



BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY 17TH JANUARY 2011, 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 15th November 2010 (Pages 1 - 6)
4. Bromsgrove Partnership Annual Report 2009/10 (Pages 7 - 24)
5. Shared Services Highlight Report (Pages 25 - 48)
6. Work Programme (Pages 49 - 56)
7. 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

The Council House
Burcot Lane
BROMSGROVE
Worcestershire
B60 1AA

4th January 2011

K. DICKS
Chief Executive

Agenda Item 3

BROMSGROVE DISTRICT COUNCIL

MEETING OF THE PERFORMANCE MANAGEMENT BOARD

MONDAY, 15TH NOVEMBER 2010 AT 6.00 P.M.

PRESENT: Councillors C. B. Taylor (Chairman), Mrs. M. Bunker (Vice-Chairman),
S. R. Colella and Ms. H. J. Jones

Observers: Councillor G. N. Denaro

Invitees:

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

36/10 **APOLOGIES**

Apologies for absence were received from Councillors Mrs. A. E. Doyle and Mrs. J. M. L. A. Griffiths.

37/10 **DECLARATIONS OF INTEREST**

Councillor Mrs. M. Bunker declared a personal interest in Minute No.38/10 (Report and Presentation on Housing and Homelessness) in her role as a director of Bromsgrove District Housing Trust (bdht).

38/10 **REPORT AND PRESENTATION ON HOUSING AND HOMELESSNESS**

The Board considered a report from the Strategic Housing Manager on the Homelessness and Housing Register. A presentation was also given by Amanda Glennie, the Strategic Housing Officer and Clare Garner, Housing Manager (Needs and Money Advice) Bromsgrove District Housing Trust (bdht).

The presentation covered the following areas, which were discussed by Members:

- Bdht's role and the service level agreement they have with the Council.
- The Council's statutory responsibilities
- Homelessness and Housing Options
- The work of the Bromsgrove Homelessness Steering Group
- Homeless acceptances and households in temporary accommodation
- Home ownership, lender forbearance and mortgage rescue.
- The work of the Step Up Private Tenancy Scheme
- The Home Choice Plus Scheme, the banding system, properties advertised and the increase in demand for properties and future issues.

- Current position and the risks attached to cutting preventative work and services.

The Board also discussed in detail the Homelessness Grant and the wide range of initiatives that this funded, including a Citizens Advice Bureau (CAB) owner occupation debt advisor, NewStarts Furniture Project and Homelessness Prevention Floating Support. By providing successful prevention schemes and reducing the use of temporary accommodation the Council had influenced an increase in the Homelessness Grant funding to Bromsgrove from £32,000 in 2003 to £81,050 for the current year. The Council understood that it was the Government's intention to continue to award Homelessness Grants at the same level as in previous years but in an un-ring fenced form that was likely to become part of the Area Based Grant. The Strategic Housing Manager advised Members that it was crucial that the homelessness prevention services continued in order to avoid increased use of temporary accommodation and the potential expense to the Council of having to provide Bed and Breakfast accommodation.

The Strategic Housing Officer confirmed to Members that there had recently been a satisfaction survey for the Home Choice Plus Scheme and agreed to pass the results of this to officers for circulation to Members when available.

Members also raised a concern in respect of Disabled Facilities Grants (DFGs), with particular reference to those who had accessed the grants and the level of satisfaction with the quality of the work undertaken. The Strategic Housing Manager agreed to provide further information on this via officers.

After further discussion it was

RECOMMENDED:

- (a) that the Homelessness Grant funding be ring fenced in order for the preventative measures to continue to be carried out; and
- (b) that the relevant Portfolio Holder is made aware of and investigates further, what is the likely impact and anticipated increase in homelessness and whether it is being appropriately prepared for.

RESOLVED:

- (a) that the Board notes the performance of the range of homelessness prevention initiatives and success of the Housing Options service in significantly reducing homelessness acceptances;
- (b) that trends indicating a potential increase in demand from homeless or potentially homeless clients following a period of economic downturn and the implications of proposed welfare benefit changes on the demand for homelessness services in the future be noted; and
- (c) that the importance of maintaining continued investment in good housing advice and homelessness prevention services and the cost effectiveness of these services in currently avoiding and reducing future risk to the Council of having to meet excessive bed and breakfast costs be noted.

39/10 **MINUTES**

The Minutes of the Performance Management Board held on 19th October 2010 were submitted.

RESOLVED that the minutes be approved as a correct record.

40/10 **QUARTER 2 INTEGRATED FINANCE AND PERFORMANCE REPORT (INCLUDING SUNDRY DEBTORS REPORT)**

The Board considered the Integrated Finance and Performance Report for Quarter 2.

The Board noted the increase in sickness absence and the Director of Policy, Performance and Partnerships confirmed that this had been noted and that a performance clinic would be held to review actions to improve the situation.

Members discussed the follow areas in more detail:

- Recycling rate of 43.06%. The Director of Policy, Performance and Partnerships agreed to ask the Head of Environmental Services for information on any future plans to expand recycling.
- Community Safety – overspend within this area. Members were concerned as this was a shared service. The Director of Policy, Performance and Partnerships agreed to seek further clarification on this item.
- Town Centre Development – Revised Budget £170,000. It was not clear from the information provided, what exactly this referred to and the Director of Policy, Performance and Partnerships agreed to seek further information on this for Members.
- Regulatory Services – performance management. The Director of Policy, Performance and Partnerships confirmed he was due to meet with the Head of Regulatory Services shortly to discuss this.

The Board had requested a detailed report on outstanding debtors, which had been included within the Integrated Finance and Performance Report. Members discussed this in detail and requested that a similar report be included in the Integrated Finance and Performance Report for Quarter 3 in order to monitor progress on recovery of the outstanding debts.

RESOLVED:

- (a) that it be noted that 59% of performance indicators are stable or improving;
- (b) that it be noted that 59% of performance indicators that have a target have met their targets as at the month end and 76% are projected to meet their target at the year end;
- (c) that the performance figures for September 2010 as set out in Appendix 2 be noted;
- (d) that the successes and areas for potential concern as set out in the 'Council Summary' at 4.1.1 of the report be noted;

- (e) that the current financial position on Revenue and Capital as detailed in the report be noted;
- (f) that the proposed budget virements between £15k and £100k, listed in Appendix 6 be noted;
- (g) that the complaints and compliments data detailed at Appendix 7 be noted; and
- (h) that the request for Cabinet to approve a new reserve of £20k for Voice Recognition Analysis (VRA) within the Benefits Section be noted.

41/10 **ANNUAL FINANCE AND PERFORMANCE REPORT 2009/2010**

The Board considered the Annual Report which contained information on the Council's performance and finances during 2009/10. Members were reminded that this was a plain text version and that an "internet" style version had recently been published on the internet.

