



Corporate Services
Department

Departmental Plan 2009/13



May 2009

OVERVIEW

The Corporate Services department provides a valuable service to the community and staff within West Dunbartonshire Council. It leads and manages a range of services which aim to improve service provision for the local community, generate a positive workplace for our staff, and ultimately deliver better outcomes for the people of West Dunbartonshire.

Since joining the organisation early last year, I have had opportunity to observe and evaluate the valuable role of the department, and I believe that with the support of our managers and teams of experienced staff, we have all the right elements to move West Dunbartonshire forward and progress our improvement journey.

Following our restructure the department now has three key service areas; **Finance and ICT, Human Resources and Organisational Development, and Legal, Administrative and Regulatory Services**. This is the first service plan under the new structure and it sets out the context within which the department operates, the challenges it faces, and the business priorities, objectives and targets for the future. It also demonstrates how we contribute to the Council's objectives within the Community Plan, the Single Outcome Agreement, and the Corporate Plan, and will inform the service and individual performance plans ensuring a 'golden thread' exists through our strategic planning process.

Vision

Corporate Service's vision is to provide best value, delivering effective and efficient services. We want to continuously improve the service we provide and this plan aims to realise that vision through a robust strategic focus, effective leadership, and accompanied by our commitment to strong governance and delivering services with professional expertise.

Achievements

In the past year, the department has delivered a number of achievements through the commitment and active effort of all our staff, set against a particularly testing and complex business and political environment. These include:

- implementation of the Single Status agreement and revised terms and conditions
- improved governance frameworks and systems through revisions to Standing Orders
- development of a robust financial management framework
- a focus on customer centric services, improving service and automated processes through better use of technology
- establishing a contact centre which is a launch pad for a 'one stop shop' for the customer
- service reaccreditation of business and quality standards including IIP and Customer Service Excellence

This departmental plan incorporates challenging future goals, new opportunities, and acknowledges the difficult times and environment in which we're currently working. However the plan defines where we want to be over the next year and sets out how we will know that we have arrived there. I look forward to driving forward our service with the professionalism and high quality service of all our staff ensuring the continuing success of the department.

Joyce White,
Executive Director of Corporate Services

Date: April 2009

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1.0 DEPARTMENTAL PROFILE

Our vision is to provide best value, delivering effective and efficient services. In delivering this we will adopt specific departmental values which describe the way in which we will work. These include:

- Professionalism – we are professional in our approach and all we do in the Council
- Integrity – we are reliable and honest with each other
- Trust – we trust each other and our team members
- Honesty and openness – we are open and understand the importance of being honest
- Respect – we respect each other and show respect in all we do

The Corporate Services Department comprises of three distinct services each providing a range of internal and external facing services.

Finance & ICT (F&ICT)

Finance & ICT comprises a number of front line and support services, linked by the common theme of providing high quality best value services to the Council and its population. This theme underlies the Service's front line functions such as the Contact Centre, Creditors, Council Tax, Benefits Administration, Council House Rents, Business Rates, Cash Collection and Sundry Debtor accounts. It also underlies the support and advice provided to the Council through Exchequer Services, Accounting and Budgeting, Treasury Services, Procurement, Network and Desktop Services, IT Operations and Payroll.

Human Resources and Organisational Development (HR & OD)

HR & OD seeks to ensure that the Council has the workforce capacity to deliver key organisational objectives while ensuring that employees are treated as a key resource within a framework of modern employment practice. The service consists of Attendance and Wellbeing, HR Policy, Organisational Development and the Pay Modernisation team. We aim to attract and retain employees through a framework which encourages our employees to engage fully with the organisation and deliver their best performance. Set against a background of modern employee relations, HR and pay practice, we aim to provide our employees with rewarding careers which provide opportunity for individual growth and organisational success.

Legal, Administrative and Regulatory Services (LARS)

LARS comprises a number of front line and support services, linked by the common theme of protecting the Council, its population and environment. This theme underlies the Service's regulatory functions such as Environmental Health, Trading Standards, Registration, Licensing and District Court. It also underlies the support and protection provided in the Council, its members and services through Committee Administration, Members' Support, Risk and Legal Services. The service thus forms a key part of the Councils Corporate Governance Arrangements.

