HR, Legal & Performance Service Business Plan 2013/14
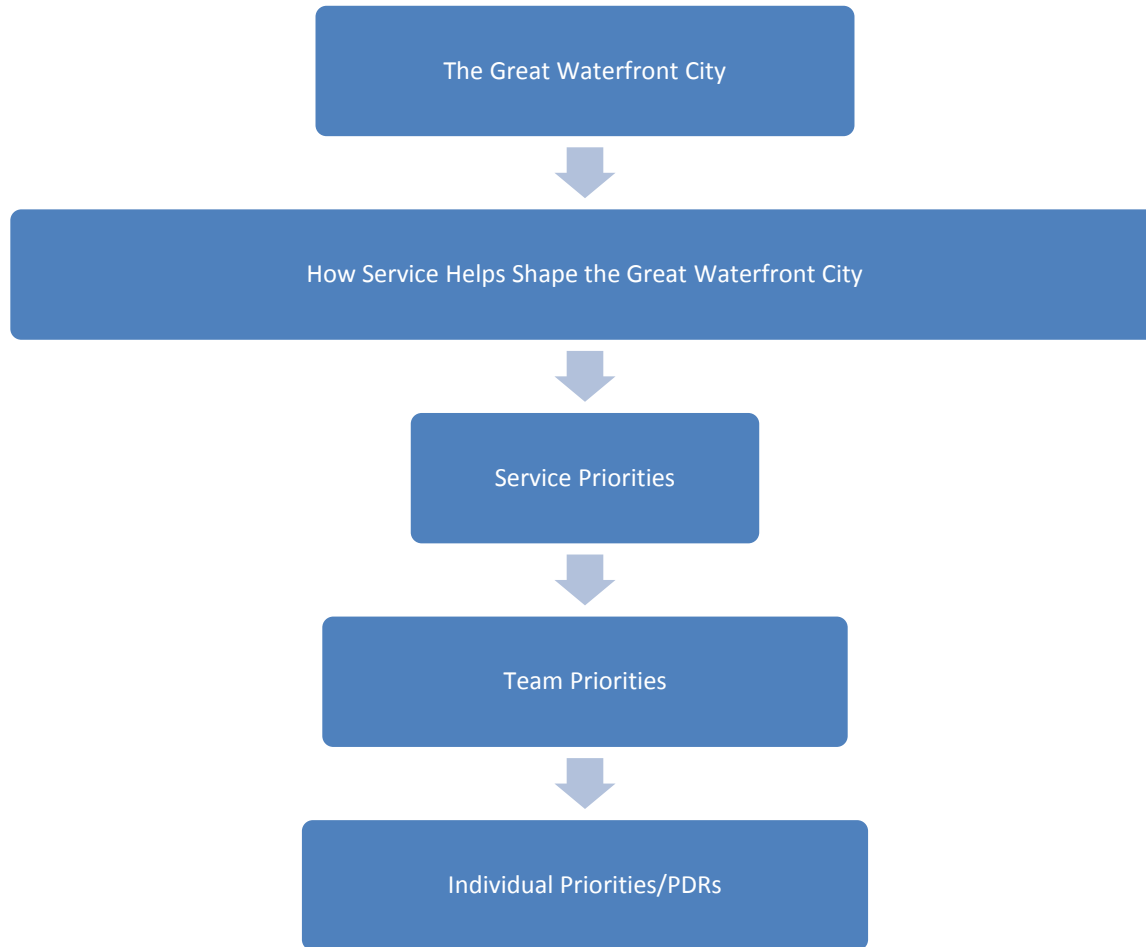
Jon Bell

Head of Service

Purpose of Service

- Provide a range of support and corporate services to the organisation, including:
  - Human Resources
  - Learning & Development
  - Legal
  - Strategy
  - Internal Audit
  - Procurement
  - Transformation & Programme support

Strategic Overview

Service Vision

- Provide excellent support to all council services, responding to their needs and focussing on solutions

- Maintain effective governance and assurance, based on an appropriate assessment of risk

- Drive improvement across the council by promoting best practice and leading change

Service Vision

The Service Helps Shape the Great Waterfront City by:

