# WIRRAL

# LAW, HR AND ASSET MANAGEMENT

# DEPARTMENTAL PLAN

# 2009-2010

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# 1. Departmental Overview

Law, HR and Asset Management is a new department created in 2008 by combining Legal and Member Services, Human Resources and Asset Management from Corporate Services with other property related functions from Technical Services and Adult Social Services. The new department will make a huge contribution to delivering the council's vision.

### Director of Law, HR and Asset Management - Bill Norman

The Department is lead by the Director of Law, HR and Asset Management, Bill Norman, who is the Council's Monitoring Officer. The departmental management team comprises three Heads of Service, working closely with the Director.

### Head of Asset Management – Ian Brand

The Asset Management Service provides a corporate strategic approach to the management of the Council's assets. It is responsible for corporate asset management planning, and for ensuring that the asset base is appropriate for current and future service delivery. It provides strategic direction and support to the Council, its directorates and services, and also delivers a range of operational asset management services. The Asset Management Service includes the Council's Sustainability Unit, and is responsible for leading the Council's carbon reduction activities.

### Head of HR – Paul Bradshaw

The Human Resources Service is responsible for providing strategic HR direction and support to the Council and its management teams and in developing the organisation in line with its plans. The service also supports the Council in optimising the performance capability and capacity of the workforce.

In terms of the organisational development agenda in particular, we will continue to look for outward-looking opportunities at the regional and sub-regional level, for example through the Merseyside Improvement and Efficiency Partnership.

### Head of Legal and Member Services – Simon Goacher

The aim of Legal and Member Services is to provide efficient, effective, responsive and customer focussed legal and democratic services to other departments, elected members and the council.

# 2. Our Plans for 2009-10

## 2.1 The Council's Corporate Plan

A vision for Wirral and a set of strategic objectives, with aims for 2008-13 and immediate priorities for improvement was agreed in March 2008. A corporate plan is now in place to support this strategic framework, which gives a clear rationale for the council's priorities and sets out current delivery plans.

The council has five strategic objectives:

- To create more jobs, achieve a prosperous economy and regenerate Wirral
- To create a clean, pleasant, safe and sustainable environment
- To improve health and well being for all, ensuring people who require support are full participants in mainstream society
- To raise the aspirations of young people
- To create an excellent council

## 2.2 Delivering the council's strategic objectives and aims for 2009-14

As indicated in the departmental overview, the Department of Law, HR and Asset Management has a key role to play in delivering the council's strategic objectives and medium-term aims.

| Council's Strategic Objective | Council's Aims for 2009-14 | Key Projects / Activities for HR, Law and Asset Management in 2009-10 |
|---|---|---|
| To create more jobs, achieve a prosperous economy and regenerate Wirral | Increase investment and encourage new developments | - To provide legal advice and assistance to support the development of a strategy for section 106 and community infrastructure levy<br>- Provide property and legal support for key transformational partnership projects such as New Brighton Phase 2, Hoylake Golf Resort, Birkenhead Town Centre, Sail Project, Wirral Waters, Hind Street redevelopment |
| To create a clean, pleasant, safe and sustainable environment | Reduce our carbon footprint | - Establish Sustainability Unit |
| | Deliver HMRI programme and achieve housing decency standards | - Provide property and legal support for HMRI initiative |
| To improve health and well being for all, ensuring people who require support are full participants in mainstream society | Promote greater independence and choice | - Provide property and legal support for transforming social care<br>- Ensure that all Council Assets comply with the requirements of the Disability Discrimination Act |
| | Encourage healthy lifestyles and participation in fulfilling activities | - Provide property and legal support for gateway review of parks and countryside |
| To raise the aspirations of young people | Safely reduce the number of looked after children | - Public Law Outline child protection pre-proceedings pilot project which will identify best practice for national dissemination. |
| Create an excellent council | Improve the use of the council's land and assets | - Review the Council's Asset Management Plan and develop the Property Strategy |

| | | |
|---|---|---|
| | | • Commence the implementation of a property review programme<br>• Improve the Council's management of land and property information through the use of GIS and other systems<br>• Deliver the identified outcomes from the Council's Strategic Asset Review including:<br>  ▪ A community asset transfer programme<br>  ▪ A programme of investment in the Council's retained estate<br>  ▪ The modernisation and rationalisation of the Council's office accommodation<br>  ▪ A programme of disposals<br>  ▪ A £20 million investment programme in new enhanced facilities<br>  ▪ The centralisation and review of facilities management<br>• Procurement and implementation of a new payroll system and consolidation of payroll service restructuring<br>• Develop approaches to model HR delivery, including consideration of centralisation<br>• Develop a cultural change programme which provides opportunities for all staff to become involved in transformation, innovation and improvement<br>• Improve consistency and best practice in recruiting, developing and managing the Council's workforce<br>• Implement the final stages of the Council's pay review |
| | Create a sustainable and stable budget providing value for money | • Law, HR and Asset Management contributes through involvement in improvement activities relating to value for money / use of resources. It is also important that Law, HR and Asset Management plays its part in delivering this aim through properly managing the departmental budget |
| | Improve accountability, accessibility and openness and involve those who use our services in their design | • Introduce new governance framework for registrars<br>• Support the Council through the changes to governance and democratic arrangements contained |

| | and delivery | within the Local Government and Public Involvement in Health Act 2007and the Local Democracy, Economic Development and Construction Bill 2008 |
| --- | --- | --- |
| | Improve partnership working with the public, private and voluntary sectors | • Develop collaborative approaches to HR delivery<br>• Engage with the public, partners, the private and voluntary sectors through the delivery of the Strategic Asset Review to improve customer facing services and increase joint use and sharing of facilities |

## 2.3 <u>Summary of key outcomes relating to improvement priorities for 2009-10</u>

The council has identified a number of improvement priorities for 2009-10.

