### 1.1. Introduction

The Resources Portfolio is largely responsible for providing financial, legal, performance management, procurement, property, personnel, ICT, democratic and internal corporate communications services to other parts of the Council. In addition the portfolio is also responsible for "front line" services in the form of collection of revenues, Customer Services and external corporate communications.

The foregoing services are required to operate within a framework of legislation and professional guidance but must also be highly responsive to their internal customers needs.

The portfolio contributes to the shared vision for Salisbury and South Wiltshire by supporting and delivering excellent service across the Council through the most effective use of all resources, be they people, money, land, assets or information."

### 1.2. Strategic objectives for the portfolio

- To maximise the value (both financially and to the community) of the assets owned by the Council.
- To support services in the delivery of their business objectives whilst ensuring that the Council operates within the law, corporate guidance and good practice.
- To deliver excellent Customer Services.
- To maximise the contribution of the staff to the Council's aims and priorities.
- To support Councillors in their role as community leaders.
- To lead the review and improvement of services through procurement and performance management.
- To champion e-Government as a means of improving customer services and community access, improving performance and reducing costs.
- To reflect the Council's core values, aims and objectives through the council's corporate identity and external, internal and media communication, ensuring there is fair access and equal opportunities for all to appropriate, up-to-date information, relevant to peoples' needs.

### 1.3. Service Priorities

The Cabinet has reviewed the prioritisation system. The revised categories and how they relate to the Resources Portfolio are:

Category 1 Services
- Customer Contact Centre

Category 2 Services
- Accountancy and Audit **
- Corporate Management *
- Democracy (Area and Scrutiny support)

- Democracy (Elections) \*\*\*
- Democracy (Member Support)
- IT Services \*
- Legal Services
- Corporate Communications
- Procurement
- Recruitment and Retention \*
- Training (Staff)

Category 3 Services
- Council Tax and NNDR collection \*\*\*
- Exchequer Services \*\*
- Property Management \*
- Payroll
- Training (Members)

## 1.4. **Partnership Contribution**

1.4.1. The priorities for the South Wiltshire Strategic Alliance and examples of how this portfolio contributes to these priorities are outlined below:

- Affordable housing.
  - Facilitate the provision of more affordable housing through the prudent use of the council's landholdings and allocation of capital receipts.
  - Supporting the development of planning guidance for more affordable housing.
  - Securing provision of affordable housing through planning agreements.
  - Raising awareness through the council's residents' magazine, the South Wilts Citizen.

- Access to services (including rural transport, shared services and better information for young people).
  - Supporting the development of shared service centres for local communities.
  - Developing disabled access improvements.
  - Introducing a home service in 3 of the 5 community areas, aimed at customers who would otherwise find it hard to access council services.
  - Raising awareness through the council's residents' magazine, the South Wilts Citizen.
  - The development of the South Wiltshire Community Web.
  - Introducing a weekly Customer Service Surgery in Downton.

- Crime and anti social behaviour
  - Taking legal action where appropriate.

- Alliance employers as exemplars of good practice.
  - Improving basic skills.
  - Developing healthy workforce initiatives.

1.4.2.  Community Plan Aspirations

Each of the six community areas renewed its plans in 2005/06.  This Portfolio is contributing to meet the aspirations set out in the Community Plans by:

| Community Plan Aspiration | Actions to meet the aspiration |
|---|---|
| Local people to be involved in the future of the old swimming pool site, by Dec 2005. | Approval given by Cabinet for preparation of development brief 26th June 06.<br>Public consultation on draft development brief 11th Sept 06 to 23rd Oct 06.<br>Development Brief adopted by Cabinet Nov 06. |
| For weekenders buying second homes – increase council tax to 90% for second homes. | 562 second homes were charged 90% council tax during 2006/07. |
| SDC provides up to 100% relief on business rates to general stores, post offices and petrol filling stations in rural settlements where the population is less than 3,000. | 100% relief granted to:<br>-   52 village shops / post offices<br>-   8 petrol stations<br>-   16 public houses |

**RESOURCES PORTFOLIO PLAN 2007/08**

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| SECTION 2 – PROGRESS AGAINST EXISTING PLANS |
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This section reports on the council's achievements in 2006/07, with particular emphasis on comparing the delivery of services with commitments made in the 2006/07 portfolio plan.

### 2.1. Integrated Improvement Programme

| Actions agreed in 2006/07 Portfolio Plan | Progress Report |
| --- | --- |
| **Office Centralisation** | |
| • Seek planning permission – Jan 06 | • Submitted |
| • Consider pre-construction designs – Spring/Summer 06 | • Agreed |
| • Await planning determination –Summer 06 | • Determined – May 06 |
| • Advertise tenders for building demolition and construction – Summer/Autumn 06 | • Advertised – Autumn 06 |
| • Decant staff – Autumn 06 | • Completed |
| • Select contractors – Autumn 06 | • Full Council decision – Dec 06 |
| • Demolish Victorian extension – Winter 06 | • On schedule – Jan 07 |
| **Improving Customer Services** | |
| • Reduce duplication of information, improve customer information and provide seamless access to service through integration of customer data using CRM | • Environmental Services, Council Tax, Wise Card and General Enquiries scripted in CRM |
| • Implement e-forms and self-service in CRM to develop web-based service delivery so that customers do not need to visit or telephone the council offices | • E-forms for 9 Environmental Service requests complete |
| • Integrate additional 10 customer facing services to CSU to improve seamless service delivery | • Delayed until 2007/08 due to need to consolidate telephony system |
| • Publicise new "golden numbers" to reduce customer confusion (Phase One) | • Golden Numbers yet to be obtained from BT |
| • Review and rationalise key publicly accessible offices to broaden range of services available at key locations | • Review complete, access to service to be extended at PFH during decant |
| • Set up Customer Forum to improve feedback to the council on their experience of services | • Use of council's consultation system to develop customer feedback. This will be included in the VOICE&CHOICE panel work programme as set out in the councils review of consultation (adopted by Cabinet 06) |
| • Develop arrangements for out of hours service provision to customers | • Extended opening hours in Amesbury |
| • Identify opportunities for sharing services with other councils through the Customer First Partnership which either enhance quality or reduce cost | • Co-location of rural clinic in Downton library |
| • Implement appointment and booking service for customers who are visited | • Requires further work with units |

