



## **BROMSGROVE DISTRICT COUNCIL**

**YOU ARE HEREBY SUMMONED to attend a MEETING of BROMSGROVE DISTRICT COUNCIL to be held in the Council Chamber at The Council House, Burcot Lane, Bromsgrove at 6.00 p.m. on Wednesday 20th July 2011, when the business referred to below will be brought under consideration:-**

**The meeting will be opened with a prayer.**

**1. To receive apologies for absence**

**2. Declarations of Interest**

*(Members are reminded that they need to keep their register of interest forms up to date)*

**3. To confirm the accuracy of the minutes of the meeting of the Council held on 22nd June 2011 (Pages 1 - 14)**

**4. To receive any announcements from the Chairman and/or Head of Paid Service**

**5. To receive any announcements from the Leader**

**6. Recommendations from the Cabinet (TO FOLLOW)**

To consider the recommendations from the meeting of the Cabinet held on 20th July 2011 on the following item *(the full Cabinet report is enclosed for information at the back of the Council agenda book)*

- Shared Services – Single Business Case

**7. To receive the minutes of the meetings of the Cabinet held on 22nd June 2011 (Pages 15 - 18)**

**8. Annual Overview and Scrutiny Report 2011/12 (Pages 19 - 48)**

To receive the report for information

9. **Questions on Notice**

To deal with any questions on notice from Members of the Council, in the order in which they have been received.

10. **Motion - Worcestershire Acute Hospitals NHS Trust Car Parking Charges**

To consider the following motion submitted by Councillor P. M. McDonald:-

"That this Council calls upon Worcestershire NHS Acute Trust to immediately review the current car parking charging scheme; its impact on patients and families."

- **Background information on recommendations from the Cabinet - Shared Services Single Business Case** (Pages 49 - 88)

11. **To consider, and if considered appropriate, to pass the following resolution to exclude the public from the meeting during the consideration of items of business containing exempt information:-**

**RESOLVED**: that under Section 100 I of the Local Government Act 1972, as amended, the public be excluded from the meeting during the consideration of the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A to the Act, as amended, the relevant paragraph of that part, in each case, being as set out below, and that it is in the public interest to do so:-

<u>Item No.</u>	<u>Paragraph(s)</u>	
12	1 and 4	"

12. **Recommendations from the Cabinet (TO FOLLOW)** (Pages 89 - 172)

To consider the recommendations from the meeting of the Cabinet held on 20th July 2011 on the following items (*the full Cabinet reports are enclosed on pink paper at the back of the Council agenda book*)

- Local Land Charges Service - Shared Service Business Case
- Building Control Service - Shared Service Business Case

K. DICKS  
Chief Executive

The Council House  
Burcot Lane  
BROMSGROVE  
Worcestershire B60 1AA

TO ALL MEMBERS OF THE BROMSGROVE DISTRICT COUNCIL

# Agenda Item 3

## **BROMSGROVE DISTRICT COUNCIL**

### **EXTRAORDINARY MEETING OF THE COUNCIL**

**WEDNESDAY, 22ND JUNE 2011 AT 6.00 P.M.**

PRESENT: Councillors Mrs. J. M. L. A. Griffiths (Chairman), R. J. Laight (Vice-Chairman) Mrs. S. J. Baxter, C. J. Bloore, Dr. D. W. P. Booth JP, Mrs. J. M. Boswell, J. S. Brogan, M. A. Bullivant, R. A. Clarke, S. R. Colella, Dr. B. T. Cooper, S. Dudley, K. A. Grant-Pearce, Mrs. J. M. L. A. Griffiths, Miss P. A. Harrison, R. Hollingworth, Mrs. H. J. Jones, R. J. Laight, P. Lammas, B. Lewis F.CMI, L. Mallett, Mrs. C. M. McDonald, P. M. McDonald, E. J. Murray, J. A. Ruck, C. R. Scurrall, Mrs. E. M. Shannon, R. J. Shannon, S. P. Shannon, Mrs. M. A. Sherrey JP, Mrs. C. J. Spencer, C. B. Taylor, C. J. Tidmarsh, M. J. A. Webb and C. J. K. Wilson

#### 13/11 **PRAYER**

At the request of the Chairman, the Reverend Beverley Robertson opened the meeting with a prayer.

#### 14/11 **ADDITIONAL ITEMS OF BUSINESS**

The Chairman announced that she would be seeking consent to suspend the Council Procedure Rules after agenda item 6 in order to consider two additional items of business (Leader's Announcements and a Notice of Motion on Worcestershire Acute Health Trust/Alexandra Hospital).

#### 15/11 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors J. R. Boulter, Ms. M. T. Buxton, R. J. Deeming Mrs. R. L. Dent, L. J. Turner and P. J. Whittaker.

#### 16/11 **DECLARATIONS OF INTEREST**

The following declarations of interest were made:-

##### **Item 10 - Appointment to Outside Bodies**

Councillor C. J. Bloore	Prejudicial interest in Bromsgrove Sporting.
Councillor P. M. McDonald	These Members left the room during this item
Councillor S. P. Shannon	and took no part in the voting on the appointments to this outside body.

##### **Item 13 – Recommendations from the Joint Independent Remuneration Panel on Members' Allowances**

The Monitoring Officer advised that all Members had a personal interest in this item.

**Additional Item – Motion on Worcestershire Acute Health Trust/Alexandra Hospital**

Councillor J. S. Brogan            Personal Interest.  
Employed within the NHS but a different Trust.

Councillor Mrs. J. M. Boswell    Personal interest.  
Member of fundraising committee of the Princess of Wales Hospital.

Councillor Dr. B. T. Cooper      Personal Interest.  
Had a honorary consultancy contract with another NHS Trust.

Councillor L. Mallett            Personal interest.  
Worked for a body which funded nurses within the PCT and Acute Trust within Redditch.

Councillor Mrs. M. A. Sherrey    Personal interest.  
Received a pension from the NHS.

17/11    **MINUTES**

The minutes of the Annual Meeting of the Council held on 18th May 2011 were submitted.

**RESOLVED** that the minutes be approved as a correct record.

18/11    **REVIEW OF THE ROLE OF COUNCIL CHAIRMAN AND VICE CHAIRMAN**

Members considered a report of the Head of Legal, Equalities and Democratic Services on proposals for alternative charring arrangements for the Council, including the separation of the role of ceremonial head from that of charring Council meetings.

The Leader clarified that the sum of £3500 available for the Civic Head of the Council would not be paid as an actual allowance but would fund the reimbursement of expenses incurred in attending events. In response to a question he also clarified how the chains of office would be used.

Having been proposed by Councillor R. Hollingworth and seconded by Councillor Mrs. M. A. Sherrey JP, it was

**RESOLVED:**

- (a) that approval be given to the introduction of a Civic Head and a Deputy Civic Head, together with the changes to the role of the Chairman of the Council and Vice Chairman as described in paragraph 4.4 of the report;

- (b) that the current Member Allowance for the Chairman be revised to create two allowances of £3500 each for the Chairman of the Council and the Civic Head of the Council, such amounts to be increased each year by the same percentage increase as is applied to the basic allowance;
- (c) that approval be given to the revised Roles and Responsibilities for the four posts referred to in the report as set out in Appendix 1 and delegated authority be granted to the Head of Legal, Equalities and Democratic Services to make the consequential changes to the Constitution.

19/11 **ELECTION OF CIVIC HEAD**

It was proposed by Councillor R. Hollingworth and seconded by Councillor Mrs M. A. Sherrey JP and

**RESOLVED** that Councillor Mrs. C. J. Spencer be elected as Civic Head of the Council for the ensuing year.

Councillor Mrs. C. J. Spencer thanked Members of the Council for electing her to the office and tendered her resignation as Vice-Chairman of the Council. She then vacated her seat on the dais.

20/11 **ELECTION OF VICE-CHAIRMAN**

In light of the newly created vacancy for the office of Vice-Chairman, it was proposed by Councillor R. Hollingworth and seconded by Councillor Mrs. M. A. Sherrey JP and

**RESOLVED** that Councillor R. J. Laight be elected as Vice-Chairman of the Council for the ensuing year.

Councillor R. J. Laight then took up the Vice-Chairman's seat on the dais.

21/11 **ELECTION OF DEPUTY CIVIC HEAD**

It was proposed by Councillor R. Hollingworth and seconded by Councillor Mrs M. A. Sherrey JP and

**RESOLVED** that Councillor Mrs. J. M. Boswell be elected as Deputy Civic Head of the Council for the ensuing year.

22/11 **SUSPENSION OF COUNCIL PROCEDURE RULES**

Having been put to the vote, the Chairman obtained the consent of the Chamber to suspend Council Procedure Rules to enable the two additional items of business which she had referred to at the start of the meeting to be considered.

23/11 **ADDITIONAL ITEM - LEADER'S ANNOUNCEMENTS**

The Leader announced that he intended to keep the Chamber updated on progress being made and requested that Members advise him of any matters on which they would wish to be updated under 'Leader's Announcements' at future meetings of the Council.

(a) Town Centre Regeneration

The Leader updated Members on progress including the opening of the new medical centre, developments with regard to the proposed new combined Police and Fire Station and the situation with regard to the proposed Sainsbury's site.

Negotiations were progressing with a major developer with regard to a site at the northern end of the High Street.

Parkside Side School was being looked at as a potential new Council House site, including accommodation for the Customer Service Centre, some County Council officers and possibly other public sector partners.

Eleven developers had expressed interest in the Recreation Road site which had been shortlisted to three. Their proposals would be examined to establish how well they matched the requirements within the Core Strategy.

High Street – the Leader referred to the Council's success in securing £1.2m ringfenced grant under the Heritage Lottery Fund for which the Council would need to submit a detailed submission. £2m had been set aside for improvements to the public realm with work due to begin in early 2012.

Hanover Street Car Park (and George House) – negotiations were progressing with developers.

(b) Positive Activities for Young People

Having previously reported that the level of funding from the County Council would be reduced from £330,000 to £80,000, the Leader advised that there was no money coming to Bromsgrove from the County Council and that the County would be undertaking further consultation. He gave assurances that Bromsgrove would fight to protect youth services and to ensure that the proposed future Trust arrangements with regard to the Rylands Centre were "done properly".

In connection with this, the Leader advised that the Local Strategic Partnership (LSP) would not accept the County Council "tasking" the LSP. The LSP worked in partnership with other bodies.

(c) Scrutiny

The Leader referred to the need to ensure that the Overview and Scrutiny Board focused on the Council not political matters. Political debate was for the Council Chamber.

(d) Balances/Capital Expenditure

The Leader referred to questions and insinuations being made with regard to the level of funds available and spent between 2003/04 and 2010/11. He was willing to produce a list to show where the money had been spent.

The Chairman announced that she would accept questions arising from the Leader's announcements.

Councillor P. M. McDonald queried the lack of an update on discussions taking place with regard to potential housing on the Polymer Latex site.

The Leader responded that he had not thought to do so as he had insufficient information and had not been involved in any discussions. It was not a site for housing in the Core Strategy and the Council had not received any proposals.

The Chairman ruled that comments made by Councillor S. P. Shannon did not amount to a question.

24/11 **ADDITIONAL ITEM - MOTION - WORCESTERSHIRE ACUTE HEALTH TRUST/ALEXANDRA HOSPITAL**

Members considered the following motion submitted by Councillor P. Lammas.

"Bromsgrove District Council wishes to express its deep concern regarding the recent Care Quality Commission report on the Worcestershire Acute Health Trust.

The Trust has failed to meet legal standards for nutrition, hydration and dignity.

Public confidence in the Trust has deteriorated and this Council is concerned about the health and welfare of patients in the Alexandra Hospital.

This Council requests that:

- 1) Worcestershire PCT undertake a scrutiny into the management systems that enabled this failure to occur;
- 2) Worcestershire Health Overview & Scrutiny Panel undertake an urgent scrutiny into the standards of care given to patients; and

- 3) Worcestershire Acute Hospital NHS Trust undertake scrutiny on their failures and report back the measures they have put in place to reassure the public.”

The motion was moved by Councillor P. Lammas and seconded by Councillor P. M. McDonald.

An alteration to the motion was proposed by Councillor Dr. B. T. Cooper. Following advice from the Chief Executive and with the consent of the proposer and seconder, the following was added to the above motion:

- “4) Council Officers be tasked to investigate the feasibility of setting up a body equivalent to a former Community Health Council to interact with local NHS Trusts on behalf of the citizens of Bromsgrove and report back to the Chamber in the near future.”

Having been put to the vote, the Chairman declared the motion (as altered) to be CARRIED.

25/11 **RECOMMENDATIONS FROM THE CABINET MEETING HELD ON 1ST JUNE 2011**

(i) **ENFORCEMENT AND FIXED PENALTY NOTICES FOR ENVIRONMENTAL SERVICES**

**RESOLVED:**

- (a) that the Environmental Strategy set out in Appendix A to the report be approved in accordance with the powers for adoption as set out in Appendix A (i) to the report, together with the statutory powers to enable Fixed Penalty Notices to be issued as set out in Appendix B to the report;
- (b) that the delegations to officers set out in Appendix C to the report be approved and that delegated authority be granted to the Head of Legal, Equalities and Democratic Services to make any consequential amendments to the Constitution;
- (c) that the recommended levels for Fixed Penalty Notices as set out in Appendix B to the report be approved on the basis that these amounts form part of the Council’s fees and charges and will therefore be subject to future amendment by the Cabinet as part of the annual review of fees and charges.

(ii) **AIR QUALITY MANAGEMENT AREA DECLARATION – WORCESTER ROAD, BROMSGROVE**

**RESOLVED:**

- (a) that the area at Worcester Road, Bromsgrove shown in red on the plan attached as Appendix 1 to the report be formally designated as an Air Quality Management Area by the making of an Order under section 83(1) of the Environment Act 1995;
- (b) that authority be delegated to the Head of Regulatory Services and the Head of Legal, Equalities and Democratic Services to

- prepare and sign the Air Quality Management Area Order for Worcester Road, Bromsgrove;
- (c) that it be noted that in accordance with the relevant provisions of the Environment Act 1995, a provisional Air Quality Action Plan will be completed within 18 months of the making of the Order and that prior to the production of this Action Plan a timeline will be produced setting out in outline the actions to be taken.

26/11 **RECOMMENDATIONS FROM THE CABINET MEETING HELD ON 22ND JUNE 2011**

(i) **FINANCIAL OUTTURN REPORT – 2010/2011**

The recommendations were moved by Councillor R. Hollingworth and seconded by Councillor M. A. Sherrey JP. Members were informed that it was intended to use the funds released from balances following the abolition of Lickey End Parish Council to purchase computer equipment for Lickey End First School.

