law or regulation of any jurisdiction, neither the legality, validity or enforceability of the remaining provisions of this agreement shall be in any way affected or impaired as a result.

30.5 No failure or delay on the part of the Council in exercising any right or power and no course of dealing between the parties hereto shall operate as a waiver nor shall any single or partial exercise of any right or power of the Council prevent any other or further exercise thereof or the exercise of any other right or power of the Council. The rights and remedies of the Council are cumulative and not exclusive of any rights or remedies which the Council would otherwise have.

30.6 Nothing contained in or done under this agreement and no consents given by the Council shall prejudice the Council's rights, powers or duties and/or obligations in the exercise of its functions or under any statutes, bye-laws, instruments orders or regulations.

30.7 Nothing in this agreement shall confer any rights or obligations on any person who has not executed this agreement nor shall the consent of any person who has not so executed this agreement be needed to make any modification, amendment, variation or release of the terms hereof. The parties to this agreement expressly agree for the purposes of the Contracts (Rights of Third Parties) Act 1999 that they do not intend any person other than a party to this agreement to be able to enforce any term of this agreement.

30.8 This agreement and the documents referred to in it, constitute the entire agreement between the parties and supersede and replace any previous agreement, understanding, representation or arrangement of any nature between the parties relating to the subject matter of this agreement.

30.9 This agreement may be executed in any number of counterparts and each counterpart shall, when executed be an original of this agreement and all counterparts together shall constitute one instrument.

30.10 This agreement shall be governed by and construed in accordance with the Law of England.

ACCEPTANCE OF GRANT CONDITIONS

We accept the grant detailed in this agreement on the terms and conditions set out in this document, which we confirm the Trust will observe.

On behalf of **Wychavon Leisure Community Association Limited**
To be signed by two Management Board Members

Signature

Name (please print)

PETER WILLIAMS

STUART MEGARRY

Position in Organisation

COMPANY SECRETARY

CHAIRMAN

Address

MANOR FARM COTTAGE,

9 PENSHAM HILL

34 MAIN ST,

PERSHORE

SUDBURY, NORTHANTS

WORKS

Date

31/3/2010

31/3/2010

We approve payment of the grant on the above Conditions
On behalf of **Bromsgrove District Council**

Signature

Position in Organisation

HEAD OF FINANCIAL SERVICES

HEAD OF LEARNER ENLIGHTENED AND EDUCATIONAL SERVICES

Date

31.3.2010

31.3.2010

Legal power for grant - Section 19(3) Local Government (Miscellaneous Provision) Act 1976

Grant Reference WLCAL / Grant.....
(to be quoted in all correspondence)

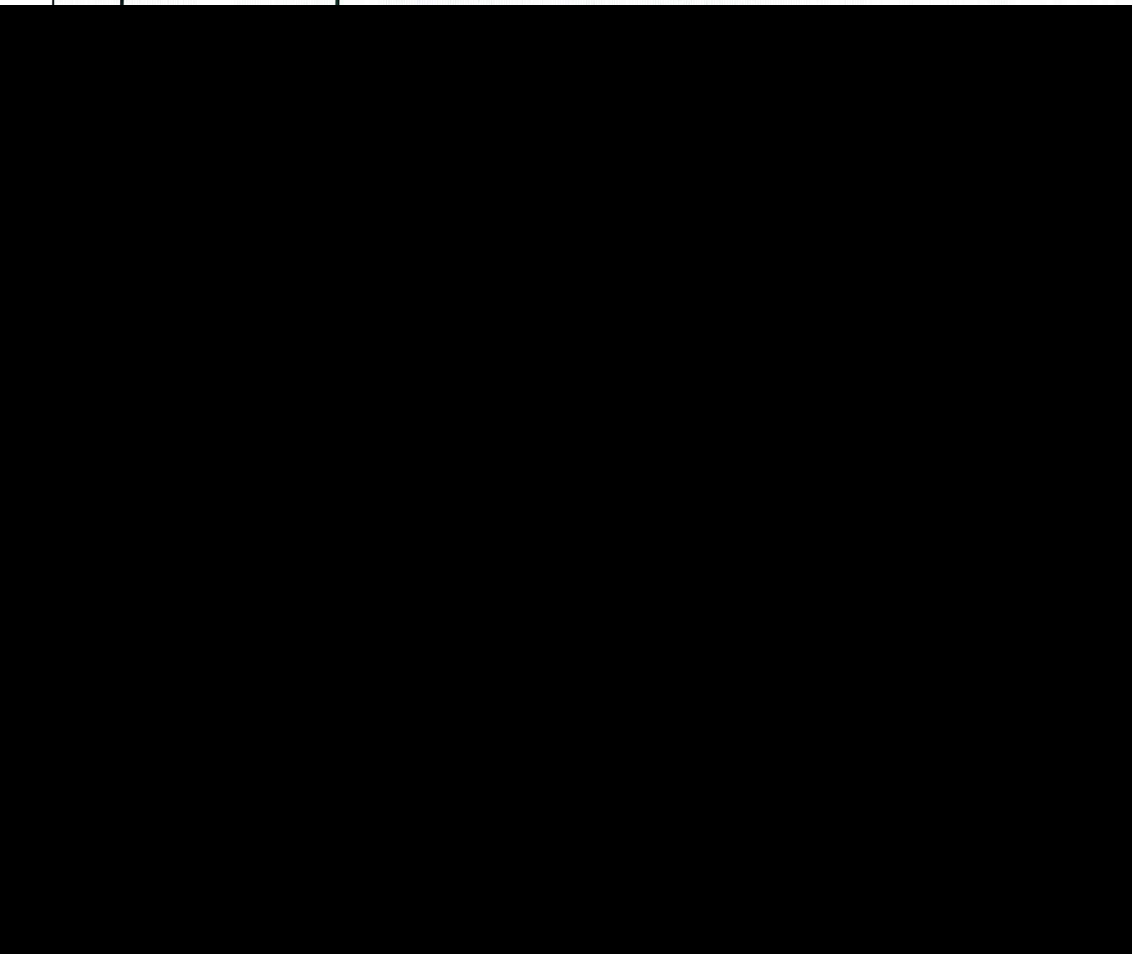
Contact Officer for this grant John Godwin

Contact Officer Tel no. 01527 881730

SCHEDULE 1 **The Business Plan**

estimates (1.12.09)	2010/11	2011/12	201213	2013/14	2014/15
<u>EXPENDITURE</u>	Corporate				
Employees	£	£	£	£	£
salary costs					
crb checks					
recruitment					
training					
uniforms					
travel & subsistence					
<u>Total Employees</u>					
Premises					
planned maintenance					
repair & maintenance					
ndr					
gas					
electricity					
water					
grounds maintenance					
<u>Total Premises</u>					
Supplies & Services					
equipment hire					
new equipment					
depreciation					
licence fees					
refuse collection					
resaleable goods					
chemicals/cleaning					
phone,fax,modem					
office supplies					
computer costs					
equipment maintenance					
marketing					
<u>Total Supplies &</u>					

<u>Services</u>	
support services	
insurance	
legal/professional	
central support	
<u>Total Support</u>	
<u>Services</u>	
<u>TOTAL</u>	
<u>EXPENDITURE</u>	
<u>INCOME</u>	
Treasury Interest	
memberships/fitness	
swimming pool	
sports hall	
resaleables	
café rent	
misc sales,sc85	
<u>TOTAL INCOME</u>	
<u>Operational</u>	
<u>Surplus/Deficit</u>	
excludes central support	
and depreciation line	
<u>Overall</u>	-
<u>Surplus/Deficit</u>	



SCHEDULE 2

OPENING TIMES

The Dolphin Leisure Centre Bromsgrove

The minimum opening hours shall be :

Monday to Thursday	7.15 am to 10.30 pm
Friday	7.15 am to 9.00 pm
Saturday	8.30 am to 8.30 pm
Sunday	8.30 am to 9.00 pm

The above centre will be closed New Years Day, Christmas Day and Boxing Day. All other Bank Holidays will be subject to reduced opening hours (to be agreed with the Council's Head of Leisure and Cultural Services), apart from Good Friday which is subject to normal opening hours.

SCHEDULE 3

CURRENT RANGE OF ACTIVITIES

Dolphin Leisure Centre

Facility provider for sport, gym and swimming
Venue hire
Club use (competitive and non competitive)
Casual bookings
Play and play use
School and college use
Pre school activities
Training/meeting venue
Extensive term and holiday courses and activities for children and adults
Varied programme of activities
Children's parties
Vending operations
Fitness classes
GP referral scheme (in partnership with Primary Care Trust)
Health improvement activity sessions and courses
Seminar venue
Vocational / training courses

SCHEDULE 4

DEALING WITH OPERATING SURPLUSES

For the purposes of this agreement the following terms have the meanings set out below:

“Surplus” shall mean an operating surplus from the operation of the Dolphin Centre after taking into account all expenses and liabilities incurred in providing any services at the Dolphin Centres and the grant funding provided hereunder. Reference shall be made to the Business Plan for the relevant Year

“Agreed Share” shall mean in the ratio 50:50 after the first [REDACTED] of Surplus. The first [REDACTED] of Surplus is acknowledged as belonging to the Trust.

Insofar as there is a Surplus in any Year as evidenced in either a Business Plan, a grant application, or in the annual statement of account to be produced by the Trust to the Council hereunder (in particular such statement as is required pursuant to Condition 12.2) then the value of such Surplus shall be reflected in the grant funding to be granted to the Trust for the Year following the Year in which the Surplus was generated so as to reduce the amount of such grant funding and shall be reduced by an amount equal to the Agreed Share of the relevant Surplus.

For the avoidance of doubt, insofar as in any Year the level of grant funding has already been agreed between the parties without a clear understanding of the relevant level of Surplus for the previous Year then an adjustment shall be made to the grant funding payable over the relevant Year to take account of the Agreed Share of the relevant Surplus.

In respect of the final Year (being either Year 3 or 5) the Trust shall pay to the Council by the 30th June any Surplus payment due the Council. In the case of any dispute or disagreement as to the sum due the Dispute Resolution clause contained within the Transfer Agreement of even date shall apply.

SCHEDULE 5

Reimbursement of Parking Charges

The Council will reimburse the Trust the cost of any parking refunds the Trust makes to users of the Dolphin Centre which are made in accordance with the Parking Refund Policy which the Council shall authorise from time to time.

The Trust will make the refund to the users from its own funds and shall invoice the Council for the said sum on a monthly basis. The Trust shall keep proper records of all refunds to support its claim to the Council. The Trust will provide to the Council evidence that the parking refund has been validly made by collecting the parking voucher from the customer and by producing evidence that an activity has taken place at the Dolphin Centre.

Upon receipt of a valid claim and the supporting documentation referred to above the Council shall pay to the Trust the sum due within 10 working days.

The Council may vary the amount of the parking refund or may remove the concession entirely after giving no less than one months notice to the Trust. The Council accepts and agrees that the Trust will be entitled to seek additional grant payments if it can demonstrate that the changes to the parking refund policy have had a detrimental impact on its Business Plan.

The Council acknowledges that the Business Plan provided by the Trust was based on the advice of the Council that a parking refund of up to £1.40 per customer visit would be funded by the Council. The refund scheme in operation from the 1/04/2010 has a maximum refund of £0.70 per customer. It is therefore agreed by the Council that the Trust are entitled to seek additional grant support from the Council if the reduction in the parking refund has a material effect on the Business Plan.

Dolphin Usage - 2009/10

SC3	Dolphin Centre	M	C	Target	Actual	April	May	June	July	August	September	October	November	December	January	February	March
						35173	35173	35173	35173	35173	40199	45233	48,830	45,233	47,735	47,735	47,740
						33719	37336	33982	34221	30797	34468	35567	39,873	25,806	36042	38189	415407

Dolphin Usage - 2010/11

Chris Mills	Dolphin Centre	M	C	Target	Actual	April	May	June
						34,056	37,709	34,321
						34,301	67,317	

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 JULY 2010

MAY (PERIOD 2) PERFORMANCE REPORTING

Relevant Portfolio Holder	Cllr Roger Hollingworth
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To report to The Board on the Council's performance at 31 May 2010 (period 2).

2. RECOMMENDATIONS

- 2.1 That The Board notes that 61% of PIs are stable or improving.
- 2.2 That The Board notes that that 45% of PI's that have a target are meeting their target as at the month end and 85% are projected to meet their target at the year end.
- 2.3 That The Board notes the performance figures for May 2010 as set out in Appendix 2.
- 2.4 That The Board notes the particular areas of improvement as summarised in section 4.2.
- 2.5 That The Board notes the PI's of particular concern as set out in section 4.3.

3. BACKGROUND

- 3.1 The full list of performance indicators due to be reported monthly is set out in **Appendix 2** where:-

	On Target
	Less than 10% from target
	More than 10% from target
	No target set

I	Performance is Improving
S	Performance is Stable
W	Performance is Worsening
N/a	No target set

- 3.2 Comparisons of overall performance improvements this month to last month are shown on Appendix 1.

PERFORMANCE MANAGEMENT BOARD

19 JULY 2010

4. KEY ISSUES

- 4.1 The proportion of PI's that have met their monthly target is lower than usual at 45%.
- 4.2 There is no performance worthy of particular mention this month.
- 4.3 There are no particular individual indicators of specific concern. However the overall picture with the majority of indicators not meeting their target in May is concerning, particularly when coupled with the fact that only 61% of indicators are stable or improving and 39% are declining. The overall position has worsened slightly since April. On the other hand, this is only the second month of the year and therefore there is time for performance to be improved and brought up to target.

5. FINANCIAL IMPLICATIONS

- 5.1 None

6. LEGAL IMPLICATIONS

- 6.1 None

7. POLICY IMPLICATIONS

- 7.1 None

8. COUNCIL OBJECTIVES

- 8.1 Performance reporting & management links to the Improvement objective

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 9.1 The main risks associated with the details included in this report are:

- Data quality problems
- Poor performance

- 9.2 These risks are being managed as follows:

- Implementation of the Data Quality Strategy
- Robust follow up on performance issues, including performance clinics

9.3 There are no Health & Safety considerations

10. CUSTOMER IMPLICATIONS

10.1 Performance Improvement is a Council Objective

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 None.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 None

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 None

14. HUMAN RESOURCES IMPLICATIONS

14.1 None

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 Sound performance management and data quality are key to achieving improved scores in the Use of resources judgement. This performance report supports that aim.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

16.1 None

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None

18. LESSONS LEARNT

18.1 Not applicable

PERFORMANCE MANAGEMENT BOARD

19 JULY 2010

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 None

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	No
Executive Director (S151 Officer)	No
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	Yes
Head of Service	No
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

21. WARDS AFFECTED

All

22. APPENDICES

- Appendix 1 Performance Summary for the period.
- Appendix 2 Detail Performance report for the period.
- Appendix 3 Detailed figures to support the performance report.