In 2009-10, the department will deliver the following key outcomes in relation to the following improvement priority:

| **Priority for Improvement 2009-10** | **Key Outcomes in 2009-10** |
| --- | --- |
| Reduce the Council's carbon footprint | • Recruitment of a Climate Change Officer and a Sustainability (Cred) Liaison Officer<br>• Strategic Asset Review to consider energy conservation issues and make appropriate recommendations for carbon reduction<br>• Recruitment of 30 energy champions across the organisation |
| Improve the use of the council's land and assets | • Completion of programmed property reviews<br>• Agreement of an investment and development programme for the retained estate following the outcome of the Strategic Asset Review<br>• Completion of agreed maintenance improvement and energy efficiency works<br>• Commencement of procurement for development programme<br>• Disposal of surplus property in accordance with agreed disposal programme<br>• Agreement of a framework for community asset transfer<br>• Agreement of terms for transfer with selected 'pilot' organisations<br>• Reduction in the amount and cost of |

| | office space used |
| | • Approval of revised Asset Management Plan |

**2.4** <u>**Summary of contribution to LAA improvement priorities**</u>

The council has signed up to deliver Wirral's Local Area Agreement as a member of the Local Strategic Partnership.

In 2009-10, through the role the department will play in bringing together the climate change agenda, it will make a significant contribution to the following LAA improvement priorities and targets:

• NI 186 – Per capita reduction in $CO_2$ emissions in the LA area.

## 3. Delivering Our Plans - Outcomes Framework

LAM indicates HR, Law and Asset Management.  Activity codes as below.

| | |
|---|---|
| Capital Project | CP |
| Non-capital project | NC |
| Performance improvement activity | IMP |
| Routine activity | RI |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| **To create more jobs, achieve a prosperous economy and regenerate Wirral** | Increase investment and encourage new developments | To provide legal advice and assistance to support the development of a strategy for section 106 and community infrastructure levy | LAM-RI-01 | Quarterly review and progress report / achievement of action plan targets | Regeneration and Planning Strategy | Legal and Member Services | Technical Services, Regeneration and Corporate Services. |
| | | Provide property and legal support for key transformational partnership projects such as New Brighton Phase 2, Hoylake Golf Resort, Birkenhead Town Centre, Sail Project, Wirral Waters, | LAM-RI-02 | Quarterly review and progress report / achievement of action plan targets | Regeneration and Planning Strategy | Asset Management Legal and Member Services | Strategic Development, all departments |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | Hind Street redevelopment | | | | | |
| **To create a clean, pleasant and safe environment** | Reduce our carbon footprint | Establish Sustainability Unit | LAM-NC-03 | Quarterly review and progress report / achievement of action plan targets | Environment | Asset Management | Technical Services |
| | **Reduce the council's carbon footprint** | **Establish Sustainability Unit** | **LAM-NC-03** | **Quarterly review and progress report / achievement of action plan targets** | **Environment** | **Asset Management** | **Technical Services** |
| | Deliver HMRI programme and achieve housing decency standards | Provide property and legal support for HMRI initiative | LAM-RI-04 | Quarterly review and progress report / achievement of action plan targets | Housing and Community Safety | Asset Management Legal and Member Services | **Regeneration** |
| **To improve health and well being for all, ensuring people who require support are full participants in mainstream society** | **Promote greater independence and choice** | **Provide property and legal support for transforming adult social care** | **LAM-RI-05** | **Quarterly review and progress report / achievement of action plan targets** | **Social Care and Inclusion** | **Asset Management Legal and Member Services** | **DASS** |
| | Promote greater independence and choice | To ensure that all Council assets comply with the requirements of the Disabled Discrimination | LAM-RI-06 | Local indicators PMI 4 | Corporate Services | Asset Management | All departments as appropriate |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | Act | | | | | |
| | Encourage healthy lifestyles and participation in fulfilling activities | Provide legal, property and HR support for gateway review of parks and countryside | LAM-RI-07 | Quarterly review and progress report / achievement of action plan targets | Culture, Tourism and Leisure | Legal and Member and Asset Management Services | Regeneration |
| **To raise the aspirations of young people** | **Safely reduce the number of looked after children** | Public Law Outline pre-proceedings pilot project which will identify best practice for national dissemination. | **LAM-IMP-08** | **Quarterly review and progress report / achievement of action plan targets** | **Children's Services and Lifelong Learning** | **Legal and Member Services** | **DASS** |
| **Create an excellent council** | **Improve the use of the Council's land and assets** | **Implement a property review programme** | **LAM-NC-09** | **Quarterly review and progress report/ achievement of action plan targets** | **Corporate resources** | **Asset Management** | **All departments as appropriate** |
| | | Improve the council's management of land and property information through the use of GIS and other systems | LAM-IMP-10 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Asset Management | All departments as appropriate |
| | | **Community Asset Transfer** | **LAM-NC -** | **Quarterly review and progress report /** | **Corporate Resources** | **Asset Management** | **HR (change management)** |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | programme | 11 | achievement of action plan targets | | | and Legal Services (legal support), other departments as appropriate, public and private sector partners, community |
| | | A programme of investment in the Council's retained estate | LAM-CP-12 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Asset Management | All departments as appropriate |
| | | A programme of rationalisation and modernisation of the Council's office accommodation | LAM-NC-13 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Asset Management | HR (agile working, etc.), Change team, all departments. Specialist external support as required. |
| | | A programme of disposals | LAM-NC-14 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Asset Management | All departments as appropriate |
| | | A £20 million investment programme of | LAM-CP-15 | Quarterly review and progress report / achievement of action | Corporate Resources | Asset Management | Technical Services. Other |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | reprovision | | plan targets | | | departments as required. Public and private sector partners |
| | | Review of facilities management | LAM-IMP-16 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Asset Management | All departments |
| | | Procure and implement a new payroll system and consolidate payroll service restructuring | LAM-NC-17 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Human Resources | All departments |
| | | Develop approaches to HR delivery model, including consideration of centralisation | LAM-IMP-18 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Human Resources | All departments |
| | | Develop a cultural change programme which provides opportunities for all staff to become involved in | LAM-IMP-19 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Human Resources | All departments |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | transformation, innovation and improvement | | | | | |
| | | Improve consistency and best practice in recruiting, developing and managing the Council's workforce | LAM-RI-20 | • **Local 6213h - Number of employees aged 65 and over working within the Authority**<br>• **Local 6274a – the % of top 5% of earners that are women**<br>• **Local 6274b – the % of top %5 of earners from black and minority ethnic communities**<br>• **Local 6274c – percentage of the top paid 5% who have a disability (excluding those in maintained schools)**<br>• **Local 6275 – the number of working days / shifts lost due to sickness absence**<br>• **Local 6276 – the percentage of employees retiring early (excluding ill-health retirements) as a % of the total workforce**<br>• **Local 6277 – the % of** | Corporate Resources | Human Resources | All departments, managers and supervisors, key corporate groups such as Corporate Equality and Inclusion Group (CEIG) |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | | | local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition<br>• **Local 6278 – the % of employees retiring on grounds of ill health as a % of the total workforce**<br>• **Local 6279 – the percentage of local authority employees from minority ethnic communities** | | | |
| | | **Implement the final stages of the Council's pay review** | **LAM-NC-21** | **Quarterly review and progress report / achievement of action plan targets** | **Corporate Resources** | **Human Resources** | **All departments** |
| | Improve accountability, accessibility and openness and involve those who use our services in their design and delivery | Introduce new governance framework for registrars | LAM-IMP-22 | Quarterly review and progress report / achievement of action plan targets | **Corporate Resources** | Legal and Member Services | - |
| | | **Support the Council through the changes to governance and democratic arrangements contained** | **LAM-RI-23** | **Quarterly review and progress report / achievement of action plan targets** | **Corporate Resources** | **Legal and Member Services** | **Elected members, Corporate Services Department** |

