

REPORT TO: CABINET MEMBER – Corporate Services
CABINET MEMBER – Performance & Governance

DATE: 13th October 2010
3rd November 2010

SUBJECT: Corporate Services Departmental Service Plan 2010/11

WARDS AFFECTED: All

REPORT OF: Mr. Mike Fogg
Director of Corporate Services : 0151 934 4081

CONTACT OFFICER: Dr. Sue Walton
Assistant Director – Business Support: 0151 934 4213

**EXEMPT/
CONFIDENTIAL:** No

PURPOSE/SUMMARY:

To advise and seek approval for the Corporate Services 2010/11 Departmental Plan, as well as provide an update of actions at Quarter 1.

REASON WHY DECISION REQUIRED:

To agree and approve the proposed actions/activities of the Corporate Services Department as contained in the attached 2010/11 Service Plan.

RECOMMENDATION(S):

The Cabinet Member is recommended to:

1. Agree the intended action plan for 2010/11, which is already underway.
2. Note the progress made to the end of June 2010 against the action plan.

KEY DECISION: No

FORWARD PLAN: Not appropriate

IMPLEMENTATION DATE: Following the expiry of the “call-in” period for the Minutes of these meetings

ALTERNATIVE OPTIONS: None considered

IMPLICATIONS:

Budget/Policy Framework:

Financial:

<u>CAPITAL EXPENDITURE</u>	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
<u>REVENUE IMPLICATIONS</u>				
Gross Increase in Revenue Expenditure				
Funded by:				
Sefton funded Resources				
Funded from External Resources				
Does the External Funding have an expiry date? Y/N	When?			
How will the service be funded post expiry?				

Legal:

Legal implications are considered in setting performance targets and during service delivery.

Risk Assessment:

Not monitoring performance is considered to be high risk and therefore performance reporting is carried out routinely.

Asset Management:

Asset Management implications are considered in setting performance targets and during service delivery.

CONSULTATION UNDERTAKEN/VIEWS

Consultation with Senior Managers within Corporate Services.

CORPORATE OBJECTIVE MONITORING:

<u>Corporate Objective</u>		<u>Positive Impact</u>	<u>Neutral Impact</u>	<u>Negative Impact</u>
1	Creating a Learning Community	√		
2	Creating Safe Communities	√		
3	Jobs and Prosperity	√		
4	Improving Health and Well-Being	√		
5	Environmental Sustainability	√		
6	Creating Inclusive Communities	√		
7	Improving the Quality of Council Services and Strengthening local Democracy	√		
8	Children and Young People	√		

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT

None

1. BACKGROUND

- 1.1. The Strategic Leadership Team at its meeting on the 11th March 2010 agreed that there was to be a revised approach to service planning for this year and this lighter touch was supported by the Cabinet Member for Performance and Governance. The rationale for this is two-fold; first the provision of high-level priorities from services will improve the prioritisation process currently taking place and secondly the corporate plan and sustainable community strategy can be revised following that prioritisation process so a simplified approach is appropriate for services.
- 1.2. The organisational and service plan delivery changes will mean, in some cases, radical rewrites of the current plans. There will, following the prioritisation exercise, need to be a refresh of Cabinet Member Portfolios, which as part of the governance review, has been agreed will be put back until the Council has determined its priorities which will be made clear through changes around the transformation programme.
- 1.3. The Cabinet Member for Performance and Governance has been consulted and has agreed a simpler approach as an interim measure whilst the prioritisation exercise takes place, on the understanding that a new approach will be developed for next year.

2. THE SIMPLIFIED APPROACH TO SERVICE PLANNING 2010/11

- 2.1. All Service Directors were requested to complete the attached one page proforma. Each Director was requested to identify a maximum of 6 priorities for all service areas that they are responsible for. The purpose of this page is to:
 - List key priorities for the service.
 - Outline why these are a priority.
 - Identify what main actions must be undertaken in the year against these priorities.
 - Identify the resources and key performance indicators (if any) associated with them.
- 2.2. In thinking about priorities, Service Directors were asked to think about the 'must do's' – i.e. we cannot deliver our desired outcomes, not legal without this, unsafe without it, not financially viable without it.
- 2.3. At the same time, Service Directors were also asked to think about what would be desirable, but not essential,; likely to be painful to leave out, but is still possible. This thinking has helped shape the content of Service Plans in 2010/11.

