

 EXECUTIVE 19th June 2013		Agenda Item No. 8
Title	Review of Service Area Plans (SAP's) and FFF Measures for 2012/13 and new SAPs for 2013/14	
For further information about this report please contact	Susie Drummond Susie.drummond@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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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 14 th November 2012	
Background Papers	2011/12 Portfolio Holder Statements (see appendices to 14 th June Executive report)	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	Yes
Included within the Forward Plan? (If yes include reference number)	Yes. Ref. 477
Equality & Sustainability Impact Assessment Undertaken	No
These will be undertaken at project level rather than programme level.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	24 th May 2013	Chris Elliott
Head of Service	24 th May 2013	Susie Drummond
CMT	24 th May 2013	Bill Hunt, Andrew Jones
Section 151 Officer	24 th May 2013	Mike Snow
Monitoring Officer	24 th May 2013	Andrew Jones
Finance	24 th May 2013	Mike Snow
Portfolio Holder(s)	24 th May 2013	Cllr Michael Doody, Les 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

To update the Executive on a full year for each of the service areas as agreed in the Portfolio Holder Statements and Service Area Plans 2012/13. It gives a review of each service on their progress against the plan and measures, 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.

This report also brings forward the Service Area Plans for 2013/14 which includes the Portfolio Holder Statement as agreed with the Portfolio Holders.

It gives a review of progress made over the last 12 months on the FFF programme of work – indicating successes and highlighting the relationship with the People Strategy Action Plan.

2 RECOMMENDATIONS

- 2.1 That Executive notes the performance of the Service Areas for 2012/13 and FFF programme progress as described at Appendices A to H and in Section 3 of this report.
- 2.2 That Executive notes that the financial savings and service measures necessary for the Fit for the Future Achievement Award in respect of 2012/13 have been achieved and that payment will be made to staff as soon as possible.
- 2.3 That Executive agrees that for 2013/14 the FFF Achievement Award financial target be set at £406,800 and 75% of the performance measures/milestones as included in the latest SAP's (see 2.4).
- 2.4 That Executive agrees the Service Area Plans/Portfolio Holder Statements for 2013/14 as described at Appendices A to H and notes progress against the key corporate projects and locality improvement plans at appendices I & J.

3 REASONS FOR THE RECOMMENDATIONS

- 3.1 At the Executive meeting of 8th June 2011, Members agreed to receive update reports on the Portfolio Holder Statements and FFF programme twice yearly to enable effective scrutiny 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 take place 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 – Customer benefits through improved service delivery; financial benefits through savings and efficiencies; and Leadership and Organisation benefits through cultural change across the whole organisation. This is described in more detail below.
- 3.4 **Progress Against FFF Programme**
 - 3.4.1 At Appendices A-H, Heads of Service have provided progress updates on their Service Area Plans (SAPs) for 2012/13 and by extension the Portfolio Holder Statements. These updates provide an opportunity for the Scrutiny Committees

to consider whether project delivery milestones were/are being 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 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 how the Council is performing. 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.
- 3.4.3 Members will be aware that the Council has established a FFF Achievement Award which rewards officers should two outcomes be achieved: The first outcome relates to the amount of savings achieved via the FFF projects and an update on this aspect is detailed in Section 3.5.8. The second is about progress against SAP measures/milestones. Not only does this outcome inform the FFF Achievement Award but it is a good proxy indicator as to overall progress against delivery of the FFF programme.
- 3.4.4 Each of the Portfolio Holders agreed 3 key milestones for their Service Area and the level of achievement for the year can be seen in the table below.

