WIRRAL

TRANSFORMATION AND RESOURCES

DIRECTORATE PLAN

2013-2014

APRIL 2013

CONTENTS

Directorate Overview

Introduction

Welcome to the 2013/14 Directorate Plan for Transformation & Resources Directorate. This Plan sets out our areas of responsibility and demonstrates the crucial role that the Transformation and Resources Directorate plays in ensuring the Council's corporate centre both supports and drives transformational change across the organisation and its contribution to the delivery of the Corporate Plan priorities in place for the coming year; which are underpinned by consultation and engagement with our residents, partners and staff. This year, we will:

- Deliver 2013/14 savings through a clearly defined programme management approach
- Develop a robust process for dealing with our financial challenges in 2014-16, ensuring service transformation and innovative delivery is at the heart
- Develop a corporate approach for commissioning services
- Improve governance and decision making through adopting a revised constitution and scheme of delegation
- Establish new arrangements for neighbourhood working
- Review the Council's assets maximising both efficiency and savings
- Establish business unit functions to support strategic directorates and transform business support
- Put in place a robust system to make sure that where we charge for services, those charges are assessed fairly and equitably, ensuring people are able to pay and we are able to collect

The Directorate is lead by the **Strategic Director of Transformation and Resources, Joe Blott**. The Directorate Management Team comprises of the following who work closely with the Strategic Director.

Director of Resources

The Director of Resources (also the Section 151 Officer and the Senior Information Risk Officer) has a statutory duty to ensure the proper administration of the Council's financial affairs. The Director manages Financial Services, Internal Audit, Procurement and Information technology services.

Head of Financial Services - Tom Sault

The Head of Financial Services (also the Deputy Section 151 Officer) leads the Division which supports the Director is the statutory duty to ensure the proper administration of the Council's financial affairs. This encompasses financial management, financial planning and reporting and financial control. The latter includes Insurance and Risk and Treasury Management.

Chief Internal Auditor – Mark Niblock

The Internal Audit Service is an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish all of its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Chief Information Officer, Information Technology Service – Tony Glew (Interim)

The Information Technology (IT) Service is responsible for delivering secure and effective IT services to all the Council and Schools, including a continuous IT function based on the Wide Area Network connecting 4500 devices to the central servers.

Head of Procurement – Ray Williams

The procurement and accounts payable team are responsible for coordinating the procurement and third party payments across the Council.

Head of Legal and Member Services - Surjit Tour

The Head of Legal and Member Services (also the Council's Monitoring Officer), has statutory responsibilities to ensure the Council conducts itself lawfully and has effective governance arrangements in place. The division is responsible for providing legal, democratic and statutory services to the Council, its Members and Officers and the public through the efficient and effective utilisation of resources, adoption of new and innovative working practices and the promotion and embedding of good governance and a healthy work ethic.

Head of Human Resources and Organisational Development (HR/OD) – Chris Hyams

The division provides a wide range of Human Resources and Organisational Development support, development, strategies, policies and advice for Council Managers, Employees and Schools including:

Head of Business Processes – Malcolm Flanagan

This division plays a key role in delivering direct services via its wide direct service remit broadly split into the following key areas:
- Payment and Assessment of Benefits and Charges along with Collection of all Revenues
- Provision of the Statutory Library Service
- Customer Services including One Stop Shops and Call Centre with support staff to enable Council services to deliver more for less minimising contacts, focusing on lean processes, migration to self access and development of customer insight.

Head of Merseyside Pension Fund - Peter Wallach

Merseyside Pension Fund is a part of the statutory Local Government Pensions Scheme.
The principal aim of the Fund is to provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers. This requires the Fund to strike a balance between achieving the most from its investments and the need to exercise prudence and caution in considering its future liability profile.

