REPORT TO:	Cabinet
DATE:	25 November 2009
SUBJECT:	Governance Review – Area Management
WARDS AFFECTED:	All
REPORT OF:	Andy Wallis, Planning & Economic Regeneration Director
CONTACT OFFICER:	Steph Prewett – Assistant Director – Neighbourhoods 3485
EXEMPT/CONFIDENTIAL:	No

PURPOSE/SUMMARY:

To present the key findings from the service mapping and area arrangements workstreams of area management.

To outline the proposed next steps for area management as specified in the work programme

To request that Cabinet endorse next steps on area management.

To gain Cabinet views on the proposal to appoint three additional members of staff on a temporary basis to bolster existing interim arrangements as set out in paragraph 3.3

To inform Cabinet that the feedback from Governance Review Working Group and the Party Leaders and Area Committee Chairs meeting have informed the contents and recommendations within the report

REASON WHY DECISION REQUIRED:

In recognition of the fact that area management is a key corporate project. Cabinet need to be kept fully informed and involved in the development of potential area management approaches. It has become increasingly apparent that as the work has progressed, the agenda for area management is very complex.

To ensure that the momentum built up around the interim arrangements is not lost and that the work programme can be done effectively. Cabinet are asked to endorse the work completed to date and to agree to the appointment of three posts to be funded until March 2011. Details of what the posts would cover are included in para 3.3.

RECOMMENDATION(S):
That Cabinet:
- (i) Receive and comment on the key findings from the service mapping and area arrangements workstreams of area management.
- (ii) Agree to the proposed next steps for area management
- (iii) Note the intention to appoint three staff on a temporary basis until March 2011 as set out in paragraph 3.3 and ask Cabinet for their views on this
- (iv) Note that the creation of three staff on a temporary basis does not require additional resources and can be met from within existing budgets.

(v)	Note that this report is based on the views and comments from both the Governance Review Working Group and Joint Party Group Leaders and Area Committee Chairs

KEY DECISION: No

FORWARD PLAN: No

IMPLEMENTATION DATE: Upon expiry of the call in period for the minutes of this meeting. Appointment of staff will follow on from agreement by the Personnel Director to formally establish the posts.

ALTERNATIVE OPTIONS: Alternative options considered were to carry on as before. This would mean that the completion of the work programme to schedule would potentially be compromised. There would also still be geographical gaps in area management interim arrangements.

Consultancy support to either carry out the resource mapping or to provide interim arrangements has been looked at and is not considered to be a feasible option on both cost grounds and the need for area management staff to have a good understanding of how the Council works and also the need for continuity of support for elected members.

IMPLICATIONS:

Budget/Policy Framework: The outcomes of the area management work programme may result in a new area focus to the way that the Council and partners work. This is yet to be determined.

Financial:

CAPITAL EXPENDITURE	2009/ 2010 £	2010/ 2011 £	2011/ 2012 £	2012/ 2013 £
Gross Increase in Capital Expenditure				
Funded by:				
Sefton Capital Resources				
Specific Capital Resources				
REVENUE IMPLICATIONS				
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?				

These posts will be funded until March 2011 utilising a maximum of £32,390 for three posts in 2009/10 assuming a full three months in post. The full year cost (including on costs) for 2010/11 would be £129,559. This is not requested as an additional resource, but will be met from the existing £375,000 agreed as part of the Council revenue budget for area management.

Legal: N/a

Risk Assessment: The risk of not finding people with the suitable skills and attitude within an internal recruitment process has been identified. If this happens then Cabinet would be asked to take a view on potential consultancy support or approaching partners for secondment opportunities.

Asset Management: N/a

CONSULTATION UNDERTAKEN/VIEWS

The views of the Governance Review Working Group and the Joint Party Leaders and Area Committee Chairs have been taken into account within the contents of this report and the recommendations.

Personnel are content with the proposals within the report and the establishment of the posts will be subject to agreement by the Personnel Director and Job Evaluation.

FD 230 - The Finance and Information Services Director has been consulted and his comments have been incorporated into this report.

CORPORATE OBJECTIVE MONITORING:

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

LIST OF BACKGROUND PAPERS RELIED UPON IN THE PREPARATION OF THIS REPORT
Governance Review Working Group 4 November 2009
Joint Party Group Leaders and Area Committee Chairs Paper 5 November 2009

1.0 Background

1.1 Area management is a key workstream within the Governance Review and a work programme has been developed through this group in consultation with elected members to ensure that a workable model for area management is developed. The work programme and an interim arrangement for area management was formally agreed by Cabinet on 9 July 2009.

1.2 Two key parts of the overall work programme have just been completed which relate to service mapping and area arrangements. The service mapping element looked at where, why and how services were delivered. This was fairly intensive in that all service areas that either delivered in an area or had an impact on an area were discussed. The area arrangement element looked at three key service areas; regeneration (with the focus on Business Village Partnerships), Community Safety Area Partnerships and Children's Services Area Managers.

