

Central Bedfordshire
Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ



please ask for Martha Clampitt
direct line 0300 300 4032
date 12 February 2010

NOTICE OF MEETING

BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE

Date & Time

Monday, 22 February 2010 at 10.00 a.m.

Venue at

Room 15, Priory House, Monks Walk, Shefford

Richard Carr
Chief Executive

To: The Chairman and Members of the BUSINESS TRANSFORMATION OVERVIEW
& SCRUTINY COMMITTEE:

Cllrs M Gibson (Chairman), (Vice-Chairman), R A Baker, Mrs A Barker,
J A E Clarke, D J Hopkin, J G Jamieson, R W Johnstone, J Murray and
Ms J Nunn

[Named Substitutes:

Cllrs: P N Aldis, R D Berry, J Kane, Mrs J G Lawrence and J N Young]

All other Members of the Council - on request

**MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS
MEETING**

AGENDA

1. APOLOGIES FOR ABSENCE

Apologies for absence and notification of substitute members.

2. CHAIRMAN'S ANNOUNCEMENTS AND COMMUNICATIONS

If any

3. MINUTES

To approve as a correct record the Minutes of the meetings of this Committee held on 25 January 2010.

(previously circulated)

4. MEMBERS' INTERESTS

To receive from Members declarations and the **nature** thereof in relation to:-

- (a) Personal Interests in any Agenda item
- (b) Personal and Prejudicial Interests in any Agenda item
- (c) Any political whip in relation to any agenda item

5. PETITIONS

To receive petitions in accordance with the scheme of public participation set out in Annex 2 in Part A4 of the Constitution.

6. QUESTIONS, STATEMENTS OR DEPUTATIONS

To receive any questions, statements or deputations from members of the public in accordance with the Public Participation Procedure as set out in Annex 1 of Part A4 of the Constitution.

7. **CALL-IN**

To consider any matter referred to the Committee for a decision in relation to the call-in of a decision.

8. **REQUESTED ITEMS**

To consider any items referred to the Committee at the request of a Member under Procedure Rule 3.1 of Part D2 of the Constitution.

Reports/Presentations

Item	Subject	Page Nos.
9	Remodelling of Customer Services The report proposes the key changes required in Customer Services to meet the pressures of the current and emerging operational environment of reduced funding and public sector wide service provision for citizens. (to follow)	*
10	Communications Strategy To seek input, feedback and approval to the draft strategy.	* 9 - 20
11	Quarter 3 Performance Report The report highlights the Quarter 3 performance for the Department.	* 21 - 24
12	Quarter 3 Budget Management Report The report sets out the Budget Management position as at December 2009.	* 25 - 56
13	Task Force Report on enabling Councillors to be leaders in and for their communities The report proposes a delivery plan to implement the actions for key principle two of the comprehensive community engagement strategy; enabling Councillors to be leaders in and for their communities.	* 57 - 64
14	Work Programme 2009 - 2010 The report provides Members with details of the currently drafted work programme.	* 65 - 68

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CENTRAL BEDFORDSHIRE COUNCIL

At a meeting of the **BUSINESS TRANSFORMATION OVERVIEW & SCRUTINY COMMITTEE** held at Room 15, Priory House, Monks Walk, Shefford on Monday, 25 January 2010

PRESENT

Cllr M Gibson (Chairman)
Cllr R W Johnstone (Vice-Chairman)

Cllrs J A E Clarke
D J Hopkin
J G Jamieson

Cllrs J Murray
Ms J Nunn

Apologies for Absence: Cllrs R A Baker
Mrs A Barker

Substitutes: Cllr Mrs J G Lawrence (In place of Cllr Mrs A Barker)

Members in Attendance: Cllrs P N Aldis
D J Lawrence
T Nicols,

Officers in Attendance: Mr B Carter Overview & Scrutiny Manager
Mrs M Clampitt Democratic Services Officer
Mr R Ellis Director of Business Transformation,
CBC
Mr C Heaphy Director of Corporate Resources
Mr C Jones Assistant Director Business
Transformation & Customer
Services
Mr I Porter Assistant Director Policy,
Partnerships & Performance

BT/09/63 **Chairman's Announcements and Communications**

None

BT/09/64 **Minutes**

RESOLVED

that the Minutes of the meetings of the Business Transformation Overview and Scrutiny Committee held on 23 November and 21 December 2009 be confirmed and signed by the Chairman as a correct record.

BT/09/65 **Members' Interests**

(a) **Personal Interests:-**

None.

(b) **Personal and Prejudicial Interests:-**

None.

(c) **Any Political Whip in relation to items on the agenda:-**

None.

BT/09/66 **Petitions**

The Chairman announced that no petitions had been referred to this meeting.

BT/09/67 **Questions, Statements or Deputations**

The Chairman announced that no questions, statements or deputations had been received.

BT/09/68 **Call-In**

The Chairman announced that no call-ins had been referred to this Committee.

BT/09/69 **Requested Items**

The Chairman announced that there were no requested items had been received.

BT/09/70 **Approach to Business Transformation & Improvement**

The Committee received and considered the report of the Portfolio Holder for Business Transformation regarding the key principles that would define our overall approach to business transformation and improvement, that would take us from where we were now and how we currently operated, on a journey that would ultimately develop our collective capability to deliver our strategic priorities as defined in the Organisation Plan.

At the December 2009 Business Transformation OSC meeting a request to establish a task force to review the draft strategy was agreed. The Task Force met on 11 January 2010 and listed a number of concerns they had regarding the draft strategy:

- It did not sufficiently address the Council's strategic priorities in relation to prioritising of strategic activities
- It did not define clear outcomes and timescales for those priorities
- It was not honest in its assessment of the timing of delivery of benefits (including efficiency savings) from Total Place and DECATS by July 2010
- It was not an action lead strategy
- Short term goals (within 1-3 years) were not clear

The Committee agreed that given the concerns outlined above, and taking advantage of the delay in the report being taken to the April Executive instead of the originally scheduled February meeting, the Task Force be requested to meet again with the Officers and further refine the strategy. This refined document would be brought to the February Business Transformation OSC for comments prior to Executive consideration.

RESOLVED

- 1. that the Approach to Transformation & Improvement report be noted.**
- 2. that the Task Force and Officers meet again to refine the Strategy and bring a revised version to the February Business Transformation Overview & Scrutiny Committee.**

BT/09/71

Shared Services

The Committee received and considered the report of the Director of Corporate Resources which described the governance arrangements that were in place for the shared services agreements between Central Bedfordshire Council (CBC) and Bedford Borough Council (BBC). In addition, the signoff status of the various Service Level Agreements (SLAs) were also included in the form of an SLA Tracker Sheet.

The Director of Corporate Resources informed the Committee that there were approximately 52 SLAs. The majority had been completed whilst the balance were being signed off. A SLA Tracker Sheet had been created, which listed the details of the SLAs by Division and included contact officer names.

The Chairman of the Audit Committee requested that the Committee review the governance arrangements for the SLAs. The Audit Committee were not concerned with the detail contained within the documents but rather that a governance process was in place. It was noted that the Audit Commission would also be carrying out a forward looking review of the agreements and the process followed.

The Committee agreed that a Task Force should meet to obtain a fuller understanding of the process with a view towards reviewing governance if it was deemed necessary.

RESOLVED

that a task force be established to understand the issue of shared services in greater depth and to assess whether the governance arrangements were generally sound or required further review.

BT/09/72 **Capital Programme**

This item was withdrawn from the Agenda and would be considered by the Corporate Resources Overview and Scrutiny Committee at its meeting to be held on 1 February 2010.

BT/09/73 **Work Programme**

The Committee received a report from the Overview and Scrutiny Manager regarding its Work Programme for 2009/2010.

It was noted that the Business Transformation Overview and Scrutiny Committee's 22 February 2010 meeting would cover:-

- Performance & Budget Report Q3
- Total Place
- Sustainable Community Strategy
- Councillor Support Task Force

RESOLVED

that the contents of the report be noted.

(Note: The meeting commenced at 10.00 a.m. and concluded at 11.40 a.m.)

Meeting: Business Transformation Overview & Scrutiny Committee
Date: 22 February 2010
Subject: Communications Strategy
Report of: Assistant Director, Communications
Summary: To seek input, feedback and approval to the draft strategy.

Contact Officer: Georgina Stanton, Assistant Director, Communications

Public/Exempt: Public

Wards Affected: All

Function of: Executive/Council

CORPORATE IMPLICATIONS

Council Priorities:

Effective communication with residents, Members, employees and partners is fundamental to the achievement of all of the Council's priorities.

Financial:

The costs of the strategy are expected to be met from existing resources, within Communications and from other budgets where initiatives relate to shared areas of work (e.g. Community Engagement, Human Resources and Sustainable Communities).

Funding for the continuation of News Central is proposed as a growth item in the budget process for 2010/11. Future plans for this publication are therefore dependent upon the Member decision making process on the budget.

Legal:

All Communications activity conducted by the authority and proposed within this plan will be consistent with the statutory code of conduct for local government communications.

Risk Management:

Corporate reputation is widely recognised as an organisational risk in both the private and public sector.

The measures proposed in the communications strategy are primarily motivated by the ambition to enhance customer satisfaction and staff engagement.

Effective delivery of these measures will also contribute to the positive management of the risk of reputational damage.

Staffing (including Trades Unions):

Employees of the Council are identified as a priority audience within the strategy which recommends a range of initiatives to enhance staff communication.

Equalities/Human Rights:

N/A

Community Safety:

National and local research demonstrates that community safety is a priority issue for local residents. In recognition of this fact, the communication strategy identifies as an area of priority, the need to raise awareness of the Council's role, with partners, in helping to make Central Bedfordshire a safer, greener and cleaner area.

Sustainability:

The communication strategy development is closely aligned to the Web Development strategy. This will lead to enhancements in our on line presence that reduce our dependency on printed literature which will bring both economic and environmental advantages.