| | |
|---|---|
| • Develop and publish comprehensive customer satisfaction information | • Improved customer statistics recording using council's performance management system<br>• Improved customer feedback via new Passport to Improved Service |
| **E-Government implementation**<br>• Review ICT Strategy and supporting project plan annually | • Completed |
| • Add GIS facilities to website to enable customers to access map based information | • Completed |
| • Implement remote working ICT arrangements to enhance customer service | • Completed |
| • Implement home working ICT arrangements to enhance work/life balance and reduce costs of office accommodation | • Completed |
| • Implement Govt Connect to enable the public to authenticate personal information over the website | • Govt Connect unavailable – have implemented Academy Direct instead |
| • Implement ICT Disaster Recovery programme so that services are not disrupted in the event of failure | • Completed |
| • Manage the council's on-line information effectively and efficiently | • Ongoing |
| • Extend the integration of CRM with back office systems | • Ongoing |
| • Investigate the use of Smartcards to enable customers to electronically access services | • Ongoing |
| • Purchase ICT commodities with partners to save cost | • Completed as stage 1 of shared services |
| • Implement media interactive resource on website to enable customers to view future projects | • Completed |
| • Implement electronic ordering to save time and money | • Completed |
| • Implement revised financial management system (Agresso 5.5) to enable effective budgetary management | • Not completed – delayed to 2007/08 |
| • Implement PARIS Browser payments on Agresso to enable council facilities to take credit card payments via the corporate income system | • Completed |
| • Implement Web enquiries on Agresso to enable budget managers to view budget reports on-line | • Completed |
| • Implement Housing Benefit System Link to Agresso to enable Benefit claimants enquiries on-line | • Completed |
| • Implement performance management system link to Agresso in order to enable | • Completed |

| | |
|---|---|
| one-stop performance management enquiries | |
| • Implement CRM link to Agresso to integrate with Customer Services systems | • Not completed – delayed to 2007/08 |
| • Run projects to enhance skills in use of computers for socially excluded groups | • ICT Social Inclusion Strategy currently in draft |
| • Achieve 'transactional' status for website (national standard) | • Completed |

**RESOURCES PORTFOLIO PLAN 2007/08**

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| **Improving the Performance of the Council** | |
| • Produce Environmental Purchasing Guide to assist managers in making procurement decisions | • Drafted to Cabinet by Mar 07 |
| • Implement projects to support Customer First Partnership Shared Services programme aimed at improving quality and reducing costs | • First phase completed (payroll, external legal call off contract, joint building control) |
| • Revise project management guidance to reflect Audit Commission recommendations | • Completed.  Recommendations from Internal Audit to be actioned |
| • Review use of national e standards for ICT, property, customer services and HR | • To be completed by Mar 07 |
| • Develop further the Performance Management System to enable monitoring of projects and additional live links from feeder systems | • Completed for former system, Agresso and Fast Plan.  Future links depend on interest from Service Units.  Infrastructure exists for the monitoring of projects, PACE already handles the council's Major Capital Projects and its Efficiency Programme.  Also includes measures on the Improving Customer Services Programme and MED&T projects. |
| • Undertake statutory Best Value Performance Indicator surveys with the public about council services | • Completed.  Results awaited |
| • Develop 2$^{nd}$ statutory Annual Efficiency Statement | • Completed |
| • Implement action plan to increase scores on the use of resources (CPA) Audit Commission Review | • Completed |
| • Implement and review Procurement Strategy | • Completed |
| • Improve the performance management of LSPs and councillor development based on bid to ODPM Capacity Building Fund | • On track |
| • Implement outcome of the Facilities Management Review aimed at improved service and reduced cost | • First phase completed.  Second phase – 2007/08 |
| • Review effectiveness of Contract Guidance | • Updated contract regulations and Procurement Strategy Action Plan |
| • Review effectiveness of Consultation Strategy | • Cabinet approved an action plan aimed at improving consultation, including:<br>  - establishing an online consultative panel.  The VOICE&CHOICE panel of 3,250 local residents<br>  - establishing a consultation calendar<br>  - publishing the results of consultation online<br>  - improving consultation with harder to reach groups: a two stage engagement strategy has been developed with the agreement of the council's equalities and diversity |

| | group |
|---|---|
| • Review of capacity of Print Unit to supply external organisations to enable reduced running costs | • Print Unit have produced a marketing leaflet aimed at external customers. The new promotional campaign should ensure the Unit come close to or exceeds the Cabinet's target for external income during 2007/08. In addition an internal print and design policy leaflet is being prepared jointly with MEDT to ensure that all council printing – including that undertaken on behalf of the council by partner organisations and consultants is offered to the Print Unit in the first instance. During the year the Print Unit has increased its capacity by rationalising its existing capital assets. The Unit has again operated within the overall budget set by the Council in 2006/07. |