Change Team

The team are responsible for supporting each of the Council's transformational projects. The team also play a key role in monitoring the delivery of budget option savings across the Council, reporting exceptions and progress to the Budget Delivery Group.
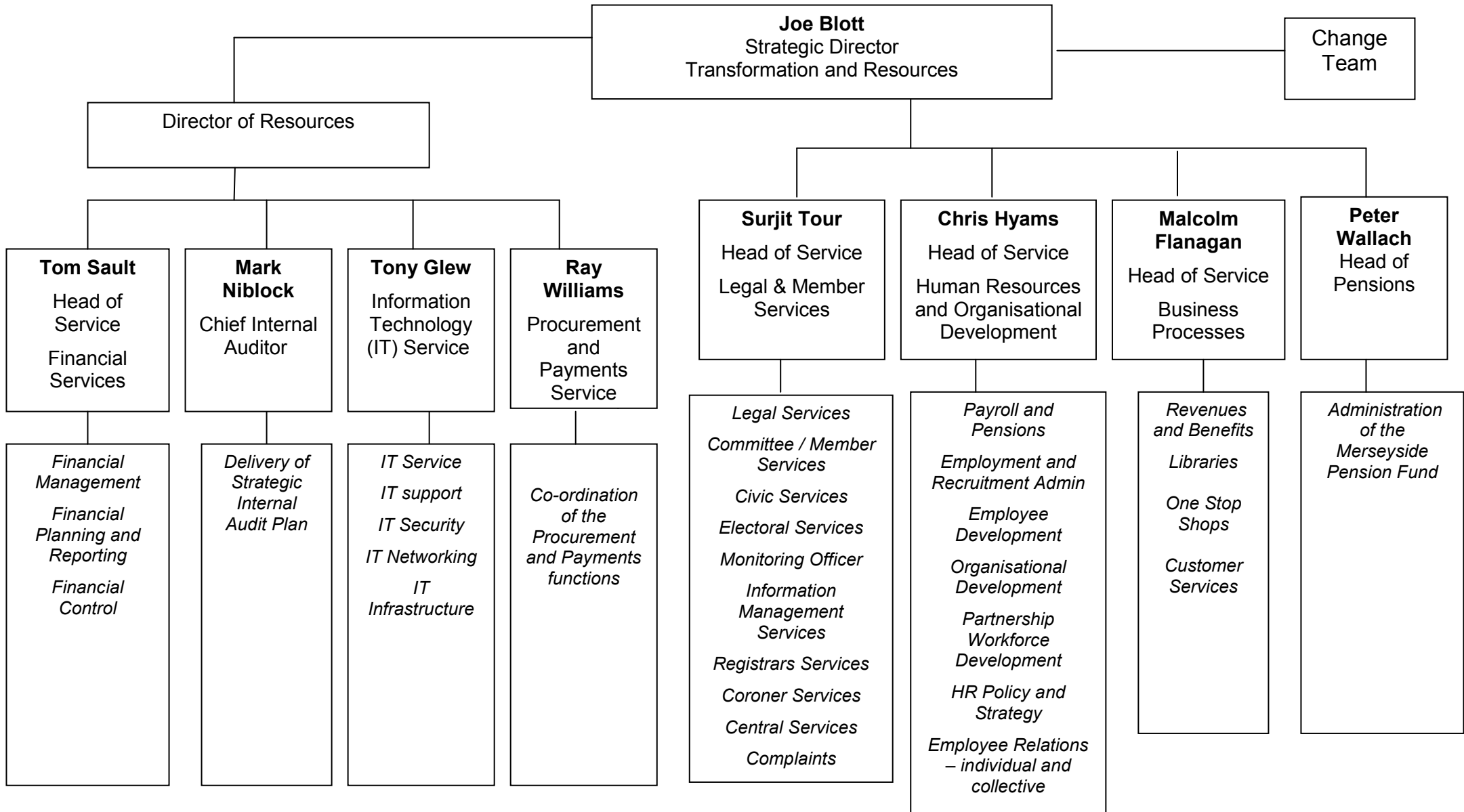
Our Approach

The Strategic Directorate Management Team (DMT) meet on a weekly basis to discuss matters raised at the Executive Team, delivery of the Corporate and Directorate Plan goals and priority projects as well as other issues relating to the management and operation of the Directorate.

The Heads of Service meet with their senior manager teams on a fortnightly basis to discuss the outcome of Directorate DMT's, Service Plan progress, strategies specific to their service and operational/performance matters.

We will measure the progress of our Directorate Plan on a monthly, quarterly and annual basis using a range of metrics and report our performance to Cabinet, Policy & Performance Committees and strategic and operational DMTs.

The following management structure chart identifies the considerably diverse services delivered by this Directorate; the summary covers both statutory and non-statutory activities.

DIRECTORATE MANAGEMENT TEAM STRUCTURE / SERVICES:

Joe Blott
Strategic Director
Transformation and Resources

Change Team

Director of Resources

Tom Sault
Head of Service

Financial Services

- Financial Management
- Financial Planning and Reporting
- Financial Control

Mark Niblock
Chief Internal Auditor

- Delivery of Strategic Internal Audit Plan

Tony Glew
Information Technology (IT) Service

- IT Service
- IT support
- IT Security
- IT Networking
- IT Infrastructure

Ray Williams
Procurement and Payments Service

- Co-ordination of the Procurement and Payments functions

Surjit Tour
Head of Service

Legal & Member Services

- Legal Services
- Committee / Member Services
- Civic Services
- Electoral Services
- Monitoring Officer
- Information Management Services
- Registrars Services
- Coroner Services
- Central Services
- Complaints

Chris Hyams
Head of Service

Human Resources and Organisational Development

- Payroll and Pensions
- Employment and Recruitment Admin
- Employee Development
- Organisational Development
- Partnership Workforce Development
- HR Policy and Strategy
- Employee Relations – individual and collective

Malcolm Flanagan
Head of Service

Business Processes

- Revenues and Benefits
- Libraries
- One Stop Shops
- Customer Services

Peter Wallach
Head of Pensions

- Administration of the Merseyside Pension Fund

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Corporate Plan Priorities 2013/14

The Transformation and Resources Directorate contributes to the delivery of the Corporate Plan priorities through:

Improving Corporate Governance by:
- Managing the Council finances and achieving long term financial stability.
- Monitoring the delivery of budget savings to reduce our net budget by a third.
- Delivering a range of intervention in relation to Learning and Development for leaders, managers and elected members to improve corporate Governance
- Providing effective legal advice and assistance and robustly managing the democratic functions.
- Imbedding and promoting strong governance arrangements.
- Delivering a Strategic Internal Audit Plan designed to evaluate and improve the effectiveness of a range of systems and processes.
- Rationalising the procurement function.
- Providing secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.
- Reviewing the Council's IT assets and services, to improve efficiency and maximise savings.
- Providing effective and secure sharing of information and data.

Protecting the vulnerable by:
- Providing joined up services that are easily accessible and are responsive to the needs of the community and the individual.
- Progressing channel migration activity
- Improved customer insight
- Implementing all elements of welfare reform fairly and ensuring that the vulnerable are as adequately protected as limited funding allows
- Offering a safe, creative community space within Libraries that is enjoyable and easy to use, in both physical and virtual form and ensuring our staff has the necessary skills to provide rigorous quality assurance of provision for our vulnerable residents.
- Working in Partnership with the key public bodies and other agencies to develop joined up services and deliver improved outcomes for children, young people and adults living in Wirral.

