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| **Strategy & Performance** | **July 2015** |
| **Service Delivery Programme 2014/15 - Annual Report** | |

**The Service Delivery Programme is a public facing initiative that was introduced in February 2010 to demonstrably monitor and record progress against the Council’s Corporate Plan.  Now in its fifth year, the programme’s commitments are based on the 2014/15 Service Action Plans and are aligned with the Council’s vision and strategic objectives, together with an additional category to demonstrate how the Council is delivering Value for Money.**

**This report provides an end of year update on progress made by services against their commitments for the period 1st October 2014 to 31st March 2015. Services have provided a short narrative of their progress under the ‘Measures of Success’ column for each commitment, together with an overall performance rating using the following descriptors as a guide:**

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| **Performance Descriptor** | **Rating (RAG)** |
| **We successfully achieved 100% of the commitment in 2014/15** | **Green** |
| **We achieved at least 60% of the commitment in 2014/15** | **Amber** |
| **We did not achieve the commitment by the end of 2014/15** | **Red** |
| **We do not have a year-end update for this commitment** | **Blue** |

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**Summary of Performance for 2014/15**

**2014/15 has seen services deliver, either in full or in part, 100% of the priorities set out in their Service Action Plans at the start of the year. This is an excellent achievement and demonstrates once again that despite significant ongoing financial pressures, the Council is delivering on its commitment to put people and communities first.**

**The table below provides a summary of progress as at 31st March 2015 based on the overall RAG status of the progress updates recorded by services against their SDP commitments.**

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| --- | --- | --- | --- | --- | --- |
| **SDP Theme** | **Red** | **Amber** | **Green** | **Blue** | **Total** |
| **Promoting Independence and Positive Lives** | **0** | **3** | **17** | **0** | **20** |
| **Neighbourhoods where People are Proud to Live** | **0** | **4** | **20** | **0** | **24** |
| **Building a Stronger Economy** | **0** | **2** | **14** | **0** | **16** |
| **Value for Money** | **0** | **7** | **12** | **0** | **19** |
| **Total** | **0** | **16** | **63** | **0** | **79** |

**Of the 79 recorded commitments:**

* **80% of commitments have been successfully delivered in 2014/15**
* **20% of commitments have been partially delivered in 2014/15**
* **0% of commitments have not been delivered in 2014/15**
* **0% of commitments have missing year-end updates in 2014/15.**

**Council Vision and Objectives**

The Council has refreshed its community vision with a change of emphasis that puts **people and communities** first.

**With lively, active, communities**

**Unique places with beautiful surroundings**

**Our VISION**

Bath & North East Somerset:

**Where everyone fulfils their potential**

**People that are…**

* **Valued and come first**
* **Active citizens**
* **Proud of where they live**
* **Happy and fulfilled**

**Communities that…**

* **Thrive**
* **Are fit for the future**
* **Are shaped by our citizens**
* **Are low carbon and resource efficient**
* **People love to be part of**

**Unique places that…**

* **Give us a great quality of life for work, leisure and sport**
* **Have a strong economy promoting local businesses**
* **Value the contribution of local people, students and tourists**
* **Are building for a greener / low carbon future**
* **Enable local communities to flourish**

**Three objectives have been created to deliver the vision over the next few years, each with a number of outcomes that will help measure our success in delivering the vision:**

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| **Promoting independence and positive lives for everyone** | **Creating neighbourhoods where people are proud to live** | **Building a stronger economy** |

The outcomes that will help measure the Council’s success in delivering these objectives are set out in the table on the next page.

A fourth objective has been added around **Value for Money** to show how the Council will improve the cost and performance of its services, with many of the impacts and measures focused on internal outcomes. Benefits to the customer will result through improved ways of working, increased efficiency, reduced costs etc.

To show how each commitment is linked to the Council’s vision and Corporate Plan, they have been categorised and colour coded to one of the objectives. Where a commitment contributes to more than one objective, it has been assigned to a primary objective, i.e., one that it supports the most. As an example, Community Regeneration’s commitment to *‘…enable the delivery of the priorities and targets in the Economic Strategy for 2014/15 to help people develop the skills they need to access growing job opportunities…’* contributes to all three vision objectives, however it has a greater direct impact on objective 3, *‘Building a stronger economy’*, and is therefore listed under this one. .

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| **Vision Objectives** | **Outcomes** |
| **1.Promoting independence and positive lives for everyone** | **The people most in need are supported to live full active lives** |
| **Older people are supported to live independently** |
| **Children and young people enjoy their childhood and are prepared for adult life** |
| **Schools develop and extend their role in the local community** |
| **There are activities & opportunities to help young people to make a positive difference to their lives & communities** |
| **People have developed their skills and use them to improve their community** |
| **Everyone has the opportunity to participate in sports, leisure and cultural activities** |
| **Everyone has the opportunity to enjoy a healthy lifestyle** |
| **2.Creating neighbourhoods where people are proud to live** | **Where people feel safe** |
| **There are decent affordable homes in private and social sector** |
| **Clean streets and open spaces** |
| **Where local people actively lead the delivery of improvements in their community** |
| **Where decisions are made as locally as possible** |
| **Where there is easy access to public services and local amenities** |
| **Reduced inequality between communities across Bath & North East Somerset** |
| **Communities have adapted to changes in our climate and are not dependent on high carbon energy** |
| **Recycling & reduction in waste continues to be extended** **with residents increasing their responsibility for minimising waste** |
| **3.Building a stronger economy** | **With a broad range of job and employment opportunities** **that recognise different needs of rural, town and city communities** |
| **Where people are able to travel easily with reduced traffic congestion and pollution** |
| **With a strong local business sector, tourism, and local shopping** |
| **The quality of the environment is maintained or enhanced** |
| **Key development sites are delivered to increase the number of local businesses** |
| **A diverse economy with growth in the low carbon, knowledge creative, and ICT industries** |

**Our Commitments for Promoting Independence and Positive Lives**

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| --- | --- | --- | --- |
| **Code** | **Service Action Plan (SAP)** | **Code** | **Service Action Plan (SAP)** |
| **ASH** | **Adult Social Care and Housing** | **PBH** | **Public Health** |
| **CHS** | **Children’s Services** | **PPD** | **Property & Project Delivery** |
| **CUS** | **Customer Services** | **S&P** | **Strategy & Performance** |
| **ENV** | **Environmental Services** |  |  |

