

Service Director Handbook August 2008

Message from the Chief Executive



Congratulations on your appointment to your service director post in Wiltshire Council. The next few months are going to be very exciting and demanding. Some of you will be faced with managing two jobs in the run-up to 1 April and I thank you in advance for your efforts in performing this balancing act.

I am sure you are familiar with the content of the submissions *We're ready...* and *next steps...* which describe in some detail the type of council we want to be. You will have a big part to play in achieving these ambitious goals.

I hope that this handbook helps you to appreciate the culture we are determined to establish in Wiltshire Council which requires your commitment to the establishment of resilient communities and the Council's three priorities to get there; high quality, low cost, customer focussed services; local, open, honest decision-making; and working together to support Wiltshire's communities.

We want all service directors to work with mutual respect for each other and to be open, honest and challenging. We want you to treat everyone with respect and to avoid behaviours, which may be considered to be threatening or aggressive.

Above all, we must work together in a corporate way and promote delegation, not "command and control", and value diversity, equity and inclusiveness.

This handbook provides you with relevant information of our major initiatives and what we expect of you over the next few months as well as the support you can call on in order to fulfil your role. It is intended to assist service directors, particularly those involved with assimilating district council services into the unitary council, to establish structures and begin to operate on 1 April 2009.

As you develop your structures it is essential that you provide clarity to all your staff about what their role is and where they will be working and they are encouraged both to influence and shape the services they provide and to be innovative.

I look forward to working with you as we tackle the enormous challenges of the next few months. Together we can transform local government services in Wiltshire.

Keith Robinson

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An introductory note to the Service Director Handbook

This handbook has been prepared by the Programme Office to ensure that all service directors have access to consistent information about what is expected of them in their new roles. It is also to be used as a key reference point for you when designing your new service as the Corporate Leadership Team will be assessing your service design against the key principles set out in the handbook

This version is published as a hard copy and loaded on to the extranet as a pdf. During August a specific site on the extranet will be set up to capture updates to this information. Therefore from September the handbook will be maintained in electronic form only

In trying to keep the handbook as concise as possible we have limited the content. So we have not included everything at this point even though there are other areas that have a high degree of importance and relevance to the work of service directors e.g. equalities and diversity, risk, business continuity, ICT and Information Management. However as the extranet site is developed these areas will be covered much more comprehensively.

The Role of the Programme Office

Our role is to provide comprehensive and effective support to the new council in delivering the transformation of its services. We provide specialist support in change and programme management as well as offering very practical tools and templates to assist in the process.

We work with colleagues delivering services to try to ensure that strategic programmes and projects align with corporate objectives and that the Council's available resource and capacity is matched with the level of demand.

We have a key role in delivering targeted communications to our staff and other key stakeholders during times of change (the extranet is a good example of this) as well as offering a key point of reference for staff and members at anytime for up to date information on project and programme progress.

Finally, we are fundamentally involved in applying a benefits management framework to ensure that we deliver the cashable and non-cashable benefits associated with transformation activity.

Section 1 Setting the context

Our Culture and Behaviours

We are working to establish the key behaviours and actions, which will deliver our desired culture within Wiltshire Council. We want to be a council which works corporately and openly, engaging our staff, citizens and communities and which delivers high quality services and high quality leadership.

Our culture will reflect

- A strong customer focus
- Good communication and involvement
- Effective, open and visible leadership

Our approach will be underpinned by a number of key behavioural principles.

| The Principle | What it is |
|--|---|
| Including and supporting others | Building Trust, valuing openness and listening to understand the perspective of others. Creating an environment where people feel able to express their views. |
| Leading through change | Inspiring people to embrace change by providing a positive vision for the future. Supporting people through change by listening, involving and trusting others to deliver. |
| Treating others with respect | Acting in a way that demonstrates a belief that individuals matter and deserve respect. |
| Creating clarity | Giving others clear direction about what is important; focussing on those actions that will make a difference; communicating effectively in both formal and informal ways. |
| Being decisive | Taking ownership for making the tough decisions; taking the initiative to make things happen within your sphere of influence; creating a “can-do” environment. |
| Focusing on the Customer | Putting the customer at the heart of what we do; listening to and involving our customers and ensuring that the services we deliver are shaped around their needs and concerns. |
| Challenging the norm | Seeking ways to do things differently to enable operational improvements and a higher standard of service delivery. Encouraging innovation from others and challenging others to act on new ideas. |

The effective delivery of these principles can be considered against the following examples of positive and negative behaviour. It would be expected that as a Corporate or Service Director that you would continually demonstrate positive behaviours and address, in yourself, your staff and colleagues, instances of poor behaviour.

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Including and supporting others

| Positive behaviour | Negative behaviour |
|--|---|
| It is accessible and visible | Closes down others through being judgemental or over-taking |
| Allows time to listen to others | Doesn't ask for others opinions or ideas |
| Gives others opportunities to be involved in discussions and decisions | Is tolerant of difference |

Leading through change

| Positive behaviour | Negative behaviour |
|--|---|
| Looks to the future and creates a picture of "what it could be like" | Sees change only as a threat |
| Involves staff and partners in translating this vision into actions. | Does not recognise the impact of change on others. |
| Is enthusiastic and positive about the future | Is secretive; does not share information about change |

Treating others with respect

| Positive behaviour | Negative behaviour |
|--|--|
| Behaving professionally and maturely | Pays lip service to policies and values |
| Acting consistently in line with our values. | Uses threatening or aggressive behaviours. |
| Being open, honest and fair | Allows people to be treated badly |

Creating Clarity

| Positive behaviour | Negative behaviour |
|--|--|
| Establishing clear goals and objectives and focussing on what's important | Overloads others with only written communication |
| Making sure others have a good understanding of the council's vision and values | Allows fire-fighting to take over – doesn't prioritise |
| Being clear about lines of accountability and where there is space to make decisions | Fails to keep others informed |

Being Decisive

| Positive behaviour | Negative behaviour |
|---|---|
| Takes responsibility for difficult decisions | Avoids difficult decisions |
| Quickly moves into action to get things done. | Procrastinates |
| Takes ownership for actions and results | Hides behind bureaucracy, blames the system |

