

CABINET22 March 2006BUSINESS PLANS 2006/07REPORT OF CHIEF EXECUTIVEContact Officer: Jacky Adams Tel No: 01962 848356RECENT REFERENCES:

Business Plan reports to Principal Scrutiny Committee and Scrutiny Panels – see list of appendices overleaf.

EXECUTIVE SUMMARY:

Annual business plans are produced to ensure that the Council's corporate priorities are delivered and that its business is properly managed. Following the organisational review that took place in early 2005, business plans for 2006/07 have been produced at a Divisional (operational) level. To ensure that cross cutting work is delivered smoothly and meet the Council's legal obligation to produce a 'Best Value Performance Plan', a Corporate Business Plan is also produced, which appears elsewhere on this agenda (see report CAB 1220). In addition, each Director has produced an overview for his/her areas of responsibility.

The Divisional Business Plans and Director overviews are a key element in the Council's performance management framework. They set out the work programme for the year and demonstrate how resources (both staff and finance) will be used to deliver it. They form the basis for regular monitoring by managers, Portfolio Holders and Cabinet, which is subject to public scrutiny through Principal Scrutiny Committee and Scrutiny Panels.

All Business Plans are produced to a common format designed by Principal Scrutiny Committee and agreed by Cabinet. This format helps to provide a stronger link to corporate priorities and highlight key commitments. In larger Divisions the Business Plan is underpinned by more detailed Service Plans that are agreed by the Director in consultation with the relevant Portfolio Holder. In some cases these service plans are also needed to meet Government requirements. In addition, the HRA Business Plan has to cover some wider issues in order to meet Government guidance. There is a separate report on this agenda seeking approval to the HRA Business Plan.

The Business Plans have been subject to formal scrutiny before being put to Cabinet. Portfolio Holders will be able to comment at the meeting on any issues raised and changes being proposed in response to these.

Business Plans should be living documents. Given the degree and speed of change that all local authorities are required to respond to, quarterly monitoring reports will also reflect changes needed during the year, which will be approved by Heads of Division, Directors or Cabinet, as appropriate.

**RECOMMENDATIONS:**

- 1 That, subject to changes proposed by Portfolio Holders in response to comments made through the scrutiny process, Cabinet approves the programmes of work set out in the Business Plans listed as Appendices to this report.
- 2 That Cabinet notes that progress against these programmes of work will be reviewed by Portfolio Holders at least quarterly and updated as required to reflect opportunities and pressures arising during the year, with reference to Cabinet if required.

**Relevance to Corporate Strategy**

Business Plans set out the programmes of work that will deliver the Council's corporate priorities and those other strategies and legal requirements that form its agreed policy framework over the coming year.

**Resource Implications**

Each Business Plan identifies how the budget agreed by Council on 23 February will be used to deliver this programme of work over the coming year.

**Background Documents: None****Appendices:**

- Appendix 1 Chief Executive's Directorate overview (attached)
- Appendix 2 Policy Division Business Plan (report PS222 Appendix 1)
- Appendix 3 Performance Division Business Plan (report PS222 Appendix 2)
- Appendix 4 Strategic Planning Business Plan (report EN15 Appendix 3)
  
- Appendix 5 Director of Communities overview (attached)
- Appendix 6 Community Development Division Business Plan (report LE24 Appendix 2)
- Appendix 7 Environment Division Business Plan (report EN15 Appendix 5)
- Appendix 8 Strategic Housing Division Business Plan (report SO22 Appendix 3)
  
- Appendix 9 Director of Development overview (attached)
- Appendix 10 Access and Infrastructure Division Business Plan (report LE24 Appendix 3)
- Appendix 11 Building Control Division Business Plan (report EN15 Appendix 2)
- Appendix 12 Cultural Services Division Business Plan (report EN15 Appendix 1)
- Appendix 13 Estates Division Business Plan (report RE21 Appendix 1)
- Appendix 14 Planning Control Division Business Plan (Report EN15 Appendix 4)
  
- Appendix 15 City Secretary and Solicitor overview (attached)
- Appendix 16 Secretariat Division Business Plan (report RE19 Appendix 2)
- Appendix 17 Legal Division Business Plan (report RE19 Appendix 3)
  
- Appendix 18 Director of Finance overview (attached)
- Appendix 19 Customer Service Business Plan (report RE18 Appendix)
- Appendix 20 Financial Services Division Business Plan (report RE18 Appendix)
- Appendix 21 IT Division Business Plan (report RE18 Appendix)
- Appendix 22 Revenues and Exchequer Business Plan (report RE18 Appendix)
  
- Appendix 23 Director of Human Resources overview (attached)
- Appendix 24 Human Resources Division Business Plan (report RE20)

Chief Executive's Unit Business Plans 2006-07Chief Executive OverviewINTRODUCTION

The Chief Executive's Unit (CXU) consists of three Divisions:

- Performance & Management – corporate lead on Council's performance management framework, procurement, and in development of scrutiny arrangements. Key contributors to corporate efficiency programmes. Co-ordination of Directorate Business Managers
- Policy – corporate lead on Local Strategic Partnership and overall partnership co-ordination, communications and research/data analysis. Co-ordination of response to emerging policy areas and priorities
- Strategic Planning – corporate lead on overall planning policy framework and development of Local Development Framework

Each Division works closely with others across the Council, frequently at the 'start-up' phase of a new programme. Equally, they provide a resource for all Divisions within their areas of expertise.