Tackling health inequalities by:
- Working with health and wellbeing services to develop signposting services and risk assessment frameworks to support preventative initiatives and early intervention.
- Restructure of the libraries and one stop shops with a key focus on their role in supporting health initiatives and reducing health inequalities and maintain library focus on public health role through national and local initiatives.
- Service re-engineering activities in the areas of health and adult and children's' services.

Driving growth in our economy by:
- Supporting service re-engineering activities.

- Promoting digital inclusion and ensuring that staff have the skills to develop and respond to digital developments and support users.
- Service re-engineering activities in the areas of business licensing, development and support
- Helping young people find work, through our libraries and partnership work, by developing literacy to improve educational opportunities, assisting with access to IT to tackle barriers to employment, encouraging reading for pleasure to develop literacy.
- Supporting the development of the neighbourhood model, to help create vibrant communities where people will want to live and work and where businesses will want to invest.
- Ensuring that our revenues collection as well as benefits payments is both robust and fair in recognising how it can support business growth issues.

Directorate Objectives

The objectives of the Transformation and Resources Directorate are:

- Financial management and the safeguarding of Council assets.
- Rationalise the procurement function by centralising all purchasing activity, and the enforcement of purchase orders prior to the commissioning goods and services.
- Efficient and effective management of the Pension Fund and its assets to ensure stable and affordable contribution rates for employers.
- Delivery of high quality legal, democratic and statutory services to the Council; its Members and Officers.
- Delivery of: effective people management policies and strategies; learning and development interventions; Improved HR services to internal and external customers and Improved support and challenge to leaders and managers to implement HR polices and strategies.
- Fair and robust collection of all council revenues; and prompt and accurate payment of council benefits and assessments.
- Effective delivery of all elements of the Welfare Reform Act.
- Effective management of the ongoing merger of Libraries and One Stop Shops and subsequent changes to service delivery
- Ensure that libraries are resilient and sustainable. Explore ways in which communities can become more involved in the design and delivery of services to supplement local authority support.
- Successful implementation of the Customer Access and Library Strategy
- Successful support of channel migration.
- Effective delivery of the Internal Audit Service strategy, to support managers and staff across the Council by providing them with assurance opinions on the effectiveness of their systems and processes that allow them to more effectively deliver the expectations of the organisation in their respective service delivery areas.
- Reduce the cost of IT Services via shared service or reduced manpower.
- Reduce revenue costs for IT equipment.

- Commence the replacement of Windows XP with W7.

- Deliver Agile Working with users.

- Obtain compliance with external codes of connection including the Information Governance (IG) Toolkit.

- Successful support of the delivery of the Council's Transformational Projects.

- Effective monitoring and reporting on the delivery of 2013/14 budget savings.

Key Partnerships

The Directorate works closely with all the Directorates and with Council leadership teams (officers and Elected Members). The nature of the work undertaken also involves regular liaison with external bodies, including:

- HMRC (Revenues and Customs)
- Bodies representing local authorities (Local Government Association (LGA), CILIP, IRRV, and Special Interest Group of Metropolitan Authorities (SIGOMA)).
- General Registrar Office
- Electoral Commission
- Boundary Commission
- Information Commissioners' Office (ICO)
- Local Government Ombudsman (LGO)
- Association of Democratic Services Officers (ADSO)
- The Law Society
- Department for Work and Pensions (DWP)
- Police
- Lawyers in Local Government
- Job Centre Plus
- The Merseyside Capacity Building & learning Group
- North West Employers (Elected Members)
- LSCB
- ASPB
- Private and Registered Social Landlords
- Voluntary and community sector bodies such as welfare advice agencies including Citizens Advice Bureau (CAB) and Wirral Council for Voluntary Service (WCVS)
- Children's Trust
- Liverpool Internal Audit Services
- North West Chief Internal Auditors Group (GMAG)
- Cheshire West and Chester Council
- Suppliers including British Telecom (BT), Oracle, Microsoft and other critical suppliers
- Merseyside and regional authorities
- Other public local authorities and public sector bodies
- Other agencies involved in delivering services to the local community
- Community groups, such as friends and support groups in libraries
- Merseyside Fire & Rescue Service
- Schools

Joe Blott
Strategic Director of Transformation and Resources

This Directorate plan has been endorsed by:

Cllr Ann McLachlan, Deputy Leader and Portfolio Holder for Governance & Improvement

Cllr Adrian Jones, Portfolio holder for Central Services

Chris Meaden, Portfolio Holder for Health & Wellbeing

Key Objectives for 2013/14

Ref	Objective	Responsible Officer	Source
P1	Financial Planning Implement a deliverable and sustainable Budget 2014/15 and the medium term 2014/17	Tom Sault	Improvement Plan (Financial stability)
P2	Risk Management Review and implement a revised Risk Management Strategy	Tom Sault	Improvement Plan (Risk management)
P3 P4	Rationalise the procurement function by centralising all purchasing activity, and the enforcement of purchase orders prior to the commissioning goods and services.	Ray Williams	
P5	Deliver Strategic Internal Audit Plan	Mark Niblock	Improvement Plan Corporate Plan
P6 P7 P8 P9	Improve the Council's corporate governance and decision-making arrangements through continuous review, training and raising awareness.	Surjit Tour	Corporate Plan Improvement Plan
P10 P11	Implement appropriate arrangements to support the delivery of Neighbourhood Working		Corporate Plan
P12 P13	Implement appropriate arrangements to support the Health and Well-being Board		
P14 P15 P16 P17 P18	Improve the Council's FOI responses and DPA arrangements	Jane Corrin	Improvement Plan
P19	Match long-term liabilities through the implementation of the Merseyside Pension Fund Strategy	Peter Wallach	Regulatory Framework
P20	Administration of the Merseyside Pension Fund's statutory responsibilities		Legislation