Focussing on the Customer

| Positive behaviour | Negative behaviour |
|---|--|
| Involving customers in shaping our services around their needs | Makes promises we cannot keep |
| Being honest about what can do..... but exceed expectations where we can. | Doesn't think about the customer experience. |
| Being an ambassador for the Council. Listening and acting on feedback | Passes customers around |

Challenging the norm

| Positive behaviour | Negative behaviour |
|---|---|
| Encourages innovation | Doesn't explain when suggestions are not accepted or acted upon |
| Is receptive to new ways of doing things and open to challenge. | Is not willing to take reasonable risks to do things differently. |
| Invites ideas and suggestions - acts on them | Does not take constructive challenge well |

Section 2

Major corporate initiatives delivering the transition and transformation

It is essential that all service directors have a full understanding of the corporate initiatives, which will drive the processes of transition and transformation from now on. You can read about these on the extranet and summaries later on in this handbook. This section sets out the main obligations on you from each of these initiatives. A later section of this handbook will guide you to where you can look for support to help you achieve your objectives.

Customer Access Strategy

You will need to be familiar with the strategy and ensure your staff appreciate the importance of ensuring the primacy of our customers as you develop your structure. A summary of the strategy is included in the handbook on page 12.

The Customer Focus Lead will be in contact with you in the next few weeks to arrange a face to face briefing and an initial discussion about the right approach for your services.

In the meantime, the following activities may be useful for you in preparing for that meeting and to move forward in the interim:

- Identify the services in your directorate which involve a lot of interaction with individual customers, or which are high impact on customers.
- Consider what kind of variation you have among those customers – are they all the same, or are there predictable/identifiable groups.
- Consider how the points in this summary of customer access may affect your structure.
- Identify people or roles who you think would be suitable champions or initial points of contact for implementing the Customer Access Strategy.

Business Management Programme (BMP)

The demands of this important programme place significant responsibilities on service directors to support the aims of BMP and the adoption of SAP (the chosen software package) by 1 April 2009. BMP will be implemented incrementally from 1 April 2009 and its full implementation will be dependent on the support of service directors. A summary of the strategy is included in this handbook on page 14. You and your staff will need to be familiar with the BMP process and you will be required:

- to provide the interim service structure by 16 September 2008
- to ensure adoption of and compliance with the new processes and procedures by your staff

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- to contribute to any data cleansing required in systems within your area
- to release staff for testing processes
- to release staff for SAP training

Benefits Realisation

It is essential that you have in place an effective benefits realisation plan to capture the benefits of the transition (cashable and non-cashable). The overall plan must be in place by October 2008. The process for achieving this is set out in this handbook on page 16. Benefit realisation represents significant business change and will be co-ordinated through the Programme Office.

Community engagement and local governance

The final structure and responsibilities of the community area boards has yet to be established. You will need to monitor the development of community arrangements to ensure that your structure is flexible enough to respond to the final arrangements that are put in place. There is a note attached at page 17 that should help you take account of the community dimension as you begin to design your services.

Ways of Working (WOW)

WOW is the programme that helps staff to work in a more flexible and mobile way. It could range from being home based or just having more efficient technology like smart phones. As you develop your structures you will need to be familiar with the potential of this programme to increase flexibility, reduce travel and achieve cost reductions on such things as office accommodation. A more detailed note is set out on page 20 the handbook.

LEAN systems

LEAN systems review methodology will be used to transform the way we do business over the next two years. You will need to familiarise yourself with the LEAN process and ensure that you and your staff are fully trained to be able to carry out these LEAN reviews.

Section 3 Your Key Tasks

Handover and Day 1

Where necessary there will be a formal handover meeting to ensure a smooth handover of responsibility from current workstream leads to the individual service directors. A proforma will be developed that identifies whether project plans, governance process and key milestones are in place. It will also identify specific key actions that you will be responsible for delivering in relation to the change programme. Members of the Programme Office will be meeting service directors on an individual basis from mid-August onwards to formally undertake this handover. During this handover the programme office will also discuss with you details of the benefit realisation process and consider your progress in designing your new structure. The handover will be completed by 15 September.

We are also planning a short document that will communicate the way services will look and feel from a customer perspective during the first three months of the new council. To enable us to do this, a template will be issued to all service directors in mid-August asking for two or three paragraphs to capture your ambitions for your service area. This will be combined with information on the future cultural and customer access approach into one document to be taken to JIT in September.



The budget

You will find the financial context set out in more detail on page 22.

You are required to deliver a budget, which will be a cash freeze budget based on the consolidated budget for 2008/2009. There will be a dedicated representative of the finance section to assist you with the process. They are listed in the support section of this handbook. That person will supply you with all the relevant financial data.

In addition to the cash freeze position, you, as service director, are also being asked to identify budget demands to maintain the status quo, highlighting truly unavoidable costs such as demographic and inflationary pressures. Services can still make growth proposals, identifying where extra resources are required to deliver the corporate plan.

Budget proposals from all services will be discussed at detailed budget review workshops being held in September, October and early November. At the

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workshops, portfolio holders and officers will identify the pressures on the budgets, the options surrounding cash freeze budgets on services and demands on any headroom (resources above a cash freeze position) to cover unavoidable costs and growth. Services will need to agree the areas costed within their service area, and identify any errors or other adjustments to their support accountant who will ensure the necessary changes are made in developing the 2009/10 budget.

All service directors should have received information on the approach to building an indicative budget for 2009/10 called "A Guide to the Budget Setting Process 2009/10. Wherever possible, you should ensure that the timescales and requirements outlined within this document are followed as they are essential to the preparation of a balanced budget.

Any deviation from the above dates would need to be exceptional, as the overall budget timetable is necessarily very tight this year. However, if a service area is having particular difficulties that it is unable to resolve, as soon as the problem is identified the service director and project service finance lead may contact the Chief Finance Officer to discuss a resolution.

Your structure

The work that service directors need to do in relation to structure is complicated by the need to comply with the differing requirements of the BMP process and the financial priorities.