**RESOURCES PORTFOLIO PLAN 2007/08**

| **Meeting the Financial Challenge** | |
|---|---|
| • Implement measures contained in the Medium Term Financial Strategy for 2006 | • The savings identified for 2006/07 have been substantially made, however, progress in reducing premium payments has been slow |
| • Review Medium Term Financial Strategy annually to ensure the budget supports priorities | • Strategy revised in Nov 06 |
| • Review Asset Management Plan/Capital Strategy annually to ensure our assets are maximised and capital projects support our priorities | • Strategies revised in Sept 06 |
| • Review corporate governance arrangements annually to ensure the council operates to the legal requirements | • Completed |
| • Undertake consultation on the budget with the public annually to help inform decision making | • Completed |
| • Submit Value for Money Self Assessment to the Audit Commission annually as part of Comprehensive Performance Assessment | • Submitted in Sept 06. Results due early 07. |
| • Implement CIPFA FM model to undertake a self assessment of the council's financial management, track progress and codify improvements | • Completed (by an internal audit of financial management and a self assessment and review by the Audit Commission as part of the Use of Resources judgement) |
| • Review District/Parish Area Committee spending | • Completed and reported to Cabinet |
| • Develop incentive schemes aimed at increasing productivity or reducing costs | • Pilot successfully implemented in Planning |
| • Review impact on council's finances in the event of large scale voluntary transfer of the housing stock | • Completed |
| • Review impact on council's finances in the event of transferring leisure facilities to a trust | • Completed |
| • Review to determine whether discounts can be offered to those paying bills via the web | • Not completed – delayed to 2007/08 |
| **Building Organisational Capacity** | |
| • Implement corporate change management strategy | • Change management strategies have been or continue to be implemented as required. Examples include: Customer Services HR Strategy, Innovative Ways of Working, the Housing Stock issues, the Employee Development Framework |
| • Reduce sickness absence levels to maximise productivity | • Sickness absence levels have continued to decline (at Quarter 2 it equated to 5 days – well within the upper quartile) to the extent that SDC is being used as a benchmark of good practice nationally |
| • Identify and implement a Workforce Development Plan to ensure suitably | • A comprehensive Workforce Development Plan is being implemented. An |

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| trained staff for the future | overarching document has been formulated and is subject to the policy introduction procedure |
| • Seek Cabinet approval for HR Strategy to ensure the council meets HR standards | • Completed (although it did not require Cabinet approval) |
| • Improve HR recording, monitoring and reporting processes and systems to ensure efficiency | • First phase completed (a new HR Systems Officer, robust Establishment List, recruitment and retention recording and reporting) |
| • Progress the 'Innovative Ways of Working' project to enhance work/life balance and reduce expensive office accommodation | • First phase completed (10% of workforce are undertaking some form of innovation in working arrangements). Work is continuing to embed into the culture of the organisation |
| • Implement Staff Survey proposals | • Completed (Service Unit Action Plans in place). A Corporate Action Plan is due to be published |
| • Implement Training and Development Plan (including councillor development) annually to ensure suitable skills for the future | • Completed |
| • Prepare induction programme for new councillors joining in 2007 | • The new Councillors Development and Training Programme adopted in 2006 (to be launched in May 2007) incorporates:<br>  - A Councillor Development and Training Steering Group<br>  - Comprehensive induction programme for new councillors<br>  - Personal Development Plans for all councillors<br>  - A 'bite-sized' modular supported training programme<br>  - Extended learning opportunities through the Leadership Academy. (Improvement and Development Agency) |
| • Early retirement requests<br>• Early retirement – the granting of added years<br>• Exit interview questionnaire<br>• LG Pension Scheme Employers' Discretion Policy Statement<br>• Retirement awards<br>• Security of Employment and Redundancy Procedure<br>• Sickness Absence Policy and Procedure<br>• Sickness Absence Guidance for Managers<br>• Corporate Diversity and Equalities in Employment Policy<br>• Flexible and Additional Working Hours Scheme<br>• Home Working Policy<br>• Occupational health Referral | • All remaining items listed here are subject to action plans detailed in the Employee Relations Review and the recent Resources Scrutiny Review of Recruitment and Retention. All are on target according to the provisions of the relevant Action Plan. |

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|---|---|
| • Flexible and additional working hours scheme <br> • Leave <br> • Organisational and Unit Restructuring procedure <br> • Career Grades <br> • Green Travel Plan <br> • Job Review Factor Plan and Guidance Booklet <br> • Job Review Guidance <br> • Market Forces Supplement Scheme <br> • Premium and Overtime Payments Guidelines <br> • Progressive Employee Guidance Notes, Competencies, Appraisal Form <br> • Essential Motor Vehicle Users Policy <br> • Use of Private cars for business use <br> • Child Protection Policy <br> • Employment of casual employees and engagement of self employed persons <br> • Mortgage Assistance Scheme for new employees <br> • Prior Consideration Policy <br> • Re-deployment Policy <br> • Relocation Expenses Scheme | |
| **Corporate Communications** <br> • Develop Intranet to enhance internal communication <br><br> • Develop external e-newsletters to enhance communications with partners <br><br><br><br><br> • Develop SMS texting to enhance communication with target groups e.g. young people <br> • Develop corporate approach to sponsorship and media campaigns to reduce costs and maximise communication <br> • Implement eGov take up campaign | • New Intranet to be launched by February 2007.  Further work on developing functionality to continue into 2007/08 <br> • External e-newsletter template developed and 2 e-newsletters in operation – Salisbury Vision and Tourism E-courier. E-newsletters in preparation for businesses and for SWEP and under consideration in a number of other areas <br> • Completed and available to all units <br><br> • Employee recruited and plan to be developed <br><br><br> • Marketing plan in operation; activity includes regular articles in the Citizen, personal computer 'cards', advertisements in local directories, inclusion of the council's web address on all publications and in all advertisements |