**RESOLVED:**

- (a) that the increase in the Capital Programme for 2011/2012 of £2.479m in relation to the carry forward requests as set out in Appendix 1 to the report be approved;
- (b) that £5,587 be released from balances following the abolition of Lickey End Parish Council;
- (c) that the Annual Governance Statement as set out in Appendix 2 to the report be approved; and
- (d) that the Capital Programme for 2011/2012 be increased by £68,000 to meet the cost of solar panels to be installed at the Council's Depot to be funded by Capital receipts.

(ii) **FINANCIAL RESERVES STATEMENT - 2010/2011**

The recommendations were moved by Councillor R. Hollingworth and seconded by Councillor M. A. Sherrey JP.

**RESOLVED:**

- (a) that the establishment of new reserves of £474,000 as set out in Appendix 1 to the report be approved;
- (b) that the release of reserves of £419,000 which reflects the approval required for January – March 2011 as set out in Appendix 2 to the report be approved; and
- (c) that the addition to existing reserves of £289,000 which reflects the approval required for January – March 2011 as set out in Appendix 2 to the report be approved.

27/11 **MINUTES OF THE MEETING OF THE CABINET HELD ON 1ST JUNE 2011**

The minutes of the meeting of the Cabinet held on 1st June 2011 were received for information.

28/11 **WRITE-OFF POLICY**

Members considered a report of the Head of Finance & Resources which presented a revised policy in relation to the write off of debts due to the Council.

The policy introduced a requirement for information on the level of write offs to be reported to the Cabinet on a quarterly basis. In response to a request from Councillor P. M. McDonald, the Leader agreed that such information also be a regular item on the agenda of the Overview and Scrutiny Board. In response to a further comment, the Leader also undertook to consider the potential of using a factoring company for recovery of debts.

The Leader referred to an alteration he wished to make to the report recommendations with regard to delegation of authority to the Section 151 Officer. Having been moved by Councillor R. Hollingworth and seconded by Councillor M. A. Sherrey JP, it was

**RESOLVED:**

- (a) that approval be given to the revised write-off policy set out at Appendix 1 to the report;
- (b) that authority be delegated to the Section 151 Officer to write off debts below £2,500 but that any action on debts over £2,500 be agreed with the Leader before being taken.

29/11 **APPOINTMENTS TO OUTSIDE BODIES**

Members considered a report of the Head of Legal, Equalities and Democratic Services on a number of appointments which needed to be made to outside bodies.

It was clarified that the appointments to Bromsgrove Sporting Board would be observers not Directors. No appointment needed to be made to the Leader's Board Strategy Advisory Panel as this body had ceased to exist.

The Leader updated Members with regard to the following ex-officio appointments.

**Greater Birmingham and Solihull Local Enterprise Partnership (LEP)**

The Leader represented Bromsgrove District Council, Redditch Borough Council and Wyre Forest District Council. A named substitute was required (who was appointed at a later stage during this item of business).

**Worcestershire Local Enterprise Partnership (LEP)**

The Leader of Redditch Borough Council represented that Council, Bromsgrove and Wyre Forest District Councils.

**Place Shaping Group**

The Leader of Wyre Forest District Council represented that Council, Bromsgrove District Council and Redditch Borough Council.

On a requisition under Council Procedure Rule 17.5, the following details of voting on the appointment of a named substitute for the Greater Birmingham and Solihull Local Enterprise Partnership (LEP) were recorded.

For the appointment of Mr. G. N. Denaro: Councillors Dr. D. W. P. Booth JP, Mrs. J. M. Boswell, J. S. Brogan, M. A. Bullivant, R. A. Clarke, S. R. Colella, Dr. B. T. Cooper, S. J. Dudley, K. A. Grant-Pierce, Miss P. A. Harrison, R. Hollingworth, Mrs. H. J. Jones, R. J. Laight, P. Lammas, B. Lewis, J. A. Ruck, C. R. Scurrill, Mrs M. A. Sherrey JP, Mrs C. J. Spencer, C. B. Taylor, C. J. Tidmarsh and M. J. A. Webb (22);

Against the appointment of Mr. G. N. Denaro: Councillors Mrs. S. J. Baxter, C. J. Bloore, L. Mallett, Mrs. C. M. McDonald, P. M. McDonald, E. J. Murray, Mrs. E. M. Shannon, S. P. Shannon, R. J. Shannon and C. J. K. Wilson.(10);

Abstentions: 0

**RESOLVED:**

- (a) that representatives be appointed to the bodies as listed in appendix 1 to these minutes;
- (b) that the current list of ex-officio appointments set out at appendix 3 to the report, including the additional appointments detailed at in 4.3 of the report and the updated information set out above, be noted.

30/11 **RECOMMENDATION FROM THE STANDARDS COMMITTEE HELD ON 8TH JUNE 2011**

**EXTENSION TO CURRENT TERM OF OFFICE OF INDEPENDENT MEMBER OF THE STANDARDS COMMITTEE**

Having been moved by Councillor Mrs M. A. Sherrey JP and seconded by Councillor R. Hollingworth, it was

**RESOLVED** that the current term of office of Mr. Noel Burke, Independent Member Chairman of the Standards Committee, be extended until the Standards Committee, in its present format, is abolished in accordance with the proposals contained within the Localism Bill.

31/11 **APPOINTMENT OF PARISH COUNCIL REPRESENTATIVES TO THE STANDARDS COMMITTEE**

Having been moved by Councillor Mrs M. A. Sherrey JP and seconded by Councillor R. Hollingworth, it was

**RESOLVED:**

- (a) that Mr. J. Cypher and Mr I. Hodgetts be appointed to serve as the Parish Council Representatives on the Standards Committee for a period of one year until July 2012;
- (b) that Ms. K. May be appointed to serve as the Deputy Parish Council Representative on the Standards Committee for a period of one year until July 2012.

32/11 **RECOMMENDATIONS FROM THE JOINT INDEPENDENT REMUNERATION PANEL**

Members considered recommendations from the Joint Independent Remuneration Panel for Worcestershire District Council which had been agreed at its meeting on 7th June 2011 in response to representations made by the Leader with regard to changes to the levels of Special Responsibility Allowances (SRA) payable for certain position for 2011/12.

In proposing recommendations to the Chamber, the Leader accepted recommendation (a) from the Panel but rejected (b) which recommended that no change be made to the SRA for the Chairman of the Planning Committee. He was of the opinion that, in view of the level of responsibility of the Chairman of this public facing Committee, the SRA payable should match that payable to a Portfolio Holder. In addition, he referred to the levels of responsibility of the Chairman of the Licensing Committee, particularly when chairing hearings and proposed that the level of SRA payable to the Chairman of the Licensing Committee should also match that payable to a Portfolio Holder.

The recommendations as altered above were seconded by Councillor Mrs. M. A. Sherrey JP, whereupon it was

**RESOLVED:**

- (a) that the SRA payment made to the Chairman of the Overview and Scrutiny Board be increased to £4,796;
- (b) that the SRA payment made to the Chairman of the Planning Committee be increased to £4,796;
- (c) that the SRA payment made to the Chairman of the Licensing Committee be changed to £4,796 (instead of a payment per meeting for chairing that Committee or its Sub-Committees).

With regard to recommendation (c) from the Panel, the Leader proposed that the definition be changed to refer to the "Leader of the largest opposition political party elected at the ballot box". Having been seconded by Councillor Mrs. M. A. Sherrey JP, it was

**RESOLVED** that an SRA payment of £1,066 be made to the Leader of the largest opposition political party elected at the ballot box.

33/11 **QUORUM FOR CABINET MEETINGS**

Having been moved by Councillor R. Hollingworth and seconded by Councillor Mrs. M. A. Sherrey JP, it was

**RESOLVED** that the quorum for Cabinet meetings be reduced from 4 Cabinet Members to 3.

The meeting closed at 8.30 p.m.

Chairman

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**APPOINTMENTS TO OUTSIDE BODIES (NON EX-OFFICIO) WHICH WERE DUE FOR RE-APPOINTMENT 2011/12**

<b>Organisation</b>	<b>Representative(s) Appointed</b>	<b>Length of Term</b>	<b>Expiry of Term of Office</b>
Amphlett Hall Management Committee	Councillor Mrs. H. J. Jones Councillor Mrs. J. M. L. A. Griffiths Councillor Mrs. J. M. Boswell Councillor Mrs. M. A. Sherrey JP	1 year	May 2012
Bromsgrove Citizens' Advice Bureau	Councillor Mrs. M. A. Sherrey JP Councillor J. A. Ruck	1 year	May 2012
Bromsgrove Community Engagement Group	Councillor Mrs. H. J. Jones Councillor Mrs C. J. Spencer Councillor C. J. Tidmarsh Councillor L. Mallett	1 year 1 year 1 year 1 year	May 2012 May 2012 May 2012 May 2012
Bromsgrove Local Children's Partnership	Councillor Mrs. J. M. L. A. Griffiths	1 year	May 2012
Bromsgrove Sporting Board (observers)	Councillor M. J. A. Webb Councillor P. Lammas	1 year 1 year	May 2012 May 2012
West Midlands Reserve Forces & Cadets Association – County Committee	Councillor C. J. Tidmarsh	4 years	March 2015
WCC Health Overview & Scrutiny Committee	Councillor Mrs. J. M. L. A. Griffiths	1 year	May 2012
WCC Corporate Parenting Steering Group	Councillor Mrs. J. M. L. A. Griffiths	1 year	May 2012
WCC Highways Partnership (Bromsgrove) Forum	Councillor Mrs. R. L. Dent Councillor S. J. Dudley	1 year 1 year	May 2012 May 2012
Greater Birmingham and Solihull Local Enterprise Partnership (LEP) – Named Substitute	Mr. G. N. Denaro	1 year	May 2012

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## **BROMSGROVE DISTRICT COUNCIL**

### **MEETING OF THE CABINET**

**WEDNESDAY, 22ND JUNE 2011 AT 4.00 P.M.**

PRESENT: Councillors R. Hollingworth (Chairman), Mrs. M. A. Sherrey JP (Vice-Chairman), M. A. Bullivant, C. B. Taylor and M. J. A. Webb (during part of Minute No. 19/11 to Minute No. 20/11)

Observers: Councillor Mrs. J. M. L. A. Griffiths

Officers: Mr. K. Dicks, Ms. J. Pickering, Mr. J. Godwin, Ms. D. Poole, Mr. G. Revans, Ms C. John and Ms. R. Cole

#### 13/11 **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Dr. D. W. P. Booth JP.

#### 14/11 **DECLARATIONS OF INTEREST**

No declarations of interest were received.

#### 15/11 **MINUTES**

The minutes of the meeting of the Cabinet held on 1st June 2011 were submitted.

**RESOLVED** that the minutes be approved as a correct record.

#### 16/11 **OVERVIEW AND SCRUTINY BOARD**

The minutes of the meeting of the Overview and Scrutiny Board held on 13th June 2011 were submitted.

#### **RESOLVED:**

- (a) that the minutes be noted;
- (b) that the recommendation contained at 6/11 relating to the report template be approved; and
- (c) that the recommendation contained at 7/11 relating to the inclusion of sickness absence in the performance information received by the Board be approved.

#### 17/11 **AUDIT BOARD**

The minutes of the meeting of the Audit Board held on 9th June 2011 were submitted.

**RESOLVED:**

- (a) that the minutes be noted;
- (b) that the recommendation contained at 6/10 relating to the implementation of processes and procedures in relation to the Bribery Act 2010 be approved;
- (c) that the recommendations contained at 7/11 relating to International Financial Reporting Standards and Accounting Policies be approved.

18/11 **VERBAL UPDATES FROM THE LEADER AND/OR OTHER CABINET MEMBERS ON ANY RECENT MEETINGS ATTENDED IN AN EX-OFFICIO CAPACITY**

No updates were received on this occasion.

19/11 **FINANCIAL OUTTURN REPORT 2010/11**

The Cabinet considered a report on financial information for the year ended 31st March 2011. The information included the Revenue and Capital outturn figures and the Annual Governance Statement.

As part of discussion on this item the Climate Change Manager reported that there was an opportunity, as part of the Government's current Feed in Tariff Scheme (FiTS), for the Authority to benefit from the installation of electricity generating solar panels at the Council's Depot. It was noted this would cost £68,000 which could be met from Capital receipts but that the panels would reduce electricity costs at the Depot and generate income for the Authority through the FiTS.

**RESOLVED** that the outturn financial information on Revenue and Capital for 2010/2011 be noted.

**RECOMMENDED:**

- (a) that the increase in the Capital Programme for 2011/2012 of £2.479m in relation to the carry forward requests as set out in Appendix 1 to the report be approved;
- (b) that £5,587 be released from balances following the abolition of Lickey End Parish Council;
- (c) that the Annual Governance Statement as set out in Appendix 2 to the report be approved; and
- (d) that the Capital Programme for 2011/2012 be increased by £68,000 to meet the cost of solar panels to be installed at the Council's Depot to be funded by Capital receipts.

20/11 **FINANCIAL RESERVES STATEMENT 2010/2011**

The Cabinet considered a report on earmarked reserves for 2010/2011 and on the proposal to create new reserves where required to support the future plans of the Authority.

**RECOMMENDED:**

- (a) that the establishment of new reserves of £474,000 as set out in Appendix 1 to the report be approved;
- (b) that the release of reserves of £419,000 which reflects the approval required for January – March 2011 as set out in Appendix 2 to the report be approved; and
- (c) that the addition to existing reserves of £289,000 which reflects the approval required for January – March 2011 as set out in Appendix 2 to the report be approved.

The meeting closed at 4.50 p.m.

Chairman

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# Overview and Scrutiny **Annual Report**

**2010-2011**



**Bromsgrove**  
District Council

www.bromsgrove.gov.uk





## OVERVIEW AND SCRUTINY ANNUAL REPORT 2010/11

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## **INTRODUCTION**

We are pleased to present the Overview and Scrutiny Annual Report which outlines our work during 2010/11 and provides general information on the overview and scrutiny processes at Bromsgrove District Council.

Following a review of the authority's governance arrangements including the roles of Committees and Boards, it was agreed at full Council on 19th January 2011 that the Overview Board, Scrutiny Board and Joint Overview and Scrutiny Board cease to exist and their functions be allocated to a new Overview and Scrutiny Board. Following on from this, the opportunity also arose to make changes to the Task Group Procedure Notes. These ceased to form part of the Constitution and were replaced by a more informal and flexible protocol, which was agreed and endorsed by the Overview and Scrutiny Board at the meeting, held on 1st March 2011.

It was also agreed at the full Council meeting held on 19th January 2011 that the Performance Management Board would cease to exist. It was however acknowledged that non-executive Members still needed to be able to hold the Executive to account for the strategic direction of the Council and its performance. It was therefore agreed that a range of documents previously considered by the Performance Management Board would be examined by the Overview and Scrutiny Board.

