
Executive

11th May 2010

Report of the Corporate Management Team

More for York – Spring Update and Children’s Social Care and Finance Blueprints

Summary

1. The More for York Programme has been established to transform City of York Council into a more effective organisation delivering More for our Customers, More for our Employees and More for our Money. It will be key in enabling the Council to set a balanced budget by delivering significant savings over the next 3 years and beyond whilst preserving the quality of front line services to customers. This is a report on :-
 - a. The refreshed context of the programme with regards to :-
 - More for our Customers – sets out the Councils ambition to deliver better services to customers, designed to meet their requirements and responsive to their needs (Paras 4-5)
 - More for Our Employees - Shaping the organisation for the future, creating an innovative open culture that drives and sustains improvement to ensure that changes are delivered, embedded and sustainable (Paras 6-8)
 - More for our Money - Sets clear savings targets and methods for realising savings in the increasingly challenging financial context within which Local Government is operating (Paras 9-17)
 - b. Progress on existing workstreams (Paras 18-33)
 - c. Financial Benefits Realisation - reports on the financial targets for savings and achievement to date (Paras 34-37)
 - d. HR implications (Paras 38-43)
 - e. Proposals for 2 further workstreams
 - Children’s Social Services Blueprint (Paras 44-50)
 - Finance Services for Blueprint (Paras 51-53)
 - f. The risks of the programme and how they are being mitigated (Paras 54-57)
 - g. The consultation approach (Paras 58-61)

Background – the context of More for York

More for our Customers – customer focussed

2. The Programme is committed to improving services to customers by cutting out waste, getting things right first time, simplifying the organisation and its processes, helping customers to help themselves by increasing choice of ways to do business with us and by providing clearer more comprehensive information and feedback. Consolidating our customer facing services and improving our back office services will improve the customer experience and deliver value for money.
3. We also need to understand our customers – who they are, where they are and what they want. This will be done through consultation and engagement but also by making better sense of the vast range of information that we hold about customers and the services we deliver. We will use customer insight data to design services and focus them on the varied needs of different communities of interest. This will require the development of more comprehensive data about customers, joining up what we know so we understand the cross functional needs and behaviours of customers

More for Our Employees - Organisational Culture, working in different ways

4. We have successfully embarked on what will be the most significant transformation programme ever implemented within the Council. The programme involves every area of our organisation and will lead to significant and sometimes fundamental changes across the whole of the organisation. To deliver real and lasting benefits from the programme it is critical that we underpin the implementation activity with a culture that ensures the changes we make are embedded and sustainable. Technical understanding of our working practices alone will not deliver this. To deliver the scale of change required there is a real need for a cultural refocus.
5. We need to develop behaviors which add value and ensure that every penny of taxpayer's money we spend consistently offers a good return on investment. We need to redouble our efforts to ensure that the money we do spend is driven from customers real needs and wants, and that we fully understand and acknowledge what these are. We need to remove unnecessary bureaucracy to ensure we are an organisation that is fleet of foot, versatile and adaptable but still has an appropriate level of control and safeguarding, an organisation that can move quickly but safely to respond to customers needs and wants. The culture should bring people together under one vision and one set of values, to enshrine a "One Council" approach to all we do.
6. In order to change the culture of the organisation we are developing a programme of activities to involve staff in creating a view of the type of organisation we need to be, and to give staff the skills and personal awareness to bring innovation challenge and energy to the tough challenges we face. As part of this programme we have launched a Staff suggestion scheme which it is hoped will generate good ideas from all areas of the council for improvement and efficiency. We continue to find that staff satisfaction is enhanced by achieving higher levels of customer satisfaction. The changes in delivery arrangements being introduced do also deliver more for our employees.

More for Our Money - Economic Position

7. The global economic crisis continues to create major financial pressures for the whole of the public sector. Lower interest rates and low inflation combined with increasing

unemployment levels have already had wide reaching impacts upon our own finances and has changed the pattern of customer demand as the credit crunch pushes more people into a vulnerable financial position and increases their need for some council services, whilst simultaneously decreasing income from things like car parking. This position is exacerbated by other factors such as the financial impact of an ageing population (greater demand for adult social care services) and the ongoing impact of a greater focus on children's safeguarding (increased demand for Looked after Children's services).

