

# Resources Directorate **Directorate Plan**

2011/12 – 2014/15

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## INTRODUCTION

### 1. Purpose

Welcome to the Resources Directorate Plan that covers the period 2011/12–2014/15.

The Resources Directorate Plan is aligned to Worcestershire County Council's Corporate Plan and sets out how the Directorate underpins and contributes towards organisational wide priorities and outcomes.

The Resources Directorate exists to help Worcestershire County Council achieve its objectives and to support the provision of high quality and cost effective services to the people and communities of Worcestershire.

It does this by ensuring that the professional advice and the support services it provides to the County Council, other Directorates and partner organisations are of a high quality, are cost effective and that they strive for continuous improvement.

The Directorate also plays a leading role in driving change and improvement across Worcestershire County Council and provides strategic and support services to all areas of the Council. These services provide the infrastructure that enables all of our Directorates, staff and elected County Councillors to deliver front-line services to the people of Worcestershire.

This document sets out what the Resources Directorate aims to achieve over the next four years and what activities will support these longer-term plans. Each year, the Resources Directorate will review the Plan and update it accordingly.

### 2. Worcestershire County Council's Vision, Priorities and Values

Worcestershire County Council shares the vision for the county developed through the Worcestershire Partnership.

We want Worcestershire to be:

*"A county with safe, cohesive, healthy and inclusive communities, a strong and diverse economy and a valued and cherished environment".*

Worcestershire County Council recognises the major contribution it has to make to achieve this vision for Worcestershire. The current Corporate Plan, which runs from 2009-2013, has seven priorities for the County Council.

The Council's seven priorities are:

- Value for money and Low Council Tax
- The Local Economy
- Keeping People Safe
- Roads, Transport and Travel
- Independent Healthy Living
- Educational Achievement and Skills
- A Green Future

The Directorate recognises that it has a vital role to play in supporting other directorates, units, teams and individuals across the Council and is therefore fully committed to the values of Worcestershire County Council, which are:

- **Customer focus** – putting external and internal customers first and providing high quality services which meet the needs of our communities;
- **“Can do” culture** – a positive and pragmatic approach to making things happen, trying innovative solutions and minimising bureaucracy;
- **Freedom within boundaries** – devolved decision making which provides the scope to deliver excellent services without unnecessary restrictions.

## RESOURCES DIRECTORATE

### 3. Who is Responsible for Resources Directorate?

**Patrick Birch** is the Director of Resources and has been responsible for the directorate and its services since September 2010. Before this, Patrick was Director for Corporate Services since 2005, which was reformed to become Resources Directorate.



Patrick works closely with Councillors Stephen Clee and Adrian Hardman, the Council's Cabinet Members with responsibility for Corporate Services and Finance, respectively, and is responsible for putting County Councillors' decisions into practice across the whole directorate.

To contact Patrick's office, please call Helen Bartram on 01905 766201.

**County Councillor Adrian Hardman** is the Leader of the Council and also the Cabinet Member with Responsibility for Finance. Adrian took on the role of Leader of the Council in November 2010.

Adrian is an elected County Councillor from Wychavon District Council, where he represents the Bredon division. He is one of seven Cabinet Members with specific responsibilities who report to the Leader of the Council.



Adrian's role makes him the accountable County Councillor for all issues about Finance.

**County Councillor David Thain** is the Cabinet Member with Responsibility for Transformation and Change. David took on the role in May 2011.

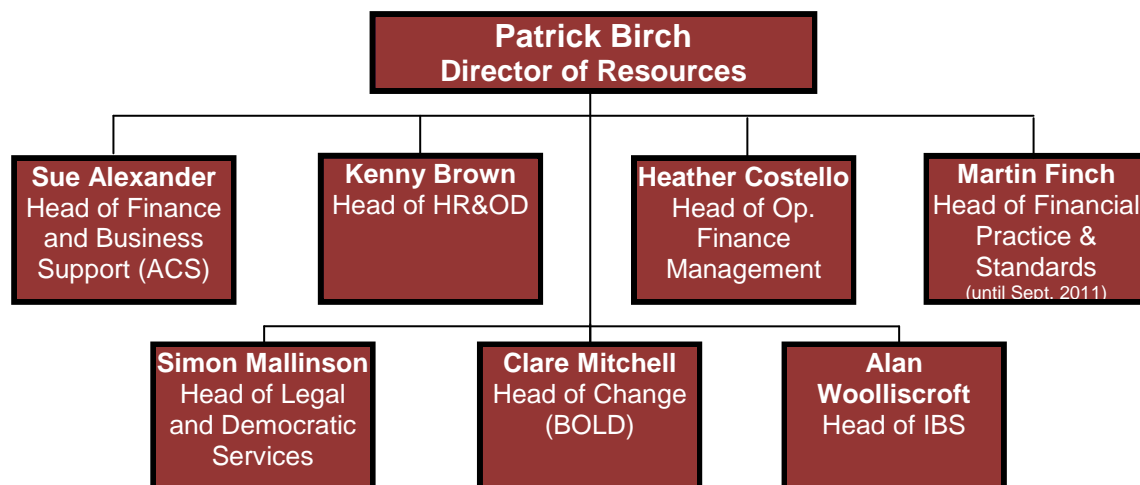
David is an elected County Councillor from Redditch Borough Council, where he represents the Redditch North (shared) division. He is one of nine Cabinet Members with specific responsibilities who report to the Leader of the Council.



David's role makes him accountable for helping to drive forward the Council's reform agenda over the next two years.