- Sustaining a workforce that meets the current and future needs of the council's services
- Providing governance and assurance
- Supporting regeneration and change
- Protecting our most vulnerable citizens
- Providing strategic support
- Driving best value

Shaping the Great Waterfront City

	Parts of the Service	Key Themes
Workforce	HR Strategy	Management support Talent management Org development Workforce Planning Wellbeing
Governance & Assurance	Internal Audit Procurement Strategy Legal HR Transformation	Proportionality Risk-based Effective Dynamic Ensures good decision-making
Change & Regeneration	HR Legal Procurement Strategy Transformation	Specialist support Co-ordination Delivery-focussed

Shaping the Great Waterfront City

	Parts of Service	Key Themes
Vulnerable Citizens	Strategy Legal HR Internal Audit	Legal proceedings People management Workforce development Assurance
Strategic Support	Strategy HR Legal Internal Audit Procurement	Political and managerial leaders Enable good planning and decision-making
Best Value	Procurement Transformation Strategy HR	VFM support Change management Best practice procurement

Over-arching Service Priorities

- Develop and implement a new approach to **workforce planning**

- Review existing **Learning & Development** offering, building on transformation report and taking full account of organisational need

- Reduce levels of **sickness absence** across the council, through proactive management support and wellbeing measures

- Create an excellent legal service, with a particular focus on **child-protection** cases

Over-arching Service Priorities

- Embed new **corporate governance** priorities and promote best practice in governance
- Support the council to work strategically with its **partners**
- Support the council as it continues to move towards being a **commissioning** organisation
- Support the council and its partners in their major programmes for **regeneration and growth**

Over-arching Service Priorities

- Lead and support **transformation**, both the overall programme and individual projects
- Drive further value through sector-leading **procurement**, with particular regard to category management, contract management and developing commercial skills
- Provide a framework of **assurance** that reflects the council's risk profile

Over-arching Priorities – service effectiveness & efficiency

- Develop effective **structures** across the service
- Stabilise service **budgets** and identify further savings and income streams
- Address pockets of poor **attendance**
- Improve utility of **ICT systems** in the service
- Improve the quality of **management information**
- Improve **performance management**, including use of satisfaction measures
- Develop a better understanding of **VFM**
- Improve the service's approach to **workforce planning**

Key Performance Indicators (to be expanded)

- Complete 100% of annual audit plan
- Maintain over 95% procurement compliance (spend over 5k linked to compliant contracts)
- Staff sickness across the council reduced to average 9 days per year per person
- Redeploy 50% of staff formally at risk of redundancy
- 90% satisfaction from client departments and SLA customers
- 90% completion of PDRS across the council
- No failures of corporate projects as a result of avoidable deficiencies in project management
- All projects for which service is the lead delivered

Performance Management Arrangements

- PDRs (all staff) – 360 degree appraisals to be encouraged and used where appropriate
- Regular 1-2-1 meetings (at least monthly for all staff in service)
- Monthly review of BP by management team
- Reporting to Strategic Director
- Reporting to Governance & Audit & Standards Committee
- Reporting to Employment Committee

Risks to Delivery of Business Plan

- Loss of key personnel
- Unexpected savings requirements
- Unanticipated impacts of decisions made in other service
- Income streams unachieved due to changing market conditions
- Changing political priorities
- Insufficient organisational appetite for elements of governance

Structure

Head of Service

Jon Bell

HR

Legal

Performance

Strategy Vacant	Operations Julie Barratt

Commercial & Regeneration Robert Parkin	Litigation Peter Baulf

Strategy Paddy May	Procurement Greg Povey	Internal Audit Lyn Graham	Transformation & Programmes Karen Jones

Budget 2013/14

	000s
Strategy	249
Audit & Assurance	321
Procurement	328
Projects & Transformation	156
Legal	517
HR	1,953
Total	**3,524**

Savings Requirement (non cumulative)

- 2014/15   £198,300
- 2015/16   £198,300
- 2016/17   £198,300

Savings for 2013/14 Met By:

- Reduction of 1 senior management post
- Reduction of 4 other management posts
- Occupational Health arrangements
- Reduction of other posts (redundancy and natural wastage)
- Miscellaneous savings
- Additional income