8. The Medium Term Financial Strategy (MTFS) had previously set out the need for a minimum £15m of savings to be generated in the next three years. However the recent Budget set target net savings for the programme of around £10m per annum for each of the next 5 years assuming that grant funding is frozen from 2011/12, and with modest Council tax increases.
9. UK public sector net debt is currently £799bn or 56% of GDP as compared to a recommended 40% maximum level. The recent budget indicated that existing spending plans for 2010-11 have not changed since the Pre-Budget Report, but spending growth will reduce after 2011-12 to reduce the deficit over the next four years. All the main UK political parties have made pre- election policy commitments to reduce the level of budget by making significant reductions in public spending. There is the prospect of a potential early budget which may impact upon the settlement for 2010/11.
10. We will need to significantly increase the level of efficiencies in the coming years. Therefore, whilst the More for York programme target at present is to deliver £15m savings in a three year period, the likelihood is that we will need to deliver savings of £10m per year in subsequent years and this means that the programme will need to be even more extensive in future years and consider significant changes in how services are delivered. It is clear that achievement of the level of savings required will not be possible from efficiencies alone. The range and scale of services provided will also have to be considered.
11. Whilst the whole of the public sector is living in austere times and will have to make radical changes, Local Government is at the forefront of transformational thinking and has outstripped efficiencies made in Whitehall. The majority of local authorities are developing fundamental changes to the way in which they deliver services to ensure that wherever possible savings are made without detriment to service quality and that in fact services become more responsive to customers at a local level.
12. In this context, The More for York programme, with its commitment to customer facing improvement, transformation of service delivery and savings realisation, has become even more central to the future of the Council.

Delivering the Programme

13. Since December 2009 the programme has been delivered in house and there has been no loss of momentum. We have developed a skilled internal programme team and have committed significant internal resource to drive forward change. Where we do not have the specialist skills we will supplement our in house team with short-term resources for focussed assignments.

14. To reflect the importance and centrality of the programme to the Council, the Corporate Management Team now meet weekly to oversee the Programme to ensure that the programme is delivered at pace. The Transformation team is now located within the Chief Executives Office and will integrate the programme with work on performance, policy and partnerships to ensure that the changes and transformations are sustained and embedded within the organisation and that new ideas and policies are built into the programme at the outset.
15. Quarterly progress reports will be made to the Executive to track delivery of benefits and to seek approval for decision, the levels of which are set out in the constitution. If these decisions require significant changes to the Council's policy or budgetary framework they will be put to full Council.

Progress on the Workstreams

16. Set out below is a summary of some of the early achievements of the programme and changes which will be implemented in the next six months.
17. Phase 1 of the Organisational review completed in April 2010 - Directorates restructured and Directors reduced from 6 to 4, a 33% reduction. Phase 2 commenced April 2010 – Assistant Director structures being designed, staff consultation underway with a report to Executive July 6th 2010. This will include a projected target reduction of approx 20%.

Communities and Neighbourhoods

18. Street services Right first Time – We are on target to send a large percentage of reactive service requests directly from the YCC to the operative in the field. There will be more service specific knowledge at the first point of contact enabling the call taker to deal with the call more effectively, the customer will be told when the job will be done and will receive confirmation when it has been completed. Operatives will have better information on the jobs which will enable them to fulfil the service request quicker and in one visit, with the flexibility and the mandate to sort the problem out. The solution utilises Google Maps and Streetview to pinpoint jobs and mobile working, job management and scheduling tools to provide better understanding of the job and the resources available to sort it out. There will be in depth testing and a phased roll out between June and October, commencing with the Neighbourhood Pride Service (Rapid Response). Reducing the silo working across services will also help with seasonal 'bottle necks' such as flooding and gritting and enable us to react to service requests sooner.
19. Waste Collection - Optimisation of waste and recycling collection rounds will reduce the number of rounds operating and reduce costs by £175k in 2010/11, rising to £350k per annum by 2011/12. There will be a 1 round saving in public bin rounds, 1 round in Domestic Waste and one round in recycling. This will enable services to operate a 4-day week, thus enabling further savings on vehicle hire and maintenance and avoid collection disruptions over bank holidays. New domestic waste/recycling collection rounds are scheduled for the Autumn as around 80% of households are expected to have a different collection day for their landfill waste and recycling. Consultation with customers will be undertaken before implementation to ensure all issues are identified, customers understand the changes and implementation is smooth.

