

ROCHDALE METROPOLITAN BOROUGH COUNCIL

SERVICE PLANNING 2010/11

Service...Business Partnerships

SERVICE PLAN UPDATE

Brief Description of the Service

The Business Partnerships Service was established on 1 April 2006. It is a Service consisting of new and existing Council functions and is divided into three distinct areas:-

Client Services

- Ensure that partnership contracts deliver their contractual obligations;
- Ensure that there is an effective relationship with each partner organisation to maximise the benefit for the Council;
- Look to commission other Council Services to deliver efficient and effective delivery by using proven techniques in procurement and project management.

Corporate Procurement

- Create contracts which are robust, properly worded and legally framed in order to protect the Council's interests and those of the client;
- Being involved in all aspects of the procurement process from the identification of the requirement, evolution of a specification and output criteria, through the tendering, award, contract drafting, signature, contract management and subsequent supplier management;
- Liaise with other Council Services in order to offer procurement advice on procurement related issues and participate in membership / leadership of project teams;
- Ensure that the council's £60 million annual spend is committed using best value principles, council financial regulations and contract procedure rules, with a view to providing an accurate audit trail which will satisfy both internal and external audit requirements;
- Employing professionally qualified (CIPS) staff and to undertake / monitor personal and professional development training programmes relative to individual staff members;
- Obtain feedback from Service users relative to the performance of not only the unit itself, but also that of its suppliers;
- Ensure compliance with existing national and EU Procurement legislation;
- Review existing contractual arrangements regularly to ensure required changes can be incorporated and to protect the Council from short, medium and long term risks;
- Ensure that all plans / objectives are aligned to the Council's corporate goals as exemplified by "Aiming High".

Facilities Management

- Education Welfare Catering delivered to 80 out of the 95 schools in the Borough.
- Cleaning, Site Management, and Caretaking in Schools delivered to 72% of the 95 schools in the Borough.
- Commercial Catering (including Crofters and Touchstones)
- Cleaning Council Buildings and External Buildings.
- Social Services Catering (including Meals on Wheels)
- Removals and Porterage
- Specialist Cleaning Services
- Public Conveniences (including Superloos)
- Temporary waste paper collection.
- Building Management Corporate Buildings including Town Hall, Municipal Offices and other multi-use sites.

Broad Service Objectives

The service objectives of the Business Partnerships Service have been linked directly to the Local Strategic Partnership cross cutting priorities and the Council's specific improvement themes.

Jobs, Prospects and People - work with partners to support jobs growth and regeneration providing

employment and training opportunities to our staff and to local residents.

Children and Young People – actively support the Every Child Matters Agenda by working co-operatively with schools and other agencies to deliver positive outcomes.

Health (for all) – working with partners and stakeholders to promote healthy lifestyles and supporting innovative ways of increasing awareness of healthy eating and exercise.

Environment – ensure all our new and existing public buildings are exemplars for sustainability and supporting the Council's environmental strategies.

Efficiency and Capacity – deliver efficiency savings through our partnerships and ensure VFM in everything we do. Support Council-wide transformation and change. Develop new and innovative ways of delivering services to maximise capacity and realise efficiency.

Community Safety – Ensure all new and existing Council buildings are safe and fit for purpose for staff and customers.

Customer Focus – respond to our customers and improve their satisfaction across all areas of the service. Develop creative ways of engaging with customers and key stakeholders.

Service Improvement – embed a commitment to continuous improvement across the service in a planned and innovative way. Tap into potential and create channels of communication for all staff across the service.

Community Engagement and development – working with partners to ensure resident views are included in the shaping of our service provision. Undertaking regular consultation with partners and stakeholders to commission services which deliver quality outcomes.

Cohesion and Equalities – promote our workforce as one which reflects the diversity of our borough.

Actively encourage more people from minority groups to be users of our services and work with partners to increase participation in the services we offer directly or those we have commissioned.