| Strategic Objective | Aims / 2009-10 Priorities (priorities indicated in bold) | We will deliver: Projects and/or Activities | Code | We will measure our success by: Related Performance Indicators | Lead Portfolio | Lead Service Area | Who else is required? |
|---|---|---|---|---|---|---|---|
| | | **within the Local Government and Public Involvement in Health Act 2007and the Local Democracy, Economic Development and Construction Bill 2008** | | | | | |
| | Improve partnership working with the public, private & voluntary sectors | Develop collaborative approaches to HR delivery | LAM-RI-24 | Quarterly review and progress report / achievement of action plan targets | Corporate Resources | Human Resources | Other local authorities and external partners |

## 4. Delivering Our Plans – Financial Summary

### 4.1 Revenue

|  | 2009/10 £000 | 2010/11 £000 | 2011/12 £000 |
|---|---|---|---|
| **Base budget** | 827.4 | 2,479.5 | 2,649.3 |
| | | | |
| **Increased Requirements** | | | |
| Pay | 162.1 | 162.1 | 162.1 |
| Prices | 41.0 | 41.0 | 41.0 |
| Energy and Fuel | 238.1 | | |
| Harmonisation of Pay | 41.5 | | |
| Capital Charges | 1,415.8 | | |
| Insurance | 9.2 | | |
| Transfers from Departments | 731.9 | | |
| Central Service Recharges | 4.7 | | |
| | | | |
| **Decreased Requirements** | | | |
| Income Inflation | -33.3 | -33.3 | -33.3 |
| Inter Committee Recharges | -327.7 | | |
| Admin Buildings | -110.7 | | |
| Efficiency Savings | | | |
| - Cabinet 16 Oct 2008 | -212.0 | | |
| - Cabinet 06 Nov 2008 | 0.0 | | |
| - Cabinet 27 Nov 2008 | 0.0 | | |
| Transfer to other Departments | -308.5 | | |
| | | | |
| **Base budget** | 2,479.5 | 2,649.3 | 2,819.1 |

The key budget issues for the Department are summarised as follows:

**GROWTH**

| Description | £000 | Details |
|---|---|---|
| | | |

**SAVINGS**

| Description | £000 | Details |
|---|---|---|
| EAT, RAT & Payroll | 40 | Reduction in costs as a result of new pay structure. |
| EAR, RAT & Payroll | 85 | Reorganisation of EAT, RAT & Payroll. |
| Committee Services | 40 | 2nd Phase of Legal and Democratic Service. The implementation of a modern committee services system. |
| Registrars | 47 | Increase of income for Registrars due to review of services provided. |

**Please note that detailed budgets will be considered by Cabinet and Council in February and March and this section of the business plan will be revised accordingly.**

On 13 March 2008, Cabinet set an Efficiency Savings target of £1.68 million for the Corporate Services Department to achieve over the years 2008/11. Corporate Services found and built £0.39 million savings into 2008/09 budgets. The Cabinet on 25 September resolved to apportion the remaining £1.29 million of the savings target between Corporate Services and Law, HR and Asset Management as follows:

| Efficiency Savings re-allocated to each department | 2009/10 £ | 2010/11 £ | Totals £ |
|---|---|---|---|
| Corporate Services | 203,000 | 165,000 | 368,000 |
| Law, HR and Asset Management | 507,000 | 415,000 | 922,000 |
| **Total Efficiency Savings** | **710,000** | **580,000** | **1,290,000** |

### 4.2 Capital

Achieving Council objectives requires capital investment. The Capital Strategy sets a framework that enables the Council to work with partners and stakeholders to prioritise and effectively deliver capital investment that contributes to the achievement of Council objectives. Bids for inclusion in the capital programme are prioritised against criteria taking account of the priorities identified in the Corporate Plan.