| **Objective 1: Promoting Independence and Positive Lives** | | | |
| --- | --- | --- | --- |
| **SAP** | **Our Commitment** | **Progress Against Measures of Success** | **RAG** |
| **ASH** | We will redesign the Adult Social Care Pathway. First and foremost the future design for community services will support older and vulnerable people to remain independent by working with them at a much earlier stage and strengthening the model of care for those with the most complex needs to avoid the need for hospital admission and where possible and appropriate the need for a long-term packages of care. The aim of this strategy is both to achieve improved outcomes for people and, also to build greater resilience and sustainability into the health and social care system. This approach requires a shift of resources upstream to place greater emphasis on prevention through access to effective advice, information and signposting; and, for those who need it, a short-term, intensive, integrated reablement service, which reduces the need for a package of long-term care. | * The adult social care pathway was launched on 1st July 2014 as planned. The agreed service specification is in place, including the required performance and outcome measures and reporting requirements. * Future funding for the integrated reablement service is identified in B&NES Better Care Fund Plan 2014/15 – 2018/19, which was agreed by Health & Wellbeing Board in September 2014, and subsequently approved by NHS England and identified as an example of best practice. |  |
| **ASH** | We will embed the community cluster team model (provided by Sirona Care & Health) with an expansion of integrated reablement and rehabilitation services. This links to the adult social care pathway redesign and will provide improved support to older and vulnerable people to remain independent by working with them at a much earlier stage and strengthening the model of care for those with the most complex needs to avoid the need for hospital admission, and where possible and appropriate, the need for a long-term placements and packages of care. | * The community cluster team model launched in February 2014 as planned. The agreed service specification is in place, including the required performance and outcome measures and reporting requirements. |  |
| **ASH** | The Council and Clinical Commissioning Group (CCG) have agreed to fund the development of a Wellbeing College for two years. It is an idea led by a sub-group of the Mental Health Wellbeing Forum, made up of mental health commissioners, organisations providing services for people with mental health needs and service user and carer representative groups.  The idea of a wellbeing college is an expansion of the notion of (mental health) Recovery Colleges and seeks to shift care pathways to prevention, wellbeing, resilience and social inclusion on a long term basis. The College offers an educative, co-produced or peer-led supportive course led approach to early intervention and self-management. Subject to evaluation, evidence from mental health Recovery Colleges suggests that the following benefits are likely to be achieved: improved quality of life through improved support for people with long-term conditions; reduced rates of mental ill-health in the longer term; improved skills, education and employment; and increased resilience of people and communities, including reduced loneliness and social isolation. | * Consistent Evaluation Criteria for the courses which will operate through the medium of the Wellbeing College have been agreed with a wide range of course providers. The evaluation will enable all stakeholders to assess the effectiveness of the courses in delivering early intervention, prevention, and self-management of long term conditions for both physical and mental health. * An independent organisation, Talking Health, has been appointed to carry out the independent evaluation. * The launch of the Wellbeing College took place in January 2015and the full range of courses can be seen on the website[**www.wellbeingcolleagebanes.co.uk**](http://www.wellbeingcolleagebanes.co.uk). |  |
| **CHS** | We will continue to develop our clear and comprehensive response to the challenges identified by Ofsted at our recent inspection (March 2013). It is anticipated that improvements to service delivery will ensure increased quality of response and positive outcomes for young people and families within B&NES. | * We have concluded the Improvement Plan that was drawn up in response to the March 2013 Ofsted inspection of safeguarding arrangements. This process has helped us to oversee some important changes to the design of systems and put in place programmes designed to improve the way we plan for young people. * In order to maintain the process of continued development of our services we have now formed the Service Development Board (June 2014) which will continue to challenge practice and service development to further improve quality and consistency of practice across all areas. * The quality of assessments and planning will continue to be regularly audited by all mangers. The increased emphasis on planning and analysis of interventions has contributed to the reduction in both Looked after Children numbers and children subject to Child Protections plans. * All reports, court statements and case-recording ensure that Social Workers provide an analysis of risk and presenting concerns which are carried forward into a clear plan for intervention with the family. It will also be important that recording conveys clearly the views and wishes of the young person and that these are taken into account within the assessment and the plan. * File audits continue to take into account the ways in which SW’s have reflected the voice of young people, and how plans need to take account of time-scales for young people. * We are currently discussing with local voluntary organisations how to most effectively utilise the views and experiences of the young people they work with to influence planning and service development. |  |
| **CHS** | We are developing the Local Safeguarding Children’s Board (LSCB), building on the current multi-agency partnerships and improving resources and strategies to meet the emerging concerns of Child Sexual Exploitation (CSE). This should provide a more integrated and effective service to the public and improve services to young people that are or may be in the future at risk of exploitation. | * In the past year the LSCB has overseen the development of the CSE Strategy and Protocol, as well as developing and agreeing the B&NES “Missing Children” Strategy. * The LSCB has approved a new CSE Strategy and also delivered extensive multi-agency training to all partner agencies on CSE. * The format of LSCB meetings have been changed to encourage members to discuss thematic issues and strategic issues related to these topics. * The annual LSCB Stakeholder Event this year was held on the theme of Early Help and the role that it plays in Safeguarding young people. |  |
| **CHS** | We will complete the structural changes to the Children’s Centre’s staffing and management. This will provide a “Hub and Spoke” delivery model for Children’s Centres and concentrate resources and staff in four key bases with smaller outreach services provided from some of the regional Children’s Centre’s. Alongside these changes we will continue the development of “traded services” across all Children’s Centre’s, Early Years Foundation team and Integrated Service Team.  We will also continue to promote the use of the Common Assessment Framework (CAF) as a way for partner agencies to identify need at an early stage and deliver support to vulnerable families at the earliest point that is appropriate and safe to do so. | * New Children’s Centre structure now complete, with “go live” date set for June 2015. * Ofsted “Good” ratings achieved for 7of our 9 Children’s Centres. * Evidence of improved integrated working through (i) Behaviour and Attendance Panels (ii) increased use of CAFs, (increased for the third year in a row and now over 500 per year), and (iii) reduction in re-referrals to Duty team which is partly achieved through improved co-ordination of early help services and statutory services. * Connecting Families team reached the national Phase 1 target 7 months early and was accepted as an “early adopter” for phase two. * The use of local people to work with families and develop local support networks has proved positive and we will expand this model of working. Continued expansion of traded activity beyond the local authority “core” offer to schools and settings. * Through regularly monitoring and challenging schools we have reduced the numbers of young people who are missing education. We will continue to challenge schools in regard to this issue and seek to make further reductions. |  |
| **CHS** | We will complete the re-organisation of the Youth Connect service to merge the youth service work and the work of the Connexions team. We will ensure that the skills of Youth workers contribute to our local response to vulnerable young people (those at risk of Child Sexual Exploitation (CSE) and missing from home/school). | * The new Youth Connect service is now established and is delivering targeted support to young people across B&NES. * We have established the Willow Project, which supports young people identified as being at risk of CSE orwho require return home interviews following a period missing. This group includes a number of youth workers who have particular skills in engaging with young people. * We have commissioned a new diversionary project with a local substance misuse project and the Police that will offer counselling and intervention for young people charged with drug offences rather than charging them. * Increased co-ordination between Behaviour and Attendance, Interface and Risk Management Panels to address identified needs and promote access to education, training and employment. * Decrease in Fixed Term Exclusions and Permanent Exclusions and in 16-18 NEETs. |  |
| **CHS** | We will implement the new Special Educational Needs and Disability (SEND) reforms for children and young people, and continue to ensure close working links between the Children’s Disability Team and the Special Educational Needs team. | * We have implemented the introduction of Education, Health and Care (EHC) plans and “One Page Profiles”. * Despite increased referral numbers we continue to ensure that EHC plans are provided for families in a timely manner and are undertaken with the involvement of families. We have continued to provide training for a wide variety and number of partners in relation to the SEND changes. |  |
| **CUS** | We will implement a Local Support Service Framework to enable a co-ordinated response to Welfare Changes across the Council and with Partners to support the most vulnerable members of the community with a focus on enabling sustainable work. | * Member Agreement to new Welfare Support Funding and Single Gateway model. * Investigating alternative options for the operation of Council Tax Support (this is included in the Strategic review for 2016/17). |  |
| **CUS** | We will develop a future Strategy for Library Services which provides value for money and meets local needs. | * Draft Strategy has been developed and developed and informed by a positive Peer review. Details will be developed in 2016/17. * Modernised Library Service. * Link to Welfare Reform Agenda and Sustainable Work project. |  |
| **CUS** | We will open the new Keynsham One Stop Shop and Library, providing residents with new community spaceand access to a range of services in one place. | * One Stop Shop and Library building fit for purpose and opened on schedule. |  |
| **ENV** | We will deliver Public Protection and Health Improvement Services to support public and business vibrancy by delivering a wide range of targeted services by:   1. providing an appropriate level of consumer advice and business support in the light of budget constraints; 2. offering an efficient, easily accessed range of support services; 3. ensuring that regulatory functions are delivered efficiently and proportionately; and 4. contributing to the Public Health Agenda through a range of community based interventions targeted at the most vulnerable and areas of deprivation. | * Restructuring the service to reduce the cost of service delivery has been completed. * Satisfactory provision of service with new more intelligence led and targeted measures has been implemented, with new ways of working implemented in a minimum of three signed off projects, and where possible, service delivery is now intelligence led. Further projects may be considered in 2015/16. * Work Well Wessex partnership project has progressed with an agreed set of priorities for high risk activities. The team has completed a project looking at health protection issues in specialist beauty salons and is currently working on a project assessing the management of Legionella in Care Homes; this project is ongoing due to the number of care homes and problems identified. * Amending licencing fees and adjusting service budget work is on track. The Licensing Team have completed a detailed time-recording exercise to provide accurate data with which to review the current fee structure. This data will be reviewed in 2015/16 and results will provide the evidential basis for adjusting the fee levels so that it matches reasonable costs incurred by the service. * Two additional Primary Authority Partnerships have been establishedwith Home Authority businesses. * New copy of the Buy with Confidence Directory published and distributed. A newsletter has also been produced and distributed to all Members. * We have achieved recruitment of 30 businesses to ‘Eat Out Eat Well’ commissioned by Public Health and delivered eight Level 2 and two Level 3 nutrition training events. All re-inspections have been completed and 100% of new awards commissioned achieved. * Strategy and action plan to mitigate the impact of urban gulls in B&NES has been published. Actions for 2015/16 are being implemented based upon our experiences in 2014/15. * Newbridge Hill Soil Quality Study has been completed with remediation successfully delivered in the remaining properties. |  |