Members discussed the Top Stories of 2009/10 as detailed at item 4 of the report and commented on the good progress that the Council had made in recent years and felt that the report was a true reflection of the current position of the Council. After further discussion it was

RESOLVED that the Annual Report 2009/10 be noted.

42/10 **SHARED SERVICES**

The Board was informed that the next meeting of the Shared Services Board (SSB) would be held on 9th December 2010. The Director of Policy, Performance and Partnerships advised Members that a written update report on Shared Services would be provided at the meeting of the Performance Management Board to be held on 20th December 2010. In the meantime he advised Members that business cases would be put forward to the SSB meeting for Policy, Performance and Partnerships and Human Resources, and that the "systems thinking" stage had begun for the Benefits Team.

Members were advised that the Council had failed to recruit for the Programme Manager's post for Shared Services; this would now be re-advertised internally. The Director of Policy, Performance and Partnerships also informed Members that several problems, on a day to day operational level, had also been picked up at a recent staff focus group, and these would be addressed as soon as possible.

43/10 **WORK PROGRAMME**

The Board considered the Work Programme. After further discussion it was agreed that a report on the performance of Regulatory Services would be included in the January 2011 Work Programme. After further discussion it was

RESOLVED that the Work Programme be noted, subject to the above amendment.

The meeting closed at 8.10 p.m.

Chairman

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 January 2010

BROMSGROVE PARTNERSHIP'S ANNUAL REPORT 2009/10

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

1. SUMMARY OF PROPOSALS

1.1 To present to the Board the Annual Report 2009/10, which sets out the Partnership's performance against the priorities contained within the existing Sustainable Community Strategy (SCS) for that period, namely:

- Changing the Perception of Crime and ASB
- Intergenerational and Diversionary Activities
- Reducing CO2 Emissions
- Adaptation
- Town Centre
- Economic Development
- Staying Healthy
- Mental Health and Wellbeing
- Being Healthy
- Positive Activities
- Stronger Communities
- Balanced Communities
- Older People

2. RECOMMENDATIONS

2.1 The Board is requested to note the LSP Annual Report (attached as Appendix 1) and make any comments it thinks appropriate.

3. BACKGROUND

3.1 Local Strategic Partnerships (LSPs) act as a mechanism for working better together to deliver joined up outcomes. Active support towards the Bromsgrove Partnership and its role supports the Government's explicit aims to enable more people to become involved in the development of priorities for local services.

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 January 2010

- 3.2 The report details performance for the year 2009/10 against the priorities listed in paragraph 1.1 of this report. The LSP has a formal performance management reporting structure to monitor progress and discuss the future direction and activity of the Bromsgrove Partnership.

4. KEY ISSUES

- 4.1 The key issue is the value of partnership working. Examples are Town Centre, Development at Perryfields Road, The TRUNK and the U Decide event. The Bromsgrove Partnership will continue to move forward and will be looking again at their priorities, and will focus on incorporating New Localism and Big Society

5. FINANCIAL IMPLICATIONS

- 5.1 The Council's priorities cascade from the Sustainable Community Strategy. Capital and revenue budget provision in future years reflect these priorities.

6. LEGAL IMPLICATIONS

- 6.1 Although the LSP is a non-statutory partnership, under the Local Government Act 2000, the Council is obliged to convene one and develop a Sustainable Community Strategy. The Sustainable Community Strategy for Bromsgrove is the delivery mechanism for the Bromsgrove LSP. The Council remains the accountable body for the Strategy.

7. POLICY IMPLICATIONS

- 7.1 The Local Government and Public Involvement in Health Act 2007 and the Local Government Work Programme "Making it happen: The Implementation Plan" illustrate that partnerships are central to building on achievements to embed them into lasting reform. Government policy has moved from encouraging partnerships towards mandating them, even though voluntarism is the key to effective joint working.

8. COUNCIL OBJECTIVES

- 8.1 The Sustainable Community Strategy links to all Council objectives

9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 January 2010

9.1 Working in partnership is a key risk which is identified in the Corporate Risk Register as CCPP04: Effective LSP. The Council will not be able to deliver its priorities without working in partnership with the LSP.

9.2 Key partner organisations were involved with and kept informed of progress throughout the development of the existing and the revised SCS, thus gaining buy in. Partners committed to the Strategy and its key deliverable outcomes.

10. CUSTOMER IMPLICATIONS

10.1 Working in partnership delivers joined up outcomes, which is what our customers want. The current strategy is available on the website

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 An equalities impact assessment of the existing strategy was completed.

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 By formally endorsing the Bromsgrove Partnership's Annual Report of the SCS, it demonstrates that Bromsgrove District Council is addressing the needs of residents of the district and ensuring that future plans and resources are included in the relevant strategic plans.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 Reducing emissions is one of the priorities of the LSP.

14. HUMAN RESOURCES IMPLICATIONS

14.1 None

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 The LSP Terms of Reference and Governance is due to be reviewed and revised as appropriate. The SCS has a performance management framework which has recently been streamlined.

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 January 2010

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

16.1 None

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 Health & Well being are priorities for the LSP.

18. LESSONS LEARNT

18.1 Partnership working is complex but the report clearly demonstrates a commitment to partnership working helps deliver community aspirations.

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 The report will be published on the internet and this enables the public to view it; however the majority will not. The report will be used more for press releases and promoting partnership projects

20. OTHERS CONSULTED ON THE REPORT

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

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17 January 2010

Services	
Corporate Procurement Team	No

21. WARDS AFFECTED

All wards

22. APPENDICES

Appendix 1 – Bromsgrove Partnership's Annual Report 2009/10

23. BACKGROUND PAPERS

None

24. KEY

AUTHOR OF REPORT

Name: Helen Mole
E Mail: h.mole@bromsgrove.gov.uk
Tel: 01527 881618

This page is intentionally left blank



Page 13

Bromsgrove Partnership
Your District Your Future

Bromsgrove
Partnership
**Draft Annual
Report**

2009/2010

Bromsgrove
Your District Your Future Partnership

Contents

Safe and Feel Safe page **2**

Better Environment page **3**

Page 14
Economic Success page **4**

Health and Wellbeing page **6**

Children and Young People page **7**

Stronger Communities page **9**

Welcome to the fourth annual report of the Bromsgrove Partnership. 2009/10 was a really busy year for the Partnership. We have worked hard on our governance to make sure the Partnership adds value and working together is really beginning to bear fruit. As Chairman of the Partnership, I knew who to call when the Multi Agency Resource Centre in Charford was about to collapse and working with our partners we were able to launch an improved service to our residents through The Trunk. It is difficult to measure things like that, but I believe it is a really good example of New Localism in action. We know at a local level what our residents want, after all, they turned up and demonstrated outside the Council House ! And we delivered a local solution.