During 2008/09, the department's services & contribution to organisational business included:

Finance & ICT

- Managed 44,200 properties for Council Tax (£39.8m)
- Managed 2,700 properties for Rates (£58m)
- Processed 145,000 pays, covering almost 6,600 employees
- Issued 29,000 sundry debtor invoices (£22.6m)
- Council Tax Benefit processed for 14,500 claimants (£9.8m)

- Processed rents for 11,500 council houses (£28m)
- Housing Benefit processed for 8,000 households (£33.8m)
- During 2008/09 our arrears teams secured debt repayment arrangements covering approximately £10m of debt
- Monitored corporate revenue and capital budgets totalling in excess of £300m
- Managed long term borrowings of approximately £215m
- Managed short term investments of around £45m
- Processed 162,000 supplier payments (£240m)
- Received 32,310 calls to the ICT Helpdesk
- Supported 102 sites for data communication
- Supported 200 sites for telecoms
- Supported over 2500 PC's
- Received 32,958 contact centre calls received - 18,958 were resolved, 14,015 calls were sent to the back office for advanced processing work and additional information.

Legal, Administrative and Regulatory Services (LARS)

- Committee Administration supported 14 committees, 1 sub-committee, 2 forums (trade unions), the Children's' panel advisory committee and 9 working groups.
- Carried out 650 food hygiene inspections
- Carried out 147 health & safety inspections
- Registered 1,147 private landlords
- Received 658 complaints to trading standards about businesses
- £57,612 - Total known amount of redress won for consumers following investigations of their complaints
- Received 49 requests from businesses for trading standards advice
- Received 1695 requests for pest control
- Received 535 requests for dog control
- Received and investigated 1,136 environmental protection and public health complaints
- Received 1073 civic government act applications
- Received 729 liquor licensing applications
- Received 58 Gambling Act Applications
- Registered 1354 births
- Registered 1587 deaths
- Registered 430 marriages
- Registered 4 civil partnerships
- Trained 250 HEEDS employees in elementary food hygiene
- Reported on case to the procurator fiscal in respect of a fatal accident

Human Resources & Organisational Development

- Advertised 247 posts in the last 9 months, with 6055 applications received. 92% received online
- Launched a new Occupational Health and processed 220 appointments with Senior OH nurse or consultant physician, 187 health surveillance appointments
- Issued 5226 new contracts of employment and employee handbooks issued and returned
Issued a new employee handbook for all Local Government Employees
- Delivered 32 sessions, attended by over 350 managers on termination, contract and detriment
- Trained 350 managers on contractual issues to support implementation of single status agreement
- Briefed 150 managers and employees briefed on equalities
- 5 Impact assessments undertaken on a range of issues
- Implemented a cross departmental work based management development programme
- Led the introduction of a CPD framework for elected members
- Hosted the STAR awards for recognising staff achievement

2.0 PERFORMANCE REVIEW

In accordance with the new performance management framework introduced in April 2009 (Appendix 4), a year end progress report for the first year of the Chief Executive's departmental plan for 2008/12 was submitted to Corporate & Efficient Governance Committee on 28th May 2008. This report is available here (add hyperlink) or through the SEEMIS system.

PERFORMANCE STRENGTHS

This report highlights a number of strengths:

- Implementation of single status and revised terms and conditions to enable the Council to build in flexibility and improve competitiveness through improvement in processes, efficiencies & effectiveness.
- Developing financial plans, short, medium and long term to provide early vision of the financial position of this Council.
- Driving the development of workforce and employee development plans, systems and processes
- Through professionalism, the provision of critical service to ensure the Council meets its regulatory, statutory and legislative requirements.
- Highly professional and committed teams and people working together to achieve the objectives within the Council plans.
- Significant depth of corporate knowledge on all Council services and operations, aligned with strong political awareness, places Corporate Services in an ideal position to assist the Council's improvement process.

