

Report to: Overview and Scrutiny Committee

Date: 6 October 2008

Subject: Support Services Review - Project Closure

Report of: Deputy Chief Executive

Contact officer: Vicky Sharrock 01942 827699

Purpose / summary: The purpose of this report is to inform the committee that the specific project which undertook the Support Services Review has now been closed. A project closure document is attached which gives the committee details on how the plans and actions will be implemented and monitored as part of the council's overall performance management framework.

Alternative options considered and reason for selecting the one recommended: The Committee has received earlier reports on the Review. This report details the project closure and informs committee how progress will be monitored henceforth

Recommendation / decision: The Committee is asked to:

- note progress made on the Support Services Implementation;
- comment on the Project Closure document attached, as appropriate; and
- note that outstanding actions have now been incorporated into Departmental Business Plans, performance against which will be monitored by Audit, Governance and Improvement Review Committee

Risks / Implications:

Financial: The Review will realise savings of £1.6m for each of the two financial years 2008-9 and 2009-10

Staffing: The implementation of the Review has structural implications

Policy: N/A
 Equal Opportunities - Has a Diversity Impact Assessment been conducted? Yes
 Wards affected: All

Property Implications – Does the proposal involve a reduction, addition or change to the Council’s asset base or its occupation?

No

Does this proposal have significant implications for the Council and the local population?

Yes

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

The implementation of the Review will require a review of existing policies and procedures and the creation of new ones. These will be brought to members as they are developed.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council’s Constitution? **Yes**

Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council’s budget? **Yes**

Are any of the recommendations within this report contrary to the Policy Framework of the Council? **No**

For Cabinet reports only :

Categorisation of the report:	x		x
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
	6 October 2008		

List of Background Papers in accordance with Section 100D of the Local Government Act 1972:

Title of document	Which meeting did it go to?	Date of meeting	Copy available from?
Support Services Review;	Cabinet	14 June 2007	Democratic Services
Presentation – Support Services Review	Audit Governance and Improvement Review Committee	27 September 2007	Office of the Chief Executive
Report – Support Services Review	Overview and Scrutiny Committee	11 February 2008	Democratic Services

Proper Officer Sue Johnson

Date 15 September 2008

Background:

The Support Services Review was initiated in October 2006 from which the findings and improvement plan were previously reported to Overview and Scrutiny in June 2007.

A series of project teams were established to undertake the implementation, overseen by a programme management team. These have now all reported and are affecting future service delivery of support services.

The attached report demonstrates how the objectives of the original review have been met and identifies continuing actions, savings and reallocations, lessons learnt, current risk log and equality and diversity actions.

Proposals:

It is recommended that the ongoing implementation work be handed over to the relevant departments, Business Support Services and Chief Executive Services. All 'follow on' actions are included within departmental service plans and will be monitored through Audit Governance and improvement Review Committee.

This allows us to disband the programme management team, who have been responsible for the review and implementation.

Alternative options considered and reason for the recommended option:

A unified structure for delivering Support Services was agreed in June 2007 and is currently being implemented. The top three tiers within all support service areas have been established with subsequent detailed structures currently under discussion. This approach will enable us to ensure consistency in the way services are delivered across departments whilst retaining the understanding of business needs and established relationship.

Targeted savings have been agreed and included within the budgets for 2008/09 through to 2010/11. These are being achieved through a combination of

implementing new models of services, revised structures and business process re-engineering.

Conclusions:

The Support Services Review and subsequent implementation have reached a point where they are being integrated into the way we deliver support services. The closure of the project and programme management team supports this next phase in delivering improved services to the organisation and transition of responsibility to the relevant department.

The savings identified to date have allowed us to re-invest money into priority areas for the council. This will continue as future savings targets are achieved.

As part of the work towards closure we have undertaken a number of feedback sessions to identify lessons that can be transferred to future projects.

Project Closure

Programme: Support Services Review

Project: Support Services Review and Implementation

Author: Vicky Sharrock

Programme Organisation:

Programme Oversight	SMT
Programme Management Team	Sue Johnson David Smith Paul McKevitt Terry Dunn Steve Peddie Paul Stevenson Deborah Brownlee Angela Foster

Timescales: September 2008

1. Introduction

This document forms the end of project report for the support services review.

The original Project initiation Document (PID) related to the delivery of the review objectives. A separate PID was not produced for the implementation phase, therefore this end project report relates to both stages.

2. Programme Overview

2.1 Initial Business Case

The review was instigated to ensure support services are provided in the most effective way to support the delivery of the Council's Vision, Purpose and Values and front line services.

The original business case was summarised as follows:

- a. Management of key resources and support functions is split across three main departments (Legal and Property Services, Chief Executives and Finance & IT) with additional employees based in service departments for some of these support functions.
- b. We do not know the scale (numbers and cost) of those support services.
- c. Management information about key resources is not always available or linked up. The review will address how the right information can be provided to the right places and the right time, and how incentives can be built into the system to facilitate its accuracy.
- d. There is sometimes a lack of clarity between the roles of central and service departments.
- e. We need to take a proactive view of what we need and want from our Support Services in the future and how they can best support our wider improvement programme.
- f. There is a need to clarify and document the service standards that users can expect.

2.2 Programme Objectives

The aim of the review was:

To ensure that effective Support Services are delivered that enable the Council to provide or commission customer focused services.