Service Area	Agreed Milestones	Outcome
Corporate & Community Services	1. Review of C&CS structure due to complete June 2012, ongoing savings of £65k per year. 2. Website visitor numbers - overall trend increasing 3. Replace Customer Relationship Management system used by the CSC and OSS - milestone is tender out for new system by March 2013 (possible savings and customer service improvements)	1. Achieved 2. Achieved 3. Achieved
Cultural Services	1. Increased footfall in the Leisure Centres 2. New structure implemented at Spa Centre and Town Hall (revised date - by end March 2013) 3. Events experiment commenced on schedule and Christmas Light Switch On successfully delivered in December 2012 in partnership with Town Centre Development Officers	1. Achieved: 2. Achieved 3. Achieved
Development Services	1. Draft Local Plan – submission to Inspector before the end of the financial year (target Feb 2013) 2. Completion of service area intervention - by Feb 2013 with report on outcomes by March 2013. (realising £200k in increased income and/or savings plus improved performance) 3. Completion of Economic Development Strategy (as part of the Jobs, Skills and	1. Not Achieved 2. Achieved 3. Not Achieved

	Economy Delivery Plan) - by December 2012	
Environmental Services	1.'Broadly compliant' foodbusinesses - Maintained at or above 85% 2.Planned food safetyinterventions completed -Maintained at or above 90% 3.Implementation of interimHealth Scrutiny arrangementsby the end of December 2012	1.Achieved 2.Achieved 3.Achieved
Finance	1.Finance Restructure -Milestone – EmploymentCommittee September 2012 2.Insurance renewals -Milestone - new cover in placeNovember 2012 3.Local Council Tax Rebatescheme - Milestone – schemepublicised February 2013 (afterCouncil agreed final scheme)	1. Achieved 2. Achieved 3. Achieved
Housing & Property Services	1.Procurement of Housing &Property Contracts project 2.Conversion of corporateproperties and dwellings tobiomass heating systems project 3.Void Rent Loss – performanceof this measure to remain thesame or improve	1. Achieved 2. Achieved 3. Achieved
Neighbourhood Services	1.Car Park Income - £2,370,00012/13 2.Recycling Income (includingcredits) - £900,000 12/13 3.Percentage of customersreceiving response within 2working days	1.Achieved 2.Not Achieved 3.Achieved
Community Protection	1.Prevent the level of ASBincidents across the District from increasing 2.Mitigating Flooding to partsof Cublington through theconstruction of the Mill Lane Project 3.Olympic Torch Routeplanning for the resilienceimplications on the District for a Safe and Secure event	1.Achieved 2.Achieved 3.Achieved

3.4.5 As part of the Fit for the Future Achievement Award 75% of the key milestones needed to be achieved. In addition, the financial savings required for the award have also been achieved (see 3.5.8). Accordingly, the requirements for the FFF Achievement Award for 2012/13 have been met and arrangements should be made for this to be paid to staff in July along with their salary in accordance with the details of the scheme that were reported to the Executive in August 2012 (Budget Review Report).

3.5 Highlighted Successes from the FFF Programme

- 3.5.1 **Leadership & Organisational Change:** Corporately there are several examples of positive Leadership & Organisational change. The customer and financial benefits will only be achieved if we ensure we are leading well and helping people to work differently. The external environment is changing rapidly and staff need to be supported and trained to deliver to high customer expectations.
- 3.5.2 The focus of the Organisational Development (OD) team has moved to giving project management and systems thinking support to projects and teams within each service. The priority for staff resource is determined by ranking the benefits as defined by the Programme. This ensures that valuable resources are deployed where most needed across the organisation. The OD team is also focussed on transferring their knowledge and skills to the managers they work

with. This transfer of skills will help the organisation and its staff be prepared for the challenges of the future.