PERFORMANCE ISSUES

This report also highlights a number of performance issues:

- Financial stability – lack of certainty of financial distribution for WDC
- Limited strategic leadership & management empowerment to effect change
- Complexity of information systems and platforms to provide services within the Council.
- Lack of workforce information
- A high percentage of staff in red circled posts creating morale issues.

The review of the Corporate Services department plan, set out in detail at (add hyperlink) and summarised above, will inform the work of the Department over the next year and beyond, influencing our departmental priorities and objectives and our action plan for 2009/10. Section 5 looks at this in more detail.

3.0 STRATEGIC ASSESSMENT

The Corporate Services Management team completed a detailed strategic assessment to understand the major influences on our service delivery and departmental operations. As a result the following factors were recognised as having an influence on our focus for 2009/10:

- **Efficient Governance**

- The efficient government group is considering best practice for a framework to monitor efficiencies and are reviewing the efficiency statements submitted by other Local Authorities for 2007/2008 before deciding on a set of efficiency measures and methodologies which will be input to the covalent monitoring system.

The efficient government group has five main work streams working to progress the efficient government theme (Customer First, Shared Services, Procurement, Assets and Absence). Detailed progress reports are received from each work stream for discussion at Efficient Government Meetings which are arranged on average every six weeks and consideration is being given to the verification of efficiencies by using existing performance indicators where possible. The CMT regularly review the 67 Aspirational Targets (the 'Building Blocks') agreed by Council during the process of finalising the budget for 2008/9.

- **Workforce Development**

- People are the most important factor in ensuring organisational success. The Council has placed significant emphasis on improving the organisational culture and ensuring we have a diverse and engaged workforce with the right leadership and skills to deliver efficient and effective services. The focus of our workforce and human resources strategies is to ensure we have the right people, with the right skills, in the right place to support delivery of the Single Outcome Agreement and our overarching Corporate Plan. In order to achieve these aims our key focus will be on developing people, systems and processes that ensure we have the skills, capability and capacity to deliver best value and service transformation within a framework of excellence in employment practice.

- **Single Outcome Agreement**

- This relationship provides a new level of local autonomy and sets out a process for defining local outcomes as part of a national performance framework. This will offer more freedom which will give a greater ability to refocus service delivery and financial management.

- **Economic Climate**

- The Council's budget for 2009/10 reflects the impact of the economic downturn in several budget lines such as commercial rental, planning development income, housing benefit caseload and the generation of capital receipts. This impact is considered within the corporate financial strategy document, In addition corporate services are leading on a number of policies to mitigate the immediate impact including the introduction of an 12 month opt-in scheme for taxpayers to pay their Council tax, the introduction of a revised Corporate debt policy and an acceleration of projects totalling £1.5m brought forward within the capital programme

Together with the outcome of our performance review for 2008/9 set out in Section 2, the issues identified through the strategic assessment will inform the work of the Department over the period of this plan, influencing our service priorities and objectives and our planned actions for 2009/10 and beyond. Section 5 looks at this in more detail. We have also a more detailed SWOT analysis outlined in Appendix 5.

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4.0 CORPORATE PLANNING CONTEXT

INTRODUCTION

The Council has developed a new Corporate Plan for 2009/13, closely aligned with the Community Plan 2007/17 and the Single Outcome Agreement of June 2008 (add hyperlinks for electronic versions of Community plan and SOA). The values, vision, themes, priorities, and objectives, set out in detail in the Corporate Plan 2009/13 and summarised below, provide the context for departmental planning over the next four years.

The Council's values underpin the way we work and guide everything we do. They are:

- putting customers first;
- communication and consultation;
- valuing our employees;
- openness and accountability;
- sustainability;
- continuous improvement;
- partnership working;
- equal opportunities.

CORPORATE VISION

The Council's vision for West Dunbartonshire is shaped by partnership:

We will improve prosperity and inclusion for all citizens, deliver better and more efficient services, and improve West Dunbartonshire as a place to live, work and visit.