The objectives of the review were:

- a. To produce a clear vision for future delivery of Support Services to the Council and partners (e.g. Fire Authority, Wigan Leisure and Culture Trust & Schools). This vision will take account of the changes likely to impact upon the future shape of local government.
- b. To ensure that we have systems, processes and structures which best support front line services (including joint commissioning and joint procurement).
- c. To ensure that the Council is ensuring value for money in its support service arrangements.
- d. To look at the medium and long-term approaches to delivering ongoing efficiencies in the delivery of Support Services to the Council.
- e. To consult stakeholders on the proposed options for change and work with the programme board to “bring colleagues with us”.
- f. To establish a programme of activity to implement the preferred option within the agreed timescale (“SMART”). This is likely to be not less than 12 months. In particular this will take account of:
 - I. The developing corporate approach to ‘customer relationship management’ including the Wigan Joint Service Centre.
 - II. Overall value for money including ‘Gershon’ efficiencies and the potential for new delivery models with commercial, other public sector partners or the third sector.
 - III. Achieving the right balance between focusing on internal customers (and their end users) and governance of the Council including the corporate and democratic core, recognising the corporate nature (statutory roles) of some support services.
 - IV. Defining key support processes and roles within them.
 - V. Structures to ensure clear overall direction and effective delivery.

- h. To work with the programme and project teams in identifying and managing the risks associated within this change programme.

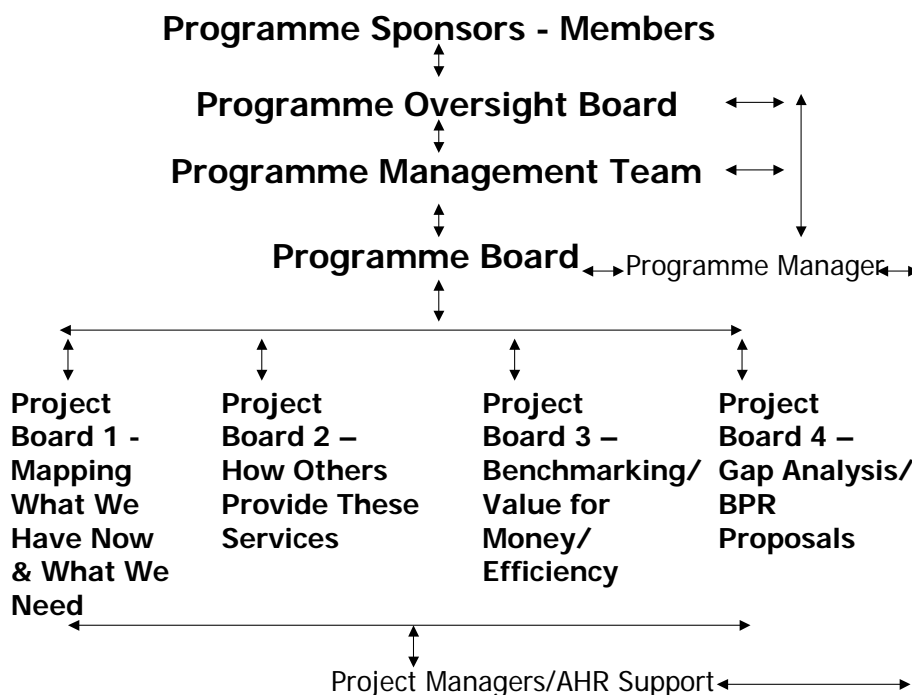
2.3 Scope

The review covered the following support services:

- HR
- Finance
- ICT
- Legal
- Property
- Communications, media and reputation management
- Organisational development
- Policy and performance
- Administration and secretarial

2.4 Programme organisation

The programme was delivered through the structure outlined below:



3 Achievement of Programme Objectives

3.1 Review

A number of key milestones were set within the original project initiation document. These were all achieved during the course of the review, although not all of these were achieved within the targeted timeframe. The table in appendix A sets out delivery against the key milestones of the review.

The project initiation document also highlighted a number of objectives to be achieved through the review. Some of these objectives require ongoing work past the project closure stage:

- Ongoing monitoring of performance
- Assessment of future needs and future delivery models.
- Continued communication and consultation

Appendix B highlights the original objective of the review and how well they were delivered.

3.2 Implementation plan

Following the review the series of recommendations were translated into an implementation plan. This plan also contained a risk log. Throughout the implementation phase a process of capturing equality and diversity issues was developed.

Current progress against these objectives, updated risk log and equality and diversity action plan are included in the appendices.

A number of follow-on actions have been highlighted by Project Management Team (PMT). These include:

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Workstream	Follow on actions
Diversity Impact Assessment	<ul style="list-style-type: none"> • Include actions in Business Support Services (BSS) and Chief Executive's Services (CES) departmental plans • Update work plans for all workstreams to include Equality and Diversity implications
Organisational Framework	<ul style="list-style-type: none"> • Roll out of structural model adopted for BSS and CES across the organisation
Legal Services	<ul style="list-style-type: none"> • Implement agreed reporting format for management information • Revise systems to meet LEXEL version 4 practice management standards. • Develop standard formats for clients when instructing Legal • Enhance use of SharePoint site to improve communications with clients • Discussions with clients on commissioning of external solicitors to be undertaken • Implement central telephone and email reception point
BPR	<ul style="list-style-type: none"> • Development of continued cycle of Business Process Re-engineering (BPR) around areas for improvement. This is linked to the work on the Generic Help Facility
Organisational Development	<ul style="list-style-type: none"> • Co-location of service (awaiting NPS) • Development of learning hub
Reputation Management	<ul style="list-style-type: none"> • Deployment of structures • Launch reputation management strategy • Borough signage and promotions to be developed as part of the Image Wigan project
Strategic Commissioning	<ul style="list-style-type: none"> • Embedding Improvement and Efficiency Strategy • Develop analytical resource capacity to support intelligence system • Development of a corporate approach to