20. This will coincide with the roll out of the 3-box recycling system. The 3-box system has already been communicated to residents in YorCity and was favourably received by the Social Inclusion Working Group in October. All changes to waste and recycling services are taken to Executive member decision sessions prior to implementation.
21. An area-based approach to the delivery of new/replacement bins and recycling receptacles has been established and has been running since February. Crews now receive service requests from the YCC and deliver the containers on set days, dependant on the ward the resident lives in. The resulting strategy ensures that all customers now receive a replacement within 5 working days (before their next scheduled collection) and is a great improvement on the previous process where there was a 6 week backlog
22. Highways Services Right First Time - removal of inspections of jobs prior to repair and the introduction of mobile technology enables jobs to be sent straight to Operatives, including to our street-lighting contractor. This allows a fast reaction to defects. It is estimated that 80% of all public enquiries can be sent straight to the repair teams. The team will incorporate an inspector, who rather than marking up the defect and raising an order, will instruct the gang to repair there and then. ("Inspect - repair - report" method.) This will be set up as part of the new area working process, so that efforts will be focused on a particular ward to reduce travel and set up time and ensure the most effective use of materials such as tarmac.
23. In Housing, vehicle tracking and mobile working will go live in May, leading to improved productivity, reduced cost and faster resolution of housing repairs.

Procurement

24. Focus has been on contracts due to expire by end of March 2010 to manage any risks around these and ensure delivery of cost efficiencies where possible on any contract extensions. £464k of savings have already been negotiated and further savings are being explored: -
 - Tarmac contract has been renegotiated and responsibility for providing traffic management brought in-house, creating a saving of £101,000.
 - Street lighting contract has been renegotiated and contractor staff are now working from the CYC Ecodepot, creating a saving of £30,000.
 - Illuminated Signs - reduction in unit cost - £30,000
 - BT One Bill (invoice consolidation & Direct Debit payment) £26,000
 - Rationalisation of ICT Escrow agreements - £3,500
 - New Recycling Boxes - £10,000 reduction in More for York Investment
 - Streetlighting - energy reduction - £40,000
 - Post - move to 2nd Class and TNT - £42,000
 - HR Payroll - (Savings against budget for system) - £50,000
 - Utilities - change in provider should yield reduced unit cost - £100,000
 - Water Hygiene Monitoring - £20,000
 - ICT Hardware – 30% cost reduction on servers and desktop hardware
 - Photocopiers - reduction in cost per copy - £12,000

Customer Services & Income Collection

25. Allpay – the introduction of payment facilities in over 130 Post Offices and shops went live in February 2010 and there has been a 70% reduction in payments made at the City Finance Centre at 2 St. Leonard's.
26. We have consolidated face-to-face reception points from across the city into St Leonard's Place. The Reception at 20 George Hudson St (GHS) closed on 19th February and has been re-located to 9 St Leonards. We are now working on moving duties from 10-12 GHS and Mill House to St Leonard's Place. From May, cash payments will no longer be taken across the counter at 2 St Leonard's and staff will assist customers with making alternative payment arrangements. This will free up space to be re-configured to accommodate Housing Options from 10-12 GHS, alongside Benefits and some of the schools benefits functions from Mill House. This is being designed so that all related services will be co-located to make it easier for a customer to fulfil all of their potential requirements at a single visit.
27. We currently receive 17% of street service requests and 32% of Council tax transactions through the internet and we are developing improved e-forms to further increase this proportion. We have piloted SMS text messaging service for schools to help them to communicate with parents regarding travel arrangements, school closures etc.
28. Court Fees – generated an additional £41k for 2010/11.