PART A Review of the Year

Achievements and Headlines 2009/10

Facilities Management

The business focus remains high on the agenda and a number of new business ventures have resulted in increased income. This includes providing a cleaning service at the Middleton Arena for Link4Life. The overall financial performance of the service has improved and is now targeted to report a slight surplus. This is despite budget pressures relating to nutrient based standards and increased utilities charges in corporate buildings. The Service had significant efficiency and non essential expenditure savings targets to meet and a significant amount of time and effort has been put in to achieve these.

Absence management has remained high on the agenda and this has resulted in a slight targeted improvement on the previous year's performance which had improved significantly from the previous year.

The Health and Safety breakfast briefings have continued and have been targeted at preventative measures in relation to accidents together with safety tours.

Our commitment to Business continuity has continued with designated Officers being placed on the Corporate emergency plan and Humanitarian Resource centre staffing profile. The Service has also undertaken a scenario testing exercises in the event of emergencies occurring thereby testing our procedures.

Several members of the team have attended Enterprising Leadership programme and the internal secondment programmes continue to benefit our succession planning.

There has been a pilot project with Oldham MBC, to look at areas of joint working in relation to FM, which also brings benefits in terms of income.

Client Services

We continue to work with our Partners to ensure that they are meeting the Council's objectives through their business plans. For example we are working with our FM contractor to ensure our PFI schools are kept clean and well maintained and school meals are provided, and we are working with Impact to create new jobs for local people.

A positive Audit Commission Report on Value for Money from Partnerships has been received. The Team worked closely with Impact Partnership and Link4Life to provide the evidence to Audit Commission required for this Report.

Corporate Procurement

Work has continued in line with the efficiency target set against the team. A number of projects have been realised

increasing the level of efficiencies made. The team has also been undergoing significant change to processes and procedures and successful highlights include:

- Approval of the Corporate Procurement Strategy.
- Approval of the Contract Procedure Rules.
- Roll-out of The Chest both within the Council and partners, including Link4Life. Rochdale are also the lead for AGMA and providing support to Authorities across the North West.
- Contribution to wider Council objectives in line with driving 'Policy through Procurement' and supporting central government agenda around equalities and sustainability in particular.
- Involvement in a Members Scrutiny Committee into consultancy spend, which has led to improved processes being put in place.

PART B Key Changes to Service Plan proposed for 2010/11

Facilities Management

The service objectives have been linked directly to the Local and Strategic Partnership cross cutting priorities and the Councils specific improvement themes

Jobs Prospects People

We have developed creative ways of delivering services through secondment and development opportunities exceeding our target measure by:

- Enabling a number of secondment opportunities within the Catering and Cleaning teams.
- .embraced the Stepping Stone initiative for succession planning by developing up to 7 'Stepping Stoners'
- Appointed a Graduate within the team

Environment/Sustainability

The Catering service has explored the 'Food for life partnership' caterers award in which food should be:

- Local
- Seasonal
- Organic
- Minima/ Animal Welfare
- Fair-trade

Facilities Management also provide a paper collection service for recycling to a number of Council Premises and encourage good housekeeping initiatives such as .turning off computer monitors etc.

Health For All

The 'Every Child Matters' Agenda looks at the percentage of pupils consuming the '5-a-day target'. Within the Primary Schools serviced by Facilities Management there is a 100% achievement in the delivery of the legislative Nutritional requirements.

Through the development of partnership working with the P.C.T .it is anticipated that two secondments from the NHS will joint Facilities Management focussing on nutrition and health within the Borough.

Supporting Healthy Lifestyles

Facilities management encourage staff to access the Health Checks service which is available and are seeking to extend this service to the wider workforce.

Efficiency and Capacity

The Business Development Team has assisted facilities management to assess processes and identified weak links giving rise to an action plan ensuring greater efficiencies and improved VFM.

Customer Focus

The Service continues to use customer satisfaction surveys to inform the service and monitor performance there were several Facilities Management nominations for customer service awards this year with the Municipal Offices Reception team being short listed for the team Award.