## MEMBERSHIP

The Board was made up of 13 Members from February to April 2011



Cllr. Steve Colella (Chairman)



Cllr. Dave Pardoe (Vice-Chairman)



Cllr. Richard Deeming



Cllr. Mrs. Rita Dent



Cllr. Mrs. June Griffiths



Cllr. John Ruck



Cllr. Chris Scurrall



Cllr. Mrs. Caroline Spencer



Cllr. Kit Taylor



Cllr. John Tidmarsh



Cllr. Les Turner

(There were two vacancies on the Overview and Scrutiny Board)

Former Overview Board Membership  
May 2010 to January 2011

**S R Colella (Chairman)**  
Mrs. M. Bunker (Vice-Chairman)  
Mrs. R. L. Dent  
Mrs. J. M. L. A. Griffiths  
Mrs. C. J. Spencer  
L. J. Turner  
(one vacancy)

Former Scrutiny Board Membership  
May 2010 to January 2011

**D. L. Pardoe (Chairman)**  
C. B. Taylor (Vice-Chairman)  
A. N. Blagg  
R. J. Deeming  
C. R. Scurrall  
C. J. Tidmarsh  
(one vacancy)

Former Joint Overview and Scrutiny Board Membership  
– May 2010 to January 2011

**S R Colella (Chairman)**  
**D. L. Pardoe (Vice-Chairman)**  
A. N. Blagg  
Mrs. M. Bunker  
R. J. Deeming  
Mrs. R. L. Dent  
Mrs. J. M. L. A. Griffiths  
C. R. Scurrall  
Mrs. C. J. Spencer  
C. B. Taylor  
C. J. Tidmarsh  
L. J. Turner  
(two vacancies)

## **THE ROLE OF THE OVERVIEW AND SCRUTINY BOARD**

Overview and Scrutiny is a key part of the Council's political structure and it plays a vital role in improving the services that people of the District use, whether a resident, employed here or just visiting. It does not just look at the way the Council does things, it can look at anything which affects the lives of people within the District and it allows citizens to have a greater say in Council matters.

Overview and Scrutiny allows Councillors to review and scrutinise decisions, look at existing practices and make recommendations to help ensure the residents of Bromsgrove District receive excellent services. The aim is to ensure overview and scrutiny adds value to the Council's decision-making process and makes a positive contribution towards policy development.

Following the changes that were agreed at the full Council meeting held in January 2011 the Overview and Scrutiny Board combines the roles of the 3 former Boards (as detailed below) together with overall responsibility for monitoring performance improvement. There are also several standard items on the Work Programme which were previously reviewed by the Performance Management Board, full details of these can be found at page 23 of this report.

The terms of reference of the Overview and Scrutiny Board also include the following:

- Overall responsibility for monitoring performance improvement.
- Identifying unsatisfactory progress or performance and making recommendations on remedial action to the Cabinet.
- Overall responsibility for monitoring the Council Plan and the Sustainable Community Strategy and making recommendations to the Cabinet.

### **Former Joint Overview and Scrutiny Board**

The Joint Overview and Scrutiny Board joined up the work of the Overview Board and Scrutiny Board and undertook some important cross cutting work of its own. It was responsible for receiving Councillor Calls for Action, scrutiny of the Council budget, to receive petitions and the scrutiny of crime and disorder.

### **Former Overview Board**

The role of the Overview Board was to take an overview of Council and community services and make recommendations for improvement. The Overview Board was forward looking and it monitored the Key Decisions due to be taken by or on behalf of the Cabinet as published in the Council's Forward Plan.

### Former Scrutiny Board

The role of the Scrutiny Board was to review Council and community services, to hold the executive to account and to make recommendations for improvement. It also reviewed executive decisions referred through the Call In process. It took a post-decision role and concentrated on service review and decisions already taken by the Cabinet, to help the council and community partners achieve their objectives and to provide greater democratic probity.

### Number of Meetings

The Overview and Scrutiny Board and the former Scrutiny Board and Overview Board each met on a monthly basis during 2010/11. The former Joint Overview and Scrutiny Board met at least quarterly with additional meetings arranged when necessary.

From May 2010 to January 2011 there were a total of 15 meetings of the former Boards: 5 meetings of the Overview Board, 4 meetings of the Scrutiny Board (the final meeting due to take place in January 2011 was cancelled) and 6 meetings of the Joint Overview and Scrutiny Board.

The Overview and Scrutiny Board has met on 3 occasions between February and April 2011.

## **THE OVERVIEW AND SCRUTINY PROCESS**

### Overview and Scrutiny Work Planning

In October 2009 an Overview and Scrutiny Work Planning Workshop was held to consider possible topics for consideration during the remainder of the municipal year and to prioritise them. The highest prioritised topics were then scheduled into the work programmes of the 3 Boards and each Board agreed its own work programme for 2009/10. Many of the topics on the work programmes, which had not been investigated, remained relevant to the new municipal year and therefore were carried over to the Work Programmes for 2010/11. Several new topic proposals were also put forward by Members, which were incorporated within the Work Programmes for 2010/11.

In order to identify the key issues for the Council and the community, all elected Members and the Council's Corporate Management team were invited to submit proposals, for consideration.

With effect from February 2011 the work programmes of the 3 former Boards, together with specific items from the Performance Management Board work programme, were combined to create the Work Programme for the new Overview and Scrutiny Board.

### Topic Proposals

Any Councillor, member of the public or officer can submit an overview and scrutiny proposal. The Board will then make a decision whether or not the suggested topic will be included on the work programme. In making that decision, the Board considers points such as:

- Reasons given and supporting evidence as to why the subject needs to be considered
- Links to Council priorities
- Possible key outcomes that the proposer anticipates could be achieved.

Other relevant points that are taken into account are whether it is of key interest to the public, if it is a poorly performing service, contributes to the Council Plan, an area of concern identified by internal or external audit, a review that could render significant savings or value for money or identified as a key issue in the Sustainable Community Strategy.

### Approach to Investigations

Overview and Scrutiny investigations can take a variety of different approaches. The Board can decide to undertake a "short, sharp inquiry" through meetings of the Board or by setting up a Task Group, which meets outside of the formal committee process and which may involve other non-Executive Members of the Council.

Task Groups can be more flexible in their timing and approach to an investigation and can take a longer or shorter time, depending on the issue. Task Groups are often able to consider an issue in more detail and take the investigation outside of the formal committee process to look at what is happening on the ground, by undertaking research and interviewing key stakeholders in a more informal setting.

### Receiving Evidence

Overview and Scrutiny investigations receive evidence from which their conclusions and recommendations may be drawn. Evidence may be received during a formal Board meeting, in writing to Members of the Board or during a Task Group investigation. Evidence may include written reports from Council officers, written testimonials from interested parties, background papers, oral evidence from witnesses and site visits to look at particular places and events on the ground.

### Overview and Scrutiny Inquiries and Recommendations

At the end of an investigation, conclusions are drawn up and recommendations made to the Cabinet and any other relevant local decision makers. The conclusions and recommendations, together with the relevant evidence, may be presented in a report or sometimes just recorded in the minutes of the Board meeting. Reports and recommendations are agreed by the Board before referral to Cabinet for consideration.

Recommendations may also be made to the full Council (policy and budgetary decisions) or to external agencies where the council does not have the power to act.

### Executive Response

Overview and Scrutiny reports and recommendations are referred to Cabinet to make executive decisions in respect of each Overview and Scrutiny recommendation and to provide an Executive Response to the Board. The Cabinet is asked to agree, reject or amend each recommendation and to provide an indicative implementation date by which time the agreed recommendations are to be carried out.

The relevant Portfolio Holder is expected to attend the Board Meeting to present the Cabinet Response and answer any questions. If a recommendation is made to any other agency they may also be asked to provide an executive decision and response.

### Tracking the Outcomes of Recommendations

Ultimately Overview and Scrutiny is about making a difference. The Overview and Scrutiny Board tracks all recommendations made to and agreed by Cabinet through Quarterly Recommendation Tracker reports. In depth investigations and task groups

are usually reviewed 12 months after their report has been considered by the Cabinet. The purpose of this is to check if the agreed recommendations have been implemented and to see what outcomes have been achieved.

With effect from February 2011 the Quarterly Recommendation Trackers of the 3 former Boards, were combined to create the Quarterly Recommendation Tracker for the Overview and Scrutiny Board.

### Short, Sharp Inquiries

A “short sharp inquiry” is carried out through a mix of both formal Overview and Scrutiny Board meetings and informal meetings involving all Members of the Board and chaired by the Overview and Scrutiny Board Chairman. This type of inquiry can be used for the investigation of a topic already on the Board’s work programme or a topic on the Forward Plan which the Board felt warranted a more in depth investigation being carried out. However, it can also be used to consider matters of local concern, that have not been scheduled on either the work programme or Forward Plan but which Members feel would merit inclusion and further investigation.

### Task Groups

If it is felt that a more in depth and detailed inquiry is required, the Overview and Scrutiny Board can appoint task groups which are separate from the Board and can include Members who are not Members of the Board (Members of the Cabinet cannot join a task group) to consider issues outside of the formal committee process or to allow an in depth overview and scrutiny investigation. Task groups carry out investigations and report back with their findings. The task groups can use a variety of methods to gather evidence and can invite relevant officers, representatives from external organisations and members of the public who have an interest and would like to put their views forward.

Following the review of the authority’s governance arrangements the Task Group Procedure Notes ceased to be part of the Council’s Constitution and more informal flexible guidelines were agreed and endorsed at the meeting of the Overview and Scrutiny Board held on 1st March 2011.

## **BOARD INVESTIGATIONS COMPLETED 2010/11**

### ➤ **Inquiry into the Alvechurch Multi-Use Games Area (MUGA)**

On 15th June 2010 the Joint Overview and Scrutiny Board received 3 petitions on the Multi-Use Games Area (MUGA) at Swanslength in Alvechurch. One petition called for the MUGA to be removed and claimed that it attracted anti-social behaviour into the local neighbourhood. The two others supported the MUGA facility as a community resource that should remain at its present location.

The Board agreed to carry out an inquiry into the future of the MUGA facility to investigate the reported crime and disorder issues and the future options for the MUGA and to make recommendations to Cabinet.

The Swanslength MUGA was installed in June 2008 by the Council following a request from the Alvechurch Local Neighbourhood Partnership to increase access to youth facilities in the village. Available funding enabled the installation of additional equipment in the form of a climbing facility to complement the MUGA facility. The installation of the MUGA had, in the opinion of a number of residents, had a negative impact on the well-being and quality of life of residents who lived closest to the facility.

*Members of the Board on a site visit to the MUGA.*



The Inquiry considered written and oral evidence from key stakeholders and conducted site visits to the MUGA site. At the beginning of the Inquiry, an open invitation was made for people to submit written evidence to contribute to the investigation and Members of the Inquiry received a substantial amount of correspondence and submissions of written evidence from local residents, both for and against the MUGA and all submissions were taken into account.

At the meeting held on 15th June 2010 each of the petition organisers were allowed up to 5 minutes to introduce their petition and answered questions put to them by the Board. On 22nd July 2010 Members of the Inquiry heard evidence from a range of key witnesses including the police, Bromsgrove

District Council community safety officers, ward councillors, local residents representatives, Bromsgrove District Housing Trust and Worcestershire County Council Youth Support.

At the Board meeting held on 31st August 2010, Members discussed and considered all the evidence they had received and the options available to them including costs and feasibility implications before making recommendations for inclusion in the Board's final report on the investigation.

The final report, which recommended the MUGA be left in situ, together with ten further recommendations, was approved by the Board at its meeting on 5th October 2010 and submitted to the Cabinet for consideration.

*One of the recommendations was for the full length of the perimeter wall to be removed and the ground re-banked to stop it being used as make shift seating.*



The Portfolio Holder for Community Services presented the Cabinet Response to the Board meeting held on 4th January 2011. He advised the Board that subject to the amendment of the wording on some of the recommendations, Cabinet had agreed them and had been pleased with the in depth report that the Board had produced.

➤ **Medium Term Financial Plan 2011/12 – 2013/14**

Overview and Scrutiny committees have a role in helping the Council achieve value for money services by scrutinising the Council Budget. This can be through consideration of particular topics throughout the year, examining how the resources are being spent and through scrutiny of the Council's draft Medium Term Financial Plan.

This has proved difficult this year due to the delay in the Council not actually receiving the final grant settlement figure until 31st January 2011. However, the former Joint Overview and Scrutiny Board was kept up to date of the position and received several informal briefings from the Executive Director, Finance and Corporate Resources. The Overview and Scrutiny Board received a presentation on the Draft Medium Term Financial Plan for 2011/12 – 2013/14 together with details of Revenue and Capital bids, at its first meeting held on 1st February 2011.

Following this presentation the Board made recommendations to the Cabinet in respect of the reprioritisation of several Revenue and Capital bids from “high” to “medium”.

➤ **Scrutiny of Crime and Disorder**

The former Joint Overview and Scrutiny Board was designated as the Crime and Disorder Committee in accordance with the Police and Justice Act 2006. The Overview and Scrutiny Board has now taken over this role.

At the meeting of the Joint Overview and Scrutiny Board held on 5th October 2010 Members received a presentation from the Senior Community Safety Project Officer which gave an overview of the 2010/11 Bromsgrove Community Safety Partnership Plan (CSPP). The CSPP identified the key local, regional and national drivers for the strategy, the membership of the Community Safety Partnership, priorities for tackling crime and disorder and the parameters within which the partnership works. There were several areas which Members wished to consider investigating further, town centre management, overview of violent crimes in the District and domestic violence, these were added to the Work Programme for further consideration.

At that same meeting the Board also received a report on the draft Crime and Disorder Scrutiny Protocol and the appointment of a Crime and Disorder advisor to the Board. The draft protocol set out guidance to the Board and to the Community Safety Partnership on how the scrutiny of crime and disorder partnerships would operate. The Chairman of the Bromsgrove Community Safety Partnership was present at the meeting and welcomed the protocol and confirmed that it would be considered by the Partnership at its next available meeting. Home Office guidance also suggested that crime and disorder scrutiny committees either appoint a co-optee or an advisor on crime and disorder and that for district authorities the preferred option was the appointment of an advisor. A candidate had been identified through the West Mercia MPA and it was agreed at the meeting that Councillor Brandon Clayton be appointed as an Advisor on Crime and Disorder to the former Joint Overview and Scrutiny Board.

➤ **Planning Policy Development Process**

The Joint Overview and Scrutiny Board received a presentation on the Planning Policy Development Process from the Head of Planning and Regeneration at the meeting held on 5th October 2010. She explained that local planning policy is framed through a Local Development Framework which included various planning documents, particularly the Core Strategy. All future planning decisions would be made in accordance with the Core Strategy so it was very important that the strategy reflected local planning preferences.

