

 EXECUTIVE 3rd December 2014		Agenda Item No. 11
Title	Six-month Review of Service Area Plans (SAP's)/ Fit For the Future (FFF)	
For further information about this report please contact	Andrew Jones (01926) 456830 Andrew.jones@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive Meeting 2 nd July 2014	
Background Papers	2014/15 Service Area Plans and FFF programme.	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes
Equality & Sustainability Impact Assessment Undertaken	No
These will be undertaken at project level rather than programme level.	

Officer/Councillor Approval	Date	Name
Chief Executive/Deputy Chief Executive	17 th November 2014	Chris Elliott
CMT	17 th November 2014	Chris Elliott, Bill Hunt, Andrew Jones
Section 151 Officer	17 th November 2014	Mike Snow
Monitoring Officer	10 th November 2014	Author
Portfolio Holder(s)	17 th November 2014	Cllr Mobbs
Consultation & Community Engagement		
Appendices prepared by Service Area Managers in consultation with Portfolio Holders.		
Final Decision?		No
The Programme will continue until 2018/19. A report will be submitted to Executive at six monthly intervals with a Programme update.		

1 SUMMARY

- 1.1 The report updates the Executive on the 2014/15 Service Area Plan half-year performance. It provides a review of each Service and their progress against the plan, highlighting areas of success and where learning has led to improvements or changes which contribute to the corporate priorities as agreed in the Fit for the Future (FFF) programme.

2 RECOMMENDATIONS

- 2.1 That Executive notes the performance of the Service Areas for 2014/15 as detailed in Appendices A-F and in Section 3 of this report.

3 REASONS FOR THE RECOMMENDATIONS

- 3.1 At the Executive meeting of 8th June 2011, Members agreed to receive update reports on the Service Area Plans/ FFF programme twice yearly to enable monitoring of progress to take place and to ensure that the activities within the Portfolios are progressing and are co-ordinated.
- 3.2 It is vital that Members are made aware of progress so that effective scrutiny can be undertaken and service plans can be formally updated. It is also important that the public have the opportunity to keep abreast of progress.
- 3.3 The report is structured so that reporting is against the three strands of the FFF programme benefits – Leadership and Organisation benefits through cultural change across the whole organisation and progress against the People Strategy Action Plan; Customer benefits through improved service delivery (see Appendices A-F); and financial benefits through savings and efficiencies. This is described in more detail below.

3.4 Progress Against FFF Programme

- 3.4.1 At Appendices A-F Heads of Service have provided a 6-month review of their Service Area Plans (SAPs) for 2014/15. The reviews provide an opportunity for the Scrutiny Committees to consider whether project delivery milestones were achieved and if not, to hold the Executive to account as the body with strategic responsibility for the delivery of the change programme.
- 3.4.2 Through regular briefings, Shadow Portfolio Holders are apprised as to SAP progress and queries and concerns can be addressed on an ongoing basis. However, this report enables a much broader scope of Council Members to understand how the Council is performing. The need to ensure that the Council understands its performance was raised through the Peer Challenges. Members will wish to note that the Overview & Scrutiny Committee invites each of the Portfolio Holders (on a rolling basis) to attend its meeting so that a detailed examination of Service Area progress can take place. Similarly, Finance & Audit Committee meets with Portfolio Holders on a rolling basis to review Service Risk Registers.

3.5 Highlighted Examples of Organisational/People Change

- 3.5.1 Over the last three and a half years the Council has experienced a large number of service interventions that have fundamentally changed the shape of the Council. These interventions, based on the principles of systems thinking, have

touched every part of the Council's service structure. Whilst the series of interventions has been very difficult for staff, they have realised significant savings and allowed for different ways of working, more empowerment and a consideration of how we manage effectively and efficiently with very limited impact on service delivery. Continued development and evaluation of structures are an ongoing part of Service Planning.