RECOMMENDATION(S)

1. That Business Transformation Overview & Scrutiny Committee review the draft strategy and give feedback on:
 - a) The broad objectives, performance targets and approach.
 - b) The core strands of activity.

Background Information

1. Following recent public and staff consultation exercises, reported to the January meeting of this Committee, we are now in a position to develop our corporate approach to reputation management, through the development of the Communication Strategy.

Purpose of the Strategy

3. The attached strategy proposes overall objectives, performance indicators and priority actions for the authority. It is designed to provide a framework for more detailed implementation plans.
4. The strategy has been developed to give focus to communication activity in the Council in the context of its corporate objectives and high levels of expectation and demand.

Development of the Strategy

6. The strategy has been developed by the Communications Team in consultation with the Portfolio Holder for Communications, Cllr. Richard Stay, and engagement with relevant colleagues across the organisation.

Next Steps

10. Following feedback and amendment from the Overview and Scrutiny Committee it is anticipated that the strategy will be presented to the Executive for consideration in April 2010.
11. Under the constitutional requirements of the Council, the Communication Strategy forms part of the authority's Policy Framework. As such it will ultimately need to be referred to full Council for approval and adoption as Council policy.

Appendices:

Appendix A – Draft Communication Strategy 2010 - 2012

Appendix B – Local Government Association Reputation Campaign

Background Papers: (open to public inspection)

Ipsos MORI research findings – Overview and Scrutiny Committee papers January 2010

What Influences Customer Satisfaction – Research Study published by the Local Government Association – 2005.

Location of papers: Priory House, Chicksands

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DRAFT
Central Bedfordshire Council
Communications Strategy 2010 - 2012

Section	Content
1.	Introduction
2.	Strategic Aim
3.	Key Objectives
4.	Critical Performance Measures
5.	Priority Audiences
6.	Key Messages
7.	Our Strategic Approach
8.	Delivering Communication Services
9.	Communication Priorities 2010 – 2012
10.	Conclusion
	Appendices: LGA Reputation Campaign

1. Introduction

Communication is vital to all local authorities.

It allows our **customers** to be informed about the services the Council offers, how they can access and comment on them.

It assists **Members** in their role as representative of local residents and enables Central Bedfordshire people to influence the decisions of the Council.

It supports the Council's management, by facilitating dialogue with **employees** so they are aware of the organisation's direction, understand how their own role fits in and are engaged with the Council.

It helps the Council to maintain good working relationships with **partners** and stakeholders so that its vision and priorities for the area are clearly articulated and widely understood.

Communications activity should position Central Bedfordshire so that it is able to attract high quality staff and influence local, regional and national policy debates.

And the ultimate outcome of effective communication, both internally and externally, is increased customer satisfaction.

Whilst the need for good communications is clear, the challenge in delivering it is to maintain clarity and focus in our activity, when the Council operates in a highly complex and dynamic environment.

This strategy seeks to address the challenge by setting a framework for all corporate communications activity undertaken on behalf of Central Bedfordshire Council and providing a detailed plan of action for the next two years.

2. Strategic Aim:

To protect and enhance the reputation of Central Bedfordshire Council amongst its residents.

Achieving this aim will be dependent on planned, sustained and two way communications with the public, staff and other stakeholders.

3. Key Objectives:

To:

- a) raise awareness and understanding of the organisational purpose, vision, priorities and values
- b) develop and improve our channels of direct communication with customers and stakeholders
- c) prioritise core campaigns that have the greatest influence and impact on reputation
- d) enhance internal communications to facilitate change and increase staff engagement
- e) enhance media relations to enable accurate reporting of the decision making and service developments of the council
- f) raise the profile of Central Bedfordshire Council nationally to increase our influence with opinion formers and attract high quality staff.

4. Critical Performance Measures:

The core measure of any Council's reputation is the level of customer satisfaction it achieves.

Research commissioned by the Local Government Association (LGA) and conducted by Ipsos MORI shows that there are a number of key drivers of customer satisfaction with local councils.

These are:

- The customer's general perception of the **quality of services** provided by the Council
- The customer's understanding of **how resources are spent**
- The customer's understanding of **how to influence the Council** and feel their views are listened to
- The quality of the Council's **direct communications** with its customers
- The experience of **customer's contact** with the Council
- The perception of the Council's **community leadership role** and how it is working to make Central Bedfordshire a great place to live and work
- An awareness of how the Council is working to **create a cleaner, greener and safer local environment.**

There is also a well researched correlation between customer satisfaction and those organisations that have high levels of staff advocacy. That is, employees who speak highly of their organisations and therefore act as its ambassadors and champions.

Central Bedfordshire Council's communication strategy is influenced by these drivers. During 2009 research was conducted to establish baseline performance against these measures and it is anticipated that the Government will require the Council to conduct further customer research in September 2010 through the national Place Survey exercise.

This work, combined with staff research conducted within the authority will allow the council to monitor levels of awareness and perception in the critical areas of overall satisfaction, perception of service quality and value for money, communication, customer service and community leadership.

All campaigns and programmes will have specific outcome and output measures. The Communications Team will also will monitor a range of service measures.

Local Government Association Reputation Index:

The national Reputation campaign directs local authorities to pursue a range of activities which are likely to drive increased customer satisfaction (see Appendix One). The LGA have devised an evaluation system for local authorities against which they can assess their performance on output measures recommended by the campaign. We propose to reach the “Gold Standard” for our corporate communications by 2012 through the delivery of this strategy.

5. Priority Audiences

Communications needs to be directed to be successful. This table sets out the priority audiences who form the target groups for our corporate communication. Further segmentation of these audiences and assessment of their specific needs is assessed in discrete campaign plans.

External	Internal	Partners
<p>Customers of Central Bedfordshire</p> <p>(including active and passive service users).</p>	<p>Elected Members</p> <p>(including all Members as community representatives and those with specific Executive and Committee roles).</p>	<p>Stakeholders</p> <p>(including those who share the agreed vision and priorities for Central Bedfordshire).</p>
<p>Influencers/Opinion Formers</p> <p>(including the business community, the local and national media, Members of Parliament and relevant Government Ministers and Officials)</p>	<p>Directly Employed Staff</p> <p>(including those working across all services and locations, at varying levels of engagement and responsibility).</p>	<p>Contractors</p> <p>(including those providing high profile/impact services such as Leisure, Road Maintenance, Street Cleaning and Waste Management).</p>

6. Key Messages

Simplicity is a virtue in terms of communications.

Given the myriad of information that Central Bedfordshire Council needs to communicate, it is important that this is given coherence by underpinning our communications with consistent key messages.

The strategy therefore recommends that Central Bedfordshire Council develops consistent definitions to explain:

- Our overall purpose – to serve and represent our communities
- Our vision – to improve the quality of life of all in Central Bedfordshire to enhance the unique character of our communities and our environment.
- Our priorities for our customers -
- Our priorities for the organisation – as outlined in our organisational plan.

Consistent and comprehensive use of these messages will strengthen awareness and understanding of our Council amongst our critical audiences.

7. Our Strategic Approach

Central Bedfordshire Council is a large and complex organisation that requires sophisticated communications throughout its operations.

It is neither realistic nor desirable for a corporate communications function to directly manage all such activities. However, it is appropriate for a corporate communications team to support and enable effective communication across the organisation, whilst prioritising its directly managed programme to core campaigns and channels that affect all staff, customers and key stakeholders.

This is the approach recommended in the strategy, predicated on the assumption that Central Bedfordshire operates as one council, working to a shared vision.

8. Delivering Communication Services

a. Enabling Services

The Corporate Communications team will offer training and advice to service colleagues on a range of key areas including event management, campaign planning, writing for the web, writing for the media and conducting consultations.

The team are also able to advise on the constitutional and statutory guidance on communications and consultations in Central Bedfordshire Council, including the national Code of Practice on Local Government Publicity and the Voluntary and Community Sector Compact (code of practice on consultation).

For more specialist training, Communications work with the Learning and Development Team on bespoke training exercises.

Through the development of forward planning systems, the team advises on upcoming communication and consultation activities. The communications grid will provide this information, enabling colleagues to avoid duplication and to maximise the opportunities that exist for them to join forces with other corporate communication initiatives.

b. Specialist Services

To maximise opportunities to positively raise awareness, understanding and perceptions of the council, we must ensure consistency. We will seek to manage our communications coherently, as one organisation, rather than as a federation of different services.

To achieve this, core services are provided for universal use across the Council in the following specialist areas:

Brand management – providing information and direction on how the brand should be applied and managed on the full suite of corporate products, media and vehicles ranging from stationery and advertising to uniforms and fleet livery.

Media Relations – managing the processes through which the Council provides the local and national media with information and services to support their critical role in reporting Council service and policy developments.

Market Research – conducting core research projects on behalf of the authority including the Place Survey, use of the Citizens' Panel and six monthly tracking surveys with both residents and the public.

Procurement of creative services – to ensure that the Council maximises value for money, the core team will manage procurement of creative services including design, print and marketing, via an approved list of suppliers.

c. Working with partners

To overcome customer confusion about access to public services and to increase our efficiency we will work with colleagues in other organisations across Central Bedfordshire and in the region. Key partners will include public, private and third sector organisations within Central Bedfordshire Together (e.g. Bedfordshire Police,

NHS Bedfordshire, Fire and Rescue Service, Higher Education establishments and sub regional economic partnerships). We have recently established a Communications Network for professionals working across the public and will continue to play an active role in the East of England Communications Network.

9. Communication Priorities 2010 – 2012

Through the proposed model of working, it is recommended that a detailed service plan for Communications be established in order to deliver the strategic objectives outlined in this document.