Adult Social Care

29. Home Care Staff utilisation. Improved rostering, flexible working, new terms & conditions are being implemented in May to make best use of our in-house resource and significantly reduce agency spend. From 1st June we will be operating a risk assessment based approach to allocation of staff to customers to replace the automatic doubling up of staff after 4pm and the Executive Member has agreed changes to keyholder responsibilities which frees up significant staff time. All of these changes aim to release and reuse hours for home care to meet demand and enhance in-house competitiveness.
30. We just issued a re-tender of already externalised Homecare services to ensure value for money and avoid being tied in to levels of service delivery and cost that might in future be affected by personalisation of homecare. The new contracts are on target to be in place in the autumn.

Business Support Services

31. Printer rationalisation has already taken place at a number of locations e.g. Mill House where the printer estate has reduced from a 1:5 ratio to a 1:19 ratio, thus reducing the annual maintenance cost for the printers that have been removed. Pilot sites are reporting a 30% reduction in print volumes as a result of the change.

Financial Benefits Realisation

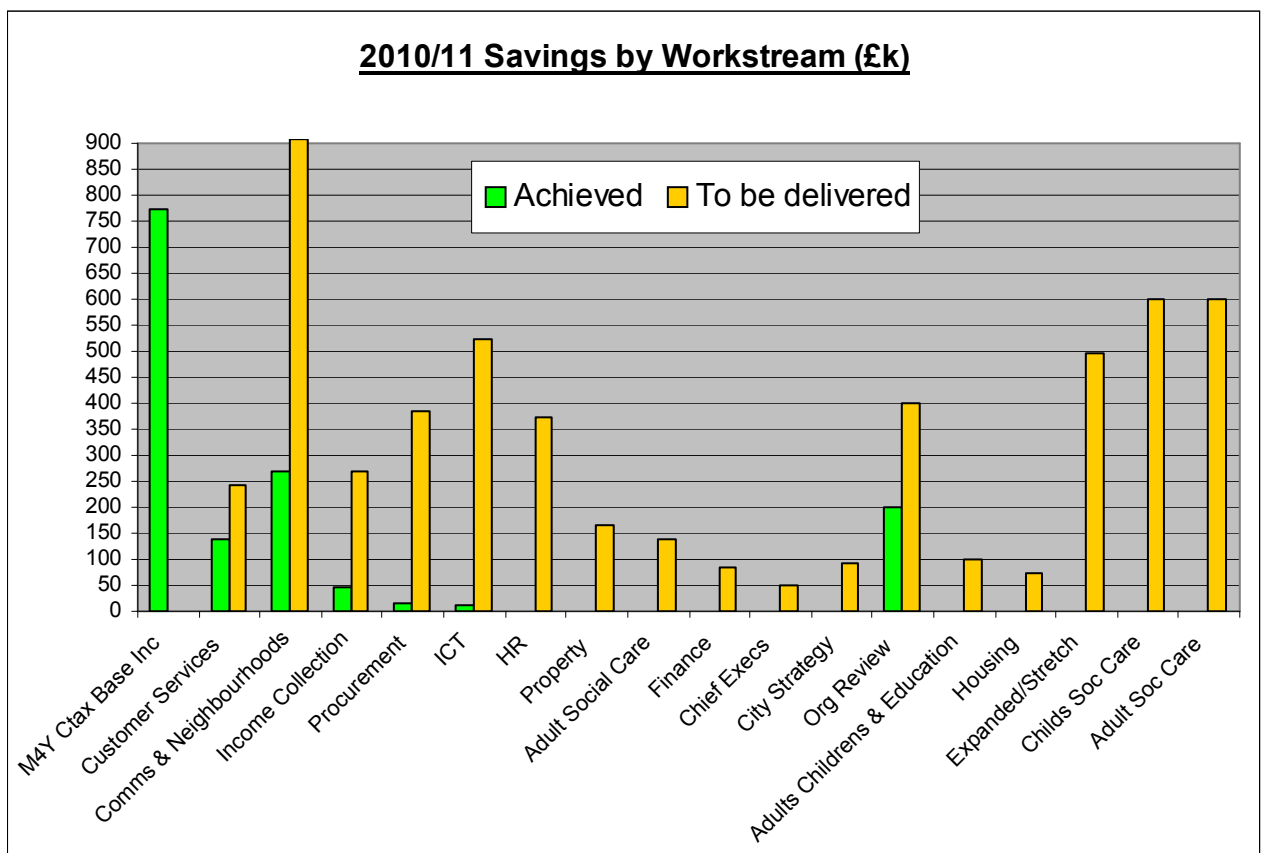
Savings made in 2009/10

32. Target savings for 2009/10 were £512k including the HRA and a total £476k was achieved. The difference relates to two small overstatements in the original blue print projections and a saving made in income collection where the saving was reduced but

no investment was needed to deliver it. When changes are implemented The realisation of savings