I am also delighted to be able to report real progress on the town centre. It has taken a long time, but the town centre regeneration project is complex and multi-agency; we simply could not deliver our resident's aspirations for the town without working in partnership. Similarly, affordable housing and the right mix of housing so that we can sustain our communities is a subject close to my heart. Working with our preferred registered social landlord BDHT, the Perryfields housing scheme, the biggest affordable housing scheme in the District for many a year, is now under construction. For our older residents, Gilbert Court extra care housing scheme has re-opened.

Finally, partnership working is not meant to be cosy, in fact, I would argue that if the atmosphere around the table is too cosy, the partnership probably isn't working. We do argue and we do have our moments, but I am convinced that everyone round the table has a shared ambition to deliver a District that is Safe and Feels Safe, has Economic Success, Stronger Communities, a Better Environment, where residents are Healthy and one where our Children and Young People are designed in, not out of our communities.

I look forward to reporting more progress on these next year.

Roger Hollingworth,
Chairman of the Bromsgrove Partnership and Leader of the Council



Safe and Feel Safe

2



Bromsgrove Community Safety Partnership (BCSP) is responsible for ensuring the community is safe and feels safe. Our priorities are: changing the perception of crime, disorder, and anti-social behaviour, intergenerational and diversionary activities.

The Theme Group has created key actions with an aim to reduce the perception amongst residents that anti-social behaviour is a problem within their local area.

An intergenerational activity strategy is yet to be developed; however partners have been delivering a programme of diversionary activities - these include free multi-sports activities at multi-use games areas around the District, free football coaching in Sidemoor and DJ and MC workshops in Sidemoor and Charford. The Bromsgrove Community Safety Partnership has also worked with partners to ensure diversionary activities are delivered at times and locations that regularly experience youth related anti-social behaviour.

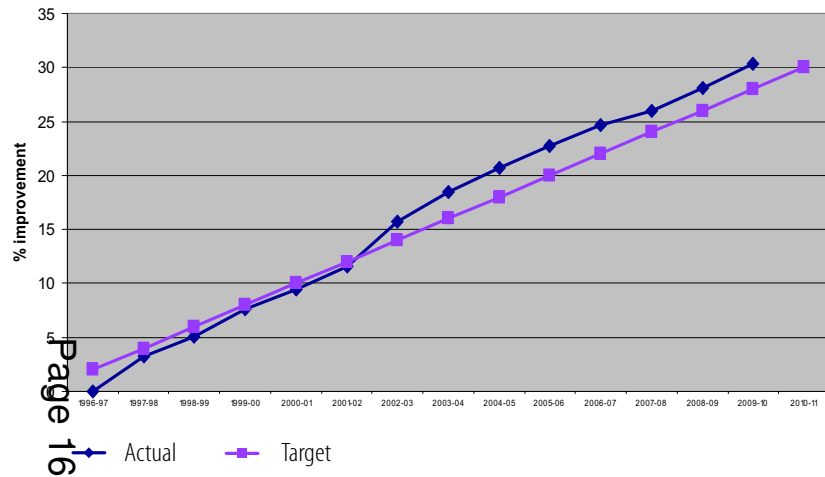
The most recent Place Survey and previous Crime Surveys indicated that Bromsgrove residents were most concerned about young people 'hanging around on the streets'. West Mercia Police and Bromsgrove District Council have teamed up to take a zero tolerance approach to underage alcohol consumption in parks and open spaces. Through high visibility presence, local policing teams and Neighbourhood Wardens, over 300 young people were encountered during the 'Operation Harness' leading to mass confiscations of alcohol. Young people were advised about the risks of alcohol misuse and the legal consequences of their activities; letters were also sent home to parents.

Bromsgrove Community Safety Partnership has secured one page of press space in the Bromsgrove Standard which is published on the third Friday of every month. These articles focus on a different service agency within the Community Safety Partnership each month; showcasing the services they provide and explores how their work makes Bromsgrove a 'Safer Bromsgrove'.

Better Environment

3

Bromsgrove BC HECA Progress



The Better Environment Theme Group is challenged with the objective *“A better environment for today and tomorrow”*. The Group’s priorities are reducing CO2 emissions to improve energy efficiency and adapting to the impacts of climate change.

The Theme Group is a combination of partners from across the District and County whose aim, through working together, is to improve and enhance the environment for those who live, work and visit Bromsgrove District. The Theme Group’s key areas of focus are to address the issues, including the challenges and opportunities of climate change through mitigation and adaptation.

Since the 2005 baseline Bromsgrove District has shown a reduction in CO2 emissions. The recent data suggests a 3.2% per capita reduction to 6.1 tonnes per head of population, which is lower than the overall county figure of 6.9 tonnes per capita. In conjunction with this the Council has achieved its Home Energy Conservation target a year ahead of schedule. The Home Energy Conservation Act (HECA) monitors the improvement in energy efficiency of the housing stock. The target was to achieve a 30% improvement. The graph opposite illustrates Bromsgrove’s improvement.

The largest proportion of CO2 in the District comes from housing. To help tackle this the following partner activities have taken place:

- The Council in conjunction with partners, and utilising the countywide Warmer Worcestershire thermal imaging, has promoted the free and subsidised insulation schemes offered through the fuel utilities.
- Over 300 households received energy advice and 537 referrals were made for insulation and to Warm Front.
- The social housing stock in Bromsgrove is owned by Bromsgrove District Housing Trust. During 2009 they undertook a programme to thermal insulate a number of their hard to treat properties in Charford (Austin Road).



Economic Success

4



Page 17

‘Economic Success that is shared by all’ is the objective for the Economic Development Theme Group. The priorities are Town Centre Redevelopment, Economic Development and Employment, Training and Volunteering.

Despite the on-going recession, there are signs that the vitality of the Town Centre is improving. A recent Town Centre Health check shows a reduction in the number of vacant shop units and an increase of some 7.4% in footfall compared with 2009.

Significant progress has been made on a number of strategically important sites within the town centre.



Economic Success

5



Page 18

The development of the new Health Centre is well underway and the Council has agreed to grant planning permission for a new Sainsbury's store off the Birmingham Road. Financial contributions from this development will be used to upgrade the High Street, improve pedestrian access between the new store and the High Street and contribute towards sustainable transport measures.

First phase plans for the future of the town are close to completion including a public realm strategy featuring design principles for a refurbished High Street and detailed information on all identified regeneration sites with ideas about what each sites should be used for.

To be included is the very important George House and Market Hall site, which sits at the end of the High Street and at the gateway into town of key routes from Worcester and Kidderminster. Plans for the Transport Network and Environment and Open Spaces will also be included.