23. BACKGROUND PAPERS

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19 JULY 2010

None

24. KEY

PI - Performance Indicator

NI - National Indicator (a PI defined by government and used by all Councils)

LPI - Local Performance Indicator – (a PI defined by Bromsgrove, District Council to measure performance on local priorities)

CAA - Corporate Area Assessment – the methodology used by the Audit Commission to judge the performance of Councils and partners

AUTHOR OF REPORT

Name: John Outhwaite, Senior Policy & Performance Officer
email: j.outhwaite@bromsgrove.gov.uk
Tel: (01527) 881602

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APPENDIX 1

SUMMARY - Period 1 (April) 20010/11						
Monthly (April) performance				Estimated Outturn		
Improving or stable. Declining No data Total Number of Indicators reported this period ¹	No.	%age ³	On target Missing target by less than 10% Missing target by more than 10% No data ² Total Number of Indicators reported this period ¹	No.	%age ³	On target Missing target by less than 10% Missing target by more than 10% No data ² Total Number of Indicators reported this period ¹
	n/a			19	56%	
	n/a			6	18%	
	n/a			9	26%	
	0			6		
				40		40

SUMMARY - Period 2 (May) 20010/11						
Monthly (May) performance				Estimated Outturn		
Improving or stable. Declining No data Total Number of Indicators reported this period ¹	No.	%age ³	On target Missing target by less than 10% Missing target by more than 10% No data ² Total Number of Indicators reported this period ¹	No.	%age ³	On target Missing target by less than 10% Missing target by more than 10% No data ² Total Number of Indicators reported this period ¹
	20	61%		15	45%	
	13	39%		8	24%	
	7			10	30%	
	40			7		
				40		40

Notes

- 1 - This figure shows the total number of indicators reported in Appendix 2 for this period. This will vary as some indicators are reported monthly, some quarterly, some annually (but in different periods - depending on when they become available).
- 2 - Some of the indicators do not have all the performance elements, for instance some do not have targets because they are new indicators this year, others are activity measures (e.g. monthly call volume). These indicators will be included in the 'no data' count where comparisons cannot be made.
- 3 - The percentage figure shown is the percentage of the number of indicators for which relevant data is available this period, not the total number of indicators reported this period.

Performance Indicators Period 02 (May 2010)

[illegible]

Environment Department

NI 191	Residual Household waste per household (KG)	M	C	581.13	47.55	52.89		95.39	97.46	I		578.00	578.00		April and May Trade waste is still included in these totals as figures have not yet been provided by County. When these are provided and netted off it is estimated the May figure will be around 92kg, which would be within target.
NI 192	Percentage of household waste re-used, recycled and composted	M	C	37.4	42.80	38.61		44.86	40.08	I		40.00	40.00		Tonnages for comingled recycling are currently subject to a 20% reject rate due to issues with the Env/Sort plant - this is due to be addressed with the aim of reducing it to a maximum 10% reject rate.
	Number of missed waste collections	M	C	1107	125	167		250	287	I		1,500	1,500		120 Missed collections of which 26 were garden waste; 41 were household waste and 53 were recycling collections.
	Town Centre Car Park Usage (av per month)	M	S	126,928 (ave)	126,875	125,929		n/a	n/a	n/a		>126,875	>126,875		Figures not available yet.

Community Services

[illegible]

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	2009/10/11									
					April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Est. Outturn	Est. Outturn Target &Trend	Comments	
	The number of domestic burglaries	M	C	321	30	25		61	42	I	370	346	I	Domestic Burglary continues to be on target, many of our prolific burglars are either in custody or not living within the Bromsgrove area. There are often cross-border offenders who offend in the affluent outskirts of the District - therefore efforts to combat domestic burglary will remain high.
	The number of violent crimes	M	C	1046	88	107		179	204	I	1,038	1,063	W	Violent Crime continues to be over target for the month and for year to date. Bromsgrove Community Safety Partnership are currently delivering projects, campaigns and operations to combat violent crime during the World Cup celebrations. All police officer's rest days have been cancelled on days England are playing giving 50% officers on patrol. Home Visits will be conducted to households with known violent people throughout the World Cup and additional licensing checks are being carried out to all premises. There is also various campaigns being promoted. The CSP are meeting in August to develop a multi-agency action plan to tackle Violent Crime.
	The number of robberies	M	C	44	4	6		9	12	S	54	57	W	Robberies are slightly over target this month and year to date but continue to be of a low quantity. Those few offences are low level street robberies involving juveniles.

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Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	20010/11						Comments
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	
	The number of vehicle crimes	M	C	672	55	47		111	109	W	Vehicle Crime is over target this month but still remains on target year to date. There has been a spout of vehicle thefts targeting Land Rover Defenders - this is currently being investigated and an operation will be put into place. There continues to be some thefts from motor vehicles of people who are leaving mobile phones and laptops on show in their vehicles. CSP are meeting in September to develop a multi-agency action plan to tackle vehicle crime although efforts will continue in the interim.
	The number of Criminal Damage Incidents	M	C	908	74	64		151	147	W	Criminal Damage is over target in May but remains on target year to date. May was mainly off target due to 11 reported offences of racist graffiti in the Stoke Heath area. Although these offences were committed by the same offenders on the same evening these offences were all recorded as individual crimes. These offenders have been arrested and are currently being investigated. Other offences of criminal damage are predominantly mindless vandalism with little offender patterns which it make it difficult to intervene.
	Monthly Shopmobility Centre Usage	M	S	144 (ave)	160	141		160	133	W	Slightly down on previous month, possibly due to poor weather in May.
	Community transport usages	M	C	n/a	140	238		280	475	S	Performance is above target and service is valued by customers.
	Private dispersed Lifeline customer numbers - new customers	M	S		18	20		18	16	W	The target for new customers was missed by 2 installations in May. This was due to Bank Holidays and officer holidays.
	Private dispersed Lifeline customer numbers - Leavers	M	S		12	9		12	8	I	3 Service Users passed away, 2 went into nursing homes and 3 have decided the service is no longer required.
	Private dispersed Lifeline customer numbers - net gain	M	S		6	11		6	8	W	A net gain of 8 is above target.
					78				78		3

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outcome	20010/11						Comments
					April Target	April Actual	Target & Trend	May Target	May Actual	Target & Trend	
	Private dispersed Lifeline customer numbers - total private dispersals	M	S		607	612		613	620	I	This is based on the information above.
	Number of lifeline calls received (activity measure)	M	S		n/a	3,427	n/a	n/a	7,631		Activity Measure.
	% of lifeline calls answered within 1 minute	M	S		98.50%	99.94%		98.50%	99.98%	I	The target of 98.5% is a nationally recognised acceptable standard set by the Telecare Industry Authority.
	Number of CCTV incidents (activity measure)	M	C		n/a	33	n/a	n/a	24	n/a	Baseline.
	% of CCTV incidents which are proactive monitoring	M	C		n/a	60	n/a	n/a	71	n/a	Baseline.
	Number of CCTV evidential seizures	M	C		n/a	33	n/a	n/a	24	n/a	Baseline.

Leisure & Cultural Services

Page 66	Number of locally delivered diversionary sessions	M	C	163	16	30		35	33	W	Target missed due to poor coach capacity to increase delivery of diversionary sessions. Aiming to develop further diversionary activities in the coming months.
	Numbers of users attending diversionary activities.	M	C	617	56	64		125	72	W	Target missed due to poor coach capacity to increase delivery of diversionary sessions. Aiming to develop further diversionary activities in the coming months.
	Number of attendances at arts events	M	C	23,728	91	100		659	585	I	Although numbers increased over April the target for May was not met. There were 7 events in Sanders Park in May – 1 event cancelled and poor weather conditions for 2 others led to a down turn in numbers. Park events are always reliant on good weather conditions.
	Dolphin Centre Usage	M	C	415,407	34,056	34,301		71,765	67,317	W	Target not met due in large to bank holidays and Easter. Also due to less pool parties due to NPLQ course.
	Sports development usages	M	C	30,095	1,966	2,060		4,480	4,916	I	Target exceeded due to continued delivery of regular programmes including PSP, Mobility, Community Sessions etc.

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn	20010/11						Comments
					April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	

Finance & Resources Department

NI181	Time taken to process HB/CT benefit new claims or change events (days)	M	C	9.12	12.00	19.61		12.00	13.61		12.00		Following staff shortages in April, this has left us with an a small backlog. Staff are currently working overtime in order to catch up and as a result of this, some of the older items shall be picked up which will have a negative impact on performance.
	Percentage of invoices paid within 10 days of receipt	M	C	83.00	90.00	86.69		90.00	83.12		85.00		The percentage of invoices paid within 10 days was below target for May this was mainly due to staff not being in over the bank holiday period and elections duties. Also there have been problems with goods receipting of items not being done within the required timescales.
FP001	Percentage of invoices paid within 30 days of receipt	M	C	98.00	98.00	99.61		98.00	99.12		98.00		On target.
LPI (formerly BV12) C	The average number of working days lost due to sickness.	M	C	9.12	0.71	0.78		1.42	1.55		9.31		A very slight reduction was seen in the number of days lost due to sickness absence in May.

Customer Services

	Monthly Call Volumes Customer Contact Centre (activity measure)	M	S		n/a	9,914	n/a		6,992	n/a	n/a		Calls to the Customer Contact Centre have fallen by 30% compared to last month. As expected overall call volume has reduced compared to last month this fall follows the spikes caused by Council Tax billing and Brown bin delivery problems.
	Monthly Call Volume Council Switchboard (activity measure)	M	S		n/a	4,799	n/a		4,127	n/a	n/a		Calls to the Council switchboard have fallen by 14% compared to last month The reduction in call volume is expected following April's peak and follows previous call profiles.
	Resolution at First Point of Contact all services (percentage)	M	S	95.00	85.00	97		85.00	98		95.00		Overall resolution performance remains above target and is consistent with previous monthly performance.

Ref	Description	Freq. of reporting	Cum or Snap?	2009/10 outturn						20010/11				
					April Target	April Actual	Target &Trend	May Target	May Actual	Target &Trend	Target	Est. Outturn	Est. Outturn Target &Trend	Comments

There are no Corporately reported PI's for this department

Policy, Performance and Partnerships

Corporately reported PI's for this department are only reported quarterly

Business Transformation

There are no Corporately reported PI's for this department

Ref		Description		Freq	Cum or Snap	2010/11 Monthly Performance figures											
						Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Environment Department																	
NI 191	Residual Household waste per household (kg)	M	Target	47.55	47.84	47.60	48.38	47.12	47.68	47.09	48.57	53.04	46.98	44.23	48.21		
		C	Actual	52.89	44.57												
		numerator		2,058.94	1,735.24												
		denominator		38,929	38,929												
NI 192	Percentage of household waste re-used, recycled and composted	M	Target	42.36	46.38	46.56	45.93	44.70	45.33	42.77	38.61	26.03	32.34	29.03	36.41		
		C	Actual	38.61	41.74												
		numerator		1,295.043	1,243.254												
		denominator		3,354.123	2,978.494												
	Number of missed waste collections	M	Target	125	125	125	125	125	125	125	125	125	125	125	125	125	125
		C	Actual	167	120												
	Town Centre Car Park Usage	M	Target	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875	126,875
		C	Actual	125,929													
Community Services																	
	Total crimes	M	Target	433	447	433	447	447	433	447	433	447	447	404	447		
		C	Actual	485	505												
	The number of domestic burglaries	M	Target	30	31	30	31	31	30	30	31	31	31	28	31		
		C	Actual	25	17												
	The number of violent crimes	M	Target	88	91	92	96	97	90	87	78	78	80	74	87		
		C	Actual	107	97												
	The number of robberies	M	Target	4	5	4	5	5	4	5	4	5	5	4	5		
		C	Actual	6	6												
	The number of vehicle crimes	M	Target	55	56	55	56	56	55	56	55	56	56	51	56		
		C	Actual	47	62												
	The number of criminal damage incidents	M	Target	74	77	59	93	74	81	74	76	59	63	70	90		
		C	Actual	64	83												
	Shomohilly Centre Ilcane	M	Target	160	160	160	160	160	160	160	160	160	160	160	160	160	160
		S	Actual														

	Community Service Usage	M	C	Actual	141	133														
	Community transport usages	M	C	Target	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140
				Actual	238	237														
	Private dispersed Lifeline customer numbers - new customers	M	S	Target	18	18														
				Actual	20	16														
	Private dispersed Lifeline customer numbers - leavers	M	S	Target	12	12														
				Actual	9	8														
	Private dispersed Lifeline customer numbers - net gain	M	S	Target	6	6														
				Actual	11	8														
	Private dispersed Lifeline customer numbers - total private dispersals	M	S	Target	607	613														
				Actual	612	620														
	Number of Lifeline calls received	M	S	Target																
				Actual	315	4,204														
	%age of Lifeline calls answered within 1 minute	M	S	Target	98.50%	98.50%														
				Actual	99.94%	99.98%														
	Number of CCTV incidents	M	C	Target																
				Actual	315	336														
	%age of CCTV incidents which are proactive monitoring	M	C	Target																
				Actual	60	71														
	Number of CCTV evidential seizures	M	C	Target																
				Actual	33	24														

Leisure & Cultural Services

	Number of locally delivered diversionary sessions	M	C	Target	16	19	18	21	25	16	18	14	5	5	12	16
				Actual	30	3										
	Numbers of users attending diversionary activities.	M	C	Target	56	69	82	96	124	52	69	32	30	20	42	48
				Actual	64	8										
	Number of attendances at arts events	M	C	Target	91	568	3,660	1,222	15,080	847	859	3,025	129	63	111	95.00
				Actual	100	485										
	Number of attendances at arts events	M	C	Target	34,056	37,709	34,321	34,563	31,105	34,813	35,922	35,630	26,064	36,000	38,571	40,403

[illegible]

Housing Department

Corporate reported PI's for this department are only reported quarterly

Policy, Performance and Partnerships

Corporately reported PI's for this department are only reported quarterly

BROMSGROVE DISTRICT COUNCIL

Performance Management Board

19th JULY 2010

NEW IMPROVEMENT PLAN 2010-2011

Relevant Portfolio Holder	Cllr. Roger Hollingworth, Leader of the Council
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance & Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 To provide PMB with a draft version of the new Improvement Plan 2010-2011 for consideration (Attached as Appendix 1).

2. RECOMMENDATIONS

- 2.1 That PMB considers the amended actions and timescales Directors and Heads of Service submitted for inclusion in the draft Improvement Plan and recommend any alterations, additions or amendments that should be made to the Improvement Plan.

3. BACKGROUND

- 3.1 The new Improvement Plan is based on the key deliverables and outcome measures detailed in the Council Plan 2010-13. As was the case in 2009-10, Heads of Service have been asked to populate the Improvement Plan with the major actions that will be undertaken by their service. PMB should therefore ensure that all major areas of work are covered by the Improvement Plan in sufficient detail, and that appropriate and realistic timescales are allocated.

4. KEY ISSUES

- 4.1 The Improvement Plan is monitored each month on an exception basis, with reports only presenting the actions for which the status is red or amber. The Plan focuses on Council delivery across the Council's priorities and across financial, process and human resources perspectives.

5. FINANCIAL IMPLICATIONS

- 5.1 There are no financial implications. The Council's priorities were set in September 2009 and budget bids (included as actions on the Improvement Plan where appropriate) were decided as part of the 2009-10 budget round. The Improvement Plan details the resource available for each action.

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6. LEGAL IMPLICATIONS

- 6.1 There are no legal implications associated with the development of the new Improvement Plan.

7. POLICY IMPLICATIONS

- 7.1 There are no policy implications associated with the development of the new Improvement Plan.

8. COUNCIL OBJECTIVES

- 8.1 The Improvement Plan outlines delivery activities for the coming year in all of the Council's objectives and priority areas.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 9.1 The Improvement Plan will be supported by the Council's strategic risk register.

10. CUSTOMER IMPLICATIONS

- 10.1 Performance Improvement is a Council Objective.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

- 11.1 There are no equalities and diversity implications associated with the development of the new Improvement Plan.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

- 12.1 Value for money is one of the priorities in the new Improvement Plan and actions related to procurement and asset management feature in sections 8 & 9 of the plan.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

- 13.1 Climate Change is one of the priorities in the new Improvement Plan.

14. HUMAN RESOURCES IMPLICATIONS

- 14.1 Human Resources actions are covered in sections 9, 16, 17 & 19 of the new Improvement Plan.