| **ENV** | We will deliver the Sport and Active Lifestyles Service continue our Passport to Health programme to:   * Improve the life-expectancy opportunities for those with a range of health-risk factors and to close the gap on health inequality across the District * Improve opportunities for children, young people and adults, particularly families, to participate in sport and physical activity * Develop more opportunities for children and young people at risk from exclusion and those not in employment, education or training * Continue to provide improved access to sports opportunities for people with disabilities. | * We have improved on our number of service completers this year for our Passport to Health programme (exercise referral service to improve life-expectancy opportunities for those with a range of health-risk factors) and believe this is due to an improvement in the quality of referrals and continued high quality of service delivery. * Health checks completed Carers Community Activators (health and well-being assessments and action plans to support carers) in last quarter total 52 supplementing those already achieved. * Doorstep Clubs are operating at both Southside Youth Hub and Peasedown Youth Hub engaging with 40 young people (aged 14-25 years old) each week. * Bath Skyline Park run attracts over 150 participants each week; many being families. Over 20 volunteers have been involved committing over 800 hours of time to the project. * Try Active project is above target to achieve its first year participant target, with 4 months of year 1 to go. Over 1,500 people have taken part in activities including participants from target wards such as Odd Down, Twerton, Southdown, Paulton and Keynsham. * Due to capacity issues within B&NES Network and new project areas evolving, opportunities to further develop sports activities for children and young people, (this includes the pilot Sports Buddies and Mentoring programme to hand-hold people with a disability into sustainable activity, consultation with interested bodies to evaluate the feasibility of taking BISPAA to charitable status, and setting up Inclusive Club sessions for pathway into Ability Counts League (Odd Down Centre of Excellence), have not moved forward since the September 2014 update. This will need to be reassessed in future service planning. * Funding to deliver new facilities at Odd Down was secured and completion of the 3G Astro was achieved in October 2014 and the Pavilion in March 2015. Finalising the external works is currently taking place with completion due May 2015. * Fit for Life partnership and sub groups now operating with a draft Leisure Strategy Action Plan being developed. * Work to procure a new leisure facilities site is ongoing. The preferred bidder will be announced shortlyand the contract will start 1st July 2015. |  |
| **PBH** | We will implement the priorities of the Joint Strategic Needs Assessment, Health and Wellbeing (H&W) Strategy, and Director of Public Health (DPH) report to a) develop a process to influence the strategies of the H&W Board through the use of evidence and a review of performance, and b) develop and publish the annual DPH report in conjunction with the H&W Board and Clinical Commissioning Group. This will enable a clearer and better understood set of priorities for investment across the community, services will be commissioned within a clear framework and strategy and will be in place to support lifestyle behaviour change, and access to and quality of services will improve. | * Public health membership of Board and contribution to decisions and priorities. * Agreed set of local Key Performance Indicators (from the Public Health Outcomes Framework) updated quarterly and shared within the Council and with CCG. * DPH annual report published autumn 2014. * Sexual Health Needs Assessment completed as basis of forthcoming sexual health strategy and action plan. * Evaluation of Passport to Health completed and influencing implementation. * Reviewed and procured young people’s health behaviour survey. Intelligence is used to inform the Children’s plan and the DPH award programme. * Gypsy and Traveller needs assessment has informed provision of additional services via the CCG. * Led a working group to progress the priority for Health and Sustainable Places, and participated in the Isolation and loneliness working group. |  |
| **PBH** | We will influence the wider work of the Council to impact on the social and economic determinants of health and health inequalities, for example, public health has an input to decisions elsewhere in the Council such as in planning. This will enable:   1. public health benefits (e.g. access to exercise) to be built into discussions about and engagement on other Council projects; 2. staff to make the most of every opportunity to improve public health when providing or commissioning services; 3. quality of services will improve and be targeted appropriately; 4. decisions to consider the impact on health and inequalities. | * Evidence of engagement with other Council Directorates and Member groups includes the public health contribution to Placemaking Plan and associated sustainability appraisal process, participation in the Economic Strategy refresh working group, and attendance at Council meetings when requested. * Evidence of engagement and inclusion in Council projects includessupport for 10 in 100 projects. * Improved understanding and agreements in place with each Directorate for their contribution to public health outcome, with support given to adopt the national ‘Halve It’ HIV campaign. * Public health contribution provided to Children’s Services to re-commission some of their services and Ofsted inspections, and the leisure procurement service design and evaluation process. |  |
| **PBH** | We will develop a shared work programme with colleagues in the council, and other local and regional partners / neighbours. This will help public health identify where it needs to connect within and outside the Council and develop links so it can influence through the development of shared work programmes. | **Shared work programmes developed and in place:**   * Multi-agency Sexual Health Board established and active in overseeing completion of Sexual Health Needs Assessment. * Work ongoing to finalise public health contribution to CCG work plan. * Tobacco control strategy and action plan agreed and implementation underway, including recommendations from the ‘Clear Assessment’. * Alcohol strategy and action plan also agreed and implementation underway. * Healthy weight partnership established with the Healthy Weight Strategy in final draft and awaiting public consultation. Review of healthy weight pathways is underway. * Contribution to development of Fit for Life partnership and strategy. Active lifestyles group established and action planning underway. * Joint development of local food policy and partnership with an implementation plan under development. * Support for the establishment of West of England shared work programme through public health intelligence, Avonsafe and practitioner registration programme. * Support for the establishment and development and implementation of a collaborative continuing professional development network. * Transition of 0-5 services from NHS England to the Council underway and progressing well. * Establishment of public health communications plan and steering group. |  |
| **PBH** | We will meet our commissioning service obligations and ensure we have an agreed commissioning (and where appropriate, de-commissioning) programme in place including agreed public health priorities with the Clinical Commissioning Group:   * There is continued access to sexual health services which are free at the point of contact; * More members of the population will be able to access a free health check and follow up support; * Parents of children will have access to information about their child’s weight and supportive interventions; * The public will be assured that systems are in pace to deal with emergencies and protect them from risk; * All commissioning decisions will be based on accurate intelligence. | * Demonstrable link between financial and performance reports with national and local tools and profiles provided by Public Health England and others in use locally. * Improvement levels are identified for services (through deliverable targets) including: * a new contract in place for Contraception and Sexual Health service from January 2015 * HIV Support service recommissioned and new contract in place April 2015 * all sexual health service specifications reviewed and updated where needed * 55% uptake of health checks across B&NES - pilot projects underway to increase take up rates in areas of low uptake * National Child Measurement Programme has excellent take up rates and the SHINE weight management programme is in place * Health Protection Board well established and providing a forum through which assurance that systems are in place to deal with emergencies and protect the public from risk is sought, i.e., local seasonal flu campaign developed and implemented, and outbreaks well-managed. * Led an assessment of the needs of young people in relation to the prevention or treatment of substance misuse. |  |
| **PPD** | We will deliver the Schools Investment programme to improve the quality of our school estate to better serve the communities’ needs. | * WASPS KS2 Primary School extension and Castle Primary extension have been completed. * New WASPS KS1 Block is on target. * St Saviour’s extension and improvements are on target for completion in September 2015 after a slightly delayed start for re-design following local consultation. * Feasibility scheme is underway for Paulton Junior School extension. |  |
| **S&P** | We will continue to strengthen the Council’s reputation and ensure that our communications mechanisms remain as inclusive as possible, making access to the council easier, and improving transparency and local democratic accountability. | * A media monitoring report is produced on a quarterly basis that includes social media, web cast views and also wider digital issues. This is will be further developed to increase the focus on digital mechanisms. * A Development plan for all of the communications mechanisms across the Council produced in liaison with services is currently in development. * A digital residents app is being worked on and several hack days have also been organised. Some of the materials developed around air quality at the hack have been incorporated into the website. * New young person’s website launched in May 2014 on time and within budget. * All of the Council brand guidelines have been refreshed in accordance with the new branding and have been extended to support heritage branding. * The infrastructure for projects to earn income from online advertising and billboards has been developed and contractors appointed to sell advertising. It is in its early stages but advertising has been sold on the website and sales pitches have been made to local companies for billboard advertising and we hope to begin earning income later in the year. |  |
| **S&P** | We will support and advise the Council to meets its duties under the Equality Act to ensure staff, residents and visitors to Bath & North East Somerset receive fair and equitable treatment from the Council. | * Ongoing policy reviews and updates to comply with Public Sector Equality Duties and involvement in large value tender (new leisure provider). * Equality assessment included in reports, wording ‘tightened up’ during 2014-15 with advice from Head of Legal. * Minimum of two updates per year are provided to keep elected members abreast of significant equality / diversity issues. * All elected members have been given the opportunity to participate in equality training and briefings, and all Policy, Development & Scrutiny Panels have received refresher / update training. * Working with a) the Clinical Commissioning Group on an Equality Delivery System, b) near neighbours on health inequality and c) near neighbours and external organisation on complimentary traveller policies. |  |