Views on the key issues relating to the Town Centre were provided when over a thousand local residents took part in the Area Action Plan Issues and Options Consultation in 2008. The findings of the consultation have been combined with views of strategic planners, architects and developers to produce a new town plan.

This first phase of the Area Action Plan is called the 'Preferred Option' and will be presented to the public for consultation before Christmas 2010. At the end of a 3 month public consultation the plan is to be reviewed for a last time, before issuing the final Area Action Plan for Bromsgrove Town Centre.

Health and Wellbeing

6



Page 19

The Health and Wellbeing Theme Group has been working on the following key public health priorities: healthy weights, positive mental health, reducing harm from alcohol misuse and smoking prevention and reduction. Multi-agency sub groups have been established to tackle the issues of alcohol misuse, healthy weight and promoting positive mental health.

The Healthy Weight group aims to promote physical activity and healthy eating for children, young people and adults. **The Alcohol sub group** has developed a local action plan based on the countywide alcohol strategy. The plan is divided into 3 sections; reducing crime and disorder associated with alcohol misuse; reducing alcohol related hospital admissions and children and young people. The Positive Mental Health Group aims to promote positive mental health and reduce stigma for those who suffer with mental health issues. The group has based its work on the recommendations of New Horizons, which outlines a model for public mental health.

The Health and Wellbeing Theme Group have been successful in obtaining funding to run a pilot project - **Age Well Scheme**, aimed at improving the health and well being of older people aged between 55-65 yrs. The project has gained funding for a local co-ordinator for one year. The co-ordinator, Ian Anderson, took up post at the beginning of September this year. He is based at Bromsgrove District Council offices and is managed by Bromsgrove and Redditch Network (BARN). In addition BDC have pledged fifty thousand pounds funding to develop physical activity services for older people within the Bromsgrove District over the next 3 years.



The project is aimed at pre retirement aged people to promote behaviour changes for healthier lifestyles. The project will recruit from the partnership and local employers in the District. It will be delivered by a series of workshops that explore and encourage healthy lifestyles e.g. smoking cessation, reducing alcohol misuse, healthy eating and promoting regular physical activity. In addition there will be workshops that deal with issues surrounding emotional health in older age, bereavement, financial wellbeing and housing.

The Theme Group has been successful, together with Councillors Emma Moffet and Maddy Bunker, in obtaining funding for the falls prevention course - **Postural Stability Instruction** for those who are at risk of or who have suffered a fall. In addition to this funding, ten thousand pounds has been awarded to the District through Joint Commissioning to roll out further Postural Stability Instruction classes across the district. To date sufficient referrals have been made to introduce classes in Charford and Finstall.

Children and Young People

7



Page 20

The Children and Young Peoples Theme Group has been established to *“meet the needs of children & young people”* within the District.

The Priorities for the Theme Group are to develop activities, schemes and interventions to promote healthy lifestyle, physical and positive activities. Also to ensure that services work closely together in a co-ordinated and planned manner for the benefit of all.

The Children and Young Peoples Theme Group is also committed to promoting consultation and engagement opportunities across the District to ensure services are designed with local children and young people and to promote the principles safe guarding in all that we do.

In July of this year the Sports Development Team co-ordinated the successful delivery of our third **High 5 Event** at Sanders Park. The event was delivered in line with BECANs (Bromsgrove Extended Community Activity Network) objectives and funded by the Extended Services proportion of Sport Unlimited. Twenty five clubs, agencies and organisations were represented at the event and in addition to this there was a full day’s programme of demonstrations, displays, workshops and taster sessions. Children and young people had the opportunity to experience a range of sports and activities, pick up freebies and access information on all the organisations present.

In excess of 3500 members of the community attended throughout the five hour event. Funding was utilised to allow children to experience their first club training session free of charge and act as an incentive to encourage children into club settings.

Young people from across Bromsgrove District decided how to spend £35,000 on projects that affect them during a **“U Decide”** event on 25 March 2010.

Children and Young People

8



At the event, held at the Dolphin Centre in Bromsgrove, Eleven groups of young people made bids for amounts ranging from £1,360 to £5,000. Around fifty young people then voted for the bids they thought were the best.

U Decide is designed to enable young people to be involved directly in how money is spent, getting first hand experience of voting and decision making. The project developed from a pilot event which ran last year. Ensuring that the process was as accessible as possible for young people was crucial, so extra support to enable this was funded by Government Office West Midlands. Partners from Worcestershire County Council and the voluntary sector were involved in the development of U Decide and it is hoped that the partnership will develop in future years, enabling even more young people to become involved in decision making.



Stronger Communities

9



Page 22

The Stronger Communities Theme Group recognises the critical need to ensure the widest possible understanding of community within the diverse areas that make up the District of Bromsgrove. The priorities for this group are stronger communities, balanced communities and addressing the needs of older people.

The Theme Group oversees the work of the Trunk on the Charford Estate and has recently helped launch Together Bromsgrove Plus - a special Together Bromsgrove aimed at our older residents.

The Theme group has seized the initiative of the Coalition Government 'Big Society' and given it a Bromsgrove slant to give life to Connecting Communities; a system of pledges where residents of the District agree in 2011 to give 4 hours of their time to a worthwhile community based activity.

The community activities will be facilitated by community groups who will call in the pledges to deliver their objectives. The Theme group has already recruited a local sponsor. It looks like we are in for a Big Bromsgrove in 2011 !



A major step forward in the delivery of housing with support and care for older people was achieved during the year with the completion of **Gilbert Court Extra Care Scheme** in Charford. Twenty seven newly built units of affordable accommodation offering both rent, shared ownership and intermediate care options became available for new residents together with the completion of a scheme of major refurbishment to 65 existing homes and provision of extensive new communal facilities on the scheme. The scheme that was led and delivered by Bromsgrove District Housing Trust was supported by capital funding provided by the Housing Corporation and Bromsgrove District Council and revenue funding from Worcestershire County Council to provide the care and support services available.

Stronger Communities

10



Page 23

The largest affordable housing scheme in the District for many years gained both planning and financial approval during the year. The Perryfields Housing scheme will provide the phased delivery of 158 new houses to meet the needs of a broad range of occupants including newly formed households, families and accommodation for older people wishing to downsize. The scheme which is being delivered through a partnership formed between Bromsgrove District Housing Trust and West Mercia Housing Group will offer various affordable tenure options such as housing for rent, shared ownership and intermediate rent, supported by capital grant provided by the Homes and Communities Agency and Bromsgrove District Council.

The Trunk

A multi-partnership project scooped a place in a prestigious regional award.

Bromsgrove's Trunk came runner up in the National Housing Federation's West Midlands What We Are Proud of Awards.

The Trunk is a multi-agency partnership, which began in 2009 and is now delivering tangible and meaningful outcomes for the residents of Charford and Sidemoor.