The following seven core strands of activity will be developed in the service plan.

a. Enhancing our channels

- Revitalising our on line presence so that we can deliver efficiencies, improve customer service and enhance participation.
- Develop News Central so that it better reflects the information sought by the public and is deliverable at significantly reduced cost.
- Launch an e.zine to support communication between the Council and its key partners in a cost effective and efficient manner

b. Clarifying our Stakeholders

- Develop a database Council stakeholders who have critical roles to play in implementing the future vision for the area
- Identify current approaches to communication and relationship management with these stakeholders and develop a plan of action to ensure that these individuals/organisations are kept informed and engaged with corporate developments.

c. Deliver core campaigns

- Our Central Bedfordshire – a public engagement campaign to shape the Sustainable Communities Strategy through a combination of conventional and social networking techniques.
- Every Penny Counts – a sustained communication exercise to raise staff awareness of the critical need to increase organisational efficiency and value for money by sharing information about good practice, engaging staff in developing ideas for new approaches and implementing specific initiatives on key areas of action to save resources. The campaign will also be mirrored in public communication relating to the Council's budget processes, including adoption of new efficiencies throughout the period of this strategy.
- Safer, Greener, Cleaner Central Bedfordshire – a programme of targeted marketing activity to unify various discrete exercises in relation to waste and recycling, environmental protection and community safety.
- Your Space – a communication programme to support the organisational change programme that will lead to the relocation of staff from a variety of office locations across Bedfordshire, to three core bases in Bedford (Amphill Road), Shefford (Chicksands) and Dunstable.
- Customer Excellence – internal and external promotions to increase awareness of our customer service standards and commitment to customer excellence, combined with initiatives to develop our internal focus on the importance of customer focus.
- Our Values – an internal communications programme to articulate and promote the behaviours expected from all members of staff at Central Bedfordshire Council.

d. Internal communications

- Enhance Member information to support councillors in their community leadership roles
- Increase staff engagement – so that colleagues across the council have increased levels of loyalty, understanding of corporate goals and involvement with the Council
- Refresh Team Talk – a cascade briefing system that enables all staff to be aware of key developments

- Increase Senior Management visibility – to strengthen understanding of corporate goals and personal responsibilities to deliver these
- Revitalise our intranet so that we can deliver efficiencies and improve staff engagement.

e. Media relations

- Develop forward planning systems – to ensure proactive, topical distribution of news stories about the work of the Council in a format and style that will assist local media contacts.
- Evaluate, report and learn from media relations work so that the impact of our news and features can be monitored from an efficiency and effectiveness perspective.
- Build relationships – with local and national media colleagues so that the Communications function of the authority develops to be regarded as a reliable and responsive service provider.
- Prepare for crisis situations – through joint working with partners in the Central Bedfordshire Warn and Inform network.

f. Raising our profile

- Supporting the organisation in achieving national recognition for service excellence
- Developing the profile of the Council as an excellent employer to attract the best calibre of staff
- Promote the interests of Central Bedfordshire in a national context through communication in debates and policy developments

g. Improving our ways of working

- Strengthening partnership working to avoid duplication, increase efficiency and assist customer service
- Implement publication review to reduce unnecessary production, improve quality and save money
- Review brand management to areas of service delivery not yet addressed

10. Conclusion

Communication priorities for different services and individuals vary greatly,

Rather than simply offering Communications to deliver services to individual parts of the council, the new approach determines a whole organisation plan, with Communications engaging the wider organisation in the delivery of the agenda. Keeping this focus will be critical, particularly given the scale of change within the council.

Maintaining the confidence of all services will also be important. Balancing the corporate and service agendas will require new models for engagement, forward planning and service delivery. Our team will also need to be sufficiently flexible to adapt to changing corporate demands and circumstances that will inevitably influence the nature of our plans.

Resources for delivery of this strategy are limited. We will need to generate efficiencies in our own ways of working to be able to introduce innovations in communication. We will work across services and with our partners to avoid duplication and create consistency of process to unlock resources.

Whilst the challenges are significant, the collective ambition of senior officers and members to improve the impact of our communication is vital.

We have strong baseline information on our performance, a corporate commitment to succeed and an enthusiastic team to deliver the strategy.

Appendix One: The Local Government Association Reputation Campaign

This initiative was launched by the LGA in recognition of the fact that the sector is generally less well regarded by the public than other public service providers.

The research commissioned by the LGA and underpinning the campaign suggests that whilst public satisfaction with council services is improving, the overall approval of local government is not keeping pace.

Ipsos MORI research has identified 12 core actions that, when delivered well, are proven to have a marked and positive impact on a council's reputation.

Achievement of these measures demonstrates that an authority has met the LGA 'Gold Standard' for communications.

Cleaner, Safer, Greener

- A highly visible, strongly **branded** council cleaning operation.
- No gaps in council **cleaning** and maintenance contracts.
- Set up **one phone** number for the public to report local environmental problems.
- Deal with '**grot spots**'
- Remove **abandoned vehicles** with 24 hours.
- Win a **Green Flag** award for at least one park.
- **Educate** and enforce to protect the environment

Communications

- **Manage the media** effectively to promote and defend the council.
- Provide an **A-Z guide** to council services.
- Publish a regular **council magazine** or newspaper to inform residents.
- Ensure the **council brand** is consistently linked to services.
- Communicate well with **staff** so that they become advocates for the council.

Local measures and national guides give us a clear idea of the benchmarks for communications. MORI argues that satisfaction with local authorities is primarily driven by key factors of which three – overall perception, media coverage and direct communication – can be directly addressed through this strategy. Others, including perceived Value for Money and quality of environmental services, can be strongly influenced by a coherent communication strategy.



Meeting: Business Transformation Overview and Scrutiny Committee
Date: 22 February 2010
Subject: Quarter 3 Performance Report
Report of: Director of Business Transformation
Summary: The report highlights the Quarter 3 performance for the Department

Contact Officer: Ian Porter, AD Policy, Partnerships & Performance
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The Quarterly Performance Report underpins the delivery of the Council's Priorities

Financial:

None directly but there are issues relating to:
Council Tax collection
Potential investment decisions to improve off track performance.

Legal:

None

Risk Management:

Areas of ongoing underperformance are a risk to both service delivery and the reputation of the Council

Staffing (including Trades Unions):

None

Equalities/Human Rights:

All indicators should take account of equalities / human rights issues

Community Safety:

None

Sustainability:

None

RECOMMENDATION(S):

1. that the
 - (a) Committee notes and considers this report
2. that the
 - (a) Committee considers any issues from this report that could form part of their work programme

Introduction

1. The Council's framework for performance management supports the delivery of CBC's priorities. Those indicators that have been identified as 'critical' now form the quarterly corporate performance suite – included at Appendix A.
2. The Budget Monitoring Report comes to the same meeting as the Quarterly Performance Report to provide a better link with performance and finance.

Quarter 3 – Key Messages

3. As this is only the third Performance Report for Central Bedfordshire, work is still on going to ensure that we can accurately report on all of the indicators quarterly.

Conclusion and Next Steps

4. This is the third Quarterly Performance Report for Central Bedfordshire Council.
5. The Committee is asked to note and consider this report.
7. The Committee considers any issues from this report that could form part of their work programme

Appendices:

Appendix A – (Quarter 3 Performance Report)

Background Papers: (open to public inspection)

None

Location of papers: Melbourne House, Bedford

Business Transformation

Director : Richard Ellis

Portfolio Holder for Business Transformation - Cllr Richard Stay

Indicators	Linked to LAA	Unit	Good is	Outturn 08/09	Quarter 1 Apr-Jun 09	Quarter 2 Jul-Sept 09	Quarter 3 Oct-Dec 09	Quarter 4 Jan-Mar 10	Year to Date	Performance Judgement	Target 09/10	Comments
NI 14 - Reducing Avoidable Contact	No	No.	Low	NA	NA	NA	NA	-	NA	-	NT	Findings from the data taken from customer surveys (150 people surveyed from Nov & Dec) revealed that the Council experienced 30% of avoidable contact. Further work to capture data from face to face customers is planned after training has been carried out through Jan and Feb to raise awareness of definition and relevance on NI14 reporting. Account Managers to take feedback to service areas during regular meetings to evidence service improvements.
% first point resolution by Customer Service Centres	No	%	High	NA	NA	NA	72%	-	NA	Off track	80%	There are high numbers of enquiries that cannot be resolved at first point of contact. This figure relates to all service specific calls but excludes general enquiries. The target for FPOC is 80% and this will be achieved through service transformation and existing process harmonisation.
% of incoming calls handled via contact centre	No	%	High	NA	159,595 *	143,501*			NA	-	NT	No corporate information available until post April 2010, therefore a percentage figure cannot be provided. * The Q3 and Q2 figure relates to the number of incoming telephone calls received into the Contact Centre.
Mystery Shopper - Customer Satisfaction measures	No	%	High	NA	NA	NA	NA	-	NA	Off track	90%	The sample target is 300 responses per month. Data from 150 replies from the customer satisfaction survey throughout Nov & Dec gave a result of 68.2%.

Indicators	Linked to LAA	Unit	Good is	Outturn 08/09	Quarter 1 Apr-Jun 09	Quarter 2 Jul-Sept 09	Quarter 3 Oct-Dec 09	Quarter 4 Jan-Mar 10	Year to Date	Performance Judgement	Target 09/10	Comments
% of council tax due that has been collected	No	%	High	NA	94.60%	95.00%	85.12%	-	NA	Off track	97%	<p>The Quarter 3 figure is based on the amount of Council Tax due (assuming 100% collection) that has actually been collected after 9 months of the 12 month collecting period.</p> <p>The amount of Council Tax due for the year: £134,835,719</p> <p>The amount of Council Tax collected: £115,244,798</p> <p>The IBS Revenues & Benefits system was closed down for 6 weeks for the migration of the ex South Beds data onto the IBS data base, and the system only became available to use in the 3rd week of December. During this time we have been unable to take enforcement action against any customers who have not paid or who have been paying late. We will resume our normal recovery time table during January.</p>
CO2 reduction from CBC	Yes	%	High	NA	NA	2.00%	1.70%	-	3.70%	-	NT	<p>The actual CO2 reduction is calculated annually for the Council. Percentage reductions reported reflect the anticipated cumulative savings from carbon reduction measures agreed in this quarter. A climate change strategy and target is currently being developed. The strategy will be presented to the Executive in April 2010.</p> <p>The Q3 figure relates to the CHP plant at Saxon Pool that has been installed and they are awaiting approval from the National Grid to export electricity back to the grid - any surplus not used can be sold back to the Grid. When fully operational, the % carbon reduction from measures taken in Q3 would be 1.7% per annum.</p>

Meeting: Business Transformation Overview and Scrutiny Committee
Date: 22 February 2010
Subject: Quarter 3 Budget Management Report
Report of: Portfolio Holder for Business Transformation
Summary: The report sets out the Budget Management position as at December 2009

Contact Officer: Director of Business Transformation
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

Financial:

The Financial implications are set out in the report

Legal:

None

Risk Management:

The Director is assessing the risks of the detailed actions from Appendix D on Council Services

Staffing (including Trades Unions):

None

Equalities/Human Rights:

The effect of any proposed efficiency savings will need to be considered as part of the Equality Impact Assessments particularly in identified high risk areas.