CORPORATE THEMES and PRIORITIES 2009/13

Following from this vision, the Council has identified six themes and related priorities:

- Theme 1 Regeneration and the local economy
 - promote physical area regeneration
 - grow the local economy
 - improve transport
 - regenerate the schools estate
 - improve housing
 - deliver co-ordinated, sustainable planning
 - better employment opportunities
 - reduce population decline
- Theme 2 Health and well being
 - target support to vulnerable groups
 - improve health and reduce health inequality
 - reduce inequalities and increase prosperity
- Theme 3 Safe and strong communities
 - improve estate management of Council housing
 - improve community safety
 - improve community spirit
- Theme 4 Sustainable environments

- improve environmental quality and sustainability
- improve sustainability of the transportation network
- Theme 5 Education and lifelong learning
 - raise attainment and achievement
 - provide learning for life
- Theme 6 An improving Council
 - improve leadership
 - improve community engagement
 - improve governance and resource management
 - value our employees
 - promote continuous improvement
 - promote sustainable development
 - promote equal opportunities
 - improve the perception of West Dunbartonshire

These themes and priorities have been informed by a range of factors including the new Community Plan for 2007/17, the Single Outcome Agreement of June 2008, the commitments of the administration, the opportunities and challenges that we face over the period of this plan, and the needs and aspirations of our community.

For each priority, specific and measurable objectives have been identified and performance indicators with targets have been established to enable effective progress monitoring, performance management, and reported to all stakeholders.

Full details of the Corporate Plan 2009/13 are available here. (add hyperlink)

DELIVERING THE 2009/13 CORPORATE PRIORITIES AND OBJECTIVES

The Department's actions are focussed on delivering the corporate priorities and objectives from all six themes. Many of the priorities and objectives under these themes are part of the Best Value Improvement Plan developed as a response to Audit Scotland's Best Value and Community Planning Audits carried out in 2006 and 2007.

Section 7 sets out the Department's contribution to meeting the corporate priorities and objectives in more detail in the form of a detailed action plan for 2009/10.

5.0 KEY DEPARTMENTAL OBJECTIVES

The primary focus of the Department is to contribute to delivering the corporate priorities and objectives referred to in Section 4. In addition, our performance review and strategic assessment, set out in sections 2 and 3 of this Plan, have highlighted a number of departmental issues to be addressed in the coming year. These issues have been translated into objectives and appropriate performance indicators and targets have been developed to monitor progress towards them. The key departmental objectives for 2009/13 are:

- **Governance and Regulation:** Improve planning and strategy development and improve risk management through higher organisational awareness.
- **Service Transformation:** Improve efficiency and effectiveness of the department. Professionalism, influence through procurement, legal, risk, financial advice, guidance, leadership and diversity of skills.
- **People:** Improve communication, delegation, create capacity by empowering, ensuring clarity of purpose and focus, managing performance and personal development, maximising workforce attendance, and advancing the implementation of single status and development of job evaluation
- **Leadership:** Improve leadership and management development, improve our engagement with stakeholders and facilitate organisational change. Develop leadership capacity and influence through leading financial advice and control, and development of policies.
- **Systems and Processes:** Transform our systems and processes, improve financial planning and develop the new workforce management system. Improve and rationalise Corporate Services through identifying opportunities for service redesign.
- **Environment:** Improve both the internal and external environment.

Section 7 sets out the full list of departmental objectives for 2009/13, together with performance indicators and targets to measure progress towards them, and actions to deliver them.

6.0 RISKS

STRATEGIC RISKS

The department has considered the strategic risks for the council as a whole and identified those strategic risks that the department can help reduce.

- SR001 Lack of health & safety resources
- SR006 Failure to implement single status & job evaluation
- SR008 Failing to recruit essential staff
- SR009 Failure to maintain sound finances
- SR011 Failure of Capital Receipts
- SR015 Failure to plan for pandemics
- SR017 Work or Service related death

Mitigating actions have been included in the department's action plan for 2009/10 set out in Section 7.