#### 4. Units and Teams within Resources Directorate

Resources Directorate currently employs 465 Full Time Equivalent staff delivering a diverse range of services, and has a budget for 2011/12 of £33,432 million.



#### 5. Resources Directorate: Vision

Our overall vision is to be recognised as a Directorate where proactive, efficient and joined-up service delivery supports the organisation to make our localities great places to live, work and visit.



#### What does this mean in practice?

For the Resources Directorate, it will mean:

- **Driving** best practice, change and the pace and quality of delivery to continually improve our models for supporting the provision of services to the rest of the organisation, and therefore residents of Worcestershire.
- **Supporting** the rest of the organisation and our partners by understanding their needs, preferences and aspirations and responding to these proactively and with pace.
- **Delivering** quality information and services that reflect our customer's demands and getting things right at the first point of contact.

#### 6. Resources Directorate: Outcomes

The Resources Directorate has developed specific Directorate Outcomes which are both compatible with the Corporate Priorities and also expand on the Directorate's specific commitment to "be recognised as a Directorate where proactive, efficient and

joined-up service delivery supports the organisation to make our localities great places to live, work and visit".

Our Outcomes are critical in that they describe the improvements we will make across the whole of Resources Directorate for the next four years until 2014/15. Some of these outcomes we will be able to deliver by ourselves, but for other outcomes we will have to work in partnership with other Directorates, or other organisations.

The five Outcomes for the Resources Directorate are:

- **The Council has a workforce that is fully engaged in achieving its goals and has the leadership, customer focus, skills and resources necessary to deliver its priority objectives**
- **Worcestershire County Council delivers efficient and effective services that provide value for money**
- **Teams across Worcestershire County Council are supported in the development and delivery of BOLD proposals with a robust framework, governance and, where appropriate, project delivery support**
- **Front-line directorates are fully supported by the Resources Directorate in delivering services**
- **Technical and information services support delivery of business priorities, innovating and leading better outcomes or leaner delivery, where appropriate**

To realise these Outcomes, the Directorate will deliver the Outputs and related Activities set out in the Directorate Delivery Plan (page 8). Progress will be managed and measured through the performance indicators that support the outcomes using a Balanced Scorecard approach. A Balanced Scorecard will be developed for the whole organisation, each directorate and at least the services areas within the Directorates, allowing for a transparent way of monitoring, and more importantly managing, outcomes, with clear lines of accountability.

## **7. Resources Directorate: 2008-2011 Efficiencies and Savings**

Resources Directorate (previously Corporate Services) has always strived to secure significant efficiency across every aspect of the Council's business and between 2008/09 and 2010/11 achieved a planned total of **49.6 FTEs** and budget savings totalling **£2,250,000**. These savings were achieved through doing things differently, and also through spending less by doing less.

Savings were realised through services areas that were in the old Corporate Services Structure (including Property Services, Customer Services and Consumer Relations – which moved to Planning, Economy and Performance Directorate in December 2010) in addition to Financial Services, which was brought into the new Resources Structure in December 2010.

At the same time, Resources Directorate supported the rest of the Organisation on a range of initiatives to achieve further efficiency savings achieving a further reduction of **2.5 FTEs** and budget savings of **£778,000**.

The Directorate continues to build on this strong foundation and is playing a major role in the delivery of the Better Outcomes Leaner Delivery (BOLD) programme. By working in partnership with front-line Directorates, Resources Directorate will continue

to help the Council streamline services and to take out expenditure to deliver excellent services to the people of Worcestershire.

## 8. Resources Directorate: 2011-2014 BOLD Projects

The current and future financial climate is ever-changing and Resources Directorate is committed to having clear plans in place to ensure that it is equipped to manage this change proactively and successfully. For this reason, the Directorate Plan will be reviewed on at least an annual basis as our priorities and outcomes are likely to change significantly over the next four years and we need to be prepared for this.

During the period 2011/12 to 2014/15, Resources Directorate is responsible for delivering **£3,097,000** worth of savings between 2011/12 and 2014/15, along with reducing the size of the workforce by **43.2 FTE**. This is being achieved through a number of ways that are encapsulated in the overall "*Streamlining Resources*" project. The majority of BOLD savings will be achieved in 2011/12, 60% of which will be released through reducing the workforce. As the organisation shrinks, most of the remainder of the BOLD savings will be released in 2013/14 when less support will be required from Resources to the rest of the organisation.

Resources Directorate is also leading the work on eight cross-organisational projects that will enable the organisation to realise savings of **£1,582,000**.

The breakdown of where Resources Directorate BOLD savings will be realised are detailed in the below table:

	2011/12		2012/13		2013/14		Total	
	FTE	£000	FTE	£000	FTE	£000	FTE	£000
<b>RS1 Streamlining Resources</b>								
IBS	6.0	313	2.5	139	5.5	267	14.0	719
Legal & Democratic Services	2.9	197	0.0	0	1.8	88	4.7	285
Human Resources	12.0	405	0.0	177	4.0	323	16.0	905
Financial Services	4.5	496	1.0	300	3.0	392	8.5	1,188
<b>Total</b>	<b>25.4</b>	<b>1,411</b>	<b>3.5</b>	<b>616</b>	<b>14.3</b>	<b>1,070</b>	<b>43.2</b>	<b>3,097</b>
<b>Cross organisational savings led by Resources</b>								
WCC3 People Initiatives	0.0	258	0.0	240	0.0	404	0.0	902
WCC4 Flexible & Mobile Env.	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WCC5 Better Use of Technology	0.0	90	0.0	0	0.0	0	0.0	90
WCC8 Opportunities for Improving Procurement	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WCC9 Streamlining Financial Transactions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WCC10 Charing Policy	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
WCC12 Design & Print	0.0	240	0.0	0	0.0	0	0.0	240
WCC13 Support Services	0.0	350	0.0	0	0.0	0	0.0	350
<b>Total Cross Organisation</b>	<b>0.0</b>	<b>938</b>	<b>0.0</b>	<b>240</b>	<b>0.0</b>	<b>404</b>	<b>0.0</b>	<b>1,582</b>
<b>Total</b>	<b>25.4</b>	<b>2,349</b>	<b>3.5</b>	<b>856</b>	<b>14.3</b>	<b>1,474</b>	<b>43.2</b>	<b>4,679</b>

