

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET 29 April 2013

**REPORT AUTHOR: County Councillor Myfanwy Alexander
Portfolio Holder for Learning and Leisure**

SUBJECT: Archives and Museums Service Improvement Plan 2013-2016

REPORT FOR: Information

1. Summary

1.1 The Archives and Museums Service Improvement Plan (SIP) sits under the Leisure and Recreation Service Improvement Plan, which in turn has been developed alongside the Powys Change Programme. Both the Powys Change Programme and the Leisure and Recreation SIP inform the development of the Powys Change Plan.

1.2 Leisure & Recreation is at the heart of the Powys County Council's front line services making a unique contribution to delivering efficient and effective community focused services that contribute to learning, skills development and improved health and wellbeing, for our residents and visitors.

1.3 Powys Museum Service operates in accordance with the policies contained within the Powys Museum Strategy 2003-2013, approved and adopted by Powys County Council in 2002, and the quality standards required by the national museum Accreditation scheme managed and monitored by CyMAL (Museums, Archives & Libraries Wales within the Welsh Assembly Government). Museum Accreditation demonstrates a museum's achievements in the areas of museum management, collection care and public service.

1.4 The Museum Service plays a central role in collecting and caring for the material culture of Powys and in its display and interpretation. In undertaking this role the service recognises and actively promotes the variety of its collections, regional distinctions and the cultural diversity within Powys, in order to increase public awareness and understanding of the county's heritage. The Museum service plays a central part in helping to create a sense of place and cultural identity.

1.5 Powys Archives operates in line with the Statement of Policy which was adopted by Powys County Council on 18 June 1991. This statement requires Powys Archives to acquire records relating to Powys' cultural and historical past, to keep and preserve them in accordance with the relevant legislation, and in turn provide public access to them.

1.6 The primary objective of Powys Archive service is to collect, preserve and make accessible the documentary records of the county. There is a statutory obligation for local authorities to care for and to manage records under Section 60 of the Local Government (Wales) Act 1994.

2. Proposal

2.1 The Archives and Museums SIP for 2013-2016 includes details on: the service vision and key responsibilities; improvement and change objectives; and key service performance measures. The proposal is to implement the Service Improvement Plan from April 2013.

Recommendation:	Reason for Recommendation:
It is recommended that the Archives and Museums Service Improvement Plan 2013-2016, included as Appendix A in this report, be approved.	

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	
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Person(s) To Implement Decision:	
Date By When Decision To Be Implemented:	

Contact Officer Name:	Tel:	Fax:	Email:
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Background Papers used to prepare Report:

Cyngor Sir Powys County Council
Service Improvement Plan: April 2013 – March 2016
The integrated process of business, financial and workforce planning



1. Accountability & Version Control

Directorate:	Community Skills and Learning
Strategic Director:	Paul Griffiths
Service Area:	Leisure & Recreation
Head of Service:	Chris Jones
Service (if applicable):	Museum and Archives Service
Service Manager (if applicable):	Catherine Richards
Portfolio Holder(s):	CIr Myfanwy Alexander

Version:	Date:
Draft V1.0	7 Jan 2013
Final V2.0	April 2013

2. Service Vision & Key Responsibilities (What is our purpose?)

Key Responsibilities

Museum Service

Powys Museum Service operates in accordance with the policies contained within the Powys Museum Strategy 2003-2013, approved and adopted by Powys County Council in 2002, and the quality standards required by the national museum Accreditation scheme managed and monitored by CyMAL (Museums, Archives & Libraries Wales within the Welsh Assembly Government).

The Museum Service plays a central role in collecting and caring for the material culture of Powys and in its display and interpretation. In undertaking this role the service recognises and actively promotes the variety of its collections, regional distinctions and the cultural diversity within Powys, in order to increase public awareness and understanding of the county's heritage. The Museum service plays a central part in helping to create a sense of place and cultural identity.

The collections held by the Museum Service are an important social, historical, cultural, academic and community resource. Improving physical, social and intellectual access to these collections for residents, researchers and visitors is central to service delivery.

The Service promotes cultural and social inclusion and encourages and fosters interest and engagement through;

- an active programme of exhibitions and events
- the Education and Outreach service

In providing displays, exhibitions, events and activities for people of all ages, abilities and backgrounds museums offer a vast range of material on a variety of subjects which can inspire and challenge people to explore their world. By encouraging intellectual curiosity museums contribute to mental well-being on a wide scale.