**2.2.** <u>**External Validation**</u>

Accreditation or validation relevant to the portfolio is set out below:

**External Accreditation/Validation Programme**

| Service | Award | Year | Outcome |
|---------|-------|------|---------|
| Website | To continue to achieve 'A A' accessibility standard. | Ongoing | Achieved in 2006. Consideration to be given to external audit in 2007 |
| Customer Service | Chartermark | 2007/08 | |
| South Wilts Citizen | Chartered Institute of Public Relations Excellence Awards | 2008 | Runner up in 2005. Application to be made again following incorporation of results of review being carried out of Citizen |
| Inspection of accounts | Audit Commission | Annual | Unqualified opinion |
| HM Revenue and Customs VAT inspection | N/A | Annual | Minimal assessment for VAT due |
| Office Project | 4Ps Gateway Review | 2005-2008 | Gateways 0 & 1 undertaken successfully in 2005. Gateway 2 undertaken successfully in Nov 2006 |
| Use of Resources Assessment and Audit of performance indicators | Contributes to future CPA | Annual | Anticipated result Mar 2007 |
| All | Investors in People Accreditation | Every 3 years | Third application to be made Mar 2007 |
| Consultation | Accreditation by Market Research Society and compliance with MRS Code | 2007/08 | Consultation staff pursuing qualification |

**2.3.** <u>**Inspections and Scrutiny Reviews**</u>

The Resources Scrutiny Panel will continue to monitor the following major projects:

- Medium Term Financial Strategy – The Panel will continue to monitor the Strategy.
- Office Centralisation project – The Panel will focus its work on ensuring that contractual and budget issues are properly addressed during the build phase.
- Customer Services – The Panel will monitor the implementation of the council's customer service programme focusing on the achievement of project outcomes and returns on planned investments.
- Councillor Training – The Panel will oversee the implementation of the revised member training programme and the delivery of the training programme approved following the scrutiny review completed in 2006.

In addition the Panel will undertake an in-depth review of the use of consultants within the council.

The Audit Commission carried out the first annual assessment of the council's Use of Resources.  This looks at how financial management is integrated with strategy and corporate management, supports council priorities and delivers value for money.  The Audit Commission concluded that the council was performing well and was consistently above the minimum requirements in many areas.  The Annual Audit and Inspection Letter from the Audit Commission also noted many positive improvements in the 'direction of travel' report covering the council's priority objectives.

| SECTION 3 – LOOKING FORWARD |
|---|

### 3.1. Pressures

3.1.1. Changing Legislation

| What | When | Impact |
|---|---|---|
| Consultation on Local Land Charges | | Not known until consultation concluded |
| Disability Discrimination Act/Regs | 04 12 06 | New duty to promote disability equality. Disability Equality scheme to be in place. Consultation ends Dec 06 – full impact not yet known |
| Work and Families Act | Various | Extension of paid maternity leave |
| Information and Consultation of Employees Regulations | 06 04 07 | Mandatory procedure for businesses with 100+ employees |
| Equality Act | 01 04 07 | New gender duty for public authorities. Extension of unlawful discrimination |
| Data Protection Act | 24 10 07 | Fully in force |
| Commons Act | Unknown | New right to object to development of land in use for 20 years |
| Corporate Manslaughter and Corporate Homicide Act | Unknown | Criminal liability for senior managers if gross mismanagement causes death |
| Council Tax (New Valuation Lists for England) Act | Unknown | No revaluation for council tax on 01 04 07 |
| Electoral Administration Act | Various | Wide ranging changes |
| Health Act | Various | Smoke free public and work places |
| Local Government White Paper | Estimate end 2007 / various | Measures proposed to:<br>- increase strength of local strategic leadership<br>- improve local partnership working and make efficiency gains<br>- give more information to local people to better meet their needs<br>- consult and involve community more |

3.1.2. National Factors

- Likely new relationship between central/local government responsibilities in light of the White Paper
- Comprehensive Spending Review
- Lyons Review

3.1.3. Local Factors

- Continuing financial pressure
- Rising public expectations
- Increasing partnership working
- Increasing Polish population

3.1.4.  Growth or Change to Customer Base

- None anticipated

3.1.5.  Best Value Review Programme 2007/08

- The Audit Commission have confirmed that given the review programme already in place it is not necessary to conduct any Statutory Best Value Reviews in 2007/08

3.1.6.  Scrutiny Review Programme 2007/08

- The Scrutiny Panels will be invited to submit their annual scrutiny review programmes in May 2007

3.1.7.  Workforce Planning Issues

- Managing workforce issues as a result of the Business Support Team project and the increasing shared services agenda in the region

3.1.8.  Major Procurement

| Procurement Project | Timetable |
|---|---|
| Bulk purchase legal services | In place |
| Golden Numbers and Telephony procurement | 2007/08 |
| Shared Service Advertising Contract | Completed |
| Shared Service Temporary Agency Contract | Completed |

**3.2.  Summary of Key Drivers for Change**

- New legislation, particularly White Paper
- Increased customer expectation
- Partnership working
- Financial constraints and requirement to do more for less

### 3.3. <u>Integrated Improvement Programme</u>

Key milestones for each of the priorities are outlined below:

**Office Centralisation**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| • Build new extension and refurbish Council House<br>• Commence disposal of surplus assets | • Complete construction<br>• Decant all units into Bourne Hill<br>• Continue disposal of surplus assets<br>• Review Travel Plan<br>• Review FM arrangements<br>• Open Bourne Hill to public | • Deal with any issues relating to the Defects Liability Period and Retention |