You, therefore, have **two** key tasks to perform

The first, by September 16, is to place into an **interim structure** all the staff who you consider will be in your directorate on **1 April 2009**. That structure will be passed to BMP and the data incorporated into the SAP system. That structure will then be frozen until 1 April and we would ask that you make no 'real' changes to that interim structure until after 1 April 2009

Also by 16th September you will need to have validated your baseline staffing list and if necessary negotiate with other service directors to ensure any staff who work in multiple areas are correctly picked up.

Secondly, by **1 September 2008**, you need to provide details of your **preferred structure** that you wish to work towards. At this stage, there is no requirement for any staff to be identified against the posts within it, but the structural diagram needs to represent as **accurate a prediction of the likely final structure down to the lowest level.**

An organisational design workshop has been organised for the 5 September to support you in this process. However it is expected that your preferred structure will have been developed before this date

The proposed preferred structures will need to go to CLT on the 16 September for challenge and debate.

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An appointments process is being developed on how to populate the structure. This is currently being finalised with trade union colleagues to reach a single joint agreement. It will also need to be scrutinised to ensure compliance with legal requirements. A final version is anticipated at the beginning of September 2008. An officer from HR will be allocated to help you with these processes. You will be supplied with all the relevant staffing data.



The extent to which appointments can be made to the final structure is very much inhibited by the BMP process. SAP will be 'locked' in terms of the interim structure that is used for its initial build and testing and whilst it is recognised that service directors will wish to get on and introduce their new structures this will not be a practical proposition prior to 1 April 2009 although the appointment processes, once agreed, can be initiated immediately. The extent to which the new structures can be accommodated post 1

April 2009 is under discussion and we will provide further information closer to that date.

The Programme Office is going to develop a template for assisting with the process of gathering the data for your interim and final structures so that the information collected will be in the required corporate format.

Property

You will need to identify any property requirements you may have for 1 April 2009. Any significant works or re-locations will need to be discussed with the property unit and identified before 1 September 2008.

The appropriate contacts for property matters are identified in the contact section of the handbook and a detailed note of the approach of the property section is included at page 24 to help service directors appreciate the wider corporate property strategy.

Performance Information

On page 25 you will find some advice on the collection of data to help you identify the overall effectiveness of the services you will be providing together with other relevant information.

Information about current County Council performance can be found on Excelsis which is the Council's corporate performance planning and reporting system. It is an interim solution until BMP. It provides the golden thread from our Corporate Plan goals to Service action and provides a database of key performance indicators, action plans and risks. Excelsis helps managers to integrate the management of risk with the management of performance by bringing the relevant information together.

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During the course of the next few days the Performance and Risk Team will provide each service director with their initial interpretation of the performance information they hold in respect of your services. Please contact the Performance and Risk Team if you feel we have allocated National Indicators, which do not belong to you or have overlooked any which should be included.

For some service directors that initial interpretation is included on page 29

Section 4 The critical path

The table below sets out some of the key dates which are immutable and which service directors need to appreciate as they set their priorities

| Date | Event |
|---------------------------------|--|
| 15 August | BMP – Sign off of blueprint |
| 30 August to 30 September | Commencement of data cleansing exercise for BMP |
| 1 September | Draft budget submissions to Corporate Finance based on preferred structure |
| 1 September | Capital Bids |
| 1 September | Property and accommodation requirements forwarded to property team |
| 3 September | Appointment process agreed and job evaluation, matching and recruitment process begins |
| 5 September | <i>Organisational Design</i> workshop (draft preferred structures to be available) |
| 15 September | Handover from Workstreams to Service Directors complete |
| 16 September | Preferred organisational structures signed off by CLT and interim structures passed onto BMP |
| 22 September to 7 November 2008 | Budget review workshops |
| 30 September | Cleansed data on HR, payroll, supplier and customers available to BMP (this will be continued to be maintained up to April 2009) |
| 1 October | Interim structures frozen in SAP |
| 30 October | Cleansed payroll, customer and supplier data made available to BMP |
| 15 November | Council Tax base established |
| 1 January 2009 | Benefit Realisation Plans prepared and signed off |
| 1 January 2009 | Email functionality in place |
| 1 January 2009 | WAN in place |
| 1 February 2009 | Customer Relationship software in place (LAGAN) |
| 1 February 2009 | Telephony in Place |
| 1 March 2009 | Web site in place |
| 11 March 2009 | Capital and revenue budgets and rent levels agreed |
| 20 March 2009 | Cash Management system go live |
| 1 April 2009 | Vesting date |
| May/June 2009 | Possible elections |

Section 5 Information, Support and Contact list

An introduction to the Customer Access Strategy

Our Customer Access Strategy sets out how customers will access services and how we will make that work.

It shows what access for customers will be like at two points in time:

- At 1 April 2009 - achieving completely reliable access to service – the document is fairly detailed and specific.
- By 2012 - creating transformed access to service – the document sets out the overall approach and the direction of travel.

From 1 April 2009 people will be able to access a combined set of current district council and current county council services through each channel from day one.

- Face to face – Main locations; a consistent process; a new city-centre location in Salisbury.
- Telephone – One main number to contact and range of “Golden Numbers” to get people directly to the service they are looking for; local rate call all across Wiltshire
- Web – new website which we will use to deliver service.
- E-mail – to service inboxes (not named individuals) with acknowledgement and audit trail; email/e-forms triggered from “contact us” tabs on the website.

The Customer Access Strategy is fundamentally simple when brought to life for the customer and the service delivery team. It begins by asking: what is the customer’s purpose in requesting service (ie demand)? It then asks: what transaction(s) will fulfil that purpose, how complex is each transaction and what skills, knowledge and authority are needed to complete each transaction, and on what channels will each transaction work well?



For example:

- ordering a green recycling bin is routine and simple, needs little technical knowledge, and will work well over the web as well as telephone.
- a benefits assessment is routine and complex, needs significant technical knowledge and access to specific systems, and works well face to face or

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(possibly) over the phone.

- assessing the speech therapy needs of a young child is less routine, may or may not be complex and may require very high levels of technical skill and judgement, will probably be emotionally challenging for the parent (and possibly the child), and will probably only work face to face. And so on.