The 2009-12 Capital Programme identifies the following areas of expenditure for Law, HR and Asset Management:

| Expenditure | 2009/10 £000 | 2010/11 £000 | 2011/12 £000 |
|---|---|---|---|
| Property Maintenance | 1,510 | 1,510 | 1,510 |
| Disabled Access Provision | 100 | 100 | 100 |
| Building Modernisation | 1,000 | 2,000 | 0 |
| Micro regeneration | 100 | 100 | 0 |
| **Total Expenditure** | **2,170** | **2,170** | **2,160** |

| Resources | 2009/10 £000 | 2010/11 £000 | 2011/12 £000 |
|---|---|---|---|
| General Capital Resources | 2,670 | 2,670 | 2,610 |
| Grant | 60 | 60 | 0 |
| **Total Identified Resources** | **2,710** | **2,710** | **2,610** |

Additional schemes identified for 2009-12:

| Recommended Schemes | Cost £000 |
|---|---|
| Strategic Asset Review<br>• Develop and implement the Review agreed at Cabinet on 27 November 2008. Specific schemes to be subject to Business Case. Will involve partnering, generate capital receipts and realise revenue savings estimated at £3.7 million per annum. Replaces existing capital programme allocation | 20,000 |

| | |
|---|---|
| Strategic Asset Review – IT<br>• Develop and implement the Review agreed at Cabinet on 27 November 2008. Specifically in respect of office accommodation and use of IT to support agile working,  Will support delivery of £1 million pa savings | 6,000 |

## 4.3  Value for Money

The Council is committed to providing value for money services.  In line with this, the Law, HR and Asset Management Department seeks continuously to ensure that its functions and activities are delivered in a manner that provides excellent value for money to local people.  Whilst the Department has no areas of high spend relative to other authorities, it will continue to monitor the Audit Commission's value for money profile tool to ensure that relative spend remains favourably comparable.

# 5. Delivering Our Plans - Managing Staff, Assets and Risks

## 5.1 HR / Workforce Planning

A workforce profile summary can be found at **Appendix 1**.

The table below provides an analysis of the workforce impact of the projects / activities planned by the department for 2009-10:

| Projects / Activities | Workforce Impact | Planned Actions | Financial Implications |
|---|---|---|---|
| To provide legal advice and assistance to support the development of a strategy for section 106 and community infrastructure levy | The legal planning team has recently been reduced as a result of flexible retirement of 2 staff. There is a need to replace that capacity. | Review structure of legal service and ensure available resources are deployed to optimise effectiveness and value for money. | To be determined in the legal service review. |
| Provide property and legal support for key transformational partnership projects such as New Brighton Phase 2, Hoylake Golf Resort, Birkenhead Town Centre, Sail Project, Wirral Waters, Hind Street redevelopment | There has been a need to use external solicitors to support some of these projects as a result of long term absence of a key member of staff. | Review the use of external solicitors and capacity within the conveyancing team.<br><br>Monitor inputs to projects to ensure adequate support. Identify the need and where appropriate procure specialist additional support. | To be determined in the legal service review.<br><br>Where appropriate, necessary resources to be identified within project plans and relevant costs charged to project budgets. |
| Establish Sustainability Unit | Additional resources required for newly established Unit. | Authority being sought from Employment Committee to establish two new posts. | Costs to be met from the Council's efficiency budget (as agreed by Cabinet 25.09.08). |
| Provide property and legal support for HMRI initiative | The requirement for an additional legal post to support this work has been identified and approved. | Recruit the additional solicitor. | Additional funding from HMRI budget approved. |
| Provide HR, property and legal support for transforming social care | This process is putting pressure on the contracts and | Recruit the additional solicitor. | Funding approved from the efficiency investment fund. |

| | employment team. The need for additional support on employment issues has been identified and the funding approved. | Monitor existing resources in line with project plan | |
|---|---|---|---|
| Ensure that all Council assets comply with the requirements of the DDA | Contained within existing resources | | |
| Provide legal, property and HR support for gateway review of parks and countryside | This process is adding to the pressure on the contracts and employment team. | Covered in comments on transforming social care (above). | Covered in comments on transforming social care (above). |
| Public Law Outline pre-proceedings pilot project which will identify best practice for national dissemination. | Social services legal team now fully staffed. The case loads of child care solicitors will need to be monitored closely. Implications of the Baby P case and the economic downturn likely to result in significant increase in child protection legal work. | Case loads of child care solicitors to be closely monitored and adequacy of current staffing level to be assessed in light of increasing demand for child protection legal advice. | Additional funding may be required if extra capacity is needed to ensure that case loads do not become excessive. |
| Implement a property review programme | Programme to be developed within existing resources. Additional resources may be required for delivery depending on the finally agreed programme. | To be identified as programme is finalised. | |
| Improve the Council's management of land and property information through the use of GIS and other systems | Contained within existing resources. | - | - |
| Community Asset Transfer programme | Supporting a successful asset transfer programme will require additional dedicated property management | Review capacity following the outcome of the Strategic Asset Review. | To be assessed. |

| | | | |
|---|---|---|---|
| | resources. | | |
| A programme of investment in the Council's retained estate | Contained within existing staffing resources | Finalise investment programme following the outcome of the Strategic Asset Review. Finalise structure for Asset Management Division. | |
| Modernisation and rationalisation of the Council's office accommodation | To be assessed following the outcome of the Strategic Asset Review and the finalisation of the Asset Management Division structure. Additional specialist support will be required. | Develop project delivery structure and project plan. Finalise divisional structure. | To be assessed. Costs of project delivery (including specialist external support) to be capitalised as appropriate. |
| A programme of disposals | Contained within existing staffing resources. | - | - |
| A £20 million investment programme of re-provision | To be assessed following the outcome of the Strategic Asset Review. Will draw on specialist expertise in other services and departments. Additional internal and/or external support will be required. | Develop project delivery structure and project plan. | To be assessed. Costs of project delivery (including specialist external support) to be capitalised where appropriate. |
| Review of facilities management | To be assessed, | Develop project delivery structure and project plan having regard to administrative accommodation project arising from SAR. | To be assessed. Costs of project delivery (including any specialist external support that may be required) to be capitalised where appropriate. |
| Procurement and implementation of a new payroll system and consolidation of payroll service restructuring | Dependent upon which solution is procured we will need an implementation team of between 2 | To let an OJEU tender and select a preferred partner. Following selection of the partner to establish and back- | Dependent upon the solution/partner selected the implementation team costs will be between £100k and |