Client Services

The Client Services Team is an internal support service, and doesn't provide any services directly to members of the public. However our role is about ensuring that our Partners – who are providing services externally – continue to meet the Council's priorities. This involves approving Partners' business plans and monitoring performance.

Improving Jobs and Prosperity

Impact created 60 new jobs in 08/09 and target local people when recruiting to these jobs. We have worked with Impact this year to improve their records of how they encourage local people to apply.

Every Child Matters

Ensuring the smooth delivery of SM services in schools – cleaning, caretaking and catering supports the teachers in achieving their targets in well maintained schools. The Client Services Team liaises with the FM provider, Operon, in resolving situations on behalf of the Head teacher, enabling them to focus on teaching.

Improving Health & Well Being

The FM provider provides school meals (including Free School Meals) in 7 schools.

Corporate Procurement

The main changes are reflected in the new Procurement Strategy which can be found on the Intranet. This includes making AGMA and other collaborative contracts a first choice together with emphasis on support for local suppliers.

Stepping Up

Maximising the potential of our people.- Workforce Planning and Development

Facilities Management

Examples of good practice include: Enterprising Leadership, Coaching skills, secondments and placements for 'Stepping Stones'. Periodic 'Away Days' focus on both individual and business development.

The secondment opportunities offered have increased the opportunity for individuals to 'up skill' and the ability to apply for operational positions. This has been targeted at former manual employees.

In terms of Management there was virtually no turnover. The secondments to other services have resulted in improved service delivery and service relationships and in a number of cases promotions.

Client Services

3 of the Team have completed the Enterprising Leadership Course, and all are involved in the Stepping Up consultations. All staff have 1-1s at least monthly. Monday mornings start with a catch up for managers so we all know what each other is doing, and this has been effective in encouraging informal communication, sharing of ideas and supporting each other to operate better as a Team.

Staff are encouraged to identify different ways of developing their skills, and staff have been on secondments, completed ECDL and supervised apprentices as part of this. We have committed to a Future Jobs Fund trainee, which is helping to provide supervisory experience for some members of staff.

Retention of key staff is a priority for the Client Services Team. An external report conducted in April 2009 considered that the Team did not have sufficient capacity to effectively manage all elements of the high value contracts it is responsible for. Networking with colleagues in other authorities is actively encouraged to provide support and share learning.

3 out of 4 managers have completed Enterprising Leadership course, with the final manager on the waiting list. 1-1s are held at least monthly and include discussions about development opportunities and informal staff development.

Corporate Procurement

Staff development has stepped up this year with quarterly development sessions in place, regular team meetings and 1-1s held monthly. Learning and Development have also supported continued professional development opportunities and two members of staff are being sponsored to complete the Chartered Institute of Purchasing and Supply qualifications in order to support succession plans.

A full review of the structure is also taking place as part of the Cross Cutting Reviews and two new posts have been identified initially, one being a new Procurement Apprentice role to support wider workforce development. The team have also benefited from involvement in the Future Jobs Fund programme.

Customer Focus

Facilities Management

The Head of Facilities Management has been working with the Chief Executive on a project relating to transforming

customer focus across the Council.

Collation of customer satisfaction information continues to be important.

Client Services

For the first time this year, Client Services carried out a customer survey. Whilst we used the Transformation Team's expertise to design and carry out the survey, we had limited response. We are considering how we can achieve a higher uptake next time.

In relation to Impact, we have been successful in engaging more Council staff in the Programme Boards to support the Client Services Team in managing the contracts through their direct experience of being users of the service.

We also ensure that Partners carry out their own surveys with their customers. In the case of Impact and Link4Life this forms part of the performance management framework.

Corporate Procurement

Customer feedback is collated at all events held by the Corporate Procurement team and to date have experienced 100% satisfaction levels. With added functionality in The Chest, it is hoped that this will widen in the next FY to cover procurement project specific feedback.

Value for Money

Facilities Management

Benchmarking activities is being further enhanced by increased partnership working as well as specific targeted focus on key areas. e.g. performance workshops, attendance at VFM lunch and learn sessions.