## Directorate Delivery Plan 2011/12

<b>Outcome 1:</b>		<b>The Council has a workforce that is fully engaged in achieving its goals and has the leadership, customer focus, skills and resources necessary to deliver its priority objectives</b>		
<b>Output</b> <i>How will our aim be realised?</i>	<b>Activity(s)/ Deliverable(s)</b> <i>What will we do/ put in place to achieve our outcome?</i>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b> <i>Who is responsible?</i>	
<b>1. Our restructured workforce meets the current and future needs of the organisation</b>	<b>1.1</b> Corporate development and training needs established to meet current needs, including the completion of tailored Directorate/Service Plans, and fed into the annual council-wide training and development programme.	April 2011	<b>KB</b>	
	<b>1.2</b> Development and implementation of talent management scheme	January 2012	<b>KB</b>	
	<b>1.3</b> Regular monitoring and management of cross council and directorate specific workforce analysis and narrative produced	April 2011	<b>KB</b>	
	<b>1.4</b> Promote the use of SRD as a central tool for workforce planning and talent management.	November 2011	<b>KB</b>	
<b>2. Improved recruitment process in place ensures that WCC recruits the right people first time</b>	<b>2.1</b> Recruitment process reviewed and improved approach in place and implemented corporately, to ensure we select the right type of people who make WCC a 'great place to work'.	January 2012	<b>KB</b>	
	<b>2.2</b> Launch new e-recruitment system and deliver structured training to managers across the organisation.	March 2012	<b>KB</b>	
	<b>2.3</b> Build and launch a set of recruitment and selection tools designed to ensure all management posts are recruited with appropriate regard to attitude, values and key management skills.	October 2011	<b>KB</b>	

<b>3. Managers demonstrate their leadership capability leading to high levels of performance as a result of being equipped to resolve poor or manage exceptional performance.</b>	<b>3.1</b>	"Worcestershire Leader" programme established to support the development of future leaders, signed up to by both COMB and individual DMTs, and expectations are communicated and launched to the organisation.	September 2011	<b>KB</b>
	<b>3.2</b>	Directorate/ Service level tailored training plans developed.	October 2011	<b>KB</b>
	<b>3.3</b>	Poor performers are addressed (e.g. those who do not meet Worcestershire Leader expectations and/ or have poor 180 <sup>0</sup> feedback results) progress monitored, and recommendations made, as appropriate.	Ongoing	<b>KB</b>
	<b>3.4</b>	Annual "Directorate HR Manager" Satisfaction Survey completed and results considered/ acted upon by Central HR Team.	June 2011	<b>KB</b>
<b>4. Staff feel that they remain up-to-date with the work of the council and able to influence decision making through receiving regular and timely information.</b>	<b>4.1</b>	"RE: Source" (Resource Directorate Newsletter) produced on a monthly basis and uploaded to SID, followed by email notification on global email address list.	Monthly	<b>G. Morgan</b>
	<b>4.2</b>	Resource Directorate Staff Briefing Sessions held regularly.	Six-monthly	<b>PB</b>
	<b>4.3</b>	Evidence of information and outcomes from Resources Directorate DMT meetings being disseminated by HoS via email/ team meetings is apparent.	Six-monthly	<b>G. Morgan</b>
	<b>4.4</b>	Develop and deliver in-house Staff Survey in partnership with PEP	November 2011	<b>KB</b>
<b>5. Managers are able to operate effectively by being equipped and enabled to manage areas of poor or exceptional performance and/ or</b>	<b>5.1</b>	Develop and roll out to the organisation the new SRD4 appraisal tool, including the 180 <sup>0</sup> feedback element.	April 2011	<b>KB</b>
	<b>5.2</b>	Embed the Balanced Scorecard as a key management tool, working in partnership with PEP.	April 2011	<b>R. DMT</b>