CORPORATE STRATEGY

Key CXU responsibilities under the Corporate Strategy are:

*Safeguarding our high quality environment for the future* – minimise the loss of green fields to development (Strategic Planning)

*Making our working practices fit for the 21<sup>st</sup> century* – enhancing communications with customers, elected Members and staff (Policy)

*Managing the Council effectively*

- ensuring communities can help shape their own future (Policy)
- ensuring we work with partner organisations (Policy)
- maintaining an evidence based, outcome focused vision for the future (Performance & Management)
- setting ourselves challenging, risk based targets for improvement (Performance & Management)

The Chief Executive's responsibilities include the co-ordination of work programmes and, under them, projects, to deliver all aspects of the Council's Corporate Strategy. This is undertaken through the Corporate Management Team, who are developing their role in providing overall guidance to and management of these programmes.

CROSS-CUTTING PROGRAMMES

A central responsibility of the CXU is working with colleagues to shape the corporate environment for all the Council's Divisions. Key projects which will engage all the Council's Divisions for 2006/07 are:

- introduction of a corporate performance management system (Performance & Management)
- further development of the Council's scrutiny arrangements (Performance & Management)

- development of a more integrated approach to identifying district wide priorities for improvement through Results Based Accountability (Policy)
- implementation of the Partnership review (Policy)
- developing more effective internal and external communication (Policy)
- beginning the preparation of a Local Development Framework which provides a vehicle for implementing the district's Community Strategy (Strategic Planning)

## EFFICIENCY

The Chief Executive takes overall responsibility for the development and delivery of a robust and effective corporate approach to improving efficiency and value for money. The Director of Finance is charged with leading the Council's efficiency programme, with support, *inter alia*, from the Head of Performance & Management.

The CXU is making a specific contribution through:

- developing a more co-ordinated approach to consultation, data analysis and the use of evidence to support policies and programmes, including through closer working with partner organisations (Policy)
- more effective use of expertise across the Council to enhance communication (Policy)
- better, cost effective procurement (Performance & Management)

## CORPORATE MANAGEMENT

The Chief Executive takes overall responsibility for development and delivery of the Council's Modernisation & Improvement Plan: our response to the challenges set by the 2003 Comprehensive Performance Assessment. The Plan is now incorporated in the *Working Better* section of the Corporate Strategy.

The Chief Executive also has Programme Management responsibility for *Managing the Council Effectively*, one of the six programme strands of the Corporate Strategy. This entails ensuring that progress with projects which make up this programme is on target and co-ordinated with other programmes and projects.

The CXU is making a specific contribution through:

- introduction of a corporate performance management system (Performance & Management)
- development and implementation of the performance management framework, to put in place clear links between the Community Strategy, Corporate Strategy, the Council's budget, performance targets and performance monitoring (Performance & Management, Policy).

Key colleagues in supporting this work are the Corporate Management Team, Senior Management Group and the Business Managers' Team.

## RESOURCES

In the current financial climate the 'corporate centre' is always under close scrutiny to ensure effective use of resources. The CXU are looking at how expertise across the Unit can be drawn on more effectively to contribute to business plan objectives, breaking down 'silo thinking'. In seeking to find better ways of utilising available resources they are also looking beyond the immediate three Divisions to bring in colleagues across the Council and, increasingly, share resources with partner organisations.

Key members of the team will be developing project management skills, and the Head of Policy will lead corporate training on Results Based Accountability as a mechanism for setting priorities and targets. The Strategic Planning Team will be developing experience and skills to put in place a forward looking Local Development Framework.

As others we continue to face challenges with staff turn-over, and will continue to monitor and plan succession as effectively as possible, taking full account of the way we are seeking to evolve co-operation between Divisions as outlined above.

The Unit is facing a real challenge in considering how we all work as one of the teams contributing to the Council's 'Proof of Concept' on flexible working. This will entail a commitment to exploring different ways of using office space and IS/IT, and a willingness to show more flexibility over individuals' working environment.