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15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

- 15.1 The Improvement Plan provides a link between the Council Plan and service business plans in our Performance Management framework. Performance and Governance actions are covered in sections 10 & 12 of the new Improvement Plan.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

- 16.1 Actions related to Community Safety feature under the 'One Community' priority.

17. HEALTH INEQUALITIES IMPLICATIONS

- 17.1 There are no health inequalities implications associated with the development of the new Improvement Plan.

18. LESSONS LEARNT

- 18.1 Not applicable

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

- 19.1 Community and stakeholder engagement informed the development of the Council Plan, from which these actions have developed.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	At Cabinet
Chief Executive	At CMT
Executive Director (S151 Officer)	At CMT
Executive Director – Leisure, Cultural, Environmental and Community Services	At CMT
Executive Director – Planning & Regeneration, Regulatory and Housing Services	At CMT
Director of Policy, Performance and Partnerships	At CMT

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Head of Service	At CMT
Head of Resources	At CMT
Head of Legal, Equalities & Democratic Services	At CMT
Corporate Procurement Team	No

21. WARDS AFFECTED

All Wards.

22. APPENDICES

Appendix 1 Draft Improvement Plan 2010-11.

23. BACKGROUND PAPERS

None.

24. KEY

AUTHOR OF REPORT

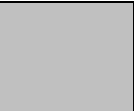





Name: Rebecca Dunne
E Mail: r.dunne@bromsgrove.gov.uk
Tel: (01527) 881616

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Improvement Plan Guidance

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	Grey = Programmed dates This is the planned timescale for the action- THESE ARE FIXED AND SHOULD NOT BE ALTERED / DELETED
	Green = On target The action is on target.
	Amber = One month behind The action is one month behind schedule.
	Red = Over one month behind The action is over one month behind schedule.
	Hashing = Reprogrammed / extended / revised This is to be used to show any new dates for an action, whether that is because it has been reprogrammed to a later date in the year or extended by a set period. <i>This requires approval.</i>
	Blue = Suspended This is where an action has been suspended completely for the period covered by the Improvement Plan. <i>This requires approval.</i>

- In the 'Status / Corrective Action' column, you should include any relevant information that will aid the reader.
- However, for all actions that are either amber or red, you should include a comment as to why the action has fallen behind timescale **and** a brief plan of what you intend to do to address the situation.
- Also in the 'Status / Corrective Action' column, please clearly state (in capital letters) at the start of any comment if the action has been SUSPENDED, REPROGRAMMED, EXTENDED or is COMPLETE.
- Please ensure that if an action is dependent on a previous action that has been delayed, that this is reflected in the status update.

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Priority CP1: Economic Development					
1	Expected Outcome	A thriving & more diverse economy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
1.1	Economic Development Strategy	Implementation of the Bromsgrove Economic Development Plan Set up establishment structure for the North Worcestershire Economic Development Strategy	31 st March 2011 October 2010	JS	Economic Development & Town Centre Manager
1.2	Employment	Bromsgrove Business Start-up Programme Bromsgrove Business Booster Programme	March 2011 March 2011	JS	Economic Development & Town Centre Manager

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
1.1.	Economic Development Strategy														
1.1.1	Implement actions in Bromsgrove Economic Development Plan	JS													
1.1.2	Creation of single North Worcestershire Economic Development Unit	JS													
1.2.	Employment														
1.2.1	Support 30 businesses through the Business Start-up Programme	JS													
1.2.2	Support 5 businesses	JS													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	through the Business Booster Programme														

Priority CP2: Town Centre

2	Expected Outcome	A revitalised, vibrant and attractive town centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
2.1	Enhancement of the public realm	Improvements to the High Street & The Strand	April 2010 to April 2011	JS	Town Centre Team (subject to funding) SMT
	Enhancement of High Street buildings	Interest required from property owners for Shopfronts Grant	May 2010 to March 2011	RS	Town Centre Team Conservation officer Housing officer
2.2	Redevelopment of retail park, Birmingham Road	Secure planning permission for redevelopment of the site	June/July 2010	JS	Planning Team Town Centre Team
	Hanover Street car park extension	Secure change of use planning application Open extension (due to rise in visitors)	July 2010	MA	Town Centre Team
	Developing existing housing stock	Interest required from property owners re 'empty space' conversion	May 2010 to March 2011	RS	Town Centre Team Conservation officer Housing officer
2.3	Relocation of Police and Fire Services to free-up	Secure planning permission for new site	1 Dec 2011	RS	Town Centre Team Planning Team

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Priority CP2: Town Centre					
2	Expected Outcome	A revitalised, vibrant and attractive town centre			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	town centre sites for development	Agree disposal of fire station on Windsor Street			
	Completion of the Health Centre	Opening of the new Health Centre (will service half of the town's residents)	March 2011	RS	Town Centre Team
2.4	New train station	Design and funding agreed for a new Bromsgrove train station	December 2011	JS	Network Rail & WCC (subject to necessary funding)
	Improvements to bus station	Funding and installation of replacement shelter agreed	September 2010	RS	Town Centre Team / WCC
		Recommended option to expand the bus station	April-June 2011	RS	BDC and WCC
2.5	Production of Town Plan	Completion of Property Assets Review to show location of new Council House / Leisure Centre / development sites	October 2010	RS	Town Centre Team

Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.1	Enhancement of public realm & High Street buildings														
2.1.1	Undertake performance clinic	JS													

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Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.1.2	Complete Town Centre Marketing Strategy	JS													
2.1.3	Architect's brief	RS													Dependent on sale of Parkside car park; funding will dictate palette and timescales
2.1.4	Consultation	RS													As above
2.1.5	Confirm funding for pilot scheme	RS													On target
2.1.6	Gauge interest	RS													Extra funding may widen the scheme to include entire High Street
2.1.7	Undertake building enhancements	RS													
2.2	Redevelopment of retail park														
2.2.1	Planning application considered by Planning Committee	JS													
	Hanover Street car park extension														
2.2.2	Demolition of Market Hall	MA													Completed
2.2.3	'Change of use' Planning application considered by Planning Committee	MA													
2.2.4	Extension completed and opened	MA													Dependent on 'change of use' Planning Application approval
	Developing existing housing stock														
2.2.5	Conduct pilot scheme to gauge interest	RS													Completed
2.2.6	Survey entire High Street	RS													
2.2.7	Building conversions undertaken	RS													Dependent on interest and available funding

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Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.3	Relocation of Police and Fire Services to free-up town centre sites for development														
2.3.1	Artrix approval gained	JS													
2.3.2	Disposal of Fire Station agreed	JS													
2.3.3	Planning Consent granted	JS													Dependent on Artrix approval
2.3.4	Construction commenced	JS													Dependent on Planning Consent
	Completion of the Health Centre														
2.3.5	Construction	RS													
2.3.6	Opening	RS													
2.4	New train station														
2.4.1	Funding secured	JS													Attend project board meetings (as called by Network Rail)
2.4.2	Design agreed	JS													Dependent on funding
	Improvements to bus station														
2.4.3	Funding for new shelter confirmed	RS													BDC and WCC funding
2.4.4	New shelter produced	RS													
2.4.5	Investigations to expand bus station	RS													Dependent on funding and transport surveys / reports
2.5	Production of Town Plan														
2.5.1	Leisure survey	RS													800 returns as of 11/06/10
2.5.2	Develop Town Plan options	RS													

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Ref.	Action	Lead	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Status / Corrective Action
2.5.3	Soft Market Testing	RS													
2.5.4	Property Assets Review recommendation	RS													Dependent on Town Centre Steering Group approval
2.5.5	Area Action Plan produced	RS													

Priority CP3: Value for Money

3.	Expected Outcome	Realisation of cash savings with recognised improvements in Value for Money Assessment within Use of Resources			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
3.1	Shared Services	Transformation Programme Plan Transformation Team in place	May 2010 September 2010	DP	Transformation Team
3.2	Efficiencies	Transformation Board	Ongoing	JP	Project Board Transformation Board Transformation Team
3.3	Marketing/ Income Generation	Marketing garden waste service Annual review of Artrix SLA / marketing campaign	TBC TBC TBC	GR JG	Service Managers

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Priority CP3: Value for Money

3.	Expected Outcome	Realisation of cash savings with recognised improvements in Value for Money Assessment within Use of Resources			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Annual review of Dolphin Centre SLA / marketing campaign	April 2010		
		Review Pay on foot scheme	TBC		

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
3.1.	Shared Services														
3.1.1	Develop programme	KD/DP													
3.1.2	Draft job descriptions for team	DP													
3.1.3	Recruit team	DP													
3.2	Efficiencies														
3.2.1	Report progress of delivery of efficiencies to shared service Board	KD													
3.2.2	Develop system for identifying and monitoring of efficiencies	JP													
3.2.3	Develop Use Of Resources action plan for 2011/12	JP													
3.3	Marketing/Income Generation														
3.3.1	Review the Place/Resident Satisfaction Survey and	HM													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	User Survey results for the site and agree key service improvements required.														
3.3.2	Review KPI's with in the SLA and agree remedial actions as required.	HM													
3.3.3	Based on 3.1 & 3.2 agreed the revised KPI targets, key areas of service improvement and BDC support for 2011/12.	JG/HM													
3.1.4	Review the Place/Resident Satisfaction Survey and User Survey results for the site and agree key service improvements required.	JG													
3.1.5	Review KPI's with in the SLA and agree remedial actions as required.	JG													
3.1.6	Review the maintenance requirements for the site and agree areas of responsibility for 2011/12.	JG													
3.1.7	Based on 3.1 & 3.2 agreed the revised KPI targets, key areas of service improvement and BDC support for 2011/12.	JG													

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CP4: One Community					
4	Expected Outcome	A sense of community for all			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
4.1	Children & Young People	Review events package to increase engagement / involvement / participation of children & young people across the district 'U Decide' participatory budgeting event Children & Young People's Partnership (LSP)- shadow board	June 2010 March 2011 December 2011	JG HB	Arts Development Manager & Team Senior Corporate Policy & Performance Officers WCC Youth Support FLOSS funding LSP
4.2	Older People	Development physical activity programme Promote Ageing Well Scheme Roll out to outlying areas Create links with Health Improvement funding bid Older People's Directory	May 2010 August 2010 April 2011 December 2010 October 2010	JG HB	Sports Development Team Communications Team £13k (promote) £7k (roll out) New post? £8,000
4.3	Crime & the Fear of Crime	Develop West Mercia minimum standards Develop ASB Strategy for	March 2011 March 2011	AH	Safer Community Board Area based grant Community Safety Team

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CP4: One Community					
4	Expected Outcome	A sense of community for all			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Redditch & Bromsgrove Develop Communications Strategy & associated Action Plan	March 2011		CSP
4.4	The Trunk	Completion of the thematic high level action plans Finalise Section 10 Agreement Set up performance reporting system via the LSP	May 2010 August 2010 July 2010	SH	Section 10 agreement Senior Corporate Policy & Performance Officer

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
4.1	Children & Young People														
4.1.1	Agree suitable and sufficient consultation process to engage with all residents and target CYP to ascertain their views on future events.	JH/JG													
4.1.2	Undertake the consultation exercise and review results with key partners and officers.	JG/AH													
4.1.3	Develop the 2011/12 outline programme and	JG/AH													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	budget requirements in order to increase engagement opportunities. Including funding bids as required.														
4.1.4	Develop the full programme based on available budget and BDC priorities.	JG/AH													
4.1.5	Review 09/10 U Decide, build lessons learnt into 10/11 and hold third U Decide.	HB													
4.1.6	Continue to actively support the Children and Young People's Theme Group, including bi-monthly meetings.	JG													
4.2	Older People														
4.2.1	Through the H&WB Theme Group, agree the key principles, interventions and locations for the age well scheme physical activity programme.	JG/LK													
4.2.2	Develop the programme in partnership with NHS Worcestershire to complement existing provision and to provide suitable exit routes via sustainable community sessions. To include set	LK													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	of KPI's for this work to ensure objectives are achieved.														
4.2.3	Commence marketing campaign and roll out of activity sessions.	LK													
4.2.4	Build the partnership approach to this subject through the HIF work around Health Lifestyles and integrate the work streams.	JG/LK													
4.2.5	Develop the year 2 activity programme and commence roll out to outlying areas of the District.	LK													
4.2.6	Promote launch of Ageing Well Scheme	HB													
4.2.7	Older Person's Directory to be launched to coincide with Older Person's Day (01 October).	HB													
4.3	Crime & the Fear of Crime														
4.3.1	Develop West Mercia minimum standards- publish on website	AH													
4.3.2	Develop Customer Charter	AH													
4.3.3	West Mercia presentation and sign up	AH													
4.3.4	Develop ASB Strategy for Bromsgrove & Redditch	AH													
4.3.5	Develop Communications	BH													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	Strategy & associated action plan														
4.4	The Trunk														
4.4.1	Develop localised measures across the six SCS objectives for Charford and Sidemoor	AH/HB													
4.4.2	Finalise the Section 10 Agreement	SH													
4.4.3	Set up an LSP Stronger Communities Theme Group & new Successful Neighbourhoods Working Group with partners & report performance to Board.	AH/HB													

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CP5: Housing					
5	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.1	Balanced Housing Mix and delivery of affordable housing.	Consult community and stakeholders upon revised Draft Core Strategy with Housing Allocations. Support and enable applications for affordable housing on approved site in accordance with Core Strategy and RSS allocation.	31 st December 2010 31 st March 2011	SH/JS/ AG/MD/ AC AC	Strategic Planning Team Strategic Housing Team Supporting people BDHT

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CP5: Housing

5	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
		Utilise results from Housing Market Assessment and Older Persons Housing and Support Needs Survey to identify housing needs and guide affordable housing development.	31 st March 2011	AC	RSL Partners CC R&I Team
5.2	Implemented Worcestershire Home Improvement Agency	Agreed SLA for Countywide HIA.	1 June 2010	AC	Strategic Housing Team
		Commencement of the availability of Kick Start Equity Release loans for home improvement.	30 th September 2010	AC	
5.3	Homelessness prevention & continued low level use of temporary accommodation	Continue to monitor & support the development of effective partnership homelessness prevention services.	31 st March 2011	AC	Strategic Housing Team CAB BDHT
		Continue to support the availability of mortgage rescue scheme as appropriate.	31 st March 2011	AC	
					Supporting People Homelessness Strategy Steering Group

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CP5: Housing					
5	Expected Outcome	Delivery of Housing Strategy			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
5.4	Effective Strategic Housing Service that works with its partners and other stakeholders to address the housing needs and challenges within its area.	Review of new Audit Commission Key Lines of Enquiry for Strategic Housing.	1 st November 2010	AC	Strategic Housing Team BDHT

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
5.1	Balanced Housing Mix														
5.1.1	Prepare revised draft Core Strategy for community and stakeholder consultation	MD													
5.1.2	Identify public and privately owned sites suitable for affordable housing, liaise with preferred partner RSLs and support bids for funding to the Homes & Communities Agency.	AC													
5.1.3	Set up, attend and support quarterly meetings of new NW Delivery Group to monitor viability and projected delivery of pipeline schemes and update of progress against	AC													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	the LAA target.														
5.1.4	Implementation of SP funded Support Worker for Private Sector Housing Step up Scheme tenants.	AC													
5.2	Home Improvement Agency														
5.2.1	Completion of agreed SLA and Transfer documents for Countywide HIA.	AC													
5.2.2	Completed transfer of North Worcestershire HIA into and commencement of Countywide Scheme.	AC													
5.2.3	Commencement of quarterly meetings of the Countywide HIA Performance Management Board.	AC													
5.2.4	Review and update Private Sector Housing Strategy to reflect updated condition data.	AC													
5.3	Homelessness prevention & reduction in the use of temporary accommodation														
5.3.1	Review outcomes of support and preventative schemes, consult with Homelessness Strategy Steering Group and formulate recommendations for use of CLG Grant if available in 2011/12.	AC													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
5.3.2	Report to Executive Cabinet upon availability of CLG Homelessness Grant and seek approval of allocation to recommended schemes	AC													
5.4	Audit Commission Strategic Housing Key Lines of Enquiry														
5.4.1	Carry out a review of 2010 Audit Commission Key Lines of Enquiry for Strategic Housing.	AC													