DEPARTMENTAL RISKS

Risk Management is being embedded across the department and a Corporate Services risk register has been produced, with operational registers established within each service. As part of our approach to risk management Corporate Services reports regularly to the Corporate Management Team and the Audit and Performance Review Committee on all departmental risks.

- CS001 Failure to provide financial stewardship
- CS002 Failure to implement new systems and technologies
- CS003 Failure to have robust employment policies and procedures
- CS004 Failure to support the infrastructure services
- CS005 Failure to support fabric of Council buildings, particularly Clydebank Town Hall and Municipal Buildings, Dumbarton which could result in closure or disruption to services.
- CS006 Failure to find dog kennelling means failure to comply with statutory duty
- CS007 Failure to regularly review and update governance structure and to adequately train members will impact on the quality and effectiveness of strategic decision making
- CS008 Failure to fully embed risk management across the Council will lead to inadequate control of risk
- CS009 Failure to deliver election correctly

Mitigating actions have been included in the department's action plan for 2009/10 set out in Section 7.

7.0 2009/10 ACTION PLAN WITH INDICATORS AND TARGETS

Corporate Services Department has set out in detail the 2009/10 action plan to help deliver the corporate objectives (Appendix 2). It also sets out the full list of departmental objectives, the performance indicators that we will use to measure progress towards them, and our 2009/10 action plan to deliver them. Performance indicators have targets for each of the four years covered by the Plan, together with comparative performance data where available, and the senior officer responsible for managing the indicator.

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8.0 RESOURCES

BUDGET

	2008/2009 <u>original estimate</u> (+ single status)	2009/2010 <u>Estimate</u>	2010/2011 <u>Estimate</u>	2011/2012 <u>Estimate</u>	
DIRECTORATE & ADMIN SERVICES					
Corp Resources	252,960	274,782	279,842	285,124	1.89%
Cultural	121,000	140,000	140,000	140,000	0.00%
LEGAL & REGULATORY SERVICES					
Legal and Admin	1,359,710	1,452,334	1,496,681	1,542,996	3.09%
Risk	331,970	351,992	362,306	373,056	2.97%
Child Panel	44,750	46,750	46,750	46,750	0.00%
Central Purchasing	87,940	90,441	92,949	95,438	2.68%
Office accommodation	1,124,240	1,297,171	1,339,427	1,390,000	3.78%
Canteen	71,450	55,910	57,310	58,739	2.49%
Courier	28,670	26,552	27,320	28,120	2.93%
Registrars	179,930	188,664	226,711	237,548	4.78%
Clydebank Town Hall	277,470	268,920	278,218	288,656	3.75%
<i>District Court</i>	139,360	86,937	0	0	
Licensing - Board	-28,200	-19,120	-17,450	-15,740	-9.80%
Licensing - Taxi	-105,340	-63,467	-60,442	-57,283	-5.23%
Consumer and Trading Standards	360,830	385,941	396,415	407,309	2.75%
Environmental Health	1,095,590	1,163,841	1,209,303	1,241,172	2.64%
Printing	0	-0	0	-0	
Members Services	148,100	154,468	159,254	164,251	3.14%
FINANCIAL SERVICES					
Finance	2,870,360	3,004,467	3,037,435	3,141,245	3.42%
Housing/Council Tax Benefit	117,990	154,189	192,691	232,648	20.74%
Rent Rebates	119,690	119,690	141,432	163,718	15.76%
Procurement	-500,000	-500,000	-500,000	-500,000	0.00%
CC Rates	-102,290	-37,018	-40,079	-43,214	-7.82%
CC Council tax	-634,620	-593,206	-599,559	-606,072	1.09%
IS	2,505,930	2,345,708	2,412,637	2,482,325	2.89%
IS - Contact Centre	175,850	223,692	231,077	238,789	3.34%
HUMAN RESOURCES & OD					
HR & OD	896,200	958,412	1,012,325	1,041,152	2.85%
Total Corporate Services	10,939,540	11,578,049	11,922,553	12,376,729	

EMPLOYEES

The department has a staff of 474 comprising of 39 in Human Resource & Organisational Development, 309 in Finance & ICT and 126 in Legal, Administrative and Regulatory Services. A high level structure chart for the Department is set out at Appendix 1.