## The Director of Communities Overview

### Introduction

The Communities Directorate's Divisional Business Plans provide a link between the Council's strategic priorities and the key activities of the Directorate and this overview, as well as providing a foreword to the Directorate Plans, also gives an indication of the topics that will preoccupy the Director of Communities over the coming year.

The plan consists of five sections as follows:

- Director of Communities Overview
- Strategic Housing Services
- Housing Landlord Services
- Community Development Services
- Environment Services

Performance against the key performance indicators will be reported to Scrutiny Panels quarterly through the year.

Service Plans will be prepared for the divisions where appropriate. These plans will be more detailed and will contain action plans that provide a framework for monitoring progress against targets, for demonstrating continuous improvement and for setting individual appraisal objectives for staff. They are working documents and may be adjusted through the year as circumstances warrant. Performance against these plans will be reported to the Portfolio Holders for Environmental Health, Housing, Healthy & Inclusive Communities, Culture, Heritage and Sport and Finance and Resources and any issues of concern will be reported also to the appropriate Committee.

### Corporate Strategy 2006 - 2009

This Overview considers the key Directorate contribution to the three elements of the Strategy:

Better Services, Working Better and Our Values.

In looking at how the Directorate delivers on the Corporate Strategy, this overview limits its comments to the particular aspects firstly of relevance to Communities and then the strategic work of the Director.

The overarching aims of the Strategy are of fundamental importance to the Communities Directorate:

*Our goal is to have a healthy population, living in decent and affordable homes with opportunities for work. Our communities should be inclusive and share a high quality, safe environment. We should work together to protect this so that the best opportunities are passed on to future generations.*

The aspects of the Strategy of particular relevance and included here are:

**Better Services****Homes & Jobs**

- Provide housing, in particular affordable housing, to meet the needs of the whole community
- Meet the Decent Homes Standard in our own housing stock

**Safer and More Inclusive Communities**

- Increase feelings of safety by reducing the likelihood that people will indulge in anti-social behaviour and continue to collaborate with our partners to continue to drive down levels of crime generally
- Improve access to services and to cultural opportunities for residents
- Help the most deprived parts of our community to be more self confident and self supporting
- Improve the quality of peoples lives by encouraging more active and healthy lifestyles
- To work with others to help children and young people in the District to stay safe, be healthy, enjoy and achieve, and make a positive contribution to our society

**Safeguarding our high quality environment for the future**

- Make sustainable use of resources with special attention to reducing and recycling waste
- Improve air quality in Winchester and reduce congestion
- Protect and enhance the bio diversity of the natural environment and minimise the loss of green fields to development
- Increase our residents' pride in the place where we live

**Working Better****Making our working practices fit for the 21<sup>st</sup> Century**

- Customer Focus – putting customers at the heart of our work
- Clear Communication – enhancing communication with customers, elected members and staff
- Skilled Workforce – giving our people the skills to provide excellent services
- Modern working practices – modernising our working practices to meet changing customer expectations while respecting the needs of staff
- Sustainability – ensuring we act in a sustainable manner in all that we do
- Equalities – ensuring all services meet the needs of all sectors of our community

**Managing the Council effectively**

- Partnership – ensuring we work with partner organisations to deliver real improvements to peoples' quality of life
- Clear Aims - maintaining an evidence based, outcome focused vision for the future endorsed by our community and translating this into priorities for action shared by our partners
- Service & Financial Planning – joining up our service priorities and budget commitments

- Performance Management – setting ourselves challenging, risk based targets for improvement which are adequately resourced and efficiently delivered

### **Creating an Efficient, Effective Working Environment**

- Information systems – ensuring we have the information systems and technology to support excellent service delivery
- Efficiency – ensuring our services are delivered efficiently, offering value for money and taking advantages of opportunities to secure improvement through partnership working

### **Our Values**

The City Council recognises that the way we work and our values as an organisation determines the quality of services we provide. The Council strives to be an organisation which:

- provides the highest standards of service to all our customers
- is efficient and offers value for money
- listens to local people and takes full account of their wishes
- is creative and innovative in all that it does
- works with partners to improve quality of life in the district
- seeks to promote sustainable communities through all its actions
- seeks to be an employer of choice

### Cross-Cutting Activity

As well as the Corporate Strategy direction shown above and the key Service priorities laid out in the Divisional Plans attached, the Director is also leading on a number of cross-cutting areas of activity.

**Sustainability** – the Director is leading on the Council’s programme of activity related to the Sustainability Strategy Action Plan, the Carbon Trust Climate Change initiative and the response to the Audit Commission’s recent inspection of the Sustainable Environment. The aim will be to bring about change in performance relating to recycling, energy usage and procurement. A review of how management structures could better deliver performance improvement on sustainability will also be part of the work plan.

**Children & Young People** – the response to the Children Act and White Paper ‘Every Child Matters’ will be in the form of a companion Strategy to the County Council’s CYPP Strategy.