- 3.5.3 The Senior Management Team (SMT) has been working to clarify what culture is needed at WDC and how we can achieve it. Feedback from the Corporate Peer Challenge and Investors In People was reviewed. The values we aspire to and the behaviours associated with them have been drafted and shared with teams across the Council. Feedback from staff using Focus Groups will be used to confirm the values and behaviours we need. An Action Plan to support staff and members will be produced shortly. SMT have developed their own indicator for Cultural Change within the Council, measured by each service area and the Council as a whole. This was completed by Feb 2013 and will be reviewed by SMT throughout the year as an indicator of progress made.
- 3.5.4 A number of actions are already underway including training courses, leadership development work, coaching support and “back to the floor” by senior managers. Some of the more visible signs of cultural change are the Senior Managers moving out of their individual offices and working within their teams; Monthly Senior Officer Meetings established to discuss projects/topics of interest; and ongoing consultation with a staff focus group. There are also a variety of different ways of working, including mobile devices and digital forms, allowing staff to work more efficiently.
- 3.5.5 The Corporate Peer Challenge was an assessment undertaken in July 2012 by peer assessors under the LGA’s approach to sector led improvements. They looked at four broad areas – political and managerial leadership, financial planning and viability, governance and decision making and organisational capacity. The peer assessors were asked specifically to comment and feedback on the FFF programme and in particular to answer if FFF was delivering what WDC wanted it to deliver, was there leadership and sufficient capacity to deliver it and does it continue to meet the Council’s future needs. Members received comprehensive feedback at the October cycle of meetings and were advised that an Action Plan had been put in place to respond to the Peers’ findings which is overseen by the Deputy Chief Executive (AJ).
- 3.5.6 Updates on the Peer Challenge Action Plan where they relate to People/Culture Change will be reported and monitored by the People Strategy Steering Group. Highlights from this will be reported to Executive within the FFF updates on a six monthly basis.

3.5.7 **Customer Improvements:**

The main outcome of the Parking Enforcement intervention was a recognition that the issuing of Penalty Charge Notices is not the main function of the Officer’s duties but rather the need to maintain Pay & Display machines, to adequately enforce Resident Parking Areas regularly and being able to react to “local” circumstances. This makes it easier for motorists to pay for parking, ensures that we are seen to be looking after the interests of our town centre residents and supporting the vitality and viability of our town centres.	Customer – Neighbourhood Services
Over the year 2012/13 both consistent and improved performance from our contractors and a stable internal	Customer – Housing and Property

<p>performance in most areas.</p> <p>They show a significant reduction in the number of days for routine repairs to be completed and an increase in the percentage of emergency repairs completed on target. Provision of servicing and testing gas and electricity supplies remains high and following the database review for Asbestos surveys the percentage compliant is approaching 2011/12 levels.</p>	<p>Services</p>
<p>Crime within the District is falling with particular success around ASB incidents reducing from last year by some 3.2%. From all the crime types recorded by Warwickshire Police there has been a reduction across all of them compared to the previous 2011/12 period. In fact of the 13 categories, 8 are the lowest ever including total crime. Arrests from CCTV evidence, has increased by 5% from the previous year, which is in line with an overall reduction in crime number being observed.</p>	<p>Customer - Community Protection</p>
<p>Performance on dealing with planning applications in the statutory period has completely turned around from an average of 40% and identified as the third worse performing authority, to in the last quarter being 95.9% putting us in the category of one of the best performing authorities. The out-turn figure for end of year does not clearly reflect this position (73%) due to the large number of applications that were out of time and had not been determined, which has now been reduced from 180 to 4.</p> <p>The number of enforcement cases registered is generally consistent throughout the year. There has been more enforcement notices served than 2011/12, an increase from 11 to 15, and the speed of dealing with enforcement complaints has dropped enormously. This has been done with a reduction in the number of enforcement officers and focusing on our systems and processes.</p> <p>Another area where we are now making progress is by carrying out customer surveys so that we can better understand our customers' needs.</p>	<p>Customer – Development Services</p>
<p>There has been an improvement in the time taken to complete noise nuisance cases, with the team having achieved a reduction in the average number of days to resolve a case.</p>	<p>Customer – Environmental Services</p>
<p>Payroll/HR staffing restructure – this has helped to improve culture by bringing two teams together, ensuring that work is processed more efficiently and effectively.</p>	<p>Culture –Finance, Corporate &Community Services</p>
<p>This year has built on the awareness of the need to use data to understand the performance of the services. The service area has introduced a set of trend line data to identify the average time taken to deal with service requests.</p> <p>There is also an awareness of the need to monitor data to track the impact of proposed re-structure</p>	<p>Culture – Environmental Services</p>