The role of museums in encouraging lifelong learning is fundamental to the Service. Resources are available to support the formal curriculum but museums are not constrained in this role – they provide safe places which can encourage people let down by the formal education system to come back into learning.

Archives Service

Powys Archives operates in line with the Statement of Policy which was adopted by Powys County Council on 18 June 1991. This statement requires Powys Archives to acquire records relating to Powys' cultural and historical past, to keep and preserve them in accordance with the relevant legislation, and in turn provide public access to them.

The primary objective of a county archive service is to collect, preserve and make accessible the documentary records of the county. Records are "accumulated by a natural process in the conduct of affairs of any kind, public or private, corporate or individual, which have been preserved because they have enduring administrative or historical value" (The National Council on Archives 1996).

There is a statutory obligation for local authorities to care for and to manage records under Section 60 of the Local Government (Wales) Act 1994. Under the terms of the Act principal councils are required to make and maintain schemes setting out their arrangements for the proper care, preservation and management of their records.

Records comprise of three broad groups:

- Public Records (for example records of courts, coroners, hospitals) held on behalf of central government
- Records created by the authority and its predecessors in the course of its business
- Records given to or purchased by the authority, or deposited with the authority normally on indefinite loan.

Section 60 of the Local Government (Wales) Act 1994 is administered by CyMAL (Museums, Archives and Libraries in the Welsh Government), and comes under the responsibility of the Minister for Housing, Regeneration and Heritage.

In 1991 Powys Archives was appointed as a Place of Deposit for Public Records by the Lord Chancellor through the National Archives (an executive agency of the Ministry of Justice and the official archive for the UK government). As a Place of Deposit Powys Archives is required to fulfil its obligations in relation to the Public Records Act 1958, and is required to provide suitable facilities for safe keeping, preservation and access to records deposited under the terms of the Act.

Through their formal inspection process the National Archives ensures that Places of Deposit are fulfilling their obligations under the terms of the Act, and should the standard of care and access fall below a level considered acceptable, then public records can be removed.

Additional requirements with regard to access to information in records and archives, affecting local authorities, have been imposed through the Data Protection Act 1998, the Freedom of Information Act 2000 and the Environmental Information Regulations 2004. These include a statutory right for the citizen of access to information, subject to certain exemptions and conditions.

The provisions of the Freedom of Information Act 2000 apply to any records held by the council, including all those given or bequeathed to the archive service or purchased by it, and deposited by those bodies subject to the Act.

The Environmental Information Regulations 2004 provides a statutory right of access to environmental information held by UK public authorities. Environmental

information, such as that on maps, includes information about air, water, soil, land, flora and fauna, energy, noise, waste and emissions. Environmental Information also includes information about decisions, policies and activities that affect the environment.

Under the Letter of Designation from the Church in Wales, 2005, Powys Archives is the recognised repository for parish registers and parochial records for Powys. The Parochial Registers and Records Measure, England, 1978 (amended 1992) sets out the basis by which the Church in Wales transfers records to archive services, ensuring the long-term care, preservation and access to parish records.

The Local Government (Records) Act 1962 relates to service provision and makes reference to allowing inspection and copying of records, preparing indexes and guides to them and publishing and exhibiting them. In addition the Act empowers archive services to acquire records of local significance over and above their own administrative records, care for them and make them available for study by the public.

CyMAL (Museums, Archives and Libraries Wales within the Welsh Assembly Government) continues to provide strategic direction for the sector. Archives and Records Council Wales (ARCW) is a membership body, which influences policy on archives, and provides a focus for collaborative projects in the field of archives and records management in Wales.