**Older People** – in bringing together a focus on work of the Council in relation to older people, particularly in relation to housing, access to services, community safety and health, the creation of a new strategy will be a task for this year.

**Access to Services** – this is not just an older people issue. The project includes looking at how the spread of e-government initiatives can help residents access the Council and its services, working with County Council and Parish Councils on creating Parish Contact Points in the main market towns in the first instance. These will enable communities beyond the towns to link into access points and make the delivery of services as well as general access much easier and more useful to many people in the rural areas in particular.



## Programme Management

As well as the Cross Cutting issues mentioned above, the Director and other members of the Corporate Management Team are overseeing programmes of work, which are aiming to meet Corporate Strategy targets. Those of direct relevance to Communities have been grouped as follows:

### **Homes & Jobs**

Housing for those in need  
Meeting Decent Homes

### **Safer Inclusive Communities**

Reduce anti-social behaviour  
Improve access to services  
Help deprived communities  
Improve health  
Children and Young People

### **Safeguarding our environment**

Improve air quality  
Increase pride in place

## Areas for Improvement

The Business Plans include specific areas of activity that have key importance for the Council particularly where the service is not performing in the top quartile nationally.

The Audit Commission data for 2003/2004 and for 2004/2005 where that is available indicate that the following areas of 'worst quartile' performance need to be targeted for improvement action:

- The percentage of people who think people are sleeping rough on the streets;
- The percentage of household waste that is recycled;
- The average number of weeks spent by homeless households in hostels;
- The percentage change in the number of homes reaching the Decent Homes standard;
- The average SAP (energy) rating for our Council homes;

The data are not always clear though, as is the case with the first bullet point. The number of beggars on the streets in Winchester Town area who are not homeless may well have influenced the respondents to the Audit Commission, because at the last ODPM monitored count in 2004 there was only one rough sleeper noted in the area. Nevertheless fresh monitoring will be undertaken to ensure the accuracy of the position.

The biggest area of activity this year will be in relation to the roll-out of the alternative weekly waste and recycling collections. Agreements have been reached with the Council's contractor and the budget approved by Council.

## Corporate Management

Key staff in the Directorate are taking part in a number of corporate initiatives and these will figure in the detailed Divisional Business Plans. They include risk management, project

management, environmental management and health & safety. New work on Sport & Recreation and Play strategies will be undertaken during the year. Key staff have taken up the specific training provided and refinement of the training provision will take place during the year. The Director is a member of the Corporate Risk Management Group and E-Governance Group to maintain the Directorate's input into the overall direction.

### Resources

There are and will be continuing resource pressures requiring imaginative and flexible approaches to the delivery of services and projects.

# 2006/07 Business Plan – Director of Development

## 1. Brief Description of the Directorate

The Directorate comprises five Divisions:

- **Access and Infrastructure** – this team (which will be fully established in 2006/07) manages car parks, engineering projects, and transport policy issues including traffic regulation orders. It leads for the Council on issues affecting the essential infrastructure on which the District depends
- **Cultural Services** – covering tourism, museums, archaeology, arts and conservation
- **Planning Control** – the service which determines nearly 3,000 planning applications every year and deals with the many important issues arising from this
- **Building Control** – which provides for the statutory enforcement of building regulations and other services relating to buildings in the District
- **Estates** – managing the Council's property portfolio, town centre management and supporting economic development across the District

2006/2007 will be the first full year that the Directorate has existed in its current form. The process of establishing policies and procedures for the Directorate is still being completed but has progressed well. The Director of Development provides coordination and leadership to the Heads of Division and is supported by the Business Manager and three other staff who provide business support across the Division. The Directorate plans and manages its work in accordance with the Council's Corporate Strategy and Core Value.

**2. Summary of Progress in 2005/06**

	<b>Key Service Priorities</b>	<b>PI/Target/ Objective</b>	<b>Actual Outcome</b>
1.	Establishment and integration of new Directorate	To resolve all staffing and contractual issues. Heads of Division role to be developed to the benefit of performance	All contractual issues resolved within the year. Management team performing on integrated basis.
2.	Preparation and progress on Planning Improvement Plan	Planning improvement plan adopted by Council and implementation commenced. Sustained improvement in planning performance	Planning Improvement Plan adopted. Performance in all three categories of application showing sustained improvement
3.	Silver Hill Renaissance Project	Landlord agreement followed by planning application in December 2005	Landlord agreement achieved in February 2006. Planning application expected April 2006
4.	Winchester Discovery Centre	Project funding agreed and scheme commenced	Scheme commenced on schedule
5.	West of Waterloo MDA	Progress to planning applications for genuinely sustainable communities	Application received from Wimpey Homes. Discussions with Grainger continue constructively
	<b>Other Service Priorities</b>	<b>PI/Target/ Objective</b>	<b>Actual Outcome</b>
6.	On street parking review	Complete review and implement outcome	Completed. Revisions to cost of residents permits. Introduction of new discounts for environmentally friendly vehicles
7.	Upgrade and maintenance of sewage treatment works	Complete programmed work. Meet environmental standards	Delays in project completion caused by land acquisition difficulties. Prosecution by Environment Agency for incidents of failure to maintain standards – now rectified.