3. RECOMMENDATIONS

- 3.1. The Cabinet Member is recommended to agree the intended action plan for 2010/11 which also includes updates at the 30th June 2010.

CORPORATE SERVICES DEPARTMENTAL SERVICE PLAN
MARCH 2010 TO MARCH 2011

(WITH AN UPDATE POSITION AT QUARTER 1 (JUNE 2010))

<i>Priorities for the Service</i>	<ol style="list-style-type: none"> 1. Integration and review of all corporate service divisions, which include the combined BSU, Finance & IS, Legal and Personnel. 2. Support the transformational agenda by both undertaking and supporting reviews and rationalisations. 3. Create an ICT strategy that supports the transformation and rationalisation agenda. 4. Capture all external legal expenditure by the Council and optimise the use of the Legal Consortium. 5. Provide legal support to major capital schemes in particular Housing Market Renewal. 6. Implementation of NJC pay and grading review in October 2010. 	<i>Why are they priorities?</i>	<ol style="list-style-type: none"> 1. This is as a result of the Transformation agenda to enable significant budgetary savings to be made across the Corporate Services Department. 2. Delivery of a programme of rationalisation proposals that yield savings required as part of the transformation programme. 3. This will support the Transformation agenda, and will be influenced by the needs of the business. 4. To ensure that all external legal expenditure is kept to a minimum and to ensure that value for money is obtained. 5. These are priority schemes which are major capital schemes requiring significant input. 6. To comply with the single status requirements of the Green Book and to resist Equal Pay claims in the future.
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Which Priority does it link to?	What are the main actions which will impact on this priority for 2010-2011	Is it resourced?	Deadline	What are the outcomes of doing the action? Any related measures for the outcome and how we're doing at the moment	Update Position At Quarter 1 (June 2010)
1.	<p>Any interim arrangements are finalised and permanent recruitment has been undertaken for key positions.</p> <p>Consult service users in the creation and development of all integrated services within the Corporate Services Department to ensure that they are fit for purpose.</p> <p>Implement agreed structures.</p> <p>Deliver cost savings on previous structures.</p>	Use of existing resources.	March 2011	To maintain and improve the efficiency of the Corporate Services Department at reduced cost	<p><u>Finance & IS</u></p> <p>It is proposed that finance teams from Children, Schools and Families (2 teams), Health and Well Being and the Chief Executives & Communities Business Support Unit (1 team) will integrate with Corporate Finance in Magdalen House at the beginning of October 2010, subject to suitable accommodation being ready.</p> <p>Meetings have taken place with all of the staff affected and an interim management structure has been agreed. Once the teams are co-located, a fundamental review of structure and functions will be carried out with a view to having a final structure in place by 1st April 2011.</p> <p><u>Legal</u></p> <p>Action has been taken to establish a 'pure' legal function with a sole focus on providing authoritative advice and support to the Council and Client Departments.</p>

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1.					<p><u>Legal (Cont)</u></p> <p>To this end:</p> <ul style="list-style-type: none"> • Land Charges has been relocated to the Planning & Economic Development Department. • The Registrars and Coroners Services have been relocated to the Leisure and Tourism Department. • With finally Democratic Services being relocated to the Assistant Chief Executive. <p><u>Personnel</u></p> <p>Integration process in progress. Physical moves of staff have been made within Merton House and future ones are anticipated for BSU staff based within Magdalen House. Structure and job roles are to be finalised.</p>

