

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICES BOARD

9th December 2010

PROGRESS REPORT

1. SUMMARY

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

2. RECOMMENDATION

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

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

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

3.2 Specific updates are as follows:

3.2.1 Elections

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

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

3.2.2 ICT

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

- a. The new Service Desk system for logging issues has now been implemented at RBC.
- b. The transfer of core systems onto the virtualised platform is continuing to progress well and is on track for completion by the end of December.
- c. The majority of data lost due to the air conditioning failure has been recovered and access provided to affected staff. A new backup system has been purchased and is being installed at RBC. This will mitigate the risk of data loss in future.
- d. The design and configuration of the corporate network is continuing with the installation of the wireless network at RBC Town Hall.
- e. A single domain name (bromsgroveandredditch.gov.uk) will be implemented at both Councils by the end of 2010 to establish a single email service. The email addresses at both Councils will be changed to name@bromsgroveandredditch.gov.uk. After discussion it has been decided that Members addresses will not be affected.
- f. In addition to the items outlined in the ICT shared service business case other work between the two councils is progressing as follows:
 - i. Disaster Recovery – Configuration and testing of data migration and recovery is ongoing and will continue inline with the virtualisation of servers.

3.2.3 CCTV/Lifeline

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

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

3.2.4 Payroll

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

3.2.5 Procurement

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

3.2.6 Climate Change

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

4. FUTURE SHARED SERVICE & TRANSFORMATION PROGRAMME

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

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

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

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

5. PROGRESS UPDATE

OTHER SHARED SERVICES BETWEEN BROMSGROVE AND REDDITCH COUNCILS

5.1 North Worcestershire Economic Development Service

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

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

The Implementation Plan also covers the following aspects.

HR/Personnel Arrangements

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

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

Financial Arrangements

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

Governance/Legal Arrangements

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

Accommodation

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

ICT

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

Risk Assessment

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

5.2 Emergency Planning/Business Continuity

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

OTHER SERVICE REVIEWS

5.3 Environmental Services

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

6. WORCESTERSHIRE ENHANCED TWO TIER WORK (WETT) PROGRAMME

6.1 Regulatory Services

Key achievements so far:

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

6.2 Audit

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

6.3 **Property**

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

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

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

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

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

7. **FINANCIAL IMPLICATIONS**

- 7.1 The ongoing saving delivered through the single management team is £330k in 2010/11 arising to £450k in 2011/12 following the initial support for implementation that will be required in the Councils.
- 7.2 It is estimated that £964k will be delivered through shared services and joint working in 2010/11 - £450k Bromsgrove, £514k Redditch. This is reported to the Board on a quarterly basis (next update February 2011) and current estimations assume that this will be achieved.
- 7.3 The services shared for Community Safety and Elections do not realise cash efficiencies but have provided increased resilience and improvement across both Councils.

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

8. LEGAL IMPLICATIONS

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

9. COUNCIL OBJECTIVES

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

10. RISK MANAGEMENT

10.1 None arising directly from this report however it is envisaged that the approach to Risk Management will operate at 2 levels:

- a. Risk mitigation/controls for respective proposals/services
- b. Ongoing assessment of the short/long term risks contained within the original feasibility report.

10.2 Risk registers at both Councils include the corporate risks associated with the delivery of the transformation programme. These will continue to be monitored as part of the wider risk management considerations at the relevant Audit Board and Committees.

10.3 In terms of the ongoing assessment of the short/long term risks contained within the original business case an update is provided at Appendix A. Members are asked to consider the risk register in order to ensure it includes all risks and that members are comfortable with mitigation.

11. CUSTOMER IMPLICATIONS

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

12. EQUALITIES AND DIVERSITY IMPLICATIONS

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

13. VALUE FOR MONEY IMPLICATIONS

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

14. HUMAN RESOURCES IMPLICATIONS

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

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

15. GOVERNANCE/PERFORMANCE MANAGEMENT

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

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

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

15.2.1 Live Shared Services

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

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

* The Status traffic light indicates whether the service is:

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

15.2.2 Shared Services Projects underway

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

Shared service	Status*	High Level Commentary

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

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

16. OTHER IMPLICATIONS

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

Policy
None
Environmental
None

17. WARDS AFFECTED

All

18. APPENDICES

Appendix A Risks

Appendix B Live Shared Service Reports – Benefits Realisation

Appendix C Live Shared Service Reports – Highlight Report

19. BACKGROUND PAPERS

Shared Services Papers.