### 3. Service Priorities 2006/07 – Key Priorities for Directorate management/Director

#### A) Key Service Priorities 2006/07

	Why are we doing this/	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's accountable?
1	Homes and jobs	Lead on West of Waterloo project steering group to resolve issues and facilitate development interests bringing forward planning applications in accordance with policy objectives	Application by July 2006	If application is granted consent	Up to 40 days committment	Director of Development
2	Working Better	Further improve the level of customer service provided in the Directorate in particular through improving the quality and timeliness of correspondence	Throughout the year	Reduction in the number of 'repeat' complaints. Reduction in time spent on correspondence	20 days	Director of Development
3	Working Better Values	Ensure that serious complaints are dealt with effectively and efficiently making changes to service delivery and processes where these are highlighted	Throughout the year	No investigations by Ombudsman leading to find of maladministration	10 days	Director of Development
4	Homes and Jobs	Ensure continued progress on planning service improvement	Throughout the year	Meeting performance targets at March 2007. Lower staff turnover. Higher morale	20 days	Director of Development

	<b>Why are we doing this/</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
5	Working Better	Ensure that financial and management systems within the Directorate are fit for purpose and provide Heads of Division with timely and accurate information for decision making	Throughout the year	Directorate spending within budget for 2006/07. Efficiency savings achieved	20 days	Director of Development
6	Working Better	Recruit new Head of Access and Infrastructure and establish team with clear purpose and function	By September 2006	Successful appointment made. Clear vision of service amongst team	5 days	Director of Development

#### **B) Other Tasks and Proposed Developments and Improvements of the Service 2006 to 2008**

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
1	Homes and Jobs	Manage issues arising from Silver Hill project to ensure progress through decision making processes	Throughout the year	Key dates in the timetable met	20 days	Director of Development
2.	Homes and Jobs	Work with County Council to ensure good liaison on issues arising from major town centre works, in particular Ashburton Court refurbishment, Silver Hill and Park and Ride 2	Throughout the year	Key dates in timetables met	10 days	Director of Development

	<b>Why are we doing this?</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
3.	High Quality Environment	Ensure constructive engagement with County Council on traffic and air quality related issues in Winchester	Throughout the year	Scheduled progress on agreed actions	10 days	Director of Development
4.	High Quality Environment	Preparing new proposals for museums service accommodation	By December 2006	Service options considered by Cabinet	5 days	Director of Development
5.	Homes and Jobs	Create opportunities for joint working between economic development, tourism and other teams to improve attractiveness of Winchester District as location for employment	Throughout the year	Progress on targets in Economic Development Action Plan and business plans	5 days	Director of Development
6.	Values	Improve and strengthen Council relationships with partners e.g. parish councils, schools, business etc to focus on meaningful service development	Throughout the year	Improved feedback via partnership meetings and Members	10 days	Director of Development

**4. Key elements of risk management**

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
DD	2	B1	Managerial	Lack of an overall Business Continuity Plan	Steve Tilbury	There is no robust B usiness Continuity Plan	(1) Unacceptable delay in returning to normal working after a fortuitous event or emergency (Business interruption) (2) Unable to meet legal requirements (3) Adverse publicity (4) Uncertainty (5) Possible member criticism (6) Social impact - benefits, refuse etc (7) Loss of documentation	<b>Project team established to implement BCP in key areas. Work to be completed before year end</b>
DD	22	A2	Managem ent	Inability to utilise office accommodation for current business need	Steve Tilbury	(1) Possession of the wrong type of accommodation (2) Inability to carryout timely changes to current property portfolio (3) Lack of suitable accommodation	(1) Less efficient working (2) Reduced employee morale (3) Delayed project and planned activity (4) Failure to achieve Corporate priorities and targets (5) cost of retaining inappropriate accommodation and equipment	<b>City Offices project within Directorate Business plan</b>
DD	10	C2	Managerial	Failure to complete Silver Hill Development	Steve Tilbury	Failure of Project Objective	(1) Objectives not met (2) Economic decline (3) Impact on resources (4) Decline in other areas (5) Adverse media attention	Silver Hill project within Directorate Business plan



# 2006/07 Business Plan – City Secretary and Solicitor

## 1. Brief Description of the Directorate

The Directorate comprises two Divisions

- Legal
- Secretariat

The City Secretary and Solicitor also has the following statutory appointments:

- Monitoring Officer
- Electoral Registration Officer and Returning Officer
- Data Protection Officer and Designated Officer for the Freedom of Information Act

The Directorate's purpose is:

“To achieve professional and operational excellence through the efficient provision of legal and administrative services that are customer orientated, responsive, flexible and cost effective.”

