

BROMSGROVE DISTRICT COUNCIL AND REDDITCH BOROUGH COUNCIL

SHARED SERVICE BOARD

30th 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 1st 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 1st 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 9th 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 (WIASS) 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 WIASS 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 13th 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 7th and 14th 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 comments 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 3 months. 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 8th 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

Procurement Issues None in relation to this report.
Personnel Implications Staff and trade union consultation would need to be undertaken with any proposals that have an impact on staff.
Governance/Performance Management As outlined above.
Community Safety including Section 17 of Crime and Disorder Act 1998 None
Policy None
Environmental 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		
	Bromsgrove £'000	Redditch £'000	TOTAL £'000	Actual £'000	Variance £'000	Comments
-						
<u>Cashable Savings</u>						
-						
Single Management Team	247	213	460	478	18	Additional savings due to posts not filled immediately
Less :Transitional Support costs	-65	-65	-130	-75	55	Transitional Support Costs underspent
Net Savings from single management team	182	148	330	403	73	
<u>Other shared services savings</u>						
-						
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
Savings/ costs (-) from Other Shared Services	268	366	634	634	0	
Overall position - cashable savings	450	514	964	1,037	73	
<u>Non Cashable Savings</u>						
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
Non Cashable Savings	71	71	142	142	0	
Overall position	521	585	1,106	1,179	73	Additional Savings generated 2010/11

RISKS

APPENDIX B

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

Likelihood:

High 4

Significant 3

Medium 2

Low 1

Impact:

Critical 4

Major 3

Marginal 2

Low 1

Ref	Risk	L	I	Score	Mitigation
1.	Impact of changes in political leadership	3	2	6	The programme and the proposed governance model have been designed to accommodate changes in political leadership. Regular meetings with Leaders of all Political Groups (at RBC) to ensure that it is clear that the management team serves all members not just controlling group.
2.	Lack of staff capacity to implement the recommendations.	2	4	8	The proposed Transformation Team and the fact that it is embedded within the organisational structure will provide expertise and resource to plan and lead the implementation programme. In addition an increased number of management posts (as against that proposed by Serco) have increased the capacity of the management team to deliver the change required. Furthermore, the financial plan for the first year of shared services includes funding to provide additional legal, financial and Human Resources support during the period of transition 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 st 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

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
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.	
---	---	--

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	

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>

LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

b. CCTV/ Lifeline

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

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 9th 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; **N**orth **E**ast **W**orcestershire 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)
To deliver a High Quality Service with Good Customer Satisfaction	<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>	
To Deliver Strategic Excellence across two Councils	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>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.	
---	---	--

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	
	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 & 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

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

- Backup software has been upgraded and procedures improved to ensure regular backups are taken of corporate data.
- A Storage Area Network (SAN) has been installed at RBC to increase capacity for data storage.
- Server room monitoring devices for heat and moisture have been installed at RBC after a serious air conditioning failure in the server room

LIVE SHARED SERVICE - BENEFITS REALISATION SUMMARY

e. Internal Audit

Expected Results (as per business case) Outcomes and Benefits	Actual Results to date	Commentary (explain any differences)
Greater resilience due to increased scale of operation and access to a greater knowledge base.	New structure introduced from 1 st 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.

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 st 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.	

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)
Costs (revenue & Capital)		
£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.
Outcomes and Benefits		
<ul style="list-style-type: none"> Reduced costs whilst retaining service resilience and delivery. A small strategic planning capacity at the centre of both councils that ensures the correct identification of priorities and service alignment to achieve this. A small information function e.g. quality of life statistics, community engagement and performance data, that helps identify the strategic issues facing each council. A small performance function that ensures appropriate performance information is reported to Members and CMT to enable them to manage both councils. Assurance that data used by senior Members and the Chief Executive is reliable. Improved local strategic partnership 	<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"> • Co-ordinated community engagement work across both councils that is used to inform decisions. • A single smaller communications unit that promotes the council and engages staff. • A small policy support function to interpret new policy for both councils. <ul style="list-style-type: none"> • Reduced CO2 emissions and adaptation to climate change where appropriate. <ul style="list-style-type: none"> • An in-house printing and design function (subject to review in 2011/12). • A solution that is more resilient for both councils. • A solution that provides a strong basis for approaching other councils about an expanded service. 	<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 own 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>	
---	--	--

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

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)
Service improvements & increased efficiency		
Improved delivery to customers: <ul style="list-style-type: none"> • Better position to meet customers' needs • Reducing avoidable contact • Improve buy-in from local Members through the joint committee • Reducing the burden on business by avoiding duplication of inspections • Improved performance 	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"> • Improved capacity – recruiting of key staff & sharing of resources • Improve career structure & personal development • Improved partnership working • Improve morale • Improve competence and skill base 	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.	
Cost saving & ROI		
Cost reduction through efficiencies <ul style="list-style-type: none"> • Home working /reduced commuting time • Eliminate duplication, overlap & rationalisation of processes & working practises • Increased funding opportunities 	Flexible & Mobile Working Environment pilot from October 2010 to December 2010. Pilot to be extended following completion of move to Wyatt House on 1 st July.	
Economies of scale <ul style="list-style-type: none"> • Rationalisation / re-use of estate • ICT integration • Reduced management/support costs & overheads 	Move to Wyatt House underway. Planned completion date 1 st 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.

Centralised service delivery		
Consistent approach to service delivery <ul style="list-style-type: none"> Uniform process for "routine" regulatory work (where possible through the Hub) <ul style="list-style-type: none"> Policy alignment (customer perception is the key driver – common policy framework needs to have flexibility to meet local needs) Improvement in compliance Consistent delivery 	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"> Consistent approach to clients Political acceptability Enhance reputation (aid for recruitment & retention of staff) Reduction in incidents of failure through efficiency Greater influence on regional and national agenda Standardisation of charges and fees 	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"> Minimise geographic boundaries between services to customer Minimise political boundaries between services to the customer Shared resources – people, processes & systems 	Systems Thinking approach adopted by the service, with the support of Vanguard. Work started in February 2011 to September 2011	

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)

Project: Worcestershire Regulatory Service – Shared Service Project			
Calendar Week ending:	21/06/11	Report prepared by: Ian Edwards	
Overall status: Red/Amber/Green	Amber	% Complete:	55%
Project Start	March 2010	Projected Completion	May 2012
Summary position:			
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.			
Planned activities for this week		Progress against those planned activities	
<i>Key tasks:</i> 1. <i>ICT cost benefit analysis workshop (15th June) feedback and revised terms of reference.</i> 2. <i>Move to Wyatt House complete 1st July 2011.</i>		1. <i>On track for 24th June 2011</i> 2. <i>On track for 1st July 2011.</i>	
Other progress for this week			
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. -			
Planned activities for next week			
-			
Key milestones		Status	
1. 30/06/11 Move to Wyatt House complete 2. Transformation – early findings from check phase to be presented to Joint Committee on 23 rd June. 3. Piloting of re-designed workflow for dealing with complaints to begin in June.		1. Green 2. Green 3. Green	

Risks, issues and concerns	Mitigating Action
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>Exception report for the change in project dates presented to the 11th 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 & 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 23rd June Joint Committee

Summary budget	Summary projected outturn	Summary projected outturn variance
5,958	5,357	-601

Capital budget as being reported to the 23rd June Joint Committee

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