<b>leadership.</b>	<b>5.3</b> Review Employee Code of Conduct to support its use as a powerful management tool.	December 2011	<b>KB</b>	
<b>6. Managers and staff are able to operate effectively by being equipped and enabled to fully utilise available self-service tools and systems</b>	<b>6.1</b> Establish SAP monitoring system to ensure that staff across the organisation are utilising the system to an optimum level.	April 2011	<b>KB</b>	
	<b>6.2</b> Evaluate Manager Self Service (MSS) user levels to produce management information and then act on it.	Bi-monthly	<b>KB</b>	
	<b>6.3</b> Reduce the number of IT systems to a strategic set that is used more often through Better use of Technology and Support Services projects. Low priority systems will be reviewed by December 2011 with a further rationalisation of applications by end of March 2012.	Review - December 2011. Complete – March 2012	<b>AW</b>	
<b>Performance Indicators (2011/12)</b>		<b>Target</b>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b>
% of managers satisfied with the service received from HR		80% (2011/12)	January 2012	<b>KB</b>
% of managers accessing MSS Reports in SAP		100%	Bi-monthly	<b>KB</b>
<b>Risks</b> <i>Associated with Output</i>	<b>Controls in Place</b>	<b>Actions Required</b>	<b>Rank (controlled)</b>	<b>Ownership</b>
1a Change, uncertainty and, in particular changes in terms and conditions create a negative atmosphere and disengagement of a significant proportion of the workforce which in turn results, at best in significant reductions in discretionary effort, and at worst in disruptive activity possibly including industrial action. (HR&OD)	1. Communications plan addressing both information and tone. 2. Regular engagement with trade unions  3. Critical appraisal of the impact of all changes on staff engagement	1. Ensure timely and effective communications. 2a.Regular meetings and communication prior to action. 2b.Work to engage trade unions in formative stages of planning 3.Undertake disciplined appraisal	<b>R</b>	<b>KB/GM</b>  <b>KB</b>  <b>KB</b>  <b>KB</b>

1b	Limited financial resources mean that essential development work, particularly with managers cannot be carried out resulting in short term financial benefits but long term operational problems. (HR&OD)	Prioritise this work within HR budgets and keep explaining its significance to a wider audience,	Maintain explanations and factor long term interests into decision making.	<b>A</b>	<b>KB</b>
1c	E-recruitment solution not fit for purpose. (HR&OD)	Regular meetings with developers	Escalate as appropriate	<b>R</b>	<b>KB</b>
1d	Recruitment restrictions lead to deteriorating diversity profile across workforce. (HR&OD)	Diversity indicator monitored by BOLD Board	Escalate if indicator deteriorates	<b>A</b>	<b>KB</b>
1e	Burden of large scale change, particularly on those with sub-optimal competence limits managers' capacity to behave in appropriate ways. (HR&OD)	1. Sustain development activities and ensure that those who need them most engage.  2. Help those who are unable to meet our standards off the bus	1a. Ensure this is a priority in HR Business Plan 1b. Sustain contact with DMTs 2. Take appropriate formal and informal action	<b>A</b>	<b>KB</b>  <b>KB</b> <b>HRMs</b>
1f	Managers fail to engage with SAP People Online Solution. (HR&OD)	Briefing sessions and ongoing communication	Escalate via Director	<b>R</b>	<b>KB</b>
1g	Maintaining core aptitude skills, competencies and capacity. (CRR01)	The Competency Framework and SRD appraisal system The Worcestershire Manager Framework of training aligned to organisational needs Recruitment strategy	Ensuring staff have the competencies and skills essential to the delivery of Council services where potentially services are realigned to meet the requirements of the BOLD programme.	<b>A. 14</b>	<b>KB</b>
1h	Maintaining good industrial relations. (CRR02)	Given the potential structural changes within the Council during this period of service review it is particularly important to ensure that staff and their representatives are kept informed of the processes set out in the BOLD programme. Staff have been invited to participate in this initiative.	Communication of the BOLD programme will continue to ensure that staff and their representatives remain fully informed of any potential impacts to their service areas.	<b>A. 15</b>	<b>KB</b>

<b>Outcome 2: Worcestershire County Council delivers efficient and effective services that provide value for money</b>			
<b>Output</b> <i>How will our aim be realised?</i>	<b>Activity(s)/ Deliverable(s)</b> <i>What will we do/ put in place to achieve our outcome?</i>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b> <i>Who is responsible?</i>
<b>7. Residents, customers and stakeholders feel that they are able to influence the council decision making/ service delivery</b>	<b>7.1</b> Area Democracy Unit is supported to organise and deliver six-monthly public 'Have Your Say' road shows that are accessible to all residents across Worcestershire.	March and October	<b>CM</b>
	<b>7.2</b> Existing WCC Budget Consultation process is reviewed and improved as appropriate so that it remains relevant and fit for purpose.	October 2011	<b>CM</b>
<b>8. Service delivery is more effective/ efficient due to the Resources Directorate playing a key role in new and existing partnerships/ joint initiatives</b>	<b>8.1</b> South Worcestershire Shared ICT Service is effectively managed, delivered on budget and meets the needs of all key partners via the South Worcestershire Shared Services Committee.	FY Quarterly	<b>AW</b>
	<b>8.2</b> Worcestershire Regulatory Services Shared Service is effectively supported to deliver as per its approved business case.	October 2011	<b>CM</b>
	<b>8.3</b> An overarching framework to secure new business opportunities and generate income across the Council is developed as part of our Charging Review.	Date from LS	<b>SA</b>
	<b>8.6</b> Benchmarking clubs/ partnerships are identified and Resource Directorate DMT signs up to membership as appropriate.	Annual	<b>R. DMT</b>
<b>9. Services are provided through the most appropriate delivery model taking into account both internal and external drivers</b>	<b>9.1</b> Service transformation plans as part of BOLD finalised and implemented as appropriate.	April 2012	<b>R. DMT</b>
	<b>9.2</b> Establish a programme a market testing based on those services we agree to commission and that have been 'leaned'.	December 2011	<b>R. DMT</b>