The Trunk project is based around the use of five vacant shop units belonging to Bromsgrove District Housing Trust (BDHT) being opened as a community centre. This was done through the partnership working of a priority LSP Group 'Successful Neighbourhoods through Involvement and Learning'.

The centre, run by EPIC, a community interest company, BDHT and Bromsgrove District Council, is split into Club Youth, offering youth services on Charford, and the Trunk, a community resource offering learning, training and support activities to adults.



Governance

Over the last year, we have also been working behind the scenes to keep the Bromsgrove Partnership fit for purpose. For a local strategic partnership to be effective it needs clear leadership, a strong shared ambition, a shared set of priorities - ultimately good governance. During 2009/10 the Leader of the Council became Chairman of the Board, with the vice-chairman John Morgan representing the private sector. This change strengthens the political accountability of the partnership and provides a more commercial focus. We have checked our priorities against the statistics and community engagement feedback we have, to ensure the Partnership is focusing on the right things. We have published a new Sustainable Community Strategy, moved to bi-monthly performance reporting, but kept this simple, thereby keeping a focus, but reducing burdens on officers to enable them to focus on delivery.

Hugh Bennett

Secretary to the Partnership and Director of Policy, Performance and Partnerships

Objectives

Communities that are safe and feel safe

A better environment for today and tomorrow

Economic Success that is shared by all

Improving health and wellbeing

Meeting the needs of children and young people

Stronger communities

Priorities

1. Changing the perception of crime and ASB
2. Intergenerational and Diversionary Activities

1. Reducing CO2 emissions
2. Adaptation

1. Town Centre
2. Economic Development

1. Staying Healthy
2. Mental Health and Wellbeing

1. Being Healthy
2. Positive Activities

1. Stronger Communities
2. Balanced Communities
3. Older People

Our Vision

We will make Bromsgrove District a better place to work, live and visit by driving forward change

BROMSGROVE DISTRICT COUNCIL

Performance Management Board

17th January 2011

SHARED SERVICES

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

1. SUMMARY OF PROPOSALS

1.1 To update the Board on the Shared Services Project.

2. RECOMMENDATIONS

2.1 It is recommended that the Board:

- i. Considers the attached Shared Service Progress Report and make 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. The Shared Services Progress Report (Appendix 1) together with the Shared Services Programme Timeline and Financial Statement 2010-11 are attached.

WETT Programme

Performance Management Board

17th January 2011

3.4 Regulatory Services went live on 1st June 2010 and is hosted by Bromsgrove and Redditch Councils.

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. POLICY IMPLICATIONS

6.1 None.

7. COUNCIL OBJECTIVES

7.1 Shared Services and WETT contribute to the Council Objective:

Improvement and the priority: Value for Money.

8. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

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

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

8.2 These risks are being managed as follows:

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

9. CUSTOMER IMPLICATIONS

- 9.1 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.

10. EQUALITIES AND DIVERSITY IMPLICATIONS

- 10.1 None.

11. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

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

12. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

- 12.1 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.

13. HUMAN RESOURCES IMPLICATIONS

- 13.1 The single management team and shared services in general will have significant HR issues and we will need to ensure sufficient capacity to respond to this.

14. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

- 14.1 See previous point about SLAs.

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

- 15.1 The Community Safety service is one of the shared services.

Performance Management Board

17th January 2011

16. HEALTH INEQUALITIES IMPLICATIONS

16.1 None.

17. LESSONS LEARNT

17.1 A separate lessons learnt report has been produced.

18. COMMUNITY AND STAKEHOLDER ENGAGEMENT

18.1 Shared Services has concentrated on protecting front lines services through improved efficiencies. If the intention is to change service provision to the public then they will engage with the community.

19. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	No
Chief Executive	Yes
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	No
Head of Service	No
Head of Resources	No
Head of Legal, Equalities & Democratic Services	No
Corporate Procurement Team	No

20. WARDS AFFECTED

Performance Management Board

17th January 2011

All

21. APPENDICES

Appendix 1 - Shared Service Progress Report

22. BACKGROUND PAPERS

Not applicable

23. KEY

Not applicable

AUTHOR OF REPORT

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

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICES BOARD

9th December 2010

PROGRESS REPORT

1. SUMMARY

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

It is recommended that Members note the report and endorse the improvements to performance management and monitoring of Shared Services outlined at Section 15.

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

3.1 As agreed at the Shared Services Board in August the Board will only receive updates in future for an existing / approved Shared Service where the matter is directly related to the issue of it being a Shared Service. Other issues with regard to performance will continue to be reported to each Council in accordance with the agreed Performance Management Frameworks. At section 15 there is a proposal with regard to improvements of the monitoring of performance and implementation of shared services.

3.2 Specific updates are as follows:

3.2.1 Elections

- a. Members are advised that the Elections Manager meets regularly with the Returning Officers from both Council and continues to review the progress made within the Shared Service environment.
- b. The Deputy Returning Officers from both authorities are working closely with the Elections Manager to identify ways in which the shared service can be enhanced and improved and to ensure that all of the original targets of the shared service are being met.
- c. A recent examination conducted on site by the Electoral Commission has revealed that the internal working practices that ensure compliance with the National Electoral Standards are being achieved and that the registration practices within the shared service are working well and demonstrate an improvement on previously recorded performance indicators.

- d. Members are advised that in addition to the electoral administration work carried out within the shared service that there are a number of initiatives being developed to encourage and improve the levels of democratic participation across both Districts. Indeed the most recent which occurred in both authorities in November saw the hosting of a 'Would be Councillor' briefing to encourage and educate members of the public in the role of a councillor and standing for Council.

3.2.2 ICT

Sub projects to align some of the ICT support and systems are continuing:

- a. The new Service Desk system for logging issues has now been implemented at RBC.
- b. The transfer of core systems onto the virtualised platform is continuing to progress well and is on track for completion by the end of December.
- c. The majority of data lost due to the air conditioning failure has been recovered and access provided to affected staff. A new backup system has been purchased and is being installed at RBC. This will mitigate the risk of data loss in future.
- d. The design and configuration of the corporate network is continuing with the installation of the wireless network at RBC Town Hall.
- e. A single domain name (bromsgroveandredditch.gov.uk) will be implemented at both Councils by the end of 2010 to establish a single email service. The email addresses at both Councils will be changed to name@bromsgroveandredditch.gov.uk. After discussion it has been decided that Members addresses will not be affected.
- 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 inline with the virtualisation of servers.

3.2.3 CCTV/Lifeline

The services continue to be delivered for both Authorities with the following key work areas:-

- a. Lifeline administration procedures being reviewed and revised.
- b. Telecare Services Association (TSA) accreditation postponed until January 2011.
- c. Lifeline installation procedures to be harmonised and monitoring centre procedures being amended to incorporate best practice.
- d. Bromsgrove installation office has now closed with Officers in temporary office pending permanent relocation.