Savings for 2010/11

33. The total gross savings target to be delivered by the programme is £6.951m with the net being £5.7m. This is made up of the target of £4.48m from the blueprints, £479k in relation to the stretch areas, £775k for the increase in Council Tax base as a result of More for York improvements in Council Tax collection rates, the two “management challenges” to reduce growth on Children’s and Adults Social Care which have now been incorporated into the programme (2 x £600k), less the investment costs of £1.251m. The Graph below sets out the projected savings by workstream, indicating that 21% of savings have already been made, totalling £1.454m.



34. The figures above are gross savings before capital investment, revenue investment, and redundancy costs have been met. These costs will be charged against the savings made by the More for York Programme. As all efforts will be made to avoid compulsory redundancy through vacancy management, natural turnover and redeployment, and pension and redundancy costs are specific to the individual it is not possible to accurately identify potential redundancy/pension costs at this time.

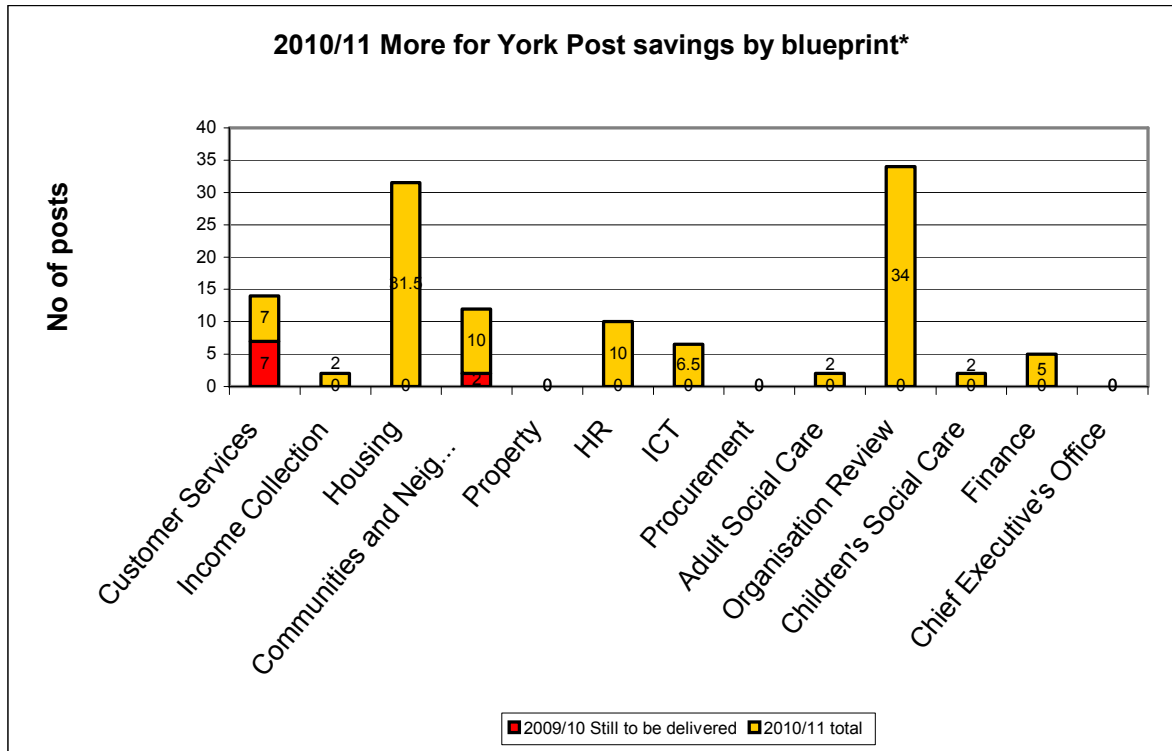
Benefits Realisation Methodology

35. A robust and detailed process has been established to ensure that savings are properly monitored and realised. The projected savings in each workstream are profiled in detail and identified down to budget code level. These are signed off by Directorates and at Programme Board. At this point they are removed from the Budget.