3.5.2 Following feedback from the Corporate Peer Challenge, Investors in People (IiP) and our own internal checks, the Senior Management Team (SMT) has been working to clarify what 'culture' is needed at WDC and how we can achieve it. The values we aspire to and the behaviours associated with them have been rolled-out across the Council. Ongoing feedback from Senior Officer Meetings throughout the year has been used to sense-check these values and behaviours and whether communication channels are effective. The Staff Engagement Group has now been operating for nearly a year and continues to support teams, individuals and Members as well as corporate/service led initiatives to ensure the message is tailored and all can engage, understand and feel comfortable to feedback on the communication. We are planning to evaluate the success of our engagement programme in the first half of 2015. Whilst SMT developed its own indicator for Cultural Change within the Council, it has been decided that an external questionnaire (as part of IiP) encompasses the level of detail we require and the measurement to support us in reviewing future actions. This was planned to be completed by September 2014, however as IiP has just updated their framework to be more robust, this will now be reviewed as part of the IiP review in spring 2015.

3.5.3 A number of initiatives throughout 2014 have seen changes to how we communicate. This includes a review of how we have presented information about FFF (new branding and simple wording have created a picture that is both easy to understand and visualise (People –Service – Money)); our Core Brief now ensures that messages are more engaging; communicating SMT minutes to staff and identifying top level actions; work is proceeding on our new intranet and other communication tools including Jabber; and the format of our Senior Officers meetings now includes feedback and the opportunity to be supported by the Staff Engagement Group in presenting subject areas in a more participative style.

3.5.4 People Strategy:

The aim of the People Strategy is to ensure that we have a vigorous approach to our Leadership and Organisational Development, Workforce Planning and Performance, Equality and Diversity, Learning and Development, Communications Involvement and Engagement and Employee Well-Being. It has been designed to deliver the workforce that the Council requires. The People Strategy covers all Warwick District Council employed staff, whether permanent, temporary or casual and wherever they may work. The associated Action Plan integrates actions from the Investors in People and priorities highlighted from Councillors who form part of the People Strategy Steering Group (PSSG). The actions are monitored by the PSSG and Employment Committee as well as being scrutinised by Members Trades Union Joint Committee (MTUJC). As part of the interim restructure arrangement within the HR/OD area, the People Strategy Plan is now being reviewed to ensure we have continued and sustainable actions to progress the council forward into the next 3 year cycle.

Highlights:

- A successful interim HR Structure has been in place since February to support key HR projects; this has now been confirmed to until 2016 to ensure continuity and support for service areas.
- Managing People – Employment data trends and policies have been brought up-to-date to review absence /capability/grievances/disciplinary/appeals/long term sickness.
- A 2015 programme of bite-sized HR Workshops being planned for new/existing and aspiring managers within the organisation.
- The Staff Voice has been put together to create a voice for people that work for Warwick District Council. It will allow staff members from all areas of the organisation to work together to talk about issues, ask questions and make recommendations on things that might affect them and their teams. 26 nominations from across the Council were received.
- The People Strategy Plan and Actions is now planned to be updated by end 2014 to align to the HR Forward Plan highlighting prioritised projects against resources. Representatives of SMT have already considered how the People Strategy Steering Group can operate more effectively and efficiently by considering key themes impacting on the Council. E.g. Agency data trends, Staff Engagement.
- A review of 'Comensura', the framework providing our Agency staff in conjunction with procurement has now concluded. This has comprised of a review of system controls, quality of candidates, quality of agencies, value for money, review of long term agency staff and rationale. These areas were reviewed at the previous People Strategy Steering Group with positive response regarding the management of this area moving forward. Agency Staff within WDC have reduced this year from 34 to 17 at present date.
- A report relating to the project co-ordinated by the Interim HR/Payroll Project Manager to review our payroll/self-serve options has now been briefed at CMT, this links directly to support our Different Ways of Working for the future.
- The WDC Employee Code of Conduct is now in Consultation.
- A draft policy on 'Managing Attendance' has been developed. The policy aims to provide managers and employees with more guidance on how to manage attendance / sickness, rationally and professionally, in the same way throughout the Council. The policy will make proposals to review current Council trigger points for sickness and offers tools and techniques to manage employee attendance within the workplace positively.
- We are working in partnership with WCC on our Equality and Diversity action plan to review our objectives on our intranet site and ensure we are legally compliant. We are presently preparing a more robust strategy which will take a holistic approach to cover all peoples and communities. We need to understand the variety of customer demands and respond by ensuring our services enable all individuals within WDC to be treated with fairness, respect and dignity. WDC's vision will be set at the heart of our

