

REPORT TO	DATE OF MEETING
Shared Services Joint Committee	09/03/09

Report template revised June 2008



SUBJECT	PORTFOLIO	AUTHOR	ITEM
Business Improvement Plan 2009-10	N/A	G Barclay & S Guinness	4

SUMMARY AND LINK TO CORPORATE PRIORITIES

This report summarises and explains the content of the attached Business Improvement Plan (BIP) for the Finance and Assurance Shared Services Partnership, which covers the first complete financial year of its operation.

The Committee will receive regular update reports during the course of the year highlighting the actions taken to deliver the service improvements and performance targets specified in the BIP, culminating in a detailed Annual Report at year-end.

The Partnership is seen as a key project by both Chorley and South Ribble Councils and makes a direct and extensive contribution to the following strategic objectives:

“Ensuring that **Chorley** Council is a consistently top performing organisation”.

“**South Ribble** is an efficient, effective and exceptional council”

RECOMMENDATIONS

That the Committee notes and approves the draft BIP for implementation by the Shared Services Partnership in 2009/10.

That the Committee agrees to delegate the ability to incorporate any residual information or amendments to the BIP to the Corporate Director (Resources) and Assistant Chief Executive (Transformation) in consultation with the Chair and Vice-Chair of the Committee.

DETAILS AND REASONING

Performance Management

The Committee has previously received and approved the formal Partnership Agreement, incorporating a Service Level Agreement which sets out the key outputs required of the Partnership and the individual performance measures against which it will be judged.

The main aim of the attached BIP is to translate these outputs and measures into specific deliverables and targets which need to be achieved during 2009/10. These are shown in the tables at **Appendices 2, 3 and 4** of the BIP.

Some of the **key service improvement tasks** next year will be to:

- Further develop and integrate the Partnership **Workforce Plan**
- Further develop and integrate of the Partnership **Communications Strategy**
- Provide a common partnership platform for all **financial systems**
- Prepare for the International **Financial Reporting Standard** (IFRS)
- Develop an **Exit Management Plan** for the Partnership.

Along with the Legal Agreement and SLA, the Committee has approved a performance management framework for the Partnership. Therefore also included on this meeting's agenda is a report outlining the proposed method and template for Performance Management Reports which will be submitted to the Committee at each of its meetings during the year.

Other Purposes

As well as underpinning performance management, the BIP fulfils the following purposes:

- Providing the background to the **Shared Services Project** and an overview of its **organisation** and **governance arrangements**;
- Spelling out the guiding principles underpinning the Partnership, in terms of **working as a united team** across both councils and **focussing on the customer** to ensure that we deliver the right services in the right way. Creating a **learning & development** culture, continuously seeking to be **excellent** and **efficient** in everything we do and striving to achieve the **highest standards of ethical behaviour** and maintain trust and confidentiality throughout.
- Recognising a range of **national, regional and local strategies** which influence the work of the Partnership, not least of which is the **Government's agenda for shared services**;
- Listing the **individual services areas** that the Partnership extends to;
- An outline **Workforce Plan** (for further development) which seeks to address the leadership and management skills issues identified by PriceWaterhouseCoopers in preparing the original business case for the Partnership;
- A **Communications Plan (Appendix 7)** in recognition of the fact that effective communication, both internally and with all its stakeholders is acknowledged as being critical to the long term success of the Partnership;
- A **Financial Plan (Budget)** to facilitate the effective financial management of the Partnership;
- Outlining a commitment to effective **customer consultation**;
- Outlining the Partnership's commitments to **equality and diversity** and **sustainability** issues;
- A **Risk Register (Appendix 5)** a vehicle for identifying and mitigating the key risks facing the Partnership;
- A **Contracts Register (Appendix 6)** in acknowledgement that many of the Partnership's main services are delivered through, or in association with other organisations;
- Outlining the main areas of **procurement activity** during 2009/10;

- Outlining the main **cashable savings** and **non-cashable efficiencies** which are anticipated in year 1;
- Identifying the **business opportunities** which it is intended to exploit in 2009/10, including a review of the Treasury Consultancy Services at Chorley; harmonisation of external leasing advice & renewals across the Partnership; preparing a specification for the future Partnership tendering of the Payroll and HR systems and integrating the Partnership Mortgage Administration systems and processes

WIDER IMPLICATIONS

In the preparation of this report, consideration has been given to the impact of the Shared Services business planning and performance management arrangements, and the table shows any implications in respect of each of these.

FINANCIAL	The Shared Services Arrangement represents a significant change in the way that financial and assurance services are provided for both Councils. It is essential that sound business planning and performance management arrangements are in place to ensure that high standards of service continue to be provided that enable each Council to meet its statutory, corporate and strategic requirements.		
LEGAL	The Shared Services Joint Committee, established under Section 101 of the Local Government Act 1972, provides the overall governance for this with its terms being set out in an Administrative Collaborative Agreement which has been signed by both Councils. Sound business planning and performance management arrangements are required to enable the Shared Services Joint Committee to effectively fulfil its obligations.		
RISK	Any new service delivery approach involves a significant element of risk, both in relation to the new arrangement itself and in making the transition to that new service delivery vehicle. A dedicated Risk Register has been produced in order to identify and mitigate the risks associated with the development of the Partnership and this is incorporated within the Business Improvement Plan appended to this report.		
OTHER (see below)			
<i>Asset Management</i>	<i>Corporate Plans and Policies</i>	<i>Crime and Disorder</i>	<i>Efficiency Savings/Value for Money</i>
<i>Equality, Diversity and Community Cohesion</i>	<i>Freedom of Information/ Data Protection</i>	<i>Health and Safety</i>	<i>Health Inequalities</i>
<i>Human Rights Act 1998</i>	<i>Implementing Electronic Government</i>	<i>Staffing, Training and Development</i>	<i>Sustainability</i>