Delivery of the Powys Change Programme

Care and Wellbeing

- *People in Powys are healthy and independent*
- *People in Powys live in good quality affordable homes*
- *People in Powys enjoy a clean, safe and green environment*
- *People in Powys can easily access the services they need*
- *Powys families are safe and supportive places in which to live*
- *People in Powys feel and are safe and confident*

The Museum and Archives Service will help to achieve the above by

- Providing an outreach service to prompt interest and reminiscence and by placing a value on people's knowledge and contribution.
- Providing a safe, non-threatening and accessible environment and a friendly welcome for all.
- Striving to provide resources that are accessible to everyone.
- Provision of a high quality Accredited Museum service which meets National Quality Standards, and an Archive Service which strives to reach the National Archives *Standard for Record Repositories*, both of which offer opportunities for the people of Powys and visitors alike to acquire a greater understanding and appreciation of the history, geography and culture of their region.
- Ensuring that displays and exhibitions are accessible, interesting and enjoyable for people of all ages, abilities and backgrounds.
- Ensuring that archive collections are representative of the history and culture of the county, and are catalogued and accessible through the public searchroom
- Encouraging intellectual curiosity and creativity through the provision of exhibitions, events and activities.
- Inspiring and challenging people to explore their world and open up new horizons.

Learning and Community

- *People in Powys can easily access services*
- *People in Powys are healthy and independent*
- *People in Powys have the skills to pursue their ambitions*
- *People in Powys live in supportive sharing and self reliant communities*

The Museum and Archives Service will help to achieve the above by

- Providing an education and outreach service to schools, both at the museums and as an outreach facility.
- Providing educational activities and events for children, young people and families at weekends and during holiday breaks.
- Providing material and resources which support the National Curriculum.
- Offering services and facilities that schools are unable to provide themselves.
- Providing information, support and research facilities for pupils and students.
- Improving the range and integration of adult and community based learning opportunities
- Helping to improve the quality of lifelong learning provision

Regeneration

- *People in Powys benefit from a thriving, diverse economy*
- *People in Powys are supported to get out of poverty*

The Museum and Archives Service will help to achieve the above by

- Contributing to the economy in their own right as sustainable, all weather tourist destinations.
- Contributing to the area's cultural facilities, making it more attractive to prospective businesses setting up or re-locating to the area and encouraging the retention of existing businesses and staff.
- Helping to encourage a creative economy through providing examples of historic and contemporary use of materials and design as sources of inspiration and ideas, and by offering opportunities for artists and crafts businesses to exhibit their work.
- Encouraging people to take an active interest in the history of their community
- Contributing to the sense of a shared past, present and future
- Helping to maintain and promote a sense of place and cultural identity
- Promoting an awareness and understanding of the county's built heritage and regional distinctiveness
- Contributing to area regeneration plans as significant buildings, local cultural facilities and tourist attractions and through stimulating repeat visits to the area through exhibition and events programmes.
- Contributing to the redevelopment of local and historic buildings through assistance with architectural research and information.

Climate Change

- *People in Powys enjoy a clean, safe and green environment*

The Museum and Archives Service will help to achieve the above by

- Helping to promote an understanding and appreciation of the rural environment through displays and exhibitions, many of which are produced in partnership with environmental bodies such as the National Parks Authority, Countryside Council for Wales, the Wildlife Trusts, British Waterways, the Wye-Usk Foundation and the Environment Agency.
- Providing information and exhibitions about changes in the environment through collections and historic data.

Council

- *People in Powys can easily access the services they need*
- *People in Powys benefit from a thriving, diverse economy*

The Museum and Archives Service will help to achieve the above by:

Better use of resources

- Sharing resources across the service to increase efficiency and prevent duplication.
- Excellent and exhaustive use of external funding.
- Providing professional advice and support to independent and community museums, and volunteer led “archive” resource centres in Powys, enabling them to access funding that would not otherwise be available.
- Providing learning opportunities for community engagement – e.g. as a venue for lectures for the U3A archaeology and history group.

Better customer focus

- Continuing to improve our already excellent customer services
- Consultation with the public, external and internal partners.
- Undertaking satisfaction surveys of service provision and encouraging customer feedback at all levels.
- Implementing actions identified in the service Equality Impact assessment, including consultation with minority and ‘non-user groups.
- Providing a wide ranging programme of temporary exhibitions, events, talks, and lectures – a powerful learning resource for people of all ages, needs and backgrounds.
- Targeting marketing to ensure that information about the Museum and Archives Service is available to all.

Better trained and motivated workforce

- Providing appropriate staff training and support.
- Through implementation of the staff review and development system.
- Working in partnership with bodies such as CyMAL to provide high quality, specialist training for staff.