Ref	Objective	Responsible Officer	Source
P21	**Leadership Development** To design, deliver and evaluate the new Wirral Leadership Development Programme	Chris Hyams	Corporate Plan
CP6 P22	**Management Development Programme** To roll out the new Management Development Programme to all managers across the organisation		
P23 P24	**Performance Appraisal** To roll out Performance Appraisal and Development across the organisation to Senior Manager Level	Chris Hyams	Corporate Plan
P25 P26 P27 P28	**Delivery of Learning and Development interventions to deliver organisational and departmental improvement** • To deliver revised organisational values and supporting Culture Change Programme • To deliver an Employee Engagement Survey • To support the improvement and delivery of Elected Member Development and the achievement of the North West Employers Organisation Elected Member Development Charter	Chris Hyams	Corporate Plan
P29 P30 P31 P32	Continue To Implement HR/Payroll Self Serve	Chris Hyams	Corporate Plan
P33	Review Schools HR Service Level Agreement (SLA) for the provision of integrated HR/Payroll Admin		
P34	Review of Employee Equality data source		

Ref	Objective	Responsible Officer	Source
P35	**HR Policy Review** To review key HR policies; • Disciplinary • Capability • Redundancy and Redeployment • Restructure • Dignity at Work	Chris Hyams	Corporate Plan
P36 **P37**	Develop and implement policy on annualised hours		
P38	Review of Council Services in partnership with Trade Unions and APSE	Chris Hyams	Corporate Plan
DP7	**HR Budget Savings** To address HR/OD's/Payroll budget savings £574K		
DP8 **DP9** **DP10** **DP11** **DP11a**	Welfare Reform- Ensure all elements of the Welfare Reform Act are implemented effectively, delivered and reviewed.	Malcolm Flanagan	Legislation & Corporate Plan
	• Council Tax Support	Malcolm Flanagan	
	• Under Occupation Rules		
	• Discretionary Housing Payment Scheme		
	• Local Welfare Assistance		
	Increase in Council Tax and Business Rates collections Increased court costs and amended Council Tax discounts and exemptions alongside collection from Council Tax Support recipients paying for the first time.	Malcolm Flanagan	Budget Options
	Improved Personal Finance Unit charging, assessment and recovery	Malcolm Flanagan	Directorate Objectives
	Business Rates Discretionary Rates Relief Policy development	Malcolm Flanagan	Budget Options

Ref	Objective	Responsible Officer	Source
	Reduce the cost of IT Services via shared service or reduced man power. Reduce revenue costs for equipment	Tony Glew	Budget
DP13	Replace Windows XP etc		Silver Project Monitoring
DP14	Obtain Compliance with external codes of connection including IG Toolkit		Silver Project Monitoring
DP15	Deliver Agile working with users		

2.   What are we going to deliver in 2013/14?

PI Ref	Indicator Title	Purpose of PI	Frequency	Responsible Officer	Lead Officer	Outturn 2012/13	Target 2013/14	Desired Direction of Travel
CP1	Chargeable Services (% achievement versus best practice).	To ensure that we have a robust system for providing value for money services and efficiently charging for these services.	Annually	Director of Resources	Jim Molloy	TBC	Upper Middle	*Higher is better*
CP2	Adult Care Packages supported by Direct Debit (as a %).	To introduce a more cost effective and efficient method for the payment of Adult Care Packages.	Monthly	Malcolm Flanagan	Malcolm Flanagan	Nil	30%	*Higher is better*
CP3	Establishment reduction compared to savings assumption.	To improve the management of resources through the alignment finance salary budgets and Human Resource establishment records.	Monthly	Tom Sault	Tom Sault	N/A	100%	*Higher is better*
CP4	Budget savings achieved.	To measure our effectiveness in achieving planned budget savings.	Monthly	Tom Sault	Tom Sault	N/A	£48.4m (100%)	*Higher is better*
CP5	Agency/Consultancy costs.	To measure our effectiveness in reducing use of agency staff / consultants.	Monthly	Chris Hyams	Paul Finch	£2,000,000	£1,500,000	*Lower is better*
CP6	Sickness absence: The number of working days/shifts lost due to sickness absence.	To measure our effectiveness in reducing sickness absence levels, staff morale and motivation.	Monthly	Chris Hyams	Paul Finch	10.50 days	10.50 days	*Lower is better*
DP8	Percentage recovery of Council Tax.	To measure the effectiveness of maximising the recovery of Council Tax revenues	Monthly	Malcolm Flanagan	Neil Powell	96.8%	95.1%	*Higher is better*

