

TERMS OF REFERENCE FOR THE DELIVERING A DYNAMIC COUNCIL WORKING GROUPS

Fees and Charges Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Achieve an increased income target of £420k by 2020/21.
- Review all discretionary fees and charges for suitability.
- Assess cost drivers i.e. should a service be subsidised, recover costs, or make a profit.
- Identify where and how we can increase volumes and take-up of service.
- Put in place mechanisms to collect payments in advance wherever possible.
- Consider benchmarking information.
- Develop and secure adoption of a corporate charging policy, which includes clear direction on the use of concessions and discounts.

Asset Management Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Identify small surplus assets and determine whether to invest, partner or dispose.
- Assess large areas of land in council ownership and determine future use/sale programme.
- Engage in property development by identifying areas of land in council ownership that are suitable for development for commercial return.
- Identify land and/or buildings in private ownership that can be brought into the Council's ownership and built upon/refurbished for commercial return.
- Achieve a financial sales target of £xxx by 2020/21.

Contract / Partnerships Management Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Identify major contracts across the Council and determine any performance criteria and penalty clauses that the service needs to monitor on a regular basis.
- Develop the electronic contract register, which includes the information to be published in compliance with the Local Government Transparency Code, in conjunction with the procurement team and determine the most appropriate methodology for keeping it up to date.
- Review the partnerships register and determine any performance criteria and/or governance issues that need to be addressed.

- Identify the outcomes, risks and value to the Council from any partnership arrangements and determine whether the Council should continue with those arrangements and if so who is the most appropriate officer/member to represent the Council at those meetings.
- Review the payments made to 3rd /voluntary sector and determine the value of those arrangements to the Council.

Sponsorship and Marketing Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Develop and secure the adoption of a marketing strategy, which outlines the Council's position on advertising and sponsorship.
- Identify an appropriate corporate brand for traded services.
- Identify internal capacity and determine which services to market.
- Determine the Council's 'USP' for each service area and identify the most appropriate markets to be targeted.
- Produce a sales/marketing brochure for both domestic and business customers.
- Identify appropriate partners that we engage with to sponsor or advertise on council assets e.g. car parks, vehicles, etc
- In accordance with the agreed Fees and Charges Policy, develop pricing strategies and determine discounts, offers etc in respect of specific services that will generate additional business for the council.

Constitution Group

- Play a key role in the successful delivery of the Demand Management Strategy.
- Conduct a thorough review of the Constitution such that it more suitably reflects our modernisation / transformation agenda.
- In particular we will ensure that it:
 - o enables decisions to be made with speed and ease whilst ensuring compliance with the law.
 - o empowers officers to make decisions that affect day to day operations.

Digital Programme Board

- Play a key role in the successful delivery of the Digital Strategy.
- Ensure the ongoing overall alignment of the programme to the strategic direction as set out within the digital strategy.
- Monitor the progress of the overall programme.
- Monitor arising risks for the programme and agree mitigation.

- Coordinate allocated project resources and resolve conflicting resource demands.
- Prioritise and authorise individual projects in the Programme.
- Authorise financial commitments within the existing procedures and defined budgets.
- Be responsible for the communication plan.
- Monitor anticipated benefits realisation.

Accommodation Group

- Play a key role in the successful delivery of the Agile Working Strategy.
- Conduct a review of the Council's office accommodation which focusses on:
 - o Building opening times/customer access 24/7 by digital means.
 - o Minimising the amount of office space occupied by the Council's workforce.
 - o Maximising the amount of office space which is available to be rented to partners.
 - o Identifying which partners we would wish to co-locate with.
 - o Provision of flexible space, with generic and transferable 'workstations'.
 - o Consideration of 'touchdown' space outside of Arnold Town Centre.
 - o Achieve an additional rental income target of £30k by 2020/21.

Agile Working Group

- Play a key role in the successful delivery of the Agile Working Strategy.
- In consultation, will identify which posts are suitable for agile or flexible working using the following categories:
 - o Fully Agile Worker – an employee that spends much of their time working out in the community and does not need to undertake their duties in an office environment
 - o Flexible Worker – an employee that spends most of their time working in an office environment although could work from other sites or occasionally work from home
 - o Fixed Worker – an employee that is at a fixed location for the majority of their time and unable to undertake their duties outside of that location
- Review HR policies and ICT policies to enable agile and flexible workers to work differently and ensure clear H&S policies are in place.

Leisure Management Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Determine the most appropriate supply of leisure facilities and the investment required.
- Gain a good understanding of and ensure that consideration is given to contractual arrangements with current sites e.g. joint use agreements.
- Determine the most appropriate operating model moving forward.
- Achieve a financial target of £550k by 2020/21 i.e. a break-even position as a minimum.

Customer Focus Group

- Play a key role in the successful delivery of the Demand Management Strategy.
- Gather and actively use customer feedback (including complaints) in a consistent, systematic and effective way.
- Utilise insight so that we are able to better understand our customers and change the way they interact with us.
- Review the wording of standard correspondence sent to customers:
 - o To ensure that we do not create failure demand.
 - o To 'nudge' customers into thinking and behaving differently in order to reduce bad demand.

Housing Development Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Determine options for housing development and delivery in terms of what outcomes the Council is aiming for e.g. affordable housing, build for rent, build for sale, mixture etc.
- Develop an internal housing strategy.
- Identify linkages, if any, with homelessness/social care provision.
- Engage with landlords to determine housing supply.
- Engage with developers to determine options for partnership and/or delivery of new housing.
- Determine the most appropriate operating model moving forward.
- Achieve a financial target of £200k by 2020/21.
- Gain an understanding of any barriers to development.

Parks and Street Care Group

- Play a key role in the successful delivery of the Commercialisation Strategy.
- Consider alternative delivery models and prepare an appropriate options appraisal and business case.
- Determine the most appropriate operating model moving forward.
- If the favoured option is a local authority trading company:
 - o Determine which of the current services to include.
 - o Consider alternatives to staffing terms and conditions e.g. annualised hours, profit share etc.
 - o Achieve a financial target of £xxx by 2020/21.
 - o Determine the viability of new service offerings e.g. tarmac drives, kerb dropping, tree work, pest control, drain jetting, treating Japanese knotweed etc.
- Prepare a business case for the introduction of a pet cremation and ashes burial service.