The key sections of the Core Strategy, which cover a development strategy, housing development, business development, town centre development and

environmental and health issues, were discussed in detail and Members were encouraged to attend informal meetings which had been set up to allow input from Councillors and for them to also encourage public participation in the forthcoming consultation period.

➤ **Joint Climate Change Strategy**

At an informal meeting of the Overview Board held on 10th August 2010 Members received a presentation from the Climate Change Manager on the joint climate change strategy which set out a framework in which Bromsgrove District and Redditch Borough Councils could reduce their own and the communities carbon footprint, mitigate against the future climate change and identify how to adapt for the risks and opportunities future climate change would bring.

Members discussed several areas of concern in detail including energy efficient buildings, the use of wind turbines and solar panels to generate electricity, waste and recycling and transport. After further discussion at a formal meeting of the Board held on 31st August 2010 Members agreed that climate change should feed into all areas within the Council and made 8 recommendations to the Cabinet.

➤ **Garden Waste Future Developments**

The Head of Environmental Services and the Portfolio Holder for Community Services attended the Overview Board meeting held on 4th January 2011 to present a briefing paper on Garden Waste – Future Developments. The purpose of this paper was to update Members on the 2010 collection service and to brief them on developments for the 2011 collections and future years. The Council has one of the largest paid for garden waste services in the country and other councils who were considering moving to a paid service were now looking to the Council for guidance in setting up such a service.



Members were provided with an update on the costs of providing the service compared to the income generated, staffing of the scheme and the possibility of providing an annual service and the costs attached to this, together with information on the vehicles used and maintenance of them. The Board were satisfied with the responses received from the Head of Environmental Services and the Portfolio Holder to questions put to them and the report was noted.

➤ **Worcestershire Older People’s Strategy**

Following the completion of the Older People’s Task Group, it was noted that there was no district representative involved in the development of the Worcestershire Older People’s Strategy. It was agreed that the Director for Policy, Performance and Partnerships and his team would liaise with staff at Worcestershire County Council (WCC) to contribute to the consultation process. As part of this process the Overview Board received a presentation from the Lead Commissioning Manager and Joint Commissioning Officer at WCC on 27th July 2010.

The Worcestershire Older People’s Strategy would be effective from 1st April 2011 and would cover setting strategic objectives and priority actions, securing “buy in” of key partners, managing expectations and defining the balance of responsibilities and building on the success of other strategies and service developments. Members were informed that there would be key roles for the districts, including supported housing and extra care, community development and social networks and community transport and community safety. The Strategy would have a strong focus on wellbeing and social care and support in order to maintain independence for older people as long as possible.

The outcome of the discussions was that the Board recommended that the Cabinet support officer representation during the consultation process with WCC in order to shape the development of the new strategy.

➤ **Bromsgrove Urban and Rural Transport (BURT)**

Over the course of several meetings the Board received information on the Bromsgrove Urban and Rural Transport (BURT) scheme. This was following the receipt of an Overview and Scrutiny proposal put forward, which was concerned with the future of BURT and the financial implications to the Council in providing the service. At the Scrutiny Board meeting held on 13th July 2010 Members put together a number of questions for consideration by the Head of Community Services. The Head of Community Services responded to these questions at the next meeting of the Board, held on 28th September 2010 when Members also discussed take up and availability of the service (which had at that time been in place for 12 months), the vehicle used and associated maintenance costs.

*The launch of BURT in September 2009.*



At the meeting of the Board held on 26th October 2010 the Head of Community Services confirmed to Members that she would be carrying out a full and comprehensive review of the service and looking at alternative funding options with a view to minimising the cost to the Council. As a consequence of this review the Board agreed to take no further action on the proposal.

➤ **Review of Street Trading Consent Policy**

In October 2009 Members had asked officers to provide further information on the licensing of mobile hot food outlets in the District (this was following an investigation into Hot Food Takeaways). At the meeting of the Scrutiny Board held on 24th November 2009 this was provided and in light of a number of concerns raised, Members then agreed to review the new policy after it had been in place for 6 months. The Street Trading Consent Policy was formally adopted in January 2010 and reviewed with a modification in May 2010.

Members provided the Licensing Manager with a number of key questions and were given the opportunity to raise any particular issues or concerns in their Ward and the Licensing Manager responded to these at the Board meeting held on 26th October 2010. Members' main concerns had been whether mobile hot food takeaway vehicles met food hygiene regulations and disposed of waste appropriately and whether the fee structure was in line with other areas. The Licensing Manager confirmed that checks were made to ensure hygiene regulations were met prior to issuing Street Trading Consent and that the fee structure had been calculated by taking an average of the fees charged by all districts throughout Worcestershire.

➤ **Sports Provision Review**

A review of Sports Provision had been put forward by the Leader at the Chairmen's quarterly meeting with him and the topic had been agreed by the Scrutiny Board for inclusion in its Work Programme for 2010-11. The terms of reference for the investigation were "*to consider the value for money of sports provision and explore any potential savings, alternative options and improvements*". A comprehensive report was provided and the Head of Leisure and Cultural Services attended to respond to questions from Members.

Members considered the business aims and objectives for sports provision contained in the Service Business Plan 2009/10 and the Sports and Active Recreation Strategy 2009 to 2012 and how these linked to the Council priority CO3 (One Community). Members also considered the headline performance of Leisure and Cultural Services and sports services based on usage. The budget for sports provision, including details of revenue and capital spend and the need to develop the volunteering base in the community in the delivery of sports projects.

It was the view of the Board that the delivery of sports provision in Bromsgrove represented good value for money and was a valued and important part of facilities for the community, contributing to both community well being, leisure and healthy living.

➤ **Annual Civic Bonfire Event**

At the meeting held on 1st March 2011 the Board received a presentation from the Head of Leisure and Cultural Services which provided a summary of the financial position relating to the Civic Bonfire Event. Members were concerned about several areas but in particular that opportunity for sponsorship of the event was not being capitalised on and that not the entire district benefited from the event. These concerns were included within the three recommendations made by the Board together with a review of the Civic Bonfire Event in future years in the context of budget constraints.

## **REVIEWS OF PREVIOUS OVERVIEW AND SCRUTINY INVESTIGATIONS AND TASK GROUP REVIEWS**

### **Older People Task Group**

#### Background

At the meeting of the Overview Board held on 3rd February 2009, it was agreed that a Task Group be established to scrutinise issues relating to Older People. A press release was issued informing the public that the Task Group had been set up and members of the public were encouraged to submit their views, comments and suggestions for consideration by the Task Group.

The final report of the Task Group, which included 20 recommendations in total, was approved by the Board at its meeting on 2nd February 2010 and considered by the Cabinet at its meeting on 3rd March 2010 when the Leader acknowledged the detailed work which had been undertaken by the Task Group together with the excellent quality of the final report. The recommendations were considered in detail by the Cabinet and approximate timescales for implementation of the recommendations, where appropriate were subsequently included in the response which was received by the Board at its meeting held on 30th March 2010.

#### Terms of Reference

The role of the Older People Task Group was:

- To carry out a scrutiny exercise to identify existing services and how they can be accessed.
- To identify any gaps and consider how they can be addressed or signposted to other agencies.
- To identify positive initiatives and make general recommendations for strengthening services offered for Older People and share best practice with partner agencies and the voluntary sector.
- To seek the view of statutory, voluntary and community organisations supporting older people services.

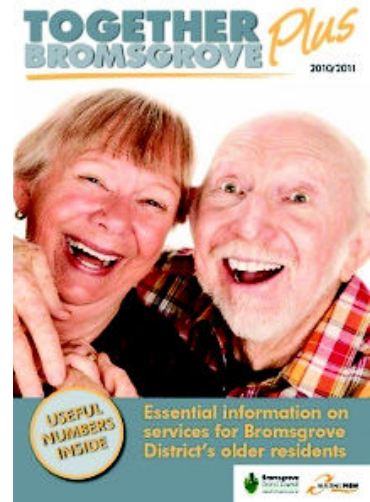
#### Position 12 months On

The Older People Task Group Members reconvened on 9th March 2011 to review what progress had been made over the past 12 months in relation to the recommendations that were approved. The Members of the Task Group felt that it would be helpful if further recommendations were put forward to the Board in order to enhance the work which had already been carried out. This included recommending that the Board included a review of Worcestershire County Council's Older People's Strategy to ensure that this included the views of people at district level and that the Council work more closely with the Older People's Forum on such

projects as a “mystery shopper” exercise specifically aimed at older people’s services.

The minutes of that meeting were considered by the Overview and Scrutiny Board at the meeting held on 5th April 2011, when it was noted that the majority of the recommendations had been completed and that the additional recommendations be carried out.

*One of the recommendations of the Task Group was the creation of an Older People’s Directory, this was successfully launched in October 2010.*



## **Community Involvement in Local Democracy Task Group**

### **Background**

At the meeting of the Overview Board held on 3rd November 2009, it was agreed that a Task Group would be established to consider ways to improve community involvement in the democratic process and preparations for Democracy Year 2010-2011 following completion of a Scrutiny Proposal form by Councillor S. R. Colella.

The final report of the Task Group was approved by the Board at its meeting held on 1st June 2010 and considered by the Cabinet at its meeting held on 30th June 2010 when the 16 recommendations within the report were welcomed, and it was explained that some complemented and extended the work already being undertaken by officers from a number of departments within the Authority and in partnership with colleagues from Worcestershire County Council. Concern was however, expressed regarding the current and forthcoming programme of work to be carried out by officers and the potential impact of the additional recommendations.

The Portfolio Holder for Resources, having discussed the proposals with the Head of Legal, Equalities and Democratic Services was satisfied that in the main, existing projects and programmes could be extended to include the recommendations from the Task Group and that the resources required were largely internal with officer time and activity able to be redirected.

## Terms of Reference

To consider ways to improve community involvement in the democratic process and preparations for Democracy Year 2010-11, including the following objectives:

- To review the information provided to the local community on how local governance works and what councils and councillors do.
- To review the ways in which the Council and its community partners facilitate more active civic participation and community involvement in the democratic process.
- To review the ways in which the Council promotes local democracy, the role of a councillor, how to become a councillor and the activities of elected members to the general public.
- To review the arrangements for Democracy Year 2010-11.

## Position 12 months On

At the Board meeting held on 5th April 2011 Members received a presentation from the Senior Corporate Policy and Performance Officer which highlighted the work that had been carried out in both Local Democracy Week and Democracy Year 2010/11, and which had formed a part of the recommendations put forward by the Community Involvement In Local Democracy Task Group in May 2010.

Local Democracy Week had been timed to lead into the local election and had brought together colleagues from different departments within the Council and external partners, with a particular focus on young people through schools, youth centres and the local college.

The majority of the recommendations from the Task Group had been successfully completed and the Board were informed that an evaluation of the activities which had taken place, would be carried out and those which had been most successful and had the most benefit to the Council would be built upon for future years and it was anticipated that a similar exercise, wherever possible, would be carried out in 2011/12 and 2012/13.

*One of the Task Group's recommendations was that an emblem be designed for the Democracy Year campaign and for it to be used on all communications for the year.*



## JOINT OVERVIEW AND SCRUTINY INVESTIGATION ON THE WORCESTERSHIRE HUB

### Background

The Joint review of the Worcestershire Hub was launched in January 2010. The review was initiated by Worcestershire County Council (WCC) following a notice of motion in June 2009 which noted the increased frustration of residents attempting to access and obtain a response from the Worcestershire Hub. It was considered appropriate to undertake this review as a joint scrutiny exercise because the Worcestershire Hub was a shared service that was utilised by all the local authorities based in the county, though separate Hub branches operated in different parts of Worcestershire. Evidence hearings were held between January and July 2010 with 9 Task Group meetings and site visits.

### Final Report and Recommendations

The former Joint Overview and Scrutiny Board received the final report on the Worcestershire Hub at its meeting held on 23rd November 2010. The report outlined the review of the Worcestershire Hub and made 22 recommendations to WCC Cabinet, including some which related to the County's statutory partners, including BDC. The report was received by WCC Cabinet on 25th November 2010.

### Lessons Learnt re: Joint Overview and Scrutiny Working

At the meeting of the Board held on 23rd November 2010 Members discussed concerns around the process for the consideration of joint scrutiny reports. It was explained that through both the Worcestershire Scrutiny Officers Network and the Chairmen and Vice Chairmen's Network a Joint Scrutiny Protocol was being devised. However, in itself this was proving to be a long drawn out process. It was not clear what process was expected by WCC in this case as no process had been provided or was available.

The Governance of the Worcestershire Hub was very complicated and there had been some confusion amongst Members of the Task Group throughout the process, which had been very difficult in itself as there had been problems in obtaining key information and some of the Members of the Task Group were in fact Members of the Hub Shared Services Governance Board, which appeared to be a conflict of interest. The Board felt that, as a joint scrutiny, the process should not be followed again in the future.

## **CURRENT AND FUTURE OVERVIEW AND SCRUTINY BOARD WORK**

Topics already included on the Board's work programme for 2011/12 are as follows:

- The Corporate Safeguarding Policy (Children and Vulnerable Adults)
- Alcohol and Anti-Social Behaviour
- Shared Services
- Joint Scrutiny in Worcestershire
- Continued Scrutiny of Crime and Disorder

The following are standard items which are reviewed at regular intervals by the new Overview and Scrutiny Board and scheduled into the work programme for 2011/12:

- Quarterly Recommendation Tracker
- Forward Plan of Key Decisions
- Council Plan
- Council Annual Report
- Sustainable Community Strategy
- Sustainable Community Strategy Annual Report
- Performance Management Strategy
- Quarterly Finance and Performance Monitoring Report

## **DEVELOPMENTS DURING 2011/12**

### Overview and Scrutiny Structure

Although it is early days for the changes to the Overview and Scrutiny structure, the signs to date are very positive and the streamlining of the Boards has resolved an area which was often problematic, that of deciding which areas were scrutiny and those which were deemed to be overview.

It has also given Members the opportunity to rationalise processes, such as that of Task Groups and to introduce formal guidelines for “short, sharp inquiries”, which had proved a successful investigation process previously.