|  |  |  |  |
|---|---|---|---|
|  | and 10 staff for between 1 and 2 years. If a large team is required this will divert our key HR staff away from supporting some of the Council's key priorities with HR implications e.g. the SAR | fill an implementation team. | £900k. |
| Develop approaches to model HR delivery, including consideration of centralisation | The outcome may require a substantial reorganisation of the Council's HR Services. This would also require the re-schilling of some staff in their new functional roles, particularly that of business partnering | To undertake a review and put options/proposals to COMT, Cabinet and Employment Committee. Dependent upon the outcome to possibly reorganise services. | Dependent upon the selected option this could provide efficiency savings to the Council. |
| Develop a cultural change programme which provides opportunities for all staff to become involved in change, innovation and improvement | We will need to develop internal facilitators across the Council. | To develop and agree a planned programme with COMT. To then launch the programme on an ongoing basis. | To release of key staff for training in the role of facilitators and to then ct as facilitators. For the Council as a whole to provide all staff with time to participate in the programme. |
| Improve consistency and best practice in recruiting, developing and managing the Council's workforce | This is a core role for our existing team, which may require the reallocation of projects, resources and priorities. | To regularly build relevant actions into the People Strategy and related action plans. | Will be contained within existing resources. |
| Implement the final stages of the Council's pay review | We will continue to need to allocate 2 to 3 FTE staff to undertake this work. Senior HR staff will continue to plan and manage the overall project. | To implement the final phases of the new pay structure by May 2009. To undertake an equality audit. To continue to evaluate jobs ad infinitum. To | Cabinet provided a further £460k on 15 January 2009 to support the continuation of this project. This covers staffing, consultancy and systems costs. |

| | | | |
|---|---|---|---|
| | | continue to resolve/respond to legal cases, grievances and appeals. | |
| Introduce new governance framework for registrars | Within existing resources | - | - |
| Support the Council through the changes to governance and democratic arrangements contained within the Local Government and Public Involvement in Health Act 2007and the Local Democracy, Economic Development and Construction Bill 2008 | This will be led through the Democratic Services Team. The two most senior members of staff are leaving the Council in the next 6 months. The recruitment of replacements will be key to delivering this work with maximum effectiveness. | Recruit key staff. | Within existing resources. |
| Develop collaborative approaches to HR delivery | The development of such approaches will involve senior members of the HR team. | To continue to identify, agree and explore collaborative approaches with our public sector colleagues in Wirral and Merseyside. | None in terms of development. |

**5.2    Asset Management**

The Council is currently engaged in a progress of service modernisation and transformation that will radically alter how it delivers key services. This will ensure we provide better value for money for the council tax payer and have major implications for future asset needs, as well as helping support regeneration across the borough.

A key action for the new Asset Management Division will be to strengthen corporate asset management arrangements, embedding effective asset management within the business planning of the Authority and its services as well as providing high quality property support to the delivery of services and change projects.

This plan identifies key asset change projects that will help drive the transformation agenda. These will be complemented by new procedural frameworks, structural changes and new ways of working.

**5.3    Equality and Diversity**

Wirral Council is committed to ensuring equality of opportunity and promoting diversity are at the core of everything it does as an employer, service provider, commissioner

and in its community leadership role. The council has an equality and diversity framework as set out by its Corporate Equality Policy, Strategy and Action Plan (the latter will be replaced by the Equality Watch Scheme from April 2009). Each department has an equality action plan in place as part of this framework, which takes into account any actions identified through the Equality Impact Assessment process.

Corporate Services and HR, Law and Asset Management departments have agreed that the Corporate Services Departmental Equalities Group retains its current format for the time being, under the name 'Inter-Departmental Equality Group', taking forward action planning from Equality Impact Assessments (EIAs) and work in relation to self assessment for Equality Standard as a single group.

**Appendix 2** contains a list of EIAs completed by HR, Law and Asset Management departments during 2008/09 and planned for 2009/10.

As indicated above, the Inter-Departmental Equality Group has put in place an action plan based on the corporate template which has been developed through the Corporate Equality and Inclusion Group. This action plan is aligned to the Equality Watch Scheme action plan, which appears as a project / activity in section 4 of this departmental plan.

Planned actions by the department include:

*Employment*

- Promoting a series of staff policies to Managers, to gain a better understanding, e.g. reasonable adjustments, bullying and harassment, 'keep in touch' days, capability, paternity, redeployment, flexible working
- Developing workforce equality data
- Reviewing staff policies and procedures with regard to caring responsibilities
- Reviewing the absence management policy and procedure with regard to mental health issues
- Reviewing the Criminal Records Bureau checks policy with regard to ex-offenders and transgender people
- Incorporating a standard equality and diversity question into all job interviews
- Reviewing the corporate staff recruitment process with regard to equality and diversity

**Processes & Procedures**

- Researching best practice when reviewing policies
- Ensuring data protection issues are taken into consideration when collecting / storing / accessing personal equality data
- Developing a performance management system for the council's equality and diversity work

**Training, Education and Learning**

- Developing a corporate equality and diversity training framework, including the monitoring of completed training

- Ensuring all employees and members have access to equality and diversity awareness raising training
- Transgender awareness training to be provided to customer facing staff
- Cultural awareness training to be provided to customer facing staff
- Specialised awareness training required regarding transgender issues, lesbian, gay bisexual issues, and religious, belief, cultural issues
- All departments to review future skills requirements

## 5.4    <u>Significant impact on other departments</u>

As indicated above, the impact of the Council's plans in relating to modernising the borough's assets will be significant, not only for the Department of Law, HR and Asset Management but across the organisation

The ability of the legal service to provide and advice and support to key projects such as regeneration schemes, major procurement exercises and HMRI will affect the overall ability of the Council to deliver those projects.