During the year, ongoing assessment of the progress being made to deliver the savings will give rise to a judgement of whether the saving has been delivered, whether it is projected to be delivered in time or whether there are issues and it is at risk. Spend over the year against the identified budget codes will be monitored to ensure that the savings are being delivered.

HR Implications

36. The programme has significant impacts for staff. The culture of the organisation is changing and this will necessitate different behaviours and expectations. Staff will be engaged in developing the culture and will need support to operate in different ways. Some staff will be asked to change working practices, manage information in different ways, work across service boundaries, utilise technology, and work flexibly. This has already been touched upon in the Neighbourhoods and Communities Directorate where the introduction of new processes enabled by mobile technology is being piloted. Staff response has in general been very positive and there has been work done to improve the HR policy framework to support this work. Staff will be able to establish better work life balance with family friendly working practices and flexibility as part of their terms and conditions.
37. Changes to business processes and removing unnecessary steps will reduce the need for so many people and there will inevitably be a reduction in the number of posts, however the Council will endeavour to avoid compulsory redundancies through measures such as redeployment, retraining and active vacancy management. We are also exploring a range of additional options so that wherever possible we limit the impact of post reductions on staff. The Council currently employs 3107 fte equivalents, which equates to 4484 staff plus a further 3904 schools staff. We have been managing vacancies to avoid increasing staff numbers. In addition, each year over 400 people leave the authority to take up other posts or retire. The natural pattern of staff turnover over the next three years will help to minimise the impact upon current staff. The Council is committed to avoiding redundancies wherever possible.
38. In 2009/10 a reduction of 17 posts was projected. 8 posts were reduced of which only 3 resulted in redundancies, whilst one resulted in redeployment, 2 related to resignations and two related to other circumstances.
39. The estimated numbers of posts that are projected to be taken out of the establishment in 2010/11 are set out below. The 3 workstreams with no post reductions are still being developed. The current projection for 2010/11 reduced the establishment by 119 posts however, as set out in Para 37, there will not be the same number of redundancies.



40. Even for staff who are not directly affected by a project within the programme, they will experience the Council behaving in a different way. There will be a focus on customer outcomes and performance management, consolidated delivery of support services, a collaborative approach to working with others and a positive “can do” attitude to ongoing improvement for the whole organisation. Staff want to work for an excellent, modern and forward-looking organisation and will benefit from working for an excellent Council.
41. A comprehensive review of related HR policies is underway to ensure that the organisation is fully prepared to respond to large scale changes in its establishment and that we explore all opportunities for making the process of change simple, clear and supportive wherever possible.

Additional Blueprints

Children’s Social Care Blueprint

42. Across the UK, councils have experienced a significant increase in referrals to children’s social care whilst also being subject to greater scrutiny of their provision of these services. As a consequence of increased pressures on services, the numbers of looked after children (LAC) in local authorities has been steadily increasing in the last 2 years and in York the increase is higher than the national trend. A significant contributor to this is that more children are staying in care (as opposed to a significant increase in new LAC in the last two years). The current number of LAC in York is 227.
43. External scrutiny over the last 3 years has consistently rated York at a high standard but it is a high performing service which is using an increasingly outdated model. In order for the service to succeed in this changed environment, a new approach is needed. The primary focus of this work is to transform the way children’s services and social care are provided in York to create a set of services that are financially sustainable yet which can achieve and maintain excellent outcomes for customers.

The blueprint for Children's Services describes the programme of work required to bring this new model into being.