Kevin Dicks

Chief Executive

Bromsgrove District and Redditch Borough Councils

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

Likelihood:		Impact:	
High	4	Critical	4
Significant	3	Major	3
Medium	2	Marginal	2
Low	1	Low	1

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

Ref	Risk	L	I	Score	Mitigation
					management team are providing support to staff by being located at both Councils during the course of the week to provide visible leadership and support. Staff forums / briefings are regularly held together with drop in sessions for staff with the Chief Executive to ensure staff are aware of whats going on. A joint management conference has been held to improve understanding of transformation.
5.	Lack of support from unions	2	3	6	Ongoing and regular dialogue with Unions throughout the whole process to ensure they are involved in the process. It has felt that this has gone well with regard to the Bromsgrove and Redditch Shared Services agenda but needs to be improved with regard to WETT projects.
6.	Downturn in performance during implementation.	2	4	8	The transformation programme is spread over three years to allow a gradual approach, including up to a year to design the new structure, develop the new business plan and prepare for implementation for each service. This, together with careful monitoring of performance, will reduce this risk. Regular performance monitoring is continuing at the joint Corporate Management Team to identify any concerns early.
7.	Cultural differences between the two Councils	2	3	6	These will be addressed as part of the engagement and communication strategy for the overall programme and as part of the Transformation Programme. This will be supplemented by investment in and commitment to a meaningful organisational development programme that promotes the development of a new culture for the partnership organisation (which is not subordinate to the pre-existing cultural norms). Linking Organisational Development with the Transformation agenda will also help to address this. Top team development days have been held (including systems thinking) with further sessions planned to ensure that the cultural differences are addressed.
8.	Differences in terms and conditions	3	3	9	Work is already underway to identify and address these differences and this will be accelerated to ensure a common set of terms and conditions are in place as soon as possible. See earlier in the report.
9.	Differences in IT systems	3	2	6	While differences in IT systems in some services will reduce the initial scope for savings, this issue will be addressed as part of the implementation planning for individual services and will be removed over time as contracts come up for review. This will be supported by the move to a Shared ICT service.
10.	Potential conflict with WETT work	3	3	9	The potential WETT programme (Phase 2) now conflicts with the Transformation Programme and as such the score has been increased and will thus need to be managed carefully.

Ref	Risk	L	I	Score	Mitigation
11.	Meeting member expectations in relation to access and engagement	2	2	4	This score has been reduced as the Single Management Team has been in place for over 6 months and no major concerns have been expressed.
12.	Delivering the projected savings and non-financial benefits	2	3	6	The savings in the revised financial model will be achieved – severance costs are lower than budgeted.
13.	Confusion for customers	2	2	4	This score has been reduced as the Single Management Team has been in place for over 6 months and no major concerns have been expressed. This risk will continue to be mitigated by a programme of regular communication, which stresses the benefits of the changes, both financially to the two Councils and in terms of improved delivery of services to customers.
14.	Emergence of issues presenting a 'conflict of interest for the CEO / other management team members in relation to policy advice to both Councils during lifetime of longer term partnership (e.g. wicked issues such as future LGR)	1	4	4	The structure proposes a Lead Officer for Redditch and a Lead Officer from Bromsgrove when issues such as this arise. In addition a conflicts resolution policy has been agreed as part of the overarching agreement. This risk has been reduced as the Management Team has been in place 6 months and no such issues have arisen.

Benefits Realisation

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

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

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

Key Performance standards *(where available)*

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

Overall Performance Summary and Issues for the Board

<p>Include here other benefits that have been achieved that weren't identified as part of the business case</p>

Highlight Reports

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

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