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## 5.5 Departmental Risk Register

| Projects / Activities | Description of Risk | Officer Responsible | Consequences | Category | Existing Control Measures | Net Likelihood Score | Net Impact Score | Net Total risk score | Risk Review Frequency | Additional Control Measures Planned | Target Date |
|---|---|---|---|---|---|---|---|---|---|---|---|
| To provide legal advice and assistance to support the development of a strategy for section 106 and community infrastructure levy | Insufficient staff capacity to provide the support | Simon Goacher | Delay in development of the strategy | Strategic | Review of structure to be carried out. Regular reviews of workloads. | 2 | 4 | 8 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |
| Provide legal and property support for key transformational partnership projects such as New Brighton Phase 2, Hoylake Golf Resort, Birkenhead Town Centre, Sail Project, Wirral Waters, Hind Street redevelopment | Insufficient staff capacity to provide the support | Simon Goacher (Legal) and Ian Brand (Asset Management) | Delay in completion of projects. Susceptibility to challenge or failure to meet council objectives. | Strategic | Review of structure to be carried out. Regular reviews of workloads. Project management frameworks and monitoring. | 2 | 4 | 8 | Quarterly | Updates on progress to COMT/Cabinet | Various |
| Establish Sustainability Unit | Inability to recruit suitably skilled staff | Ian Brand | Delay in taking forward work of the Sustainability Unit | Strategic | Graded posts to be submitted to Employment Committee for approval | 2 | 4 | 8 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Provide legal and property support for HMRI initiative | Insufficient staff capacity to provide the support | Simon Goacher (Legal) and Ian Brand (Asset Management) | Delay in completion of projects | Strategic | Review of Legal and Asset Management structures to be carried out. Regular reviews of workloads. HMRI programme monitoring. | 2 | 4 | 8 | Quarterly | Updates on progress to Cabinet. Regular review meetings with Regeneration | Ongoing |
| Provide HR, Property and legal support for transforming social care | Insufficient staff capacity to provide the support | Simon Goacher (Legal), Ian Brand (Asset Management) and Paul Bradshaw (HR) | Delay in completion of project. Susceptibility to challenge or failure to meet council objectives | Strategic | Review of Legal and Asset Management structures to be carried out. Regular reviews of workloads. Project management framework and monitoring. | 3 | 5 | 15 | Quarterly | Programme Board reviews. | Ongoing |
| Ensure that all Council assets comply with the requirements of the Disability Discrimination Act | Members of the public discriminated by inadequate access or lack of other disabled facilities in Council assets. | Ian Brand | Legal action, possible injury to disabled person. | Regulatory | DDA Accessibility surveys and physical adaptations to assets. | 2 | 4 | 8 | Quarterly | | |
| Provide HR, Property and Legal support for gateway | Insufficient staff capacity to provide the support | Simon Goacher (Legal), Ian Brand (Asset | Delay in completion of project. Susceptibility to | Strategic | Review of Legal and Asset Management | 2 | 3 | 6 | Quarterly | Programme Board reviews. | |

| review of parks and countryside | | Management) and Paul Bradshaw (HR) | challenge or failure to meet council objectives | | structures to be carried out. Regular reviews of workloads. Project management framework and monitoring. | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Public Law Outline pre-proceedings pilot project which will identify best practice for national dissemination | Outcomes may not be favourable | Simon Goacher | Damage to Council reputation | Operational | Regular review of cases. | 2 | 4 | 8 | Quarterly | | 31 May 2009 |
| Implement a property review programme | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes. Inefficient use of Council assets. | Strategic | Review of Asset Management structure to be carried out. Regular reviews of workloads. | 2 | 4 | 8 | Quarterly | Updates on progress to DMT | Ongoing |
| Improve the Council's management of land and property information through the use of GIS and other systems | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes. Property decisions made on inadequate or inaccurate data. | Strategic | Review of Asset Management structure to be carried out. Regular reviews of workloads. | 2 | 4 | 8 | Quarterly | Updates on progress to DMT | Ongoing |
| Community Asset Transfer programme | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes | Strategic | Review of Asset Management structure to be carried out. Regular | 3 | 5 | 15 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |

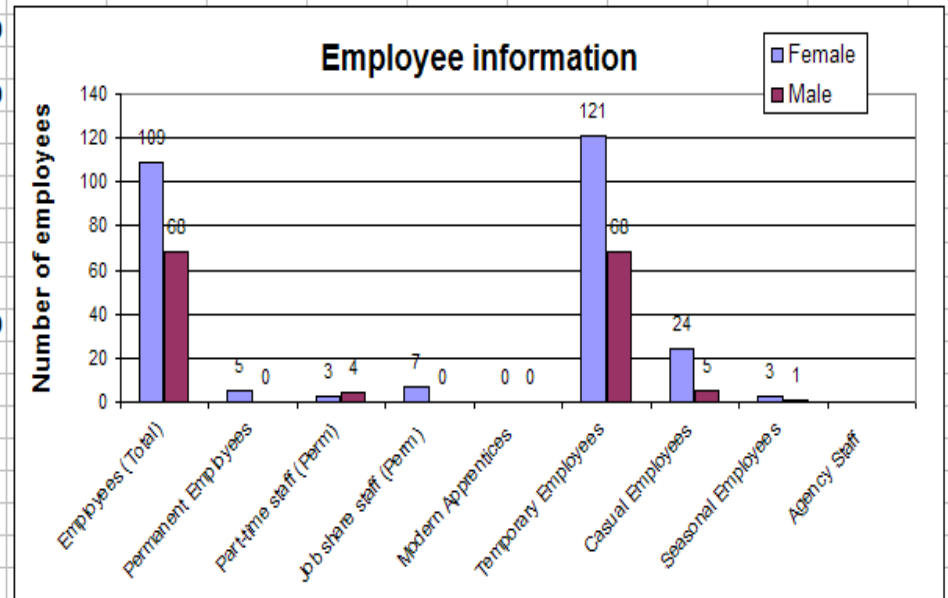| | | | | | reviews of workloads. | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| A programme of investment in the Council's retained estate | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes | Strategic | Review of Legal and Asset Management structure to be carried out. Regular reviews of workloads. | 3 | 5 | 15 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |
| The modernisation and rationalisation of the Council's office accommodation | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes | Strategic | Review of Asset Management structure to be carried out. Regular reviews of workloads. | 3 | 5 | 15 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |
| A programme of disposals | Insufficient capacity to provide the support and unfavourable market conditions | Ian Brand | Delay in or inability to achieve desired outcomes | Strategic | Review of Asset Management structure to be carried out. Regular reviews of workloads. | 3 | 5 | 15 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |
| A £20 million investment programme of re-provision | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes | Strategic | Review of Asset Management structure to be carried out. Regular reviews of workloads. | 3 | 5 | 15 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |
| Review of facilities management | Insufficient capacity to provide the support | Ian Brand | Delay in or inability to achieve desired outcomes | Strategic | Review of Asset Management structure to be carried | 3 | 5 | 15 | Quarterly | Updates on progress to COMT/Cabinet | Ongoing |