Community Safety:

None

Sustainability:

None

RECOMMENDATIONS:

1. that the Committee notes and considers this report
2. that the Committee considers any issues from this report that could form part of their work programme

Introduction

1. The report sets out the financial position as at the end of December 2009 and the forecast position at year end. Table A shows the net revenue position.
2. Members are aware that this is a relatively high risk budget as it is the first one produced by Central Bedfordshire and it is for this reason that robust monitoring has been in place since day one. The Quarterly Performance Report will be presented to the Committee at the same time as this Budget Management Report to provide a better link between performance and finance issues.

Quarter 2 – Key Messages

3. The net revenue position as at December is £231k overspend. Work is continuing on the Directorate Action Plans to address the overspend.

Conclusion and Next Steps

4. The Committee is asked to note and consider this report.
5. The Committee is also asked to consider any issues from this report that could form part of its work programme.

Appendices:

Appendix A – (December Budget Management Report)

FINAL

Date 18 Jan 2010

SUBJECT:	Budget Management Report for the period as at 31st December 2009
REPORT AUTHOR:	Finance Manager on behalf of Director of Business Transformation
PURPOSE:	To provide information on the budget position at 31 st December 2009 to enable decisions to be taken on resource allocation and service delivery.
RECOMMENDATIONS:	<p>The Service Management Team/Portfolio Holder/Executive is recommended to:</p> <ul style="list-style-type: none"> a) Note the latest budget projections for the year and the associated service implications. b) Agree to any management actions proposed at paragraphs 4.3(b), 4.4(b), 4.5(b), 4.6(b), and 10.2(c) and determine whether any other changes to service provision need to be made in the light of these. c) Note budget virements since last report.

1.0 Introduction

1.1 The report sets out the financial position to 31st December 2009 and the latest forecast position at year end. Table A shows the net revenue position, Table B shows the revenue movements since the previous report and Table C the capital position.

2.0 Executive Summary Revenue

2.1 The full year forecast position for Business Transformation is £231k (3.6%) over budget and an increase of £145k since the position reported last month. This is largely due to a review of the Council Tax Bad Debt Provision (£140k), due to the economic climate.

2.2 The key reasons for the forecast overspend are:

- A £580k overspend against the Agency and staff cost budget which consists of a £775k over spend against the AD Business Transformation and Customer Service budget, a £24k over spend against the AD Communications budgets offset by a £219k under spend against the AD Policy, Partnership and Performance and the Director's budget. The overspend against the AD Business Transformation and Customer Service budget is due to the requirement for additional temporary staff required to cover vacant posts and DWP grant funded work, under funded posts and the 5% vacancy factor. These additional staff costs have been partially funded by additional DWP grant funding of £135k and additional Administrative funding of £203k.
- An £185k over spend against the Registrars income budget due a reduction in anticipated recharge income.
- These over spends have been offset by:
- A £100k under spend against the Supplies and Services budget primarily due to the implementation of in year savings measures. This includes a £78k under spend against the AD Policy, Partnership and Performance budget, £49k under spend against the AD Communications budget, and a £27k overspend in AD Business Transformation and Customer Services.
- A £60k under spend against the Coroners income budget due to an increase in the recharges income in line with an increase in expenditure.

- A £14k Rates Referral Scheme Grant receipt in Revenues and a £15k Credit Card payment surcharge also in Revenues.

3.0 Executive Summary Capital

- 3.1 Following a review of Capital budgets, the revised 2009/10 Capital budget for the Business Transformation is £418k. The current forecast against this budget is £414k. Capital schemes amounting to £872k have been slipped into 2010/11. Schemes slipped to 2010/11 include the Performance Management System, £90k, DIP Systems (EDRMS), £30k, Points of Presence £50k, Istop kiosks £5k and LPSA reward grant, £697k.

4.0 Detailed Revenue Analysis by Operational Group

4.1 Table A – Revenue Actuals to date and Forecast year End Position

Business Transformation		Annual Budget A	Profiled Budget B	Actual to Date C	Payroll Adj D	Actual Variance E C+D+E-B	Forecast Outturn F	Forecast Adj G	Forecast Variance H F + G - A	Proposed Transfers to and from Reserves I	Final Forecast Variance L H+I+J+K
		£000	£000	£000	£000	£000	£000		£000	£000	£000
Director	Income	-	-	-		-	-		-		-
	Expenditure	242	181	162		(19)	222		(20)		(20)
	Net Inc/Exp	242	181	162	-	(19)	222		(20)	-	(20)
Sub Total Director		242	181	162	-	(19)	222	-	(20)	-	(20)
AD Comms	Income	-	-	0		-	-		-		-
	Expenditure	145	109	109	-	0	146		0		0
	Net Inc/Exp	145	109	109	-	0	146	-	0	-	0
Corporate Comms	Income	-	-	-		-	-		-		-
	Expenditure	320	240	202	-	(38)	292		(27)		(27)
	Net Inc/Exp	320	240	202	-	(38)	292	-	(27)	-	(27)
Brand and Channel Management	Income	-	-	-		-	-		-		-
	Expenditure	320	240	228	-	(12)	322		2		2
	Net Inc/Exp	320	240	228	-	-12	322	-	2		2
Sub Total Communications		785	589	539	-	(49)	760	-	(25)	-	(25)

Table A – Revenue Actuals to date and Forecast year End Position Continued

Business Transformation		Annual Budget A	Profiled Budget B	Actual to Date C	Payroll Adj D	Actual Variance C+D+E-B	Forecast Outturn F	Forecast Adj G	Forecast Variance H F + G - A	Proposed Transfers to and from Reserves I	Final Forecast Variance L H+I+J+K
		£000	£000	£000	£000	£000	£000		£000	£000	£000
AD Business	Income	-	-	-		-	-		-		-
Transformation	Expenditure	177	133	489	(307)	49	157		(20)		(20)
Programme	Net Inc/Exp	177	133	489	(307)	49	157	-	(20)	-	(20)
Management											
IBS Project	Income	-	-	-		-	-		-		-
	Expenditure	-	-	442		442	-		-		-
	Net Inc/Exp	-	-	442	-	442	-	-	-	-	-
Business	Income	-	-	(24)		(24)	-		-		-
Transformation	Expenditure	-	-	418	0	418	1,247	-	1,247	1,247	-
Programme	Net Inc/Exp	-	-	394	-	394	1,247	-	1,247	1,247	-

Table A – Revenue Actuals to date and Forecast year End Position Continued

Business Transformation		Annual Budget A	Profiled Budget B	Actual to Date C	Payroll Adj D	Actual Variance E C+D+E-B	Forecast Outturn F	Forecast Adj G	Forecast Variance H F + G - A	Proposed Transfers to and from Reserves I	Final Forecast Variance L H+I+J+K
		£000	£000	£000	£000	£000	£000		£000	£000	£000
Total Place	Income	-	-	(250)		(250)	-		-		-
	Expenditure	-	-	139		139	-		-		-
	Net Inc/Exp	-	-	(111)	-	(111)	-	-	-	-	-
Customer Services	Income	(49)	(37)	(37)		-	(49)		-		-
	Expenditure	2,111	1,583	1,476	65	(42)	2,106	-	(4)		(4)
	Net Inc/Exp	2,062	1,546	1,439	65	(42)	2,057	-	(4)	-	(4)
Customer Accounts	Income	(57,001)	(42,751)	(52,067)		(9,315)	(66,186)	81	(9,103)		(9,103)
	Expenditure	57,193	42,894	49,625	242	6,972	66,515	-	9,323	89	9,234
	Net Inc/Exp	191	143	(2,442)	242	(2,343)	329	81	219	89	130

Table A – Revenue Actuals to date and Forecast year End Position Continued

Business Transformation		Annual Budget A	Profiled Budget B	Actual to Date C	Payroll Adj D	Actual Variance E C+D+E-B	Forecast Outturn F	Forecast Adj G	Forecast Variance H F + G - A	Proposed Transfers to and from Reserves I	Final Forecast Variance L H+I+J+K
		£000	£000	£000	£000	£000	£000		£000	£000	£000
Revenue Management	Income	(710)	(533)	(2,714)		(2,181)	(739)		(29)		(29)
	Expenditure	1,512	1,134	1,247		114	1,696	-	184		184
	Net Inc/Exp	802	601	(1,466)	-	(2,068)	957	-	155	-	155
Registrar and Coroner	Income	(1,137)	(853)	(733)		119	(978)	(37)	122		122
	Expenditure	1,240	930	1,029		99	1,413		172		172
Service	Net Inc/Exp	103	77	296	-	218	435	(37)	295	-	295
Sub Total Business Transformation & Customer Svs		3,335	2,501	-959	-	(3,460)	5,183	44	1,892	1,336	556