PI Ref	Indicator Title	Purpose of PI	Frequency	Responsible Officer	Lead Officer	Outturn 2012/13	Target 2013/14	Desired Direction of Travel
		income.						
DP9	Percentage recovery of National Non Domestic Rates (NNDR).	To measure the effectiveness of maximising the recovery of NNDR revenues income.	Monthly	Malcolm Flanagan	Neil Powell	95.3%	95.4%	*Higher is better*
DP10	Percentage collection rate on additional debit re: impact of Council Tax Support Scheme, Discount and Exemption Changes and increased costs in respect of the additional £9m raised.	To measure the effectiveness of maximising the collection of our revenues income.	Monthly	Malcolm Flanagan	Neil Powell	n/a	66.0%	*Higher is better*
DP11	Percentage recovery of Personal Finance Unit charges.	To measure effectiveness at improving recovery timescales of current Personal Finance Unit charges via cash collected.	Quarterly	Malcolm Flanagan	Nicky Dixon	90.0%	90.0%	*Higher is better*
DP11a	Percentage of Personal Finance Unit assessments completed within timescale	To measure section's effectiveness at improving assessment timescales of Personal Finance Unit charges.	Quarterly	Malcolm Flanagan	Nicky Dixon	55%	80%	*Higher is better*
DP12	Percentage of all current Freedom of Information / Information Requests dealt with within the statutory timescale.	To ensure that backlog is addressed and new requests are dealt with efficiently and effectively, and address backlog.	Monthly	Surjit Tour	Surjit Tour	67%	85%	*Higher is better*

PI Ref	Indicator Title	Purpose of PI	Frequency	Responsible Officer	Lead Officer	Outturn 2012/13	Target 2013/14	Desired Direction of Travel
DP13	To replace Windows XP with W7 (complete 500 machines in 2013/14)	To measure improvements to the effectiveness and efficiency of our IT systems and ensure that they are fit for purpose.	Quarterly	Tony Glew	Debra Curtis	n/a	500	*Higher is better*
DP14	To obtain Compliance with external codes of connection including IG Toolkit: April 2014	To measure improvements to the effectiveness and efficiency of our IT systems and ensure that they are fit for purpose.	Annual	Tony Glew	Debra Curtis	GCSx accreditation	PSN plus IG Toolkit accreditation	*n/a*
DP15	To support the Delivery of Agile working with users: 2013/14		Annual	Tony Glew	Debra Curtis	n/a	Depends on Asset Plan	*n/a*
DP16	Average number of days to respond to complaints recorded under the corporate process.	To ensure that responses to complaints are dealt with efficiently and effectively.	Quarterly	Surjit Tour	Malcolm Flanagan	12	11	*Lower is better*

Ref	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P1	To manage the Council finances and deliver financial stability	Produce a 2014/15 budget and proposals for 2015/17 that are sustainable, matched to agreed need and aligned to the Council priorities.	Director of Resources	11/03/2014
P2	To enhance and develop our risk management process to ensure that we effectively manage risks.	Revised Corporate Risk Strategy.	Joe Blott	March 2014
P3	To improve Corporate Governance by: • Managing the Council finances and achieving long term financial stability. • Imbedding and promoting strong governance arrangements.	Implement no purchase order no pay policy.	Ray Williams	31/03/2014
P4		Centralisation of procurement function.		31/03/2014
P5	To ensure that risks are identified and measures put in place to mitigate these.	Deliver Strategic Internal Audit Plan.	Mark Niblock	31/03/2014
P6	To improve Corporate Governance and decision making arrangements through the review / revision of the Constitution.	Make changes to the Constitution under delegated powers.	Surjit Tour	September 2013
P7		Standards and Constitution Oversight Committee recommends changes/revisions to Council.		September 2013
P8		Issue Reporting writing Guidance and Timetable for report authors.		End June 2013
P9		Provide training during session scheduled for June 2013.		June 2013
P10	To implement appropriate arrangements to support the delivery of Neighbourhood Working by assessing additional legal and committee support requirements and development of a protocol to support and assist the Constituency Committees.	Provide a Resource Plan outlining the additional legal and committee support required for Constituency Committees.	Surjit Tour	September 2013
P11		Prepare protocol for governing the operation of Constituency Committees.		September 2013

	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P12	Implement appropriate arrangements to support the Health and Well-being Board by assessing additional legal and committee support requirements to assist the Board.	Assess additional legal and committee resources required to support and assist the Health and Well-being Board.	Surjit Tour	June 2013
P13		Deliver specific Political Awareness Training to transferred NHS staff.		June 2013
P14	Improve the Council's Freedom of Information (FOI) responses and Data Protection Act (DPA) arrangements through the implementation and issuing of revised FOI / Information Requests (IR) / ICO contact procedure and practice protocol to ensure that requests are handled and monitored correctly, effectively and efficiently within statutory timescales.	Deliver FOI/IR/ICO contact procedure and practice protocol.	Surjit Tour	July 2013
P15		Update existing monitoring and reporting arrangements.		June 2013
P16		Prepare a briefing note for senior management outlining current DPA arrangements and proposed course of action.		June 2013
P17		Develop and implement an action plan to improve DPA awareness understanding and information handling, including the provision of training.		August 2013
P18		Develop a DPA procedure and practice protocol.		July 2013
P19	To provide secure pensions, effectively and efficiently administered at the lowest cost to the contributing employers through the Merseyside Pension Fund.	To review and consult on the Merseyside Pension Fund's actuary and prepare the Funding Strategy Statement and Statement of Investment Principles for approval by the Pensions Committee in November.	Peter Wallach	November 2013
P20		To implement Local Government Pension Scheme 2014 reform.		01/04/2014
P21	To ensure that the Council has the leadership and managerial capacity in place to deliver its priorities and that the behaviour of leaders reflects the vision and values of the organisation.	To design, deliver and evaluate the new Wirral Leadership Development Programme.	Chris Hyams	February 2014
P22		To roll out the new Management Development Programme to all managers across the organisation.		September 2014