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	commissioning
Shared Services	<ul style="list-style-type: none"> • Executive Director BSS is lead on the AGMA collaborative services group which will take this work forward.
Assets, facilities and estate management	<ul style="list-style-type: none"> • Accommodation strategy being prepared • Estates Strategy to be developed • Links to flexible working • Review of operational property • Develop strategic asset management plan • Complete research on meeting room and training facilities
NPS	<ul style="list-style-type: none"> • Co-location working across partnership arrangement and working • Re-launch partnership • Establish joint client officers' group • Establish communications group as a regular forum • Completion of fees structures • Market test fees structures once agreed
Performance management framework	<ul style="list-style-type: none"> • Continued development of the framework through the service planning process • Regular monitoring through Business Management Group (BMG)
Democratic services review	<ul style="list-style-type: none"> • Service will transfer to BSS on 1 August 2008 • New structure is in process of being evaluated before implementation.
Administration	<ul style="list-style-type: none"> • Not yet commenced • Project plan needs to be developed following detailed structures being implemented
Future strategy for markets	<ul style="list-style-type: none"> • Implement recommendations from the final report
Generic help facility	<ul style="list-style-type: none"> • Implementation of findings and recommendations • Set up project team • Process mapping to improve current provision and streamline transactional processes (second round of

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	<p>BPR)</p> <ul style="list-style-type: none">• Improve information provision through use of the internal web and process mapping• Development of training and packages to support implementation and increased use of self help
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All actions identified are contained within the relevant service plan through which progress will be monitored.

4. Savings

The savings targets for the implementation of the support services review findings are:

- £1.316m in 2008/09
- Further reduction of £1.25m in 2009/10
- Further reduction of £1.25m in 2010/11
- Total savings of £3.816 million

These savings to be achieved through a combination of implementing new models of services, revised structures and business process re-engineering. A full business case should be developed to show any and all investments necessary to achieve the savings.

4.1 Current position on savings

Net underspends on Support Services Functions in 2007/08 was £738,000. This was carried forward into 2008/09 after approval by Cabinet. The savings will be used for one off invest to save projects.

Further underspends in the first quarter of 2008/09 have been identified as £465,000 largely due to the continuing vacancy freeze. The first line management structure is due to be completed by the end September. However the cost of some new posts will off set the savings made. Indications are that first year targeted savings will be achieved.

4.2 Re-allocation of savings

It was intended that savings identified as part of the Support Services review be re-invested in front-line services and priorities for development for the council.

The table below identifies some areas that have already benefitted from this re-allocation of resources:

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Savings re-allocated to	From one off savings or permanent	Amount
Head of customer services	Permanent	£55K
Equality and Diversity Policy Officer	Permanent	£28.5K
Programme Support Officer	Permanent	£28.5K
Records Manager	Permanent	£35k
Environmental services call centre	Permanent	£130k
Voice over IP technology	One off	£64k (this will produce savings from the second year of £34k per annum)

4.3 Further action on savings

The savings targets will continue past the end of the project. It is proposed that update reports be taken to CDT on a quarterly basis within which savings should be identified.

Re-distribution of savings reports should form part of progress reports to Audit and Governance.

5. Lessons learnt

In understanding the lessons learnt from the review and implementation we have held a session with a number of people who have been involved at various stages and consulted with members of PMT.

Review

The review is seen to have gone well, project management and the push from external consultants created momentum. There was clear buy-in and direction for the review, which was undertaken through a logical, clear approach.

This was the first time we had undertaken a project of this scale and approach. The support from consultants was crucial in bringing independence and credibility to the review. They enabled us to be more radical and ask the difficult questions we may not otherwise have asked. However there is some feeling that the consultant were sometimes too direct, which may have come from a lack of clarity about the role we wanted them to play.

Involvement was seen as crucial and during the review there were a number of opportunities for users and providers to get involved. Their representation on project boards and on PMT created internal learning, confidence and increased skill development.

Lessons learnt:

- We need to have clarity over what we want to achieve before we embark on the project planning
- Involvement on project boards and PMT can bring additional benefits to the organisation, the project and individuals concerned
- The involvement of consultants was valuable but we need to be clear about what we want them to achieve and where they fit in the decision making processes
- Clarity over the roles of the various groups is essential
- We need to create an environment where it is ok to disagree
- We could have involved Trade Unions more effectively during the review

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- The decision making processes must be scheduled in to the project plan
- Communications could have been more direct rather than 'dressing up the message'
- Providing the opportunity for employees to have a say through questions and answers, the employee discussion group and so is was a positive.
- There is a feeling that some of the consultation was not as productive as it could have been as if we had been clearer about the options beforehand.
- We should have evaluated lessons learnt at the end of the review before implementation.

Implementation

The general feel is that the implementation process has not been as driven as it could have been. Decision making and recruitment has taken too long in some cases, causing frustration amongst staff. The levels of involvement of customers and employees is seen to have reduced and there is a sense that people haven't experienced or seen change happening. Project planning and scheduling of improvement activities could have ensured delivery of quick wins to demonstrate improvements for service users.

