

 <b>EXECUTIVE</b> <b>11<sup>th</sup> June 2014</b>		<b>Agenda Item No.</b>  <b>6</b>
<b>Title</b>	Service Area Plans for 2014/15 & Fit For the Future update	
<b>For further information about this report please contact</b>	Andrew Jones <a href="mailto:Andrew.jones@warwickdc.gov.uk">Andrew.jones@warwickdc.gov.uk</a> (01926) 456830	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	Executive Meeting 11 <sup>th</sup> December 2013	
<b>Background Papers</b>	None	

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

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive	19 <sup>th</sup> May 2014	Chris Elliott
CMT	19 <sup>th</sup> May 2014	Chris Elliott, Bill Hunt, Author
Section 151 Officer	19 <sup>th</sup> May 2014	Mike Snow
Deputy Chief Executive/Monitoring Officer	9 <sup>th</sup> May 2014	Author
Portfolio Holder(s)	27 <sup>th</sup> May 2014	Cllr Mobbs, Cllr Caborn
Consultation & Community Engagement		
Appendices prepared by Service Area Managers in consultation with Portfolio Holders.		
Final Decision?		No
The Programme will continue until 2016/17. A report will be submitted to Executive at six monthly intervals with a Programme update.		

## **1 SUMMARY**

This report brings forward the Service Area Plans for 2014/15. It also provides an update of progress made over the last 12 months on the FFF change programme.

## **2 RECOMMENDATIONS**

- 2.1 That Executive agrees the Service Area Plans (SAP's) for 2014/15 as detailed at Appendices A to G and notes progress against the key corporate projects and locality improvement plans at appendices H & I.
- 2.2 That Executive notes progress on the Fit For the Future (FFF) change programme at Appendix J and agrees to the new projects highlighted at 3.51 becoming part of that programme to assist with the Council's need to reduce cost/increase income.

## **3 REASONS FOR THE RECOMMENDATIONS**

- 3.1 At the Executive meeting of 8<sup>th</sup> June 2011, Members agreed to use the annual SAP's to describe the work programme for each Service Area over the financial year. Within the SAP's, key projects are detailed along with respective timelines and milestones. The SAP's for each Service Area can be found at Appendices A to G although it should be noted that subject to subsequent Employment Committee approval, the Service Area for Corporate & Community Services will be abolished with the work programme being picked-up by other Service Areas. It is anticipated that a new SAP for the Chief Executive's Office will be presented to Members at the next SAP/FFF update.
- 3.2 The SAP's have been cross-checked against the refreshed Sustainable Community Strategy (SCS) by the Senior Management Team and Portfolio Holders to ensure that the Council's work programme is helping to deliver the Strategy's strategic aims and that there are no contradictions or inconsistencies. Members will be aware that the SCS is a Strategy for a number of years and therefore there should be no expectation that all the aims can or will be delivered in one year. Specifically, some of the aims are linked to the delivery of the Local Plan and Members will be aware that this has still to be adopted. However, Members will note that within Appendix I new key projects have been added to highlight the work that will need to take place to ensure successful delivery of the Local Plan when it is adopted.
- 3.3 Through monthly 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 the Council's ambitions. The need to ensure that the Council understands its performance was raised through the Peer Challenge and Officers would welcome ideas from Members on what else needs to be put in place – if anything – to respond to this issue. Members will wish to note that the Overview & Scrutiny Committee has invited 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.
- 3.4 Members have also agreed to receive a twice yearly update on the FFF programme to enable effective scrutiny of the programme's progress to take

place. The current position of programme delivery can be seen at Appendix J and Members will note that 83% of the programme has now been completed.

- 3.5 Members are asked to approve the projects described in the table at 3.51 becoming part of the FFF programme thereby providing further opportunities to address the circa £1m deficit (period 2014-2018). Members will note that this is an ever-fluctuating figure due to changes in Service, local and national circumstances.

