

Risk, Audit & Fraud Services

Efficiency Review 2010

Consultation Pack

August 2010

Dear colleague,

As you know, a consultation exercise was undertaken earlier this year following the Price Waterhouse Coopers (PWC) efficiency review of the Risk Management, Internal Audit and Corporate Anti-Fraud Team functions.

Thank you to those of you who provided feedback, which was summarised when the proposal was presented to the Corporate Strategic Board at its meeting on 1st June 2010.

As a result of this feedback (which included feedback from UNISON) and subsequent discussions with key Councillors, the proposal has been revised. This consultation seeks your comments on the revised proposal.

This is part of a series of reviews across the Council that are taking place now, or are planned to take place in the future as part of the transformation programme. The purpose of all the reviews is to identify service efficiencies and improvements.

This pack describes the proposed changes to the structure and delivery of the following services:

Business Risk Management Service
Occupational Health, Safety and Risk Service (also subject to separate ongoing efficiency review)
Corporate Anti-Fraud Service
Internal Audit Service

The consultation document issued on 17th May 2010 included the PWC review report as an appendix and this is unchanged, therefore not reproduced in this pack. This consultation pack is for permanent and temporary staff in the Corporate Anti-Fraud, Internal Audit and Occupational Safety, Health and Risk teams, UNISON and GMB Trade Unions.

This is the formal consultation stage of the review and if you have any comments it is important that you take the time to put these forward. All comments should be made either directly to me or via your Trade Union and if you would like to discuss the proposals on a one-to-one basis then please let me know.

Advice and support is available through your Trade Union, the Occupational Health service and the Council's Employee Assistance Programme.

Yours sincerely,

David Ward
Divisional Director – Risk, Audit & Fraud

Timetable for Consultation

17th August – Consultation starts

1st September – Governance, Audit and Risk Management Committee Feedback

17th September – Consultation Closes

Timescale for CSB Approval

17th September – 8th October CSB report to be prepared incorporating consultation comments

13th October – CSB Meeting

Timescale for Implementation if Approved by CSB

14th October – 31st March Tender exercise to procure co-sourcing provider

1st April 2010 – New long-term arrangements commence (contract duration to be determined)

Existing Structure

See appendix

Proposed Structure

See appendix

Key Changes

The full report from PWC detailing the review scope, approach, observations and findings is included in this pack.

The key changes that are proposed are as follows:

- The vacant Auditor and vacant Assistant Auditor posts to be recruited to with immediate effect.
- The work of the following vacant posts in the Internal Audit Team to be delivered on a partnership basis by co-sourced resources secured through a specific tender process:
 - Senior Professional - Internal Audit
 - Assistant IT Auditor
 - The number of support days is to be agreed and will be flexible.
 - These co-sourced resources will be delivered along side, and on behalf of, the Internal Audit Service.
 - The co-sourced resource will report directly to the Service Manager - Internal Audit.
 - The Risk Management Officer function will also be delivered by co-sourced resources, and this reporting line will move from the current Occupational Health and Safety Service Manager to the Service Manager, Internal Audit. The co-sourced risk management support days is to be agreed and will be flexible.
- The following vacant posts will be frozen in Internal Audit:
 - 1 X Senior Professional – Internal Audit
 - 1 X Assistant IT Auditor
- The following vacant post will be deleted in Internal Audit:
Administrative Assistant. This post has already been identified as not being required.
- The following vacant post will be deleted from the Occupational Health, Safety and Risk service:
Risk Management Officer
- The role of Service Manager - Occupational Health, Safety and Risk will be renamed Service Manager - Occupational Health and Safety and the revised draft role profile will be agreed by way of a separate consultation process. (This post is subject to further changes following the conclusion of the current Health and Safety service efficiency review)
- The role of Service Manager - Internal Audit will be renamed Service Manager – Internal Audit and Risk. This will be agreed by way of a separate consultation process.
- The CAFT structure is unchanged but co-sourced support may be deployed to support the transition to the recommendations contained in the report, this is mostly around the efficiency of the fraud case management process and improving performance indicators.

- We expect to deliver an efficiency saving from the proposal. However, one of the benefits of co-sourcing is that we will be less exposed to staff turnover and vacancies in future, and will therefore have a more consistent level of resources to deliver the service plan.
- The length of the co-sourcing arrangements are to be determined through the tender process.