**Our Commitments for Creating Neighbourhoods where People are Proud to Live**

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| --- | --- | --- | --- |
| **Code** | **Service Action Plan (SAP)** | **Code** | **Service Action Plan (SAP)** |
| **ASH** | **Adult Social Care & Housing** | **DEV** | **Development** |
| **CHS** | **Children’s Services** | **ENV** | **Environmental Services** |
| **CRG** | **Community Regeneration** | **LDS** | **Legal & Democratic Services** |
| **CUS** | **Customer Services** | **S&P** | **Strategy & Performance** |

| **Objective 2: Creating Neighbourhoods where People are Proud to Live** | | | |
| --- | --- | --- | --- |
| **SAP** | **Our Commitment** | **Progress Against Measures of Success** | **RAG** |
| **ASH** | We will develop community orientated initiatives in care homes, community resource centres and extra-care housing to combat loneliness and isolation to increase the wellbeing and resilience of people and communities, and in the longer-term reduce levels of mental ill-health. | * The day services strategy has been drafted and a workshop with day services providers took place in November 2014 to discuss current provision, sharing learning about what is working well and what is not working so well and, also to launch the draft strategy for feedback, engagement and further development. A specification for a Day Opportunity pilot has been drafted. * Work to develop community-led, small scale local initiatives to combat loneliness and isolation is making good progress and has been joined up with the delivery of the Health & Wellbeing Strategy and, in particular one of the priorities, which is to increase the resilience of people and communities including action on loneliness. * Future funding for the Social Prescribing Service is identified in B&NES Better Care Fund Plan 2014/15 – 2018/19, which was agreed by Health & Wellbeing Board in September 2014. Commissioning of the new Social Prescribing Service has commenced to secure on-going service provision as well as extended access. |  |
| **ASH** | We will develop local domiciliary care services, building on the rural support model to increase community resilience, support independence, and tackle loneliness and social isolation for mainly older people, but also including vulnerable people and people with disabilities. | * The pilot Rural Support Service was well received by the District Nurses and they were able to work closely with the domiciliary care agency delivering the service. People using the service benefited from this partnership approach to their care and support. Staff recruitment for the geographical area proved to be problematic, although those working within the service reported increased levels of job satisfaction due to their ability to work closely with other professionals who recognised and valued the role that the staff played in supporting people to remain at home. There is evidence from the operation of this pilot to suggest that some of the challenges identified through the pilot may be met through a partnership approach to delivering services in rural areas, which could be beneficial for both people using the services and practitioners. * Further work is underway to consider whether increasing the number and range of providers working together, including, for example, village agents, local transport companies and could address some of the challenges experienced in providing services in rural areas. Future funding for the rural support service is identified in B&NES Better Care Fund Plan 2014/15 – 2018/19, which was agreed by Health & Wellbeing Board in September 2014. * Proposals for supporting and enabling several people to pool their personal budget to create an ISF (Individual Service Fund) to pay for a service that a number of Personal Budget holders can then access are being progressed. |  |
| **CHS** | As an early adopter of phase two of the Troubled Families initiative we will develop close working links with all partner teams and agencies to improve options for families’ with long term worklessness in seeking employment. We will continue to reduce anti-social behaviour for the family and crime for young people under 18 years old, as well contribute to increased attendance at school. This will in turn improve local communities by raising aspirants and many family members may be able to re-engage in community life. | * Through careful tracking we were able to identify and complete the work with the 215 target phase one families seven months ahead of schedule and have maximised funds drawn down from Government (through payment by results). * We have agreed for members of the Welfare Support Team to be seconded into the team so that the links with the worklessness agenda can be strengthened. * Establishment of the Worklessness and Homelessness Board have ensured that all key agendas are increasingly linked and joint planning is taking place. |  |
| **CRG** | We will ensure local communities are provided with a balanced housing market that provides a range of high quality housing options, including affordable housing, in sustainable communities where people choose to reside. | * During 2014/15, the Housing Service adopted a range of new ways of working including: rolling out mobile technology for field staff; greater use of home working / other offices; utilising MiPermit scheme; utilising Council Connect for Homesearch; introduction of drop-in surgeries outside of Bath; and an improved website. The number of self-service users has increased and customer satisfaction has been consistently high; in the last quarter, formal compliments exceeded complaints. * **Finding and keeping housing for the vulnerable:** * Only 13 households in temporary accommodation at the end of March 2015 * 40.72% of all homelessness advice and prevention approaches were successful in preventing or relieving homelessness which exceeds our target of 33%. * 94.87% of homelessness decisions were made within the statutory 33 days. * 90.9% young people who left their lodging providers moved on independently in a planned manner compared to a target of 80%. * **Improving housing:** * HMO licensing scheme has been implemented, with all provisional HMO licences issued as well as the majority of final licences. * An efficient and cost effective adaptation service has been delivered this year by Housing Services. * Energy at Home scheme is now operating and currently providing a service to assist the installation of energy efficiency measures to achieve affordable warmth and reduce fuel poverty. * **Housing delivery:** * 771 new affordable homes have been delivered since April 2011, which is ahead of our 4 year target to deliver 610 new affordable homes by 2015. * 70 empty properties recovered to by the end of 2014, ahead of pro-rata target of 50. * Gypsy & Traveller site is largely completed and pitches are being allocated. |  |
| **CUS** | We will roll out the appropriate technology, including Northgate Front Office Enterprise (CRM), mobile and payment solutions to services across the Council to support service re-design as agreed through Customer First. This technology will extend / improve access channels for customers, including self-service and support the ‘One Council’ vision of enabling staff across the council to respond to customer requests in a coherent and joined up manner. | * Final Milestone Payment signed off. * Deliver development groups in line with agreed timescales to enable service benefits release. |  |
| **CUS** | We are supporting services to understand demand, customer needs and reviewing or redesigning their customer contact management to improve delivery of service end to end as part of ‘Getting it Right First Time’. | * Customer Service related service savings released from budgets. * Core processes and design principles adopted in services, with a few ongoing changes still to be implemented now that CRM is fully signed off. |  |
| **CUS** | We will develop the corporate Communications Hub, bringing together an intelligent and proactive telephony service with a self-financing, operational support facility. This will help solve and reduce crime, enable pro-active response to events / emergencies, improve the safety of the workforce and the access to service delivery / channels available to customers. | * Business case for the Communications Hub has been developed * Implementation plan underway with ongoing negotiations with a range of partners. * New VMS system to increase capacity about to be tendered * Out of hours calls being brought within the service to improve quality and capability. * Corporate Telephony Strategy agreed as part of Channel strategy |  |
| **CUS** | We will support the procurement and implementation of a new consortium wide Library Management system (LMS) and replacement of local self-service kiosks. This will provide a less complicated and improve interactivity via a web based service for library customers. | * New improved LMS procured by the Consortium in place on time and to budget. * Kiosks contract retendered and replaced by opening of new One Stop Shop in Keynsham. |  |
| **DEV** | We will improve accessibility and efficiency of service to customers.    . | * **Provide information and services online (e.g. isharemaps):** * Listed Buildings, Tree Preservation Orders, and HMR digitised map layers published along with Article 4 Directions and HMO map layers. * Work is currently progressing to publish the newly adopted Community Infrastructure Levy Zones maps online. * Improvements implemented on the public isharemaps facility including changes to searching for applications and help on making comments. * Overall web site has been continually developed to support customers and officers alike. Pre-application webpages have been improved and simplified. The web was used to run a customer survey and to gain understanding from customers on their views of online services to inform future changes. * **Increased use of Planning Performance Agreements:** * NI157a - Major planning applications determined within 13 weeks – 73.24% (target 60%). * NI157b - Minor planning applications determined within 8 weeks - 74.44% (target 65%). * NI157c - Other planning applications determined within 8 weeks - 80.13% (target 80%). * Pre Planning Approvals have been actively taken up by the development industry particularly for large scale complex proposals. 33 Planning Performance Agreements have been recorded for 2014/15. * **Role Rationalisation of Technical Support Team:** * Support Team role rationalisation and customer accessibility outcomes delivered. The team is now fully staffed and able to offer more consistent support to customers and the rest of the Development Management service. Now looking to develop service to include other activities. * Activity well under way to support customer self-serve and officer online access to information. Land charges work to publish information for search agents has led to reduced demand. |  |
| **DEV** | We will facilitate growth while protecting and enhancing the historic and natural environment to creating neighbourhoods where people are proud to live and to build a stronger economy. | * All targets met for application determinations. * Processed 2,539 applications during 2014/15 which demonstrates we are facilitating growth. |  |