**Improving Customer Services**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Implement actions from review of peripatetic service (Wilton, Downton and Tisbury) | Review and develop required integration between Customer Service and Housing Management following conclusion of Stock Options so there is clarity for customers | Review customer demand by channel type to encourage e-take-up |
| Introduce extended opening hours of the telephone contact centre to enable flexibility for customers | Review demand for extended opening hours | |
| Integrate additional 10 customer facing services to CSU to improve seamless service delivery | Integrate additional 8 customer facing services to CSU to improve seamless service delivery | Integrate additional 8 customer facing services to CSU to improve seamless service delivery |
| Publicise new "golden numbers" to reduce customer confusion (Phase Two) | Revise Customer Access Strategy fit for centralised offices | |
| Review and develop required integration with leisure facilities to improve bookings and ticketing | Review and develop seamless customer information in key service areas by volume | |
| Implement shared services with other councils | Implement shared services with other councils | |
| Implement additional CRM workflow to support 80% query resolution at first point of contact | Implement additional CRM workflow to support 80% query resolution at first point of contact for new services | |
| Implement electronic link for customers to "meet" professional and technical staff to enhance services provided in remote locations | | |
| Review effectiveness of Customer Access Strategy, Passport to Improved | | |

| | | |
|---|---|---|
| Services, great expectations and the Customer Care Charter | | |
| Review and implement telephony solution to enable home and remote working to meet consistent service delivery standards for customers | | |
| Undertake and utilise feedback from customer consultation to improve service | Undertake and utilise feedback from customer consultation to improve service | Undertake and utilise feedback from customer consultation to improve service |

**E-government Implementation**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Review ICT Strategy and supporting project plan. Consider implications of annual project plan, supported by a bi-annual review of strategy in future | Annual as 2007/08 | Annual as 2007/08 |
| Review Information Management practices and where necessary policies | | |
| Plan ICT requirements for the new offices | Implement ICT requirements for the new offices | |
| In conjunction with Financial Services and introduction of Agresso 5.5, introduce advanced workflow to enable on-line authorisation and tracking within all modules | | |
| In conjunction with Financial Services and introduction of Agresso 5.5, implement e-Sales invoicing to enable input of sales invoices over the web | | |
| In conjunction with Financial Services and introduction of Agresso 5.5, revise bank reconciliation module to implement advanced monitoring of bank accounts | | |
| Review structure, look, feel and quality of website | | |
| Consider introduction of increased leased line capacity to allow relevant staff controlled access to 'streaming media' | | |

**RESOURCES PORTFOLIO PLAN 2007/08**

| | | |
|---|---|---|
| Continue to encourage, lead, advise and motivate organisation towards better utilisation of ICT resources, particularly from point of view of development of web based services initiative | Annual as 2007/08 | Annual as 2007/08 |
| In conjunction with Customer Services & Democratic Services determine strategy for future provision and support of corporate telephone system | Implement revised telephony | |
| Assuming successful 'wave 2' funding from the Home Office, deliver Single Non Emergency Number | | |
| Determine likely future support requirements for Internet and Intranet development programme | | |
| Complete Information Security Policy and High Level Guidelines for users | | |
| Continue partnership work on ICT shared services | | |

**Improving the Performance of the Council**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Determine whether the council has improved sufficiently to undergo a further Comprehensive Performance Assessment (CPA) | Implement outcomes of CPA. Prepare for revised CPA – likely to be called Comprehensive Area Assessment | |
| | Review effectiveness of Internal Energy Policy | |
| | Review effectiveness of Project Management Guidance | |
| Develop 3rd statutory Annual Efficiency Statement | | |
| Implement and review Procurement Strategy | Implement and review Procurement Strategy | |
| Corporate Governance Review | Annual as 2007/08 | Annual as 2007/08 |

**Meeting the Financial Challenge**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Review Medium Term Financial Strategy annually to ensure the budget supports priorities | Annual as 2007/08 | Annual as 2007/08 |

**RESOURCES PORTFOLIO PLAN 2007/08**

| | | |
|---|---|---|
| Review Asset Management Plan/Capital Strategy annually to ensure our assets are maximised and capital projects support our priorities | Annual as 2007/08 | Annual as 2007/08 |
| Review corporate governance arrangements annually to ensure the council operates to the legal requirements | Review corporate governance arrangements annually to ensure the council operates to the legal requirements | Review corporate governance arrangements annually to ensure the council operates to the legal requirements |
| Implement actions arising from previous years governance review | Implement actions arising from previous years governance review | Implement actions arising from previous years governance review |
| Undertake consultation on the budget with the public annually to help inform decision making | Annual as 2007/08 | Annual as 2007/08 |
| Submit Value for Money Self Assessment to the Audit Commission annually as part of Comprehensive Performance Assessment | Annual as 2007/08 | Annual as 2007/08 |
| Implement decisions from 2006/07 review for District/Parish over 3 years | Annual as 2007/08 | Annual as 2007/08 |