3.51 Table – Proposed new FFF projects

<b>Project</b>	<b>Sponsor</b>	<b>Timeline</b>
Review of Service Area business administration support and opportunities for cross-council working e.g. complaints, orders, invoices, general administration	Andrew Jones	SAP 2014/15
Examination of West Midlands Improvement and Efficiency Partnership fees and charges work	Mike Snow	SAP 2014/15
Review of Disabled Facilities Grant funding	Bill Hunt	SAP 2014/15
Review of Economic Development & Town Centre Development (ensuring that it is contributing to the Prosperity Agenda)	Tracy Darke	SAP 2014/15
Marketing of Council's commercial operations	Rose Winship	SAP 2014/15
Marketing of the District	Tracy Darke	To be confirmed

- 3.6 When adopting the refreshed SCS, Members agreed that the Prosperity Theme should be "first among equals". Officers have recognised that further work is needed to ensure that its activities are more acutely focused on this agenda. Therefore Members will note that four of the six proposed projects are related to increasing the Council's income or ensuring that investment is being attracted to the District. Whilst it is understood that the District cannot operate as an island and that its part in the Local Enterprise Partnership and City Deal should encourage inward investment, there are still opportunities to influence decision-making at a local level and the Council needs to get better at doing this.

- 3.7 Over the last three 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 to the point where following the Employment Committee meeting in June, there will only be one functional area (Asset Management) that has not completed its intervention, although it is anticipated that this will be concluded by the end of the financial year. Whilst the series of interventions has been very difficult for staff, they have realised significant savings with very limited impact on service delivery.
- 3.8 At the July Executive meeting, Members will receive a review of SAP performance for 2013/14 along with further learning points from the FFF programme.

#### **4 POLICY FRAMEWORK**

- 4.1 The Fit for the Future (FFF) policy framework was approved by Council in October 2010. Each year SAP's 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.
- 4.2 FFF has three strands, each of equal importance – Money; Service; People. It has previously been reported to Members that very good progress was being made on the Money and Service strands but the People element required further work. However, over the last six to nine months the pace of change has improved in this area and full details will be provided in the July report.

#### **5 BUDGETARY FRAMEWORK**

- 5.1 Each Service Area's budget was agreed using a separate process in February 2014 which takes in to account the changing priorities emerging from the learning and updates of the Service Area Plans.
- 5.2 Within the February 2014 Budget report, members were updated to the overall financial position facing the Council. This highlighted that by 2018/19, the Council needed to identify over £1.04m of further savings so as to be able to continue to be able to provide the existing services, whilst setting a balanced budget.
- 5.3 In coming to this figure various savings had already been included within the budget. It should be noted that the savings requirement will alter as any of the key drivers affecting the Medium Term Financial Strategy (MTFS) change, including:-
- The Revenue Support Grant Settlement from Central Government
  - Business Rates Retention
  - The economy – inflation, interest rates, unemployment etc.
- 5.4 An updated position for the MTFS will be included within the Quarter 1 Budget Review report later in the summer.

## **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 RISKS**

- 7.1 The major risk to the Council is that the delivery of the FFF change programme is unsuccessful. Successful delivery of the three strands – Money; Service; People – is essential to ensure that the organisation is able to deal with its ongoing challenges. The evidence thus far is that the Council is successfully delivering the programme.

## **8 BACKGROUND**

- 8.1 **Appendix A:** Corporate and Community Services' Service Area Plan for 2014/15  
**Appendix B:** Cultural Services' Service Area Plan for 2014/15  
**Appendix C:** Development Services' Service Area Plan for 2014/15  
**Appendix D:** Health & Community Protection's Service Area Plan for 2014/15  
**Appendix E:** Finance's Service Area Plan for 2014/15  
**Appendix F:** Housing and Property Services' Service Area Plan for 2014/15  
**Appendix G:** Neighbourhood Services' Service Area Plan for 2014/15  
**Appendix H:** Key projects and studies  
**Appendix I:** Locality Improvement Projects  
**Appendix J:** FFF Programme