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2.	<p>Providing information, advice & support to achieve interim savings.</p> <p>Developing efficiency proposals.</p> <p>Consulting & Negotiating the proposals with the trade unions.</p>	Use of existing resources.	March 2011	Delivery of a programme of rationalisation proposals that yield savings required as part of the transformation programme	<p><u>Finance & IS</u></p> <p>In addition to delivering service efficiencies and improvements the target budget savings of £100K will be delivered.</p> <p><u>Legal</u></p> <p>No comments to date.</p> <p><u>Personnel</u></p> <p>As part of the integration process and the review of job roles, it is anticipated that both current and future cost savings on current budgets will be achieved.</p>
3.	<p>Dependent upon completion of the Council's business and transformation strategy.</p> <p>Input from major departments on business change.</p> <p>Work with Arvato to create technical strategy.</p>	Use of existing resources.	Depends on business plan	The ICT Strategy will provide the requirements and direction for ICT expenditure. It will create new projects and curtail or foreshorten others	<p><u>Finance & IS</u></p> <p>The ICT Strategy will provide the requirements and direction for ICT expenditure. It will create new projects and curtail or foreshorten others.</p>

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4.	Full co-ordination between Consortium Members, internal legal staff and client departments.	Use of existing resources.	April 2011	To benchmark external legal expenditure for the financial years 2008/9 and 2009/10 and to compare with expenditure in 2010/11	<p><u>Legal</u></p> <p>There have been a number of ICT technical issues which have required addressing before the Consortium could become operationally effective. A number of those have now been overcome and legal staff are to be trained on the full uses of the Consortium in Sept/Oct 2010, with a view to realising benefits as quickly as possible thereafter</p>
5.	Providing Legal Services in connection with land acquisition, planning processes, compulsory purchase orders and statutory orders.	Funding will be in accordance with the Council's Capital Programme.	Timescales will be in accordance with the programmes for each scheme Review progress - March 2011	Successful completion of capital schemes e.g. road link and HMR Projects.	<p><u>Legal</u></p> <p>Acquisitions were previously outsourced to external solicitors, but are now being conducted by the in house legal department with effect from July 2010.</p> <p>The main compulsory purchase order work is still being carried out by external solicitors in the interests of continuity in this complex matter.</p>

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6.	Complete TU Consultation concerning the implementation proposals.	Use of existing resources.	June 2010	To avoid legal challenges if the pay structure has to be imposed. The trade unions have not formally approved the pay structure and wish to ballot. This may cause delays	<p><u>Personnel</u></p> <p>Consultation with Trade Unions undertaken in relation to the implementation of pay and grading. However, Trade Unions are also considering their responses to likely impacts.</p>
	Issue HR1 & Section Notice Letters regarding the potential to dismiss and re-engage the NJC workforce.		March 2010	To ensure the Council complies with the relevant notification and consultation procedures specified in employment law. On target	<p><u>Personnel</u></p> <p>Action complete and was issued within the target deadline set.</p>
	Finalise Allowance Proposals so they can be joined to the pay structure proposals.		April 2010	To avoid cost increases that will arise by implementing the new pay structure. In progress	<p><u>Personnel</u></p> <p>Negotiations with Trade Unions on allowances are on-going. It is unlikely that these will be implemented at the same time as pay and grading in October 2010.</p>

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6.	Develop a Communications Strategy that ensures that the Council's proposals are understood by all stakeholders	Use of existing resources	April 2010	To achieve implementation with the minimum of disruption. In Progress.	<p><u>Personnel</u></p> <p>A communications strategy was implemented and has included the following methods.</p> <ul style="list-style-type: none"> • A Help Desk to answer any queries on JE results. • A Managers tool-kit. • A staff booklet. • For those staff suffering detriment, a personalised meeting with their Manager. • Information on the intranet. • Manager briefings. • Personalised letters to each employee.
	Finalise New Pay Specification so that Arvato can build the new pay structure in Resource Link.		June 2010	To develop and test the new pay structure for operation in October. In progress	<p><u>Personnel</u></p> <p>Work is on-going and meetings have been held with Arvato to discuss implementation, but it is anticipated that the new pay structure within Resource Link will be delivered on time.</p>