<b>10. Services delivered by the Resources Directorate operate within budget and legal considerations, whilst promoting transparency</b>	<b>10.1</b>	Charging information and processes are developed and made available to staff via SID.	Summer 2011	<b>R. DMT</b>
	<b>10.2</b>	Resources Directorate Budget for 2012/13 agreed and individual budget holders briefed on available spend/ financial management expectations.	February 2012	<b>R. DMT</b>
	<b>10.3</b>	Identify what Service Level Agreements (SLA) are in place within the Resources Directorate. Establish and a central database to ensure they remain up-to-date and are being fully complied with.	October 2012	<b>R. DMT</b>
	<b>10.4</b>	Role of Legal Services is promoted across the organisation and available advice/ guidance is up-dated on SID.	October 2011	<b>SM</b>
<b>11. The Organisation is fully compliant with procurement legislation/ regulation and secures value for money in commissioning/ procuring services and goods on a day-to-day basis.</b>	<b>11.1</b>	'Reverse e-auction' programme for 2011/12 finalised and approved.	October 2011	<b>MH</b>
	<b>11.2</b>	Procurement policies, procedures and web-portal reviewed, improved and promoted to encourage greater numbers of SME/ VCS organisations to win service opportunities/ contracts/ tenders with the county council.	October 2011	<b>MH</b>
	<b>11.3</b>	Proactive training and development support programme agreed to ensure that staff are aware of and able to comply fully with procurement rules and financial standing orders.	March 2012	<b>MH</b>
	<b>11.4</b>	Procurement Cards are put into operation to provide staff with a quick and easy payment solution.	18/05/11	<b>HC</b>
<b>Performance Indicator (2011/12)</b>		<b>Target</b>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b>
£ achieved through Annual Leave Purchase Scheme		£100k	March 2012	<b>KB</b>
CIPFA - HR&OD support costs per employee		Best quartile	March 2012	<b>KB</b>

CIPFA - Cost of providing ICT support per user		Best Quartile	March 2012	<b>AW</b>
CIPFA - Cost of providing ICT support per workstation		Best Quartile	March 2012	<b>AW</b>
CIPFA – Finance Survey		Best Quartile	March 2012	<b>MF</b>
Achieve 3 stars on SOCITM assessment of LA websites.		3 stars	01/03/12	<b>AW</b>
2000 procurement cards are in operation across the authority by March 2012		2000	March 2012	<b>HC</b>
<b>Risk</b> <i>Associated with Output</i>	<b>Controls in Place</b>	<b>Actions Required</b>	<b>Rank (controlled)</b>	<b>Ownership</b>
2a Failure to agree and develop infrastructure relationships in support of Shared Services agenda (District Councils). (IBSinf06)	Highs and lows in organisational relationships generally, and management of expectations. 2010 saw huge improvements with southern Districts as ICT and R&B facilities merged based on the County WAN.	N/A	<b>A. 14</b>	<b>AW</b>
2b Maintaining positive partnership working. (CRR12)	The Council maintains positive relationships with partner organisations and with other public sector bodies, the private sector, community and voluntary organisations and stakeholders to determine any structural changes to these organisations which may impact on delivery.	Partnership arrangements are continuing to be developed through a range of initiatives and services.	<b>A. 14</b>	<b>R. DMT</b>
2c Changes in funding arrangements for local authorities. (CRR18)	Careful arrangements with service delivery partners are in place to ensure changes in the way government funding is allocated to local authority functions does not impact on the total resources available to the County.	Monitoring of potential changes in funding arrangements as the Coalition Government develops and implements policy. Proactive corporate strategy to generate income through new business and secure available funding/ grants developed and implemented.	<b>A. 10</b>	<b>MF</b>

<b>Outcome 3: Teams across Worcestershire County Council are supported in the development and delivery of BOLD proposals with a robust framework, governance and, where appropriate, project delivery support</b>			
<b>Output</b> <i>How will our aim be realised?</i>	<b>Activity(s)/ Deliverable(s)</b> <i>What will we do/ put in place to achieve our outcome?</i>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b> <i>Who is responsible?</i>
<b>12. Better outcomes are achieved through good practice in change management being shared across both the directorate and wider organisation</b>	<b>12.1</b> All proposals and projects are developed to a consistently high quality 'as standard' across the Council and financial and outcomes elements of Business Cases are signed off by relevant finance and BOLD service functions.	Annual	<b>CM</b>
<b>13. Effective, clear BOLD Programme governance arrangements in place and are understood</b>	<b>13.1</b> Programme Delivery Framework established and implemented across the Council.	March 2011	<b>CM</b>
	<b>13.2</b> The BOLD Programme Board and BOLD Steering Group act as a 'critical friend', offering constructive challenge which is fed back to the appropriate area with feedback mechanisms in place.	End May 2011	<b>CM</b>
	<b>13.3</b> Risks and implications to the programme/ projects are regularly identified and action taken to mitigate	Monthly	<b>CM</b>
	<b>13.4</b> Regular meetings of the BOLD Programme Board, Steering Group and Star Chamber facilitated with decisions made and documented, with representation from Resources Directorate.	Monthly (BPB) Weekly (BSG/ SC)	<b>CM</b>
<b>14. Key stakeholders are more engaged, kept informed and able to positively influence programmes and projects</b>	<b>14.1</b> Communications and Consultation Framework established, communicated and implemented across the Council for all internal and external stakeholders.	August 2011	<b>CM</b>