44. Some immediate changes have been put in place to address some of the symptoms of the increased workload - the rate of increase in LAC is currently reducing and new entrants have been reduced by a third in the last year. The blueprint has given additional focus to this work and improved its achievements, but these measures need to be consolidated into a new approach and service culture if significant and sustained improvements are to be achieved.
45. The blueprint seeks to achieve further reductions in the LAC population by diverting people to better outcomes, earlier. Those within the children's social care service need to be given greater ability to influence and support other services teams and partners in providing preventative services which get the right support to children & families, earlier.
46. The Blueprint document sets out the proposed work which is comprised of two areas:
 - Restructuring the children's social care service and improving its processes
 - Redesigning the customer contact and management arrangements for children's services and implementing the agreed changes
47. The work will deliver the following headline benefits:
 - More flexible and adaptable service structure which is better able to respond to fluctuation in demand and emerging legislation.
 - Improved ability to manage risk and to deliver outcomes for vulnerable children through earlier and less severe interventions.
 - Improved capacity and focus on developing better links with key partners to provide a more integrated, multi-agency approach to supporting children.
 - Consolidated view of the customer, bringing together appropriate information from all relevant teams and partners
 - Better experience for customers when contacting children's services; service designed more around the needs of customers.
 - Capacity to deliver the service to a high quality standard within budget.
48. Although the full realisation of the above benefits will take longer, progress in all of the above areas will be seen by the end of 2010. The full Blueprint is attached as Annex 1.

Finance Services

49. The full blueprint is attached at Annex 2. The blueprint proposes to consolidate Corporate and Directorate Finance teams into one Financial Management function which will deliver: -
 - Efficiencies leading to an annual staff budget saving of £170k
 - Independence to perform a challenge role
 - Consistent working practices - rapid adoption of standard processes and procedures
 - Speed up decision making
 - More flexible use of staff resources will enable quick response to new demands and pressures and divert resources to areas of strategic priority
 - Reduce duplication of effort

- Promote a culture of financial accountability by clearly defining roles and responsibilities for Financial Management staff and budget holders
- Comprehensive quality assurance approach for financial statements
- Improve cohesion and coordination of the Financial Management function

50. A further phase will look more specifically at processes and procedures to;

- Reduce transactional processing
- Optimise the use of technology to improve efficiency, quality and timescales of financial information
- Reduce reliance on local spreadsheets which will improve control of data and provide visibility to all levels of the organisation and reduce silo information.

Additional Work on Future Workstreams

51. Further work is underway in a number of areas to identify potential transformation activity on other areas, partly to increase savings in 2010/11 and partly to commence work on savings for the following year. Further blueprints will be brought to Executive in the coming months.

Risk Management

52. This report addresses two major corporate risks.

- The failure to achieve the required level of savings in the next three years - the detailed delivery plans for the programme and the benefits realisation methodology set out above both mitigate the likelihood of this happening - if savings are not being achieved CMT will have early visibility and will be able to act swiftly to address this.
- The failure to co-ordinate related change activity. - The recent move to establish CMT as the Programme Board and consider all transformational issues at this board will mitigate the likelihood of this risk significantly. This report seeks to mitigate both these risks by implementing a robust plan of action to achieve savings whilst aligning the delivery programme with other change activity.

53. The programme inevitably brings new risks, which will be closely monitored within the Programme and managed by the Executive Board (CMT). The key risks are

- a. Staff morale may be impacted by significant change and potential large-scale service transformation, particularly where service redesign and potential post reductions may occur. *Mitigation* - reduce the impact upon staff numbers through vacancy management, redeployment, training and turnover. Extensive communication and engagement with staff to explain the positive aspects of the programme. Commitment to staff development and training to help staff to manage the change process and develop for the future.
- b. Some Customer Groups may object to individual proposals. *Mitigation* – Equalities Impact assessments on each project accompanied by customer engagement to shape the design of services in the future.
- c. Unions may object to individual proposals and industrial action may ensue. *Mitigation* – Ongoing Union engagement at a Programme wide level through

Corporate Joint Consultative Committees and through close involvement with detailed work at Directorate Joint Consultative committees