There has been an increased focus on improving services overall through specific projects undertaken by VFM Team e.g. building on ABC project for school meals. The absence management process mapping and financial monitoring.

Client Services

The Team exists to ensure that Partners / contractors deliver what they were commissioned to do.

The Audit Commission carried out a desktop VFM Review of how the Council manages its relationships with Impact and Link4Life. The report from the Audit Commission was very positive and said there were many examples of good practice and only a few recommendations. Actions have been taken already to address the 5 recommendations made in the report.

Corporate Procurement

The Team is tasked with achieving efficiencies for the Council and have improved on last year's position. The target for next year has been increased and plans are already in place to target over 80% of the revised target.

Performance Management 2010-2011

(Scorecards were agreed for services over recent months and are now on the Performance Manager System being used to monitor performance.

1) *Are there any new indicators you would want to include in the scorecard for the next twelve months?*

2) *Which Aiming High targets are outstanding/not been achieved by 31st March 2010 that can be included in the scorecard?)*

Facilities Management

N/A

Client Services

N/A

Corporate Procurement

N/A

Township Devolution

Facilities Management

The Nutritional Advisor has been working closely with the Township Manager on targeting funding relating to 'Lets Cook' initiative for Rochdale Township and other Townships have been involved on this initiative.

Client Services

The Team ensures that the Impact Partnership provides the required level of input to the Townships.

Corporate Procurement

Supporting good procurement practice through the Townships

Financial Planning and Budget Update

BUSINESS PARTNERSHIPS

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	Budget by Service Area			
	Management			
192	<i>Expenditure</i>	16	15	17
0	<i>Income</i>	0	0	0
-15	<i>Net effect of Internal service recharges</i>	-16	-16	-17
160	<i>Contribution to/-from a reserve</i>	163	168	310
337	Total	163	167	310
	Corporate Procurement			
-1,020	<i>Expenditure</i>	-1,414	-1,409	-1,403
-47	<i>Income</i>	-47	-47	-47
-343	<i>Net effect of Internal service recharges</i>	-256	-261	-268
-1,410	Total	-1,717	-1,717	-1,718
	Facilities Management			
14,924	<i>Expenditure</i>	15,303	15,984	16,219
-12,311	<i>Income</i>	-13,968	-14,234	-14,504
-3,438	<i>Net effect of Internal service recharges</i>	-3,144	-3,170	-3,214
-825	Total	-1,809	-1,420	-1,499
	Client Services			
23,727	<i>Expenditure</i>	23,540	23,513	23,454
-14,994	<i>Income</i>	-14,096	-14,100	-14,312
-2,318	<i>Net effect of Internal service recharges</i>	-2,767	-2,699	-2,404
6,415	Total	6,677	6,714	6,738
	E-spi - Schools Brokerage			
300	<i>Expenditure</i>	306	316	323
-300	<i>Income</i>	-306	-316	-323
0	<i>Net effect of Internal service recharges</i>	0	0	0
0	Total	0	0	0
	Impact Highways			
11,408	<i>Expenditure</i>	11,439	11,797	11,934
-2,899	<i>Income</i>	-2,503	-2,515	-2,527
1,316	<i>Net effect of Internal service recharges</i>	764	818	850
667	<i>Contribution to/-from a reserve</i>	671	674	946
10,492	Total	10,371	10,774	11,203
15,009	Net cost of providing services to the Public	13,685	14,518	15,034