CP6: Climate Change

6	Expected Outcome	Reduced Co2 Emissions			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
6.1	CO2 Emissions	Climate Change Strategy & Action Plan Review Sustainable Community Strategy Action Plan	November 2010 March 2011	HB	Climate Change Manager Future budget bids to MTFP
6.2	Adaption	Climate Change Strategy & Action Plan Review Sustainable Community Strategy Action Plan	November 2011 March 2011	HB	Climate Change Manager Future budget bids to MTFP

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
6.1	CO2 Emissions														
6.1.1	Complete first full draft of Climate Change Strategy	CJ													
6.1.2	Undertake consultation and seek approval from Cabinet.	CJ													
6.1.3	Review and update Better Environment Sustainable Community Strategy action plan.	CJ													
6.2	Adaption														
6.2.1	See 6.1	HB													

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FP1: Managing Finances (including Value for Money)					
7	Expected Outcomes	Improved Financial Management recognised within UoR Assessment Improved financial awareness & discussion by Members & public			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.1	Integrated financial and performance information	Integrated financial and performance management timetable Meetings with budget holders	Quarter 3 Ongoing	JLP	Service accountants and budget holders
7.2	Deliver Medium Term Financial Plan and statutory accounts	Financial Plan timetable Use of Resources Action Plan	September 2010 January 2010	JLP	Service accountants and budget holders

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FP1: Managing Finances (including Value for Money)

7	Expected Outcomes	Improved Financial Management recognised within UoR Assessment Improved financial awareness & discussion by Members & public			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
7.3	Budget Consultation	Budget Jury Online consultation Schools project	January 2011 January 2011 January 2011	JLP HB	Executive Director- Finance & Resources Director of Policy, Performance & Partnerships Senior Corporate Policy & Performance Officer

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
7.1	Integrated financial and performance information														
7.1.1	Develop monitoring timetable for financial and performance information	HB													
7.1.2	Report integrated information to Members	HB/JP													
7.2	Deliver Medium Term Financial Plan & statutory accounts														
7.2.1	Meet with Cabinet re development of priorities	JP													
7.2.2	Develop Council Plan budgets and discuss with CMT	JP													
7.2.3	Present options to all Members to include	JP													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	scrutiny														
7.3	Budget consultation														
7.3.1	Identify members	BD													
7.3.2	Carry out budget panel sessions to link with member considerations	HB/JP													
7.3.3	Carry out further community engagement to link with Member considerations	HB/JP													
7.3.4	Present budget jury and consultation data to members for consideration as part of budget setting	HB/JP													

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FP2: Governing the Business(including Value for Money)					
8	Expected Outcomes	Cash savings realised from improved procurement Improvements to UoR assessment relating to procurement			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
8.1	Procurement	Procurement Actions	August 2010	JP	Procurement Advisor
		Procurement Forward Plan	August 2010		CMT
8.2	Risk Management	Risk Strategy & reports	March 2011	JP	Internal Audit (WETT- Worcester City)

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
8.1	Procurement														
8.1.1	Identify areas of major spend	JP													
8.1.2	Develop action plan with procurement manager for savings to be realised	JP													
8.1.3	Undertake revised procurement to achieve savings identified	JP													
8.1.3	Monitor cash savings realised	JP													
8.2	Risk Management														
8.2.1	Develop corporate and departmental risk registers	TK													
8.2.2	Monitor registers via to members	TK													
8.2.3	Identify improvements to address UoR assessment	TK													

FP3: Managing Resources (including Value for Money)					
9	Expected Outcome	Recognised improvements in UoR judgement and improved asset, workforce and natural resource management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.1	Manage assets effectively	Update Asset Management Plan Dispose of/ retain assets as per Council priorities	November 2010 Ongoing	JLP	Property Services (WETT- Worcestershire County Council)

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FP3: Managing Resources (including Value for Money)					
9	Expected Outcome	Recognised improvements in UoR judgement and improved asset, workforce and natural resource management			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
9.2	Workforce Planning	Service-level data, analysis & plans	December 2010	DP	Learning & Organisational Development Manager
9.3	Natural Resources	Green fleet review & action plan	31 st March 2011	GR	Waste minimisation
		Climate Change Strategy & Action Plan	November 2010	HB	Support from the Energy Savings Trust
		Sustainable Community Strategy Action Plan	March 2011	HB	

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
9.1	Manage assets effectively														
9.1.1	Agree SLA with Worcestershire County to include updates to asset management plan	TK													
9.1.2	Map the areas / assets owned by Council and review at asset management group	TK													
9.1.3	Identify assets for disposal and discuss plan wit WCC for action	TK													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
9.2	Workforce Planning														
9.2.1	Produce shared workforce plan	HP													
9.2.2	Produce service-level data packs	HP/BB													
9.3	Natural Resources														
9.3.1	To work with other local authorities and the voluntary sector to increase re use from bulky household collections and explore future options for service delivery	Anna Wardell													
9.3.2	To work with the Energy Savings Trust to carry out a 'green fleet' review	Kevin Hirons													

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FP4: Managing Performance (including Value for Money)					
10	Expected Outcome	Appropriate Performance Management Arrangements			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
10.1	Data Quality	Data Quality Strategy updates to PMB /CMT	August 2010 (and 6 monthly thereafter)	HB	CCPP
10.2	Performance & Project Management	Delivery of the Performance Management Strategy Action Plan	February 2011 (and annually thereafter)	HB	CCPP
10.3	VFM Measures	Vfm transactional measures spreadsheet	June 2010	JP	Finance Team Policy & Performance

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					HB	Team
--	--	--	--	--	----	------

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
10.1	Data Quality														
10.1.1	Ensure closedown of National Indicators as per DCLG definitions.	HB													
10.1.2	Carry out review of lessons learnt	HB													
10.2	Performance & Project Management														
10.2.1	Report annual review of Performance Management Strategy to PMB.	HB													
10.2.2	Review corporate project management methodology	HB													
10.2.3	Monthly community programme board.	HB													
10.3	VFM measures														
10.3.1	Complete pilot and report results to CMT.	HB													
10.3.2	Agree roll out with CMT.	HB													
10.3.3	Roll out approach across all departments.	HB													
10.3.4	Develop VFM dashboard for focus on high spend / low satisfaction services	HB													
10.3.5	Update VFM Strategy for members consideration	HB													
10.3.6	Undertake VFM training for members and officers	HB													

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PR1: Customer Processes					
11	Expected Outcome	Improved Customer Processes			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
11.1	Customer Service Excellence Accreditation (Customer First Part 4)	New HOS to review CF Pt 3 action plans with teams Set up working group to undertake self assessment Customer First Pt 4 training	September 2010 <i>TBC</i> December 2010	New HOS	<i>To be reviewed by HOS</i>
11.2	Community Engagement	Community Engagement Strategy agreed at Cabinet Community Engagement toolkit produced	October 2010 October 2010	HB	Senior Corporate Policy & Performance Officer Equalities Officer
11.3	CSC/Website	'Have a Play' Promotion & marketing Agreement of programme	December 2010 TBC March 2011	DP New HOS	ICT Team Communications Team Customer Service Centre Manager

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
11.1	Customer Service Excellence Accreditation (Customer First Part 4)														
11.1.1															<i>Actions to be updated when new HOS takes post</i>
11.1.2															
11.1.3															

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
11.2	Community Engagement														
11.2.1	Community Engagement Strategy agreed by Cabinet.	HB													
11.2.2	Toolkit developed.	HB													
11.2.3	Engagement results built into annual strategic review of Council Plan	HB													
11.3	CSC/Website														
11.3.1	Web developer to establish what CSC want on the website	NP													
11.3.2	Develop site	NP													

PR2: Political Governance

12	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
12.1	Overview & Scrutiny	Overview & Scrutiny Work Programme Annual Overview & Scrutiny report	March 2011 March 2011	CF	Head of Legal, Democratic & Equalities Scrutiny Officers Senior Solicitor
12.2	Elections	Democratic Task Group Democracy Year	May 2010 May 2011	CF	Head of Legal, Democratic & Equalities Elections Manager
12.3	Modern Councillor	Member Development Action	September 2011	CF	Head of Legal,

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PR2: Political Governance

12	Expected Outcome	Improved Governance			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
	Programme	Plan			Democratic & Equalities Learning & Organisational Development Manager
12.4	Member Standards	Governance with partnerships confidence protocol Officer/Member Code of Conduct with training	March 2011	CF	Head of Legal, Democratic & Equalities Senior Solicitors Standards Committee

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
12.1	Overview & Scrutiny														
12.1.1	Determine the 2010/11 work programme	CF													
12.1.2	Deliver specific Chairmanship training for Overview and Scrutiny Board Chairman	CF													
12.1.3	Agree and publish a policy for managing petitions, councillor calls for action, crime and disorder and public participation in overview and scrutiny topics	CF													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
12.2	Elections														
12.2.1	Deliver the actions within the year three Electoral Services Improvement Plan (replaced Charter mark)	CF													
12.2.2	Deliver 'Would Be Councillor Days'	CF													
12.2.3	Deliver recommendations from the Democracy Task Group	CF													
12.3	Modern Councillor Programme														
12.3.1	Identify all compulsory training elements for Boards and Committees	CF													
12.3.2	Deliver the pilot exercise for PDPs and roll out programme to volunteer members in advance of the District Elections in May 2011 when the programme will be rolled out to all members	CF													
12.4	Member Standards														
12.4.1	Review the Member complaint process and the Standards Committee	CF													
12.4.2	Deliver Member training on outside bodies and specific external responsibilities	CF													
12.4.3	Deliver Ombudsman training	CF													

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PR3: Shared Services					
13.	Expected Outcome	Improved services to the public			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
13.1	Transformation Team	Recruitment of team <i>Input of RIEP</i>	September 2010	DP KD	Head of Transformation Chief Executive RIEP
13.2	Programme Plan	CMT/SMT & Stakeholders Working Group Programme of Work	September 2010	DP	Transformation Team CMT/SMT

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
13.1	Transformation Team														
13.1.1	Draft job descriptions	DP													
13.1.2	Recruit team	DP													
13.2	Programme Plan														
13.2.1	Hold CMT workshops on Transformational thinking	KD													
13.2.2	Meet with RIEP to determine external support available	KD													
13.2.3	Finalise programme	KD													
13.2.4	Implement programme	KD													

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PR4: WETT					
14	Expected Outcome	Successful provision of the Regulatory Service across the County. Improved property and Internal Audit service provision through management of service level agreements with provider Authorities			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
14.1	Property Services	Project Plan	June 2010	JP	Transformation Team
14.2	Regulatory Services	Project Plan	June 2010	JP	Transformation Team
14.3	Internal Audit	Project Plan	June 2010	JP	Transformation Team

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
14.1	Regulatory Services														
14.1.1	Mapping of posts to structure	KD													
14.1.2	Deliver ICT improvements and access as detailed in project plan	KD													
14.1.3	Manage governance arrangements	KD													
14.1.4	Agree new structure with staff and implement	KD													
14.1.5	Monitor financial arrangements	KD													
14.1.6	Deliver actions as identified within project plan	KD													
14.2	Property Services														
14.2.1	Agree SLA with	TK													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	Worcestershire CC														
14.2.2	Monitor SLA to ensure service provision met as agreed	TK													
14.2.3	Review other property service provision across the Council for potential transfer to County	TK													
14.3	Internal Audit														
14.3.1	Agree SLA with Worcester City Council	TK													
14.3.2	Monitor SLA to ensure service provision met as agreed	TK													
14.3.3	Review Use Of Resources judgement to ensure improvements delivered as agreed	TK													

PR5: Strategic Planning					
15.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.1	Core Strategy	Evidence collection and Strategy development	November 2010	JS	Strategic Planning Manager Strategic Planning Team

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PR5: Strategic Planning					
15.	Expected Outcome	Improved Planning Service and Balanced Development of District			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
15.2	AAP Town Centre	Town Centre Project Plan	31 st March 2011	JS	Senior Project Manager (Bromsgrove Town Centre Regeneration) Strategic Planning Team Additional resource
15.3	IDeA Peer Review	Peer review action plan	June 2010	JS	Strategic Planning Team Additional resource
15.4	Longbridge	Resolution of infrastructure tariff for East Works and determine planning application.	October 2010	JS	Strategic Planning Team External legal support Birmingham City Council

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
15.1	Core Strategy														
15.1.1	Prepare Evidence Bases to support Core Strategy	MD													
15.1.2	Engage with ATLAS to support strategic allocations	MD													
15.1.3	Prepared revised draft Core Strategy	MD													
15.1.4	Consult on revised Draft	MD													

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
	Core strategy														
15.1.5	Consider Consultation responses	MD													
15.2	AAP Town Centre														
15.2.1	Prepare evidence base to support the Town Centre AAP	MD													
15.2.2	Prepared Draft Town Centre AAP	MD													
15.2.3	Consult on Draft Town Centre AAP	MD													
15.2.4	Consider Consultation responses	MD													
15.3	IDeA Peer Review														
15.3.1	Receive final report	RB													
15.3.2	Final report presented to scrutiny	RB													
15.3.3	Produce & implement action plan	RB													
15.4	Longbridge														
15.4.1	Cabinet approval for Memorandum of understanding and project plan	MD													
15.4.2	Engagement with St Modwen over East works planning application	MD													
15.4.3	Determine planning application	MD													

HR & OD1: Learning and Development

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16	Expected Outcome	Improved Employee Skills and Capacity			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
16.1	Improved Employee skills & capacity	Service-level data, analysis & plans	November 2010	DP	Learning & Organisational Development Manager
16.2	Effective & consistent people management & development processes	Review & deliver IIP action plan Create new joint appraisals scheme	April 2011 December 2010	DP	Learning & Organisational Development Manager

Ref	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
16.1	Investors in People														
16.1.1	Carryout BDC spot check	HP													
16.1.2	Implement recovery actions at BDC	HP													
16.1.3	Prepare for BDC accreditation inspection	HP													
16.1.4	Prepare for RBC spot check	HP													
16.2	Effective & consistent people management & development processes														
16.2.1	Prepare shared appraisal scheme	HP													
16.2.2	Draft to CMT	HP													
16.2.3	Consultation	HP													
16.2.4	Launch new scheme	HP													

HR&OD2: Modernisation

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17	Expected Outcome	RBC and BDC staff to be employed under harmonised terms and conditions where appropriate within an improved payroll service			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
17.1	Harmonisation Project (Policies / Terms & Conditions)	Production of policy proposal package for consultation Consultation exercise	September 2010 December 2010(<i>subject to Union agreement</i>)	TK	HR Teams (Bromsgrove & Redditch) Unions

Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
17.1	Harmonisation Project (Policies / Terms & Conditions)														
17.1.1	Identify terms and conditions to be reviewed														
17.1.2	Undertake mapping of T&C across the Councils														
17.1.3	Discuss proposals with unions for consideration and negotiation														
17.1.4	Implement changes in consultation with staff														

HR& OD 3: Positive Employee Climate					
18	Expected Outcome	Positive employee climate			
Ref.	Measures of Success	Actions Required	Timescales	Lead	Resources
18.1	Improved Employee Engagement	Creation of employee engagement programme	March 2011	DP	Learning & Organisational Development Manager Communication & Customer First Manager

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Ref.	Action	Lead	Apr.	May	June	July	Aug.	Sep.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Status / Corrective Action
18.1	Improved Employee Engagement														
18.1.1	BDC employee survey	HP													
18.1.2	Submit quick wins proposals to CMT in response to the survey	HP													
18.1.3	Implement quick wins	HP													
18.1.4	Develop proposals for shared and separate engagement programme	HP/AMD													
18.1.5	Submit proposals for shared and separate engagement activities to CMT	HP/AMD													

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BROMSGROVE DISTRICT COUNCIL
PERFORMANCE MANAGEMENT BOARD

19TH JULY 2010

SHARED SERVICES

Responsible Portfolio Holder	Roger Hollingworth, Leader of the Council
Responsible Head of Service	Kevin Dicks, Chief Executive
Non-Key Decision	

1. SUMMARY

- 1.1 To update the Board on the Shared Services project.