Ref	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P23	To ensure that performance appraisal is consistently applied across the whole of the Council and to improve the delivery of council services.	To roll out Performance Appraisal and Development across the organisation to Senior Manager Level.	Chris Hyams	September 2013
P24		To support the completion of Key Issue Exchanges across the entire organisation.		September 2013
P25		To ensure that external inspections reflect that staff are receiving the required statutory learning and Development.	Chris Hyams	April 2014
P26	To implement Learning and Development interventions to deliver organisational and departmental improvement.	To deliver programme of support in response to Welfare Reform around Conflict & Aggressions skills training in targeted areas (Libraries, Contact Centres, front line services) to affected staff.		April 2014
P27		To design, deliver & evaluate the new Wirral "Change Agent" Programme		February 2014
P28		To deliver an Employee Engagement Survey.		September 2013
P29	To continue to implement HR/Payroll Self Serve to realise savings and implement changes required to ensure that managers are able to effectively analyse workforce data and implement changes required.	To continue to roll out the first phase (basic details) Self Serve to schools	Chris Hyams	December 2013
P30		To implement the absence and expenses modules across the Council		December 2013
P31		To implement the timesheet module across the Council		December 2013
P32		To implement a Managers reporting dashboard' Insight'		December 2013
P33	To improve efficiency and deliver a high quality Human Resources Service for Schools through the review of Schools HR Service Level Agreement (SLA) for the provision of integrated HR/Payroll Admin.	To agree the level of Buyback and roll out of Self Service to schools	Chris Hyams	April 2014
P34	To ensure the Council meets its legal requirements under the Equality Standard 2010, through recording the relevant information about our employees.	To review the Employee Equality data source and target the areas where information is currently unavailable, to ensure that equality data meets the statutory requirements under Equality Act 2012.	Chris Hyams	December 2013

Ref	Link to Priorities	Project / Activity	Responsible Officer	Delivery Date
P35	To effectively support and guide Managers in dealing with key Human Resource issues through the review, revision, implementation and roll out of training of key HR policies (Disciplinary, Capability, Redundancy & Redeployment, Restructure and Dignity at Work).	To review, revise, develop and approve key HR policies.	Chris Hyams	September 2013
P35a		To implement the roll out a training and development programme on the revised key HR policies to managers		December 2013
P36	To develop and implement policy on annualised hours, to reduce the cost of overtime to the Council.	To undertake consultation with the key managers and trade unions on annualised hours policy	Chris Hyams	September 2013
P37		To seek agreement from trade unions and seek appropriate approval on annualised hours policy		October 2013
P38	To identify and make recommendations on potential savings that can be made in relation to staffing issues and support the implementation of any proposed budget savings relating to staff approved by the Council.	To carry out a review of Council Services in partnership with Trade Unions and APSE	Chris Hyams	October 2013
P39	To support the vulnerable, support both work in tackling health inequalities and Neighbourhood Working by the provision of a sustainable and efficient network of Library / One Stop Shops	To merge the staffing of these areas and then review service delivery for implementation of proposals to improve sustainability of network.	Malcolm Flanagan	September 2013
P40	To manage our finances in respect of vulnerable people who have been assessed for payment contributions for services delivered in respect of domiciliary and non residential care.	To address the historic Personal Finance Unit charges and maximise recovery by use of all available methods	Malcolm Flanagan	March 2014
P41	To support vulnerable people who need access to the authority's Local Welfare Assistance scheme	To review the Local Welfare Assistance scheme and propose amendments for future year schemes	Malcolm Flanagan	November 2013
P42	Promoting Digital Inclusion via use of self access facilities	To significantly increase the percentage of service requests available and made on-line	Malcolm Flanagan	December 2013

3.   <u>Financial Planning</u>

An analysis of how the Directorate budget delivers the Corporate Plan priorities is contained within the following table:

A. Revenue

Revenue Budget 2013/14			
Priority or Service	**Services (provided)**	**Gross Budget**	**Net Budget**
		£000	**£000**
Business Processes	Administration, Customer Services, Libraries and One Stop Shops, Revenues and Benefits	167,602	10,264
Human Resources and Organisational Development	Human Resources, Payroll, Organisational Development	6,422	24
Legal and Member Services	Legal Services, Records Management and Registration	7,299	1,679
Merseyside Pension Fund	Pension services on behalf of Merseyside	17,137	0
Resources	Financial Services, Treasury Management and Financing, Audit, Information Technology Services and Procurement	45,337	230
Transformation and Resources	Change Management Team	226	226
Total		**244,023**	**12,423**

Funding Increased Demand

No additional funding was provided by the Council for the Directorate in 2013/14 in respect of demand issues.

Budget Savings

Description	2013-14 £000s	2014-15 £000s	Total £000s
Reducing Council Management	5,000	0	0
Reducing the numbers of Agency workers	500	0	0
Service Restructures	905	642	0
Trade Union funding	- 270	0	0
Reducing the Cost of Democracy	100	75	100
The Mayor of Wirral	50	0	0
Procurement / Commissioning	320	4,000	5.000
Treasury Management	1,700	0	0
Information Technology Service	210	90	0
**Better Use of Buildings	100	0	458