BUSINESS PARTNERSHIPS

2009/10 REVISED ESTIMATE £' 000		2010/11 ORIGINAL ESTIMATE £' 000	2011/12 ORIGINAL ESTIMATE £' 000	2012/13 ORIGINAL ESTIMATE £' 000
	<u>Budget by Expenditure Type</u>			
9,904	Employees and related expenses	11,160	11,460	11,557
4,162	Premises related expenses	4,328	4,428	4,525
188	Transport related expenses	187	191	193
7,667	Supplies and services	6,931	7,498	7,669
21,474	Agency and contracted services	20,396	20,440	20,672
6,136	Depreciation	6,188	6,199	5,928
0	Management cost redistribution	0	0	0
49,531	Total Service Expenditure	49,190	50,216	50,544
2,555	Central departmental and support services	1,965	2,025	2,033
-7,353	Less internal service departmental recharges	-7,384	-7,353	-7,086
-4,798	Net effect of internal service recharges	-5,419	-5,328	-5,053
44,733	Total Service Expenditure net of Internal Service Recharges	43,771	44,888	45,491
	<u>Income</u>			
-30,551	Rents, Fees & Charges	-30,920	-31,212	-31,713
	<u>Grants</u>			
0	Dedicated Schools Grant	0	0	0
0	Other Grants	0	0	0
-30,551	Total Income	-30,920	-31,212	-31,713
827	Contribution to/-from a reserve	834	842	1,256
15,009	Net cost of providing services to the Public	13,685	14,518	15,034

Improving Health and Well Being and Tackling Health Inequalities

Facilities Management

Anna Dean is representing the Authority on the Obesity Board for Greater Manchester and delivering nutritional advice to council Services via training schools

As the most common cause of absence in Facilities Management is due to non work related stress and muscular skeletal illness, the service promotes the use of counselling and physiotherapy where this will provide benefit.

Other health initiatives across the workforce include encouraging participation and joining 'Race for Life' and walking activities.

Client Services

A Health & Well Being Peer Review is planned for February 2010 for Client Services and Corporate Procurement. We work with our Partners to ensure that they are engaging with this agenda.

Corporate Procurement

A Health & Well Being Peer Review is planned for February 2010 for Corporate Procurement and Client Services.

Tackling Deprivation

Facilities Management

The attendance and involvement of Adrian Watson in key activities will assist the service in targeting health initiatives.

Client Services

We work with our Partners to ensure that they are engaging with this agenda. For example, we have set up a Link4Life Client Board involving staff from across the Council to feed the Council's priorities into Link4Life's business plan.

Corporate Procurement

We work closely with colleagues in Economic Affairs to widen opportunities and development for local businesses to engage with the Council. Last year Think Local events attracted over 500 people and feedback was 100% satisfied. The team are now tracking spend with attendees to see how this has improved as a result of the events.

Collaborative Working

Facilities Management

Close working with the PCT, e.g. the secondment of Food Nutritionist workers which commenced April / May 09. Our attendance at Health Boards and working closely with other Health Advisors to ensure we meet Healthy School Standards.

Close working with Oldham Council in terms of shared FM provision and driving the Efficiency agenda.

Client Services

Oldham Council has a similar Partnership to Impact with Mouchel and Agilisys. We are liaising with Oldham about how we could work together to support each other.

We are working with Financial Services to develop the Partnership Toolkit and roll out the self assessment to the Council's most significant Partnerships. We are aiming to support Partnerships across the Council in meeting their aims and share good practice.

Corporate Procurement

Rochdale are part of the AGMA Procurement Hub and contribute to its work plan and strategy. We are the lead for The Chest and actively support roll-out across Councils in the North West.

We provide procurement support to Link4Life, Rochdale Boroughwide Housing and RDA as well as working closely with Impact. Links with the PCT continue to grow and we are supporting the work of the Joint Commissioning Team.

We also work closely with our colleagues in Client Services to improve standards around contract monitoring.

We are exploring opportunities to work closer with Oldham Council to provide superior procurement support.

The Single Equality Bill

Corporate Procurement are being used to drive the bill through to our suppliers with standard clauses in contracts and those bidding for opportunities with the Council expected to evidence their own equality and diversity standards.

Legislative Changes

Facilities Management

Changes to the C.R.B. requirements will have cost implications for the service but are seen as important and key in ensuring the safety of people in the community.

Nutritional Standards are ongoing but have significant cost implications.