Table A – Revenue Actuals to date and Forecast year End Position Continued

Business Transformation		Annual Budget	Profiled Budget	Actual to Date	Payroll Adj	Actual Variance E	Forecast Outturn	Forecast Adj	Forecast Variance H	Proposed Transfers to and from Reserves I	Final Forecast Variance L
		A	B	C	D	C+D+E-B	F	G	F + G - A		H+I+J+K
		£000	£000	£000	£000	£000	£000		£000	£000	£000
AD Policy Partnership	Income	-	-	-	-	-	-	-	-	-	-
Partnership & Performance	Expenditure	133	99	116	-	17	157	-	25	-	25
	Net Inc/Exp	133	99	116	-	17	157	-	25	-	25
Policy	Income	-	-	(2)	-	(2)	(2)	-	(2)	-	(2)
	Expenditure	636	477	451	-	(26)	625	-	(11)	13	(24)
	Net Inc/Exp	636	477	449	-	(28)	623	-	(13)	13	(26)
Partnership & Community Engagement	Income	(170)	(128)	(128)	-	-	(170)	-	-	-	-
	Expenditure	1,108	831	723	-	(108)	1,065	-	(43)	58	(101)
	Net Inc/Exp	938	704	595	-	(108)	895	-	(43)	58	(101)
Performance Management	Income	(318)	(239)	(238)	-	0	(318)	-	-	-	-
	Expenditure	746	559	408	-	(151)	569	-	(177)	-	(177)
	Net Inc/Exp	428	321	170	-	(151)	251	-	(177)	-	(177)
Sub Total PP&P		2,134	1,601	1,331	-	(270)	1,926	-	(208)	71	(279)
Total Business Transformation		6,496	4,872	1,073	-	(3,799)	8,090	44	1,638	1,407	231

4.2 Table B – Movement on Forecast Year End Position (to previous month).

	Previous Forecast Variance (Nov) £000	Current Forecast Variance (Dec) £000	Movement	Explanation for Variance
Director Bus Transformation	(20)	(20)	(-)	
Sub Total Dir Bus Transformation	(20)	(20)	(-)	
AD Communications	(1)	(1)	(-)	
Corporate Communications	(26)	(27)	(1)	Movement due to a forecast review which resulted in a net £1k reduction
Brand and Channel Mgmt	1	2	1	Movement due to a forecast review which resulted in a net increase of £1k
Sub Total Communications	(26)	(26)	-	
AD Business Transformation	(20)	(20)	-	
Business Transformation Programme Management	-	-	-	
Total Place	-	-	-	
Customer Services	(5)	(4)	1	
Customer Accounts	94	130	36	Movement due to an additional £6k HRA Subsidy, a reduction in Car Allowance £1k, increase in printing & stationery costs £5k, reduction in general expenditure £2k and an increase in bad debts provision £40k (bad debts provision increase £140k, previous months reduction in bad debts of £100k shown in Revenues).
Revenue Mgmt	64	155	91	Movement due to increase in Overtime £2k, car mileage £2k, decrease in Agency costs due to contractor transferred to IBS Project. Increase in Bank and Card charges £14k and an increase in income £15k Credit Card Surcharge. Increase in bad debts provision £100k (now transferred to Customer Accounts).

	Previous Forecast Variance (Nov) £000	Current Forecast Variance (Dec) £000	Movement	Explanation for Variance
Registers and Coroners Service	270	295	25	Reduction in salary costs £15k, increase in car mileage £3k, increase in Agency costs £2k, increase in general expenses £10k. Movement in Coroners due to an increase in Jurors/Witness expenses £12k and an increase in Deputy Coroners Fees £6k both related to long inquest costs. An increase in Post Mortem Expenses £44k and an increase in Recharges £37k.
Sub Total Business Transformation and Customer Service	403	556	153	
AD Policy, Partnership and Performance	25	25	-	
Policy	(19)	(26)	(7)	This movement is due to a reduction in forecast for costs associated with corporate subscriptions
Partnership and Community Engagement	(101)	(101)	(-)	
Performance Mgmt	(176)	(177)	(1)	This movement is due to a reduction in the forecast for Agency staff costs
Sub Total Policy, Partnership and Performance	(271)	(279)	(8)	
Total Business Transformation	86	231	145	

4.3 Detailed Commentary for Director, Business Transformation

Explanations for significant variances are provided in the tables below.

4.3a Budget and Forecast

	Budget	Transfers to and from Reserves	Total Budget	Forecast	Variance	Explanation for Variance
	£000	£000	£000	£000	£000	
Income	0	0	0	0	0	
Staff Costs	224	0	224	205	(19)	The budget for each of the 2 posts held against the Director's budget is greater than the forecast requirement.
Agency Staff Costs	0	0	0	0	0	
Supplies and Services	18	0	18	17	(1)	
Total	242	0	242	222	(20)	

4.3b Management Actions With the assistance of Finance staff, the Budget Manager to undertake a forecast review in time for the November budget monitoring report.

4.4 Detailed Commentary for AD Communications

Explanations for significant variances are provided in the tables below.

4.4a Budget and Forecast

	Budget	Transfers to and from Reserves	Total Budget	Forecast	Variance	Explanation for Variance
	£000	£000	£000	£000	£000	
Income	0	0	0	0	0	
Staff Costs	647	0	647	596	(51)	This under spend reflects 5 posts being vacant for a part of the financial year, all of which have been filled during the vacancy period by agency members of staff. There are currently 3 vacant posts which include a Media Officer, a Business Support Officer and a Business Development Officer. The current forecast is based on the assumption that these posts will be filled by permanent staff before the end of the financial year.
Agency Staff Costs	0	0	0	75	75	This over spend reflects the use of Agency staff to cover permanent staff vacancies.
Supplies and Services	138	0	138	89	(49)	This over spend reflects 3 savings measures amounting to £19k which are now incorporated within the forecast and are detailed at Appendix D. In addition, the Communications team have tried to minimise spend against the Supplies and Services budget in order to mitigate the over spend against total staff costs.
Total	785	0	785	760	(25)	

4.4b. Management Actions. With the assistance of finance staff, the budget manager should review the forecast on a monthly basis and noting a £58k year to date under against the supplies and services budget, determine whether the forecast should be reduced.

4.5 Detailed Commentary for AD Business Transformation and Customer Service

Explanations for significant variances are provided in the tables below.

4.5a Budget and Forecast

	Budget	Transfers to and from Reserves	Total Budget	Forecast	Variance	Explanation for Variance
	£000	£000	£000	£000	£000	
Income	(58,898)	0	(58,898)	(67,908)	(9,010)	Income forecasted in line with Housing and Council Tax Benefit mid year estimate £8,764, a receipt of £203k additional Admin Subsidy and £135k additional DWP grant. Reduction in Registrars income budget due to a reduction in the anticipated recharges.
Staff Costs	5,432	329	5,761	5,964	203	Increase in staff costs due to being unable to achieve the total vacancy saving and some posts being under funded.
Agency Staff Costs	0	0	0	572	572	Forecast over spend is due to temporary staff covering vacant posts and additional temporary staff required to cover DWP grant funded work.
Supplies and Services	56,800	1,007	57,807	66,598	8,791	Increase in forecast expenditure in line with Housing Benefit and Council tax benefit mid year estimate £8,853k less £89k transfer from Reserve, and a £27k overspend in general expenditure.
Total	3,335	1,336	4,671	5,226	556	

4.5b. Management Actions. Budget Managers with the assistance of Finance staff to review their forecast in preparation for the January budget monitoring report. Finance and HR to address the pay mis-bookings issue.

4.6 Detailed Commentary for AD Policy, Partnership and Performance

Explanations for significant variances are provided in the tables below.

4.6a Budget and Forecast

	Budget	Transfers to and from Reserves	Total Budget	Forecast	Variance	Explanation for Variance
	£000	£000	£000	£000	£000	
Income	(488)	0	(488)	(490)	(2)	This under spend is due to unbudgeted income received from Bedford Borough for a Joint Health Overview and Scrutiny report.
Staff Costs	1720	43	1763	1527	(236)	This under spend is due to the existence of nine vacant posts at the beginning of the financial year reducing to four at the end of the financial year. Three of the four posts have been frozen as a result of the in year savings measures detailed at Appendix D.
Agency Staff Costs	13	0	13	49	36	This over spend relates to 3 Agency members of staff. These include an Access to Information Officer within the Policy team, a Performance Improvement Assistant which is part funded by the £13k budget and an Administrative Support Officer for the Partnership and Community Engagement Team.
Supplies and Services	889	28	917	840	(77)	This under spend primarily relates to various savings measures which have been taken against the AD PPP supplies and services budget. These measures are detailed at Appendix D.
Total	2,134	71	2,205	1,926	(279)	

Note: This table excludes the budget and forecast for the LAA grant.

4.6b. Management Actions. Continued monthly review of the forecast is necessary to ensure that the forecast position remains realistic and achievable.