<b>15. Staff are equipped and enabled to support the successful development/ delivery of BOLD projects</b>	<b>15.1</b> Lean training offered and communicated and users coached through process as applicable.	May 2011	<b>CM</b>
	<b>15.2</b> Analysis of service areas that have been 'leaned'.	May 2011	<b>CM</b>
	<b>15.3</b> Feedback obtained to ensure that BOLD Team is adding value across the council and personal perception of individuals remains positive.	August 2011	<b>CM</b>
<b>16. Transformational Agenda is in place across the Council and is supporting the implementation of new Vision and Council Plan</b>	<b>16.1</b> Transformation strategy, themes, outcomes and associated work programmes finalised.	May 2011	<b>CM</b>
	<b>16.2</b> Leadership and resource alternatives considered, preferred option agreed and secured.	May 2011	<b>CM</b>
	<b>16.3</b> Transformation themes delivery plans developed, prioritised and ready for implementation.	September 2011	<b>CM</b>
	<b>16.4</b> Transformation "early adopters" delivered as per agreed work programmes.	March 2012	<b>CM</b>
<b>Performance Indicator (2011/12)</b>	<b>Target</b>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b>
Average satisfaction of Project Sponsors with support of BOLD Team	70%	September/ March	<b>CM</b>
% staff that believe BOLD is Business as Usual (Staff survey)	TBC	TBC	<b>CM</b>
Reduction of 25.4 FTE across Resources Directorate in 2011/12	25.4 FTE	March 2011	<b>PB</b>

<b>Risk</b> <i>Associated with Output</i>	<b>Controls in Place</b>	<b>Actions Required</b>	<b>Rank (controlled)</b>	<b>Ownership</b>
3a Individual projects within the BOLD programme are not co-ordinated or considered as part of an overall programme (CT1a)	Change Team in place	High Level Programme Plan developed	<b>A.10</b>	<b>CM</b>
3b Additional savings/ efficiencies not identified or realised (CT2b)	BOLD Suggestion Scheme Networking with councils	Additional BOLD projects identified Transformation proposals implemented	<b>R. 23</b>	<b>CM</b>
3c Risks to the programme and projects are not identified, assessed and/or mitigated against, leading to failure (CT3a)	BOLD Risk Register Individual project risk logs in place and reviewed	Ownership of Risk Register to be confirmed and kept up-to-date	<b>R. 20</b>	<b>CM</b>
3d Lack of senior management and leadership would reduce the impact of the BOLD programme (CT5a)	COMB/ HoS are on Programme Board CSP / HoS meetings	Management Conferences	<b>A.15</b>	<b>CM</b>
3e BOLD Programme and Council Vision/ Plan is not supported by transformational strategy (4a)	Cabinet leading on new Council Vision/ Plan	Transformational initiatives developed, approved and delivered	<b>A. 11</b>	<b>CM</b>

<b>Outcome 4: Front-line directorates are fully supported by the Resources Directorate in delivering services</b>			
<b>Output</b> <i>How will our aim be realised?</i>	<b>Activity(s)/ Deliverable(s)</b> <i>What will we do/ put in place to achieve our outcome?</i>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b> <i>Who is responsible?</i>
<b>17. Front-line directorates recognise staff from the Resources Directorate as being key to their own work and integral to the development of effective business solutions.</b>	<b>17.1</b> Hold twice-yearly Performance Boards where front-facing Directorates can challenge HoS on key Resources issues	May and November	<b>PB/ R.DMT</b>
<b>18. The council fully complies with relevant HR legislation and guidance in relation to all aspects of people management, whilst striving for excellence in service delivery.</b>	<b>18.1</b> BOLD "WCC3: People Initiatives" and "WCC4: Flexible & Mobile Environment – FAME" projects are successfully delivered and demonstrate that benefits have been realised as per approved business cases.	Ongoing	<b>KB</b>
	<b>18.2</b> Support and facilitate the effective management of Health and Safety across the organisation.	Ongoing	<b>KB</b>
<b>19. The council fulfils all of its legal/ statutory responsibilities in a way that fully complies with relevant legislation and is seen as supporting the democratic process.</b>	<b>19.1</b> Restructure Democratic Services to provide a more efficient and improved service to elected member bodies, elected members and staff across the Council, which meets the required target for delivery of L&DS-related BOLD savings.	Commence April 2011. Conclude end March 2012.	<b>SPM</b>
	<b>19.2</b> The Waste Management Contract is agreed by Cabinet and varied in line with DES recommendations following commercial negotiations without successful legal challenge.	By end March 2012 or later, depending on commercial negotiations.	<b>SPM</b>

	<b>19.3</b> Replacement Ethical Framework for Members (including replacement Code of Conduct and complaints process) agreed by Council and implemented in accordance with the Localism Bill being introduced by Central Government. Non-compliance issues to be dealt with by Standards and Ethics committee, if Council agrees.	By end March 2012 or later depending on legislative timescale.	<b>SPM</b>
<b>21. The Directorate successfully contributes toward a positive performance management culture within the organisation and encourages customers to scrutinise and challenge service delivery.</b>	<b>21.1</b> Resources Directorate Improvement Plan is completed and reviewed by DMT prior to customers of Resources Directorate being invited to comment on content.	April 2011	<b>R.DMT</b>
	<b>21.3</b> Resources Directorate Improvement Plan approved and promoted widely to staff across the organisation via SID and RE:Source.	May 2011	<b>EB</b>
<b>22. Directorates are underpinned with robust financial support and are working to agreed budgets.</b>	<b>22.1</b> Revenue Budgets and Capital Programme for 2011/12 financial year and beyond are prepared and Council Tax is set.	October – February	<b>MF</b>
	<b>22.2</b> Medium Term Financial Plan is updated to reflect the forecast financial environment and Council plans.	October - February	<b>MF</b>
	<b>22.3</b> Year End Accounts closure is managed and the Statement of Accounts are published in accordance with relevant legislative requirements and Accounting Codes of Practice.	January - July	<b>MF</b>
	<b>22.4</b> Systems and processes of financial control are kept under constant review.	Ongoing throughout year	<b>MF</b>
	<b>22.5</b> Accurate and balanced budgets are prepared by Operational Managers, ensuring effective closedown of accounts in conjunction with the Finance Team.	January - July	<b>R. DMT</b>