2. RECOMMENDATION

- 2.1 It is recommended that the Board:
- i. Considers the attached Shared Service Progress Report and Shared Service and Transformation Programme and makes any recommendations to Cabinet it thinks appropriate.

3. BACKGROUND

- 3.1 The UK's financial position has changed dramatically in the last twelve months. Every public sector organisation is going to need to make significant savings over the next Parliament, in order to cope with the expected reductions in Central Government Grant whilst at the same time retain and improve services.
- 3.2 The District Council is comparatively well placed to respond to this agenda, through its shared services project with Redditch Borough Council and the Worcestershire Enhanced Two Tier (WETT) project.

Shared Services

- 3.3 Shared Services will see Bromsgrove District Council and Redditch Borough Council share services, both front office and back office, whilst remaining separate organisations. The project has proceeded as planned with a single Chief Executive and a number of "quick wins" like Elections and Community Safety. A single management team for both Councils has now been appointed. A project highlight report, supported by a risk register and issues log, is produced each month for the Shared Services Board, made of Members from both Councils. Item 3 the Shared Services Progress Report

together with Item 4 Shared Service and Transformation Programme (and appendices 1 and 2) are attached.

WETT Programme

- 3.4 Regulatory Services should be operational by 01 June 2010 and hosted by Bromsgrove and Redditch Councils. Property Services by 01 April 2010, hosted by Worcestershire County Council and Internal Audit by 01 April 2010, hosted by Worcester City Council.

4. FINANCIAL IMPLICATIONS

- 4.1 The single management team will deliver a saving of £246,000 in 2010/2011. In addition savings from the joint arrangements with Redditch for CCTV, Lifeline and ICT will generate £120k from 2010/11.
- 4.2 The anticipated savings from the WETT programme are £150,000 in 2011/12.
- 4.3 It is anticipated that once the single management team is in place further reviews of joint working arrangements will be undertaken to generate additional savings and capacity to support the Council over the financial plan period.

5. LEGAL IMPLICATIONS

- 5.1 Every shared service will have legal implications, particularly, if we are not the host authority. Each shared service whether with Redditch or with one of the other councils in Worcestershire will be supported by a detailed service level agreement (a form of contract).

6. COUNCIL OBJECTIVES

- 6.1 Shared Services and WETT contribute to the Council Objective: Improvement and the priority: Value for Money.

7. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 7.1 The main risks associated with the details included in this report are:

- Non delivery of savings.
- Non delivery of service improvements.

- 7.2 These risks are being managed as follows:

Risk Register: Shared Services.
Key Objective Ref No: Separate Risk Register
Key Objective: Separate Risk Register

8. CUSTOMER IMPLICATIONS

- 8.1 It is important to remember that while there is bound to be an emphasis on making savings our expectation is that each shared service will also seek to improve services to the customer. This will be achieved using techniques like lean systems, customer first training, customer services accreditation and the use of technology.

9. EQUALITIES AND DIVERSITY IMPLICATIONS

- 9.1 None.

10. VALUE FOR MONEY IMPLICATIONS

- 10.1 The whole report is concerned with value for money.

11. CLIMATE CHANGE AND CARBON IMPLICATIONS

- 11.1 The report is not directly concerned with climate change, but each new shared service will be expected to consider how to contribute to reducing CO2 emissions. The expectation is that each merged service will have one service business plan that includes a section on climate change.

12. OTHER IMPLICATIONS

Please include the following table and spell out any particular implications in the relevant box. If there are no implications under a particular heading, please state 'None':-

Procurement Issues: See point about SLAs for each service.
Personnel: The single management team and shared services in general will have significant HR issues and we will need to ensure sufficient capacity for respond to this.
Governance/Performance Management: See previous point about SLAs.
Community Safety including Section 17 of Crime and Disorder Act 1998: The Community Safety service is one of the shared services.
Policy: None.
Biodiversity: None.

13. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No.
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Chief Executive	Yes.
Executive Director – Regeneration, Planning and Housing	No.
Executive Director – Finance and Resources	No.
Executive Director and Deputy Chief Executive	No.
Director of Policy, Performance and Partnerships	No.
Head of Service	No.
Head of Financial Services	No.
Head of Legal, Equalities & Democratic Services	No.
Head of Organisational Development & HR	No.
Corporate Procurement Team	No.

14. WARDS AFFECTED

All.

15. APPENDICES

Item 3 - Shared Service Progress Report

Item 4 - Shared Service and Transformation Programme (including appendices 1 and 2)

16. BACKGROUND PAPERS

Not applicable.

CONTACT OFFICER

Name: Kevin Dicks
E Mail: k.dicks@bromsgrove.gov.uk
Tel: (01527) 881484

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICES BOARD

24th June 2010

PROGRESS REPORT

1. SUMMARY

- 1.1 This report seeks to provide an update with regard to all elements of the Shared Services work involving Bromsgrove and Redditch Councils (including the Worcestershire Enhanced Two Tier (WETT) Programme).

2. RECOMMENDATION

- 2.1 It is recommended that Members note the progress to date.

3. PROGRESS UPDATE – EXISTING / APPROVED SHARED SERVICES BETWEEN BROMSGROVE AND REDDITCH COUNCILS

- 3.1 Progress on the existing Shared Services between Bromsgrove and Redditch is as follows:

3.1.1 Single Management Team

- a. Recruitment to the vacant posts has now been completed – Ruth Bamford has already taken up the post of Head of Planning and Regeneration and Amanda De Warr will take up the post of Head of Customer Services on 5th July.
- b. Top team development sessions have been held in order for the team to get to know one another better and to start to bond as a team. These went very well and the continued signs are that the team are gelling quickly and will become a very strong team.

3.1.2 Elections

- a. The electoral team is now fully established and all vacant posts have been filled.
- b. The team has now had the opportunity to test the process during a live election and it has proved to be very successful. During the recent Parliamentary and Borough Council combined elections a member of the election team worked out of Redditch Borough Council with the support of the administrative and IT services from Bromsgrove District Council.
- c. The process has of course identified areas where performance can be improved. This is expected to continue as an exercise of continuous improvement with the Returning Officers from both Councils meeting regularly with the Head of Service and the Elections manager to manage the lessons learned.

- d. The campaign to promote the elections across the entire county proved to be a success and both Councils boasted high voter turn out and a huge increase in the numbers of people registering to vote.
- e. The administration and call management was all provided through the shared services team situated at Bromsgrove District Council and the officers situated at Redditch were very complimentary of the improvement that this made to the overall delivery of the election.
- f. During the elections period there were a number of issues with regard to the Strand electoral services software system that administers the election for both authorities. This system is currently under review to see whether the system can be improved.
- g. The officers within the IT departments at both Councils provided first rate IT support to both authorities throughout the delivery of the election and this is to be congratulated under the new shared services arrangements.
- h. Both authorities will now look to learn from the delivery of a live election under the new arrangements and to the continuous improvements that can be made in the delivery of this service along with any potential procurement savings that might be achievable.
- i. A recent Overview and Scrutiny Task Group at Bromsgrove has been looking into improvements that can be made to democratic participation. Any recommendations that are made as a result of this exercise will be shared with both Councils.

3.1.3 Community Safety

- a. The Community Safety Shared Service commenced on 15th June 2009, with local delivery teams based within both the Redditch and Bromsgrove locations.
- b. The Head of Community Services and the Redditch and Bromsgrove Manager regularly attends each of the Community Safety Partnerships and represents both authorities at a corporate level, county-wide and at regional community safety events.
- c. The Executive Director chairs the Worcestershire Safer Communities Board.
- d. There have been a number of positive developments as a result of the shared service:
 - i. The Redditch Anti Harassment Partnership and the Bromsgrove Hate Incident Partnership now form a joint partnership with a single Chairperson agreed.
 - ii. Joint training has been undertaken to address the work of the "Hate Incident Partnership".
 - iii. An Anti-Social Behaviour Strategy has been developed jointly between Redditch and Bromsgrove including new statutory responsibility for minimum service standards.
 - iv. Redditch and Bromsgrove successfully received a joint bid for a Home Office grant of £15,000 to carry out a "problem profile" of Inter-personal violence across both districts.
 - v. Officers are currently supporting both Council's, Overview and Scrutiny committees with their duty to scrutinise the Community Safety Partnerships.
 - vi. Ongoing support is being given to the 'Community Call for Action' in relation to Swans Length, Alvechurch MUGA (Multi Use Games Area).
 - vii. Redditch Community Safety Partnership and Bromsgrove Community Safety Partnership have collaborated and pooled their Area Based Grant to commission a joint communication and marketing strategy and action plan.
 - viii. Redditch and Bromsgrove Community Safety Partnerships have developed their minimum ASB standards and these are now published on both Council websites.
 - ix. Redditch has supported Bromsgrove in the removal of recent hate graffiti. It is planned that a joint Graffiti Strategy be developed by March 2011.

3.1.4 ICT

- a. The ICT shared service project has now entered the delivery phase against the items outlined in the approved business case. RBC staff have been successfully TUPE'd across to BDC. Consultation relating to the new ICT Team structure has been completed with the new team structure scheduled to start on 1st August 2010.
- b. Recruitment to the ICT Transformation Manager's post has taken place but was unsuccessful so this post will now go to external recruitment and the ICT unsuccessful candidates have chosen to take redundancy as there were no redeployment opportunities. The majority of other ICT staff will be slotted in but there are a few vacant posts which will need to be recruited to.
- c. Sub projects to align some of the ICT support and systems are now underway. The key sub projects that have gone live include the first phase of the new Service Desk system and the email & web filtering devices. The Service Desk is now configured to enable improved management of calls logged at BDC and is being configured for Redditch to migrate across before the existing system expires in September 2010. The configuration feasibility work for the virtualisation of servers has been completed and orders placed for the hardware to start the implementation of this sub project.
- d. A single domain name (bromsgroveandredditch.gov.uk) has been secured to facilitate a single email service across both locations. Work is ongoing to develop a single standardised active directory structure. The active directory structure is used to set permissions and access controls for users.
- e. Technical resources from both IT teams are involved in the delivery of the projects outlined in the business case. The teams are working closely to deliver the necessary technical changes required to develop a single ICT service whilst still supporting the day to day operations at each location.
- f. In addition to the items outlined in the ICT shared service business case other work between the two councils is progressing as follows:
 - i. Disaster Recovery – Configuration and testing of data migration and recovery is ongoing and will continue alongside the other infrastructure changes outlined above.
 - ii. Web development – The shared Intranet (The Orb) went live at both Councils in May 2010 as planned. Phase two of this project which focuses on content and data structures is now being scoped. The content and data structures will be aligned around information management standards for indexing, version control and meta data creation. (Meta data – data about data eg: author, subject, creation date etc).

3.1.5 CCTV / Lifeline

- a. Bromsgrove staff TUPE transferred into Redditch Borough Councils employment on 4th January 2010.
- b. Full consultation was undertaken with the staff and the Trades Unions. The consultation period was extended to allow all team members to respond to the proposed structure and revised shift and rota patterns.
- c. There was competition for the Lifeline and CCTV Manager post (two existing Managers). However one Manager was redeployed to an existing vacant post so there was no redundancy required. Both team leaders have been appointed.

- d. Eight of the control/supervisor staff submitted requests for Voluntary Compulsory redundancy. All eight requests were agreed by the VCR panel whose composition was an Executive Director, HR Manager and Trade Union representative.
- e. The anticipated cost of redundancy built into the Business Case was £80,000. the actual cost of the agreement to all eight VCR requests (including pension costs) was £110K. Should the requests have not been agreed there would have been the necessity to undertake recruitment to all the operator posts within the structure with the requirement to make compulsory redundancies.
- f. The impact of the additional VCR costs is that the prospected savings of £262K for 2010/11 will be reduced by £30K. Savings for the full financial year are therefore anticipated to be £232K between both Authorities.
- g. Garden leave requests from all the staff for whom VCR has been agreed have been received. Managers are currently ensuring full cover can be maintained prior to final agreement of individual dates.
- h. All remaining operator staff have been offered positions within the new structure, and all have accepted. Five Members of staff have had a reduction of 3 hours per week however will be salary protected within the provision of Redditch Borough Councils salary protection policy.
- i. There are 19 hours (3 shift covers) ultimately vacant. This post(s) will be recruited to as soon as possible.
- j. Bromsgrove's Control Centre closed on the 9th June 2010 ahead of the anticipated timescale, and all Lifeline and CCTV services were rerouted to the Redditch Control Centre. From this date all Bromsgrove staff have been relocated to Redditch other than two Telecare staff who currently operate from Bromsgrove.
- k. Lifeline services have been continually operational and the control centre has full control of CCTV cameras for Bromsgrove, Redditch and Wyre Forest.
- l. New software has been installed with two days comprehensive training undertaken. A full recording facility is operational in addition to download facility from the cameras.
- m. It is a significant achievement for all involved in the shared service project to have achieved delivery of both a major capital project alongside a staffing restructure and revised rota and shift arrangements.
- n. There were no technical issues experienced with the Lifeline Service and although some minor technical issues with CCTV, these have been overcome.
- o. The Manager and Team Leaders are currently reviewing and combining all policies and procedures alongside an ongoing training programme.
- p. The Manager and Team Leaders are now operating a full cover 'on call rota'.

3.1.6 Payroll

- a. Redditch continues to operate a joint payroll service for both Redditch and Bromsgrove and this has now been running as a shared service for the last 18 months.
- b. It is recognised that Payroll is a business critical service and resilience is essential. As part of the revised Management arrangements payroll now falls within the remit of the Executive Director (Finance and Corporate Resources) and has been transferred from HR to Finance. The section is now managed by the Accountancy Services Manager at Redditch to ensure that integrated financial controls and checks within the service area support and enhance the arrangements for payroll.

- c. During May the payroll service completed the set up of all new staff relating to the WETT Regulatory Services transfer. An additional 160 staff are now part of the establishment for Bromsgrove District Council and payroll have undertaken a significant analysis of all data for individual employees to ensure accurate and timely payments are made from June 2010. An additional payroll officer is currently being recruited as approved in the hosting costs associated with the new service provision.
- d. Initial discussions are to be held with Wyre Forest District Council to explore the possibility of Redditch taking on the provision of a payroll service for them.