Approach to Future Savings

- Natural wastage where possible
- Some structural change
- Develop income streams and trading opportunities
- Challenge non-value-added activities
- Use transformation reviews
- Reduce external spend
- Identify where we provide good and bad VFM

Value for Money

- The service needs to develop a better understanding of value for money
- Initial benchmarking and anecdotal evidence indicates some areas of low cost (legal, strategy), and some areas of high cost (HR, Procurement)
- BUT needs to be taken in context of performance and delivery (e.g. procurement is very comprehensive service compared to most councils)
- More comprehensive picture of VFM is required to ensure good decision making

Transformation

- The service is central to the council's transformation and supports it in the following ways:
  - Providing overall programme management, including reporting to SDB and CTB
  - Supporting individual transformation workstreams
  - Project-managing major transformational projects, e.g. social work matters, super-connected cities
  - Project-managing the "next steps" programme
  - Driving improvements in commissioning and procurement
  - Undertaking transformation reviews in HR service
  - Developing traded-services opportunities

Trading/Income

- Temp Agency –
  - current net profit £xx (2012/13). Aim to increase to £xx for 2013/14
  - Be gatekeeper for all temp recruitment across the council
  - Continue expansion of business for external partners/customers
  - Relocate to more appropriate accommodation
- Training
  - Reduce externally commissioned training where deliverable in-house
  - Expand training provided to external customers
  - Refocuss L&D as an in-house training consultancy
- Internal Audit
  - Current gross income £xx (2012/13 excl. schools). Aim to increase to £xx for 2013/14)
  - Additional work with MMD and other councils
- SLAs with schools
  - Currently worth £xx (HR), £xx (Audit), £xx (Legal) (2012/13 figures)
  - Added strategic benefit of maintaining relationship with schools
  - Need to clarify costs in order to determine net profit/loss

Workforce

- Expected to reduce in line with budget savings
- Recruitment and retention issues in key areas (Legal, Procurement)
- Commitment to "grow our own"
  - 2 new trainee solicitor roles
  - Trainee procurement professional
- Skills with increasing demand:
  - Commercial skills
  - Customer/business partnering
  - Project management
  - Commissioning
  - Team leadership

Technology

- Significant technological changes affecting the service are:
  - Implementation of case management system in Legal
  - Implementation of HR selfserve
  - Options appraisal of training management system
  - On-going development of INTEND (esp. contract management)
  - Move to flexible working

Accommodation

- Currently located as follows:
  - 1st Floor (HR)
  - 2nd Floor (Internal Audit & Procurement
  - 3rd Floor (Strategy and Transformation)
  - Mezzanine (Legal)
- Current proposals will relocate Legal to 3rd Floor and Internal Audit & Procurement to 1st Floor
- Expectation is that whole service will be subject to new corporate occupancy requirements (currently set at 6 desks per 10 staff)
- Flexible working and "hot-desking" will need to be explored to enable this

Ways of Working

- As a service we will
  - Lead by example
  - Encourage each other to display the WoW and give recognition when they are
  - Challenge ourselves and others when ways of working are not displayed
  - Apply the WoW in our recruitment decisions
  - Embed the WoW in our PDRs
  - Treat failure to display the WoW as a performance issue

Team Priorities - HR

- Develop and implement a new approach to workforce planning
- Develop a fresh HR strategy
- Implement new model of L&D based on recommendations for transformation review
- Develop new programme for management development
- Reduce staff sickness across the council, including approach to promoting wellbeing
- Implement HR self serve
- Support council through transformational change

Team Priorities - Strategy

- Support the council to work strategically with partners
- Ensure the organisation works to an effective governance framework
- Support the move towards a commissioning organisation
- Provide internal consultancy support to SDs and wider organisation
- Horizon scanning and enabling the council to respond to emerging policy changes
- Provide support for external inspections and audits
- Shape the future of strategic support for the organisation

Team Priorities - Procurement

– Implement new EU Procurement directive into existing processes, train all PCC officers and update intranet guidance.

– Gain HOS support to move our contract management forward. Adopt best practise, review resource and introduce Corporate governance and support

– Present best practise on delivering local jobs and skills through employment to SDB and implement PCC policy and process.