There are a number of key areas we need to consider with the ongoing work on support services:

- Don't lose focus on improvements
- Customer and employee involvement
- Relationship management role needs to be developed
- Phase 2 BPR, what are our plans? How will these link to improvements?
- What are the enablers of change and how can we use these better?
- Clarity over savings and how they will be passed in to the front-line service departments.

There are also some general lessons for implementation which could apply to projects outside support services:

- Clear staging and differentiation between review and implementation
- Clarity over workstreams, expectations and timescales
- Consider how we should retain drive and enthusiasm
- Dedicated support for implementation

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- Consider implementation in the context of other activities and their impact on the ability to deliver.

Appendix A – Key milestones

Milestones	Date due	Date delivered	Comments
Draft reports from Project Boards 1 & 2 outlining their findings and recommendations	Early December 2006	12/12/06	Project boards 1 and 2 reported findings to PMT which were approved Some further analysis was undertaken on the numbers of employees and costs of providing services
Discussion at Programme Oversight Board on report(s) from Project Boards 1 & 2 outlining their findings and recommendations	Mid December 2006	19/12/06	Project Boards 1 and 2 reported findings to Oversight board (SMT) on 19/12/06
Draft reports from Project Boards 3 & 4 outlining their findings and recommendations	Early February 2007	20/03/07 19/02/07	Project board 3 reported findings to PMT. It was agreed to follow up this work as part of the service planning process. The remit of Project Board 4 changed and the whole of PMT undertook options appraisal for all support services. The outcomes were reported to Oversight Board
Discussion at Programme Oversight Board on report(s) from Project Boards 3 & 4 outlining their findings and recommendations	Mid February 2007	27/03/07	Outcomes of Project Boards 3 and 4 were reported to Oversight Board and the findings agreed
Discussion at Programme Management Team on findings from all Project Boards and emerging findings and recommendations	Third Week February 2007	26/03/07	Discussions on the final report commenced
Formal written report detailing the business case for options including structure, financing etc. for the preferred option	27 Feb 2007	24/04/07 30/04/07 8/05/07	Final report and risk log discussed at PMT Final report and risk log completed Final report and risk log taken to SMT
Cabinet Briefing	27 March 2007	14/06/07	Final report and risk log taken to cabinet

Appendix B – Review Objectives

Objectives	Achievements
Produce a clear vision for future delivery of Support Services to the Council and partners	Future vision for support services was produced January 2007 and agreed by SMT
To ensure that we have systems, processes and structures which best support front line services (including joint commissioning and joint procurement).	<p>This was considered throughout the development of various approaches and form part of the assessment criteria.</p> <p>Front line services were included in the discussion throughout the review and a series of focus groups were held with service users throughout the review process.</p>
To ensure that the Council is ensuring value for money in its support service arrangements	<p>This has been delivered through the performance management framework and the tracking of savings.</p> <p>Developing Service Level Agreements (SLA's) also outlined the levels of service that can be expected and the relevant cost to departments.</p>
To look at the medium and long-term approaches to delivering ongoing efficiencies in the delivery of Support Services to the Council	The assessment of various models contained long term options. It was agreed that we would improve service delivery levels before looking to alternative models of delivery. However we need to plan to undertake these assessments in the future.
To consult stakeholders on the proposed options for change and work with the	Stakeholders were consulted throughout the review process including:

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<p>programme board to “bring colleagues with us”.</p>	<ul style="list-style-type: none"> • Users • Managers • Providers • Services department representatives on PMT <p>Communications with all employees was consistent throughout the process and opportunities to get involved, ask questions and put forward suggestions were made available.</p>
<p>To establish a programme of activity to implement the preferred option within the agreed timescale (“SMART”).</p>	<p>A series of recommendations were put forward based on the findings from the Project Boards. These were translated into an implementation plan and included in the final report.</p> <p>Progress updates have been undertaken against the original implementation plan and has included additional projects as agreed by PMT.</p>
<p>To work with the programme and project teams in identifying and managing the risks associated within this change programme</p>	<p>A comprehensive risk log was developed as part of the final report. This was approved by SMT and updated as part of the progress reports.</p>

Appendix C – Updated Implementation Plan

Workstream	Purpose	Current Position	Follow-on actions
<p>Diversity Impact Assessment</p> <p>Current progress – poor</p>	<p>Completion of an Equality Impact Assessment for the implementation of the Support Services Review</p>	<p>Part A completed Part B's for high priority areas underway</p> <p>It isn't clear if project plans have been updated during implementation of the workstreams. This should include equality and diversity implications.</p>	<p>Ensure action plan forms part of Business Support Services and Chief Executive Services departmental plans</p> <p>Update project plans for all workstreams including equality and diversity implications.</p>
<p>Organisational framework</p> <p>Current progress – reasonable</p>	<p>Develop new organisational framework</p> <p>Transfer and unify structures</p>	<p>Top three tiers in structures complete (with the exception of the Head of business Transformation)</p> <p>Roll out across the organisation now underway</p>	<p>Roll out of structural model adopted for BSS and CES across the organisation</p> <p>Roll out of similar model in service departments</p>