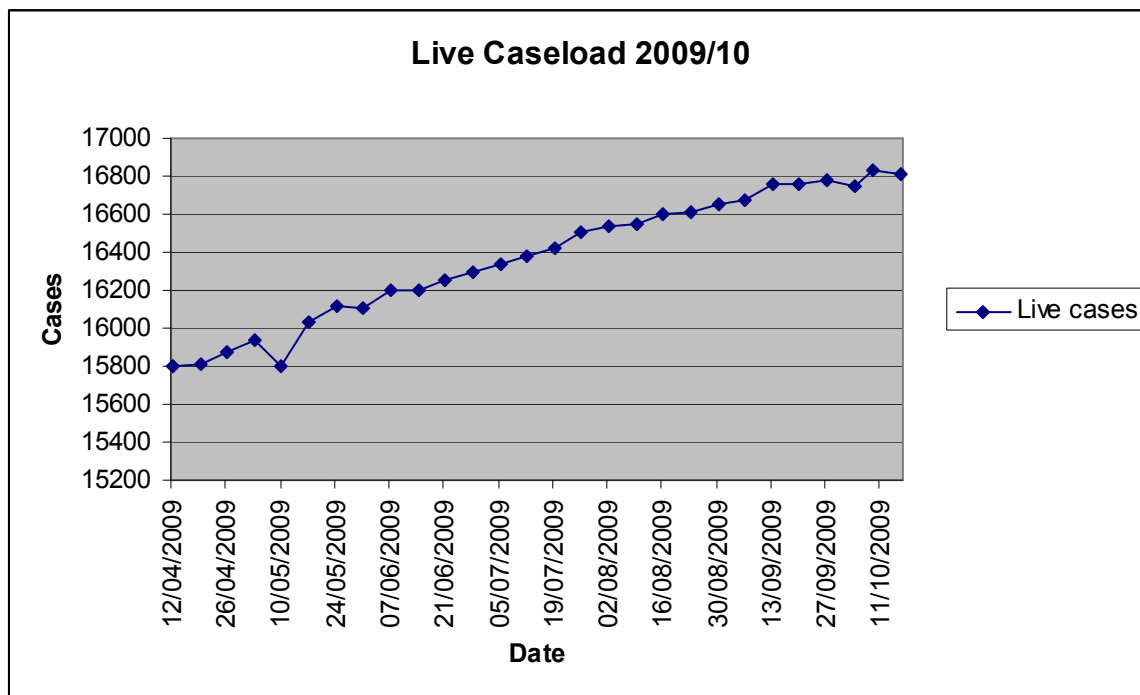
5 Revenue Virement Requests

There are currently no proposed virements over £100k to report. A table detailing the virements and technical adjustments processed during the financial year to date can be found in Appendix B.

6 Key Risks and Cost Drivers

6.1 Key Risk - Pay Costs. The inclusion of a 5% budget reduction for a vacancy factor together with harmonisation issues associated with 3 Councils merging into one, have resulted in a risk of our pay cost budget not being sufficient to meet forecast demand. It is therefore imperative that budget managers with the assistance of Finance Support staff carefully monitor staff costs and identify any shortfall that cannot be mitigated within the Service Areas.

6.2 Key Cost Driver – Benefits Caseload. The number of live Benefits cases within Customer Accounts can have a large impact on the budget. The chart below as at 30th November 2009 shows a large increase in the number of cases within the year, which has resulted in an increase in Overtime, and Agency costs in order to meet the demand.



7 Achieving Efficiency Savings

Savings Measures identified within the Directorate together with a year to date progress report can be found in Appendix D.

8 Reserves Position

Reserves currently earmarked for transfer into the Directorate include:

- A £13,200 Mid Beds Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. The funding is to cover Climate Change policy work that is to be undertaken in 2009/10 and due to LGR was not completed in 2008/09.

- A £73,000 South Beds Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. This funding is to cover the cost of a Sustainable Neighbourhood Manager post and other costs associated with the provision of this service. It is currently planned that £20k of this reserve will be carried forward into 2010/11.
- A £5,000 Beds County Council Earmarked Reserve transfer to AD Policy, Partnership and Performance. This funding is to cover costs associated with the completion of a Multi Area Agreement feasibility study which was started in 2008/09.
- An £89,000 transfer from reserves for Housing Benefit Subsidy.

The Business Transformation Programme will be funded from an Earmarked Reserve. The current forecast is £1,247k.

The IBS Project will be funded from Transitional costs (Capital) and the Equalisation Reserve.

9 Carry forward Requests

None to Report

10 Detailed Capital Analysis

10.1 Table C, Capital Actuals to date and Forecast Year End position can be found in Appendix E.

10.2 Detailed Commentary on Capital

(a) Following a review of Capital budgets, the revised 2009/10 Capital budget for the Business Transformation is £418k. The current forecast against this revised budget is £414k. Capital schemes amounting to £872k have been slipped into 2010/11. Schemes slipped to 2010/11 include the Performance Management System, £90k, DIP Systems (EDRMS), £30k, Points of Presence £50k, Istop kiosks £5k and LPSA reward grant, £697k.

(b) A new capital project for Call Recording and Workforce Management has been approved. This will be funded from slippage in the T-Gov Partnership capital scheme. Two further new schemes, as detailed in the table above are in the process of being set up. These are the Safer Stronger Communities Fund grant and the Performance Management System.

(c) Management Actions. Budget Managers with the assistance of Finance staff to undertake monthly reviews of their capital forecasts. The budget manager for the Safer Stronger Communities fund must formulate a spending plan for £83k grant as the Home Office had dictated in their Grant Determination letter that this grant must be spend before the end of the financial year.

11 Workforce Data

Data will be available for the January report.

12 Aged Debt Analysis

Data will be available for the January report.

13 Payments Indicator

Data will be available for the January report.

14 List of Appendices

Appendix A1 - Overall Revenue Position for Central Bedfordshire Council by Directorate

Appendix A2 – Comparison of Current and Previous Revenue Forecasts by Directorate

Appendix B - Details of Technical Adjustments and Virements

Appendix C- Overall Capital Position for Central Bedfordshire by Directorate

Appendix D- Business Transformation Savings Measures

Appendix E – Business Transformation Capital Programme

Overall Position by Directorate

Appendix A1

Director	Annual Budget	Profiled Budget to date	Actual to date	Variance	Adjusted Forecast Outturn	Forecast Variance	Revised Forecast Variance	Proposed Transfer to/from reserves/provisions	Forecast Variance after proposed new reserves.
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Business Transformation	6,496	4,872	1,073	-3,799	8,134	1,638	1,638	-1,407	231
Chief Executive	309	232	366	134	274	-35	-35		-35
Children, Families & Learning (excluding Schools)	38,127	28,543	28,097	-446	40,729	2,602	2,602	-501	2,101
Corporate Costs	14,687	14,774	10,069	-4,705	14,546	-141	-141		-141
Corporate Resources (Excluding 7800 Corporate Costs)	19,698	11,015	12,813	1,798	20,127	429	429	-67	362
SCH&H	46,704	35,028	36,634	1,606	51,340	4,636	4,636	-104	4,532
Sustainable Communities	39,256	29,442	28,813	-629	39,037	-219	-219		-219
Repayment of Transitional Costs	4,600	3,450	3,450	0	4,600	0	0		0
TOTAL Excluding Schools	169,877	127,356	121,315	-6,041	178,787	8,910	8,910	-2,079	6,831
Schools only	766	575	286	-289	766	0	0		0
Total	170,643	127,931	121,601	-6,330	179,553	8,910	8,910	-2,079	6,831
Transitional Costs	3,762	2,822	3,926	1,104	4,762	1,000	1,000		1,000

Appendix A2

Current and Previous Forecasts by Directorate

Director	December Forecast Variance after proposed new reserves.	October Forecast Variance after proposed new reserves.	Shift in Variance
	£000	£000	£000
Business Transformation	231	117	114
Chief Executive	-35	0	-35
Children, Families & Schools (excluding	2,101	1,909	192
Corporate Costs	-141	-226	85
Corporate Resources (Excluding 7800	362	325	37
SCH&H	4,532	5,091	-559
Sustainable Communities	-219	-48	-171
Transitional Costs	0	0	0
TOTAL Excluding Schools	6,831	7,168	-337
Schools only	0	0	0
Total	6,831	7,168	-337

Technical Adjustments/Virements for Business Transformation

Appendix B

Description	Opening Budget	May	May	May	May	May	Jun	Jun	Aug	Aug	Sep	Sep	Sep	Oct	Oct	Nov-09
	Note	1	8	14	19	20	35	35a	36	36a	40	41	43	45	50	Closing
	T/P	P	P	P	P	P	P	P	T	P	T	T	P	P	P	Budget
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Director Business Transformation	232,607				6,000	3,000										241,607.00
AD Communications	125,607				-1,000		20,674									145,281.00
Corporate Communications	360,548						-40,748									319,800.00
Brand & Channel Management	299,870						20,074									319,944.00
AD Business Transf & Customer Svs	133,058		53,170		-5,000											181,228.00
Customer Services	2,187,277		-26,932						-20,149		-53,110	-25,266				2,061,819.75
Customer Accounts	203,771		-9,820												-2,800	191,151.00
Revenues	718,028		-12,280								53,110			40,000	2,800	801,657.99
Registrars	-110,218		-2,782													-113,000.00
Coroners	213,399		-1,356													212,043.00
AD Policy Partnerships and Performance	135,540					-3,000										132,540.00
Policy	527,228			90,000									18,700			635,928.00
Partnership, Community Engagement	841,631	76,100						20,400								938,131.00
Performance Management	471,447	-76,100								12,500			20,000			427,847.00
Total	6,339,793	0	0	90,000	0	0	0	20,400	-20,149	12,500	0	-25,266	38,700	40,000	0	6,495,977.74

Technical Adjustments/Virements for Business Transformation

Notes

- 1 - To re-align budget between AD Policy Partnership and Performance profit centres
- 8 - To transfer the training budget to the AD Profit Centre
- 14 - To transfer contingency budget to Policy to cover subscriptions omitted from the original budget process
- 19 - To transfer some of the Business Transformation AD's training budget into the Business Transformation Directorate's Conference budget
- 20 - To transfer some of the AD Policy Partnership and Performance training budget into the Business Transformation Directorate's conference budget
- 35 - To re-align the Communications budgets
- 35a - Transfer of Volunteer and Community Action budget from Sustainable Communities to the Partnership team.
- 36 - Transfer of a Customer Advisor post (11months of costs) from Customer Services to Joint Strategic Commissioning Services
- 36a - Transfer of funding from Director CLF to Performance Management to part fund the cost of a Social Care Performance Officer post
- 40 - Transfer 2 posts (22138 and 22142) from Customer Services to Revenues, as incorrectly budgeted
- 41 - Transfer 3 x Receptionist posts from Customer Services to Facilities Management from Sept - March
- 43 - Transfer £20k CAA funding from Finance Contingency to Performance team and £18,700 from Finance Contingency to Policy
- 45 - Transfer £40k from Head of Financial Services to Revenues to fund Legal Fees
- 50 - Transfer £2,800 Bank and Card Charges from Customer Accounts to Revenues in line with where expenditure is being charged.