plans.	
The joint management of the Human Resources and Organisational Development teams means that work can be approached holistically using both knowledge streams to the benefit of the service project.	Culture – Corporate &Community Services
The Events experiment is drawing to a conclusion with a reports coming to Employment Committee (April) and the Executive (May) with recommendations for the future delivery of events in the district. Experience during the experiment has been that a centralised events function in Cultural Services is able to deliver a more effective and customer focussed events function, with reduced waste in the system and greater clarity amongst officers involved. The proposals in the forthcoming reports need to be considered in parallel with the recent changes in the Development Services structure and changing role of the Town Centre Development Officers.	Culture – Cultural Services
There has been a re-structure of the service area in the last year and this has provided us with the opportunity to review the way we were working and to ensure that the service is fit for purpose. We have been reviewing all the processes and procedures for each part of the service area so that we streamline what we are doing, and this continuous improvement work is on-going. This has helped us turn performance around in particular in planning and enforcement	Culture – Development Services

3.5.8 Financial Efficiencies:

- Within the Original 2012/13 Budget £334,000 savings were required to be made in the year. Details of how these savings were to be achieved were subsequently reported in the FFF report to April 2012 Executive where it was also identified that actual savings of £442,000 were achievable. Members were updated on progress within the Budget Review reports. As part of the 2013/14 Budget Setting and Service Area Planning processes, managers reviewed the 2012/13 progress alongside the initial 2013/14 projections reported in April 2012. At that point, it was anticipated that the budgeted figure of £422,000 would be exceeded by some £81,000. The Final Accounts report which is a separate agenda item on this agenda shows total savings for 2012/13 to be £528,000, a total favourable variance of £86,000 against the latest Estimate and £194,000 above the original £334,000 Target.
- The April 2012 FFF Executive report identified savings of £834,000 from specific projects for 2013/14. Over half of these savings have now been found and included within the agreed 2013/14 Budget. Within the 2013/14 Budget agreed in February 2013, £406,800 was shown as still being needed to be found; this is the sum that needs to be saved in 2013/14 in order for the Fit for the Future Achievement Award payable. Alongside this, again Services will need to meet overall 75% of the key milestones included within each Service Area Plan. If these two aspects are achieved, staff will be

rewarded following the closure of the 2013/14 accounts £500 or 2% of their salary (whichever is greater) as a one off sum in the summer of 2014.

3.5.9 People Strategy:

- The aim of the People Strategy is to ensure that the approaches to resourcing, learning and development, cultural change and organisational development are 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 assessment. Actions from the Strategy and its Action Plan are monitored by the People Strategy Steering Group (PSSG) and Employment Committee as well as being scrutinised by Members Trades Union Joint Committee (MTUJC). Successes achieved so far include:
- The Chief Executive's speech 'EXPO 13' held for all staff at the Spa Centre showcasing the wide variety of work that the Council covers and displaying some of the success work undertaken over the last year. Good communication channels, opportunity to ask and learn were open to all staff regardless of role and place of work bringing staff and managers together sharing successes.
- The Appraisal and Competency scheme has been revised with the feedback from all parts of the Council from focus groups, staff, union and managers whilst keeping in sight the input from the IIP Advisor. This was on plan for completion this year with the aim for implementation 2013/14 – which is on track.
- Guides and Toolkits for staff have been completed for the 'On Course' training catalogue which is in its second year production after being rated by staff and managers alike as extremely useful when planning development. The revised 'skills' booklet to support staff that are 'at risk' gives easy to read and supportive guidance on how to ensure they can get a new role.
- The Payroll team have joined the HRteam where they are working on integrating work across both teams and reviewing options for service delivery.
- The formation of a Corporate Equalities group has raised awareness through organising sessions for staff.
- Feedback from the Staff Focus Group was listened to, and many suggestions were implemented. The "EXPO 13" idea was suggested by the Focus Group.
- 'On Course' training catalogue developed to show the full range of learning and development options available for all levels of staff.
- The identification and effective management of underperforming staff has been undertaken by service managers.