3.2.4 Payroll

Wyre Forest District Council have approved a proposal to transfer the provision of their payroll service to Redditch. This will be effective from April 2011 and will result in an employee transferring to the Council under TUPE regulations. The payment for the service provided is estimated at £46k pa (net £24k after funding additional post).

3.2.5 Procurement

- a. A collaborative arrangement has been agreed by Chief Executives of all the Districts in Worcestershire to formalise the network of support and advice that is in place across the County. The proposed arrangement offers the development of a pool of procurement expertise that will collectively use the aggregation of spend across all participating authorities to deliver both savings and efficiencies.
- b. It will drive a greater focus for procurement and the potential to deliver greater cashable savings and efficiencies more quickly to meet existing targets and those which will be created by Central Government as a result of the Spending Review 2010 and its impact on Local Government resulting in the sector being required to achieve more for less.
- c. In addition it will also provide the opportunity for standardisation of policies and procedures for procurement and to support the delivery of all participating Councils visions and objectives for service delivery. It also holds the promise of greater use of a wider range of procurement techniques and tools e.g. online reverse auctions funded by OGC or WMRIEP on behalf of the partnership.
- d. The model also promises greater control of contracts to assist start up businesses, local companies/suppliers, third sector and Small, Medium Enterprises (SME's) to win a greater share of the business the Councils have to offer.

3.2.6 Climate Change

The shared service is progressing in accordance with the agreed work programme. The Joint Climate Change Strategy was approved by Redditch Borough Council's Executive and by Bromsgrove District Council Cabinet. The Strategy provides a route map for reducing our CO2 emissions. Its primary focus is our assets, as approximately 80% of our emissions come from our buildings. The Climate Change Manager has been successful in obtaining further SALIX funding, an interest free loan to help pay for work to our properties e.g. pipe lagging, energy management systems etc. A number of budget bids have also been made for solar panels as part of the new feed in tariff system that enables us to generate energy and sell spare capacity back to the National Grid.

4. FUTURE SHARED SERVICE & TRANSFORMATION PROGRAMME

- 4.1 The Programme for the next three years was agreed by Members at the Board meeting in August.
- 4.2 Adverts for the Transformation Team (Programme Manager and Project Manager) were placed externally in September with interviews being held in October. Unfortunately, after interviewing the candidates, no appointments were made. The Programme Manager post has been re-advertised internally as a secondment/temporary post. Interviews for this post will be held in December.
- 4.3 Additional support for the development of a systems thinking approach to Transformation is also being sought through Improvement & Efficiency West Midlands (IEWM). Discussions have taken place with IEWM and a proposal has been received covering:

- the provision of an additional resource to support the delivery of the Transformation Programme – this will be funded partly from funding received from IEWM and from savings associated with not recruiting to the transformation team posts.
- the delivery of some systems thinking overview training for Members.
- the delivery of systems thinking training for 4th tier managers.
- support to the first transformational change (Revenues & Benefits) to ensure it progresses in line with the system thinking methodology.
- organisation wide demand analysis to establish how customers contact the organisations and what they are asking.

4.4 The first Transformation project in Revenues and Benefits has started inline with the Transformation Programme. An initial three day scoping exercise was carried out at BDC in November. A further three days of scoping work is scheduled for early December at RBC. Teams from both councils are involved in this work. The output from this work will inform the wider Revs & Bens transformation and may result in changes to the order of projects in the programme plan.

4.5 Other opportunities are being taken as and when they arise between the two councils in order to share skills and reduce costs – particularly where posts become vacant.

5. PROGRESS UPDATE

OTHER SHARED SERVICES BETWEEN BROMSGROVE AND REDDITCH COUNCILS

5.1 North Worcestershire Economic Development Service

5.1.1 Work is now nearing completion on the production of the Implementation Plan for the above service. The key objectives of the Implementation Plan are to:

- Establish a Shared Economic Development & Regeneration Service across North Worcestershire with effect from 1st June 2011.
- Create a structure that takes account of the changing economic development and regeneration landscape within the area, as it affects the three Councils, especially having regard to the proposed new Local Enterprise Partnerships (LEPs).
- Take account of the financial constraints that may be put on the service as a result of the current economic climate.

The Implementation Plan also covers the following aspects.

HR/Personnel Arrangements

5.1.2 It is felt important that the proposed new Service Manager has an opportunity to influence the structure of the team so the Steering Group will not propose a final structure with posts, grades etc. However, it is felt that the structure will follow the district service strands of economic development (to include economic development opportunities, Tourist Information Centres and Redditch Business Centres) and regeneration (to include regeneration strategies, town centre management, market promotion/supervision).

- 5.1.2 Once a detailed staff structure has been developed, it will be necessary to assimilate staff across from their current roles into the new structure. An Appointment & Assimilation Protocol has been drawn up in line with the protocols used for other shared services involving the three councils in order to clarify the arrangements for transferring staff to the new structure. A Vacancy Management Policy has been produced, which is also in line with other shared services policies. It is designed to manage any vacancies arising during the transitional period in order to protect existing staff as far as possible by not making unnecessary external appointments until the assimilation is complete.

Financial Arrangements

- 5.1.3 The main driver behind the establishment of the new service is to provide resilience and economic advantage for the three Council areas rather than achieve direct savings. However, following the Comprehensive Spending Review, each council is considering the consequences for budgets and it may be that some options for savings have to be considered within the financial model.

Governance/Legal Arrangements

- 5.1.4 Once it comes into existence, the new service will be governed by an agreement about levels of service between the partners. It is proposed that this will be overseen by a Steering Group comprising relevant Directors, and Cabinet/Portfolio holders within each of the three councils. It is anticipated that the legal agreement will be based on the approach adopted for other shared services operating within the County.

Accommodation

- 5.1.5 The scale and nature of the service is such that some areas have fixed locations that will not change i.e. Redditch Business Centres. However, the team delivering the more generic economic development and regeneration functions will need to operate across North Worcestershire and will therefore be expected to have greater flexibility in their place of work. This will need to be supported by a mobile and flexible working initiative which is already underway in Wyre Forest District Council.

ICT

- 5.1.6 The newly created shared service will be reliant on access to systems and information to enable it to operate flexibly and ICT expertise will be required from the outset.

Risk Assessment

- 5.1.7 A risk log has been established to manage any risks that may arise during the life of the project.