Appendix C to follow

Appendix D

Savings Measures Action Plan for Business Transformation

Detail of planned action	AD	Full Year Savings	Included in Sept forecast	Included in Oct forecast	Included in Nov forecast	Implications
		£000	£000	£000	£000	
Review of discretionary expenditure	BT&CS	20			20	None
Customer Services Team - Remove total Furniture and Equipment budget within Registration Service cost centre for 2009/10 only. Red cuts suggested £11k reduction already. (BT&CS)	BT&CS	4		4		None for 2009/10 as no furniture / equipment or refurbishment required
Customer Services Team - Stop recruiting vacant posts within Registration Services until April 2010 (BT&CS)	BT&CS	8		0		Quieter time of year, unless pandemic flu impacts in which case, this saving may not be realised as additional hours would need to be paid for business continuity from existing staff and additional staff to manage excess deaths. Following a review of the budget, this efficiency is no longer achievable.
Customer Services Team - Remove all of the clothing allowance from Customer Service budget for 2009/10 only. Red actions proposed £2K cut already. (BT&CS)	BT&CS	3		3		No new staff expected into Customer Service Centres for remainder of 2009/10
Customer Services Team - Printing and Stationery from Customer Service budget for 2009/10 BT&CS)	BT&CS	4		4		Charter printed and no additional stationery required for first year of CBC
Customer Services Team - Subsistence from Customer Service budget	BT&CS	3		3		Whole budget cannot be removed as overspend in car mileage and allowance.

Appendix D

Savings Measures Action Plan for Business Transformation

Detail of planned action	AD	Full Year Savings	Included in Sept forecast	Included in Oct forecast	Included in Nov forecast	Implications
		£000	£000	£000	£000	
Customer Services Team -Stop recruiting and back filling posts within Customer Services until April 2010, caused by maternity leave and retirement		10		0		Reduction in service levels of over 3%, increasing to potentially 5% if call volumes continue to increase. Reduction in ability to multiskill and train other staff due to pressures on service levels. Following a review of the budget, this efficiency is no longer achievable.
Reduced costs for annual council tax advice leaflet (distributed to all households in March)	Comms	10	10			Requires a partnership approach or reduced production values for CBC leaflet.
Streamlined subscriptions to journals and newspapers (Comms)	Comms	4	4			Requires increased dependence on web publication review and news alert services.
Identified additional savings in procurement as a result of tender (Comms)	Comms	5		5		None
Review of salaries in Director of Business Transformation cost centre	Dir BT	20		20		None
Freezing of vacant posts (PPP)	PPP	64	64			Continued reduced service from Community / Customer Intelligence Team (1 post reduced from 3) and Corporate Policy (1 post reduced from 2).Expected savings for August 09-March 10 only. Savings for April 09-July 09 already realised.

Appendix D

Savings Measures Action Plan for Business Transformation

Detail of planned action	AD	Full Year Savings £000	Included in Sept forecast £000	Included in Oct forecast £000	Included in Nov forecast £000	Implications
Postpone implementation of Performance Management software to 2010/11 (PPP)	PPP	20		20		Delay in implementing our corporate performance management / information platform across CBC. Delay will mean continuation of 'manual methods' of data collection and may have minor impact on Performance Management judgements in CAA / UoR.
Undertake no Budget Consultation Work for 2010 Budget (PPP)	PPP	8		8		Detailed results from Place Survey provide an indication of public priorities. This survey work does not provide public opinion on scenarios relating to council tax levels and service provision. No further budget consultation work may impact UoR scores.
External venue hire (PPP)	PPP	8	8			None for 2009/10.
Freezing of vacant post (PPP)	PPP	25		25		Continued reduced service until 1st April 2010 from Performance (Team Leader) and Community Intelligence (Team Leader). This will mean minimal capacity for development work on Customer / Community Insight
Printing & Stationery (PPP)	PPP	6		6		Reduced printing of PPP documents for internal and external publication / distribution - e.g. Ward profiles, customer feedback leaflets (Partnerships & Performance).

Appendix D

Savings Measures Action Plan for Business Transformation

Detail of planned action	AD	Full Year Savings	Included in Sept forecast	Included in Oct forecast	Included in Nov forecast	Implications
		£000	£000	£000	£000	
Prof Serv - Consultancy (PPP)	PPP	24		24		Push back to 2010/11 mystery shopping & consultation toolkit refresh. No further performance consultancy work in 2009/10.
Project Budget (PPP)	PPP	15		15		Further reduction in projects: No funding for external O&S activity in 2009/10. Purchasing meters so we can extend the zap carbon pilot. Bring in external speakers on cross cutting issues to coincide with launches of guidance/policies. Sponsorship of key equalities events (eg. RNID) and contributory funding to partners' events.
Civic / hospitality (PPP)		2		2		No other external events from now to end of year.
Sustainable Community Strategy consultation		8		8		Carry out absolutely basic consultation work on Sustainable Community Strategy. This will affect our CAA position as we will not be able to robustly demonstrate our stakeholder input / buy-in to the collective vision and priorities.
TOTAL		271	86	147	20	

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

Title	2009/10 Gross Budget	2009/10Rev ised Budget	Actual Expenditure to date	Forecast expenditure	Variance	Slippage to 2010/11	Brief Description of Scheme	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s		
Istop Kiosks	40	35	28	35	0	5	Commissioned by the Transitional Task Force for Community Engagement, this is a pilot of 11 kiosks that provide access to the Job Centre Plus and Central Bedfordshire web site from retail outlets across the district. Was part of the Central Bedfordshire Bid proposals.	£5k slippage to be rolled forward into next year to fund scheme expansion.
Points of Presence	50	0	0	0	0	50	Dunstable reception area refurbishment.	The work on Dunstable reception area is complete but the Customer Service Centres require a refresh of their general decoration and this budget allocation will be used to bring them up to standard.

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

Title	2009/10 Gross Budget	2009/10Rev ised Budget	Actual Expenditure to date	Forecast expenditure	Variance	Slippage to 2010/11	Brief Description of Scheme	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s		
Carbon Management	10	10	0	6	-4	0	<p>CRED the community awareness project was put on hold so Central Bedfordshire LSP Carbon Reduction Working Group and the Dir of Business Transformation have given full support to a community carbon reduction project based around providing a community carbon zapcarbon website and energy efficiency meters. This will contribute to NI 186 in the LAA and raise awareness of domestic energy efficiency/carbon reduction.</p>	<p>33% discount secured from Zap Carbon for placing order by 31August 2009 following consultation with Richard Ellis. Energy efficiency meters to be bought from E-on with CERT discount.</p>

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

Title	2009/10 Gross Budget	2009/10Rev ised Budget	Actual Expenditure to date	Forecast expenditure	Variance	Slippage to 2010/11	Brief Description of Scheme	Narrative
	£000s		£000s	£000s	£000s	£000s		
EDRMS	40	40	24	40	0	30	DIP System (EDRMS)	Part funding for procurement of ECM. Bal of £29,600 will need to be carried forward for future implementation of business improvement using ECM and workflow.
Total Business Transformation	304	335	159	331	-4	85		
Slippages from 2008/09								
LPSA & LAA Grant Payout	697	0	0	0	0	697		
DIP System (EDRMs)	30	0	0	0	0	0		
Total Slippages	727	0	0	0	0	697		

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

Title	2009/10 Gross Budget	2009/10Rev ised Budget	Actual Expenditure to date	Forecast expenditure	Variance	Slippage to 2010/11	Brief Description of Scheme	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s		
New Schemes:								
Safer Stronger Communities Fund Capital Grant	0	83	0	83	0	0	Grant funding received annually from the Home Office for Safer Stronger Communities Capital projects. Funding managed by the Partnership and Community Engagement team. Funding for 2009/10 amounts to £83k	The Partnership and Community Engagement team are currently working with the Community Safety Team to formulate a spending plan for 2009/10. It should be noted that the grant must be spend in year or returned to the Home Office.
Performance Management System	0	90	0	90	0	0	New System for CAA Performance Management with plans to procure in either 2009/10 or 2010/11.	Outline Business Case / PID to be considered by November Executive.
Total New Schemes	0	173	0	173	0	0		
TOTAL Business Transformation	1,031	508	131	504	-4	782		

BUSINESS TRANSFORMATION CAPITAL PROGRAMME 2009/10

Appendix E

Title	2009/10 Gross Budget	2009/10Rev ised Budget	Actual Expenditure to date	Forecast expenditure	Variance	Slippage to 2010/11	Brief Description of Scheme	Narrative
	£000s	£000s	£000s	£000s	£000s	£000s		
New Schemes:								
Safer Stronger Communities Fund Capital Grant	0	83	0	83	0	0	Grant funding received annually from the Home Office for Safer Stronger Communities Capital projects. Funding managed by the Partnership and Community Engagement team. Funding for 2009/10 amounts to £83k	The Partnership and Community Engagement team are currently working with the Community Safety Team to formulate a spending plan for 2009/10. It should be noted that the grant must be spend in year or returned to the Home Office.
Performance Management System	0	0	0	0	0	90	New System for CAA Performance Management with plans to procure in either 2009/10 or 2010/11.	Outline Business Case / PID to be considered by November Executive.
Total New Schemes	0	83	0	83	0	90		
TOTAL Business Transformation	1,031	418	159	414	-4	872		

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Meeting: Business Transformation
Date: 22 February 2010
Subject: Task Force Report on enabling Councillors to be leaders in and for their communities
Report of: Director of Business Transformation
Summary: The report proposes a delivery plan to implement the actions for key principle two of the comprehensive community engagement strategy; enabling Councillors to be leaders in and for their communities.

Contact Officer: Peter Fraser, Head of Partnerships and Community Engagement
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The delivery plan is crucial to the successful implementation of the comprehensive community engagement strategy.

Financial:

none

Legal:

none

Risk Management:

none

Staffing (including Trades Unions):

none

Equalities/Human Rights:

none

Community Safety:

none

Sustainability:

none

RECOMMENDATION(S):




That the Business Transformation Overview and Scrutiny Committee approves the Member Task Force's recommended Delivery Plan for submission to the Executive at its meeting on 4th May 2010.