- d. The programme is wide ranging and it may be difficult to co-ordinate activity across different streams and directorates. *Mitigation* – Robust Programme Management & Governance arrangements will ensure joined up issue and risk management and will provide visibility of any failure to deliver proposed outcomes.
 - e. Individual savings proposals may be unpalatable to Members – Regular Quarterly progress reports to Exec/Full Council will set out progress against targets and any further decisions to be made. Decisions will be made according to the constitution.
 - f. The culture of the Council may prevent innovation and achievement of savings and improvements. *Mitigation* – Development of culture change programme that supports Organisational Development Strategy
 - g. The Organisation may lack the skills to deliver change and deliver services in different ways – *Mitigation* – supplement the programme resources with external expertise and ensure skills transfer to bring key skills in house, identify skills gap in workforce and build into workforce planning and staff development plans to create sustained and ongoing capability.
 - h. The Programme will be relying on the successful deployment of new technology such as mobile devices, scheduling systems and a new HR application. There is a risk that these systems take longer to implement than is planned. *Mitigation* - Closer working with our suppliers and procurement specialists to ensure that delivery is made on time. Internally, improved system testing processes and dedicated implementation resources.
54. If the Children’s Social Care Blueprint is not implemented the cost of delivering children’s social care will continue to rise, specifically the disproportionate costs of more severe interventions and high cost placements - the service will cost at least £0.5m more to deliver in 2011/12. Increased risks to the safety of vulnerable children; poor outcomes for children potentially resulting in reduced life chances and a widening of the equality gap. The quality and performance of children’s services could fall with the service losing its “outstanding” rating with consequential negative impacts on the overall CAA score and council reputation.
55. If the Finance Blueprint is not implemented it will not be possible to deliver the savings from that workstream and it will be very difficult to standardise financial procedures and reporting.

Consultation

56. The development of the Blueprints has involved consultation and engagement with customers and staff. The output from ongoing service review processes with children, young people & their families who have experience of the care system have been used as the basis for the main structure changes in Children’s Social Care Blueprint. This includes input from consultation groups both before the blueprinting work and on the emerging proposals in February 2010.
57. Specific plans within each workstream which have an impact on customer facing services are brought to Executive member decision panels and are consulted upon

with customer groups. Communication plans are developed for each workstream to consult, engage and inform customers of changes to services.

58. Partner briefings have commenced and there have been very positive commitment made by all partners to explore opportunities for further cross organisational efficiencies particularly in relation to joint commissioning with the PCT and shared delivery of social care services with other partners. The potential for shared delivery of back office services will also be explored.
59. Unions have been briefed throughout the development of the blueprints and are party to the content of this report and the blueprints. Close liaison with all Unions will be essential for the successful delivery of the programme. To facilitate this, More for York is a standing item on both Corporate and Directorate Joint Consultative Committees which are chaired by the Chief Executive and Directors respectively.

Implications

60. The implications this report are: -

- **Financial** - covered in the report
- **Human Resources (HR)** - covered in the report
- **Equalities** - Desktop Equalities Impact Assessments (EIA's) have been undertaken on each blueprint to ensure that all equalities considerations have been taken into account. Full consultation with internal and external Equalities groups has commenced for priority EIAs and will continue throughout the programme as detailed proposals are developed. The outputs from this consultation will be incorporated into the ongoing running of the work streams and further reports to Executive.
- **Legal** – There will be an upsurge in procurement activity with potential new areas of engagement for the Council. Legal support will be essential.
- **Crime and Disorder** – no implications
- **Information Technology (IT)** – The delivery of the Corporate IT Strategy will support this programme. Management of the related delivery of IT development will fall under the programme. The ICT workstreams will also have impact upon the organisational structure of the IT department and on some existing IT projects.
- **Risk Management** – High-level risk are covered in the report. A detailed risk register will be kept at programme level and by each project.

Recommendations

61. The executive is recommended to: -
62. Note the progress made on delivering the programme
63. Agree the Children's Service Blueprint set out in Annex 1
64. Agree the Finance Services Blueprint set out in Annex 2

Reasons

65. To enable the Council to deliver the strategic objective to be an Effective Organisation, to deliver service improvements and create net efficiency savings of £5.7m in 2010/11.

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Report Approved

Date 11th April 2010

Wards Affected: *List wards or tick box to indicate all*

All

For further information please contact the author of the report

Annexes

Children's Social Care Blueprint
Finance Services Blueprint

.....Annex 1

.....Annex 2