| **DEV** | We will ensure the Council has an up-to-date Planning Policy Framework, particularly the adoption of the Core Strategy. This will enable a) the provision of needed development such as housing, employment space and community facilities; b) provide certainty and clarity for local communities and the private sector; and c) enable public participation in the shaping of planning policies affecting local communities. | * Core Strategy Adopted by the Council within the required timescale. * A decision was taken in December 2014 by the four West of England unitary authorities not to publish draft SHMA outputs. The target will be revised to reflect the amended programme (as agreed by the 4 authorities). * Placemaking Plan options published in November 2014 with consultation completed at end of January 2015 (in line with target date). Work is now progressing on the draft plan, which is on track to report to Cabinet in September 2015. * Publication of options for Travellers is off track with work being progressed first on priority projects of Placemaking Plan and West of England. Resources needed to move forward are being considered. * Community Infrastructure Levy (CIL) charging schedule and revised Planning Obligations SPD adopted and approved by the Council in February 2015. Both will take effect from April 2015 in accordance with government regulations. * The Infrastructure Delivery Plan is continually kept under review and updated as necessary. Last updated to feed into CIL examination and is being updated alongside work on and to inform the Placemaking Plan. It is anticipated that it will be re-published alongside the Placemaking Draft Plan in September 2015. * 11 areas are now designated as Neighbourhood Planning areas and we have one area waiting consultation (Westfield). In terms of Neighbourhood Plans: * Freshford & Limpley Stoke Plan via Examination has met the basic tests and referendum is anticipated to be held in June 2015. * Clutton Plan has been validated and is out for consultation. * Stowey Sutton has been validated, consultation complete and will be going to its examination as soon as an Examiner has been selected / agreed. * Englishcombe is anticipated to reach draft stage by summer 2015 with formal consultation in the autumn. * Chew Valley area, Stanton Drew and Midsomer Norton are anticipated to reach draft Plan stage towards the end of the year (November / December 2015). * The Authority Monitoring Report (AMR) is updated annually. The priority is to update housing completions and the associated development trajectory quickly given the importance of a timely review of 5 year housing land supply calculations. Housing, office / industrial and retail development surveys have also been completed. The AMR will be published in parts online as soon as possible. It is anticipated housing completions / trajectory / 5 year land supply information will be published by mid-April. * Local Development Scheme milestones are being met as reported in the Authority Monitoring Reports. |  |
| **DEV** | We will ensure compliance with building regulations on building work covered by the Building Control section to improve the health, safety and welfare of people in and about buildings, improve energy efficiency of buildings and reduce water usage in dwellings. | * 92.36% of building regulation applications are dealt with within 3 weeks of initial submission (this is a key indicator for the Council). * Current customer satisfaction is at 99.25% for 2014/15 - customer feedback sought following the completion of every project. * Building Control Business and Marketing Plan in place and adopted during Q2 (July to September) 2014/15. * Building Control Customer Charter in place and publicised. Also completed in Q2. * Three additional partner companies signed up to the Partner Authority Scheme (target was 2). |  |
| **ENV** | We will increase Environmental Sustainability leading to improved environmental management through:   1. diverting more waste from landfill; 2. increased amounts of waste reduced, reused, recycled and recovered; 3. improving the cleanliness of the local environment through responsible presentation of waste; 4. reduced emissions and cost of street lighting; 5. more efficient service delivery; and 6. developing action plans for the air quality management area in the newly declared areas in Saltford and Keynsham. | * We continued to maximise the amount of waste diverted for reuse, recycling and recovery with a year- end forecast of achieving 81% based on data to the end of February 2015. Monitoring shows a 50% reuse, recycling and composting rate (against a target of 50%). * We are increasing our customer base for our new business recycling service and food waste recycling to schools, and signed up 140 new customers during 2014/15. * Draft Air Quality Action Plans are nearing completion and will be ready for public consultation post-election with a view to being signed off by DEFRA in August 2015. |  |
| **ENV** | We will improve Access and Mobility and the Public Realm leading to safer, better managed and more accessible environments through:   1. reduced reactive maintenance costs through investment in resurfacing; 2. improved management of traffic flow; 3. increased access to footpath network; 4. improved enforcement activity; 5. new enforcement policy implemented; and 6. Dog Control Orders introduced. | * The Highway Service is currently working towards the development of a comprehensive highway asset management plan and strategy in line with Department for Transport recommendations. * National indicators 168 (principal roads where maintenance should be considered) and 169 (Non-principal roads where maintenance should be considered), representing 44% of the total high network length of the Authority, are being held at a steady state with a prioritised asset management approach to the investment on maintenance of these assets. * Increased enforcement activity through up skilling staff to monitor and take appropriate legal action, with over 500 S46 notices issued. |  |
| **ENV** | We will support improvements to health and wellbeing by improving health and reducing health inequalities through:   1. improved access to allotments; 2. improved management and local ownership of parks; 3. improved coordination of fleet usage; 4. development and delivery of programme of joint work to help the vulnerable; and 5. better management of the night time economy to safeguard vulnerable groups. | * The original deadline to deliver an additional 200 plots under the ‘More Allotments for Bath’ project has been missed and the project will be reviewed in May 2015. * Work to achieve the Green Flag Heritage Park standard for Royal Victoria Park, retain five existing Green Flag Park awards and increase the level of active community involvement leading to a Community Development award is under review as part of assessing service priorities. * Programme of alcohol harm reduction work commissioned by Public Health Retain has been completed. The Purple Flag re-accreditation was supported by the Council and delivered by the Business Improvement District. The alcohol harm function has now transferred to the Public Health Service. |  |
| **ENV** | We will support the creation of safer stronger communitieswhere people are proud to live by developing and delivering a programme of joint work with partner agencies and a programme of work on a range of products delivered with flexibility to accommodate particular problem areas / premises. | * Programme to deliver under-age sales monitoring in respect of alcohol and tobacco has been completed. Four underage sales monitoring campaigns were organised with a total of 41 premises tested. In addition, to test purchases in relation to underage sales an operation was also carried out in pubs with 18 and 19 year olds without their age identification to see if the right questions were being asked in order to determine if young people were challenged correctly. * Further report on the provision and service standards of taxis will go to the Licensing Committee on 2nd June and then to Cabinet in June / July for adoption. * No confirmed opening date has been set for a casino however the Licensing Team and Research Intelligence officers are continuing to research what data can be collected to assess the impact of having a casino in Bath. |  |
| **ENV** | We will deliver the Waste Strategy leading to a continual reduction in waste through:   1. increased campaigning and awareness raising on waste issues to increase participation in our recycling services; 2. taking proactive enforcement action to ensure that waste is presented responsibility to reduce the litter impact of scavenging by birds and animals; 3. ensuring operational sites remain fit for purpose, planning replacement sites for the relocation of Midland Road facilities; 4. reducing costs, improved equipment with reduced emissions; and 5. meeting financial plan targets by increasing income. | * On target to achieve 50% of household waste reused, recycled and composted (based on February data). * Phase 4 of introducing reusable rubbish bags in the city has been completed. We have also rolled out reusable rubbish bags to an additional 2,400 properties in Westmoreland and Oldfield wards. * Consultants are currently working on a revision of the Joint Waste Strategy for the West of England partners. * Project for the potential relocation of Midland Road is progressing however funding has not yet been secured. * Several funding bids have been submitted to develop schemes and initiatives aimed at increasing the amount of material reused, refurbished and recycled (increasing the value of waste). One of these has been successful, which was a partnership bid with the other West of England Authorities to the DCLG recycling incentive fund to increase food waste participation. |  |
| **ENV** | We will deliver improved parking services to the public by:   1. increasing Blue Badge enforcement; 2. reviewing staff deployment and undertaking smarter patrols based on improved management information; 3. introducing new discretionary cancellation policies for Bus Lanes; 4. reviewing Christmas Market parking and booking arrangements; 5. reviewing concessionary travel and Blue Badge service efficiencies; and 6. increased use of mobile ANPR patrols around schools. | * Due to change in Blue Badge legislation, the Police are no longer required to seize badges and Parking Services have direct power to undertake this role. This has resulted in a significant increase of enforcement time on the ground. * Trials have commenced on changes to staff deployment using improved management information from new systems. The system is used to consistently monitor and review deployment of available resources. Recruitment is being reviewed to improve effectiveness including a recruitment video and the establishment of a Sector Work Based Academy. * Work is continuing on the development of cancellation and enforcement policies for the Bus Lanes with both policy documents awaiting design pending final approval. * Self-serve booking process launched in September 2014. As reported in December 2014, the online booking process for Christmas Market coach parking was successful in reducing back office processing time. Following lessons-learned, additional changes to the system are required to enhance the booking experience and the onsite operation on market days. * Initial scoping work to assess the options and benefits of a cross service concessionary travel and Blue Badge team has been completed; there will be further development in 2015/16. * Mobile patrols have been directed to schools as part of their route based on reports from members of the public. ANPR vehicles will come into use during 2015 to reduce the levels of contravention. |  |