Client Services

N/A

Corporate Procurement

New EU Directives

Key Improvement Activity 2010/11

- Look to extend Partnership working and develop the commissioning role of the Service
- Further improve the attendance figures for the Service
- From the platform of having a stable and robust financial basis for Facilities Management to continue the work with partners building on new and existing business opportunities.
- To agree a change to the method of charging for school meals by continuing to work with the Schools Service to ensure the required nutritional standards for school food.
- Improve the process of benefits realisation in order to drive efficiencies through the Council when projects are approved
- Develop the Council's approach to Procurement to ensure that savings are maximised across all Council Services.
- To use Procurement to maximise economic and environmental opportunities for the Borough with particular emphasis on supporting local suppliers and contractors.

- To review the systems which are in place to ensure effective monitoring of the Council's contractual Partnerships to ensure Value for Money is being provided, KPIs are being met and the Partnerships are assisting the Council in achieving its aims and priorities.
- Roll out the Partnership Toolkit to all Council Partnerships

Client Services

Partnership Toolkit and Self Assessment

A timetable for carrying out self assessments has been agreed by ELT based on the Council's most significant Partnerships. We will be developing the Intranet to include more information about the Partnership working that we do, including details of our Partnerships and good practice.

Development of Intelligent Client Functions

During 09/10 we have carried on our work to use the expertise we already have in the Council to inform and challenge our Partners' business plans. This has included setting up a Link4Life Client Board which will meet quarterly to ensure that the Council's priorities are well understood by Link4Life and they are working with us effectively and jointly to achieve our targets. This work will continue during 2010/11.

Collaboration

We will continue to work with colleagues in Oldham who have a similar Partnership to Impact. We will share experience and ideas and build closer relationships which could form the foundations of joint working arrangements in the future.

Corporate Procurement

In line with the improvements identified in the Procurement Strategy.

Asset Management

Facilities Management

Managers are already working closely with the Transformational Team as we will be the Service providers for Building Management in the new Municipal Offices.

In terms of our move to the new building we will continue to encourage new and innovative ways of working by reducing the desk and storage space required. Files have been scanned and filing space reduced with increased use of personal folders which are stored electronically.

Older Person's Strategy 2010 - 2013

The boroughwide strategy is due to be approved end of March 2010 and shown below are the older person's actions contributed by the service.

- Provide a well balanced, hot, and ready to eat 'meals on wheels' service maintaining daily contact with older people. Adapt the service to the needs of the customers

Sustainable Development

Living within environmental limits is one of the key drivers of sustainable development.

The UK sustainable development principles identify that respecting the limits of the planet's environment, resources and biodiversity are necessary to improve our environment and ensure that natural resources needed for life are unimpaired and remain so for future generations.

The Council is committed to the above principles and therefore all services will ensure that when making decisions about spending and service delivery, they consider the effects purchases and service delivery have on the environment and the depletion of natural resources. There is also an intention to reduce services' reliance on carbon based products e.g. electricity, gas, fuel and oil and make progress in reducing the carbon footprint in line with the Carbon Reduction Commitment.

Any Other Comments

Client Services

The role of Client Services is to ensure that the Partnerships deliver what they are intending to deliver and pay them. It has been identified by an internal and external review (carried out by the 4ps) that the Client Services Team needs to be restructured and additional resources provided to enable it to ensure that effective contract management takes place and that the Council's Partnerships are providing VFM and meet the Council's aims and priorities. This has not been implemented yet and is awaiting the outcome of the cross cutting review.

Corporate Procurement

Procurement is an integral part of Rochdale Council in driving forward the efficiency agenda and shaping local service delivery with the aim of providing more for less. The Corporate Procurement Team can help the Council achieve excellent value for money through the use of best practice procurement processes which are continually being reviewed. As part of this, a restructure is required in order to have the resources in place to meet the changing needs of the Council. This is in line with improvements made to procurement across AGMA.

Approved by Portfolio Holder
Opposition Member
Opposition Member
Head of Service

Cllr Thirsk.....
Cllr Godson.....
Cllr Holly.....
Anne Taylor.....