Service Vision

The Leisure and Recreation Service Business Plan 2012-2015 contains three main objectives for service transformation and continuous improvement, which are in turn supported by the objectives for the Museum and Archives Service:

L&R Objective 1 - To develop enhanced community focussed services that support the One Powys Outcomes

Museum and Archives Service Improvement/Change Objective:

- **M&A 1** - In 2013, work will continue on the Cultural Services review which focuses on a strategy for the future use and sustainability of Libraries, Museums, Archives and Arts. Following a similar programme to that of Leisure Modernisation, the service will work with the council's executive management team and the Cabinet members to identify options for new capital and revenue investment alongside options for divestment of facilities, co-location of services, collaboration with partners and alternative delivery options/venues. Some creative solutions will be required in order to ensure that services can be sustained within communities or delivered regionally with revised transport options.
- **M&A 2** - To progress work on securing suitable accommodation provision for the Archives Service
- **M&A 3** – To implement Brecknock Museum and library co-location project, subject to Cabinet approval and successful HLF application in 2013.
- **M&A 4** - To continue and if possible expand the education & access service for all museums by pursuing internal and external funding in order to ensure that all residents of Powys are able to benefit from the events, activities and facilities offered by the service.

L&R Objective 2 – To improve Promotion and Marketing and Customer Contact

In order to maintain sustainable services it will be important to maintain and where possible, improve take up by residents and increase income through effective

promotion and marketing of services. This objective needs to be considered alongside objectives 1 and 3 as it will be important to ensure that the services being promoted meet the needs of the community, are located in the right place and provide a new dynamic of Leisure and Recreation services

Museum and Archives Service Improvement/Change Objective:

- **M&A 5** – To enhance and improve the web presence of the Museum and Archives Service, and to improve public access to museum and archive collections by establishing a presence online through the cataloguing systems MODES (museums) and CALM (archives). This objective is subject to a successful grant application.

The service business plan will describe the service’s intent to improve its capability and capacity to meet the vision and purpose outlined above. Before the service describes where it wants to get to, it will be necessary to fully understand its current position in terms of performance, customer satisfaction, finance, workforce, risk and emerging pressures, regulatory and scrutiny feedback and corporate priorities. This pre business plan assessment can be best summarised in a service SWOT analysis and support service can help facilitate such an assessment.

Self evaluation as an approach to improvement is rapidly gaining momentum and WG and WAO advocate the ‘5R’ principles in undertaking effective self evaluation:

- **ROOTED** timely, sustainable and culturally embedded
- **RELEVANT** focus on achieving better outcomes
- **REASONABLE** genuine, honest, objective, unbiased, fair, balanced and proportionate
- **ROBUST** support a citizen centred approach, balanced evidence base and robust data.
- **ROUNDED** robustly challenged and validated, compare self-awareness and the perceptions of partners, engage citizens and service users; members and staff and external peers and external audit, inspectorates and regulators

NB: We confirm that we have undertaken an appropriate self evaluation that can be evidenced upon request.

3. Key Risk(s) to achieving our vision and purpose

Risk 1:	Probability	Impact	Rating
Impact of recession/financial climate on visitors to museums and archives. Also reduction in income.	MEDIUM	HIGH	MEDIUM (6)
Proposed Action			Revised Rating
Short term, monitor and evaluate visitor numbers through monthly recording, with quarterly commentary for any significant variation. Longer term, consider as part of Cultural Services Review.			
Risk 2:	Probability	Impact	Rating
Conflict between National agendas and local priorities. Pressure from WG to deliver additional activities/change programmes which impact on our ability to deliver core business – Museum Strategy for Wales 2010-2015; Archive and Records Council Wales strategic projects 2013-2016	MEDIUM	MEDIUM	MEDIUM (4)
Proposed Action			Revised Rating
WG strategic priorities for museums and archives generally enhance core business delivery, but consider as part of Cultural Services Review.			
Risk 3:	Probability	Impact	Rating
Loss of external funding for some key areas of service provision e.g. Mont Museum Education and Access service	HIGH	HIGH	HIGH (9)

Proposed Action			Revised Rating
Short term, further grant applications (Eg Community Grants). Longer term, consider as part of Cultural Services Review.			
Risk 4:	Probability	Impact	Rating
Failure to adhere to statutory testing and environmental management, due to lack of capital/revenue maintenance funding	HIGH	HIGH	HIGH (9)
Proposed Action			Revised Rating
Consider as part of Cultural Services Review.			
Risk 5:	Probability	Impact	Rating
Members do not sign up to the strategy / potential direction of travel e.g. externalisation options	HIGH	HIGH	HIGH (9)
Proposed Action			Revised Rating
Consider as part of Cultural Services Review.			