The customer access team will work with each service to analyse their customers, purposes, transactions, complexity, skills, and channels, and from this decide together how the transactions can best be delivered at 1 April given our starting points.

There is no “one size fits all” solution – our customers, transactions and services are too varied.

Instead, we are keen to satisfy two requirements:

- delivering the right transactions for the right reasons in the right place(s) via the right channel(s) – first time, every time.
- getting customers to the right skills, knowledge and authority to fulfil their purpose in the fewest possible steps.

As part of this, we will look to create a consistent way of dealing with this very wide variation at the first point of contact. This consistent process will begin with diagnosis – understanding the customer’s purpose in seeking service.

The next step is to decide with the customer which transaction(s) will fulfil their purpose. The next step is to either deliver the transaction (because capable and authorised) or direct the customer to a team which can deliver it.

One of the decisions which we therefore have to make in our joint design is “what is the right place for our customers to come into contact with us about any given transaction?”

There is no presumption that this will be a customer service face-to-face facility or contact centre, although our customer service teams will be capable of dealing effectively with any enquiry which we receive, and either delivering the service or directing the customer to the right place or person.

We have begun work with the Public Protection group of services to better understand the design process we need to go through together, and will use that learning in our work with all the service areas over the coming months. By the end of August we expect to be able to give substantially more detail about what kind of participation from the service delivery teams will be ideal/necessary to do the joint design work.

We will be pragmatic, using what we have whenever we can, and only creating something new before 1 April when we agree that it is necessary and beneficial to both customer and organisation; our start point is that we won’t be creating new transactions or processes before 1 April.

Other elements of the Customer Access Strategy:

There is more to the Customer Access Strategy than this. Some of the key points are:



- Customer-focused culture – we already have this to varying degrees in various services – our goal is to make it this consistent across all services and in all roles at all levels, all the time.
- Fairness and equity in access and delivery

for all our diverse customers and communities.

- Use of customer insight to set priorities and design services: who, what, and how.
- Developing service delivery with our communities, and building social capital.
- Moving to being more pro-active shapers of our total system (ie the environment in which we provide services), addressing root causes and working particularly hard on prevention and collaboration.

An introduction to the Business Management Programme (BMP), SAP and the Shared Services Team

This **Business Management Programme** is a major change initiative that will transform the way in which Wiltshire Council manages its HR, payroll, finance and procurement functions, along with improved performance management and reporting.



The BMP will develop standard business processes, joined up systems and improved efficiency across the new council, with a go live date of 1 April 2009, with subsequent roll out of functions on a phased basis as the project progresses.

There are 5 key phases to the project;

- *Project Preparation* (Completed)
 - Project setup;
 - *Blueprinting* (May 2008 to 15 August 2008) – in this phase we will develop the new business processes so that Logica can configure SAP to meet the council's needs across all the key functional areas;
 - *Realisation* (16 August 2008 to February 2009) – during which we will carry out end to end process mapping to ensure that the new SAP design integrates successfully. Data to be transferred into SAP will be

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cleansed and tested along with the new processes. The Shared Services Team (see below) structure will also be established during the Realisation phase, so that the planning for the staff transfer can commence

- *Final Preparation to Go-live* (February 2009 to 31 March 2009) - ready for Go Live on 1 April 2009 with migration of data and training of staff. Then Go Live and Support
- *Support* (post go live on 1st April 2009) – a fully trained SAP support team will be established to ensure that staff across the council are appropriately supported and that the SAP system is properly rolled out and maintained.

A **Shared Service Team** (SST) is being established, which will provide each directorate with HR, payroll, finance and procurement. The SST will be based in East wing of County Hall, Trowbridge, and will comprise staff from these four disciplines. Their new processes will be based on the standardised Logica Local Government Framework and developed as part of BMP. SST will be using the new SAP system as their key line of business application.

The services provided to the directorates by SST will be based on an 'Agreement of Responsibilities', negotiated between your directorate lead and the SST Service Director, Jacqui White.

SAP will be a key tool for non SST staff too. SAP will eventually enable managers to raise requisitions, manage their budgets, manage absence details of their staff, authorise procurements, for instance, through the provision of the Manager Self Service (MSS) function within SAP.

All staff that have access to a computer will eventually use the Employee Self Service (ESS) function within SAP to carry out tasks such as requesting annual leave, viewing their payslip and claiming expenses.

By 2013 the outcomes of the BMP will deliver £11 million savings as an average per annum through improved, streamlined and standardised business processes developed for all core functional areas as. It will also:

- provide opportunities to improve financial management and have improved financial governance as a result of having real-time information available
- will enable performance reporting and management facilities so the authority can respond to government targets
- provide opportunities for procurement savings as a result of having access to real-time buying information.
- Deliver full integration of information between the core functions.

Each of the county council service areas and each district council has a full time 'Change Champion' (supported by a number of 'Change Agents'), whose role is to ensure the successful and sustainable rollout of the BMP in their areas and to realise savings (contact details for change champions are contained in the contact section of the handbook). Working with the BMP transformation team, together they make up the change network.

Benefits Realisation Plan (BRP) – Step by Step Approach to Realising Savings and Securing Sustained Benefits

Introduction

A key element of your role will be to ensure that the benefits associated with the transformation of your service are delivered (cashable or non – cashable). The programme office will support you in this role. Outlined below is a summary of the intended approach.

Elements to a Benefits Realisation Plan (BRP)

A BRP should include:

- Detail when each benefit or group of benefits will be realise
- Identify appropriate milestones when a programme benefit review could be carried out
- Clearly show where and when the benefits will occur and who will be responsible for their delivery
- Track the progress and achievement of benefits against expectations and targets
- Track both hard (e.g. cost, headcount) and soft (e.g. image, response times) benefits
- Include evidence of the actual realisation of benefits through the tracking process
- Be defensible against third party scrutiny i.e. demonstrates an enhanced customer service; shows the Unitary's corporate objectives are being met; there are benefits to members, staff, stakeholders and the public; service delivery efficiencies are being realised

Benefits Realisation Plan

Step 1 will be to make an assessment of the service in its current state and to compare this with how it is planned to look.