Description	2013-14 £000s	2014-15 £000s	Total £000s
Transforming Business Support	500	1,000	1,000
Revenues and Benefits	550	0	0
**Marketing and Public Relations	167	0	0
**Tranmere Rovers Sponsorship	135	0	0
Power Supplies - Contract Saving	11	0	0
Reduction in External Audit Fees	140	0	0
Workforce Conditions of Service	3,800	0	0
**Area Forum Funding	391	0	0
Libraries and One Stop Shops	391	466	117
Shared Services Development	0	400	1,000
Council Tax Increase	2,600	0	0
Council Tax: Discounts and Exemptions	2,284	0	0
Council Tax: Court Costs	2,429	0	0
Council Tax: Discretionary Relief	0	320	0
Transformation And Resources Total	**22,013**	**6,993**	**7,675**

Note: A number of the above savings are held within the Directorate budget on a corporate basis.
**Savings in other Directorates but were reported under Transformation (Chief Executive's Dept)

B. Capital

The Directorate has one capital scheme within the 2013/14 capital programme. This relates to improvements at West Kirby and Conway Street One Stop Shops. The Directorate plays a key financial management role in managing the capital programme which will also include improvements to procedures, controls, monitoring and reporting arrangements 2013/14.

4. Risk Management

Transformation & Resources Directorate Risk Register 2013-14 (10/07/2013)

Objective	Risk Ref.	Risk Description	Risk Category	Risk Owner	Existing Control Measures	Current Net Scores			Risk Review Frequency	Additional Control Measures Planned	Officer Responsible	Target Date
						Likelihood	Impact	Total				
All		Staff do not possess the required skills, knowledge and expertise to deliver the Directorate's full range of objectives and priorities	People	Joe Blott	Key issue Exchange / Staff Appraisal Training Plans / Continuing Professional Development Procedure manuals Flexible arrangements to deploy resources to meet demands Access to external support - Membership of professional organisations	3	3	9	Monthly	Staff Development and Training system (audit) Internal training /development via staff sessions / team briefings. Enhance use of IT to achieve greater standardisation	Chief Internal Auditor Individual Heads of Service	Ongoing Ongoing
All		Insufficient capacity to deliver the Directorates full range of objectives and priorities (including response to demand changes and for new areas / projects)	People	Joe Blott	Training and development Flexibility within structures to re-allocate staff to deliver priorities Use of temporary staff, secondments or redeployment of staff Workforce planning Regular reviews to ensure that Workforce and Service plans reflect requirements Access to external support - Membership of professional organisations	3	3	9	Monthly	Further use of temporary support Regular report to the Management Team Scrutiny of service performance Review resources needed for key projects re-prioritisation of work	Individual Heads of Service	Ongoing
All		Interruption to services eg a major incident / IT failure, loss of buildings or staff	Operational	Joe Blott	Contingency plans in some sections / services. Succession planning. Specific arrangements for IT back-up / resilience. Remote working (e.g. Treasury Management) Reviews of Business Continuity Plans	2	3	6	Monthly	Enhancements to IT resilience Development of Shared Service arrangements	Head of IT Services Individual Heads of Service	Ongoing Ongoing

Objective	Risk Ref.	Risk Description	Risk Category	Risk Owner	Existing Control Measures	Current Net Scores			Risk Review Frequency	Additional Control Measures Planned	Officer Responsible	Target Date
						Likelihood	Impact	Total				
All		Failure to identify and respond effectively to any changes in legislation	Regulatory / Legal / Statutory	Joe Blott	Awareness of changes maintained through relevant professional bodies Liaison with other authorities and information sharing; Flexibility within the structures with key members of staff trained to deal with changes	3	3	9	Monthly	None		
All		Failure to plan, resource or deliver agreed budget changes adversely affecting service delivery	Financial	Joe Blott	Procedures for the identification of changes Project plans to deliver the required savings Monitoring of delivery against targets	3	3	9	Monthly	Enhancement to project plans and monitoring of delivery	All Heads of Service	Ongoing
IT Services		Failure to achieve the Security accreditation for PSN, IG toolkit (NHS)	Information / Technological	Tony Glew	Identification of resources Project plan to deliver the accreditation	3	4	12	Monthly	None	Head of IT Services	
Improving Corporate Governance		Failure to follow procedures and practices eg information is not adequate or lack of understanding of arrangements, obligations and duties	Operational	Surjit Tour	Code of Corporate Governance in place Training to officers on the revisions to the Council's Constitution scheduled for delivery in June 2013 Training on Code of Corporate Governance June/July 2013	3	4	12	Monthly	In-year review of Constitutional changes Restructure of Legal Services to better align resources to meet need and improve resilience	Head of legal Services	Ongoing
Improve the Council's FOI responses and DPA arrangements		Failure to comply with statutory obligations and duties. Could lead to enforcement action by ICO, financial penalty and reputational damage	Legal Operational Financial	Surjit Tour	Disclosure Officer appointed Use of Sch.12A Exemptions Decision making procedure and practice	3	5	15	Monthly	DPA Training to key staff Review current DPA arrangements to identify areas of improvement Implement Action Plan for improvement	Head of Legal Services Head of Legal Services Head of Legal Services	June 2013 July 2013 August 2013
Merseyside Pension Fund		Benchmark performance does not keep pace with liabilities	Financial	Peter Wallach	Triennial ALM, FSS./SIP, Asset Allocation, WM Performance data and Independent Advisers	4	4	16	Monthly	None		

5. Workforce

A. Workforce Development

The Directorate contributes to corporate workforce planning by recognising the strengths of the current workforce and by planning to meet staffing needs for the future.

Staff work collaboratively with other departments, providing expertise in finance, legal and member services, human resources, organisational development, audit, risk, transformational change, procurement, business processes, information technology, customer services and records management.