**Building Organisational Capacity**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Reduce sickness absence levels to maximise productivity | Annual as 2007/08 | Annual as 2007/08 |
| Undertake bi-annual staff survey to gauge views of staff and implement constructive proposals | Implement new plan based on results of 2007/08 survey | Undertake bi-annual staff survey to gauge views of staff and implement constructive proposals |
| Implement HR Strategy to ensure the council meets HR standards | Annual as 2007/08 | Revise HR Strategy |
| Implement organisation and efficiency programmes | Annual as 2007/08 | Annual as 2007/08 |
| Review innovative ways of working to enhance work/life balance and reduce expensive office accommodation | Embed innovative ways of working throughout the organisation | Maintain a culture of innovative ways of working throughout the organisation. Continue to monitor and review periodically |
| Implement Training and Development Plan (including councillor development) annually to ensure suitable skills for the future | Evaluate and revise Training and Development Plan (including councillor development) annually to ensure suitable skills for the future | Evaluate and revise latest Training and Development Plan (including councillor development) annually to ensure suitable skills for the future |
| Guidance on the termination of temporary and fixed term contracts | Dealing with Violence and Aggressive Behaviour | Review/develop and implement employment policies and procedures |

| | | |
|---|---|---|
| | | according to the annually prepared Employee Relations Review and Plan |
| Alcohol and Drugs at Work | Domestic Abuse Awareness in the workplace | |
| Whistle-blowing Policy | Adoption Leave Policy | |
| Job Share Scheme | Attendance at work during exceptional circumstances | |
| Smoking Policy | Special Leave | |
| Stress Management Policy and Guidelines | Maternity Leave | |
| Use of Mobile phones whilst driving | Maternity Support Leave | |
| Guidelines for determining employment status | Parental Leave Policy and Procedures | |
| Overtime for senior staff | Paternity Leave | |
| Pay and Benefits Policy | Staffing arrangements during major incidents | |
| Corporate Training and Development | Discretionary Additional Payments Policy | |
| Professional Vocational Qualifications | Injury Allowances Payment Scheme | |
| | Standby and Call Out Procedures | |
| | Travel and Subsistence Policy | |
| | Recruitment Guide | |

**Corporate Communications**

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Develop new Communication Strategy | Brand the customer contact centre to reflect the council's corporate identity and image | Review corporate identity protocol |
| Set up corporate visual image library for internal and external use | Implementation of communications strategy objectives – details to come from new strategy | Implementation of communications strategy objectives – details to come from new strategy |
| Review Media Protocol and Media Relations Policy | Brand signage to reflect the council's corporate identity | |
| Review editorial policy for the Citizen | | |
| Develop stage 2 of corporate identity protocol | | |
| Improve communication with councillors | | |
| Achieve Plain English 'Crystal Mark' for Citizen and for major corporate publications | | |
| Implement Intranet Action Plan | | |
| Produce A-Z of council services and distribute to every household | | |

| | | |
|---|---|---|
| Complete Phase 1 of consultation with hard to reach groups (engaging umbrella groups) and proceed with Phase 2 – working directly with support groups | Continue Phase 2 and publish early results | Evaluate success of programme and review equalities impact assessments based on results |
| VOICE&CHOICE Panel: Commence rolling programme of customer and community feedback surveys | | |
| Implement Electronic Consultation Management System (eCMS) system for consultation and research | Evaluate the eForum module for the eCMS system to give residents the opportunity to take part in moderated discussions on topical local issues and scrutiny reviews | |

### 3.4.    Partnership Contribution

The portfolio will support the South Wiltshire Strategic Alliance Community Strategy and the Wiltshire Strategic Board's priorities in the following way:

| 2007/08 | 2008/09 | 2009/10 |
|---|---|---|
| Wiltshire Improvement Partnership: Councillor Development Programme (this will deliver resources to support the development of the councils own programme) | | |
| Develop and implement Customer First: Shared Services Phase 2 programme | | |

**RESOURCES PORTFOLIO PLAN 2007/08**

**3.5** **Resources**
3.5.1. Unavoidable Costs

The unavoidable costs faced by the portfolio are:

| | Unavoidable Costs | | |
| --- | --- | --- | --- |
| | Revenue Recurring | Revenue Non Recurring | Capital |
| | £'000 | £'000 | £'000 |
| **Unavoidable Costs** | | | |
| Pay award @ 2.5% | 425 | | |
| Pensions back funding | 125 | | |
| Inflation – contracts | 100 | | |
| Inflation – services | 150 | | |
| Capital financing | 175 | | |
| Election costs | | 105 | |
| **Savings/Extra Income** | | | |
| Restructure Legal & Property Services | (47) | | |
| Additional income corporate target | (180) | | |
| Premium payments | (135) | | |
| Restructure Management Team | (80) | | |
| Cash collection contracts | (13) | | |
| Recruitment advertising | (10) | | |
| Relocation expenses | (10) | | |
| District Area Grants | (25) | | |
| City Area / District split | (48) | | |
| Fraud costs | (15) | | |
| **Growth items** | | | |
| Customer Services - base budget | 137 | | |
|         - migration plan | | 194 | |
| External Funding Officer* | 35 | | |
| Customer Services – expansion of contact centre system | | | 51 |
| Manager Training | | 20 | |
| Replacement telephone system** | | | 250 |

\* = post included in Resources as this post is a corporate support to the whole council and community
\*\* = an external review of the options (feasibility study) for the future delivery of telephony will be commissioned early in 2007. The outcomes of the review may include replacing existing telephony, which is likely to require capital funding. A provisional sum of £250,000 has therefore been included in the capital programme for 2008/9, but will depend on the feasibility report.

