

## Proposed Shared Service / Transformation Programme - supporting information

## Agenda Item 4 - Appendix 1

Head of Service Area	Service	Potential Saving as per Serco Business Case	Ease of Sharing (1 = easy, 10 = difficult)	Now / Sooner / Later (as per Brian Holland's work)	Other Comments
Director of Policy, Performance and Partnerships	Policy incorporating: <ul style="list-style-type: none"> <li>- LSP</li> <li>- Performance Management &amp; Improvement</li> <li>- Policy (excluding service specific strategy)</li> <li>- Consultation &amp; Community Engagement</li> <li>- Communications, Marketing and Promotion (including oversight of web content)</li> <li>- Customer Insight</li> <li>- Special Projects</li> <li>- Inspections (CAA etc)</li> </ul>	Between £60k - £80k	2	Later (for joint LSP) Sooner  Sooner  Sooner	There are a number of vacant posts / secondments at RBC which would make this relatively easy to share  Implementation of single performance management framework across the 2 councils.would streamline processes and reduce
	Corporate Administration/ Central Post Opening	Not quantified	8		Would need to be supported by transformational / systems thinking and be reviewed as part and parcel of each shared services review and overall review conducted at the end of the programme when other areas have been reviewed
	Civic Support (BDC)	Negligible	5		Roles at both councils incorporate other elements which can't easily be separated and it is felt that any review should be incorporated as part of any administrative review.
	Climate Change / Agenda 21(Energy	N/A	N/A		Already shared

	Printing & Reprographics	Nil (but felt could achieve £30k)		Now	This was included within ICT as part of the Serco business case and as such can't be split out but it is felt there are savings to be achieved from sharing the services. Felt that it would be best to leave this until later in the programme in order for the Shared ICT programme to be progressed plus any Shared Communications Team to bed in.
Head of Busines Transformation	I.C.T.	N/A	N/A	Sooner (but certain aspects such as software were later)	Already being shared
	Land and Property Gazetteer / GIS / Street Naming and Numbering	N/A	N/A		As part of ICT Shared Service
	Information Management, Freedom of Information, Data Protection, Records Management	N/A	N/A		As part of ICT Shared Service
	Organisational Development (including Workforce Planning and Succession Planning)	Not quantified separately included within HR as 1.5 FTE	1	Now	Post is vacant at RBC which provides an immediate opportunity to share this resource. Delivery of training would need to be addressed as part of this / consideration of HR Shared Service.
	Transformation, Business Process Re-engineering and Lean Systems	N/A	N/A		Separate resource identified within implementation of single management team which will be split over the two councils.
Head of Legal, Equalities & Democratic Services	Legal Advice & Services	£44k	4	Now	Advice from other Shared Chief Executives is that Legal and Financial Services should be towards the end of any programme given the input to the rest of the shared services agenda.
	Election & Electoral Services, Periodic Electoral Review	N/A	N/A	Now	Already shared
	Democratic Services & Member Support	£100k	5	Now	Vacant post at RBC in O&S (seconded to LSP). Felt that this should be considered alongside Legal due to the overlapping nature of the roles.

	Member Development	N/A	N/A		Included in Democratic Services & Member Support but opportunities will be taken to share the costs of training / development opportunities (where appropriate between the 2 councils)
	Equalities & Diversity	Nil	4	Now	No permanent resource at RBC to undertake this. Felt that this should be reviewed alongside Policy given the community engagement aspects that are currently undertaken by the postholders at BDC and RBC.
	Civic Support (RBC)	Negligible	5		Roles at both councils incorporate other elements which can't easily be separated and it is felt that any review should be incorporated as part of any administrative review.
Head of Resources	Accounts & Financial Management & Advice	£108k	5		Crucial to ensuring costs are accounted for adequately between the 2 councils. Experience from other Shared Chief Executives would suggest that this is looked at towards the end of the programme.  In order to maximise the potential benefits of a Shared Finance function consideration may need to be given in advance of a Shared Financial System.
	Corporate Income & Debt Management	N/A	N/A	Sooner	Included as part of Financial Management
	Procurement	N/A	N/A	Now	Already shared - business case developed as part of WETT programme for this to be rolled out at district level across the County and then possibly across Warwickshire. Proposal that BDC / RBC host.
	Revenues & Benefits	£87k	8	Later	Service would benefit from being part of transformation programme - shared service to be investigated as part of the transformation process once changes to system are known and structure can be reviewed.
	Audit	N/A	N/A	Now	Already being shared
	Risk Management	N/A	N/A		Processes to be aligned in order to reduce resources required - to be picked up by Internal Audit Shared Service.