The directorate is committed to ensuring that all staff should have a performance appraisal. It is also committed to ensuring that during the financial year ahead, relevant individuals will take a timeout to consider future plans for the directorate.

The directorate is committed to supporting continuing professional development which is both good practice and also mandatory for some individuals.

The directorate will also annually review the collective needs of the directorate staff to identify training opportunities that are common across several individuals and develop a cost effective approach to addressing these needs.

B. Workforce Monitoring

The following table provides an analysis of Transformation and Resources Directorate staff (including Resources Department and Pensions Department) over gender, age bandings, ethnicity and disability status as at 1st April 2013.

Employee Information	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
Total	717	578.95	412	395.93	1,129	974.89

Employee Profiles	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
Age 16 - 19	1	0.14%	2	0.49%	3	0.27%
Age 20 - 29	91	12.69%	50	12.14%	141	12.49%
Age 30 - 39	123	17.15%	85	20.63%	208	18.42%
Age 40 - 49	252	35.15%	147	35.68%	399	35.34%
Age 50 - 54	113	15.76%	61	14.81%	174	15.41%
Age 55 - 63	123	17.15%	59	14.32%	182	16.12%
Age 64	6	0.84%	5	1.21%	11	0.97%
Age 65 Plus	8	1.12%	3	0.73%	11	0.97%
Total	717	63.51%	412	36.49%	1,129	

Ethnic origin	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
White British	584	81.45%	326	79.13%	910	80.60%
Irish	4	0.56%	1	0.24%	5	0.44%
White Other	8	1.12%	6	1.46%	14	1.24%
Mixed White/Black Caribbean	1	0.14%	0	0.00%	1	0.09%
Mixed White/Black African	0	0.00%	0	0.00%	0	0.00%
Mixed White/Asian	2	0.28%	1	0.24%	3	0.27%
Mixed other	2	0.28%	0	0.00%	2	0.18%
Indian	0	0.00%	1	0.24%	1	0.09%
Pakistani	0	0.00%	0	0.00%	0	0.00%
Bangladeshi	2	0.28%	3	0.73%	5	0.44%
Chinese	6	0.84%	1	0.24%	7	0.62%
Asian Other	1	0.14%	2	0.49%	3	0.27%
Black Caribbean	0	0.00%	0	0.00%	0	0.00%
Black African	0	0.00%	2	0.49%	2	0.18%
Black Other	0	0.00%	1	0.24%	1	0.09%
Arab	0	0.00%	0	0.00%	0	0.00%
Gypsy/Romany/Irish Traveller	0	0.00%	0	0.00%	0	0.00%
Other	1	0.14%	1	0.24%	2	0.18%
Not declared	74	10.32%	63	15.29%	137	12.13%
Data not available	32	4.46%	4	0.97%	36	3.19%
Total with data available	**685**	**95.54%**	**408**	**99.03%**	**1,093**	**96.81%**
BME Summary	**15**	**2.45%**	**12**	**3.48%**	**27**	**2.82%**

Disability	Female		Male		Total	
	No	FTE	No	FTE	No	FTE
No	508	70.85%	279	67.72%	787	69.71%
Yes	19	2.65%	16	3.88%	35	3.10%
Not Declared	159	22.18%	108	26.21%	267	23.65%
Data not available	31	4.32%	9	2.18%	40	3.54%
Total with data available	**686**	**95.68%**	**403**	**97.82%**	**1,089**	**96.46%**

C.   <u>Workforce Planning</u>

Workforce Issue	Broad Skill Development Needs	Planned Actions	Financial Implications
Staff awareness of role in delivering Corporate, directorate and divisional objectives (KIE)	Compliance with Corporate standards	Revised procedures and training leads to identifying development needs	Within existing resources
Compliance with behaviours and standards e.g. attendance, Equality and Diversity, stress, anti-	Managers to undertake appropriate training	Verification of compliance within HR/OD systems	Within existing resources

Workforce Issue	Broad Skill Development Needs	Planned Actions	Financial Implications
fraud			
Structure to ensure Business Continuity with reduced staffing	Identify training development needs	Agreed from 1 July 2013 but keep under review	Achieve savings
Workforce development and capacity building	To ensure required level of qualified staff	Commitment to professional training (CPD development)	Within existing resources
Communication with staff to keep informed of changes	To ensure staff and management are aware of issues	Weekly management meetings Core One Brief Division newsletter	Within existing resources

6.   Equality and Diversity

The Equality Duty 2010 places legal duties on bodies including three general duties:

- To eliminate unlawful discrimination, harassment and victimisation
- To advance equality of opportunity
- To foster good relations between different groups of people

The Directorate has representation at the Corporate Equality and Inclusion Group to ensure equality and inclusion issues policy and procedures are embedded across the Directorate.

Equality Impact Assessments are completed, included within Committee reports and published on the Council's website.

In support of compliance with the Equality Act 2010, specifically the requirement to publish information relating to people who are affected by our policies and practices who share protected characteristics, i.e. customers, customer services gathered this data across corporate access channels (web; one stop shops; libraries and call centre) during 2012/13. Over 15,000 Wirral residents accessing council services were asked for anonymised equality data during this period and the results of this analysis will be published on the council's website/other channels to demonstrate who accesses our services and how representative this is of the wider population. Actions identified from the analysis, e.g. under-representation of certain protected groups suggesting accessibility issues will also be published.

A longer term objective will be to allow the council's Customer Relationship Management (CRM) system to record equality data as an optional standard template for all customers accessing our services. This will provide a rich source of customer insight; highlight accessibility issues and promote service take-up across all protected groups.