3.1.7 Procurement

- a. The procurement agenda continues to be progressed across both Authorities with some additional dedicated support. The network and shared service opportunities within the County continue to be explored and a final business case has been produced by the procurement officers which is due to be considered by the WETT Project Management Group in June to decide on the timeline for implementation. The joint Bromsgrove and Redditch officer has been the lead in the development of this project. The business case appears as a separate item on this evenings agenda.
- b. Developments within our respective Council's include the following:
 - Full review, staff consultation and purchase of a new Vending Machine contracted service (BDC)
 - Support to an improved and standard contract for hygiene services (BDC)
 - Support to the tendering of sporting facilities at Barnsley Hall (BDC)
 - Corporate Contracts established for stationery and print services (BDC and RBC)
 - Office furniture contract agreed with Solihull MBC (RBC and BDC)
 - Plumbing supplies, utilities, fencing and landscape materials (RBC)
 - Suite of new printers installed to improve performance and reduce cost (RBC)
 - Advice on the Regulatory Services procurement implications (RBC and BDC)
- c. Consultancy advice and support is provided to services from the corporate unit including major projects ongoing in both authorities. This alongside major contract re-negotiations is achieving significant savings supporting both reinvestment in services and cashable savings.
- d. Successful collaboration procurement actions with Members of the Worcestershire and Warwickshire Procurement Group and the RIEP include:
 - Insurance – significant savings for all councils across Worcestershire – Redditch £70K per annum and Bromsgrove £78K per annum.
 - Data analysis – detailed data analysis and management information for all Worcestershire districts on what we purchase, from whom and total values.
- e. Successful supplier seminars have been delivered for both Councils on:
 - “How to do Business with the Council”
 - “Understanding the Documents”
- f. The intranet has been re organised in order to provide guidance for officers on aspects of all procurement. Advice available includes: Supplier Listings, External compliant contracts, Contractual Risk , Framework Agreements, Simple procurement guide, National Procurement Strategy, Social Issues in Procurement, Framework Agreement Letter of Appointment, Model Framework Conditions and Standard terms and conditions.
- g. The harmonisation of policies and procedures is complete and is being considered by both legal services teams to ensure compliance with current practices. It is assumed that these new policies will be reported to Councils in the Summer.

- h. A joint programme of procurement will be commenced to ensure maximum opportunities at both councils in the future. Ongoing developments and programme of work will include:
- Extension of corporate contracts.
 - Continuation of consultancy advice and support.
 - The Collaborative programme largely driven by opportunities derived from the Spikes Cavell results.
 - Staff and Member training.
 - Supplier seminars.
 - Extended work on policies and procedures including supplier risk and EU remedies Directives implications.

3.1.8 Climate Change

- a. The Climate Change shared service is progressing fairly well. There are some issues in terms of the Councils being at different stages of development in terms of Climate Change performance which means that joint-working is not as efficient as it could/will be in the future. However having said this, for a service which is not yet a year old, the service is progressing positively.
- b. There are five national indicators that relate to climate change. NI185 – emissions from the two councils operations, NI186 – emissions from the community (domestic housing, transport and business), NI187 – fuel poverty, NI188 – adapting to climate change (the Council being in a position to respond to more extreme weather conditions) and NI189 – flood plans. Looking at these in turn:
- NI185 – The two councils are in contrasting positions. Bromsgrove is better at data quality i.e. using accurate data, from which we can manage our emissions, but Bromsgrove has no action plan in place to reduce emissions. Redditch has problems with its data quality (we are going to have to re-calculate the 2008/2009 baseline for a second time and report the change to Central Government), but is much more advanced in terms of programmes to reduce emissions e.g. grant programmes for improvements to assets, testing out electric vehicles etc. The initial focus of the Director of Policy, Performance and Partnerships is twofold:
 - ensuring the data quality is accurate in both councils; and
 - developing a joint climate change strategy.
 - NI186 – Community, Business Transport Carbon Emissions is going relatively well at both Councils although more could be done. The Climate Change Manager, with the support of the Policy Unit, is in the process of coordinating progress across different departments which influence this indicator via a new Trace tool developed by the Energy Savings Trust.
 - NI187 – we are achieving our targets on this indicator.
 - NI188 – The Climate Change Manager has requested to join the corporate risk steering group at Bromsgrove as a way to provide oversight on whether this risk is being managed. This needs to be mirrored at Redditch.
 - NI189 – This involves the development of flood plans for each parish. This is less of an issue that in the south of the County, but does need to be delivered. The Director of Policy, Performance and Partnerships needs to discuss this target further with the two Executive Directors.

- c. Other items of interest are:
- The Energy Savings Trust One-to-One programme is going to be a project led by the new CMT.
 - RBC has signed up to the national campaign 10:10, aiming to achieve a 10% reduction in its own CO2 emissions in 2010/11. BDC have referred this item to Overview and Scrutiny.
 - BDC have an established process in place to deliver on LSP Better Environment Targets and both indicators for 2010-13 relate to improving performance on Climate Change.
 - Finally at RBC there is a Climate Change Advisory Panel – it has been suggested by members on that Panel that this be extended to cover both Bromsgrove and Redditch – members views on this are sought. The Director of Policy, Performance and Partnerships and the Climate Change Manager have considered this further and feel that at this stage we should continue with separate arrangements and focus on development of the Joint Climate Change Strategy. The Strategy has now been put on the Forward Plan at both councils.

4. PROGRESS UPDATE – OTHER SHARED SERVICES BETWEEN BROMSGROVE AND REDDITCH COUNCILS

4.1 Economic Development

- a. On 20th April, the Shared Services Board (SSB) agreed the four principal recommendations set out in the report produced by Inspira Consulting Ltd regarding the way forward for the development of an Economic Regeneration and Development Strategy for North Worcestershire. These recommendations were:
- shared Economic Regeneration & Development Strategy.
 - teams of all three District Councils be merged to form a single service for North Worcestershire.
 - in time, a fully integrated Housing, Transport, Regeneration and Economic Development Strategy for North Worcestershire.
 - a full, collective role in County structures that shape economic strategy; Members equipped and willing to represent the interests of North Worcestershire, not just their own District.
- b. The SSB also recommended to the respective Executive Committee and Cabinet, the delivery of a North Worcestershire Economic & Regeneration service by a single team hosted by Wyre Forest District Council and that an Implementation Plan be agreed between the three Councils with effect from 1st October 2010 or such other date as may be agreed by the three Councils.
- c. The recommendations have subsequently been agreed by Executive/Cabinet of the three Councils and are due to be considered by Full Council.
- d. In the meantime, discussions have continued regarding various aspects of the Implementation Plan, which includes such matters as the financial business case, risk analysis, governance, performance management and communications. Chief Executives and Directors are scheduled to meet on 8th July 2010 to review progress.

4.2 Independent Remuneration Panel

- a. At present BDC and RBC each have a separate Independent Remuneration Panel (IRP) which consider and make recommendations on Members' Allowances. Wyre Forest District Council also has its own separate arrangements, whilst a joint IRP covers Malvern Hills District Council, Wychavon District Council and Wychavon City Council.
- b. As part of WETT discussions in relation to Legal and Democratic Services, officers have given consideration to the way forward with regard to IRPs and have expressed support for extending the current joint IRP to include the three District Councils in northern Worcestershire. An officer from Wychavon District Council has been tasked to write a report for submission to District Councils on the proposed way forward. This report will now go forward to each Council for consideration.

5. WORCESTERSHIRE ENHANCED TWO TIER WORK (WETT) PROGRAMME

5.1 Regulatory

- a. All seven Councils have approved the business case proposals for their respective councils.
- b. The Head of Regulatory Services has been appointed and in post from 1st June 2010.
- c. Staff were TUPE transferred to BDC employ on 1st June 2010.
- d. The Joint Committee for Regulatory Services met for the first time on 11th June 2010 and comprises two Councillors from each Council.
- e. Regulatory Service requirements for all councils have been documented with Member Roadshows held to answer any questions members had.
- f. The legal agreements were signed in advance of the launch of the new service. This involved a lot of work and was led extremely well by Claire Felton.
- g. Achieving the first Regulatory Shared Service, the first in the Country, has been achieved through a lot of hard work and there are a number of people who it is felt deserve special mention: Jayne Pickering (from a financial standpoint and generally ensuring all issues were resolved), Claire Felton (with regard to the legal agreement) and Becky Barr (supported by Mark Stanley from a HR perspective).

5.2 Audit

- a. Staff were TUPE transferred to Worcester City Council employ on 1st June 2010.
- b. Appointment to the Internal Audit Manager post internally was unsuccessful so external recruitment is underway.

5.3 Property

- a. Staff were TUPE transferred to Worcester County Council employ on 1st June 2010.

6. FINANCIAL IMPLICATIONS

- 6.1 Following the successful recruitment to the single management team the financial position on the payment of severance costs is complete with all associated payments being made to staff who have left the organisations. The total cost of £896k has been accounted as part of the financial position 2009/10 and is less than the originally anticipated cost of £927k. This is excluded from the schedule at Appendix B.

- 6.2 The ongoing saving delivered through the single management team is £330k in 2010/11 arising to £450k in 2011/12 following the initial support for implementation that will be required in the Councils.
- 6.3 A detailed review has been undertaken by officers of both Councils to identify a more robust allocation method for the cost sharing of the shared services already implemented. Following discussions and consideration of best practice in cost sharing the revised position is as follows:
- Elections – based on electorate
 - Payroll – based on payslips produced
 - Community Safety – 50% share agreed as no other cost sharing basis relevant
 - Lifeline – no of units
 - CCTV – no of cameras
 - ICT – 50% share agreed on initial split – to be revised when infrastructure requirements realised through future developments.
- 6.4 The schedule attached at Appendix C shows the revised allocation of savings sharing for each Council and reflects the estimated position of savings for 2010/11. This position will be reported on a quarterly basis to the Board for consideration.
- 6.5 The services shared for Community Safety and Elections do not realise cash efficiencies but have provided increased resilience and improvement across both Councils.
- 6.6 Total savings of £85k were realised as a result of the shared working across the 2 Councils in 2008/09 mainly from sharing a Chief Executive and joint procurement arrangements..
- 6.7 The savings for 2009/10 were £432k. These figures will form part of the Statement of Accounts to be Audited in July 2010. These are a combination of cash savings and those resulting from the services being delivered in a more efficient way by supporting officers and members across the 2 Councils. The schedule at Appendix B details the savings made.
- 6.8 The set up costs relating to the implementation of the new systems and shared service for elections were £75k. It is worth noting that Redditch Borough Council were anticipating investing in a new system to provide resilience and improvements to the elections service. This was utilised to offset an element of the initial set up costs which have been shared on an equal basis across the Councils. These set up costs are not included in Appendix B.
- 6.9 The following table shows the summary position:

SUMMARY SHARED SERVICE FINANCIAL POSITION			
	2008/09 £'000	2009/10 £'000	2010/11 £'000
SAVINGS	85	432	1,016
SET UP COSTS	18	75	896
NET SAVINGS	67	357	120

7. LEGAL IMPLICATIONS

- 7.1 None arising directly from this report – these will be addressed as each proposal is brought forward for consideration however work is going on with regard to the progressing shared services agenda between the two councils as follows:

- Members are advised that the Shared Services Framework Agreement has now been amended in accordance with the instructions received at the Shared Services Board Meeting on 20th April 2010. Both Councils will consider this revised document at their meetings in June whereupon they will be signed and adopted.
- The governance arrangements in respect of the WETT programme have been addressed by both authorities in relation to each service.

8. COUNCIL OBJECTIVES

- 8.1 Each Council will need to ensure any proposals support its own Council Objectives.

9. RISK MANAGEMENT

- 9.1 None arising directly from this report however it is envisaged that the approach to Risk Management will operate at 2 levels:
- a. Risk mitigation/controls for respective proposals/services
 - b. Ongoing assessment of the short/long term risks contained within the original feasibility report.
- 9.2 Risk registers at both Councils include the corporate risks associated with the delivery of the transformation programme. These will continue to be monitored as part of the wider risk management considerations at the relevant Audit Board and Committees.
- 9.3 In terms of the ongoing assessment of the short/long term risks contained within the original business case an update is provided at Appendix A. Members are asked to consider the risk register in order to ensure it includes all risks and that members are comfortable with mitigation.

10. CUSTOMER IMPLICATIONS

- 10.1 No direct impact on the Customer arising from this report, although indirectly the intention of each area is to deliver efficiencies/savings or improve service quality to the ultimate benefit of the customer.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

- 11.1 None arising directly from this report – these will be addressed as each proposal is brought forward for consideration.

12. VALUE FOR MONEY IMPLICATIONS

- 12.1 Value for Money and delivery of efficiencies is the driving force behind Shared Services.

13. HUMAN RESOURCES IMPLICATIONS

- 13.1 The final recruitment to the remaining Heads of Service posts has now been completed. The successful internal applicant has taken up the Head of Planning and Regeneration post with the externally appointed Head of Customer Services starting on 5th July.
- 13.2 There will be ongoing human resource issues in the forthcoming transformation programme and any interim arrangements which need to be made prior to further service reviews will be considered.

- 13.3 Members, staff and the Trade Unions will be kept fully apprised of proposals including formal consultation where there are impacts on terms, conditions and any employment matters. This has been the case in all shared services currently implemented and the arrangements have been well received by unions and staff.
- 13.4 Staff affected by the Council's decisions to proceed with the WETT shared services have been involved in full consultation prior to the implementation of 1st June. The staff have TUPE'd across to the host authority and will continue to be consulted on any future service reviews and restructures. Trade Unions have been involved in the implementation group meetings during the period.
- 13.5 Officers recruited to the Single Management Team have been issued with Contracts of Employment advising that any impact as a result of the harmonisation of terms and conditions of employment will be subject to formal consultation prior to implementation.
- 13.6 Work is proceeding in respect of mapping and proposals for the harmonisation of terms and conditions for both Bromsgrove and Redditch.
- 13.7 The harmonisation team of HR officers across both Councils have started the initial mapping of the terms and conditions across the Councils and this will be discussed with Trade Union representatives in July. The aim is to agree a revised set of harmonised policies which will in turn result in a revised set of terms and conditions.

14. OTHER IMPLICATIONS

Procurement Issues
None in relation to this report.
Personnel Implications
Staff and trade union consultation would need to be undertaken with any proposals that have an impact on staff.
Governance/Performance Management
None
Community Safety including Section 17 of Crime and Disorder Act 1998
None
Policy
None
Environmental
None

15. WARDS AFFECTED

All

16. APPENDICES

Appendix A Risks

Appendix B Financial Statement 2010.11

Appendix C Financial Statement 2009.10

17. BACKGROUND PAPERS

Shared Services Papers

Kevin Dicks
Chief Executive
Bromsgrove District and Redditch Borough Councils

In developing the risk analysis the following matrix has been used:

Likelihood:

High 4

Significant 3

Medium 2

Low 1

Impact:

Critical 4

Major 3

Marginal 2

Low 1

Ref	Risk	L	I	Score	Mitigation
1.	Impact of changes in political leadership	3	2	6	The programme and the proposed governance model have been designed to accommodate changes in political leadership. Regular meetings with Leaders of all Political Groups (at RBC) to ensure that it is clear that the management team serves all members not just controlling group.
2.	Lack of staff capacity to implement the recommendations.	2	4	8	The proposed Transformation Team and the fact that it is embedded within the organisational structure will provide expertise and resource to plan and lead the implementation programme. In addition an increased number of management posts (as against that proposed by Serco) have increased the capacity of the management team to deliver the change required. Furthermore, the financial plan for the first year of shared services includes funding to provide additional legal, financial and Human Resources support during the period of transition. In addition to this the Shared Services / Transformation Programme has been developed to try to ensure that there is the capacity to deliver this.
3.	Loss of key senior staff following recruitment	1	3	3	The new management team have effectively taken up new roles now – this risk has therefore been reduced in terms of level.