Background


1. Central Bedfordshire's Local Strategic Partnership is developing a comprehensive community engagement strategy. The aim of the strategy is to give residents greater involvement in the decision-making process with the ultimate objective of delivering better public services by better understanding our communities' needs and issues.
2. The strategy is based on the following five key principles:
 1. Giving more people more opportunities to influence decisions
 2. Enabling Councillors to be leaders in and for their communities
 3. Enhancing the role of Town and Parish Councils
 4. Building the capacity of local people to engage
 5. Ensuring a joined-up, strategic and coordinated partnership approach
3. The strategy has been developed in discussions with Council officers, Ward Councillors, Town and Parish Councils and Partners. A full consultation on the draft strategy was carried out for 13 weeks from October 2009 until January 2010. At the same time a Member task force has been working with officers to develop an action plan for key principle two; enabling Councillors to be leaders in and for their communities, into a delivery plan.
4. The members of the task force were Councillors Tony Brown, Norman Costin, Alison Graham, Mike Gibson, Doreen Gurney, Caroline Maudlin and Marion Mustoe. The group met three times in addition to email communication.
5. It has been agreed that a short pilot programme to test some elements of the delivery plan will be carried out from February with 10 non-executive Ward Councillors.
6. This plan will form part of a larger delivery plan that will be developed to cover all of the key principles in the Community Engagement Strategy, and this will be presented to the Executive for approval on 4th May 2010.



Delivery Plan


7. Overleaf is the Delivery Plan.


	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
1	Provide Councillors with relevant ward-based intelligence, information and 'customer insight'	Issue and update Central Bedfordshire crib sheet (area profile)	Peter Fraser	Updated quarterly	2 nd issue circulated and dates for quarterly updates published	
		Issue and update ward based profiles	Peter Fraser	Updated annually (April)	Ward profiles were issued in October 2009.	
		Monthly update by email to all Councillors to include: <ul style="list-style-type: none"> • completed, current and future council consultations • complaints to the council about generic ward issues • community events (e.g. fetes and shows) • Town and Parish Council meetings • Key partnership meetings • Grants available to communities • Partner consultation & engagement activities 	Peter Fraser	Pilot with 10 Councillors starting in Feb 2010		
		Issue a "handy guide" to the main council services (particularly Planning and Highways)	Peter Fraser	By Sept 2010		
		Develop a web page for each ward to include all ward specific information listed above.	Peter Fraser	By Dec 2010		


	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
2	Individual Councillor budgets	Identify other sources of discretionary spend from within the Council that could be diverted to fund Individual Councillor Budgets.	Peter Fraser	By April 2010	Consideration should be given to Cllrs involved in town centre committees, they should not get a personal budget as they will receive funding from the Council through the town centre committee.	
		Identify other service budgets which could be influenced by ward Councillors, for example Parish Partnership fund.	Peter Fraser	By April 2010		
		Issue guidelines to help Councillors in their decision making about how to spend the money.	Peter Fraser	By April 2010		
		Develop a record keeping system for recording how the budgets have been sent.	Peter Fraser	By April 2010		
		Review budget allowance and process.	Peter Fraser	Jan 2011		


	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
3	Support for scrutiny, Councillor Call for Action and response to petitions	Complete the Overview & Scrutiny Coordination Panel (OSCP) review	Bernard Cater	End of Feb 2010		
		Develop a "handy guide" for Councillors and the public on the variety of methods communities can use to raise issues with the Council (e.g. CCfA, petitions, SCA)	Peter Fraser	By Sept 2010		

	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
4	Greater role and involvement in partnerships	Develop a “handy guide” to key partnerships in Central Bedfordshire	Peter Fraser	By Sept 2010		
		Develop a partnership newsletter and circulate to all ward Councillors.	Peter Fraser	Quarterly, starting in April 2010	Funding from EEDA’s Targeted Support Fund has been secured to support the development of this newsletter	
		All major LSP decisions should be presented to all Councillors before Executive, such as LAA and Sustainable Community Strategy.	Peter Fraser	Ongoing		
		Ward members to be invited to Central Bedfordshire Forum meetings.	Peter Fraser	14 th Jan 2010		

	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
5	Establish links with Third Sector organisations	Develop a “handy Guide” to the third sector in Central Bedfordshire and the VCS compact.	Peter Fraser	By Sept 2010		
		Notify all members of Third Sector assembly meetings (to be included in the partnership newsletter).	Peter Fraser	3 rd Feb 2010 Frequency to be decided		

	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
6	Case management system for Councillors	Continue to research a case management system and present to Councillors for a final decision.	Sonya Branagan	By April 2010		

	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
7	Member development of community engagement skills	Deliver Councillor training sessions on: <ul style="list-style-type: none"> • IT skills (email, calendar, internet, PDA) • Statutory duties and role of Members in community engagement • How to scrutinise consultation / community engagement • Understanding cultural differences • Listening skills • Conflict resolution • How to say no • Facilitation skills • Chairing public meetings • Consensus building 	Peter Fraser and Kathrin John	Start date to be confirmed		

	Key Activities (Description)	Deliverables (Output)	Lead Officer	Milestones	Current position	
					Comments (if any)	 when completed
8	Dedicated officer support	Set up a dedicated telephone number for the helpdesk for Councillors to use to ensure a fast response.	Hannah Richards	By end Feb 2010		

Next Steps

8. That the Business Transformation Overview and Scrutiny Committee approves the Member Task Force's recommended Delivery Plan for submission to the Executive at its meeting on 4th May 2010.

Location of papers: Melbourne House, Bedford

Meeting: Business Transformation Overview & Scrutiny Committee
Date: 22 February 2010
Subject: Work Programme 2009-2010
Report of: Cllr Richard Stay, Portfolio Holder for Business Transformation
Summary: The report provides Members with details of the currently drafted work programme.

Contact Officer: Bernard Carter, Overview & Scrutiny Manager
Public/Exempt: Public
Wards Affected: All
Function of: Council

CORPORATE IMPLICATIONS

Council Priorities:

The work programme of the Business Transformation Overview & Scrutiny Committee will contribute indirectly to all 5 Council priorities.

Financial:

n/a

Legal:

n/a

Risk Management:

n/a

Staffing (including Trades Unions):

n/a

Equalities/Human Rights:

n/a

Community Safety:

n/a

Sustainability:

n/a

RECOMMENDATION(S):

1. **that the Business Transformation Overview & Scrutiny Committee**
 - (a) **considers and approves the work programme attached, subject to any further amendments it may wish to make; and**
 - (b) **considers whether it wishes to add any further items to the work programme and/or establish any Task Forces to assist it in reviewing specific items.**

Work Programme

1. As Members will be aware, the Committee received a presentation at its first meeting, which provided an overview of the work of the Business Transformation directorate and the key issues and challenging facing it.
2. At this meeting, and with the support of the officers in attendance, Members highlighted a number of priority items for inclusion in an initial Committee work programme and since then the work programme has continued to be refined at each subsequent meeting. A summary of the current programme is attached at Appendix A.
3. The Committee is now requested to consider the work programme attached and amend or add to it if necessary. This will allow officers to plan accordingly but will not preclude further items being added during the course of the year if Members so wish and capacity exists.

Task Forces

4. In addition to consideration of the work programme, Members will also need to consider how each item will be reviewed i.e. by the Committee itself (over one or a number of Committee meetings) or by establishing a Member Task Force to review an item in greater depth and report back its findings.

Conclusion

5. Members are requested to consider and agree the attached work programme, subject to any further amendments/additions they may wish to make and highlight those items within it where they wish to establish a Task Force to assist the Committee in its work.

Appendices:

Appendix A – Business Transformation Overview & Scrutiny Committee Work Programme by Committee Date

Business Transformation Overview and Scrutiny Committee

Current Work Programme by Committee Date

Ref	Committee Date	Report Title	Issue Description	Comments
1.	22 February 2010	Performance & Budget Report Q3	To receive & consider a report outlining the performance of key indicators/budget within the directorate for the period Apr to Dec 09.	
2.		Remodelling of Customer Services	To receive & consider a report outlining the Council's proposed approach to the provision of customer services in the future.	
3.		Communications Strategy	To receive and comment upon the draft Communications Strategy prior to Executive and full Council consideration and approval.	
4.		Enabling Councillors to be Leaders in and for their Communities: Delivery Plan	To receive the Delivery Plan approved by the Councillor Support Task Force established by the Committee at its meeting on 29 September 09.	
5.	22 March 2010	Total Place	To receive a report regarding the proposed governance arrangements for the Total Place initiative and the lessons learned from the pilot in terms of accelerating the Council's own efficiency agenda.	
6.		Approach to Business Transformation & Improvement	To review the draft approach following further work undertaken by the Business Transformation Strategy Task Force and prior to Executive consideration on 6 April.	

Ref	Committee Date	Report Title	Issue Description	Comments
7.		Web Development Strategy	To receive the draft Strategy approved by the Web Development Task Force established by the Committee at its meeting on 3 September 09.	
8.		Draft Single Equalities & Diversity Scheme	To consider the final draft of the Council's Single Equalities & Diversity Scheme prior to submission to the Executive.	
9.	19 April 2010	Sustainable Community Strategy	To consider a report regarding proposals to review and consult upon the Sustainable Community Strategy. The report will also outline the role of the LSP in the process.	
10.		Shared Services	To receive the findings, conclusions and recommendations of the Shared Services Task Force established by the Committee at its meeting on 25 January 10.	
11.	17 May 2010	Performance & Budget Report Q4	To receive & consider a report outlining the performance of key indicators/budget within the directorate for the period Apr 09 to Mar 10.	

Remaining Executive Dates (for information) - 9 Mar, 6 Apr, 4 May

Agreed Items of Business for Next Municipal Year

Review of Voluntary & Community Sector Funding (following work completed by Cllr Maurice Jones' Working Group) – June 2010