Step 2 then identifies the required objectives to realise the desired future positioning of the service.

Step 3 will identify the benefits, which will have a start and end date, and will need to be measured against a baseline value (financial and non financial) with improvements tracked and monitored.

Templates for this work are available from the Programme Office – please contact Tim Cooper

Owning Benefits – Roles and Responsibilities

If a Benefits Realisation Plan and the programme of work are to be a success, then within the services where the expertise resides, there will need to be clarity around benefits realisation roles and responsibilities. We suggest in structuring your Directorate you identify Benefits Owners who will be responsible and accountable to you for delivering cashable and non cashable benefits.

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Timetable

Cabinet are expecting savings of £8.63m (LGR and BMP) in 09/10. It is therefore important that the Benefits Realisation Planning process moves forward in line with the 09/10 Revenue Budgeting timetable.

Although the Benefits Realisation Plan will need to reflect cashable savings, the broader impact of sustained, regularly revised non-cashable savings is probably where most effort and careful thinking needs to be applied. Most financial benefits are as a consequence of the realisation of a whole series of linked, non cashable benefits, so if these are ignored, it is very unlikely that the cashable benefits will be realised.

Through the September to November you must complete the benefit realisation templates. Support from the Programme Office will be provided to help you do this.

The cashable part of the Benefits Realisation Plan will need to be clearly stated by November to fit in and fully interface with the 2009/10 budgeting timetable but more time if required should be possible for identifying the non-cashable benefits.

A Benefits Realisation Plan will be in place by December 2008 and it will be closely reported against in 2009/10.

The community dimension - principles for service directors to take account of in service design

Structure

- Community areas should be used as the units from which service areas, operational delivery and locality teams are constructed. It will often be the case that a single member of staff will cover several community areas, but the number of areas must not be so great that the officer is not continuously up-to-date and authoritative on all current issues to do with their service in each community area.
- Local service structures should be designed to enable sufficient staff to be in regular contact with area boards and community area partnerships and to respond to requests for advice and action



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- In 2009/2010, service and budget planning cycles should link in with and take into account community planning cycles in respect of the priorities and issues identified by the area boards and through the community area plans
- Service priorities and plans should take into account local priorities, issues and concerns identified by the area boards in their work with the community area partnerships, through state of the community area debates and community area plans

Accountability

- Job descriptions, appointments, targets, work plans, appraisals for local officers should include specific role, capacity and skills to work with area boards, the community area managers and other support staff
- List of contact posts, names, email and telephone numbers should be provided by the service director for local services in each community area
- The aspiration is that performance and financial information on local service provision will be available through the BMP system to the area boards (accessed by the community area manager or other support staff) on a community area basis, where it makes sense to record and disaggregate data to this level
- Your service should contribute to the production of a Wiltshire Community Charter as an agreement between the Council, service providers and the community, indicating overall standards of service delivery, scope for local variation and showing how local people can get involved and hold services to account

Area boards will operate in line with their Rule Book, the Council's Constitution and the Community Charter and also within agreed Council policy and budget constraints. Community Area Partnerships will continue to operate according to their existing Terms of Reference. Any major disputes between service providers and the area boards will be examined by Cabinet and Overview and Scrutiny may decide to examine any issue or review performance at any time.

Responsibilities

Local service officers will require sufficient delegated powers:

- to have the capacity to attend and respond to area board meetings which will meet at least quarterly, or as frequently as monthly and to the sub groups of community area partnerships which will be on a specific theme and likely to run for a period of time on a project management basis. It is not likely that local service officers would have to attend every meeting

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- to be sufficiently skilled and/or supported to present information as interactively and creatively as possible and to facilitate inclusive decision-making processes or the identification of options and priorities on specific service-related issues
- to take part in state of the community area debates, citizens' days and participatory budgeting events as required
- to assist the community area partnerships in arriving at realistic and evidence-based priorities in the community area plans
- to respond to decisions of area boards concerning how the priorities in the community area plans should be taken forward and to state these standards and agreements in a Wiltshire Community Charter, which will identify and allow for any local variations
- to assist in responding promptly to community 'calls for action', petitions and local scrutiny as and when required
- to work closely with the community area managers to examine community area surveys, profiles and other local intelligence in order to establish and account for the wider context and any background explanation to any findings
- to advise the area boards on the criteria and appropriateness of local grant applications and allocations insofar as they relate to service provision and strategic priorities
- to assist in putting together bids for local funding as and where this is appropriate and draws on their area of expertise
- to work with the community area manager and/or elected members to troubleshoot and/or anticipate problems within the community area and work out a strategy to address these issues or provide early warning of them
- To seek greater integration locally, with the work of other agencies by contributing to workshops and briefings (eg neighbourhood policing, fire, health) wherever possible

Duties

In future, the Council's performance will be measured against key elements of community leadership, local people's sense of place and quality of life and how much they feel involved in decisions made in and for their community. More deliberative styles of engagement will be introduced to complement representative democracy. More transfers of public assets to communities will be made possible, with a greater emphasis on social enterprise and shared influence and power for local communities e.g through acts such as the Community Empowerment, Housing and Economic Regeneration Bill.

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All services will be subject to the following duties in future and the area boards, working with more inclusive community area partnerships, will be instrumental in helping to carry out the following duties:

- a) to respond to petitions which will provide evidence as to where inspections should be triggered
 - b) to promote democratic understanding and participation
 - c) frontline officers will be empowered to further empower users and residents
 - d) to involve local people in local service design and decision-making
 - e) to develop further participatory budgeting approaches
 - f) councillors have the right to call for action locally
 - g) services have the right to respond to local priorities
- In future, all consultation for and on behalf of the Council and, where possible, its partners, should be conducted through the area boards
 - Members of area boards and local service officers will need to be familiar with the Council's Corporate Plan, the Local Agreement for Wiltshire and be able to 'unpack' the implications of these aims and targets for particular community areas, and set in place appropriate schemes and projects to implement these plans, where these aims and targets are relevant to local circumstances. It is also important that performance management and reporting systems are also put in place.
 - In Wiltshire, we have a track record of sharing and disseminating our practices through case studies, video conferences and other forms of communication and we would expect local service officers to help continue sharing this work as a Community Empowerment Champion Authority by contributing to best practice case studies, research or conferences, or material for conferences as required.