2. Key Findings from Service Mapping and Area Arrangements

2.1 The following information sets out the key findings from the two workstreams. It should be noted that this sets out where the Council and partners are now in general terms. However, there was a real willingness to move towards a different approach where customers needs were more readily understood and taken into account when planning and running services.
- Majority of services designed around the needs of the service, rather than the needs of the customer
- Customer care approaches are patchy with examples of best practice i.e Leisure
- Approaches to elected members differ and the perceptions of how elected members feel in terms of a service and what the service feels are in some cases very different
- Differentiation in service delivery to address need is achieved in the main through external funding or potentially time limited resources
- Very little real co-ordination of services happens at an area level and when it does it is either through working relationships built up between individuals or through ad hoc arrangements
- There is a willingness to work more with other service providers and partners to achieve shared outcomes
- Service Planning in most areas is looking at the needs of the service across the Borough and not the needs of partners and the customer
- Generally mechanisms are not in place to capture customers views to inform service planning and priorities
- Services and partners views of Area Committees are that they lack clout
- Resources are not defined at an area level, unless they are funded through Area Based Grant (Working Neighbourhoods Fund) or a geographically focussed external grant stream
- Area arrangements that exist do not necessarily have a direct connection to area based governance structures
- Services and area arrangements do not all align to the same geography

3. What do we need to do now

3.1 To move from the current position towards a more customer focussed approach will require both the Sefton Borough Partnership and Sefton Council to:
- Ensure that we develop a culture of area working in those key areas that either deliver or impact on an area. This should be a patch management approach whereby staff take ownership and pride in their area
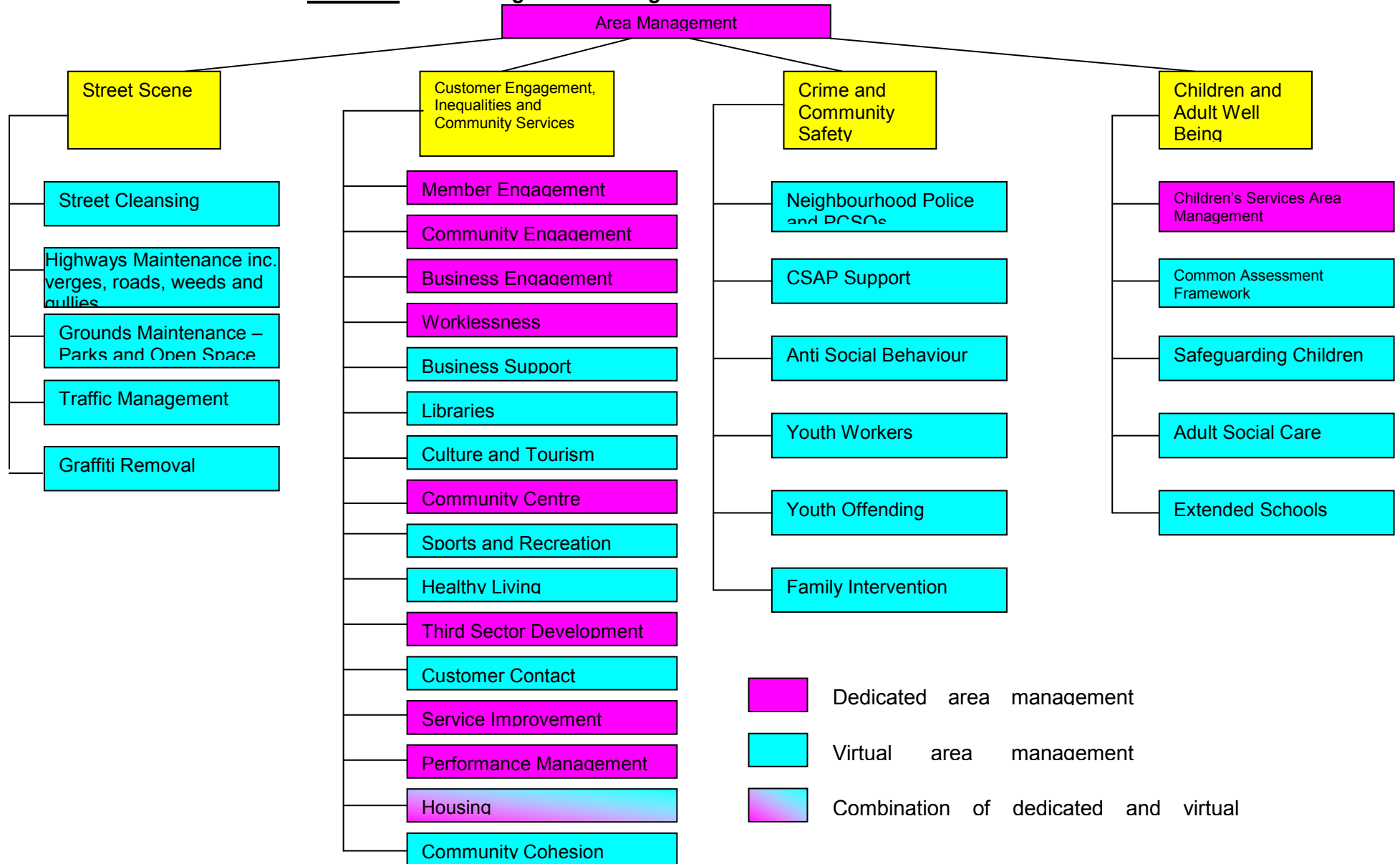
- Strengthen the area focused governance structures such as Area Committees to make them able to take on a bigger more influential role
- Develop a co-ordination mechanism to make sure that services work together in areas
- Provide a single point of contact for customers and elected members
- Ensure that customers views are fed into service planning and priority setting and they are kept updated, informed and involved
- Develop a common understanding of the geography that we are working towards
- Ensure that Sefton MBC officers approach to elected member engagement meets the needs of elected members on a ward basis