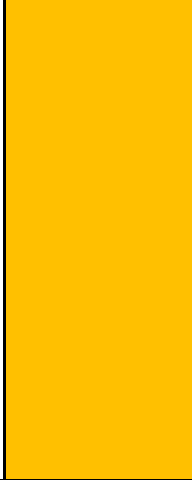
	<b>22.6</b>	Budget Planning, Forecasting & Reporting is effective and achieved through the purchasing and use of a Budget Tool.	Purchase: 30/06/11 Operational: 01/09/11 <b>MF</b>
<b>23. The council continues to utilise robust financial practices/ procedures that maintain a positive and responsible relationship with external partners.</b>	<b>23.1</b>	Council's insurance policies are reviewed on a regular basis to ensure that sufficient cover and indemnity is in place.	Ongoing throughout year <b>MF</b>
	<b>23.2</b>	Payments made by Directorates/ Teams to suppliers are in accordance with statutory requirements and comply with Council standing orders.	Ongoing throughout year <b>HC</b>
	<b>23.3</b>	An effective income collection service is maintained and proactive in supporting Directorates to account for/ recover anticipated monies.	Ongoing throughout year <b>HC</b>
	<b>23.4</b>	Compliance with statutory returns.	Ongoing throughout year <b>MF</b>
<b>24. Finance and audit services provide dedicated support in relation to business improvement, transactional activity and borrowing/ lending.</b>	<b>24.1</b>	Effective treasury management arrangements are put in place to ensure that best use is made of available finances, whilst mitigating potential risks in relation to borrowing and lending transactions.	Ongoing throughout year <b>MF</b>
	<b>24.2</b>	An annual cycle of internal audits is conducted in accordance with the agreed audit plan.	Ongoing throughout year <b>MF</b>
	<b>24.3</b>	Review of existing and potential transformation/ new business/ service initiatives completed and involvement of Financial Team in shaping and influencing the development of key strategies/ proposals agreed with Directorate Leads.	Ongoing throughout year <b>MF/HC/SA</b>
<b>Performance Indicator (2011/12)</b>		<b>Target</b>	<b>Timescale</b> <i>When will we do it by?</i> <b>Ownership</b>

Average Legal service user satisfaction	80%	Quarterly	<b>SPM</b>	
Average Democratic Service user satisfaction	Assessed as "Good"	Annual	<b>SPM</b>	
Average ICT user Satisfaction	95%	Quarterly	<b>AW</b>	
Financial Accounts: unqualified audit opinion achieved	Unqualified Audit Opinion Achieved	April – July 2011	<b>MF</b>	
Our forecast of outturn is no more than 1% from the actual outturn	Forecast of outturn is no more than 1% from actual outturn	April 2011	<b>MF</b>	
% of missed budget monitoring reports received by DMTs within agreed timescale	0%	Quarterly	<b>SA</b>	
% of missed payments made to providers in line with agreed payment schedule	0%	Quarterly	<b>SA</b>	
<b>Risk</b> <i>Associated with Output</i>	<b>Controls in Place</b>	<b>Actions Required</b>	<b>Rank (controlled)</b>	<b>Ownership</b>
4a Inadequate Resource to: <ul style="list-style-type: none"> <li>▪ Set an adequate budget,</li> <li>▪ Service debt and</li> <li>▪ Meet financial commitments (CRR04)</li> </ul>	Changes in the methodologies for Government funding settlements are monitored closely for their impact on the Council.	Treasury Management strategy will be kept under close review. BOLD Programme will be reviewed and projects developed/ brought forward in light of settlement announcement.	<b>A. 14</b>	<b>MF</b>
4b Ineffective budget management (Including implementation of actions to deliver planned budget reductions) (CRR05)	Sound systems of financial control remain in place. The importance of budget monitoring continues to be recognised. The implementation of actions to deliver planned reductions is subject to explicit monitoring.	Financial / Budget management will be a key theme throughout the BOLD programme. Effective BOLD governance and financial arrangements reviewed and improved where appropriate.	<b>A. 14</b>	<b>MF</b>