Ways of Working

In 2006 the County Council introduced the Ways of Working exercise as a key driver for improving productivity and service delivery. This initiative is expected to be a key element in the transformation of service delivery throughout the new council.

The Ways of Working key objectives are to provide increased flexible working to suit customers and employees to achieve reductions in office accommodation and business travel.

Updated employee guidelines on flexible and mobile working will soon be installed on the Intranet.

Projects have now been undertaken in selected service areas to demonstrate the practicalities and potential of increased flexible and mobile working.

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Initial baseline work has been conducted in some business units in front line departments to establish work volumes, methodologies and service specifications to identify potential for greater flexible and mobile working.

Currently initial trials have and are now running in the Department of Children and Families and Department of Community Services with Smart-phones, Digital Pens and more recently Tablet PCs.

A Tablet PC is similar to a laptop or notebook mobile computer, but is equipped with touch-screen technology allowing employees to also “hand write”, using an integral pointer, on the screens or use a conventional keyboard. Additional features such as “voice recognition”, which enables “hands free” interaction with the PC, will also be included in the specification.

This offers a dynamic and flexible approach to practitioner service delivery and hopefully a positive contribution to performance improvements by removing the reliance on office based working. The adoption of on and off-line mobile computing is seen as an essential strategic tool in the future provision of high quality facilities.

Initial trials has shown the 3G coverage in Wiltshire to be disappointing which impacts upon access to on-line services. However, other methodologies are being examined utilising the Care First systems (Care Mobile) operating in Community Services.

“Care Mobile” is now being examined which allows practitioners to download and upload assessments and reviews to the tablet or laptop. The care assessments are completed off-line by the practitioner with the client at their home. On return to a local office or the practitioner’s home, the practitioner is then able to upload the “hand written” notes translated into a typed assessment to the main Care First database. (This type of solution has not been tested locally, but is in use by several councils including Devon and Warwickshire where their own trials are proceeding satisfactorily).

The Tablet PC has already indicated some potential benefits, for example, able to show information to all clients especially those with visual impairment or short term memory loss.

One of the key benefits of Tablet PC-based is that the off-line cut-down system will still be available on those occasions when the main system is not. This solution offers truly flexible working for practitioners, available for use at any time and at any location.

A business case has been agreed, and financing arranged to support a full implementation programme at three Community Services offices based in North Wiltshire. Following employee training this comprehensive trial is planned to start in the autumn of 2008 with Social Carers and Occupational Therapists. Performance and service delivery monitoring will be conducted and interim reports produced. It is planned to jointly develop the Tablet PC and Care Mobile package and provide employees with the ability to work more flexibly.

The Financial Context

Wiltshire Council's Financial Plan 2009-10

In her report to the Cabinet meeting of 15 July 2008, the Chief Financial Officer, Sandra Farrington, explained that the Draft Financial Plan for 2009-10 gives Directors in consultation with their portfolio holders and the Budget Task Group an initial indication of the resource guideline which is available to plan activity levels and the draft revenue budget for 2009-10.

The Financial Plan has been developed from the Medium Term Financial Strategy adopted by Cabinet in May 2008. The Strategy recognised that there might be insufficient resources available to meet all of the Council's goals and aspirations in 2009-10, and so all services are asked to deliver a cash freeze budget based on the consolidated approved budget for 2008-09.

Your service's part in this

Your service's indicative budget envelope has been put together from the individual budgets of the five Councils, combining the identifiable activities that have now been brought into your service. Each of the five Councils sets its budgets using slightly different processes and accounting principles and sometimes with different ways of organising to deliver services; bringing these together for Wiltshire Council is a complex and significant exercise. The Chief Financial Officer has issued guidance on a consistent accounting policy and framework, and the Finance community throughout the five councils will be working through the summer to apply this to the financial plan. The intention is that service directors will be able to identify which part of their budgets are within their direct control and which parts are from either accounting practices or from the activities of other services.

Support from the Finance Community

The Head of Financial Planning has issued "A Guide to the Budget Setting Process 2009-10" explaining how your Service's budget will progress from the current indicative envelope to a detailed proposal supporting corporate priorities. Throughout all this, each service will have a nominated strategic

financial advisor who will be able to work with you. S/he will provide outline income targets and indicative savings envelopes, as well as explaining the effect of accounting treatments and the changes needed to make the budget consistent.



Alongside the service financial advisors, the small Corporate Finance team provides support, advice and guidance on standards and approaches on all elements of financial management including the annual budget and the Medium Term Financial Strategy. The section also consolidates information

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for statutory and operational reporting to both internal and external audiences, including a range of annual returns to central government. It includes specialists who look after Council-wide issues such as Treasury management (borrowing of around £188m during 2008/09, investing around £200m across the year, cash flow and VAT issues), asset management strategies and records, insurance, and the year-end closedown and Statement of Accounts (a major task that takes over three months to prepare before a thorough review from external auditors). Much of their work will support the longer-term development of your service; most of your service's activities will directly influence these Council-wide issues.

As well as the strategic finance teams, the Finance community includes transactional teams who ensure that functions for your service such as procurement and payroll work smoothly, easily and efficiently.

An outside perspective on your budget and your service

Your service fits within a total budget envelope of £860m for revenue spending and £115m for capital, making Wiltshire Council a significant organisation in every sense.

The annual Statement of Accounts shows a number of key indicators (such as level of reserves, costs of services and level of bad debts) that are directly a result of what happens during the year in each service. Your financial advisor will be able to explain how your service activities and choices drive those.

The Statement of Accounts document and procedures are very closely examined by external auditors each year. The auditors give a number of key recommendations each year, and again your financial advisor will be able to explain how those affect your service activities and choices.