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Workstream	Purpose	Current Position	Follow-on actions
		<p>Finance and IT structures to be distributed shortly</p> <p>HR structure will follow Alison McKenzie Folan (Head of People's Services) being in post</p>	
<p>Print and reprographics and Mail management</p> <p>Current progress - reasonable</p>	<p>To introduce a unified print and mail management facility for the council</p>	<p>Print review undertaken and reported back to PMT.</p> <p>Initial findings from the Mail management review reported back to PMT</p> <p>There have been further developments in the accommodation strategy that will impact on this workstream and potentially open up additional avenues. This may</p>	<p>Assess the potential option in light of the work on the accommodation strategy</p> <p>Develop a set of interim tasks to take the service forward in the short / medium term.</p>

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Workstream	Purpose	Current Position	Follow-on actions
		require interim measures to be put in place.	
<p>Legal Services</p> <p>Current progress – good</p>	<p>Improve SLA's</p> <p>Introduce account managers</p> <p>Improve communication with clients</p> <p>Improve commissioning of services</p> <p>Introduce single contact point</p>	<p>Draft management reporting formats developed</p> <p>Integrated service plan completed and endorsed</p> <p>Internal SharePoint site developed. Also used for communications on major case law and implications</p> <p>ISO and LEXCEL accreditations achieved</p> <p>Draft SLA's issued</p> <p>Account Managers role formalised</p>	<p>Implement agreed reporting format for management information</p> <p>Revise LEXCEL system</p> <p>Develop standard formats for clients when instructing Legal</p> <p>Enhance use of SharePoint site to improve communications with clients</p> <p>Discussions with clients on commissioning of external solicitors to be undertaken</p> <p>Implement central telephone</p>

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Workstream	Purpose	Current Position	Follow-on actions
		<p>Proposals for revised use of barristers developed</p> <p>Revised structures and processes for administration developed to release fee earner time</p>	<p>and email reception point</p>
<p>Business Process Re-engineering</p> <p>Current progress – poor</p>	<p>Improve services for:</p> <ul style="list-style-type: none"> • Financial services • ICT help desk • Mail management • Recruit-to-pay 	<p>Target savings not yet realised</p> <p>Financial services amalgamated a number of the original BPR proposals this was to be piloted in Environmental Services. However difficulties in standardising ways of work have proven difficult. Once the finance structures have been completed this will identify</p>	<p>Need to consider areas for improvement to follow the unification of services. This may follow on from the GHF.</p> <p>Identify links with JSC BPR work</p> <p>Understand flexible working groups impact on BPR</p> <p>Links with the outcome of the</p>

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Workstream	Purpose	Current Position	Follow-on actions
		<p>specific responsibilities for progressing the BPR.</p> <p>The unified ICT helpdesk is currently being implemented</p> <p>Mail management will be integrated into the implementation of the print review findings</p> <p>Recruit-to-pay proposals are awaiting further investigation of a potential single system.</p>	<p>unification.</p> <p>Identify responsibilities for taking forward improved process redesign.</p>
<p>Organisational development</p> <p>Current progress – good</p>	<p>Develop one council approach to organisational development</p> <p>Ensure organisation is fit for purpose</p> <p>Ensure employees have necessary skills, behaviours and</p>	<p>Identification of tasks, consulting on future outcomes and structures completed.</p> <p>Disestablishment of existing structures underway</p>	<p>Co-location of service (awaiting NPS)</p> <p>Development of learning hub</p>

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Workstream	Purpose	Current Position	Follow-on actions
	support	<p>Recruitment to head of service completed.</p> <p>Workstreams progressing well</p> <p>Development of OD strategy on target.</p>	
<p>Reputation Management</p> <p>Current progress – good</p>	<p>Develop reputation management strategy</p> <p>Recommend unified structure</p>	<p>Unified structure developed and agreed. Virtual team working well but new structure has not been implemented due to resource constraints.</p> <p>Reputation management strategy ready for launch</p> <p>Corporate standards and style guide completed</p>	<p>Deployment of structures</p> <p>Launch reputation management strategy</p> <p>Borough signage and promotions to be developed as part of the Image Wigan project</p>

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Workstream	Purpose	Current Position	Follow-on actions
		Single corporate newsletter achieved	
<p>Strategic Commissioning</p> <p>Current progress – reasonable</p>	<p>Identify current skill set</p> <p>Determine organisational requirements</p> <p>Develop organisational skills in commissioning</p> <p>Agree approach and pilot</p> <p>Roll out approach to strategic commissioning</p>	<p>Reasonable progress on the establishment of an approach to Joint Strategy Needs Assessment.</p> <p>WISDOM procured and part-populated</p> <p>Workshops commenced to establish an outcomes based approach to strategic commissioning</p>	<p>Embedding Improvement and Efficiency Strategy</p> <p>Develop analytical resource capacity to support intelligence system</p> <p>Development of a corporate approach to commissioning</p>
<p>Shared Services</p> <p>Current progress – good</p>	<p>Identify opportunities</p> <p>Investigate benefit to council of embarking on shared services</p>	<p>AGMA collaborative group investigating opportunities</p> <p>Efficiency plan for Greater Manchester being drafted</p> <p>Discussions with Trafford and</p>	<p>Executive Director BSS is lead on the AGMA collaborative services group which will take this work forward.</p>