### Work continuing

Examples of work which will continue during 2011/12 are:

- Specific **scrutiny training events** for Overview and Scrutiny
- **Improved Call-In Procedure** and Guidance for Members (this is reviewed by the Board annually).
- **Dedicated web pages** for Overview and Scrutiny informing the public what it is all about and how to get involved. It also includes work completed and ongoing and is updated on a regular basis. (Go to [www.bromsgrove.gov.uk/scrutiny](http://www.bromsgrove.gov.uk/scrutiny)) Following the changes to the Board the web pages will receive a full review in May/June 2011.
- **Dedicated email address** for scrutiny for the public to use: [scrutiny@bromsgrove.gov.uk](mailto:scrutiny@bromsgrove.gov.uk)
- **Joint overview and scrutiny working** with other local authorities (e.g. the Worcestershire Hub Scrutiny).
- Good **partnership working** with various agencies who have provided evidence and/or attended meetings as a witness at the Overview and Scrutiny Board.
- After the Cabinet has considered an Overview and Scrutiny Report, the relevant Portfolio Holder attends the next available Overview and Scrutiny Board meeting to present the **Cabinet’s Response** and answer any questions to help build the relationship between Cabinet and Overview and Scrutiny.
- The **Overview and Scrutiny Recommendation Tracker** has been modified in order to provide more outcome based information and to better enable the Board to monitor the implementation of Cabinet approved recommendations.

- Members participation within the **Scrutiny Chairmen and Vice-Chairmen Worcestershire Network**. This gives Members a chance to find out what other Overview and Scrutiny Committees are doing at neighbouring authorities and we are looking to continue this in 2011/12.
- Officer participation within the **Scrutiny Officer Worcestershire Network**. This gives scrutiny officers across the County the opportunity to work together to discuss good practice and different ways of working to help us improve.

## **LOOKING TO THE FUTURE**

### **New Legislation**

#### **The Localism Bill 2010-11**

The Localism Bill was presented to Parliament on 13th December 2010; the Bill had its Second Reading debate on 17th January 2011 and was committed to a Public Bill Committee, and continues to be considered in this arena. It proposes changes to a large number of aspects of local public service provision and in particular greater flexibility in council governance arrangements.

Specific provisions relating to overview and scrutiny can be found in Schedule 2 of the Bill. The Bill seeks to consolidate a wide range of scrutiny legislation into a single place (although provisions relating to crime and disorder remain in the Police and Justice Act 2006). It will replace the relevant provisions in the 2000 Act in full.

#### **The Public Health White Paper**

The Public Health White Paper 'Health Live, Healthy People: Our Strategy for Public Health in England' was published on 30th November 2010 followed by consultations on the funding and commissioning routes for public health and the public health outcomes framework. The consultations run until March 2011 and Worcestershire County Council are already beginning to consider its expanding role in public health and the key role that District Councils could play within that.

### **Final Word**

It is important that it is understood that scrutiny is an essential element of good governance and provides an opportunity for non-Cabinet Members to engage in the work of the Council and help improve outcomes for the people we serve.

There are a lot of good procedures which are now in place for overview and scrutiny and these will be reviewed on a regular basis, particularly in light of new legislation. However, we still have much to do to ensure overview and scrutiny is operating effectively at Bromsgrove District Council and both Members and officers are committed to strengthening and improving the overview and scrutiny function much further.

## **FURTHER INFORMATION**

### Overview and Scrutiny Board Meetings

Overview and Scrutiny Board meetings are open to the public. To find out more visit our website at [www.bromsgrove.gov.uk/scrutiny](http://www.bromsgrove.gov.uk/scrutiny) or telephone 01527 881288 and ask to speak to the Committee Services Officer.

### Public Involvement

If you would like to have your say on issues being considered by Overview and Scrutiny or to suggest a topic for consideration you can email [scrutiny@bromsgrove.gov.uk](mailto:scrutiny@bromsgrove.gov.uk) or complete the form on the Council's website [www.bromsgrove.gov.uk/scrutiny](http://www.bromsgrove.gov.uk/scrutiny)

### Giving Evidence

Members of the public or organisations with a special interest or knowledge about a particular topic being considered by Overview and Scrutiny can put forward evidence to a committee or appear as a witness to give evidence for an investigation. If you think you or your organisation might be able to participate in an issue currently under review, please contact us.

If you have a personal issue with a council service you may find it more useful to contact your local ward councillor who can help you decide the best way to take it forward.

### Contact Overview and Scrutiny

If you would like to find out more about any aspect of the Overview and Scrutiny Board then you can email [scrutiny@bromsgrove.gov.uk](mailto:scrutiny@bromsgrove.gov.uk) or telephone 01527 881288 and ask to speak to the Committee Services Officer.

Further information can also be found on the Council's website. Please go to [www.bromsgrove.gov.uk/scrutiny](http://www.bromsgrove.gov.uk/scrutiny)

**Overview and Scrutiny  
Legal, Equalities and Democratic Services  
Bromsgrove District Council  
The Council House  
Burcot Lane  
Bromsgrove B60 1AA**



**This report can be provided  
in large print, braille, CD, audio tape  
and computer disc.**

"Need help with English?" Contact Worcestershire HUB, Bromsgrove 01527 881288

'Potrzebujesz pomocy z angielskim?' Skontaktuj się z Worcestershire HUB, Bromsgrove, tel.: 01527 881288

"İngilizce için yardıma ihtiyacınız var mı?" 01527 881288 numarayı arayıp Worcestershire HUB, Bromsgrove ile irtibata geçin

"ইংরাজির জন্য সাহায্য চাই?" 01527 881288 নম্বরে উস্টাশায়ার হাব [HUB] ব্রমসগ্রভ [Bromsgrove]-এ টেলিফোন করুন

"ਅੰਗਰੇਜ਼ੀ ਵਿਚ ਮੱਦਦ ਚਾਹੁੰਦੇ ਹੋ?" ਵੁਰਸੈਸਟਰਸ਼ਾਇਰ ਹੱਬ [HUB] ਨੂੰ ਬਰੋਮਸਗ੍ਰੋ [Bromsgrove] ਵਿਖੇ 01527 881288 'ਤੇ ਟੈਲੀਫੋਨ ਕਰੋ

"انگریزی میں مدد چاہتے ہیں؟" ورسیسٹر شائر ہب [HUB]، برومزگرو [Bromsgrove] میں 01527 881288 پر رابطہ کریں



**Bromsgrove  
District Council**

[www.bromsgrove.gov.uk](http://www.bromsgrove.gov.uk)



**EQUALITY  
FRAMEWORK  
FOR LOCAL  
GOVERNMENT  
ACHIEVING**

**Legal, Equalities and Democratic Services**

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## BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

### SHARED SERVICE BOARD

30<sup>th</sup> June 2011

#### 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 Council's.

##### 2. RECOMMENDATION

It is recommended that Members note the progress to date and agree to Task Officers with producing a single business case for the August Board meeting that will identify the benefits and risks associated with moving the remaining services into a shared environment by the end of the calendar year, in so far as this is currently achievable, between Bromsgrove District and Redditch Borough Council

##### 3. SHARED SERVICE AND TRANSFORMATION PROGRAMME – PROJECTS UNDERWAY

###### 3.1 SHARED 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.

###### 3.2 HR & OD (Amber)

Bromsgrove employees TUPE transferred to Redditch Borough Council on 1st March 2011. The posts in the new structure have been assessed through the, yet to be implemented, Redditch Borough Council Job Evaluation scheme by West Midlands Council's. West Midlands Council's were engaged to complete this stage of the process because it is inappropriate for the Officers in this service area to evaluate the posts for their own service area. During the audit of the evaluation a number of issues were identified regarding the use of the Job Evaluation scheme in a Shared Service environment. Further issues have also arisen with respect to the Change Support Strategy in terms of protection periods and the used of existing and proposed salary grades. The combination of these issues has given rise to the delayed implementation of the proposed HR and OD Shared Service structure. A revised timetable has been prepared for consultation on the proposed structure to commence on the 27th June assuming that the above issues are resolved by that time. The team are providing a Shared Service across both authorities. Temporary

staff have been engaged to cover the vacant Training & OD Officer and the Assistant HR Officer posts in the proposed structure.

### 3.3 LEISURE (Green)

The project has reached the implementation phase and the following actions have been completed or commenced.

- All job description and person specs have been completed and reviewed on the job evaluation model, final comment is being received from the external auditor and these will be addressed accordingly.
- BDC staff have transferred under TUPE to RBC employment in line with the business case and host authority arrangements. Formal Staff and Trade Union consultations has commenced with all staff relating to the recruitment and redeployment phase of the project.
- All matters relating to the interview and assessment centre processes have commenced and are on schedule. Work has also commenced within RBC on all service reviews highlighted within the business case that were out side of the Shared Service, these reviews are completed (internal applications) with final interviews taking place for vacant posts on Friday 17th July.
- At this stage it is envisage that the agreed implementation date is 1<sup>st</sup> August.

### 3.4 EMERGENCY PLANNING/BUSINESS CONTINUITY (Green)

3.4.1 The present in-house emergency planning arrangements of the three North Worcestershire Authorities are supported through a county-wide Service Level Agreement with the County Council (WCC) which expires in April 2012. It is therefore timely to review the in-house arrangements and look at alternative ways of delivering the service.

3.4.2 A meeting has been held with the responsible Director at WFDC who is in agreement that there are likely to be benefits in terms of resources and resilience by pursuing Emergency Planning on a North Worcestershire basis.

3.4.3 A PID has been produced and agreed and the business case will be considered by the Shared Service & Transformation Programme Board on 22 June 2011.

3.4.4 In terms of BDC & RBC there is now a single Emergency Planning Team operating with joint Emergency and Rest Centre Plans. Business continuity arrangements are also being looked at with regard to compliance with the relevant British Standard.

### 3.5 CAR PARKS (Green)

3.5.1 The PID for the review of the car parks service is complete. However, given that one of the options for a Shared Service is to work with Wychavon DC, Tim Deakin from WDC gave a presentation to the Bromsgrove Leaders Group (13th April) at which the group agreed the principle of a wider

Shared Service and asked Officers to prepare the business case including the adoption of on street civil enforcement.

3.5.2 Officers have completed the first draft of the business case and are working with Wychavon and the finance teams to finalise the financial model. It is anticipated that this will be reported to the Shared Service Board on 18th August 2011.

3.5.3 It is anticipated the Shared Service will be implemented early in 2012.

### 3.6 BUILDING CONTROL (Green)

Business case on agenda for approval.

### 3.7 LAND CHARGES (Green)

Business case on agenda for approval.

### 3.8 BEREAVEMENT SERVICES (Red)

This was delayed because the initial business case was showing very limited savings. This is due to the small size of the team and also the current processes and procedures that are used by the team. Given that the team are already working as a Shared Service it was decided that the Bereavement Service needs to undertake a formal transformation intervention to look at the service in a holistic way and reduce waste that should lead to sustainable savings for the longer term.

## 4. OVERALL TRANSFORMATION PROGRAMME

4.1 The Transformation Programme commenced within Revenue and Benefits, teams are working closely with Housing due to the many connection links. Introduction sessions for all 4th tier managers have taken place to familiarise them with the systems thinking method. Staff briefings have taken place in early June for staff at both Councils. Introduction sessions for Portfolio Holders, Leaders & Deputy leaders at Redditch Borough Council and Bromsgrove District Council have been arranged for July and early August. Similar sessions will be held for all Members in early August.

4.2 Corporate Management Team attend regular transformation workshops, and are experiencing capturing demand from customers, looking at services first hand and learning more about the systems thinking method and how it works.

4.3 A five day scoping exercise has been completed in Environmental Services to help the team prepare for further transformation work later in the year.

4.4 A stakeholder briefing for our partners, linking in with Revenue & Benefits and Housing is scheduled for 11th July 2011 so we can share our plans for the future and to hopefully get them on board with systems thinking on order to maximise the opportunities.

4.5 We are utilising all communication channels to share as much information as possible with colleagues.

## **5. REVENUES AND BENEFITS**

- 5.1 This is the first area of work that is being looked at through Systems Thinking. Two core teams, one from Revenues and one from Benefits, have visited departments at both councils to listen to customer enquiries (known as customer demand). The teams seek to capture customer demand through listening to phone calls, observing face to face customer enquiries and looking at written correspondence. They have followed these from the beginning, through all the processes and procedures until the customer has received an answer or outcome.
- 5.2 Whilst the work was primarily focused on Revenues and Benefits the overall aim is to improve financial inclusion of our residents – as such the work will touch all areas of the Councils work. With this in mind everyone has had their part to play in the Revenues and Benefits' Transformation project. In order for this to be successful all staff who have been approached to take part have been open, honest and willing to take a short amount of time, to share what they do, their system and their processes.
- 5.3 The Lead on this area of work is Teresa Kristunas and is leading the teams through the processes and dealing with any blockages or issues as they arise. Those involved are being supported by David Neil from IEWM (Improvement, Efficiency West Midlands) who is a specialist in systems thinking and accredited by Vanguard. We are currently holding weekly feedback sessions with Kevin Dicks and will be passing on findings to the Shared Services and Transformation Programme Board as well as colleagues at both Councils via all communication channels.
- 5.4 The teams have now completed capturing data and information and are now looking at re-design and will be experimenting shortly.

## **6 SHARED SERVICES TIMELINE**

- 6.1 Members have approved a timeline for the delivery of business cases that would determine the suitability in each remaining service area for Shared Service delivery. In order that both Councils deliver quality services to its residents it is necessary from time to time to revisit this programme and the extent to which it may need to be reviewed or revised to take account of a changing environment. Officers and Members now have the benefit of experience that historical Shared Service reviews have given and the extent to which any future programme may now need to be revised to take account of this learning.
- 6.2 In addition it is fair to say that both Councils have for some time recognised the value and quality of front line services for residents as the cornerstone of our business and to this end members will be aware that both Councils are working through a programme of transformation that seeks to establish the delivery of each service area from the perspective of the customer. This in turn enables the Councils to ensure that processes and procedures that underpin service delivery are fit for purpose and ensure quality and efficiency are maintained at all times.
- 6.3 As part of the process for managing transformation and Shared Services it is imperative that the impact of this change is assessed and managed at all times and Members and Senior Officers have been clear that wherever possible Officers need to manage the impact of change so as to ensure the best possible standards of service delivery at all times.