3.2 It has become increasingly apparent that if the Council and its partners wish to realise their ambitions for area management that there needs to be some dedicated time set aside to complete the work programme. This is coupled with the need to ensure that the interim arrangements put into place can cope with the demand for the service and to make sure that the entire Sefton area is covered.

3.3 Therefore it is suggested that the existing interim area management arrangements are supplemented with three additional internally appointed people on a fixed term basis until March 2011. These will be people who must possess the right type of skills and attitude to enable them to work with residents, elected members and service providers. They will need to have influence within the Council and with partners and have been graded accordingly at PO9. The posts will be called Area Co-ordinators and their main purpose will be to co-ordinate responses to priority needs within the areas. This will mean that elected members will have a single contact point within the Council who can deal with a whole range of issues on their behalf.

3.4 The interview process for these posts will strictly adhere to the redeployment policy in place to ensure that opportunities are offered to people at risk, where they have the necessary skills and attitude. As mentioned above, experience in area management is not the most important thing it is about the right attributes. This will widen out the scope and range of people who could be considered.

3.5 The following areas are those that now need to be taken forward as part of the work programme:
- develop a culture of area working with an emphasis on service improvement, area level performance management, co-ordination, member and customer engagement. The suggested interim approach to this is outlined in **Annex A**
- discussions with One Vision Housing about much closer joint working relationships on area management and potential joint management arrangements
- consultation with the Area Committees to look at changing their role to increase their level of influence and revise/refocus existing area arrangements to feed into Area Committees in a meaningful way. This also needs to be looked at in the context of the overall Governance Review and their ongoing work focusing on how the Sefton Borough Partnership needs to be refreshed. **Annex B** sets out a proposal for how this could work.
- discussion with elected members as to whether the area arrangement boundaries are the right ones which for example, may mean moving Church ward into another Area Committee
- resource mapping of services which were part of the service mapping exercise to explore how much is spent in areas, where the resource is from, what it is spent on and why is the funding spent the way it is

4. Recommendations

That Cabinet:
- (i) Receive and comment on the key findings from the service mapping and area arrangements workstreams of area management.
- (ii) Agree to the proposed next steps for area management
- (iii) Note the intention to appoint three staff on a temporary basis until March 2011 and ask Cabinet for their views on this as set out in paragraph 3.3
- (vi) Note that the creation of three staff on a temporary basis does not require additional resources and can be met from within existing budgets.
- (v) Note that this report is based on the views and comments from both the Governance Review Working Group and Joint Party Group Leaders and Area Committee Chairs

Annex A: Area Management Arrangements Within Next Six to 12 Months

Area Management

Street Scene

- Street Cleansing
- Highways Maintenance inc. verges, roads, weeds and gullies
- Grounds Maintenance – Parks and Open Space
- Traffic Management
- Graffiti Removal

Customer Engagement, Inequalities and Community Services

- Member Engagement
- Community Engagement
- Business Engagement
- Worklessness
- Business Support
- Libraries
- Culture and Tourism
- Community Centre
- Sports and Recreation
- Healthy Living
- Third Sector Development
- Customer Contact
- Service Improvement
- Performance Management
- Housing
- Community Cohesion

Crime and Community Safety

- Neighbourhood Police and PCSOs
- CSAP Support
- Anti Social Behaviour
- Youth Workers
- Youth Offending
- Family Intervention

Children and Adult Well Being

- Children's Services Area Management
- Common Assessment Framework
- Safeguarding Children
- Adult Social Care
- Extended Schools

Legend:

- Dedicated area management
- Virtual area management
- Combination of dedicated and virtual

Annex B: Proposal for Governance Arrangements

Cabinet

Cabinet Responsibilities

Overview and Scrutiny

Ford and Litherland Area Committee

Linacre and Derby Area Committee

St Oswald, Netherton and Orrell Area Committee

Crosby Area Committee

Sefton East Parishes Area Committee

Formby Area Committee

Southport Area Committee

Integrated

Area Arrangements
CSAPs
BVPs
Children's Services Area Managers

South Sefton Area Partnership
Mini LSP for area –
Area Committee Chairs and Partners

Central Sefton Area Partnership
Mini LSP for area –
Area Committee Chairs and Partners

North Sefton Area Partnership
Mini LSP for area –
Area Committee Chairs and Partners

Integrated

Thematic Focused
Children & Young People
Economic Development
Safe & strong
Healthy Communities

Sefton Borough Partnership

Integrated

Statutory Functions

CDRP
Children's Trust