**2. Service Priorities 2006/07 – Key Priorities**

The detailed priorities for the two Divisions are set out in the Legal and Secretariat Business Plans. Aspects of the Directorate's work which have a particular impact upon the role of the City Secretary and Solicitor are set out below.

**A) Key Service Priorities 2006/07**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
1	Working Better Values	Taking overall responsibility for the legal and administrative aspects of the Council's Corporate Governance arrangements	Input into committee reports – ongoing  Review of Constitution and Codes – detailed programme in Divisional Plans	Lack of successful legal challenges by others.  External Audit Comments in Annual Audit Letter  CPA scores for use of Resources	Director role – 30% of time  Significant staff time from both Divisions	Stephen Whetnall
2	Working Better Values	Taking the lead through the administration of the Council's decision-making systems to ensure that work is co-ordinated across Directorates and that potential problems and solutions are addressed adequately in reports brought to Members	Input into committee reports and Corporate Management Team role - ongoing	Lack of successful legal challenges by others. Smooth operation of decision-making processes	Director role – 20% of time  Significant staff time from both Divisions	Stephen Whetnall

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
3	Working Better Values	Taking overall responsibility for the proper conduct of elections and the changes resulting from the new Electoral Regulations	District/ Parish Elections May 2006 and canvass changes Autumn 2006	Lack of successful legal challenges by others. Smooth operation of postal vote processes	Director role – 25% of time in election periods  Electoral Services Unit staff and Budget – and 200 plus casuals for election day  Budget increase of £30,000 to cover Governments changes proposed in 2006/07 and 2007/08	Stephen Whetnall
4	Working Better Values	Ensuring that the Monitoring Officer role is undertaken effectively for both the District and the Parishes through training, advice and input into investigations/hearings	On-going	Training feedback; comments in any Standards Board reports	Director role – 5% of time Support from two Assistant City Secretaries	Stephen Whetnall

**B) Other Tasks and Proposed Developments and Improvements of the Service 2006 to 2008**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
5	Homes and Jobs	Leading Directorate input into Silver Hill Development External solicitors are used for development expertise and key documentation. The CSS role is to take an overview of the legal and administrative aspects as they affect the Council's Governance arrangements.	On-going	Scheme progresses according to action plan	External solicitors are funded by the developers. The CSS role estimated at 20 days per year	Stephen Whetnall
6	Working Better Values	Introduction of changes to Model Code of Conduct for District and parishes	Target dates to be set by Government in either 2006 or 2007	Feedback forms	CSS role estimated at 10 days Support from two Assistant City Secretaries	Stephen Whetnall
7	Working Better Values	Take lead in introducing changes in the Electoral Registration Bill	During 2007 by Government target dates to be set	Lack of successful legal challenges by others. Smooth implementation of changes	Budget increase of £30,000 to cover Governments changes proposed in 2006/07 and 2007/08	Stephen Whetnall

**3. Key Elements of Risk Management**

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
CSS	4250	A2	Legal	Effective Planning Project Risks <b>Departments own projects</b>	Stephen Whetnall Project sponsor for: Land Charges IT Project in 2006 – 8; Abbey House Capital Maintenance Scheme; further Licensing changes and Electoral law changes in 2006-07	Ineffective Project Planning and Monitoring	Business objectives or Targets not met; Timescale unrealistic; Cost overrun; issues not identified; Missed opportunities; Legal challenge; loss of staff confidence; bad publicity	See detailed action plans/Divisional Business Plans.

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	
CSS	4251	A2	Managerial	Council's Major Projects Risks – Silver Hill, new Council offices	Stephen Whetnall	Failure to provide accurate and timely advice	Failure of Project objective; Legal action against the Council	Input into corporate decision-making processes; See Divisional Business plans
CSS	4252	B2	I	Legislative change – Standards Committee issues	Stephen Whetnall	Uncertain timescale from central government; likely resource issue with increased delegation from Standards Board	Difficult to plan resources over medium term; financial impact; Citizen criticism and reduced confidence if not handled well	See Divisional Business plans. Resources will need review if significant number of cases referred
CSS	4253	B2		Review of Decision making structures and processes	Stephen Whetnall	National or local change in political control might require review of decision making structures	Inability to respond to the demands of a new administration	Annual review of structures obtaining support from across the Council if possible. Maintain political neutrality and impartial advice.