4.	Lack of buy-in from staff	2	2	4	The staff interviewed by Serco understood the need for sharing and the recommendations within the business case have minimal impact on the majority of staff. A regular programme of staff engagement, communication and consultation is underway to ensure staff are fully involved with the process. The new management team are providing support to staff by being located at both Councils during the course of the week to provide visible leadership and support. In addition a number of staff forums have been held to introduce and network with the new management team.
5.	Lack of support from unions	2	3	6	Ongoing and regular dialogue with Unions throughout the whole process to ensure they are involved in the process. It has felt that this has gone well with regard to the Bromsgrove and Redditch Shared Services agenda but needs to be improved with regard to WETT projects.
6.	Downturn in performance during implementation.	2	4	8	The transformation programme will be spread over three years to allow a gradual approach, including up to a year to design the new structure, develop the new business plan and prepare for implementation for each service. This, together with careful monitoring of performance, will reduce this risk. Regular performance monitoring is continuing at the joint Corporate Management Team to identify any concerns early.
7.	Cultural differences between the two Councils	2	3	6	These will be addressed as part of the engagement and communication strategy for the overall programme and as part of the Transformation Programme. This will be supplemented by investment in and commitment to a meaningful organisational development programme that promotes the development of a new culture for the partnership organisation (which is not subordinate to the pre-existing cultural norms). Linking Organisational Development with the Transformation agenda will also help to address this. Top team development days have been held (including systems thinking) with further sessions planned to ensure that the cultural differences are addressed.
8.	Differences in terms and conditions	3	3	9	Work is already underway to identify and address these differences and this will be accelerated to ensure a common set of terms and conditions are in place as soon as possible. See earlier in the report.
9.	Differences in IT systems	3	2	6	While differences in IT systems in some services will reduce the initial scope for savings, this issue will be addressed as part of the implementation planning for individual services and will be removed over time as contracts come up for review. This will be supported by the move to a Shared ICT service.
10.	Potential conflict with WETT work	1	1	2	The Management Structure take full account of current and planned WETT work. The Shared Services programme will take account of any future WETT programme.

11.	Meeting member expectations in relation to access and engagement	3	3	9	The overall governance model will be reviewed to find the most effective way of enabling one service manager to engage with members and service two committees.
12.	Delivering the projected savings and non-financial benefits	2	3	6	The savings in the revised financial model will be achieved – severance costs are lower than budgeted.
13.	Confusion for customers	3	3	9	This risk can be mitigated by a programme of regular communication, which stresses the benefits of the changes, both financially to the two Councils and in terms of improved delivery of services to customers.
14.	Emergence of issues presenting a 'conflict of interest for the CEO / other management team members in relation to policy advice to both Councils during lifetime of longer term partnership (e.g. wicked issues such as future LGR)	2	4	8	The structure proposes a Lead Officer for Redditch and a Lead Officer from Bromsgrove when issues such as this arise. In addition a conflicts resolution policy has been agreed as part of the overarching agreement.

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICES BOARD

24th June 2010

SHARED SERVICES / TRANSFORMATION PROGRAMME

1. SUMMARY

- 1.1 This report presents for consideration by the Shared Services Board a draft proposal for the future programme of shared service and transformation between Bromsgrove District and Redditch Borough Councils. It also outlines the change methodology to be used by Bromsgrove and Redditch Council's to deliver the programme of transformation.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Shared Services Board:
- 2.1.1 approve the use of the WMIEP systems thinking change methodology for the transformation of service areas; and
- 2.1.2 discuss and agree the proposed programme of service areas to be considered for Shared Services / Transformation between the two councils.

3. BACKGROUND

- 3.1 In June 2008, both RBC and BDC agreed to the appointment of a Shared Chief Executive with effect from 1st August 2008. As part of the agreement to share a Chief Executive a number of opportunities for developing other shared services were identified and have been progressed eg: the single management team.
- 3.2 In order to continue to progress the shared service and transformation agenda SERCO were engaged, in 2009, to deliver a report outlining the case for joint and shared working between Bromsgrove and Redditch Councils. The findings from the Serco report have been included in the proposed three year programme for shared services/transformation. This is attached at Appendix 1.
- 3.3 In addition to the SERCO document a further analysis of services has been undertaken to assess the potential benefits of systems thinking / transformational activity. The analysis plotted the potential savings and service improvements (as a result of systems thinking) against the ease of implementation. The output from this analysis has also been used to inform the draft programme plan.
- 3.4 In order to further influence the development of the programme plan, visits were made to Warwick District Council and to Staffordshire Moorlands /

High Peak Borough Council. Warwick District Council has done a lot of work on transformational / systems thinking and has achieved some significant improvements to performance in both Benefits (Housing and Council Tax) and Housing Repairs. Staffordshire Moorlands and High Peak Councils also have a single Chief Executive and a single management team and share a number of services. It is clear from the reference site visits and from discussions with other Shared Chief Executives that no council has yet combined the two approaches of transformational thinking and shared services as BDC and RBC are proposing to do.

- 3.5 The West Midlands Improvement and Efficiency Partnership have also been extremely helpful and supportive in the development of the proposed programme and have provided four days of 'systems thinking' support and training to the Single Management Team. The training has enabled CMT to have a better understanding of the systems thinking approach and how it can be used to maximise the potential benefits of shared services and transformation.
- 3.6 Following completion of the analysis and site visits it is felt that there are six service areas that would benefit from transformational system thinking (before the implementation of any shared service). These areas are as follows:

Year 1

Revenues and Benefits (although these will be undertaken jointly due to the cross over of the issues / working practices it is worth recognising that they are distinct areas)

WETT Regulatory Services

Year 2

Planning

Depot Services (Refuse Collection, Recycling, Street Cleansing and Grounds Maintenance)

Year 3

Housing

Community Services/Community Cohesion

- 3.7 It is worth noting that the whole council will be affected by transformational / systems thinking however with regard to the service areas outlined above it is felt that it is crucial that these service areas are "transformed" before a shared service is considered.
- 3.8 The shared service aspect of the programme plan (Appendix 2) is based on the same three year timeline and would see a number of services being shared whilst the above transformation activity was carried out.
- 3.9 In considering the proposed shared services / transformation programme the Board are asked to note the following:
- The programme is flexible and may change to take account of opportunities as and when they arise e.g., when posts become vacant

- The programme will need to be reviewed to take account of any future developments in the WETT (Worcestershire Enhanced Two Tier) programme. The WETT Programme Board will have an away day on 25th June to develop proposals for the next phase of the programme – the Board may wish to consider areas that they would like put forward.
- Members will note that it is suggested that the Programme start from September 2010 although initial work may be undertaken before then. This is to enable the views of staff to be taken into account – staff briefings will be held week commencing 28th June to outline the proposed programme. It will also enable us to recruit to the Shared Service / Transformation team which will support areas going through reviews.
- Whilst Appendix 1 includes the potential savings identified by Serco in the initial business case members should note that these are not necessarily the savings that will be delivered by the area in question.
- There may also be the need for interim management structures in some service areas to ensure that services operate effectively on a day today basis and that there is capacity to carry out the transformation work. However, these changes will be minimised to reduce the impact on staff.

4. KEY ISSUES

What is Systems Thinking?

- 4.1 Systems thinking is an approach to changing the way we deliver our services. The approach adopts a whole system, or, end to end, view of how we deliver our services and includes the analysis and impact of: external pressures eg: from central government, what our customers want, how we currently deliver our services, the difference between work demand and failure demand, how we could change/improve the way we deliver our services and how we can measure the improvements.
- 4.2 This approach is currently being used by a number of other local authorities to deliver significant service improvements and efficiencies. These include: Warwick District Council, Stoke on Trent City Council, Dudley MBC and Stafford County.

Transformation Team

- 4.3 Another key issue to be considered is the management of the programme to ensure that it is delivered on time and to plan. This will need to be addressed through the additional transformation / shared service resource that was outlined in the original single management team proposals. Further work to establish this team will be required prior to the delivery of the programme plan.

5. FINANCIAL IMPLICATIONS

- 5.1 None arising directly from this report, although indirectly the intention of the programme plan is for each service area to deliver efficiencies/savings and improvements in service quality.

6. LEGAL IMPLICATIONS

6.1 None

7. POLICY IMPLICATIONS

7.1 None

8. COUNCIL OBJECTIVES

8.1 Each Council will need to ensure any proposals support its own Council Objectives.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

9.1 None arising directly from this report. However, it is envisaged that risks will be mitigated and controlled as part of the programme and project governance.

10. CUSTOMER IMPLICATIONS

10.1 No direct impact on the Customer arising from this report, although indirectly the intention of each area is to deliver efficiencies/savings or improve service quality to the ultimate benefit of the customer.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 None arising directly from this report. These will be addressed as each proposed service area is considered for sharing or transformation.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 Value for Money and delivery of efficiencies is the main driving force behind the shared service/transformation programme.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 None

14. HUMAN RESOURCES IMPLICATIONS

14.1 None arising directly from this report. However, it is envisaged that any HR implications will be included as part of the programme and project governance.

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 None arising directly from this report. However, it is envisaged that there may be short term performance implications in some service areas while the programme is being delivered.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

16.1 None

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None

18. LESSONS LEARNT

18.1 The analysis method of plotting savings/service improvements against ease of implementation was discussed at an Action Learning Set with other Shared Chief Executives who endorsed the approach. However, it was also felt that two other factors should be considered: Take advantage as and when opportunities arise e.g. through vacant posts and be aware of the impacts of more than one shared service / transformational activity within one service area.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 None

20. WARDS AFFECTED

All Wards

21. APPENDICES

Appendix 1 Shared Services / Transformation Timeline – supporting information
Appendix 2 Proposed Shared Services / Transformation Timeline

22. BACKGROUND PAPERS

None

AUTHOR OF REPORT

Name: K.Dicks
E Mail: k.dicks@bromsgrove.gov.uk or
Kevin.dicks@redditchbc.gov.uk
Tel: (01527) 881400

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Proposed Shared Service / Transformation Programme - supporting information

Agenda Item 4 - Appendix 1

Head of Service Area	Service	Potential Saving as per Serco Business Case	Ease of Sharing (1 = easy, 10 = difficult)	Now / Sooner / Later (as per Brian Holland's work)	Other Comments
Director of Policy, Performance and Partnerships	Policy incorporating: - LSP - Performance Management & Improvement - Policy (excluding service specific strategy) - Consultation & Community Engagement	Between £60k - £80k	2	Later (for joint LSP) Sooner Sooner Sooner	There are a number of vacant posts / secondments at RBC which would make this relatively easy to share Implementation of single performance management framework across the 2 councils would streamline processes and reduce
	- Communications, Marketing and Promotion (including oversight of web content) - Customer Insight - Special Projects - Inspections (CAA etc)	Not quantified	8		Would need to be supported by transformational / systems thinking and be reviewed as part and parcel of each shared services review and overall review conducted at the end of the programme when other areas have been reviewed
	Corporate Administration/ Central Post Opening Civic Support (BDC)	Negligible	5		Roles at both councils incorporate other elements which can't easily be separated and it is felt that any review should be incorporated as part of any administrative review.
	Climate Change / Agenda 21(Energy	N/A	N/A		Already shared

	Printing & Reprographics	Nil (but felt could achieve £30k)		Now	This was included within ICT as part of the Serco business case and as such can't be split out but it is felt there are savings to be achieved from sharing the services. Felt that it would be best to leave this until later in the programme in order for the Shared ICT programme to be progressed plus any Shared Communications Team to be in.
Head of Business Transformation	I.C.T.	N/A	N/A	Sooner (but certain aspects such as software were later)	Already being shared
	Land and Property Gazetteer / GIS / Street Naming and Numbering	N/A	N/A		As part of ICT Shared Service
	Information Management, Freedom of Information, Data Protection, Records Management	N/A	N/A		As part of ICT Shared Service
	Organisational Development (including Workforce Planning and Succession Planning)	Not quantified separately included within HR as 1.5 FTE	1	Now	Post is vacant at RBC which provides an immediate opportunity to share this resource. Delivery of training would need to be addressed as part of this / consideration of HR Shared Service.
	Transformation, Business Process Re-engineering and Lean Systems	N/A	N/A		Separate resource identified within implementation of single management team which will be split over the two councils.
Head of Legal, Equalities & Democratic Services	Legal Advice & Services	£44k	4	Now	Advice from other Shared Chief Executives is that Legal and Financial Services should be towards the end of any programme given the input to the rest of the shared services agenda.
	Election & Electoral Services, Periodic Electoral Review	N/A	N/A	Now	Already shared
	Democratic Services & Member Support	£100k	5	Now	Vacant post at RBC in O&S (seconded to LSP). Felt that this should be considered alongside Legal due to the overlapping nature of the roles.

Head of Resources	Member Development	N/A	N/A		Included in Democratic Services & Member Support but opportunities will be taken to share the costs of training / development opportunities (where appropriate between the 2 councils)
	Equalities & Diversity	Nil	4	Now	No permanent resource at RBC to undertake this. Felt that this should be reviewed alongside Policy given the community engagement aspects that are currently undertaken by the postholders at BDC and RBC.
	Civic Support (RBC)	Negligible	5		Roles at both councils incorporate other elements which can't easily be separated and it is felt that any review should be incorporated as part of any administrative review.
	Accounts & Financial Management & Advice	£108k	5		Crucial to ensuring costs are accounted for adequately between the 2 councils. Experience from other Shared Chief Executives would suggest that this is looked at towards the end of the programme. In order to maximise the potential benefits of a Shared Finance function consideration may need to be given in advance of a Shared Financial System.
	Corporate Income & Debt Management	N/A	N/A	Sooner	Included as part of Financial Management
	Procurement	N/A	N/A	Now	Already shared - business case developed as part of WETT programme for this to be rolled out at district level across the County and then possibly across Warwickshire. Proposal that BDC / RBC host.
	Revenues & Benefits	£87k	8	Later	Service would benefit from being part of transformation programme - shared service to be investigated as part of the transformation process once changes to system are known and structure can be reviewed.
	Audit	N/A	N/A	Now	Already being shared
	Risk Management	N/A	N/A		Processes to be aligned in order to reduce resources required - to be picked up by Internal Audit Shared Service.