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | out. Regular reviews of workloads. | | | | | | |
| Procurement and implementation of a new payroll system and consolidation of payroll service restructuring | The ability to pay staff and Members | Paul Bradshaw | Failure to procure and implement a new payroll system in time could lead to the Council being unable to pay staff and Members. | | Should time scale become an issue we would seek to temporarily extend our current contract. This, however, would be likely to be at a cost. | 2 | 5 | 10 | Quarterly at DMT | None | May 2011 |
| Implement the final stages of the Council's pay review | Ensuring pay equality for all staff | Paul Bradshaw | Potential of significant legal actions against the Council and a multi million pound liability if we do not implement an equal pay structure for all Council staff. | | Reviewed weekly by the HR team. Regular update reports to Cabinet. | 1 | 5 | 5 | Quarterly at DMT | None | May 2009 |
| Introduce new governance framework for Registrars | Insufficient staff capacity to provide the support | Simon Goacher | Delay in implementation of project | Operational | Senior managers to monitor project progress against agreed milestones | 1 | 3 | 3 | Quarterly | Reports to Directorate Management Team | |
| Support the Council through the changes to governance | Insufficient staff capacity to provide the support | Simon Goacher | Delay in implementation of projects. Susceptibility to | Strategic | Review of structure to be carried out. Regular | 2 | 5 | 10 | Quarterly | | 31/12/09 |

| and democratic arrangements contained within the Local Government and Public Involvement in Health Act 2007and the Local Democracy, Economic Development and Construction Bill 2008 | | | challenge | | reviews of workloads. | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|

## Appendix 1 – Workforce Profile (Law, HR and Asset Management)

| Employee Information as at 11-1 | Female | FTE | % | Male | FTE | % | Totals |
|---|---|---|---|---|---|---|---|
| Employees (Total) | 109 | 99.06 | 57.67% | 68 | 65.62 | 35.98% | 177.00 |
| Permanent Employees | 5 | 3.60 | 2.65% | 0 | 0.00 | 0.00% | |
| Part-time staff (Perm) | 3 | 3.00 | 1.59% | 4 | 4.00 | 2.12% | 7.00 |
| Job share staff (Perm) | 7 | 0.17 | 3.70% | 0 | 0.00 | 0.00% | |
| Modern Apprentices | 0 | 0.00 | 0.00% | 0 | 0.00 | 0.00% | |
| Temporary Employees | 121 | 102.84 | 64.02% | 68 | 65.62 | 35.98% | |
| Casual Employees | 24 | 15.56 | 12.70% | 5 | 3.22 | 2.65% | |
| Seasonal Employees | 3 | 1.50 | 1.59% | 1 | 0.40 | 0.53% | |
| Agency Staff | | | N/A | | | N/A | |
| | | | | | | | 184.00 |



| Employee Profiles - as at : 11-11 | Female | % | Male | % | total | % |
|---|---|---|---|---|---|---|
| <20 | 5.00 | 2.65% | 3.00 | 1.59% | 8.0 | 4.2 |
| 20-29 | 14.00 | 7.41% | 11.00 | 5.82% | 25.0 | 13.2 |
| 30-39 | 24.00 | 12.70% | 6.00 | 3.17% | 30.0 | 15.9 |
| 40-49 | 32.00 | 16.93% | 26.00 | 13.76% | 58.0 | 30.7 |
| 50-54 | 12.00 | 6.35% | 11.00 | 5.82% | 23.0 | 12.2 |
| 55-63 | 30.00 | 15.87% | 10.00 | 5.29% | 40.0 | 21.2 |
| 64-67 | 3.00 | 1.59% | 1.00 | 0.53% | 4.0 | 2.1 |
| 68+ | 1.00 | 0.53% | 0.00 | 0.00% | 1.0 | 0.5 |
| | 121.00 | | 68.00 | | 189.00 | |
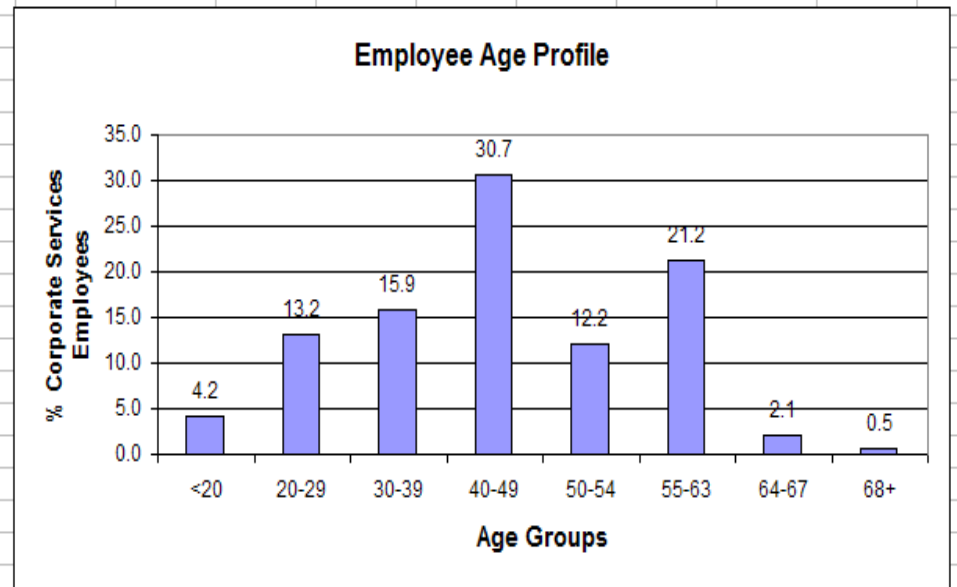
**Appendix 2 - EIAs completed during 2008/09 and planned for 2009/10**