3.5.2. Efficiencies

The proposed efficiency savings (other than those shown above that directly affect the budget) will be identified and submitted to DCLG with the Annual Efficiency Statement in April 2007.

| SECTION 4 – CONTINUOUS IMPROVEMENT |
|---|

| Performance Indicator | Current Perfor-mance | 2006/07 Target | 2007/08 Target | 2008/09 Target | National District Council Top 25% Perfor-mance |
|---|---|---|---|---|---|
| The proportion of working days/shifts lost to sickness absence BVPI | 5.05 days | 7 days | 7 days | 7 days | 8.48 days |
| Percentage of service enquiries resolved at first point of contact Local PI | 99.69% | 80.00% | 80.00% | 80.00% | Common standard in local govt – 80% |
| Number of formal complaints per quarter received by Customer Services Local PI | 37 | 85 | 110 | 110 | N/A |
| Average combined District and Parish Council Tax in lower quartile nationally Local PI | Yes | Yes | Yes | Yes | N/A |
| Percentage of the Council's Strategic Suite of performance indicators in upper quartile Local PI | 44.44% | 75.00% | 75.00% | 75.00% | N/A |
| Percentage of the Council's performance indicators showing an improvement on the previous year Local PI | 50.41% | 45.00% | 50.00% | 55.00% | N/A |
| Percentage of performance indicators meeting or exceeding targets Local PI | 55.32% | 60.00% | 60.00% | 60.00% | N/A |
| Amount of Annual Efficiencies achieved Local PI | £1.125m * | £432,000 | £432,000 | N/A | N/A |
| Corporate net spend outturn to forecast Local PI | -1.8% | 1.00% | 1.00% | 1.00% | N/A |
| Corporate capital spend outturn to forecast Local PI | 13.60% | 10.00% | 10.00% | 10.00% | N/A |

*2005/06 achievement

### 4.2. <u>Marketing of Services</u>

The corporate communications team have a major role to play in assisting all service units with the marketing of their services. They are also responsible for devising communications plans and for implementing marketing campaigns for major corporate initiatives and projects. All service units are required to provide the corporate communications team with details of their communications requirements in the form of a PR and marketing calendar.

| Service Unit | Marketing Activity | Target Date - Qtr |
|---|---|---|
| **Customer Services** | Golden Numbers & opening hours promotion | 4th Qtr |
| | Access Channel promotion | 4th Qtr |
| **Financial Services** Accountancy Services | Customer satisfaction survey | 2nd Qtr |
| Payroll Services | Customer satisfaction survey | 3rd Qtr |
| **MED&T** | Advertising and sponsorship opportunities with the council | 1st Qtr |
| | Internal marketing of corporate communications service | 1st Qtr |
| **Democratic Services** | Promotion of elections with radio and newspaper 'job advert' campaign | 1st Qtr |
| | VOICE&CHOICE additional promotion when eCMS comes on line | 2nd Qtr |
| | Revised scrutiny arrangements – Community Call for Action | Subject to White Paper |
| **ICT Services** | Awareness raising – greater use of web to access services | Ongoing |
| | Marketing of new services available via web | Ongoing |
| **People and Organisational Development Services** | Support for Innovative Ways of Working | On-going (Link-up) |
| | Roll out of new/revised policies and procedures | On-going (Link-up) |
| | Possible assistance with roll out of regular 'Employment News' updates | 1st or 2nd Qtr |
| **Revenues & Benefits** | Payment by direct debit (leaflets and the Citizen, plus viewing council tax account on line) | |

**RESOURCES PORTFOLIO PLAN 2007/08**

**4.3.** <u>Consultation</u>

Democratic Services have a role to play in advising and assisting all service units with consultation and for ensuring a corporate approach.  All service units are required to outline their proposed consultation for the year.

| Service Unit | Consultation | Target Date - Qtr |
|---|---|---|
| **Customer Services** | Customer Forum | Annual consultation – 2nd Qtr |
| | E-consultation | Quarterly |
| | Mystery shopping | Annual – 3rd Qtr |
| **MED&T** | Communications Strategy | 1st Qtr |
| | New Citizen | 2nd Qtr |
| | Communication with councilors | 1st Qtr |
| **Democratic Services** | 8-10 VOICE&CHOICE consultations each year | 1st, 2nd, 3rd & 4th Qtr |
| | Budget consultation | 3rd Qtr |
| | Tomorrow's Voice – 2 consultations with young people | 2nd & 4th Qtr |
| | Review need for continued participation with Peoples' Voice | 2nd Qtr |
| **Legal & Property** | Satisfaction surveys | 1st Qtr |
| **ICT Services** | Monthly user questionnaires to continue via 'Snap' system.  Results to be discussed at Service Unit Management Team and used to profile future services where appropriate | Monthly, ongoing |

**Risk Assessment**

An assessment of the strategic risks faced by the portfolio is attached at Appendix 2.

**4.4.** <u>Diversity</u>

4.4.1. Initial Equality Impact Assessments have been carried out for service functions.  Any resulting actions that can be easily implemented will be.  The summary findings from the assessments identified the following issues to be a priority which has an impact for the Portfolio's delivery of services:

- Rural isolation
- Internet access take-up lower with elderly residents
- Need for translation services for residents where English is not their first language
- Increasing Polish community

The council is intending to consult with representative groups and individuals in the New Year. Any amendments to the corporate action plan will be reported back to Cabinet and actioned corporately.

4.4.2.     Following completion of equalities impact assessments for all services in 2006, there is a need to ensure that groups affected are consulted on the actions proposed to address concerns highlighted. This is both desirable and necessary to achieve Level 3 of the Equalities Standard. In order to achieve this level of involvement, the following programme has been designed to support the work of all four portfolios.

The aim of the programme will be to gain the views of all sections of the community on the way the council delivers its services; in order to assess the impact of those services and made such changes as may be required.