5.2 Emergency Planning/Business Continuity

- 5.2.1 The Partnerships and Projects Manager at BDC has looked at the existing documents at both Councils relating to Emergency Planning and produced a Joint Emergency Plan and Joint Rest Centre Plan. This is due to be submitted to CMT for approval.
- 5.2.2 Discussions have taken place with consultants with regard to reviewing the existing Business Continuity Plans of both Councils in order to test their soundness and compliance with BS25999.
- 5.2.3 The time spent by the Partnerships and Projects Manager on Emergency Planning/Business Continuity is currently 12% for BDC (£5,112) and 8% for RBC (£3,408) and this will need to be reflected in respective budgets. The officer's remaining time is spent dealing with BDC Town Centre Regeneration and other issues.
- 5.2.4 A meeting has been arranged with officers from Wyre Forest District Council to examine any benefits/efficiencies that could be achieved by working together on Emergency Planning on a North Worcestershire basis. In addition, New College is interested in examining joint-thinking or joint-arrangements around emergency planning and in particular around planning for major incidents. This will be followed up with them.
- 5.2.5 Other actions presently being undertaken include:
- discussions with WCC regarding the SLA both Councils have with them regarding Emergency Planning.
 - Rest Centre training.

OTHER SERVICE REVIEWS

5.3 Environmental Services

- 5.3.1 The new interim staffing structure is now in place from the 15th November 2010 with only two vacant posts still to be appointed to (Tree Officer and Senior Street Cleansing Operative BDC).
- 5.3.2 Staff in the three new shared service areas:-
- Waste & Street Scene (Policy, publicity & performance)
 - Bereavement Services
 - Tree Services
- are currently aligning their new teams and familiarising themselves with the respective Council's policies and procedures.
- 5.3.3 Additional review proposals are being considered for the Redditch Transport section and it is anticipated that there may need to be a further period of staff consultation dependant on the options.

6. **WORCESTERSHIRE ENHANCED TWO TIER WORK (WETT) PROGRAMME**

6.1 **Regulatory Services**

Key achievements so far:

- a. Business as usual has been maintained although there are some capacity issues beginning to emerge as the service begins to experience some staff turnover as anticipated. Plans are in place to manage these gaps.
- b. An innovative, forward thinking staff structure has been agreed. The proposed structure makes best use of the opportunity to bring environmental health and trading standards together, to create a workforce that is customer focussed and flexible. It is anticipated that this structure will be in place early next year but will be refined further as business transformation begins to highlight areas for further change.
- c. A robust selection process has been undertaken for levels B and C in the new structure. Only one candidate was successful at level B but 7 were successful for level C. This resulted in only 3 managers being put on notice of redundancy. A management team is now in place!
- d. Selection for the next level down (level D) will be completed by the middle of December, followed by allocation of posts to the rest of the structure before Christmas.
- e. VCR's have now been considered and the applicants notified of the outcomes.
- f. Consultants engaged to consider County wide strategic ICT issues that will need to be considered prior to decision on what the Services future ICT needs will be. It is likely that business transformation will be undertaken before any final decision on solutions is made.
- g. The 2011/12 budget was approved by the Joint Committee at there meeting on the 25th November. The Joint Committee also agreed the format for the first WRS Service Plan and approved a recommendation for WRS to pursue a single site option for accommodation.

6.2 **Audit**

- a. Staff were TUPE transferred to Worcester City Council employ on 1st June 2010.
- b. The new Shared Service Internal Audit Manager is now in post and has attended Member Audit meetings at both Councils to present reports and discuss future improvements and opportunities.
- c. The Service Level Agreement has been finalised and officers will work with the internal team to monitor the arrangements agreed.
- d. The new manager has reviewed the structure to deliver an enhanced Audit Service in the future and to realise efficiencies. Consultation with staff is due to commence in early December.

6.3 **Property**

- a. Staff were TUPE transferred to Worcester County Council employ on 1st June 2010.
- b. A full restructure of the service has been proposed by Worcestershire County Council. This has been discussed in brief with officers and concerns have been identified as to the impact of the reductions in staff on the services provided. In addition there may be potential costs arising from any severance payments made to unsuccessful staff. Feedback has been received from County officers who have given full assurance that the service provided will be enhanced to that currently delivered. A number of issues have also been raised by the staff to which County officers have recently responded. These will be reviewed to ensure all concerns have been addressed.
- c. Despite the impact of the proposed changes there were a number of issues under review and consideration in relation to the responsibilities of the County Council and the residual impact left with officers, particularly with Redditch service provision. The Service Level Agreement has not yet been agreed and will not be without full resolve of the issues. If the service level agreement is not delivered to the Councils satisfaction further discussions will be held as to the future management of the service.

6.4 The WETT Programme Management Group is currently reviewing the potential areas for future joint working between all the Councils. Consideration is currently being given to the following areas:

- a. Waste & Street Scene.
- b. Planning.
- c. Housing Strategy & Policy.
- d. Youth & Community Services.

A report was presented to Chief Execs Panel in November to seek agreement to the areas to pursue. Worcester City have indicated that at this stage they do not have the capacity to pursue any further shared services but will continue to play an active role in the programme. Wychavon were not interested in Community Services for Young People or Development Control but were in all the others. This will now go to Worcestershire Leaders Board for consideration.

Additionally Redditch is having initial discussions with WCC to explore opportunities within the Museums services.

7. **FINANCIAL IMPLICATIONS**

- 7.1 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.
- 7.2 It is estimated that £964k will be delivered through shared services and joint working in 2010/11 - £450k Bromsgrove, £514k Redditch. This is reported to the Board on a quarterly basis (next update February 2011) and current estimations assume that this will be achieved.
- 7.3 The services shared for Community Safety and Elections do not realise cash efficiencies but have provided increased resilience and improvement across both Councils.

7.4 The business cases for Policy & Performance and HR&OD are included in this agenda and will realise savings in 2011/12.

8. LEGAL IMPLICATIONS

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

9. COUNCIL OBJECTIVES

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

10. RISK MANAGEMENT

10.1 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.

10.2 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.

10.3 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.

11. CUSTOMER IMPLICATIONS

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.

12. EQUALITIES AND DIVERSITY IMPLICATIONS

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

13. VALUE FOR MONEY IMPLICATIONS

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

14. HUMAN RESOURCES IMPLICATIONS

14.1 There will be ongoing human resource issues in the forthcoming transformation programme and the business case for a shared HR & OD service will ensure that capacity is available to deliver the support needed to the staff.

- 14.2 Members, staff and the Trade Unions are 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.
- 14.3 Staff involved in the Regulatory WETT services have TUPE'd across to Bromsgrove District Council as host authority and recruitment to the new structure is currently underway. Trade unions have been involved throughout this process.
- 14.4 An initial meeting has been held with unions to discuss the work undertaken on mapping out Terms and Conditions across the 2 Councils. These initial discussions were positive and officers are currently working on the provision of additional information to the unions to address the impact on individuals of the various changes proposed. The aim is to implement the changes by April 2011.
- 14.5 The HR teams are working together on a number of issues across both Councils and the HR manager in Redditch has led the Regulatory support service for HR on behalf of Bromsgrove District Council.