# 2006/07 Business Plan – Director of Finance

## 1. Brief Description of the Directorate

The Directorate comprises four Divisions:

- Financial Services
- Revenues and Benefits
- IT
- Customer Service

The Director of Finance also has the following statutory appointment:

- S151 Officer

The Directorate has a Statement of Aims as follows:

- To achieve professional and operational excellence through the efficient provision of services which are customer orientated, responsive and cost effective
- To maintain a strong team to support a successful business
- To ensure our policies and working practices reflect the values of the Council

The Directorate also operates within a set of Core Values that accord with the values in the Corporate Strategy as follows:

- **Objectivity** – by providing frank and objective advice
- **Openness** – by being honest and open to scrutiny
- **Professional and integrity** – by keeping up to date and complying with proper practices, rules and regulations
- **Setting an example** – by managing our affairs to the same standards as expected of others
- **Being an integral part of the Council** – by supporting all parts of the Council and working within corporate standards
- **Commitment to staff** – by training and motivating staff and supporting the Council’s equal opportunities policy and its aim to retain IIP status
- **Value for money** – by providing services which are efficient and delivered at reasonable cost and by avoiding profligacy
- **Customer focus** – by working with our customers, consulting them and responding to them



**2. Summary of Progress in 2005/06**

	<b>Key Service Priorities</b>	<b>PI/Target/ Objective</b>	<b>Actual Outcome</b>
1.	Strategic risk register complete	Action plan in place – Apr 05	Finance complete – remaining areas outstanding
2.	Completing project to achieve business continuity planning throughout the Council	Business continuity plans in place – Dec 05	Project start delayed but now underway: completion estimated for June 06
3.	Achievement of efficiency savings of 2.5%	Gershon efficiency savings target of 2.5% – Mar 06	Estimated to be achieved
4.	Customer Service Centre	Service Centre operational – Jun 05 50% of enquiries dealt with at first point of contact – Mar 06	June 05 target achieved On target with calls dealt with at first point of contract Speed of phone answering below target.
5.	E-government programme	BVPI157 – 100% - Dec 05	100% achieved
6.	Corporate DMS implementation	Implementation to revised timetable (to be agreed) – Dec 05	Project on hold
7.	Customer care programme	Increase (to be determined) in customer satisfaction levels – Mar 06	No formal strategy in place but good progress made with customer care through the Service Centre
	<b>Other Service Priorities</b>	<b>PI/Target/ Objective</b>	<b>Actual Outcome</b>
8.	Compliance with DWP Performance Standards within the Benefits Service	92% - Mar 06	Performance self assessed as good as at November Standards have been revised with a new scoring methodology - a new assessment of the Council's position is being done. A new target has been set to achieve a score of 3 (good performance)

**3. Service Priorities 2006/07 – Key Priorities****A) Key Service Priorities 2006/07**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
1	Efficiency Programme	Lead the Council's Efficiency Programme	Mar 2006	2.5% efficiency target and budget savings target achieved	Internal/resources identified in individual project plans	Director of Finance

**B) Other Tasks and Proposed Developments and Improvements of the Service 2006 to 2008**

	<b>Corporate Priority</b>	<b>What will we do?</b>	<b>When will we do it?</b>	<b>How will we measure our success?</b>	<b>How much time / money will it take?</b>	<b>Who's accountable?</b>
2.	Efficiency Programme	Lead the Council's Efficiency Programme	Mar 2007	2.5% efficiency target and budget savings target achieved	Internal/resources identified in individual project plans	Director of Finance
3.	Efficiency Programme	Lead the Council's Efficiency Programme	Mar 2008	2.5% efficiency target and budget savings target achieved	Internal/resources identified in individual project plans	Director of Finance

**4. Key elements of risk management**

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
Finance	11a	C2	Financial	Failure to achieve a balanced budget	Sheila Boden	Members not identifying a limited number of key priorities / non priorities	Failure to meet corporate priorities fully; depletion of reserves; Members and stakeholder criticism; adverse reports from External Audit or CPA; reduced grant; reduced staff/stakeholder confidence; ineffectual business planning.	See detailed action plans.
Finance	11b	A2	Financial	Revenue budget overspend	Sheila Boden	Incorrect projections/ assumptions; not achieving savings/ efficiencies; poor financial controls/ monitoring arrangements.	Depletion of reserves.	See detailed action plans.
Finance	4757	B2	Financial	Non compliance with the Council's Code of Corporate Governance	Sheila Boden	Ineffective management of risks; poor Business Planning and Performance Management	Officer time; Audit criticism; poor CPA; damaged Council reputation; specific consequences (risk dependent).	See detailed action plans.