- 6.4 In the circumstances it is proposed that whereas previously a staged approach had been planned for officers to explore the extent to which benefits would be realised both operationally and financially from sharing services between the two Councils that a single business case be developed for presentation to the August Board for all remaining services. This would enable transformation to be undertaken more easily with single teams in place, would provide greater certainty for staff (albeit briefly due to the fundamental changes that would be brought about by transformation activity) and would release additional savings more quickly.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The ongoing saving delivered through the single management team was approximately £478k in 2010/11. This saving is estimated to increase in 2011/12 to £548k in 2011/12 following the initial support for implementation that will be required in the Councils.
- 7.2 In addition further savings have been delivered through the implementation of shared services across the Councils. The position for 2010/11 is shown at Appendix A. As a result of the savings that have been made across the Councils services during 2010/11 it has been recommended that reserves are set aside to fund costs associated with the implementation of future shared services and transformation of projects. The initial costs will include severance and set up costs and will ensure that significant savings are delivered in future years to offset the financial reductions in grant settlements that the Council faces over the next few years. In addition the availability of set up funds will ensure that services can be delivered in the most efficient and streamlined way to meet customer needs.
- 7.3 There are a number of Shared Services that have been implemented including Community Safety and Elections that do not realise cash efficiencies but have provided increased resilience and improvement across both Councils. The procurement Shared Service ensures that a joint approach to procurement is undertaken across Worcestershire and other participating Council's to receive maximum savings from the economies of scale. Due to the financial position that the Councils are faced it is anticipated that all future shared arrangements will deliver savings to the Councils.
- 7.4 As part of the budget process estimates have been included for the savings to be realised during 2011/12-2013/14. It is assumed that over £2m can be realised during this period from shared services and transformation to offset the impact on front line services from the Central Government over the spending review period. The recommendation, as included in this report, to deliver the shared services across the Councils as one review will ensure that the savings required can be realised during the period required.

## **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 A joint Corporate Risk Register is being developed for 2011/12 which will address the risks associated with the delivery of the Shared Service and Transformation Programme. These will continue to be monitored as part of the Wider Risk Management considerations at the Audit Board and Audit and Governance Committee.
- 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 B. 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**

There are none directly arising from this report. However, there are likely to be relevant equalities and diversity implications both for service users and for staff arising from the single business case and its details for individual services. It is recognised that there will need to be further consideration of these aspects and the implications for groups with protected characteristics as the detailed proposals emerge for those services yet to be shared. The overall implications of the move to sharing all remaining services on a as proposed within this report will also be discussed as part of the consultation with staff and trades unions.

## **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 The impact of the Shared Service Programme will affect the majority of staff within the organisations and Managers are committed to ensure that any risks of challenge and staff morale are mitigated. The shared HR & OD service will ensure that capacity is available to provide support and advice to staff and legal advice is sought on a regular basis to ensure that the Shared Service proposed changes to staff will not result in a challenge from any staff affected.

- 14.2 There are regular Trade Union informal liaison meetings and staff forums to discuss current progress on the service changes. In addition staff and the Trade Unions are kept fully apprised of proposals including formal consultation and input when developing new structures for delivery of services. This has been the case in all shared services currently implemented and the arrangements have been well received by unions and staff.
- 14.3 The terms and conditions formal negotiation with the unions concluded with the acceptance of a collective agreement. This demonstrated that engaging with the staff and unions would deliver a positive outcome to all involved.
- 14.4 There are a number of policies which are to be presented to Members at both Councils over the next couple of months to incorporate the changes and to ensure that there is a consistent approach to Human Resource policy and procedure across the two Councils.

## **15. GOVERNANCE / PERFORMANCE MANAGEMENT**

New Performance Management arrangements have been streamlined since the last board meeting to reduce duplication within the report.

## **16. LIVE SHARED SERVICES**

16.1 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.

## **16.2 COMMUNITY SAFETY (Green)**

The Community Safety Shared service has been in operation since June 2009. All outcomes and benefits identified in the business case have been achieved and the service is performing well. Implementation and delivery of the Community Safety Shared Service has been 'cost neutral' to each authority with respective Councils operating budgets remaining separate, managed by RBC as the host authority.

## **16.3 ECONOMIC DEVELOPMENT (Green)**

16.3.1 The Economic Development & Regeneration Shared Service for North Worcestershire took effect on 1<sup>st</sup> June 2011 and is now hosted by Wyre Forest District Council.

16.3.2 Ken Harrison, the new Head of Service, held some induction sessions on the day to iron out any immediate issues and he has also visited the Redditch & Bromsgrove offices. The new structure for the service has been the subject of consultation and is now agreed and work has commenced on mapping/allocating staff to the next tier of posts in the structure. Interview dates have been arranged where there is competition for posts and a date has also been set for the first meeting of the Client Management Group.

- 16.3.3 Please note, no benefits realisation summary has been completed, due to services only went live on 1st June 2011.
- 16.4 ELECTIONS (Green)
- 16.4.1 The Elections Shared Service project has now been completed on time and to budget. No savings were identified within the business case as the project was intended to create capacity and service resilience across the two Councils.
- 16.4.2 Status meetings between the two Councils and their respective Returning Officers continue and these were increased during the period of the election to ensure that constant and time critical support was afforded to both Councils at this time.
- 16.4.3 Initial discussions have taken place into the likely structural changes that will occur due to the retirement of the Senior Electoral Officer.
- 16.4.4 As part of the 2010/11 work programme various democratic participation workshops were carried out including 'would be councillor' sessions and interactive workshops with New College in Bromsgrove and Redditch. All of these activities fed into the wider performance measure to increase voter participation.
- 16.5 CT (Green)
- 16.5.1 The ICT Shared Service phase one project has now been completed and is live. All of the stated aims in the business case have been met.
- 16.5.2 The configuration and testing of disaster recovery between BDC and RBC is ongoing. An unscheduled test was performed in late May when ICT staff were informed that three core systems had failed and a disaster recovery situation was underway. The test was very successful with all failed applications and current data being recovered across the new virtual environment. If the test had been real there would have been minimal disruption to service.
- 16.5.3 The ongoing virus issue at RBC has been contained. New antivirus software has been purchased and is being scheduled for rollout at RBC. This will improve the security and virus protection across the whole of the RBC section of the infrastructure.
- 16.5.4 A pilot is underway to test the use of Sun Ray devices on the corporate network. Sun Ray devices replace standard PCs and provide a virtual desktop from the network. Whilst the cost of a Sun Ray device is only marginally less than a standard PC they do not need to be replaced as often. A PC has a usable life of between three and five years. Sun Rays can be used for ten years.
- 16.6 CCTV & LIFELINE (Green)
- 16.6.1 CCTV and Lifeline Shared Service has been completed. The technical works and integration of the two services were completed in June 2010, closing the BDC site on the 9<sup>th</sup> of June 2010 (one month ahead of schedule and within budget). Staffing restructure was completed by July. CCTV, Out of Hours, Business Continuity, Lifeline monitoring, Lifeline Installation and Lifeline administration procedures have been reviewed, revised and harmonized where possible to meet the needs of both authorities. Telecare Services Association (TSA) accreditation has been achieved after a rigorous inspection.

- 16.6.2 Staff training is ongoing. Bromsgrove installation office has now closed with all Officers working out of the Redditch Borough Council Town Hall.
- 16.6.3 Although the service is yet to run for a full financial year, savings against last years budget were £116,663 at Redditch and £59,168 at Bromsgrove with an additional saving of £81,000 already accounted for making the total saving for BDC £140,168.
- 16.7 PAYROLL (Green)
- 16.7.1 From 1st April 2011 Redditch Borough Council Payroll Team undertook to provide a payroll service for Wyre Forest District Council. In order to facilitate this a member of Wyre Forest payroll service was TUPE transferred to the Council. A significant amount of preparatory work was undertaken prior to the 1st April but this did not prevent some IT issues arising at both Redditch and Wyre Forest during 'going live'. This did not prevent the employees and members at Wyre Forest being paid correctly and on time.
- 16.8 PROCUREMENT (Green)
- The share Procurement Service continues to support Officers to use procure processes to generate cashable savings for both authorities. The Procurement Team are currently, in conjunction with Finance Officers, in the process of implementing a new mobile phone contract for Bromsgrove and Redditch that it is estimated will deliver savings of £13.2k against an annual spend of £54k. Working with officers from a range of service areas the Procurement Team are approaching contractors with a view to reducing costs on existing contracts.
- 16.9 CLIMATE CHANGE (Green)
- 16.9.1 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.
- 16.9.2 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. The budget bids for solar panels was successful in Redditch, but not in Bromsgrove. The bids were for £180,000 and £20,000 respectively (an additional £270K is available from housing capital budget, for St David's House and Queens Cottages, which also forms part of this scheme). The bid was much lower in Bromsgrove because the amount of building roof space available is much less (the Depot is the only appropriate site). A meeting has been arranged with the Bromsgrove Finance and Resources Portfolio Holder to discuss the £20,000 bid – which could be significantly increased if members wish.

- 16.9.3 The Government feed in tariff scheme is being changed and the changes are currently being consulted on – we have commented accordingly. These changes have been discussed with the Redditch portfolio holder and will be discussed in a report will go to a special Climate Change Advisory Panel in June on whether the Solar Panel scheme should go ahead, in light of this and concerns raised by a Member, which officers believe they should.
- 16.9.4 Redditch has also had considerable media coverage on our decision to use a heat exchange pipe between the crematorium and the new Abbey Stadium and has now been successful in obtaining a “Green Apple” award. A number of requests to speak at conferences are now being received. We hope to identify innovative opportunities for CO2 reduction as part of the Bromsgrove town centre regeneration and have recently met with the Town Centre Regeneration Manager to discuss opportunities.
- 16.10 ~~POLICY PERFORMANCE AND PARTNERSHIPS (Green)~~
- 16.10.1 The PPP shared service went live on 20 June. The savings target will be exceeded. Design, Print and Post are now being subject to review and it is anticipated that the total savings for PPP as a % of the pay bill will be in the region of 26% possibly rising to 39%. The service has also delivered additional savings, particularly, in Bromsgrove through the reduction of two editions of Together Bromsgrove (£10,000 per annum), and ending of the U Decide project (£10,000 per annum).
- 16.10.2 Despite delivering these significant savings the department has and is delivering the business case objectives. Capacity in the Communications Team is tight and the team have had a very hectic start with the elections, production of the summer editions of Together Bromsgrove and Redditch Matters and a series of awkward press queries and television appearances; however, feedback from Members is very positive and the team are respected by managers.
- 16.10.3 The performance management framework is well established in both Councils, but will see significant change this year as a result of systems thinking.
- 16.10.4 Community engagement activity continues across both councils with Roadshows taking place in Redditch and Street Theatre coming to Bromsgrove shortly. In addition, a number of customer surveys have been produced, as the request of departments to help us track better improving customer satisfaction
- 16.10.5 The equalities agenda is well established in Bromsgrove, but needs an increased focus in Redditch, with more recruitment needed to the Community Forum and as part of this, we need to reach out to some of the more hard to reach communities, particularly, the Pakistani community. The focus on equalities will be around community engagement rather than legal compliance, but the equalities officer does have a role in ensuring that both councils operate within the law.

## WETT SERVICES

### 16.12 INTERNAL AUDIT (Green)

The Worcestershire Internal Audit Shared Service (WAISS) is now fully operational. During the last quarter a new staffing structure for the service was proposed and recruited to. The 2010/11 and 2011/12 Audit Plan have been amended, in agreement with Executive Director (Finance & Corporate Resources) and the Audit Board/Audit & Governance Committee, to reflect to resources available within the new service. Performance of the WAISS is reported to the Audit Board/Audit & Governance Committee.

### 16.13 PROPERTY SERVICES (Green)

16.13.1 The ex-employees from Bromsgrove District Council who had TUPE transferred to Worcestershire County Council under the WETT Property Service were returned to the employment of Bromsgrove District Council on the 1st April following the decision of Council to withdraw from the WETT Property Service.

16.13.2 Redditch Borough Council has continued to participate in the WETT Property Service. The service continues to improve as relationships and a greater understanding of the scope of service requirements develop

### REGULATORY (Amber)

16.13.3 ICT cost benefit analysis data gathering continues with a workshop arranged for the 13<sup>th</sup> June 2011. The aim of the workshop is to begin to finalise recommendations for the WRS management board. ICT procurement will not begin until systems' thinking has been well developed and the cost benefit analysis completed.

16.13.4 Systems' thinking is progressing well. Two 'check teams' have been trained and begun looking at two key work streams, complaints and routine inspections. Staff in the 'check teams' have been taken off line for approximately 3 weeks to undertake the 'check', this may cause a small dip in performance as resources are stretched.

16.13.5 The teams are currently experimenting with the new way of working and developing its approach to 'rolling in' the rest of the staff. Early indications are positive in that the customer experience has improved and that both capacity and capability will be more clearly defined in then future.

16.13.6 Performance measures for the service have been agreed by the Management Board and will now form part of the quarterly performance report to the Joint Committee and Management Board. The performance measures are more outcomes focused, with a move away from the more traditional National Indicators and numbers of inspections etc. It is anticipated that the new measures will be a more accurate reflection of how the shared service is performing.

- 16.13.7 The service also arranged two events for Joint Committee and Management Board members on the 7<sup>th</sup> and 14<sup>th</sup> June. The purpose of these events was to:
- Update attendees on the progress of the WRS
  - Provide a local and national Government context to the Service
  - Transformation. Report on the background, progress and early outcomes of the transformation work
- 16.13.8 Both events were well attended and received numerous positive contents by those attending indicating that the sessions proved beneficial to Members in particular.
- 16.13.9 All staff have now moved into Wyatt House and whilst there have been significant IT challenges; teams are working closer together, much more focused on improving service delivery.
- 16.13.10 Much more needs to be done however to embed systems thinking and complete the transformation of seven different services into one!

### **Project timescales**

- 16.13.11 Following revised dates for the delivery of the transformation work and the subsequent impact this has on the start of the ICT procurement and development process, the project end date has been extended by 3months. The original project end date was March 2012 and this has moved to June 2012. The high-level project plan provides the new timeline.
- 16.13.12 This change has been presented and approved by the 8<sup>th</sup> June WRS Mgt Board.

### **Risk**

- 16.13.13 There is a potential risk to the delivery against the Year 3 (2012/13) business case benefits due to the change in project completion date from March 2012 to May 2012.

### **Mitigation**

- 16.13.14 The service has already increased the resource team supporting the transformation work stream to increase the pace of this work.
- 16.13.15 The initial stages of the procurement process to be brought forward by 3-months to July 2011 (originally September 2011). This should allow the project to make time back on the ICT & Transformation work stream plan and subsequently mitigate the risk on the overall project timescales.

**17. OTHER IMPLICATIONS**

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

**18. WARDS AFFECTED**

All.

**19. APPENDICES**

- Appendix A Financial Summary - Shared Services - Estimate 2010/11 (Qtr 4)
- Appendix B Risks
- Appendix C Live Shared Services – Benefits Realisation Summary
- Appendix D Shared Service/Transformation Projects Underway

**BACKGROUND PAPERS**

Shared Services Papers.