<b>Outcome 5: Technical and information services support delivery of business priorities, innovating and leading better outcomes or leaner delivery, where appropriate</b>			
<b>Output</b> <i>How will our aim be realised?</i>	<b>Activity(s)/ Deliverable(s)</b> <i>What will we do/ put in place to achieve our outcome?</i>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b> <i>Who is responsible?</i>
<b>25. The council makes best use of technology that is led by the needs of the business and services delivered, introducing new systems/ ways of working where appropriate.</b>	<b>25.1</b> Organisational ICT needs assessment carried out and the results are used to influence development of 3-Year ICT Strategy.	July 2011	<b>AW</b>
	<b>25.2</b> 3-Year ICT Strategy (2011-2014) developed, approved and promoted widely across the organisation and regular updates on progress communicated via SID	July 2011	<b>AW</b>
	<b>25.3</b> BOLD "WCC5: Better use of Technology" projects are successfully delivered and demonstrate that benefits have been realised as per approved business cases.	December 2011	<b>AW</b>
	<b>25.4</b> Options to fully utilise free IP technology are fully considered and a clear recommendation made to DMT to introduce more cost-effective telephony systems.	September 2011	<b>AW</b>
	<b>25.5</b> Carry out a comprehensive market testing exercise to determine if ICT services can be provided better and if so, a clear business case is developed as part of BOLD to the Programme Board.	2013/14	<b>AW</b>
<b>26. WCC continue to explore opportunities to strengthen Broadband across the county</b>	<b>26.1</b> Support PEP in the development of a new Broadband Strategy for the county, in consultation with district council counterparts.	March 2012	<b>AW</b>
	<b>26.2</b> Support PEP in the development and submission of a formal BDUK – Wave 3 expression of interest and formal bid to secure additional resources to roll-out broadband into under-supported areas/ sectors.	EOI (April) Bid	<b>AW</b>
<b>27. ICT systems are readily available across the</b>	<b>27.1</b> Develop existing and new self service options in consultation with front line services to enable them to provide an enhanced choice in order to reduce	October 2012	<b>AW</b> PT

<b>organisation to enable services to be delivered more efficiently, simply and effectively to meet business needs.</b>	transactional costs.				
	<b>27.2</b>	Corporate SharePoint project is implemented on time, to budget and in accordance with approved business case.	October 2011	<b>AW</b> PW	
	<b>27.3</b>	Support the BOLD "WCC4: Flexible and Mobile Environment (FAME) projects so that it is successfully delivered and demonstrates that benefits have been realised as per approved business cases.	March 2012	<b>AW</b>	
<b>Performance Indicator (2011/12)</b>		<b>Target</b>	<b>Timescale</b> <i>When will we do it by?</i>	<b>Ownership</b>	
Percentage of support calls resolved within agreed timescale		90%	Quarterly	<b>AW</b>	
<b>Risk</b> <i>Associated with Output</i>		<b>Controls in Place</b>	<b>Actions Required</b>	<b>Rank (controlled)</b>	<b>Ownership</b>
5a	Less development capacity - Staff reductions to attain BOLD targets have halved the capacity for new system developments & will affect apps dev reputation (IBSad6)	- In-house system development to be targeted at Better use of Technology priorities 1 and 7. - All new systems built in Iron Speed for faster development and easier supported systems. - Iron Speed allows new development by Acid Yellow and transitioned to in-house support.		<b>A. 14</b>	<b>AW</b>
5b	SharePoint support transition - Support for SharePoint builds and configuration from August (IBSad9)	- App Dev undertaking due diligence on builds SharePoint administration training for staff. - Due diligence on SharePoint configurations. - Tech Dev agreement on roles/responsibilities		<b>A. 11</b>	<b>AW</b>
5c	Failure to deliver infrastructure technology in support of Flexible Working (IBSinf05)	Managing user expectations. Many initiatives have bolstered support for the control e.g.		<b>G. 6</b>	<b>AW</b>

		confirmation of strategies, user documentation, workshops, and security dictates like access agreements.			
5d	<p>Failure to provide IBS Support Service for flexible working.</p> <p>Will affect the viability of the flexible working initiatives of the Council. It will not allow the Council to achieve cost savings based upon home-working, and mobile workforce. (IBSss02)</p>	<ul style="list-style-type: none"> <li>- Support the development, testing and deployment of technologies that underpin flexible working (such as IAG, HIPS and mobile devices), and effective staff training.</li> <li>- Refrain from charging for ongoing support of the flexible working environment (specifically VPN and BB support), ensuring that directorates are not dissuaded from employing the service because of ongoing support cost.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that flexible working is managed at the highest level, maintaining its visibility.</li> </ul>	<b>G. 10</b>	<b>AW</b>
5e	<p>Failure to provide ongoing support for all directorates.</p> <p>Will result in non-optimised support arrangements for directorates, increasing their costs and impact productivity. Will also result in delay to projects potentially resulting in inefficient or incorrect solutions. (IBSss03)</p>	<ul style="list-style-type: none"> <li>- Ensure that the team leader is aware of Directorate strategy, including project development at an early stage.</li> <li>- Ensure that there are sufficient local support centre resources available for directorate ICT activity.</li> <li>- Ensure that Support have a project register of work being undertaken by teams to improve communication and resource awareness.</li> </ul>	<ul style="list-style-type: none"> <li>- Structure IBS Support Centre staff such that each Directorate has a designated and responsible Team Leader.</li> </ul>	<b>A. 13</b>	<b>AW</b>
5f	<p>Reduction in budget for staff at the same time that the complexity of systems, number of systems is increasing and the number of calls from customers is continuing to increase.</p>	<ul style="list-style-type: none"> <li>- Drive efficiencies in support costs, allowing more problems to be dealt with by the same number of staff.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure that staff are well trained and multi-skilled.</li> <li>- Invest in tools to assist Customer Self Service</li> </ul>	<b>A. 10</b>	<b>AW</b>

<p>Will put strain on existing staff and cause service levels to reduce, beyond a level acceptable to the Council. (IBSss07)</p>	<p>- Rota support staff between different tasks so that they are exposed to different problems, increasing their knowledge and effectiveness.</p>	<p>(eliminating some of the support calls).  - Invest in a knowledgebase tool so that support techniques are documented and available to all.  - Invest in support tools, such as LANDesk to maximise the effectiveness of remote support. Take on the development of this support tool within Service Centre.</p>		
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