

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Corporate Services

Corporate and Efficient Governance Committee: 16 February 2011

Subject: Corporate Services Forward Plan

1. Purpose

- 1.1** The mid year performance review for Corporate Services provides Members with an up to date position as to progress on key actions/projects. The purpose of this report is to highlight for Members those issues that will come to the Committee for decision over the course of the next six months.

2. Background

- 2.1** The departmental plan for the Corporate Services directorate department was approved by Committee in August 2010. The plan covers 2010/14 and specifically those actions that require to be taken during 2010/11 to progress the priorities the plan identified.
- 2.2** The performance management framework results in plans being monitored through departmental senior management teams and reported formally to Members twice yearly. The mid year progress report on the Corporate Services plan was presented to Corporate and Efficient Governance Committee on 22 December 2010.
- 2.3** The review of the plan shows that a significant number of issues have been moved forward positively with matters within the remit of the Committee being brought to Committee for decision in accordance with the Councils' Standing Orders and Scheme of Delegation to officers.
- 2.4** To assist officers in improving their planning and support Members in highlighting issues for early engagement and likely decision making over the next six months, a forward plan for each service Committee is being developed. This plan is not intended to be exhaustive but will provide clarity for Members on key issues likely to be explored and presented for decision over the next six to twelve months.

3. Main Issues

- 3.1** The key departmental objectives set out in the 2010/14 plan are:

- **Governance and Regulation:**
 - Establish robust financial systems and management processes to meet external scrutiny requirements and the Corporate Plan.
 - Ensure services are delivered with the agreed budget allocated to Corporate Services for 2010/11.

- Establish sound internal and external review mechanism to ensure robust governance and stewardship.
- Review and contribute to improvements in WDC's corporate governance and provision of efficient committee administration
- **Service Transformation:**
 - Realign and modernise the provision of services to remove duplication and streamline processes to improve methods of delivery.
 - Review the support services and Shared Services opportunities within the Clyde Valley following the Sir John Arbuthnott recommendations.
 - Demonstrate the competitiveness of five corporate services' activities.
 - Legal support for major infrastructure projects and service delivery changes.
 - Restructure Workforce Management Services (HR, OD and Payroll) across the Council to ensure delivery of excellent workforce support and services and improve efficiency through modernising and streamlining practice and ensuring people, processes and technology are fully aligned to support service improvements.
 - Review the impact of Housing Stock Transfer on support services.
- **People:**
 - Improve the culture, employee satisfaction, communication and workforce planning in Corporate Services.
 - Develop a framework which facilitates organisational culture change underpinning Best Value and promoting continuous improvement by setting out a prioritised programme of work to support wide-scale organisational change in behaviour.
 - Support improved health and wellbeing in the Council Workforce.
 - Ensure absence management policies, procedures and practices are embedded throughout the department supported by good management practice.
- **Leadership:**
 - Develop leadership capacity and influence through facilitating organisational change, leading financial advice and control, and development of organisational policies.
- **Systems and Processes:**
 - Drive the change agenda for support services to deliver improvements in service delivery and efficiencies.
 - Develop workforce planning processes and strategies which focus on building the skills and capacity needed for organisational success and support transformational change..
- **Environment:**
 - Prioritise works and secure budget for the repair and maintenance of Council buildings, particularly Clydebank Town Hall and Municipal Buildings.

- Protect human health and the environment from harm from disease, pollution and nuisances – includes finalisation and formal approval of joint health protection plan for GGC

3.2 The key actions contained within the service plan are designed to support these departmental objectives which are complimentary to the Councils' overall Corporate Objectives providing a focus for officers within the service. The last six months has seen the Committee consider and make decisions on a number of key areas which support these actions and as a consequence the Councils' Corporate Objectives moving forward including:

August

- Service Plan 2010 – 2014
- Various Regulatory Services plans
- Grant and funding applications

October

- Benchmarking Toolkit
- Annual Efficiency Statement 2009/10
- Key Corporate Performance Indicators
- Pensions Regulation Changes

December

- Housing and Council Tax Benefit Overpayment Policy
- Grant Applications

Regular updates are also provided on Treasury, Employment Policies and Procedures, Debt and Internal and External Audit Reports and Actions.

3.3 The activity in the Corporate Services Directorate is fundamental in supporting the development of the Council's Strategic Priorities.

The work of the Directorate will focus on the following priorities including the Strategic Priorities:-

- Asset Management
- Elections
- Procuring with Confidence
- Rental Income Securitisation
- Organisational change and restructuring
- Shared Services
- Long term financial strategy
- Development of key policies and procedures
- Sound financial management and control
- Improving Health and Wellbeing – with a specific focus on attendance management

4. People Implications

- 4.1 People implications arising from the reports referred to above will be considered and incorporated within the content of the relevant documents and where appropriate will be the subject of consultation with the Trade Unions.

5. Financial Implications

- 5.1 Financial Implications of specific issues will be outlined in the relevant reports.

6. Risk Analysis

- 6.1 Improved planning and performance management alongside early engagement of Members is considered key activity in improving the Councils performance overall. It is anticipated that highlighting these key issues for Members will assist in providing clarity over the issues that will come to Members for decision and give Members an early opportunity to seek information in relation to these matters should this be necessary.

- 6.2 In advance of reports coming to Members for decision it will be incumbent on officers to provide opportunities for Members to engage early with these issues consistent with previous commitments.

7. Equalities Impact

- 7.1 None.

8. Conclusions and Recommendations

- 8.1 The departmental plan 2010/14 for Corporate Services department approved by Members in August 2010 sets out clearly the actions and priorities for the service in contributing to the Council's wider corporate objectives. This forward plan for Committee seeks to highlight those issues that Members can expect to be presented for decision over the coming months in an effort to further improve forward planning and performance management.

- 8.2 It is recommended that the Committee note the key focus areas for the Corporate Services Directorate for 2010/11.

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Date: 2 February 2011

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Appendix: None

Background Papers: None

Wards Affected: All