3.6 Lessons Learnt from the FFF Programme

- 3.6.1 Services are refining their collection and use of data which is one of the key principles of Systems Thinking; the use of good data enables better decision making that leads to better services for customers.
- 3.6.2 The constant review of projects and deliverables ensures that FFF programme stays on track. The early identification of projects that are not viable and the replacement with realistic alternatives for delivering objectives is done by each service, at SMT and through scrutiny roles. By introducing a system to capture and prioritise all projects, it is easier to identify what resources are needed and where a number of service areas need to work together. Resources are now focussed on corporate priorities that deliver benefits. Priorities of projects are based on the needs of customers, financial rewards and culture change outcomes.
- 3.6.3 The 'One Council' approach at the Olympic Torch Relay proved successful and has helped inform planning future events between WDC and the Police.
- 3.6.4 The scale and importance of the FFF Programme means that strong project management skills are required to successfully deliver. Each service has recognised this and this has subsequently meant better utilisation of staff to work on projects has been made available, expertise and knowledge has been valued and grown, learning new skills has been adopted and responsibility to adapt to these new requirements has taken place. This has been part of the cultural shift seen across the organisation.
- 3.6.5 Through reflection and capturing 'lessons learnt' from individual projects across the Programme, a strong correlation can be seen between good working relationships, clear communication channels and the successful delivery of projects. This learning has been applied to subsequent projects.
- 3.7 An outstanding matter for Members to consider was the increase in the Portfolio Holder allowance, as at its meeting of 15th February 2012, Executive decided that:
- "the report from the Independent Review Panel be accepted, but should not be implemented (including the recommended increase in Portfolio Holder allowances), except for the changes described below, for the time being".
- 3.7.1 Members had not considered it appropriate to make the award at that time but had suggested that this should be reviewed when the position in relation to the FFF Achievement Award was known. With this outcome now in Members' possession, Executive has decided not to accept the Independent Remuneration Panel's recommendation in relation to Portfolio Holders as it does not consider it appropriate for Portfolio Holders to receive the award in such austere times. This will mean that the Council realises an annual saving of approximately £6,000.
- 3.8 Also at Appendices A to H are the Service Area Plans for 2013/14 which include the measures/milestones to be achieved as part of the FFF Achievement Award scheme. Subject to Members agreeing the Plans, an update will be provided for Executive at its November meeting.
- 3.8.1 At Appendices I & J is the latest progress on key projects and locality improvement plans. Corporate Management Team has reviewed all projects to ensure that they are aligned with the Council's priorities, have the appropriate

resources available for delivery and are appropriate for the current programme of work. Specifically with regard to the Locality Improvement Plans, some "Green" projects may come forward in future years being funded from the Public Amenity Reserve.

- 3.9 Officers are currently reviewing the Sustainable Community Strategy to make sure it is still fit for purpose. It is probable that a refresh will be required which will have an impact on the FFF programme. A report will be brought to Executive when that refresh is complete.

4 POLICY FRAMEWORK

- 4.1 The report does not bring forward any changes to the policies listed below:
- Development Plan Documents
 - Fit for the Future
 - Food Law Enforcement Service Plan
 - The plan and strategy which comprise the Housing Investment Programme.
- 4.2 The Fit for the Future (FFF) policy framework was approved by Council in October 2010. Each year the Portfolio Holder Statements and 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 2013 which takes in to 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 paragraph 3.5.8.

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:** Community and Corporate Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix B: Culture Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix C: Development Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix D: Environment Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix E: Finance Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix F: Housing and Property Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix G: Neighbourhood Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix H: Community Protection Services' Measurements and Portfolio Holder Statement and Service Area Plan for 2013/14

Appendix I: Key projects

Appendix J: Locality Improvement Projects.