| List of Functions/Policies | Completed? |
|---|---|
| *Legal and Member Services* | |
| *1.* **Annual canvass** | yes |
| *2.* **Voting by post** | yes |
| *3.* **Voting at polling station** | yes |
| *4.* **Rolling registration** | yes |
| *5.* **Obtaining certificates** | yes |
| 6. Registration of births and deaths | yes |
| 7. Notice of marriage and ceremonies | yes |
| 8. Civic Services | yes |
| 9. Committee Services | yes |
| 10. Member Services | yes |
| **11. Legal Services (including conveyancing)** | 2009-10 |
| *Asset Management – Management of Operational/Non Operational Assets* | |
| 12. Compensation, Claims, Wayleaves, Easements | yes |
| 13. Letting Management | yes |
| 14. Valuation and Professional property advice | yes |
| 15. Travellers affecting land | yes |
| *Strategic Asset management* | |
| 16. Asset Management Plan and accommodation strategy | yes |
| *Human Resources* | |
| *Recruitment* | |
| 17. Recruitment Advertising | yes |
| 18. Temporary Workers Policy | yes |
| 19. Right to work in the UK | yes |
| 20. Restructuring Policy | yes |
| 21. Recruitment policy | yes |
| 22. CRB checks | yes |
| 23. Exit interviews | yes |
| 24. Politically restricted posts | yes |
| 25. Apprentices | yes |
| 26. Interview expenses | yes |
| 27. Redeployment policy | yes |
| *Conduct* | |
| 28. Whistleblowing | yes |
| 29. Conflict of interest | yes |
| 30. Corporate hospitality | yes |
| 31. Disciplinary | yes |

| | | |
|---|---|---|
| 32. | Employee code of conduct | yes |
| 33. | Gifts & hospitality | yes |
| 34. | Outside employment | yes |
| 35. | Grievance | yes |
| 36. | Bullying & harassment | yes |
| 37. | Managing a dispute | yes |
| 38. | Alcohol, drugs or substance misuse | yes |
| **Absence Management** | | |
| 39. | Absence Management Policy | yes |
| 40. | Occupational health | yes |
| 41. | Access to medical reports | yes |
| 42. | Capability absence | yes |
| 43. | Capability performance | yes |
| 44. | Employee Welfare Policy | yes |
| **Allowances** | | |
| 45. | Car Allowance | yes |
| 46. | Disturbance allowance | yes |
| 47. | Travel & subsistence | yes |
| 48. | Overseas travel | yes |
| 49. | Injury allowance | yes |
| 50. | Protective clothing | yes |
| **Equality and diversity** | | |
| 51. | Reasonable adjustments policy | yes |
| 52. | Workstep | yes |
| 53. | Age | yes |
| **Pay and grading** | | |
| 54. | Child Care Benefit/Voucher Scheme | yes |
| 55. | Professional subscriptions | yes |
| 56. | Acting up | yes |
| 57. | Honorarium | yes |
| 58. | First aid payments | yes |
| 59. | Overtime | yes |
| 60. | Pay policy | yes |
| 61. | Job evaluation | yes |
| 62. | Long service award | yes |
| **Leave** | | |
| 63. | Annual leave and bank holidays | yes |
| 64. | Sick leave | yes |
| 65. | Special leave | yes |
| 66. | TOIL | yes |
| 67. | Exam leave | yes |

| 68. | Parental leave | yes |
|---|---|---|
| 69. | Paternity Leave | yes |
| 70. | Adoption leave scheme | yes |
| 71. | Maternity scheme | yes |
| 72. | Maternity support leave | yes |
| 73. | Career break | yes |
| 74. | Employment break | yes |
| 75. | Right to request flexible working | yes |
| 76. | Flexi time scheme | yes |
| 77. | Home working | yes |
| 78. | Job share | yes |
| 79. | Term time contracts | yes |
| 80. | Working time | yes |
| *Retirement and redundancy* | | |
| 81. | Redundancy and severance | yes |
| 82. | Retirement policies (early, ill health, flexible, pension) | yes |
| *Employment* | | |
| 83. | People strategy | yes |
| 84. | Contract of employment | yes |
| 85. | Continuous service | yes |
| 86. | Temporary workers | yes |
| 87. | Fixed term contracts | yes |
| 88. | Notice periods | yes |
| 89. | Probationary period | yes |
| 90. | Consultation and negotiation | yes |
| 91. | Trade union recognition | yes |
| 92. | Breastfeeding policy | yes |
| 93. | Domestic violence | yes |
| *Training and communications* | | |
| 94. | Training and Development policy | yes |
| 95. | Reskilling | yes |
| 96. | Key issue exchange | yes |
| 97. | Leadership | yes |
| 98. | Staff communications | yes |
| 99. | Suggestion scheme | yes |
| 100. | Cylix | yes |