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Workstream	Purpose	Current Position	Follow-on actions
		Stockport on payroll / personnel system	
<p>Assets, facilities and estate management</p> <p>Current progress – reasonable</p>	<p>Review and identify accommodation requirements</p> <p>Implement corporate landlord function</p> <p>Develop strategic asset management plan</p> <p>Rationalise estate / property holdings</p> <p>Improve effective use of training facilities</p>	<p>Database of current accommodation completed</p> <p>Approach to the Corporate landlord function approved by BMG and PMT</p> <p>Proposals for making best use of training room facilities agreed and part of Corporate Landlord implementation plan.</p>	<p>Accommodation strategy being prepared</p> <p>Estates Strategy to be developed</p> <p>Links to flexible working</p> <p>Review of operational property</p> <p>Develop strategic asset management plan</p> <p>Complete research on meeting room and training facilities</p>
<p>NPS</p>	<p>Improving communications</p> <p>Improve opportunities for joint</p>	<p>Communication plan developed and implemented</p>	<p>Co-location working across partnership arrangement and</p>

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Workstream	Purpose	Current Position	Follow-on actions
Current progress – good	<p>learning and team development</p> <p>Make best use of NPS skill set</p> <p>Clarify allocation of roles and responsibilities and performance management framework</p> <p>Market test fee structure</p>	<p>Partnership Charter produced</p> <p>BPR to address roles and responsibilities and develop approach to performance management</p> <p>Joint recruitment around quality assurance roles</p> <p>Co-location working across partnership – June</p> <p>Proposals on design fees almost complete. Proposals for poverty fees on hold pending full review of Reactive Maintenance provision which may alter structure of partnership and charging mechanism. Options</p>	<p>working</p> <p>Re-launch partnership</p> <p>Establish joint client officers' group</p> <p>Establish communications group as a regular forum</p> <p>Completion of fees structures</p> <p>Market test fees structures once agreed</p>

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Workstream	Purpose	Current Position	Follow-on actions
		expected mid January	
<p>Performance Management Framework</p> <p>Current progress – poor</p>	<p>Introduce performance management framework across all support services</p>	<p>Initial framework for ICT, HR and finance developed. Draft service plan developing</p>	<p>Continued development of the framework through the service planning process and the development of SLA's.</p> <p>Regular monitoring through departmental management team and CDT as appropriate.</p>
<p>Democratic Services, engagement and partnerships</p> <p>Current progress – reasonable</p>	<p>Establish baseline position Identify needs for community leadership role Identify what a modern constitution might look like Develop performance measurement systems</p>	<p>Draft structure proposed and awaiting evaluation re grades. Service to transfer to BSS on 1 August Reports on Townships and Scrutiny to go to Cabinet on 26 June</p>	<p>Service will transfer to BSS on 1 August 2008 New structure is in process of being evaluated before implementation.</p>
<p>Administration</p>	<p>Develop consistent job descriptions and competencies</p>	<p>Standard job description and person specification introduced</p>	<p>Roll out of framework across departments</p>

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Workstream	Purpose	Current Position	Follow-on actions
Current progress – poor	for secretaries and PA's Undertake review of general administration duties	for Executive Support Officers Framework established in environmental services	
Future strategy for markets Current progress - good	Review whether Markets should remain as a council function Review the role of Markets for the next 10 years Review impact of Northern Crescent Assess commercial role of smaller markets identify appropriate location for markets within the council	Financial analysis completed Consultation exercises undertaken Several visits to other authorities completed SWOT analyses completed Findings reported to PMT 22 July	Implementation of findings and recommendations
Generic help facility Current progress - good	Increase customer focus nature of support services Join up service delivery Increase efficiency and value for money	Data collection exercises complete Avoidable contact matrices completed for all areas with the exception of Payroll	Implementation of findings and recommendations Set up project team

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Workstream	Purpose	Current Position	Follow-on actions
	Operate as one council	<p>Some service user consultation undertaken but more needs to be done</p> <p>Visits to other organisations undertaken</p> <p>Understanding of potential use of Hornbill identified</p> <p>Progress reported to PMT 22 July</p>	<p>Process mapping to improve current provision and streamline transactional processes (second round of BPR)</p> <p>Improve information provision through use of the internal web and process mapping</p> <p>Development of training and packages to support implementation and increased use of self help</p>

Appendix D – Updated Risk Log

Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
<p>Leadership – not having strong enough leadership, skills and behaviours at all levels of the organisation in place for the implementation of new support services structures</p>	<p>Throughout the process so therefore will be High</p>	<p>Medium</p>	<p>Chief Executive and Deputy Chief Executive</p>	<p>Communication Training Clear aims and objectives New appointees</p>	<p>Amber</p>
<p>SMT – SMT not supporting the process through their actions and pursuing different outcomes</p> <p>Ensure new members if SMT are recruited to deliver the agreed vision</p>	<p>Throughout the process so therefore will be High</p>	<p>Medium</p>	<p>Chief Executive</p>	<p>Clear lead, programme management Committed buy in to outcomes</p>	<p>Green</p>
<p>Priorities – how will we identify the priorities within the implementation plan</p> <p>Where does the support services review fit within the overall priorities of the council?</p> <p>Capacity to deliver</p>	<p>At key stages so High initially</p> <p>High at June 2007</p>	<p>High</p>	<p>Project leader (DCX)</p> <p>Cabinet and SMT</p>	<p>Clear direction when plan adopted</p> <p>Maintain the focus on delivery</p> <p>Review workstreams</p>	<p>Amber</p>