| **ENV** | We will deliver the Parks & Green Spaces improvement projects to meet customer need and improve satisfaction by developing programme support to reduce risk to residents, securing funding for Sydney Gardens restoration and reducing costs using improved equipment with reduced emissions. | * A public consultation of play provision has been undertaken. We are currently awaiting the key findings but the results of the youth survey indicate that 64% of young people agreed that play areas for younger children are well maintained and of good quality. Over 50% of young people highlighted improvements to parks as being one of their top 3 priorities (of which just over 25% chose it as their top priority). * Adoption of an Allotment Management Plan is on target for completion by June 2015. Draft strategy has been completed and shared with relevant stakeholders (allotment association / planning policy officers). * A bid for Heritage Lottery Fund (HLF) bid for phase 1 of Sydney Gardens was unsuccessful so we are now working on a revised project to carry out some preliminary improvement works to the park following a period of public consultation. We will then determine whether we are in a position to submit another HLF bid in the latter part of 2015/16. |  |
| **LDS** | We will set in place the required actions and outcomes under the Electoral Registrations and Administration Act 2013 in preparation for the general, district and parish elections in May 2015, including introduction of individual electoral registrations (IER), alternative registration options and collection of date of birth and national insurance details. This should improve access to register via telephone and web, as well as by post, alongside reducing the concerns about council use of personal data. | * IER now introduced with collection of date of birth and national insurance details. * Alternative registration options also introduced. * Access to registration via telephone and web has been enhanced. |  |
| **S&P** | We will drive and support action across services to reduce energy use and increase resource efficiency, cutting associated carbon emissions and costs through the Corporate Carbon Management Plan. The focus for 2014-15 will be to build on current achievements like the low carbon Keynsham new office and the LED (low energy) street-lighting programme to embed such best practice in carbon reduction and resource efficiency through all services, both back office and frontline. | * An action plan is under development for the new Corporate Carbon Management Plan (2014-19) and One Council approach. * 30% reduction target against 2008 baseline achieved - savings achieved, but target not met yet. Exemplar low carbon projects such as Keynsham Civic Centre and schools projects will achieve further savings however the data for 2014/15 is not available until late summer 2015. * Recommended projects installed in all schools in the Schools’ Energy Efficiency Programme 2014-15 is on track. * 10% reduction in schools’ carbon emissions achieved against 2012/13 baseline achieved earlier in the year. * 8% reduction in single occupancy car use (commuter and in-work) from 2010 baseline. Overall, 31% reduction in ‘in-work’ car miles achieved since 2010, saving £200k. Other travel related savings achieved as a result of successful implementation of the Corporate Travel plan. Next phase (2015-18) includes target of further 15% reduction. * £10,000 efficiency savings from project WARPit equivalent CO2 and landfill avoidance has been completed. As reported in the half-yearly SDP update, over 300 items of Riverside Furniture have been offered for reuse on WARPit to staff, schools and community groups. Reuse of this furniture means the Council has avoided 21 tonnes of waste going to landfill, 64 tonnes of CO2 being emitted and the cost of buying this equipment, with a combined value of circa £113k. * Lending library of 100 existing shared Council assets has been suspended due to office moves but compensated for by above WARPit actions. |  |
| **S&P** | We will develop the next stage of the Community Sustainability programme to provide the leadership and support to enable local people to develop their own action and capacity on environmental sustainability and climate change projects. These projects will lead to a reduction of energy costs and environmental impact, which increases health and well-being, particularly for those in fuel poverty or in vulnerable groups, as well as safeguarding local jobs in the retrofitting (home energy efficiency) trades and creation of new ‘green jobs’ and ‘green’ economic growth. | * Energy efficiency Advice Centre contract successfully procured and available to provide comprehensive advice to any B&NES householder. * Successful procurement of ECO and Green Deal delivery partner. Launch of full B&NES Energy@Home Partnership scheme delayed slightly due to a delay in the procurement process. Revised launch of May 2015. . * 200 Green Deal or self-financing home energy retrofit plans in place - following a procurement delay, a new target has been set for 198 homes by end of September 2015. In meantime, 24 households have approved grants and plans, with a further 19 applications being processed and 97 more households expressing an interest in retrofitting. * Phase 1 of the B&NES Energy@Home Community Marketing programme was implemented from September to November 2014, and phase 2 will be implemented from May to September 2015. * Third ‘Bath Green Homes’ open homes weekend successfully completed in September with 18 homes opened and 600 visits recorded. An associated events programme is rolling out until the end of November 2015. * Increase in membership of the Community Energy Forum is a longer term goal that will arise gradually. Focus of 2014/15 work with the Forum has been successful community consultation on the B&NES Community Energy Strategy and engagement of groups in B&NES Energy at Home scheme. * Increase in number of community led energy efficiency and renewable energy projects - two new major community projects installed in B&NES in 2014/15: Bath & West Community Energy installed a 2.3MW solar array at Wilmington Farm (assisted by a £500k Policy Loan from the Council) and 38KW array on Lewis House building in Bath. These community projects are a significant addition to the 11MW total renewable energy installed in the district as of March 2014. |  |
| **S&P** | We will deliver our model for safer communities in Bath and North East Somerset that supports local people to meet their priorities and works closely with the PCC. The actions of the police, council and other agencies has a significant impact and crime and in particular the fear of crime and anti-social behaviour. | * Police front-desk services have been successfully incorporated into Keynsham One-Stop Shop (OSS). Discussions are also underway on the potential for incorporating Police front-desk and city centre teams into Bath OSS. * The new Lighthouse service provides a better service to victims of crime including referral to the new Bath-based Mates domestic abuse project which has been supported by the Council and co-location of Independent Domestic Violence Advisor services. * The Midsomer Norton Community Alcohol Partnership has seen a 17% reduction in anti-social behaviour. * The new “IRIS” project, which helps victims of domestic abuse by providing better support for GP referral, is now underway. * PCC funding has led to a Play Rangers scheme in Foxhill and a project to reduce anti-social behaviour in Keynsham. * There are now 61 safe places for people with learning disabilities across B&NES. These have been mapped[here](https://www.google.com/maps/d/embed?mid=zwqfs6fo9wZc.k7wv0cH-jJz0). |  |
| **S&P** | We will provide leadership in achieving ‘One Council’ and ‘One Public Service’ through the delivery of our Public Service Transformation and Connecting Communities programmes, helping local communities help themselves in tackling the issues that matter most to them. Public Service Transformation projects will have a positive impact on vulnerable groups, helping people into work, supporting victims of domestic violence and addressing fuel poverty. Connecting Communities will help all residents seeking to address issues of local concern. Students and residents in areas with student populations, older, isolated people particularly in rural areas. Parish and Town Councils, Business, Voluntary and Community Sector groups will also benefit.  . | **Public Services Transformation Business Cases:**   * Business Cases and Cost Benefit Analyses have been completed for Energy@Home, Into Sustainable Work and Domestic Abuse. * Our Energy@Home project has now been launched (see above) and the sustainable work theme has led to a pilot project between Connecting Families and Customer Services to meet the needs of those who most need help. * Our Domestic Abuse Business Case was presented to Public Services Board and we have secured additional investment in expanding the role of our Independent Domestic Advisor service.   **Connecting Communities Clusters:**   * Connecting Communities Forums are now operating in Chew Valley, Keynsham and the Somer Valley, attracting new parishes into collaboration through the process and engaging with local communities on issues such as Your Care Your Way. Detailed Area Profiles for the Connecting Communities areas have also been prepared. * Police local engagement is also incorporated into the new Forums, leading to positive feedback. * At the request of Council, an all-party working group has drawn together an evidence base for strengthening community representation and civic governance in Bath. It has received presentations from other areas as well as asking local people for views. This will lay the basis for discussion at the fourth Bath City Conference in July (last year’s attracted over 300 attendees). * “Ask the Leader” events have taken place in Somer Valley, Keynsham/Chew Valley and Bath as well as through a new online facility.   **Health and Wellbeing outcomes from the Village Agent scheme:**   * The Health and Wellbeing Board has established a group to identify new ways of helping people who are lonely and isolated including better use of technology. * Our Village Agents scheme has now been extended to 20 parishes and earned “highly commended” in the 2014 MJ Achievement Awards.   **Parish Rangers in Connecting Communities Clusters:**   * The Parish Ranger pilot was extended until the end of July 2014. During this period the project saw many positive outcomes including clearing substantial backlogs of work. Unfortunately the scheme has not proved to be cost-neutral and did not continue at the end of the pilot period. * We plan to use what we have learned to make our existing services more responsive and customer-focussed and introduce a new “Ranger” role into the wider Neighbourhoods team to carry out various jobs like mending benches, lopping branches and cleaning signs more quickly on the highway. * The Connecting Communities Forums will also provide a mechanism for reporting and acting on local concerns and issues**.**   **Phase 2 of Community Assets Transfer Programme:**   * 6 assets are now included in Phase 2 of the programme, growing the capacity of the voluntary and community sector. As an example, the Genesis Trust project will provide new workshop, training and retail space to help the most vulnerable.   **Completion of Volunteering Frameworks:**   * Volunteering Frameworks are in place for Public Rights of Way, Heritage Services, Fashion Museum, Youth Services and Parks and Open Spaces. * 90 local voluntary and community organisations have been helped so far by our Connecting Capacity project. We have also recently agreed a new Co-operation agreement with our local Volunteer Centre which sets out the projects we will work together on including expansion of the Snow Wardens scheme and supporting volunteering at Children Centres. |  |