NB: Catastrophic and High Risks will be reported to Audit Committee. Prioritised actions to mitigate the identified risks should be included or linked to an improvement objective in section 4

4. Improvement / Change Objectives (How do we get better at meeting our purpose?)

Ref:	Key Driver: <ul style="list-style-type: none"> Improve Service Reduce Cost Manage Risk 	Intended Measurable Benefit (Success Criteria)	SMART Improvement Objective	Intended Start Date / Completion Date	Dependencies											
					BPR Support	BPU	Comms	Customer Services	Finance	HR	ICT	Legal	Corporate Proc'	Corporate Property	Other (specify)	Other (specify)
M&A 1	<ul style="list-style-type: none"> Improve Service Reduce Cost Manage Risks 	Cultural Services review, with identified workstreams, will identify the most appropriate service delivery option for the council.	A review of the sustainability, resilience and success of, and delivery models for, the Library, Archive, Museum and Arts Services.	2012-Spring 2014	√	√	√	√	√	√	√	√	√	√		
M&A 2	<ul style="list-style-type: none"> Improve Service Manage Risks 	Accommodation which meets the required national standard for archive services	To progress work on securing suitable accommodation for the archive service by Summer 2013	2012-Summer 2013			√		√	√	√	√	√	√		
M&A 3	<ul style="list-style-type: none"> Improve Service Reduce Cost Manage Risks 	Successful HLF funding to secure the future of Brecknock Museum, with a combined library, creating a cultural hub in Brecon	To implement Brecknock Museum and library co-location project, subject to Cabinet approval and successful HLF application in 2013	April 2013			√		√	√	√	√	√	√		
M&A 4	<ul style="list-style-type: none"> Improve Service 	Continuation of the education and access service, with a review of service delivery to provide an equitable service across the county	To continue and if possible expand the education & access service for all museums by pursuing internal and external funding in order to ensure that all residents of Powys are able to benefit from the events, activities and facilities offered by the service.	2013-												

M&A 5	<ul style="list-style-type: none"> • Improve Service 	Greatly improved web presence with online catalogues, presenting potential for greater marketing and publicity	To enhance and improve the web presence of the Museum and Archives Service, and to improve public access to museum and archive collections by establishing a presence online through the cataloguing systems MODES (museums) and CALM (archives). This objective is subject to a successful grant application.	2013-2014			√				√					
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* Action Plans should be developed for all appropriate objectives

5. Key Service Performance Measures

Ref	Key Performance Measures	11/12 (A)	12/13 (A)	13/14 (T)	14/15 (T)	15/16 (T)	Welsh Average
AC15b	The total number of visits to museums	35,188	21,089	20,000*	20,000*	20,000*	
AC16	Number of participants in outreach events & school pupil visits to museums	6,985	11397	5000**	3000	3000	
	Archive service users – physical visitors, requests to research service, correspondence requiring a response	-	2887	2900	3000	3000	
	Archives customer satisfaction - To maintain the number of users rating the service as good or very good	96%	Awaiting PSQG national report	95%	95%	95%	
	Museums customer satisfaction – To maintain the number of users rating the service as good or very good	96%	TBC	95%	95%	95%	
	Customer satisfaction with Museum Education and Outreach Service – good, very good, excellent	95%	95%	95%	95%	95%	
	Community involvement/volunteer use measured in hours - museums	-	280	550	550	550	
	Community involvement/volunteer use measured in hours - Archives	624	593	600	600	600	
	Total number of virtual visits through website - Archives	90,000	73,524***	75,000	80,000	80,000	
	Requests to Archives Research Service (website based)	-	-	200	200	200	
	Number of other correspondence to Archives requiring a response (website based)	-	-	800	800	800	
	Visits to webpages on “our records” - Archives	-	-	17,000	20,000	20,000	
	Total number of virtual visits through website - museums	13,000	38,272	30,000	30,000	30,000	
	Number of "friends and followers" to the Archives via Social Networking (Facebook and Twitter) - Archives	-	294	400	500	600	
	Number of "friends and followers" to the Archives via Social Networking (Facebook and Twitter) - Museums	-	750	1000	1100	1200	
	Number of school pupils visiting museums in organised groups	3242	1600	800**	400	400	
	Percentage of collections available to the public online via the Council's website (pdf files) – Archives	85%	90%	90%	90%	90%	
	Percentage of collections available to the public online via the Council's website - museums	3%	5%	5% or 40% ****	5% or 50% ****	5% or 60% ****	
	Satisfaction with museums – Corporate Residents' Survey	n/k	75%	75%	75%	75%	
Corporate Objectives							
	Sickness Absence						