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Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
Structure – having the right structures in place to deliver the implementation plan	Throughout the process therefore High	Medium	Deputy Chief Executive and Executive Director BSS	Clear reporting framework through definitive structure and responsibilities	Amber
Behaviour – How do we encourage behaviour that is in-keeping with the vision for support services	With reference to unification and facilitation High	High	Deputy Chief Executive and Executive Director BSS	Ensure core values are embedded in Directorate New appointees modelling behaviour Engagement with service departments	Red
Cultural changes – Ensuring will build into the implementation plan activities to address the cultural barriers that currently exist Management capacity and ownership	Barriers to be identified before they can be addressed	High	SMT, Project Leader (DCX)	Core cultural values to be recognised, training required Address Change management comments from the employee survey	Red

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Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
<p>Capacity – do we have the capacity at all levels of the organisation to implement all the actions in the plan without the day job suffering and along side the other high level projects on-going at the moment</p>	<p>Gap analysis required to ensure key milestones to be achieved. Medium</p>	<p>High</p>	<p>PMT / Service Directors</p>	<p>Business Plans prepared for all initiatives which identify required resources and how to attain them</p> <p>Prioritising delivery</p> <p>Establish realistic timescales</p>	<p>Red</p>
<p>Skills – Not having the right skills in place within the organisation to deliver on the implementation plan. How will we identify the necessary skills and develop people to fill gaps.</p>	<p>Currently High as skills for each project not yet identified</p>	<p>High</p>	<p>PMT</p>	<p>Business Plans prepared for all initiatives which identify required skills and how to attain them</p> <p>Specific project managers</p> <p>Identify resources required through planning processes</p>	<p>Amber</p>

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Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
<p>Up-front investment - not investing enough up-front and in the right places to make long-term improvements to support services</p>	<p>Medium currently as no business cases prepared</p>	<p>High</p>	<p>SMT/PMT/Project leaders</p>	<p>Preparation of business cases to identify investment needs</p> <p>Identified savings</p> <p>Ongoing savings to be found</p> <p>Savings have already been re-distributed</p> <p>Provision has been made within budgets</p>	<p>Amber</p>
<p>Performance monitoring - not implementing a performance framework around the delivery of support services and the implementation plan</p>	<p>PIs almost developed and framework in place Moderate</p>	<p>Medium</p>	<p>All managers supported by PPI team</p>	<p>Robust and clearly understood framework and reporting mechanism with good analysis</p>	<p>Amber</p>

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Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
<p>Policy changes – Not changing our policies in light of the outcomes of the review will create confusion in direction of improvements</p>	<p>Ongoing Moderate</p>	<p>High</p>	<p>C Exec/SMT</p>	<p>Business cases should identify where policy changes are likely and there should be a programme for review</p>	<p>Red</p>
<p>Communication - ensuring key message are shared in an appropriate, consistent way amongst all employees, particularly those in support services areas.</p>	<p>Communication strategy adopted and process agreed Medium to match key changes</p>	<p>High</p>	<p>SMT/Project Leader</p>	<p>Employee Briefings Face-to-face sessions TU discussions</p>	<p>Amber</p>
<p>Change agents – not identifying the organisations change agents and working with them to change the organisation at all levels</p>	<p>Define for each stage of the process Moderate</p>	<p>Medium</p>	<p>SMT/Project Leader</p>	<p>Assess key players as part of the business case for each action and ensure involvement</p>	<p>Amber</p>
<p>Staffing - maintaining key staff in post through uncertain progress and medium term timescales</p>	<p>Ongoing through the review Medium</p>	<p>Medium</p>	<p>SMT/Programme Manager/</p>	<p>Clear outputs, structures and timescales, excellent communication with affected individuals</p>	<p>Amber</p>

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Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
<p>Transition - managing the transitional period, getting the phasing of the implementation plan right.</p>	<p>Phasing agreed overall but more work needed on detail for unification</p> <p>High</p>	<p>Medium</p>	<p>SMT/Project Leader</p>	<p>For unification, urgent need to establish transition plan for processes and structures</p>	<p>Red</p>
<p>Accommodation – not having suitable accommodation in the early stages of implementation to physically bring together new delivery structures</p>	<p>Work underway but timescale critical</p> <p>High in initial phases</p>	<p>Medium</p>	<p>SMT/Project leader/Corporate property working group</p>	<p>Business case and outline plan need to be worked on to accompany structure debate</p>	<p>Amber</p>
<p>Schools – getting schools on board with the changes to support services.</p>	<p>Communication</p> <p>Moderate</p>	<p>Medium</p>	<p>PMT/CYPS liaison</p>	<p>Identify key changes which will impact on schools and focus on this area</p>	<p>Amber</p>
<p>Trade Unions – gaining trade union support to the vision for support services and the actions within the implementation plan</p>	<p>Meetings programmed at key stages</p> <p>Moderate</p>	<p>Medium</p>	<p>Members/Head of HR</p>	<p>Communication of key issues and consultation where required</p>	<p>Green</p>