**Our Commitments for Building a Stronger Economy**

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| **Code** | **Service Action Plan (SAP)** | **Code** | **Service Action Plan (SAP)** |
| **ASH** | **Adult Social Care & Housing** | **ENV** | **Environmental Services** |
| **BUS** | **Business Support** | **LDS** | **Legal & Democratic Services** |
| **CRG** | **Community Regeneration** | **PPD** | **Property & Project Delivery** |
| **DEV** | **Development** | **S&P** | **Strategy & Performance** |

| **Objective 3: Building a Stronger Economy** | | | |
| --- | --- | --- | --- |
| **SAP** | **Our Commitment** | **Progress Against Measures of Success** | **RAG** |
| **ASH** | We will redesign employment development and support to people with mental health needs and those with a learning disability and/or autism to establish a single, integrated model of employment support. Higher levels of employment and, associated with this improved quality of life and wellbeing. Improved access to, and engagement with local businesses to promote a range of employment opportunities including apprenticeship and internship schemes. Strengthened connections with local FE colleges to support training that leads to employment. In the longer term, reduced levels of mental ill-health and a reduction in the NEET (not in employment, education or training) population among young people. | * A Primary Care Employment Support Worker is now in place and dialogue has started about the future integrated model of employment support as part of the overall design of community health and care services, which will be the subject of extensive engagement, including with service users, patients and stakeholders.The engagement *Your Care, Your Way* was launched jointly by the Council and B&NES CCG in February 2015. Further information about Your Care, Your Way, including summaries from all the engagement events can be found on the dedicated website[**www.yourcareyourway.org**](http://www.yourcareyourway.org). |  |
| **BUS** | We will continue to roll out the “Think Local Procurement Strategy” to increase opportunities for local businesses. | * ‘Think Local Strategy’ toolkits are now in place and on the Intranet. * Updated ‘Think Local Dashboard’ shows improved local spend in 2013/14. * Increased ‘Think Local’ limit of £50,000 approved by the Council in February 2015. |  |
| **CRG** | We will deliver the Heritage Services business plan and the World Heritage Site Management Plan which will continue to provide local residents with free admission to the Roman Baths and Fashion Museum and discounted admission to charging Victoria Arts Gallery exhibitions for the first time. | * Submission of mid-term report to UNESCO for the World Heritage Site Management Plan is on target. A Stakeholder Workshop Event was held on 21st April 2015 and a draft replacement plan is now being compiled. * Museums accreditation for Roman Baths and Victoria Art Gallery were submitted on time and we are awaiting the results. * April 2015 sees the completion of a one-year grant-funded project, facilitated by leading museum masterplanners Metaphor, to determine a strategic future direction for the Fashion Museum. * Although net expenditure in 2014/15 (including maintenance costs) marginally exceeded budget, net overall costs for Victoria Art Gallery were lower than in previous financial years. * Catalogue of Council records project on target and within budget. We have maintained a body of 20 project volunteers all trained, in post and on a weekly rota, despite early leavers and new recruits. Over 3,500 items electronically catalogued, and in excess of 10.000 items sorted, cleaned and re-packaged. * We have worked with local head-teachers, Bath Spa University and other local museums to create a ‘Bath Curriculum’ in response to the new history curriculum opportunities for local schools. |  |
| **CRG** | We will enable the delivery of the priorities and targets in the Economic Strategy for 2014/15 to help people develop the skills they need to access growing job opportunities and provide a vibrant cultural offering to enhance people’s quality of life. | * The city has moved up to 13th place in the top 20 list of UK cities for a staying visit by international visitors (16th in 2011) and the 2014 Bath Visitor Survey shows that 1) there is an increase in the proportion of staying visitors to the city using serviced accommodation, 2) Bath was ranked by far the most preferred city for a special shopping trip and 3) overall the city achieved a very high satisfaction rating of 71%+, indicating that a significant proportion of visitors are likely to recommend a visit to Bath to others. * Monitoring of visitor accommodation occupancy and revenue figures through BTP show occupancy rates up by 7.7% for 2014 compared to 2013, and revenue up by 9%. Final overall value and volume of tourism figures for 2014 will be available during Q3 2015. * Refreshed Economic Strategy approved by Cabinet launch on 6th November 2014. * Our production and location projects (for films and dramas) can vary from a very small 2-man shoot to a full 70 plus crew and we have a range of requirements accordingly. More money has been spent by productions in the local economy as we have attracted several high profile dramas to the area. In addition, a film-friendly partnership has been launched with a view to improving the offer made to productions by local businesses. * Target audiences for arts grants reached and quality of contracts to arts organisations measured on track. All commissioned services to arts organisations (approximately 30) have received a satisfactory performance. * Provision of advice and support for events in Bath and North East Somerset will be more fully reviewed next year and will move forward as part of the Strategic Review work. * Continuous work by two Engagement Officers with Young People Leaving Care 16-21 and for Over 25s claiming an out of work benefit for over a year is progressing well. A consistent and responsive approach to working with all client groups supported by the Worklessness Programme is ensuring sustainable results for individuals otherwise out of work and unsupported. * There have been 74 business assists achieved through our Cool Ventures business support contract, and we await details from the service level agreements we have with The Guild and Creative Bath. We anticipate these will take our business assists to at least 100. Performance for the year totals 386 against a target of 280. * The roll-out of the CD&S broadband project is proceeding with local area cabinets being fibre enabled to provide superfast broadband to their respective areas. An outline Business Plan for the delivery of ultrafast broadband and digital services in Bath has been drawn up and, subject to further survey work and testing, will be reported to SMT in summer 2015. * In 2014/15, the Invest Bristol & Bath (IBB) service managed an increased number of leads and investment projects and delivered a higher number of successes with a 35% increase in associated job generation, exceeding key targets. A new Memorandum of Understanding has been agreed between the partners relating to the 5 year Business Plan agreed with the Local Enterprise Partnership. Currently IBB has 100 active leads and 55 active projects with the potential to deliver over 3,000 jobs in the West of England. |  |
| **CRG** | We will support the development of a sustainable built environment that facilitates high quality living, working and leisure, creating places people can afford to live, where quality jobs are available and that enhance wellbeing. | * Enterprise Area Masterplan completed and signed off by Cabinet in October 2014. Regeneration Team now working with Project Delivery to bring sites / projects forwards to delivery. The Masterplan forms part of the evidence base for the Placemaking Plan. * New Keynsham Town Hall is open and the highway works and Regeneration Implementation Plan will be delivered by the end of May 2015. Keynsham’s new Transport strategy will be agreed with new administration post-election. * Options assessment for Midsomer Norton business centre completed. Costs are being checked and a recommendation will go to the new administration post-election. * Over 400 housing units delivered in Bath Western Riverside with 2,281 consented overall and utilising HCA funding for affordable housing. Work required during spring / summer 2015 around relocating waste site, Masterplan for Unsecured Phase, highways access and school provision. * Discussions to secure an anchor tenant for Bath Quays South are entering a critical phase with key decisions required during summer 2015. * A decision around a marketing strategy for Bath Quays North will be sought from new administration following the election. * Norton Radstock Regeneration enabling works will be completed during Q1 2015/16. This is slightly later than scheduled. * £1.3m EDF approved for demolition of Avon Street Car Park and land remediation. Development Advisor to recommend route to market for Bath Quays North; political approval will be sought post-election. * Works have started onsite for the Bath Quays Waterside Project, drawing down the £5.1m RIF. * £500,000 Local Growth Fund confirmed per annum from 2015/16 to 2018/19. * £3.8m awarded to enable Enterprise Area delivery including Locksbrook Bridge and Half Penny Bridge. |  |
| **DEV** | We will continue measures to enhance the protection of hot springs in Bath, particularly from threats outside the current Avon Act protection zone, due to the major boost they provide for the tourist economy in the area including the unique environment they provide in the UK for the Roman Baths and the Spa. | * Work to protect hot springs from invasive processes such as hydro fracturing and other unconventional gas extraction which may occur in the region is ongoing and springs remain protected |  |
| **ENV** | We will continue to progress the Bath Transportation Package to reduce congestion, improve the environment, improve accessibility and support economic growth. | * Majority of measures are on target however the overall programme will be completed in Quarter 3 2015 due to delays in implementing real time information at bus stops. |  |
| **ENV** | We will review the management structure to deliver the following: Joint Local Transport Plan (JLTP), Bath Transport Strategy, Keynsham Transport Strategy, Core Strategy, and also develop Strategic Transport projects. This will involve significant joint working with the West of England Partnership and cross service delivery. | * Keynsham Transport Strategy will be considered by Cabinet in June (post-election). We will continue to support Local Transport Body and are developing a programme for implementing the Getting Around Bath Transport Strategy. The P&R east of Bath will be progressed following local elections with new administration giving a view on which site to develop. * Better Bus Area 2 programme is on target and due to be completed in 2018. |  |
| **ENV** | We will bid for transport funds (e.g. LSTF 2, links to community fund) and other sources to develop appropriate transport interventions for the District. This will mitigate the impact of Central Government funding decisions to maintain transport provision. | * Bids for funding are on track, for example, a bid for the Total Transport pilot was awarded £60,000. |  |
| **ENV** | We will work with the West of England to maximise the contribution that rail can make to travel within the District through the Greater Bristol Metro project, electrification of the Great Western mainline and the new Great Western franchise. | * Council agreed to fund further development of a Business Case for Saltford Station in 2015/16 with a review of where a new station might be located. Next step will be to procure consultant to take this work forward in Summer of 2015. Programme is being developed for implementation with Network Rail. |  |
| **ENV** | We will implement the Local Sustainable Transport Fund Project to reduce congestion, improve the environment, improve accessibility and support economic growth. | * All LSTF projects are currently on target to be completed by end of 2016 as programmed. This includes the following projects: Key Commuter Routes; Business Travel; Local Economic Activity in Urban Areas; Key Centres; Move to Secondary School; Preparing for Adulthood; and Universities. |  |
| **LDS** | We will increase the attraction of Bath & North East Somerset as a place to get married or host a civil partnership and the breadth of services on offer to keep up with changing demands and increase profitability of the service. | * Weddings in B&NES increased by 50 in 2014/15 with a further 30 ceremonies in the Guildhall. * 10 new approved ceremony venues have been signed up. * Registration Service included in the ‘Good Practice Guide for Civil Registration in England and Wales - Approved Premises Liaison Officer, building relationships with stakeholders and working together to promote services’. |  |
| **PPD** | We will deliver Transport Infrastructure Projects to improve the quality of our transport infrastructure within Bath. | The following programmes and improvements are on target:   * Bath Transport Programme project is on target. * London Road public realm improvements due to be completed by the end of April 2015 however a recent addition to the improvement area will be completed in May 2015. * Victoria Bridge refurbished to agreed cost, quality and time criteria. |  |
| **PPD** | We are changing how staff work to ensure that services delivered are more focussed on community needs.For example, the One Stop Shops, delivered by the ‘Workplaces’ workstream include integrated services and key partners; the Keynsham Town Centre Regeneration scheme includes a new council office, a civic centre and library, designed with a focus on the needs of the local community, while the new public spaces and retail units will improve the experience for pedestrians and visitors. The regeneration as a whole is a catalyst for further increased employment and economic growth. | * New library, civic centre and One Stop Shop Keynsham opened on time and within budget. * Practical completion of new build in Keynsham is on time and within budget is on target, with the highways works currently being completed. * Office moves and locations for Council staff and partners agreed and implemented on time and within budget. * Closure of six properties occupied by Council is on target. * 32% carbon reduction for council offices is on target. |  |
| **PPD** | We will deliver the Bath Quays Waterside Flood Mitigation Project to support the growth aspiration of the Council by enabling key sites within the city to be brought forward for development by providing a strategic solution to flood compensation. | * Submission of the planning application and Planning Determination have been completed. * First phase of enabling works completed to programme. |  |
| **S&P** | We will increase communications support to help build a stronger economy through supporting local businesses and playing a part in attracting investment into the area. | * There were a total of 81 articles in the media directly relating to regeneration or business, over 95% of which were positive towards the Council. * Developed and supported bespoke webpages around regeneration, for example, the works in Radstock and Widcombe, and have also supported regeneration using Twitter and monitored social media. * Commissioned a video to support events as part of attracting people to the area. |  |

**Our Commitments to Value for Money**

The commitments in this section are primarily about how the Council will improve the cost and performance of its services, with many of the impacts and measures focused on internal outcomes. Benefits to the customer will result through improved ways of working, increased efficiency, reduced costs etc.