One of the key external measures of your service will be its contribution to the national Data Quality standards set by the Audit Commission. These standards are intended for use by public bodies to support improvement in data quality. The standards define a framework of management arrangements that bodies can put in place, on a voluntary basis, to secure the quality of the data they use to manage and report on their activities. The standards distil the principles and practices identified in existing guidance, advice and good practice. Your financial data will come through a framework of strong internal controls and a robust formal external audit regime. Similar frameworks for other data may be less developed.

The standards are intended to be used flexibly and proportionately to promote better data quality, recognising local risks and circumstances, rather than as a rigid set of requirements or as a checklist.

Further information on the standards is available from the Audit Commission report "Improving information to support decision making: standards for better quality data" Date: 9 Nov 2007

Corporate Property

The Council is working with consultants MACE to carry out a strategic review of all of its dispersed accommodation. There has been agreed acceptance that the Council's property portfolio needs to be rationalised with improved workplace provision secured and better accessibility to the buildings for staff and the public. Following the review of the current accommodation and having mapped the quality and type of property in the portfolio, it is intended



to dispose of poorly utilised premises and create four key strategically dispersed hubs to consolidate staff and services in order to better meet the Council's future needs. The overall accommodation aim is to realign the council's office accommodation with efficient modern working practices, thus ensuring that the portfolio can meet the changing needs of the Council.

Further details can be found in the Property Resource plan which was approved by Cabinet in July 2008 and can be found on the intranet.

The opportunity to introduce Ways of Working is a further step in the transformation process the Council now seeks. Through a strategic approach to this opportunity, the Council is striving to achieve:

- **Efficiency and productivity gains** – particularly for 'field based' officers – smarter and remote working arrangements increasing productivity time
- **Supply cost reduction** – disposing of part of the portfolio of offices through a reduced need for office space due to a reduction in the overall number of desks and space required for document storage
- Contribution to **reducing town centre congestion and environmental impact**
- **Recruitment and retention** – through different working arrangements to enhance the work/life balance
- **Improved utilisation of space** – application of corporate space standards to maximise the use of space, provide equality of allocation across departments and buildings and increased provision of meeting areas to promote collaborative working and enable confidential discussions
- **Improved Customer service** – field officers will potentially be able to devote more time to customers

Presently the focus for the strategic review is on office accommodation but this will be extended at a later date to operational properties. Further information on operational buildings can be obtained from the Property Team. Additionally, key members of the Property Team will need to meet with

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service directors at their earliest convenience to discuss business needs and priorities for accommodation to inform the review.

Performance Measurement

Managers use a wide variety of “performance information” to help them make sense of progress and actively manage their services – taking timely action to plan and improve performance. These include:

- Contextual information (what is happening nationally and locally)
- Progress against planned action
- Measures that show results or the impact in Wiltshire (eg many National Indicator measures, including public satisfaction, GCSE results, waste landfilled). Some of these are useful at a community area level to help identify gaps and plan services.
- Proxy measures that are useful when the ‘result’ measure is too far in the future to be used to manage the service (eg GCSE results are too late to impact on the final result; in some cases school absence may be an important contributing factor so can be used as one of a set of proxy measures). These are also useful when investing in prevention/early intervention (eg % drug users in treatment who are parents)
- Unit costs (useful where performance is directly linked to spend and for particularly volatile budgets such as placements),
- Organisational health (eg sickness absence, budget management)
- Risks and how well these are being managed.
- All this can help a manager to assess whether we are doing what we set out to do and whether it is having the desired impact.

Managers at different levels will need different information. A team leader will need detailed operational level information to see how well their team is working, as well as ‘results’ information about the impact of their work. For senior managers and councillors, the focus will be more about results, drilling down to more detailed levels when necessary.

Local Agreement for Wiltshire (including Local Area Agreement)

The Local Agreement for Wiltshire (LAW) is an agreement between organisations in Wiltshire to take action over the next three years to improve the quality of life in Wiltshire. Included within the LAW is the Local Area Agreement (LAA) - 28 performance targets that Wiltshire organisations have agreed with government. Over the next three years the actions and target listed in the LAW and LAA will be monitored by the partnership and groups within the family of partnership structure – and you will be asked for updates and comments on progress against the ones that fall within your service.

Corporate Procurement

The procurement process spans the whole cycle from identification of needs through to the end of a service contract or the end of the useful life of an asset. Not only is Procurement important to delivering the Council’s Social outcomes and objectives and delivering strong and resilient communities.

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Good procurement does not mean simply buying the cheapest option, but rather seeking to achieve value for money by considering a combination of cost and quality.

By helping you improve and modernise your services, procurement will enable you to achieve better outcomes for service users. Good procurement practice will help you achieve best value and efficiency will help you demonstrate savings on your Annual Efficiency statement.

The Corporate Procurement Unit (CPU) was established in May 2002 to offer guidance, advice and support on all aspects of procurement to the Council. Our aim is to seek value for money on all goods, services and works bought by the Council and to improve the procurement processes to obtain best value.

The Unit has developed Contract Regulations to ensure that the Council complies with National and European Law and is in the process of updating those Contract Regulations to support the new constitution for the One Council for Wiltshire.

Wiltshire County Council has signed up to a non-statutory code of practice that sets out the actions they should take to make their contracts more accessible to small and medium-sized enterprises (SMEs).

The Unit has also developed a guide for SMEs entitled "How to do business with the public sector".