Head of Customer Services	Payroll	N/A	N/A	N/A	Now	Already shared
	Property, Assets & Facilities Management	N/A	N/A	N/A	Now	Already shared
	Human Resources & Welfare	£54k	4		Sooner	On speaking to other shared Chief Executives they all felt that this should be one of the first to be considered for sharing between the 2 councils as it is crucial to the future shared services programme. Given the ongoing work on T&Cs it is felt that consideration of a Shared service for HR should wait until adfter this is concluded.
	Training & Development (Day to day)	Not quantified separately included within HR as 1.5 FTE	1		Now	Delivery of training would need to be addressed as part of consideration of HR and OD as a Shared Service.
	Health & Safety	Not quantified separately included within HR as 1.5 FTE	1		Now	Consider as part of HR
Head of Customer Services	Customer Service Centre	£116k from year 4	8		Sooner	This would need to be considered by the new Head of Service and is complicated by the Worcestershire Hub partnership. Needs to be increased focus on putting more services through the Hub (particularly at RBC). Felt that the impact on CSC / One Stop Shops would be fundamental as part of the Transformation Programme and that the 6 deep interventions should be concluded before this is reviewed as a Shared Service.
	One Stop Shops Cashiers Customer First Customer Access and Customer Engagement Reception Services Complaints	In above In above In above In above In above In above				Would look to align processes in order to make it easier and less bureaucratic

Head of Leisure and Cultural Services	Leisure/Sports Centres/Dual Use Facilities	£44k	4	Later	BDC transferred Leisure Centre to a Trust from 1st April. RBC building Abbey Stadium - therefore possibilities for sharing are limited but can be reviewed later.
	Sports and Recreation Development	N/A	3	Now	Not specifically identified but could benefit from early sharing.
	Arts Development	N/A	3	Now	Not specifically identified but could benefit from early sharing.
	Children & Young People, Play	N/A	N/A		No specific resources to address this
	Health Education/Interventions	N/A	N/A		No specific resources to address this
	Parks and Open Spaces	N/A	3		Not specifically identified but could benefit from early sharing as part of wider service area
	Allotments	N/A	3		Not specifically identified but could benefit from early sharing as part of wider service area
	Museum	N/A	10		BDC to transfer museum - limited sharing opportunities but can be picked up as part of overall shared services review for Department
	Events	N/A	10		Can look to share management time etc in the management / organisation of events and pick this up as part of shared services review of department
	Community Centres	N/A	3		RBC only
	Theatre	N/A	3		RBC only - can look for some shared approaches across areas as part of the shared services review of department
	Countryside Centre	N/A	3		RBC only
	Sponsorship	N/A	3		Not specifically identified but could benefit from looking to achieve sponsorship early and pick this up as part of shared services review of department
	Refuse & Recycling (inc. Waste Management, Policy, Promotion, Management)	£98k	3	Later	Service would benefit from being part of transformation programme - shared service to be investigated as part of the transformation process once changes to system are known and structure can be reviewed. May need to be reviewed if this is subsequently incorporated into the next phases of the WETT programme.
Head of Environmental Services					

Head of Community Services	Street Scene / Street Cleansing	156k	4	Later	Includes operational support (according to Serco report. To be incorporated into review of Refuse and Recycling.
	Grounds Maintenance/ Landscaping	In above			
	Highways	In above			
	Cesspools/Sewers	In above			
	Public Conveniences	In above			
	Fly Tipping, Bill Posting	In above			
	Abandoned Vehicles	In above			
	Engineering Design	In above			
	Street Naming and Numbering (operational)	In above			
	Car Parks/Civil Enforcement Parking	N/A	3		RBC only operate limited car parks. BDC to consider CEP. Wider shared service with other Worcestershire Districts to be considered as part of this programme.
	Cemeteries / Crematorium	£33k	2	Sooner	Potential service improvements from more effective management of 2 areas
	Land Drainage	N/A	N/A		Included within Serco as part of Environmental Health - needs urgent attention due to the lack of resilience at both Councils. For BDC / RBC this will be undertaken by Regulatory Shared Service but will be considered across the County as the implications of the Pitt Review become clearer.
	Community Cohesion (Older and Young People) / Social Inclusion	N/A	N/A		No specific resources to address this. To be addressed as part of later review of service area when other shared services have bedded in. Could also benefit from being part of the Transformation Programme?
	Community Safety	N/A	N/A		Already shared. Community Safety will be reviewed in Autumn to see how Shared Service is progressing - consideration can be given at that stage to widening this out across North Worcestershire.

Anti Social Behaviour Team	N/A	N/A	N/A	Only applies to RBC at present could be integrated with Community Safety in future and rolled out across the 2 areas? To be addressed as part of later review of service area when other shared services have bedded in. Would need to consider / address issues of ASB team funding (from HRA)
CCTV & Lifeline Operation & Development	N/A	N/A	Later	Already being shared
Voluntary Sector & Community Networks, Grant Aid	N/A	N/A		Budget for grant officer at RBC - could benefit from working across the 2 areas. To be addressed as part of later review of service area when other shared services have bedded in.
Strategic Transport	N/A	N/A		No specific resources to address this. To be addressed as part of later review of service area when other shared services have bedded in.
Community Transport / Dial A Ride	N/A	N/A	Now	Only just been implemented at BDC - could potentially join the service areas together for greater efficiencies / service improvements. To be addressed as part of later review of service area when other shared services have bedded in.
Bus Passes / Concessionary Fares	N/A	N/A	Now	To be transferred to County Council with effect from 1st April 2011
Housing Strategy and Enabling (including Private Sector Housing and Disabled Facilities Grants)	Nil	4	Sooner	Complicated by HIA transfer to Festival - to be addressed as part of later review of service area when other shared services have bedded in.
Shopmobility	N/A	5	Sooner	Included within community transport - felt to be some benefits from sharing. To be addressed as part of later review of service area when other shared services have bedded in.
Children's Centres	N/A	N/A	N/A	RBC Only
Strategic Planning (Planning & Local Development Framework)		8	Later	Given the ongoing work with the RSS would suggest that this is left until later and be part of the Transformation Programme.
Head of Planning and Regeneration				

Head of Housing	Development Control (including Planning Enforcement)	£91k	4	Sooner	Service would benefit from being part of transformation programme - shared service to be investigated as part of the transformation process once changes to system are known and structure can be reviewed.
	Building Control	£65k	2	Sooner	Benefits in looking at this across North Worcestershire early in the programme. Consideration would also need to be given to joining the existing South Worcestershire Building Control function.
	Land Charges	£10k	2		Given the issue about Land Charges this should be considered early in the programme.
	Emergency Planning / Business Continuity	N/A	N/A		Not considered as part of Serco business case but felt this requires urgent attention that will lead to more resilience but not necessarily savings given the limited resources that each council have in this area
	Conservation	N/A	N/A	Now	Included in planning
	Tree Officers (TPO's)	N/A	N/A	Sooner	Included in planning
	Economic and Tourism Development (including Business Centres and Markets)	N/A	N/A	Sooner	To be implemented across North Worcestershire
	Housing Revenue Account activities including DLO for Housing	N/A	N/A		RBC only but would benefit from Transformational / Systems thinking approach.
	Homelessness	N/A	N/A		Included in Housing
	Capital Improvements	N/A	N/A		Included in Housing
	Housing Options	N/A	N/A		Included in Housing
	Housing Performance and Database	N/A	N/A		Included in Housing
	St David's House	N/A	N/A		Included in Housing
	Right to Buy	N/A	N/A		RBC Only

Proposed Shared Service / Transformation Programme

Agenda Item 4 - Appendix 2

Head of Service Area	Service	2010				2011				2012				2013		
		September	October	November	December	January	February	March	April	May	June	July	August	September	October	November
Director of Policy, Performance and Partnerships	Policy incorporating: - LSP - Performance Management & Improvement - Policy (excluding specific strategy) - Consultation and Community Engagement - Communications, Marketing and Promotion (including oversight of web content) - Customer Insight - Special Projects - Inspections															
	Corporate Administration/ Central Post Opening															
	Civic Support (BDC)															
	Printing & Reprographics															
	Organisational Development (including Workforce Planning and Succession Planning)															
	Legal Advice & Services															
	Democratic Services & Member Support															
	Member Development															
	Equalities & Diversity															
	Civic Support (RBC)															
Head of Business Transformation	Accounts & Financial Management & Advice															
	Corporate Income & Debt Management															
	Revenues															
	Benefits															
	Risk Management															
	Human Resources & Welfare															
	Training & Development (Day to day)															
	Health & Safety															
	Customer Service Centre															
	One Stop Shops															
Head of Customer Services	Cashiers															
	Customer First															
	Customer Access and Customer Engagement															
	Reception Services															
	Complaints															
	Leisure/Sports Centres/Dual Use Facilities															
Head of Leisure and Cultural Services																

Proposed Shared Service / Transformation Programme

Agenda Item 4 - Appendix 2


Head of Service Area	Service	2010				2011				2012				2013			
		September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December
Head of Environmental Services	Sports and Recreation Development																
	Arts Development																
	Children & Young People, Play																
	Health Education/Interventions																
	Parks and Open Spaces																
	Allotments																
	Events																
	Sponsorship																
	Refuse & Recycling (inc. Waste Management, Policy, Promotion, Management)																
	Street Scene / Street Cleansing																
	Grounds Maintenance/ Landscaping																
	Highways																
	Cesspools/Sewers																
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	Fly Tipping, Bill Posting																
	Abandoned Vehicles																
Engineering Design																	
Street Naming and Numbering (operational)																	
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Cemeteries / Crematorium																	
Community Cohesion (Older and Young People) / Social Inclusion																	
Anti Social Behaviour Team																	
Voluntary Sector & Community Networks, Grant																	
Strategic Transport																	
Community Transport / Dial A Ride																	
Housing Strategy and Enabling (including Shopmobility																	
Strategic Planning (Planning & Local Development Framework)																	
Economic Development																	
Development Control (including Planning Building Control																	
Land Charges																	
Emergency Planning / Business Continuity Conservation																	
Tree Officers (TPO's)																	

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Proposed Shared Service / Transformation Programme

Agenda Item 4 - Appendix 2

Head of Service Area	Service	2010				2011												2012												2013		
		September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March
Head of Housing	Housing Revenue Account activities including																															
	Homelessness																															
	Capital Improvements																															
	Housing Options																															
	Housing Performance and Database																															
	St David's House																															
Head of Regulatory Services	Right to Buy																															
	Regulatory Service																															

 = Transformation

 = Shared Services

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BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19th July 2010

PERFORMANCE MANAGEMENT BOARD PROPOSED WORK PROGRAMME

Responsible Member	Councillor – Kit Taylor, Performance Management Board Chairman
Relevant Head of Service	Hugh Bennett - Director of Policy, Performance and Partnerships
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 This report sets out the agreed work programme for 2010/11.

2. RECOMMENDATIONS

- 2.1 It is recommended that:
- i. The Board considers the programme.

3. BACKGROUND

- 3.1 The Board now has an established programme for work, which links to the integrated financial/performance management cycle operated by the Council. This cycle will produce the usual run of reports, but the Board has an opportunity to consider including additional reports on areas it wishes to focus on.

4. KEY ISSUES

- 4.1 Comprehensive Area Assessment, the regulatory framework for local government has just been abolished. The Board may wish to reconsider the programme the light of this recent change.

5. FINANCIAL IMPLICATIONS

- 5.1 The proposed new timetable links to the financial planning cycle.

6. LEGAL IMPLICATIONS

- 6.1 No legal implications to the report.

PERFORMANCE MANAGEMENT BOARD

19th July 2010

7. POLICY IMPLICATIONS

- 7.1 Comprehensive Area Assessment, the regulatory framework for local government has just been abolished. The Board may wish to reconsider the programme the light of this recent change.

8. COUNCIL OBJECTIVES

- 8.1 The Board's programme applies to all the Council's objectives.

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

- 5.1 The Board has previously expressed an interest in risk management. This falls under the remit of the Audit Board; however, PMB can make recommendations to this Board or Cabinet on issues around risk management identified through its work.

10. CUSTOMER IMPLICATIONS

- 10.1 None arising directly from this report, but the work programme should have due regard to performance on customer service.

11. EQUALITIES AND DIVERSITY IMPLICATIONS

- 11.1 None arising directly from this report, but the work programme should have due regard to performance on equalities and diversity.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

- 12.1 The Board will receive customer complaints data during 2010/11 as part of the quarterly integrated financial and performance reports.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

- 13.1 None for the purpose of this report.

14. HUMAN RESOURCES IMPLICATIONS

- 14.1 None for the purpose of this report.

PERFORMANCE MANAGEMENT BOARD

19th July 2010

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 The work programme forms part of the Council's governance/performance management framework.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

16.1 The performance indicator report includes crime indicators.

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None directly from this report.

18. LESSONS LEARNT

18.1 The Board have requested a lessons learnt report on the new waste recycling arrangements, which will come to the Board in July.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 None arising directly from this report, however, the performance indicators are based on the Council's priorities, which in turn are based on community engagement feedback.

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Via e-mail and at PMB
Chief Executive	Via e-mail
Executive Director (S151 Officer)	Via e-mail
Executive Director – Leisure, Cultural, Environmental and Community Services	Via e-mail
Executive Director – Planning & Regeneration, Regulatory and Housing Services	Via e-mail
Director of Policy, Performance and Partnerships	Yes
Head of Service	Via e-mail

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

19th July 2010

Head of Resources	Via e-mail
Head of Legal, Equalities & Democratic Services	Via e-mail
Corporate Procurement Team	No

21. WARDS AFFECTED

All wards

22. APPENDICES

Appendix 1 - PMB Proposed Work Programme 2010/11

23. BACKGROUND PAPERS

PMB Work Programme 2009/10

24. KEY

None

AUTHOR OF REPORT

Name: Hugh Bennett
E Mail: h.bennett@bromsgrove.gov.uk
Tel: 01527 881430

Performance Management Board Proposed Work Programme 2010/11

Date	Agenda Item
Apr 10	<p>Period 11 09/10 Performance Report (distributed only, no meeting)</p> <p>Period 11 09/10 Improvement Plan Mark 4 progress report.</p> <p>DFG lean systems report (rolled forward to April to make room for training).</p> <p>Shared Services Highlight Report (rolled forward to April to make room for training).</p> <p>Staff Survey Results (if undertaken – now to be undertaken in 2010/11).</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan. (rolled forward to April to make room for training).</p> <p>Council Plan 2010-2013 (rolled forward to April to make room for training).</p> <p>PMB Work Programme 20010/2011 (rolled forward to April to make room for training).</p>
May 10	<p>Period 12 09/10 Performance Report</p> <p>Period 12 09/10 Improvement Plan Mark 4 progress Report</p> <p>Shared Services Highlight Report</p> <p>PMB Work Programme.</p>
Jun 10	<p>Period 1 10/11 Performance Report</p> <p>Period 1 Improvement Plan 2009/2010 Mark 5</p> <p>Shared Services Highlight Report</p> <p>PMB Work Programme</p>
Jul 10	<p>Period 2 10/11 Performance Report</p> <p>Period 2 10/11 Improvement Plan Mark 5</p>

	<p>Shared Services Highlight Report</p> <p>Lessons Learnt Report – Waste Recycling</p> <p>Dolphin Centre Service Level Agreement</p> <p>PMB Work Programme</p>
Aug 10	No meeting.
Sep 10	<p>Period 4 10/11 performance report</p> <p>Quarterly Recommendation Tracker (?)</p> <p>Period 4 10/11 Improvement Plan Mark 5 progress report</p> <p>Shared Services Highlight Report</p> <p>Council Plan 2010/2013 Part 1</p> <p>Place Survey</p> <p>PMB Work Programme</p>
Oct 10	<p>Period 5 10/11 Performance Report.</p> <p>Period 5 10/11 Improvement Plan Mark 5 progress report.</p> <p>Annual Financial and Performance Report 2009/2010.</p> <p>Shared Services Highlight Report</p> <p>Work Programme.</p>
Nov 10	<p>Quarter 2 10/11 Integrated Finance & Performance Report.</p> <p>Period 6 10/11 Improvement Plan Mark 5 progress Report.</p> <p>Shared Services Highlight Report</p> <p>Community Strategy Annual Report</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>

Dec 10	<p>Period 7 10/11 Performance Report.</p> <p>Period 7 10/11 Improvement Plan Mark 5 progress report.</p> <p>Shared Services Highlight Report</p> <p>PMB Work Programme.</p>
Jan 11	<p>Period 8 10/11 Performance Report</p> <p>Period 8 10/11 Improvement Plan Mark 5 progress report.</p> <p>Shared Services Highlight Report.</p> <p>PMB Work Programme.</p>
Feb 11	<p>Quarter 3 10/11 Integrated Finance & Performance report.</p> <p>Period 9 10/11 Improvement Plan Mark 5 progress report.</p> <p>Annual Artrix Performance Report.</p> <p>CAA Report.</p> <p>Quarterly Recommendation Tracker.</p> <p>Shared Services Highlight Report.</p> <p>Performance Management Strategy Annual Update.</p> <p>PMB Work Programme.</p>
Mar 11	<p>Period 10 10/11 Performance Report.</p> <p>Period 10 10/11 Improvement Plan Mark 4 progress report.</p> <p>Shared Services Highlight Report (rolled forward to April to make room for training).</p> <p>Housing Strategy Action Plan Update and Housing Inspection Action Plan.</p> <p>Council Plan 2011-2014</p> <p>PMB Work Programme 20011/2012.</p>

Unallocated Reports:-

Customer Access Strategy.

Data Quality Strategy 6 Month Update

Place Survey

Staff Survey