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| **Code** | **Service Action Plan (SAP)** | **Code** | **Service Action Plan (SAP)** |
| **BUS** | **Business Support** | **LDS** | **Legal & Democratic Services** |
| **CUS** | **Customer Services** | **PPD** | **Property & Project Delivery** |
| **DEV** | **Development** | **S&P** | **Strategy & Performance** |
| **ENV** | **Environmental Services** |  |  |

| **Value for Money**  ***Managing and using Council resources to deliver value for money and better and sustainable outcomes for local people*** | | | |
| --- | --- | --- | --- |
| **SAP** | **Our Commitment** | **Progress Against Measures of Success** | **RAG** |
| **BUS** | We will support the Strategic Review. | * Outline Business Case template developed for approved projects. * One-off resourcing in place for development of agreed Phase 1 Outline Business Cases. * Approximately £4 million of Phase 1 options utilised to balance 2015/16 budget. * Templates agreed and issued for phase 2 and 3 options. * Finance Managers to support and appraise financial elements for business cases and templates agreed. * Long list of options being developed for consideration post-election. |  |
| **BUS** | We will continue to build successful partnership working with North Somerset Council and “South West Audit Partnership”. | * Shared management work extended in September 2014. * Single Member Decision approved in December 2014 to formally establish the audit partnership called Audit West. * Contract documentation drafted for formation of partnership. * Partnership board established. * Legal and TUPE transfer of staff to be completed early 2015/16. * New business opportunities being explored. |  |
| **BUS** | We will ensure IT solutions in support of the Council’s aims, for instance:   * the delivery of efficient and effective services to citizens are in place, fit for purpose and supported; * support change programme benefits to be realised for Workplaces and Customer Services; * support the objectives of Workplaces to further enhance existing flexible and remote working and to achieve a DEC A rating (zero carbon in use) for the new build in Keynsham by using lower carbon technology; * supports the aims to improve the customers experience and journey when they interact with the Council and other agencies; and * delivery of financial benefits where working practices have been changed. | * New desktops being rolled out across the Council including move to new Keynsham Offices. * Carbon emissions being reduced to 30w per desktop. * Optimum Wi-Fi coverage at main Council offices. * Continuing rollout of better field and remote working solutions. * IT restructure to be completed early 2015/16 to support new IT strategy delivery. |  |
| **BUS** | We will deliver IT services that have a low impact in terms of cost and downtime for the organisation but high impact in terms of usability, availability and accessibility, i.e., good value for money (VfM) by benchmarking median or lower for cost and higher for customer satisfaction. | * PSN submission in line with Government deadlines. * PSN certification achieved. * Remote access in place to support home and remote working solutions. * Centralised and federated IT staff model being implemented. * Helpdesk hours extended. * Key performance indicator targets achieved. |  |
| **BUS** | We will develop the IT service model that leverages value for the taxpayer by making best use of IT assets and resources. | * IT restructure underway and subject to stakeholder consultation and engagement will be implemented early 2015/16. * Future IT and Digital service model options to be considered as part of Council’s Strategic Review process. |  |
| **CUS** | We will manage the transition to a Single Fraud Investigation Service, leading to more joined up working and overall better value for the ‘public purse’. | * Negotiations on course and plans in place with a go live date of June 2015 (set by the Department for Work and Pensions). |  |
| **CUS** | We will embed our new service structure and continue to develop new ways of working to support *#onecouncil*, leading to customer focused service delivery and enabling joined up solutions through the right channels of access. | * Structure implemented successfully. |  |
| **CUS** | We will prepare the tender to procure annual and ad-hoc billing services. | * Tender process completed and tender awarded seamlessly with current contract expiry. |  |
| **DEV** | We will work in partnership across the council and with external organisations to provide a more efficient planning service leading to increased income and improved service delivery. | * West of England Nature Partnership very successful; currently carrying out WoE State of Environment assessment (funding secured from Wessex Water) which will feed into Joint Strategic Planning Strategy and help identify Ecological networks. * Strategic River Group (Wessex Water, EA, C&RT and B&NES) joint working will align aspirations for the River Corridor. Currently developing brief for Waterspace Study which subject to securing funding will be commissioned in 2015. * Bathscapes Partnership established and Heritage Lottery Fund bid will be submitted in May 2016. * Pre Planning Applications have been actively taken up by the development industry particularly for large scale complex proposals. 33 Planning Performance Agreements have been recorded for 2014/15. * Agents Forum meetings have been held on a quarterly basis to improve communication and raise awareness and understanding of each other’s needs and expectations, leading to a continual improvement of the service offered by Planning. * Development Co-ordination Group meets on a fortnightly basis to ensure there is a corporate approach on planning issues and policies, and continues to co-ordinate work on development sites / projects. Where necessary, issues / actions are escalated to Bath and Keynsham & Somer Valley Development Groups. * Work to promote the Development Team as the point of contact for development proposals (efficient operation of pre-application advice leading to better quality submissions) completed and will continue to be promoted going forwards. |  |
| **DEV** | We will manage and review supported bus contracts, review the current methods of procuring supported bus services, community transport and our own transport fleet to see if there are common elements that could be delivered more efficiently. | * Initial report produced as part of the Strategic Review for Transport. |  |
| **ENV** | We will deliver Highway Services that provide an efficient, targeted service and better customer experience by improving Emergency Planning and Business Continuity Plans, changing the street lighting policy and improving project management. | * New Lighting Maintenance Contract commenced 1st April 2015. * Draft report for the LED lighting conversion programme submitted; awaiting feedback. * Publication of emergency plans and operational arrangements on target for completion in 2015/16. * Completion of Highways Service restructure subject to satisfactory implementation of the Divisional Director’s Management restructure. * A number of joint meetings, workshops and soft market testing exercises have been undertaken to identify further opportunities for a joint maintenance contract with neighbouring unitary authorities for the maintenance of traffic signals. |  |
| **ENV** | We will ensure competitive and appropriate Transport Services are provided by improving our responsiveness to service requests, improving efficiency and lowering current cost levels. | * MOT facilities for motor bikes and air conditioning for vehicles now available. We intend to further develop the car MOT business intended and continue to optimise horticultural fitting. * MIDAS training where requested is being delivered and the new training programme for potential Taxi and Private Hire (PH) applicants has been agreed and is also being delivered. The training for taxi and PH applicants is reviewed every quarter looking at things like language barriers. * We are continuing to monitor and improve our fleet and vehicle maintenance processes however this will always be a work in progress. * A new framework of contractors has been set up and Home to School, Special Educational Need and Social Service routes retendered. The outcome of this has been £180,000 per annum saving to the Council. |  |
| **LDS** | We will implement the agreed recommendations of the Legal Services review with the notion of ‘invest to save’ to reduce overall spend (through better value for money in improved and streamlined back office functions), improve customer service and offer better staff training and progression opportunities. | * External legal provision has been reduced during the year. * New Head of Legal and Democratic services has been appointed and is reviewing the current position. |  |
| **LDS** | We will streamline and improve organisational governance arrangements and forward planning, and contribute to building opportunities for shared services through improving senior management awareness of corporate issues and promoting member buy into change. | * New Internal Audit Partnership with North Somerset Council established. * Review of corporate governance arrangements to be undertaken. |  |
| **PPD** | We will demonstrate value for money from the Council’s property assets as a result of sound asset management. | **The following programmes are on target:**   * Completion of compliance programme in full, on time and within budget with minimum 90% compliance. * Completion of repairs and maintenance programme on time and within budget with minimum 90% compliance. * Completion of condition surveys programme on time and within budget with minimum 90% compliance. * Completion of disposal programme (releasing assets for sale or development) on time and within budget, achieving 75% of capital target. |  |
| **PPD** | We will enable growth of secure income generation from the investment estate (revenue generation programme to support the provision of Council Services). | * Level of void properties (percentage of rent roll, 4% tolerance) averaged 4.75% for the year, slightly below target but improvement over the course of the year to 3.98% in March 2015. * Level of debt (percentage of rent roll, 5% tolerance) averaged 1.85%. * 97.7% income from existing leases against a target of 85%. * Rent reviews implemented for existing leases and lease renewals completed both ended the year slightly below target (target for both 100%). |  |
| **PPD** | We will maintain and increase levels of capital generation from development opportunities and sale of surplus property assets to support the provision of Council Services. | * Following projects completed to budget and within timescales - Sawclose, 1-3 James Street West, K2 Keynsham and 7-9 Lower Borough Walls. |  |
| **S&P** | We will performance manage the Council effectively, efficiently, openly and transparently so that the residents of Bath & North East Somerset will be able to see whether the Council provides cost effective services and have the opportunity to hold the Council to account. | * Funding was not available to replace the Council’s performance management system therefore we have agreed with the current supplier to upgrade to the latest version at no extra cost and will be rolling out additional training during 2015. * Presentations on the benefits and analysis capability of LG inform have been given to four management teams including all of the People & Communities Directorate. The Performance Team continues to provide ongoing support and advice. * Business Review Meetings with the Chief Executive and senior managers have been completed for all three Directorates. * Work to promote and embed an organisation-wide performance and programme culture has been subsumed into the newly created Corporate Co-ordination Group. * Approach to reporting performance to Cabinet and PDS panels has been agreed. Two performance updates have been given to the PDS Resources during the year. This approach will be reviewed with the New Administration during 2015. * Work has commenced on replacing the Council’s Performance Management System with no additional investment required. * All performance pages on the Intranet have been rewritten as part of the review of the new website. Further work will be undertaken during the year. * New style Annual Performance Report published during summer 2014. |  |
| **S&P** | We will continue to deliver a well-developed Council staff base and an effective Health & Safety (H&S) service to support delivery of local services. | * New HR & Payroll system went live on 1 April 2015, which will enhance reporting and people management capacity through manager and employee self-service, and is a shared service initiative with North Somerset. This has necessitated a review of most HR transactional activity to support further phases of implementation in 2015. Organisational structures to be considered in light of this and broader strategic needs. * Work has commenced on charging community schools and academies for HR and H&S services; further development will continue in 2015 in line with the new Manager Self-service offer to schools alongside the new payroll system. * Adoption of implementation plan for the provision of H&S services across the Council to be addressed as part of wider HR structural issues and consideration being given to demand and changing workforce design. Existing levels of H&S service and buy-in have been sustained during the year. * All legislative requirements regarding employment legislation have been met, for example, Shared Parental Leave, and a review of all Council policy undertaken to ensure alignment with flexible working requirements. * Launch of new recruitment portal for corporate and school’s recruitment; beginning to look at opportunities for wider use of social media to address hard to fill areas. |  |