equality and diversity objective and policy statement. The HR team, in conjunction with WCC will be drafting a WDC equality and diversity legal framework which will align plans for Fit for the Future.

- Final appraisal data in September 2014 for 2013/14 appraisals - 99.4% achieved. The new format of the Appraisal and Competency scheme has received positive feedback with staff commenting that it is more user-friendly and flexible.
- Metacompliance – roll out of software to assist with ensuring all staff are aware of corporate policies and legislative requirements.

3.6 Service Area Plan & FFF Progress

- 3.6.1 At Appendices A-F Members will note a six-month update provided by the Heads of Service on performance against the respective Service Area Plans.

3.7 Financial Efficiencies:

- 3.7.1 Within the Original 2013/14 budget £406,800 savings were required to be made in the year. Details of how these savings were to be achieved were originally reported in the FFF report to April 2012 Executive where it was also identified that savings of £834,000 were achievable in 2013/14. As at June 2013, over half of this amount had been saved, leaving £406,800 still to be saved in 2013/14. Members were updated on progress within the Budget Review reports during the year.

- 3.7.2 Savings made during 2013/14 against the balance of savings to be achieved in 2013/14 of £406,800 total £362,500, meaning the savings were under achieved by £44,300. This balance of savings still to be achieved has been carried forward to 2014/15. However, of the £362,500 savings achieved, £45,800 of these savings had been classified as one-off as they relate to additional income for leisure centres which at that stage did not come with sufficient confidence that this increased level of income will continue in future years. This means that the total recurring savings still to be achieved from 2014/15 onwards total £90,100. However, Cultural Services has now been able to identify how these savings will be met on a recurrent basis and budgets updated accordingly. The residual of £44,300 (£38,000 Housing and Property Services and £6,300 Development Services) will not be achieved in full. The Housing and Property Service Redesign is now complete and has been unable to deliver the £38,000 forecasted savings.(the General Fund and HRA Base Budget Reports also on this Agenda give further details). The £6,300 target has been identified by Development Services. In summary, across all General Fund Service Areas, all of the Fit for the Future targets savings have been met with the exception of £38,000.

4 POLICY FRAMEWORK

- 4.1 The Fit for the Future (FFF) policy framework was approved by Council in October 2010. Each year the Service Area Plans are developed in line with FFF programme showing which measures would be used to help understand how effective we are being in delivering FFF and setting out the key projects that each service will be undertaking during the year.

5 BUDGETARY FRAMEWORK

- 5.1 Each Service Area's budget was agreed using a separate process in February 2014 which takes into account the changing priorities emerging from the

learning and updates of the Service Area Plans. The savings required and achieved from Fit for the Future are discussed in paragraphs 3.7.1-3.7.2.

6 ALTERNATIVE OPTIONS CONSIDERED

- 6.1 The option to not continue with the FFF programme in this format was the alternative. However, as this is agreed by the Council as the preferred approach to achieving the benefits then this is not an option that has been considered.

7 BACKGROUND

- 7.1 **Appendix A:** Cultural Services' Service Area Plan half-year review of 2014/15

Appendix B: Development Services' Service Area Plan half-year review of 2014/15

Appendix C: Finance Services' Service Area Plan half-year review of 2014/15

Appendix D: Health & Community Protection's Service Area Plan half-year review of 2014/15

Appendix E: Housing and Property Services' Service Area Plan half-year review of 2014/15

Appendix F: Neighbourhood Services' Service Area Plan half-year review of 2014/15