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Risk	Frequency	Severity	Lead Officer	Moderating Factors	Status (Red, Amber Green)
<p>Employees – gaining significant employee support for support services and the actions within the implementation plan</p>	<p>Consultation actively underway</p> <p>High</p>	<p>Low</p>	<p>Service Directors / SMT</p>	<p>Identification of impact on employees and HR strategy for most affected</p> <p>Response to employee survey</p>	<p>Red</p>
<p>Members – gaining the Elected Members support to the vision for support services and the actions within the implementation plan</p>	<p>Report approved by Cabinet and Overview and Scrutiny – return for key decisions</p> <p>Low</p>	<p>Low</p>	<p>C Exec/Deputy Chief Exec/SMT and Project Leader</p>	<p>Ensure inclusion in communication and regular reporting at key stages.</p>	<p>Amber</p>
<p>Maintaining the day to day business – ensuring that the normal workload is maintained and dealt with during a period of change</p>	<p>Throughout the process so therefore will be high</p>	<p>High</p>	<p>Deputy Chief Executive/Head of Business Support Services</p>	<p>Clear programme and timetable for change which identifies key pressures and ensures appropriate resources available</p>	<p>Red</p>

Appendix E – Equality Impact Assessment Action Plan

Organisation/ Department	Support Services Programme Management Team
Service Area	Business support Services and Chief Executives Services Please note this action plan only refers to those elements of support services covered by the recommendations in the review.
Responsible Officer	Sue Johnson for Chief Executive Services and David Smith for Business support Services

Transfer the action points identified whilst completing the previous sections, from the consultation and any rolled over from the previous Equality (Impact) Assessment into the first column. Using the test for relevance in part A indicate a level of importance for each action point in the second column. Complete the rest of the columns outlining who will complete the task and when and how this will be measured.

Action Points	Importance	Person responsible	Start and end date	Resources approved?	Measure	Target
Identify current breakdown of employees across Business Support Services and Chief Executive Services		Service Director Corp Services	April 08	Y	Completed	

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Action Points	Importance	Person responsible	Start and end date	Resources approved?	Measure	Target
Identify service areas where particular groups are under represented and assess any necessary action		All Service Directors	July 08	Y	Action Plans in place to address any problem areas identified	
Undertake comparison of employee breakdown following unification		All Service Directors	July 08	Y	Staff breakdowns	Equal to whole workforce
Document approach for unification and filling structures		All Service Directors	May 08	Y	Approach already documented	
Document approach to be undertaken should potential redundancy situation occur		All Service Directors	N/A	Y	Approach already documented following Council Policy	
Review changes to jobs as part of unification to ensure disability issues are considered		All Service Directors	July 08	Y	All new posts reviewed prior to recruitment	100% new posts reviewed
Ensure new ways of working consider more flexible working arrangement that suit the needs of different groups		All Service Directors	July 08	Y	Unification process accommodates flexible working arrangements	Targets from employee survey

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Action Points	Importance	Person responsible	Start and end date	Resources approved?	Measure	Target
Ensure routes to access support services through the generic help facility consider disabilities		All Service Directors	July 08	Y	Equality Impact assessment on Generic help Facility implementation Plan	All potential areas identified and actions put in place
Undertake EIA on Organisational Development strategy		All Service Directors	On completion of strategy	Y	Completed EIA	Delivery against action plan
Ensure equal access to employee reviews, training and development opportunities for all groups of employees		All Service Directors	April 2008 March 2009	Y	Proportion of reviews completed and training opportunities identified	100% of employees having an EDR including training and development opportunities

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Action Points	Importance	Person responsible	Start and end date	Resources approved?	Measure	Target
Breakdown the take up of training and development opportunities to identify any areas where access is under represented		Service Director Customer Transformation	Already undertaken		Some areas of underrepresentation identified and alternative options have been put in place	Take up rates proportionate of the whole workforce
Consider alternative training methods for under represented groups		Service Director Customer Transformation	Already undertaken	Y	Proportion of training take up from specific groups	Equal to whole workforce
Respond to previous consultations on communications internally and externally		All Service Directors	July 2008 March 2009	Y	Employee Survey action plan completed	Actions delivered
Ensure all communication around the support services implementation are available in alternative formats		All Service Directors	July 2008 March 2009	Y	Requests for alternative formats satisfied	All requests satisfied
Increase accessibility of communications through the use of Plain English		All Service Directors	April 2008 march 2009	Y	Communications of Employee Survey results	All results to be accessible

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Action Points	Importance	Person responsible	Start and end date	Resources approved?	Measure	Target
Make performance reports accessible to employees		All Service Directors	July 08	Y	Service Plan / PPlus / internet	All quarterly reports on the web
Assess PerformancePlus for accessibility		All Service Directors	July 08	Y	Being undertaken as part of Business Transformation Service Plan	Assessment undertaken and necessary actions completed
Make performance information available through alternative mechanisms in addition to the internet		All Service Directors	July 08	Y	Service Plan / PPlus	Performance information accessible

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 Part D: Action Plan Continued...

Completed by	Vicky Sharrock	Date	July 2008
Has the action plan been ratified? E.g. Cabinet, DMT	PMT agreed action plan	Date	July 2008
Have the actions been mainstreamed into the service plan?	All actions will form part of the developing departmental plans for BSS and CES	Date	2008/09
Who will the results of the Equality (Impact) Assessment be shared with?	Results will be made available through the internal web site	Date	October 2009
How will the Equality (Impact) Assessment be published?	Through the web site	Date	October 2008
How and when will the action plan be monitored?	<p>The action plan will form part of the departmental plans for BSS and CES. These will be monitored through their departmental management teams and panels.</p> <p>In addition all follow on actions will be included in the project closure document which will be monitored through CDT</p>		
Date of the next assessment	<p>This was a specific project and will not therefore require a further assessment. However each of the service areas covered by the review and implementation will have their own impact assessments undertaken as part of the ongoing service reviews.</p>		