	Payroll	N/A	N/A		Already shared
	Property, Assets & Facilities Management	N/A	N/A	Now	Already shared
	Human Resources & Welfare	£54k	4	Sooner	On speaking to other shared Chief Executives they all felt that this should be one of the first to be considered for sharing between the 2 councils as it is crucial to the future shared services programme. Given the ongoing work on T&Cs it is felt that consideration of a Shared service for HR should wait until after this is concluded.
	Training & Development (Day to day)	Not quantified separately included within HR as 1.5 FTE	1	Now	Delivery of training would need to be addressed as part of consideration of HR and OD as a Shared Service.
	Health & Safety	Not quantified separately included within HR as 1.5 FTE	1	Now	Consider as part of HR
Head of Customer Services	Customer Service Centre	£116k from year 4	8	Sooner	This would need to be considered by the new Head of Service and is complicated by the Worcestershire Hub partnership. Needs to be increased focus on putting more services through the Hub (particularly at RBC). Felt that the impact on CSC / One Stop Shops would be fundamental as part of the Transformation Programme and that the 6 deep interventions should be concluded before this is reviewed as a Shared Service.
	One Stop Shops	In above			
	Cashiers	In above			
	Customer First	In above			
	Customer Access and Customer Engagement	In above			
	Reception Services	In above			
	Complaints	In above			
					Would look to align processes in order to make it easier and less bureaucratic

Head of Leisure and Cultural Services	Leisure/Sports Centres/Dual Use Facilities	£44k	4	Later	BDC transferred Leisure Centre to a Trust from 1st April. RBC building Abbey Stadium - therefore possibilities for sharing are limited but can be reviewed later.
	Sports and Recreation Development	N/A	3	Now	Not specifically identified but could benefit from early sharing.
	Arts Development	N/A	3	Now	Not specifically identified but could benefit from early sharing.
	Children & Young People, Play	N/A	N/A		No specific resources to address this
	Health Education/Interventions	N/A	N/A		No specific resources to address this
	Parks and Open Spaces	N/A	3		Not specifically identified but could benefit from early sharing as part of wider service area
	Allotments	N/A	3		Not specifically identified but could benefit from early sharing as part of wider service area
	Museum	N/A	10		BDC to transfer museum - limited sharing opportunities but can be picked up as part of overall shared services review for Department
	Events	N/A	10		Can look to share management time etc in the management / organisation of events and pick this up as part of shared services review of department
	Community Centres	N/A	3		RBC only
	Theatre	N/A	3		RBC only - can look for some shared approaches across areas as part of the shared services review of department
	Countryside Centre	N/A	3		RBC only
Sponsorship	N/A	3		Not specifically identified but could benefit from looking to achieve sponsorship early and pick this up as part of shared services review of department	
Head of Environmental Services	Refuse & Recycling (inc. Waste Management, Policy, Promotion, Management)	£98k	3	Later	Service would benefit from being part of transformation programme - shared service to be investigated as part of the transformation process once changes to system are known and structure can be reviewed. May need to be reviewed if this is subsequently incorporated into the next phases of the WETT programme.