– Develop "Grantway" a three part project 1) Decision Process for Contract or Grant 2) Grant review process 3) Report to members on scope.

– Review CPR's in conjunction with Legal.

– Review Gateway process <£1m launched last year and refine together with >£1m process.

– Review standard tendering documents. Incorporate PPN's and refine based on feedback.

– Commission and launch new training programme to replace Licenced Procurement Practitioner course.

Team Priorities –Audit & Assurance

Insurance and liability claims
- Manage Claims within new deadlines
- Ensure VFM for Insurances at renewal
- Ensure sustainability of service

Internal Audit
- Ensure the Audit universe reflects all activities and risks to the Organisation
- Achieve the Audit Plan
- Update the Audit Charter in line with the new Public Sector Internal Audit Standards
- Review benchmarking/ VFM of the service
- Drive the following initiatives:
  - Risk Management
  - Counter fraud
  - Policy Hub
  - Financial Rules review

Team Priorities – Corporate Programmes

- To continue to lead and develop the transformation agenda for the authority
- To lead and resource major corporate programmes such as SCCP, SWM, traded services and the transformation agenda (inc next steps)
- To create a robust culture of project assurance within the organisation
- To increase internal resilience for good quality project management by creating a virtual flexible resource model
- To lead and implement a review of administration across the HRLPI service
- To provide strategic advice and support to senior management across the organisation on major programmes of change and regeneration

Team Priorities - Litigation

- To provide clear , timely and relevant legal advice.
- To foster good and sustainable client relationships.
- To act in a strategic way promoting the goals of the Authority.
- To advocate and represent our clients to achieve measurable results.
- To continually seek to add best value in all that we do.
- To continually seek to appraise our performance and drive up standards.

Team Priorities – Corporate, Commercial, and Regeneration Law

- To boost productivity and efficiency by implementing a case management system
- To re-focus on *adding value* by process re-evaluation, targeted intervention with expert and comprehensive advice and training, and reduce dependencies on legal services, focussing on complex and high profile/high risk matters
- To implement an effective performance and risk management structure within the team with work assigned to the appropriate tier, and better structures for employee development
- Assist on key projects: governance and constitution review, corporate and strategic projects, and transformation

Summary SWOT Analysis

- Strengths
  - Large service scope – critical mass and opportunities for synergies
  - Deep professional knowledge
  - Generally good relationships with services
  - Stable and resilient workforce
  - Used to managing change
  - Wide ranging expertise and abilities
  - Well informed – linked in to corporate activities
  - Involved in key projects

Summary SWOT Analysis

- Weaknesses
  - Some negative service perceptions
  - Perceived as risk averse
  - Still not fully "one service"
  - Lack of integration of parts of service
  - Insufficient management information
  - Weak performance management in some areas
  - Limited utility gained from ICT
  - Insufficient knowledge about VFM
  - Insufficient knowledge about customer satisfaction

Summary SWOT Analysis

- Opportunities
  - At heart of major programmes, e.g. transformation, regeneration, super-connected cities
  - Trading/income generation
  - Build synergies between parts of new service
  - New models of governance
  - Oracle/HR self serve
  - Reshape offer to meet business need

Summary SWOT Analysis

- Threats
  - On-going requirement for budget savings
  - Political desire to reduce back office costs
  - Pressure to devolve corporate services
  - Culture of challenging
  - Academies programme
  - Shunting of work and cost between services
  - Organisational culture – service autonomy creating challenges for governance and operational efficiency

Organisational Context

- Greatly reducing resources
- Fewer Heads & Directors with more diverse service portfolios
- Member expectations not reducing
- Greater challenge about added value
- Expectation that support services will get smaller, but not necessarily reduce contribution
- Still lots of ambition as an organisation
- Still lots of external change – new legislation & policy etc

Customer feedback

- Excellent feedback on key individuals
- Service generally perceived better by those who use it most
- Generally good advice, but sometimes too risk-averse and occasionally inconsistent
- Perceived as "Too big" in some areas
- Internal silos a barrier to delivery
- Need to focus more on needs of client departments
- Widely differing expectations about service role
- Some challenge around governance role