The Diversity Working Group recognise that the programme:

- is complex
- that there are a number of groups to be engaged
- that there is a risk of appearing tokenistic
- that there is a risk of not engaging all target groups
- that there are limited resources available to support the programme

4.4.3.     The council wishes to:

- Engage with all sections of the community
- Establish a coordinated and consistent corporate approach to consulting harder to reach groups - driven by the council's adopted consultation strategy
- Ensure that this intelligence informs:
  - services
  - strategies, policies and portfolio plans
  - staff and councillor training
  - bids for external funding

4.4.4.     As a first stage the council will work in partnership with the principal umbrella groups - South Wiltshire Action Against Poverty (SWAAP) and the South Wiltshire Diversity Group (SWDG). These groups will be asked to coordinate consultation with their constituent members. This will ensure the council does not influence the results. The umbrella groups will be asked to prepare a report back to the council. To facilitate this work, the council will provide each group with a small grant so that they can respond in a given timeframe (by Apr 2007). The council will support and assist by preparing consultative materials.

It is considered that this approach will have the following outcomes:

- Partnerships fully engaged and owning the process
- Initial consultation response highlighting main problem areas - which can focus phase 2 work
- Equalities Standard Level 3 satisfied

4.4.5.   While Phase 1 of the programme gets underway, the council will provide small grants to individual user groups - representing disabled, elderly, young people, for example - to undertake their own consultation on council services and to feedback their views in whatever form they choose  (this work may be undertaken with partner organisations through the South Wiltshire Strategic Alliance and cover bother key public services such as education, health and policing).

It is considered that this approach will have the following outcomes:

- Hard to reach groups fully engaged and owning the process
- Detailed consultation highlighting detailed problem areas for specific groups - which can focus action plans and funding bids
- A sustainable process for engaging hard to reach groups

# Resources Risk Register

*Date Last Updated: 16 Jan 2007*

| Ambition / Theme | Project (No.) | Potential Risk | Impact / Probability | Risk Owner | Action | Residual Risk | Updated |
|---|---|---|---|---|---|---|---|
| Improving Customer Service | Office Centralisation | Financial / Reputational risks. Building projects prone to financial over runs. However, existing accommodation threatens reputation given very poor DDA compliance. Project enables greater customer care and longer term efficiency gains, whilst doing nothing will incur significant costs and reputation still under threat.* | 05-May | DD | Constant monitoring of budget, regular value engineering workshop to obtain increased VFM. | 04-Apr | 16-Jan-07 |
| | Customer Access Strategy | Reputational / Political risks if strategy is not appropriately implemented with threats to standards of customer choice, care and efficiencies.* | 5/4 | HF / LW | Regular monitoring and review by SUHs and Improving Customer Services Board. | 5/2 | 16-Jan-07 |
| | Customer Access Strategy | Financial / Reputational / People risks if efficiencies are not achieved and service delivery quality is threatened as services transfer.* | 5/3 | HF | Regular monitoring and review by SUHs, Management Team and Cabinet. Programme support from Business Improvement Team | 5/1 | 16-Jan-07 |
| | Admin Business Support Programme | Financial / Reputational / People risks if efficiencies are not achieved and service delivery quality is threatened following admin integration* | 5/4 | HF | Regular monitoring and review by SUHs, Management Team and Cabinet. Programme support from Business Improvement Team | 5/2 | 16-Jan-07 |
| | Golden Numbers project | Reputational/Service risks if telephony systems and infrastructure fails to enable the implementation of the Golden Numbers | 5/3 | HF | Appointment of external specialist to assist, and identification in Portfolio plan of capital budget for replacement of current system when required | 4/2 | 16-Jan-07 |
| | Workforce Planning | Reputational / Financial / Political / People risks if staff reductions and restructurings are not sensitively and effectively managed. | 4 / 4 | AMc | Regular dialogue with TU's and dedicated resource in Personnel and Training. Services unit to manage. | 3/2 | 16-Jan-07 |
| | SDC eGovt outcomes | Reputational / Political / Financial risks if insufficient use/development of web based services. | 5 / 3 | LW | Extensive joint work between Head of ICT, Head of Customer Services, Head of MEDT and regular monitoring by eGovernance Board. | 3 / 3 | 16-Jan-07 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Improving the Performance of the Council | Performance Management | Reputational / Political / Financial risks if performance of services declines during period of major change. | 3/2 | SA & all SUHs | Monthly monitoring of performance between SUHs and PDs and quarterly exception reporting to Cabinet with remedial action. | 2 / 2 | 04-Jan-06 |
| Meeting the Financial Challenge | Budget savings not delivered | Financial risk if budget savings identified in portfolio plans are not achieved | 3/2 | AO | Regular review and monitoring reported to the IPFCB Bi-monthly and included in quarterly performance reports to cabinet | 2 / 2 | 16-Jan-07 |
| Building the Capacity of the Council | Reducing Sickness Absence | Financial / Reputational / Political / People risks if sickness absence isn't steadily reduced. | 4 / 3 | AMc | Range of measures already implemented. Process revised recently in order to be even more effective. Occupational Health monitoring arrangements in place | 2 / 2 | 16-Jan-07 |
| | Innovative Ways of Working | Financial / Reputational / People risks if targets for home-working and mobile working are not achieved. | 4/ 4 | AMc | Work with Service Units and individuals to embed policies, procedures and change culture continuing. IT solutions require coherent, matching strategy | 3 / 3 | 16-Jan-07 |
| | Equality and Diversity within Council | Financial / Reputational / Political / People risks if staff/councillors throughout the organisation do not support relevant policies and practices. | 5/4 | PF | Regular dialogue with TUs. Regular monitoring of employee statistics, compulsory training modules and implementation of equality impact assessments. | 3 / 3 | 16-Jan-07 |

\* = detailed risk register is maintained for this project

\*\* = information on all the customer services risks are included in the Customer Services Service Plan