	Street Scene / Street Cleansing	156k	4	Later	Includes operational support (according to Serco report. To be incorporated into review of Refuse and Recycling.
	Grounds Maintenance/ Landscaping	In above			
	Highways	In above			
	Cesspools/Sewers	In above			
	Public Conveniences	In above			
	Fly Tipping, Bill Posting	In above			
	Abandoned Vehicles	In above			
	Engineering Design	In above			
	Street Naming and Numbering (operational)	In above			
	Car Parks/Civil Enforcement Parking	N/A	3		RBC only operate limited car parks. BDC to consider CEP. Wider shared service with other Worcestershire Districts to be considered as part of this programme.
	Cemeteries / Crematorium	£33k	2	Sooner	Potential service improvements from more effective management of 2 areas
	Land Drainage	N/A	N/A		Included within Serco as part of Environmental Health - needs urgent attention due to the lack of resilience at both Councils. For BDC / RBC this will be undertaken by Regulatory Shared Service but will be considered across the County as the implications of the Pitt Review become clearer.
Head of Community Services	Community Cohesion (Older and Young People) / Social Inclusion	N/A	N/A		No specific resources to address this. To be addressed as part of later review of service area when other shared services have bedded in. Could also benefit from being part of the Transformation Programme?
	Community Safety	N/A	N/A		Already shared. Community Safety will be reviewed in Autumn to see how Shared Service is progressing - consideration can be given at that stage to widening this out across North Worcestershire.

	Anti Social Behaviour Team	N/A	N/A		Only applies to RBC at present could be integrated with Community Safety in future and rolled out across the 2 areas? To be addressed as part of later review of service area when other shared services have bedded in. Would need to consider / address issues of ASB team funding (from HRA)
	CCTV & Lifeline Operation & Development	N/A	N/A	Later	Already being shared
	Voluntary Sector & Community Networks, Grant Aid	N/A	N/A		Budget for grant officer at RBC - could benefit from working across the 2 areas. To be addressed as part of later review of service area when other shared services have bedded in.
	Strategic Transport	N/A	N/A		No specific resources to address this. To be addressed as part of later review of service area when other shared services have bedded in.
	Community Transport / Dial A Ride	N/A	N/A	Now	Only just been implemented at BDC - could potentially join the service areas together for greater efficiencies / service improvements. To be addressed as part of later review of service area when other shared services have bedded in.
	Bus Passes / Concessionary Fares	N/A	N/A	Now	To be transferred to County Council with effect from 1st April 2011
	Housing Strategy and Enabling (including Private Sector Housing and Disabled Facilities Grants)	Nil	4	Sooner	Complicated by HIA transfer to Festival - to be addressed as part of later review of service area when other shared services have bedded in.
	Shopmobility	N/A	5	Sooner	Included within community transport - felt to be some benefits from sharing. To be addressed as part of later review of service area when other shared services have bedded in.
	Children's Centres	N/A	N/A	N/A	RBC Only
Head of Planning and Regeneration	Strategic Planning (Planning & Local Development Framework)		8	Later	Given the ongoing work with the RSS would suggest that this is left until later and be part of the Transformation Programme.

	Development Control (including Planning Enforcement)	£91k	4	Sooner	Service would benefit from being part of transformation programme - shared service to be investigated as part of the transformation process once changes to system are known and structure can be reviewed.
	Building Control	£65k	2	Sooner	Benefits in looking at this across North Worcestershire early in the programme. Consideration would also need to be given to joining the existing South Worcestershire Building Control function.
	Land Charges	£10k	2		Given the issue about Land Charges this should be considered early in the programme.
	Emergency Planning / Business Continuity	N/A	N/A		Not considered as part of Serco business case but felt this requires urgent attention that will lead to more resilience but not necessarily savings given the limited resources that each council have in this area
	Conservation	N/A	N/A	Now	Included in planning
	Tree Officers (TPO's)	N/A	N/A	Sooner	Included in planning
	Economic and Tourism Development (including Business Centres and Markets)	N/A	N/A	Sooner	To be implemented across North Worcestershire
Head of Housing	Housing Revenue Account activities including DLO for Housing	N/A	N/A		RBC only but would benefit from Transformational / Systems thinking approach.
	Homelessness	N/A	N/A		Included in Housing
	Capital Improvements	N/A	N/A		Included in Housing
	Housing Options	N/A	N/A		Included in Housing
	Housing Performance and Database	N/A	N/A		Included in Housing
	St David's House	N/A	N/A		Included in Housing
	Right to Buy	N/A	N/A		RBC Only