	Budget Variation						

Additional information in support of key performance measures (if required)

* Attendance targets for museums are based on the fact that Brecknock Museum is closed from Oct 2011 for forward roof replacement work and then beyond into the HLF project, if the application is successful

** Depends on continuation of funding for Education and Access Officers – the figure covers only the first 6 months for 2013/14

*** European Cookie Directive affecting website figures

**** Depends on funding for web-mounting collections database (MODES)

6. Resources

Staff Summary:

Staff	11/12 (A)	12/13	13/14	14/15	15/16
Staff Numbers	29	29	27	27	27
F.T.E	17.27	17.27	16.27	16.27	16.27

Issues to consider when developing a workforce plan for the service.

Age Profile

- Are any key positions due to retire?
If yes, you would benefit from producing a succession plan.

Powys Change Plan

- Are there sufficient resources to support Powys Change Plans Project(s)?
If no, we need to understand the requirements & how you intend to secure required resource.
- Are resources adequately skilled to support Powys Change Plan project(s)?
If no, you will benefit from developing a training plan

Service Objectives

- Are there sufficient resources to support service objective(s)?
If no, we need to understand the requirements & how you intend to secure required resource.
- Are resources adequately skilled to support service objective(s)
If no, you will benefit from developing a training plan

If the conclusion from working through these questions is that there is work required, you will benefit from including a specific improvement objective in section 4.

Financial Summary:

Finance will provide a revenue and capital schedule to attach to the Service Business Plan detailing financial resources available to the Service. In developing a finalised financial summary, services are asked to consider the following guidelines:

Revenue:

Finance will initially issue a draft schedule detailing the 2011/12 working budget. This will be split over the main account codes. Working with your accountants, services need to populate 2012/13 and subsequent years with the changes needed (growth and savings) to deliver both the service and change initiatives identified in Sections 2 and 4, giving consideration to the following:

Service Delivery

- What changes will there be in financial resources required to secure everyday service delivery?

Powys Change Plan

- What financial resource is required to support Powys Change Plans Project(s) led by your service?
- If applicable, what financial savings can be expected following delivery of these projects?

Service Improvement Objectives

- What financial resource is required to support service improvement objective(s)?
- If applicable, what financial savings can be expected following delivery of these projects?

Capital:

Finance will provide an initial schedule showing the current profile of capital expenditure. Following the similar criteria for revenue, services should develop requirements for new capital.

By working through this criteria with service accountants we will be able to provide a finalised Finance Schedule (Revenue and Capital) for inclusion with the service business plan towards the end of January 2012.

7. Service Business Plan Sign Off

The Corporate Governance Statement sets out how Powys County Council meets its obligations in respect of the following:

- that its business is conducted in accordance with the law and proper standards;
 - that public money is safeguarded and properly accounted for; and is used economically, efficiently and effectively;
 - that it has arrangements to secure continuous improvement in the way in which its functions are exercised;
 - that it has in place proper arrangements for the governance of its affairs, and that there is at least, an annual review of the effectiveness of its governance framework.
- In signing this service strategy you confirm that these obligations are being met.

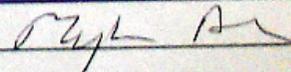
Head of Service Sign Off:

Name	Position	Date	Signature

Strategic Director Sign Off: (if applicable)

Name	Position	Date	Signature

Portfolio Holder(s) Sign Off: (if applicable)

Name	Position	Date	Signature
M. ALEXANDER	PORTFOLIO HOLDER LEARNING, LEISURE	26-4-13	

Sign Off by Dependencies:

We understand and agree to the support required to ensure delivery to plan, the identified improvement objectives in section 4 of this Service Business Plan.

Service	ASC	BPU	CS	Finance	Housing	HR	I&CS	LD&S	L&ES	L&R	Proc	R&D	SAI
Section 4 Ref:													
Signed by HoS:													
Date:													