## **Business Plan 06/07**

### **The Director of Human Resources Overview**

The Human Resources Directorate contributes to all areas of the strategy either directly or through the provision of support to front line services. This overview highlights the Directorate activities linked to the Corporate Strategy, it also shows specific corporate projects that the Director will lead on or contribute to during this period. Performance against corporate health performance indicators and local indicators are reported to Personnel Committee. A Service Programme of activity is mapped out including more detailed project plans where appropriate and these are held within the Directorate. These are used to set objectives for staff and to monitor progress. Performance against the key service priorities are reported to the Portfolio Holder for Resources and Personnel Committee.

#### **Corporate Strategy**

The Corporate Strategy is divided into three key areas, 'Our Values, Better Services and Working Better'. The Directorate applies the Corporate Values to all the work it undertakes and strives to reinforce these values with staff. This is from selection and induction of staff through its involvement with a whole range of activities to the design and implementation of strategies, policies and procedures. A key aspect of the Directorate's work is to develop the Council as an employer of choice.

The Directorate provides support to the activities of the Council to achieve Better Services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe working environment. It endeavours to increase the access to employment at the Council and other organisations where appropriate. Ensuring that employment policies and procedures and action plans reinforce the Council's aims to minimise pollution and make efficient use of resources through the increased use of flexible working patterns, home working and technology.

The most visible area of contribution for the Directorate is in the area of 'Working Better'. Last year the HR Directorate produced a corporate Workforce Development Plan, linking the workforce requirements from Directorates and the key priorities from the National Workforce Development Strategy into a strategy to take the Council forward in meeting the workforce challenges over the next 3 years and to meet the requirement under the Corporate Strategy for a skilled workforce. A key element of work is now underway to implement the developments identified within the Plan and develop key targets.

Other activities in this area are assisting in the development of customer focus when providing services and developing modern working practices that meet changing customer expectations and changing staff expectations. Ensuring we act in a sustainable manner and that we assist services in meeting the needs of all our community. The Directorate assists in performance management and service and financial planning, identifying efficiencies and savings in the Directorate and across the organisation. The Directorate is improving the Human Resource information systems and technology to support managers and staff and improve communications.

The training and development activities provided and coordinated by the Directorate linked to the appraisal process and corporate initiatives underpin the organisations ability to deliver the Corporate Strategy.

### Corporate Programmes and Project Management

As a Member of the Corporate Management Team the Director is involved in a number of cross cutting activities and leads on projects. The Director of Human Resources has particular input into work and improvements in Customer Focus, Communications, and the development of a Skilled Workforce with Modern Working Practices, Equalities and Programme and Project Management design and training.

The Director is currently leading on the Flexible Working project with the aim of testing the feasibility of deploying flexible working practices such as home-working, remote working and hot-desking across the Council combined with flexible working hours. The project will have a major impact on improving customer service and becoming an employer of choice thus aiding recruitment and retention of high calibre staff.

This work forms a key part of the 2010 programme and supports the Workforce Development Plan. The outcome will also impact on the Council's accommodation review and support other key priorities such as Safeguarding the Environment, Customer Focus and the development of an Efficient and Effective Working Environment.

The work undertaken on the development and implementation of a council wide project management system needs to be continued and enhanced by the use of programme management to enable better working and coordination of improvements to services and projects to be delivered across the organisation.

### Areas for Improvement

As with all other Directorates, the HR Directorate has reviewed services under the Gershon/Efficiency agenda and all work will continue to be done with this in mind. The work undertaken in previous years to provide a sound structure of policies and procedures has supported the department's work and these will be reviewed in the light of additional employment legislation and changing practices to ensure they continue to assist meeting the challenges of the coming year.

The introduction of the linked Human Resource and Payroll system which enables self service for staff and Managers covering a number of activities and the greatly improved reporting and monitoring functions will significantly provide efficiencies both within the Directorate and across the organisation.

We now need to build on the experience gained over the last year within the Directorate to further develop staff in undertaking workforce planning and organisation development projects and to increase the ability of the staff to balance the need for pro-active strategy and policy development work at a corporate level with a need for a reactive demand led support service for managers and staff.

### Corporate Management

Over the last 18 months there has been a higher level of organisational development, combining and restructuring Directorates. The resulting Heads of Service and management teams now need support and development to ensure that the Council has strong leadership to face the opportunities and challenges ahead. The HR Director and the team have had considerable involvement in organisational development and will continue to support and develop managers and their staff to meet the opportunities and challenges of the future.

The Director and staff lead and take part in number of corporate groups and initiatives and this will continue during this period.

## Resources

The Human Resources Directorate staffing levels have only show limited growth since 1999 and there has been a steady increase in workload, an increase in new legislation requiring policy development and changes in working practices. Whilst the department is relatively stable, there are two staff changes and there has been a large proportion of professionally qualified staff taking maternity leave. This combined with the continuing pressure on resources will mean that there will be an ongoing need to manage all resources effectively and efficiently to deliver the key service priorities.