15. **GOVERNANCE/PERFORMANCE MANAGEMENT**

- 15.1 One of the recommendations of the recent Audit Commission report on the Shared Services working was:

The Councils should develop a performance management process for shared services. The Councils will need to consider what information is needed for the single management team to manage performance and what information will be needed to enable councillors to manage and scrutinise performance.

- 15.2 Having given some consideration as to potential improvements to the reporting of performance it is felt that this current progress report could be enhanced as follows:

15.2.1 **Live Shared Services**

The summary position of live shared services will be shown in the table below. Details of progress and performance for each live shared service will be detailed in an Appendix (draft proforma at Appendix B).

Shared service	Status*	High Level Commentary
Community Safety		
Elections		
ICT		
CCTV & Lifeline		
Payroll		
Procurement		
Climate Change		
WETT services received		
Internal Audit		
Property Services		

* The Status traffic light indicates whether the service is:

- on track to achieve the stated benefits and performing satisfactorily – green
- experiencing some performance issues and/or issues with achieving stated benefits, but these are expected to be eventually resolved – amber
- experiencing some performance issues and/or issues with achieving the stated benefits and these are not all expected to be resolved – red.

15.2.2 Shared Services Projects underway

The summary position of shared services currently being worked on will be shown in the table below. Details of progress for projects with an Amber or Red status will be detailed in an Appendix (draft proforma at Appendix C).

Shared service	Status*	High Level Commentary

*Status should be as per the report in appendix x.

We will include each shared service on this table as the project starts, when a service goes live it should be dropped from this table/Appendix x and be reported in the live shared services table /Appendix B). It is essential that as part of the project it is established at an early stage what PI's/ Performance Measures will be reported on to the Shared Services Board post implementation and that a baseline measurement is taken at both BDC & RBC

16. OTHER IMPLICATIONS

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

Policy
None
Environmental
None

17. WARDS AFFECTED

All

18. APPENDICES

Appendix A Risks

Appendix B Live Shared Service Reports – Benefits Realisation

Appendix C Live Shared Service Reports – Highlight Report

19. 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:		Impact:	
High	4	Critical	4
Significant	3	Major	3
Medium	2	Marginal	2
Low	1	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	A regular programme of staff engagement, communication and consultation is underway to ensure staff are fully involved with the process. The new

Ref	Risk	L	I	Score	Mitigation
					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. Staff forums / briefings are regularly held together with drop in sessions for staff with the Chief Executive to ensure staff are aware of whats going on. A joint management conference has been held to improve understanding of transformation.
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 is 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	3	3	9	The potential WETT programme (Phase 2) now conflicts with the Transformation Programme and as such the score has been increased and will thus need to be managed carefully.

Ref	Risk	L	I	Score	Mitigation
11.	Meeting member expectations in relation to access and engagement	2	2	4	This score has been reduced as the Single Management Team has been in place for over 6 months and no major concerns have been expressed.
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	2	2	4	This score has been reduced as the Single Management Team has been in place for over 6 months and no major concerns have been expressed. This risk will continue to 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)	1	4	4	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. This risk has been reduced as the Management Team has been in place 6 months and no such issues have arisen.

Benefits Realisation

Applies to: Community Safety, Elections, ICT, CCTV & Lifeline, Payroll, Procurement, Climate Change.

One of these should also be completed for each WETT service we are in receipt of – e.g. currently Internal Audit and Property Services. The BDC/RBC client will be responsible for completing these.

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
<i>Enter details from original business case</i>		

Key Performance standards *(where available)*

Page 46

Performance ref	Performance Description	Pre shared services performance baseline (if available)		BDC Performance			RBC Performance			Commentary
		BDC	RBC	YTD Target	YTD Actual	Trend / Traffic light	YTD Target	YTD Actual	Trend / Traffic light	
	Household waste (kg)			142.99	146.98	W	578		578	

Overall Performance Summary and Issues for the Board

Include here other benefits that have been achieved that weren't identified as part of the business case
--

Highlight Reports

For each shared service where work is underway a variation of the project highlight report, as per below, should be completed. (Financial elements have been removed as these appear in an appendix). It is essential that as part of the project it is established at an early stage what PI's will be reported on to the Shared Services Board post implementation and that a baseline measurement is taken at both BDC & RBC

Project Name:			
Period ending:		Prepared by:	
Status:	Red / Amber / Green	% of Project Complete:	
Project Start date:		Projected Completion date:	
Summary position: <i>Provide an overall statement on the position of the project.</i>			
Planned activities for this period			
<i>List the activities that were planned for this period (which should be the same as the list of activities planned for next period on the previous report)</i>		<i>Summarise progress against each activity</i>	
Other progress for this period			
<i>Detail any other progress achieved during the period.</i>			
Planned activities for next period			
<i>List the activities planned in the next period, with dates due.</i>			
Risks, issues and concerns		Mitigating Action	
Summary of Project Benefits (provide detail on project benefits, expected outcomes etc)			
<i>Detail project benefits as per business case</i>			
<i>Financial Update</i>			

This page is intentionally left blank

BROMSGROVE DISTRICT COUNCIL

PERFORMANCE MANAGEMENT BOARD

17th January 2011

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 in 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

17th January 2011

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

17th January 2011

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 requested a lessons learnt report on the new waste recycling arrangements, which came 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

17th January 2011

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>Quarter 1 10/11 Integrated Finance and Performance Report</p> <p>Shared Services Highlight Report</p> <p>PMB Work Programme</p>
Oct 10	<p>Employee Survey Report</p> <p>Council Plan 2010/2013 Part 1</p> <p>Annual Financial and Performance Report 2009/2010.</p> <p>Work Programme.</p>
Nov 10	<p>Quarter 2 10/11 Integrated Finance & Performance Report.</p> <p>Sundry Debtors Report</p> <p>Shared Services Highlight Report</p> <p>Housing and Homelessness Presentation</p> <p>Annual Financial and Performance Report 2009/2010</p> <p>PMB Work Programme.</p>
Dec 10	<p>MEETING CANCELLED</p> <p>Shared Services Highlight Report</p> <p>Quarterly Recommendation Tracker</p> <p>PMB Work Programme.</p>
Jan 11	<p>Shared Services Highlight Report</p> <p>Community Strategy Annual Report</p>

	PMB Work Programme.
Feb 11	<p>Quarter 3 10/11 Integrated Finance & Performance report.</p> <p>Regulatory Services Performance</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>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 2011/2012.</p>

Unallocated Reports:-

Customer Access Strategy.

Data Quality Strategy 6 Month Update

This page is intentionally left blank