**Kevin Dicks**  
**Chief Executive**  
**Bromsgrove District and Redditch Borough Council**

**Financial Summary - Shared Services -  
2010/11**
**April - March 2010/11 - Quarter 4**

	Budget 2010/11			April - March 2010/11	Variance £'000	Comments
	Bromsgrove £'000	Redditch £'000	TOTAL £'000	Actual £'000		
-						
<b><u>Cashable Savings</u></b>						
-						
Single Management Team	247	213	460	478	18	Additional savings due to posts not filled immediately
Loss : Transitional Support costs	-65	-65	-130	-75	55	Transitional Support Costs underspent
<b>Net Savings from single management team</b>	<b>182</b>	<b>148</b>	<b>330</b>	<b>403</b>	<b>73</b>	
<b><u>Other shared services savings</u></b>						
-						
Payroll	48	17	65	65	0	Share based on number of payslips / additional income received 2011/12 due to providing service for Wyre Forest
CCTV & Lifeline	81	202	283	283	0	Share based on number of units / cameras at each Council
ICT	63	63	126	126	0	Share based on staffing savings and reduction in contract prices due to shared arrangements

Abandoned Vehicles Joint Contract	6	6	12	12	0	The commissioning of a joint contract has saved the Councils due to the economy of scale in the contract price
Insurance Joint Contract	70	78	148	148	0	The commissioning of a joint contract has saved the Councils due to the economy of scale in the contract price
<b>Savings/ costs (-) from Other Shared Services</b>	<b>268</b>	<b>366</b>	<b>634</b>	<b>634</b>	<b>0</b>	
<b>Overall position - cashable savings</b>	<b>450</b>	<b>514</b>	<b>964</b>	<b>1,037</b>	<b>73</b>	
<b><u>Non Cashable Savings</u></b>						
Pages Web Developer	19	19	38	38	0	Based on the Councils sharing a web developer and reducing costs to each Authority
Procurement	26	26	52	52	0	The procurement advisor has been in post on a shared basis for 3 years and has delivered significant savings to each Council
Dog Warden joint contract	11	11	22	22	0	The commissioning of a joint contract has saved the Councils due to the economy of scale in the contract price
Joint Sustainability Officer	15	15	30	30	0	Sharing a climate change/sustainability officer has delivered an improved service at reduced cost
<b>Non Cashable Savings</b>	<b>71</b>	<b>71</b>	<b>142</b>	<b>142</b>	<b>0</b>	
<b>Overall position</b>	<b>521</b>	<b>585</b>	<b>1,106</b>	<b>1,179</b>	<b>73</b>	<b>Additional Savings generated 2010/11</b>

## RISKS

## APPENDIX B

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 and with the proposal to condense the programme officers have been requested to identify any further support needed.
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 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 regular staff forums have been held and will continue to be undertaken to discuss the shared service arrangements and the support being made available to them during the transition period.
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. The feedback from the unions during the consultation periods has been positive with areas of further involvement discussed openly and addressed.
6.	Downturn in performance during implementation.	3	4	12	The Corporate Management Team will review on a regular basis the performance across the Councils to ensure any downturn does not have a detrimental impact on the customer or community need. With the proposed reduction in the timeline managers will review critical business service areas and consider additional capacity and backfill for posts if a need is identified.
7.	Cultural differences between the two Councils	1	3	3	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	1	2	2	The majority of terms and conditions were included within the collective agreement that was implemented on 1 <sup>st</sup> June 2011. A review of call out and standby will be undertaken during 2011/12 which will mean all T&Cs are harmonised.
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.
10.	Potential conflict with WETT work	1	1	2	There are no future WETT arrangements planned. The shared services will work alongside any current WETT service models.

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	Regular monitoring of savings will be undertaken for officers and members. The proposed reduction in the timeline will mitigate the risk of slippage in the delivery of savings.
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.

**LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY**

a. Community Safety

<b>Expected Results (as per business case) Outcomes and Benefits</b>	<b>Actual Results to date</b>	<b>Commentary (explain any differences)</b>
Enhanced service delivery to secure high levels of customer satisfaction.	Achieved – a number of high profile initiatives and projects have been delivered in both districts; with partners, elected members and customers both external and internal expressing high levels of satisfaction with the delivery of the service	
Deliver strategic excellence across the two Districts.	Achieved – Both districts now have a regular and consistent strategic presence at County and regional level through representation of the Joint Service Manager. Discussions are currently being undertaken regarding the strategic community safety partnerships across the County.	
To build resilience within the two Districts against a new regime of grant funding at a district level.	Achieved – Shared service has allowed the mainstreaming of posts in both districts, reducing reliance on grant funding building resilience within the both district areas	
Develop the sharing of commissioning, data and expertise.	Achieved – Sharing of information, expertise and project ideas takes place on a regular basis across both districts the first joint funding bid to the home office was successful with a grant of £15,000 awarded.	

Create the building blocks for a potential future merge of the Community Safety Partnerships and a wider shared service delivery model.	Achieved – Initial discussions have begun with both partnerships with a renewed interest in scoping the potential for a North Worcs. CSP. The Countywide Safer Board is undertaking an options appraisal regarding possible opportunities/options for the future.	
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**Key Performance standards** *(where available)* **Not applicable to the Community Safety shared service business case however the Head of Community Services is currently developing measures to allow members to assess performance.**

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	
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**NOTE: All performance reported via CSP and available if required.**

### Overall Performance Summary and Issues for the Board

<p>Include here other benefits that have been achieved that weren't identified as part of the business case</p> <p>Despite being the one of the first teams to go through Shared Service and the first service to maintain an operational presence in both authorities, overall performance has been exceptional. The team has adapted quickly and continues to perform at a consistently high level.</p>
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## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### b. CCTV/ Lifeline

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Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
Enhanced service delivery to provide high levels of customer satisfaction.	<p>A thousand customers were randomly selected and asked to respond to our customer satisfaction survey. We received 376 questionnaires back. The results were very favourable;</p> <p>When asked "Overall are you satisfied with the quality of the Lifeline Service?" 99% responded satisfied or very satisfied.</p> <p>99% were satisfied or very satisfied with the help they had received in an emergency.</p> <p>99% were satisfied or very satisfied with the speed at which the call was answered.</p> <p>98% thought the service was value for money.</p> <p>Installation of Lifeline equipment.</p> <p>We aim to fit 9 out of 10 urgent installations within 2 days; this target was achieved through out the year.</p> <p>All non-urgent installations were achieved within the target of 10 working days.</p> <p>After installing 467 Lifeline machines in the last 12 months when surveyed;</p> <p>100% were satisfied with the quality of the service they had received at installation.</p> <p>100% were satisfied with the speed of the response to their request for an appointment.</p> <p>100% thought the staff were helpful and 95% thought the service was value for money</p>	
To ensure high service standards are provided to partners.	We have strengthened our Partnership with the Police inviting the Inspectors from the Bromsgrove, Redditch and Wyre Forest to view the Monitoring Centre and make	

	<p>improvements to our practices. This has resulted in streamlined evidence collection procedures, a donation of 1000 DVD's from the police, and communication at a higher level. By attending CDRP tasking in both RBC and BDC we are able to give a consistent approach across both authorities.</p> <p>The shared service has also allowed us new opportunity and recognition as strong partner with social service, the joint commissioning team and the PCT. We have been invited to participate in 2 Telecare pilot projects for falls and intermediate care.</p>	
<p>To build resilience within the two Districts against future funding regimes addressing particularly grant funding through Supporting People, Worcestershire County Council commissioning and the personalisation agenda.</p>	<p>Funding for the service from Supporting People is currently under review and Supporting People have decided to go through a tendering process for Call Alarm services where dispersed units are in place (individual units that plug into the service users telephone line). They plan to imbed Telecare into support packages at the initial stage, and this will result in many more service users. Redditch Borough Council will be tendering for this business however we plan to explore the options for working together with Worcestershire Telecare, an organisation based in the South of the county and possibly offer a County wide service to the County Council.</p> <p>Detailed business risk analysis will be carried out in due course.</p>	
<p>The revenue savings (salaries only) are proportioned 60% RBC (£176K), and 40% BDC (£116K).</p>	<p>The shared service has not yet completed a full financial year; therefore the complete budget picture is not yet clear. However savings against last years total (not just salaries) budget were £116,663 at Redditch and £59,168 at Bromsgrove with an additional saving of £81,000 already accounted for making the total saving for BDC £140,168.</p>	

**Key Performance standards** (where available)

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	

**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

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The shared service is now hosted at Redditch Borough Council, and services formally provided by the Control Room at Bromsgrove District Council are provided at the modernised RBC location, within the Town Hall. The shared services include CCTV monitoring, Lifeline Installation, Lifeline call handling, both councils 'out of hours' emergency contact service and a key role in the emergency plan.

The Monitoring Centre service restructure was carried out in June 2010 resulting in a profiled shift pattern to meet the peaks and troughs of the day, having four operators in post and the busiest times and only two operators on the quieter nights.

The new service began at 2pm on the 9<sup>th</sup> of June one month ahead of schedule. The switch over was seamless and service continuity maintained.

As part of the improvements made the control equipment for the CCTV images has been modernised enabling Operators to instantly review footage of incidents that have occurred. All incidents that occur are captured within the new electronic incident manager system called VTAS, enabling statistical information to be produced.

All operating procedures for CCTV have been reviewed and rewritten to reflect the new equipment. All Lifeline procedures have been reviewed and amended to harmonize the operational practice and meet the 2009 Telecare Services Association (TSA) Code of Practice. Staff have been trained on the new procedures.

The Lifeline Installation teams from RBC and BDC and all staff are now based at Redditch Town Hall. Procedures to harmonise the service across both authorities are now underway.

Accreditation was achieved following a rigorous TSA audit in January 2011, this was a brilliant achievement in a short space of time.

The branding and mission statement has been developed in consultation with service users and other interested parties. The Mission statement **“NEW Lifeline supporting independent living, providing peace of mind to service users and their families 24 hours a day.”** Was arrived at capturing the Service User requirement. The name ‘NEW Lifeline’ was chosen for two reasons; **North East Worcestershire** and the fact that we are **new** service, and keeping ‘Lifeline’ to ensure recognition and maintenance of the excellent reputation both Redditch and Bromsgrove Lifeline have built up.

Through out the shared services project customer standards were maintained, performance indicators were achieved and targets accomplished.

The monitoring centre has taken over 75,000 Lifeline calls in the last 12 months. Within this number, Operators have dealt with around 2500 medical emergencies, over 2000 calls where the service user was requesting other help and support, 1300 calls where the service user was unable to respond and the operator had to investigate urgently, over 4000 fire alarm/smoke detector activations (including tests), made and received over 28,000 test calls and 10,000 false alarms. (Other types of call operators receive include door entry requests, information exchange, support officers and other staff logging in and out, auto alarms for low batteries etc, lone worker calls.)

We currently have 5282 homes connected to Lifeline across Redditch (3024) and Bromsgrove (2258).

The shared service CCTV Monitoring centre now covers Redditch Town Centre, Headless Cross, Batchley, Matchborough centre, Winyates centre, Woodrow, Bromsgrove Town Centre, Rubery, Aston fields, Alvechurch, Hagley, Barnt Green, Wythall, Kidderminster Town Centre, Stourport and Bewdley, and we have developed a proactive monitoring time table to ensure that all areas are monitored through out the day.

CCTV monitoring centre procedures have been rewritten to reflect new equipment and harmonise processes following shared services.

Since June 2010 Operators have recorded 4513 incidents. This includes where operators have been asked to look for an incident occurring or a suspect, review footage where an incident may have occurred previously, have spotted suspicious behaviour, or seen an incident occurring that they have reported to the police.

## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### c. Electoral Shared Services

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
<p>To deliver a High Quality Service with Good Customer Satisfaction</p>	<p>The Electoral Shared Service has now been operating for over 12 months and has successfully delivered Local elections to both Councils.</p> <p>As part of the Election for the 2011 District Elections BDC delivered the postal voting element for RBC on site at Bromsgrove. This process was very successful and released time and capacity for Redditch during the election period.</p> <p>Both Councils benefitted from the delivery of additional electoral support through their respective Customer Service Desks and this provided the customer with timely and easily accessed information regarding all aspects of the Electoral registration and Election day detail.</p> <p>Both Bromsgrove and Redditch have benefitted from a wide range of democratic participation work over the 2010/11 period included 'Would be Councillor Days' and Democratic Participation workshops through New College.</p>	
<p>To Deliver Strategic Excellence across two Councils</p>	<p>The Electoral Commission Inspection in October 2010 revealed that the service was operation above the National Standard and identified best practice standards in relation to both Councils integrity checks.</p>	

	<p>Other Councils have sought advice and help from the electoral team over the past year in relation to shared services in Electoral functions and a study into the dissolution of Parish Councils included a positive review of the exercise carried out in Bromsgrove to dissolve a Parish Council in 2010.</p> <p>Extensive work has been carried out on both Councils websites for Electoral Services and it is fair to say that other Councils are now choosing to replicate this work. The shared service environment has given rise to additional expertise in this area that both Councils have benefited from.</p>	
Build Resilience and develop increased capacity	<p>The ability for Bromsgrove to host the delivery of the Redditch element of the postal voting demonstrated the strength that has been created as part of the shared team and a realisation of benefits under the shared service arrangements. Both Councils have been able to make financial savings which have been identified as part of the end of year return for 2010.</p> <p>In addition the service provided to the customer has improved and the response times to customers with electoral queries improved dramatically as a result of the work done with both Councils Customer Service Desks.</p> <p>The Electoral Officer has been undertaking training with the AEA for one year now and has been able to produce specialist papers on postal voting and other aspects of electoral work – gaining distinctions – this education is enabling the team to continue to provide resilience through the shared service. In addition it is intended that the service review will provide yet further training capacity to the team.</p>	

Manage an increased monitoring regime effectively	The shared environment has enabled both Councils to reach the highest standard in most categories of the Electoral Commissions Performance Indicators and has enabled both Councils to develop a plan that will meet all of these within the Registration and Elections indicator sets.	
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**Key Performance standards** (where available)

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	
Page 75	Electoral Turnout	37.4%								
				Increase Trend	44.7 %		Increase Trend	38.8 %		Electoral Turnout for 2010 was 63.1% but in RBC due to the Election being combined with a Parliamentary. In 2009 the turnout was 35.4% and combined with a European and County Council Election. In terms of a like for like comparison it is difficult to ascertain with elections by thirds but it would suggest an increase based on the 2009 turnout figures.

**Overall Performance Summary and Issues for the Board**

Bromsgrove hosted and delivered the postal voting element of the Election for Redditch during the Local Elections in 2011. This has created additional savings that were not identified as part of the original shared service business case.

## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

d. ICT

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary
Upgrade Infrastructure at RBC to match that at Bromsgrove. (including virtualisation)	<p>Upgraded RBC core network infrastructure to the same standard as BDC. This has facilitated the development of a single ICT support team and a single IP address structure.</p> <p>Implemented a virtual server environment. The new environment has improved disaster recovery for all major business applications at both RBC &amp; BDC. It has also provided a more stable server environment. However, some work is still required to remove obsolete legacy servers from the RBC infrastructure.</p> <p>Orders have been placed for a new telephony system for BDC/RBC and Wyre Forest. A project board has been established for the implementation.</p> <p>A pilot using Sun Ray devices is underway at RBC. Sun Rays are used to provide a virtual desktop instead of using a standard PC to access applications.</p>	
Team re-structure	The restructure has been completed.	
Bring together Internet and Email monitoring devices.	This has been completed and has realised savings of £10,850 as stated in the business case.	
Joint procurement of standardised services.	Joint procurement is taking place between BDC and RBC.	Savings of £2000 as stated in the business case have not been

		realised due to the small quantities of equipment purchased.
Link the two separate email and calendar systems.	This has been completed as stated in the business case	A joint email address for staff has also been implemented for BDC/RBC.
Standard approach to helpdesk services.	A standardised helpdesk service has been implemented.	The saving of £25,000 as stated in the business case has not been realised as RBC did not have a helpdesk system prior to the shared service. Additional costs were incurred to deliver this service improvement.

**Key Performance standards** (where available)

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	
ICTLPI2.1	No of helpdesk calls	70 pw	N/A	60 pw	100 pw		N/A	200 pw	N/A	Previously RBC had no helpdesk system so there is no PI data for this indicator. More helpdesk calls are being reported as major changes to the infrastructure are made. It is anticipated that these numbers will fall as further improvements are made and the infrastructure stabilises after the period of implementation.

**Overall Performance Summary and Issues for the Board**

<p>Include here other benefits that have been achieved that weren't identified as part of the business case</p> <ul style="list-style-type: none"> <li>• Backup software has been upgraded and procedures improved to ensure regular backups are taken of corporate data.</li> <li>• A Storage Area Network (SAN) has been installed at RBC to increase capacity for data storage.</li> <li>• Server room monitoring devices for heat and moisture have been installed at RBC after a serious air conditioning failure in the server room</li> </ul>
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**LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY**

e. Internal Audit

<b>Expected Results (as per business case) Outcomes and Benefits</b>	<b>Actual Results to date</b>	<b>Commentary (explain any differences)</b>
Greater resilience due to increased scale of operation and access to a greater knowledge base.	New structure introduced from 1 <sup>st</sup> April 2011. Too early to report on the impact of new structure together with revised working practices.	
Reduced costs of Internal Audit for 2011/12.	Too early to report.	

**Key Performance standards** *(where available)*

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	
	Delivery of Annual Audit Plan.									Performance reported to Audit Board / Audit & Governance Committee.

**Overall Performance Summary and Issues for the Board**

Financial savings are planned for 2011/12, due to a review of the Annual Audit Plan.
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## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### f. Payroll

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
Low level of financial savings estimated.	Too early to report. The Service only went live on 1 <sup>st</sup> April 2011.	
Greater resilience.	The Payroll team increased by 1 knowledgeable FTE. This will permit the service to be better placed to implement job evaluation for Redditch, deal with changes to terms and conditions at both Redditch and Bromsgrove and to implement in conjunction with HR and OD the Chris 21 Kiosk service. The kiosk will permit electronic processing. The extra member of staff also provides back up for the Bromsgrove and Redditch Payrolls.	

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### Key Performance standards *(where available)*

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	
	To be developed.									Performance reported to Audit Board / Audit & Governance Committee.

## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### g. Policy, Performance and Partnerships

Expected Results (as per business case)	Actual Results	Commentary (explain any differences)
<b>Costs (revenue &amp; Capital)</b>		
£77,000	£83,000	Policy Officers were costed at grade 8, but evaluated at grade 7.
£11,000	£16,000	Policy Officers were costed at grade 8, but evaluated at grade 7.
<b>Outcomes and Benefits</b>		
<ul style="list-style-type: none"> <li>Reduced costs whilst retaining service resilience and delivery.</li> <li>A small strategic planning capacity at the centre of both councils that ensures the correct identification of priorities and service alignment to achieve this.</li> <li>A small information function e.g. quality of life statistics, community engagement and performance data, that helps identify the strategic issues facing each council.</li> <li>A small performance function that ensures appropriate performance information is reported to Members and CMT to enable them to manage both councils.</li> <li>Assurance that data used by senior Members and the Chief Executive is reliable.</li> <li>Improved local strategic partnership</li> </ul>	<p>Exceeded. Capacity in communications is very tight.</p> <p>Achieved, but would query whether is now required given purpose, lead and lag sit with Transformation. Possible role around “planning for the future”.</p> <p>Achieved. Recruitment to vacant community engagement post needs careful consideration, as may need more focus on handling statistics than actual engagement, particularly, given potential loss of community safety analyst role. Residual function of one post.</p> <p>No longer applicable as data likely not be reported (see previous point) and data integrity the responsibility of departments.</p> <p>Achieved, but too earlier to determine</p>	<p>Despite having just gone through a review, PPP needs further consideration in terms of purpose as its role is changing.</p>

<p>working, particularly, at Redditch to ensure continued focus on health inequalities and educational attainment.</p> <ul style="list-style-type: none"> <li>• Co-ordinated community engagement work across both councils that is used to inform decisions.</li> <li>• A single smaller communications unit that promotes the council and engages staff.</li> <li>• A small policy support function to interpret new policy for both councils.</li> </ul> <ul style="list-style-type: none"> <li>• Reduced CO2 emissions and adaptation to climate change where appropriate.</li> </ul> <ul style="list-style-type: none"> <li>• An in-house printing and design function (subject to review in 2011/12).</li> <li>• A solution that is more resilient for both councils.</li> <li>• A solution that provides a strong basis for approaching other councils about an expanded service.</li> </ul>	<p>whether the LSP Manager role will deliver on this agenda. Long term agenda. A systems approach to LSP probably required.</p> <p>Partially achieved, need to review need for a community engagement strategy/policy.</p> <p>Achieved, but capacity very tight.</p> <p>Achieved.</p> <p>This has been in place now for almost two years. See commentary in body of report. Each council on it's on would not have been able to fund a Climate Change Officer, but together we can and the benefits are clear.</p> <p>Subject to review now using systems thinking approach.</p> <p>Achieved.</p> <p>Possible, but no plans to do so at present. Wyre Forest were approached during review.</p>	
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**Key Performance standards** *(where available)*

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	
NI185	CO2 emissions from Council buildings.									CJ
Local	% of positive press coverage (RBC).									AW
Local	% of positive press coverage (BDC)									JC

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**Overall Performance Summary and Issues for the Board**

The Climate Change Officer has benefited from having stronger links with policy and communications.

## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### h. Procurement

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
Savings realised from joint and individual procurement activities. Savings of £100k have been built in to base budgets.	During the last year the team have assisted officers in delivering savings in excess of £540k.	

### Key Performance standards *(where available)*

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	
	N/A									

### Overall Performance Summary and Issues for the Board

An agreement has been signed by all the Chief Executives of the Worcester District Councils to formerly collaborate in delivering savings and efficiencies by collaborative procurement.

## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### i. Property Services

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
5% savings on budget / BDC	£11k Costs.	Savings not achieved due to division to withdraw from the WETT Property Services.
5% savings / RBC	£33k Costs.	

### Key Performance standards *(where available)*

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	
	N/A									The service to be delivered is specified in an SLA and Annual Service Plan.

### Overall Performance Summary and Issues for the Board

Redditch Borough Council have already benefited from the access to wider technical expertise that exist within a larger organisation.

## LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

### j. Worcestershire Regulatory Services

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
<b>Service improvements &amp; increased efficiency</b>		
Improved delivery to customers: <ul style="list-style-type: none"> <li>• Better position to meet customers' needs</li> <li>• Reducing avoidable contact</li> <li>• Improve buy-in from local Members through the joint committee</li> <li>• Reducing the burden on business by avoiding duplication of inspections</li> <li>• Improved performance</li> </ul>	Transformation work now underway with support from Vanguard. Results expected within the six month period from Mar 2011 – Sep 2011.  Joint Committee established in June 2010. Meetings held quarterly and scheduled throughout 2011.	
Resilience <ul style="list-style-type: none"> <li>• Improved capacity – recruiting of key staff &amp; sharing of resources</li> <li>• Improve career structure &amp; personal development</li> <li>• Improved partnership working</li> <li>• Improve morale</li> <li>• Improve competence and skill base</li> </ul>	New structure in place and resources being shared around County.  Work has begun on developing a core competence framework that will increase skills and personal development.	
<b>Cost saving &amp; ROI</b>		
Cost reduction through efficiencies <ul style="list-style-type: none"> <li>• Home working /reduced commuting time</li> <li>• Eliminate duplication, overlap &amp; rationalisation of processes &amp; working practises</li> <li>• Increased funding opportunities</li> </ul>	Flexible & Mobile Working Environment pilot from October 2010 to December 2010. Pilot to be extended following completion of move to Wyatt House on 1 <sup>st</sup> July.	
Economies of scale <ul style="list-style-type: none"> <li>• Rationalisation / re-use of estate</li> <li>• ICT integration</li> <li>• Reduced management/support costs &amp; overheads</li> </ul>	Move to Wyatt House underway. Planned completion date 1 <sup>st</sup> July 2011. Cost Benefit Analysis to inform direction of ICT procurement for WRS completed	ICT strategic approach still to be agreed. Want to avoid developing an IT system for WRS that restricts options for greater integration across County at a later stage.

<b>Centralised service delivery</b>										
Consistent approach to service delivery <ul style="list-style-type: none"> <li>Uniform process for "routine" regulatory work (where possible through the Hub)               <ul style="list-style-type: none"> <li>Policy alignment (customer perception is the key driver – common policy framework needs to have flexibility to meet local needs)</li> <li>Improvement in compliance</li> <li>Consistent delivery</li> </ul> </li> </ul>			Will be shaped over the coming months as a result of 'systems thinking'.				Outcomes of 'Systems Thinking' approach to transformation may result in variation to service delivery in some areas based on local needs.			
Standardised performance, quality, policy & processes <ul style="list-style-type: none"> <li>Consistent approach to clients</li> <li>Political acceptability</li> <li>Enhance reputation (aid for recruitment &amp; retention of staff)</li> <li>Reduction in incidents of failure through efficiency</li> <li>Greater influence on regional and national agenda</li> <li>Standardisation of charges and fees</li> </ul>			WRS has achieved significant influence at a national and regional level with national regulators such as FSA, EA and LBRO which is helping shape WRS policy and approach.				Processes may vary in some areas depending on local need.  Fees and charges will be standardised from a WRS perspective but may vary for those where there is a local authority element that needs to be added i.e. legal input into licensing.			
Business transformation <ul style="list-style-type: none"> <li>Minimise geographic boundaries between services to customer</li> <li>Minimise political boundaries between services to the customer</li> <li>Shared resources – people, processes &amp; systems</li> </ul>			Systems Thinking approach adopted by the service, with the support of Vanguard. Work started in February 2011 to September 2011							

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**Key Performance standards** *(where available)*

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	

**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.

**SHARED SERVICE/TRANSFORMATION PROJECTS UNDERWAY**  
**(HIGHLIGHT REPORTS FOR AMBER AND RED STATUS PROJECTS)**

<b>Project: Worcestershire Regulatory Service – Shared Service Project</b>			
<b>Calendar Week ending:</b>	21/06/11	<b>Report prepared by: Ian Edwards</b>	
<b>Overall status: Red/Amber/Green</b>	Amber	<b>% Complete:</b>	55%
<b>Project Start</b>	March 2010	<b>Projected Completion</b>	May 2012
<b>Summary position:</b>			
On schedule to deliver the Y2 (2011/12) business case benefits. Risk flagged with the WRS management board on the potential impact on Y3 (2012/13) savings due to extending the project end date from March 2012 to May 2012.			
<b>Planned activities for this week</b>		<b>Progress against those planned activities</b>	
<i>Key tasks:</i> 1. <i>ICT cost benefit analysis workshop (15<sup>th</sup> June) feedback and revised terms of reference.</i>  2. <i>Move to Wyatt House complete 1<sup>st</sup> July 2011.</i>		1. <i>On track for 24<sup>th</sup> June 2011</i>  2. <i>On track for 1<sup>st</sup> July 2011.</i>	
<b>Other progress for this week</b>			
Systems' thinking is progressing well. Two 'check teams' have been trained and begun looking at two key work streams, complaints and routine inspections. Staff in the 'check teams' have been taken off line for approximately 3 weeks to undertake the 'check', this may cause a small dip in performance as resources are stretched.			
The teams are currently experimenting with the new way of working and developing its approach to 'rolling in' the rest of the staff. Early indications are positive in that the customer experience has improved and that both capacity and capability will be more clearly defined in then future.			
-			
<b>Planned activities for next week</b>			
-			
<i>Key milestones</i>		<i>Status</i>	
1. 30/06/11 Move to Wyatt House complete		1. Green	
2. Transformation – early findings from check phase to be presented to Joint Committee on 23 <sup>rd</sup> June.		2. Green	
3. Piloting of re-designed workflow for dealing with complaints to begin in June.		3. Green	

<b>Risks, issues and concerns</b>	<b>Mitigating Action</b>
<p>1. Project end date extended from March 2012 to May 2012. Timescales for the completion of the transformation phases is now September 2011. As the potential ICT procurement, design and implementation is dependent on the completion of the transformation piece, the project has flagged a potential risk to Year 3 savings.</p>	<p>Exception report for the change in project dates presented to the 11<sup>th</sup> May WRS management board. Risk accepted and mitigating action outlined below.</p> <p>The service has already increased the resource team supporting the transformation workstream to increase the pace of this work.</p> <p>The initial stages of the procurement process to be brought forward by 3-months to July 2011 (originally September 2011). This should allow the project to make time back on the ICT &amp; Transformation work stream plan and subsequently mitigate the risk on the overall project timescales.</p>

**Summary of Project Benefits (*provide detail on project benefits, expected outcomes etc*)**

*Key objectives as described within the WRS detailed business case v10.0:*

- 1. Service improvements and increased efficiency*
- 2. Cost saving and return on investment*
- 3. Centralised service delivery*

**Revenue budget as being reported to the 23<sup>rd</sup> June Joint Committee**

Summary budget	Summary projected outturn	Summary projected outturn variance
<b>5,958</b>	<b>5,357</b>	<b>-601</b>

**Capital budget as being reported to the 23<sup>rd</sup> June Joint Committee**

£'000	Business case total estimate	Budget 2010/11	Projected spend	Variance
Total	<b>1,537</b>	<b>711</b>	<b>101</b>	<b>-610</b>
Capital grants	-270	<b>-200</b>	<b>0</b>	<b>200</b>
<b>Total to be funded by partners</b>	<b>1,267</b>	<b>511</b>	<b>101</b>	<b>-410</b>

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