The role of the CPU is:-

- Involvement in strategic contracts, including major contracting out of services, strategic partnerships, etc
- Procurement Strategy development and leadership of implementation, along with associated initiatives, policies and procedures
- Advice and guidance to all service departments;
- Maintenance of controls and standards;
- Acting as a catalyst to make procurement happen
- Monitoring of procurement activity, performance including savings and benefits tracking and Contract Management best practice
- Establishing and co-ordinating the strategic sourcing programme through a network of category managers
- Professional training
- Policy implementation including sustainability, regeneration initiatives and social improvement
- Liaising with external partners around collaboration and other procurement improvement initiatives

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General Contact List

We recognise that for many of you the next few months will be very challenging. We want you to remember though that you are part of a corporate team and we will supply you with all the support we can to enable you to deliver your priorities. Below is a list of key contacts.

| Area | Name | Contact |
|--|---|----------------------|
| Corporate Programme Office | Ian Cook. Corporate Programme Office Manager | 01225 757593 |
| | Emma Vowles. Project Support Officer | 01225 713017 |
| | Di Pirrie. Project Support Officer | 01225 756161 |
| Benefit Realisation | Tim Cooper. Benefits Realisation Manager | 01225 713197 |
| Handover and Day One preparation | Mark Stone. Day One Programme Manager | 01225 713139 |
| HR | Richard Woodroffe. Assistant Director – LGR Staffing | 01225 7565533 |
| | Jane Tagg. HR Business Partner – LGR | 01225 756553 |
| | Julie Anderson-Hill. HR Project Manager – LGR | 01225 756551 |
| | Steve Perry HR Project Manager – LGR | 01225 756551 |
| The team is currently being expanded and Service Directors will each be allocated a Business Partner to assist with the LGR transformation in due course | | |
| Property | John Shorto. Strategic Property Services Manager | 01225 713229 |
| | Jennie Neill . Accommodation Planning Manager | 01225 757599 |
| ICT | John Fisher. Head of Business Analysis | 01225 713883 |
| BMP Project Manager | Les Snelgrove | 01225 713105 |
| BMP (Change Champions) | | |
| <i>DCS</i> | Keith Hillman | 01225 713956 |
| <i>DCE</i> | Richard Parker. | 01225 713754 |
| <i>Resources</i> | Nina Wilton | 01225 713078 |
| <i>TEL</i> | Tony Morrison | 01225 713413 |
| <i>EDPH</i> | Tony Morrison | 01225 713413 |
| <i>Salisbury DC</i> | Stephen Thorne | 01722 434375 |
| <i>Kennet DC</i> | Nicola Ratcliffe | 01380 734756 |
| <i>North Wiltshire DC</i> | Peter Barnett. | 01249 706280 |
| <i>West Wiltshire DC</i> | Ian Jamieson | 01225 776655 ext 574 |
| Customer Access | John Rogers – Customer Focus Lead | 01225 716191 |
| WOW | John Down. Corporate Project Manager | 01225 713189 |
| | Paul Hemingway Business Analyst | 01225 771612 |
| Procurement | Mike Swabey Head of Procurement & Contract Management | 01225 713021 |
| | Mike Horgan Strategic Procurement Manager | 01225 713245 |
| | Paula Tucker Personal Assistant | 01225 713222 |
| Performance and Risk | Sharon Britton Service Director Performance & Risk | 01225 713170 |
| | Jan Collins Risk Manager | 01225 713766 |
| | Karen Spence Performance Manager | 01225 713094 |
| | Helen Karn Frontline Services Performance & Process Manager | 07768 500 099 |
| | Annie Childs Performance Manager | 07919 111200 |
| Area Boards | Niki Lewis Service Director Community Leadership | 01225 713180 |
| Information Management | Steve Grieshaber Information Manager | 01225 713330 |
| Equality and Diversity | Mayur Bhatt Equality and Diversity Manager | 01225 718061 |
| Business Continuity | Mark Kimberlin Emergency Planning Officer | 01225 713155 |

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Finance Contacts

| SERVICE | PROJECT SERVICE FINANCE LEAD | TEL: | TEAM | TEL: |
|--|------------------------------|--------------|-------------------|--------------|
| Schools | Elizabeth Williams | 01225 752198 | Rachael Lawes | 01225 713677 |
| Children & Families | Elizabeth Williams | 01225 752198 | Walter McConnell | 01225 713943 |
| Resources, Improvement & Young People | Elizabeth Williams | 01225 752198 | Marie Taylor | 01225 713676 |
| Community Leadership | Janet Ditte | 01225 713954 | Wendy Hervin | 01225 757554 |
| Adult Care: Strategy & Commissioning, Operations | Janet Ditte | 01225 713954 | Wendy Hervin | 01225 757554 |
| Community Safety | Janet Ditte | 01225 713954 | Wendy Hervin | 01225 757554 |
| Libraries, Heritage & the Arts | Janet Ditte | 01225 713954 | Wendy Hervin | 01225 757554 |
| Operations | Chris Norris | 01225 713336 | Jon Pittard | 01225 713301 |
| | | | Symon Glasscoo | 01225 713339 |
| | | | Suzanne Cambourne | 01225 713335 |
| Sustainable Transport | Chris Norris | 01225 713336 | Suzanne Cambourne | 01225 713335 |
| Car Parking | Alan Osborne | 01722 434298 | | |
| Major Projects | Chris Norris | 01225 713336 | David Holt | 01225 713331 |
| | | | Jon Pittard | 01225 713301 |
| Amenities & Leisure | Chris Norris | 01225 713336 | Paul Butler | 01380 734761 |
| Economic & Enterprise | Chris Norris | 01225 713336 | Symon Glasscoo | 01225 713339 |
| Development | Chris Norris | 01225 713336 | Symon Glasscoo | 01225 713339 |
| | | | Richard Collins | 01249 706111 |
| Housing | Alan Osborne | 01722 434298 | | |
| Regulatory | Chris Norris | 01225 713336 | Symon Glasscoo | 01225 713339 |
| | | | Crystal Thomas | 01249 706111 |
| | | | Mike Marshall | 01225 713652 |
| Chief Executive | Caroline Bee | 01225 713607 | Mike Marshall | 01225 713652 |
| Finance | Caroline Bee | 01225 713607 | Mike Marshall | 01225 713652 |
| Shared Services | Caroline Bee | 01225 713607 | Mike Marshall | 01225 713652 |
| HR | Stuart McGregor | 01249 706219 | | |
| Legal & Democratic | Stuart McGregor | 01249 706219 | | |
| Performance & Risk | Caroline Bee | 01225 713607 | Mike Marshall | 01225 713652 |
| Lean Systems | Caroline Bee | 01225 713607 | Mike Marshall | 01225 713652 |
| Procurement & IT | Caroline Bee | 01225 713607 | Mike Marshall | 01225 713652 |