LEARNING & DEVELOPMENT –

The Corporate Services department is fully committed to supporting the personal development of staff to achieve their full potential in terms of skill and performance, and recognises that where an organisation helps people to develop as people, there will be greater alignment between work and people.

The department and wider Council are experiencing a number of challenges and opportunities within its current change and improvement journey; the complexity of work is increasing, competitive pressures exist, timescales are becoming shorter, and service delivery expectations are higher. This presents an ideal time to harness the priorities for our people and service development and align this with our business needs.

An assessment of the challenges and performance priorities for Corporate Services highlights the following critical areas in delivering our business objectives and service delivery targets:

- Developing effective leadership and management behaviours and practice
- Managing transformational and organisational change
- Developing our strategic planning framework
- Robust programme and project management
- Introducing staff to their role effectively and providing a personal continuous development route
- Continuing professional development for all staff

Based on these service development priorities our learning interventions will be directed, prioritised, and resourced to deliver the required changes in skills and knowledge and a number of learning events will underpin elements of these learning priorities including:

- Wider roll-out of the Management Development programme
- Introduction of an accredited Leadership Development programme
- Moving forward with the Cultural Change programme
- Development of a coaching and mentoring framework
- Developing strategic planning systems and roles
- Development of a broader Corporate Development programme
- Development of an Induction framework

OUTCOME OF BUDGET BIDS

The 2009/10 action plan to deliver the corporate and departmental objectives is set out at Appendix 2. The resource implications of this action plan have been considered as part of the departmental planning process.

The first draft of this departmental plan, produced in October 2008, identified several proposed actions for 2009/10 that could not be implemented within existing resources, that is, they were not reflected in the 2008/9 base budget. These actions and items were subject to a bidding process for additional resources.

Within Corporate Services Department, the bidding process comprised a series of meetings involving the Executive Director, convenor of the relevant committee/s, and the Head of Finance & ICT, Head of HR & OD, and Head of LARS held in November and December 2008.

The outcome of this bidding process is summarised below and set out in detail at Appendix 3:

- Dog Kennels
- VM software licence
- Microsoft exchange licence
- Senior Managers Network Development (BV improvement plan)
- Workforce planning (BV Improvement Plan)
- Voice Recording System
- Dip/workflow licence
- Star Awards (BV Improvement Plan)
- Management Development Programme (BV Improvement plan)

Agreed bids have been incorporated in the Department's action plan for 2009/10 set out at Appendix 2 and reflected in the final budget summarised above under BUDGET.

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9.0 PERFORMANCE MANAGEMENT AND REPORTING

PERFORMANCE MANAGEMENT FRAMEWORK

A new performance management framework was agreed by the corporate management team (CMT) and subsequently by the Audit & Performance Review Committee on 14th January 2009. It sets out how departmental plans will be monitored, managed and reported to stakeholders and replaces the current performance management framework based on quarterly performance review meetings.

The progress of this Plan will be monitored, managed, and reported in accordance with the new framework. In summary, it sets out how departmental plans will be considered at directorate management team, CMT, and elected member levels, providing opportunities to scrutinise performance and pro actively manage this through positive and effective action where necessary.

Full details of the new performance management framework as it relates to departmental plans, are set out at Appendix 4.

In addition, a range of other performance management processes and structures currently operate within the Department:

- Corporate Services Management (CSMT) meeting to discuss performance of the Corporate Services Directorate
- CSMT and service managers have dedicated monthly performance meetings.
- Corporate Service plans are devised from the Corporate Plan and are further developed as part of the Corporate Service Management Team focus events held twice a year.
- The Head of Service and service managers hold management team meetings every two weeks.
- Section meetings are held to cascade information and gain feedback
- Communications events are held on a regular basis to gain feedback from staff.
- Formal team meetings are conducted every two weeks.
- Individual objectives are formally agreed and one-to-one meetings are held with all staff on a fortnightly or monthly basis to discuss work plans and to review progress on individual objectives.

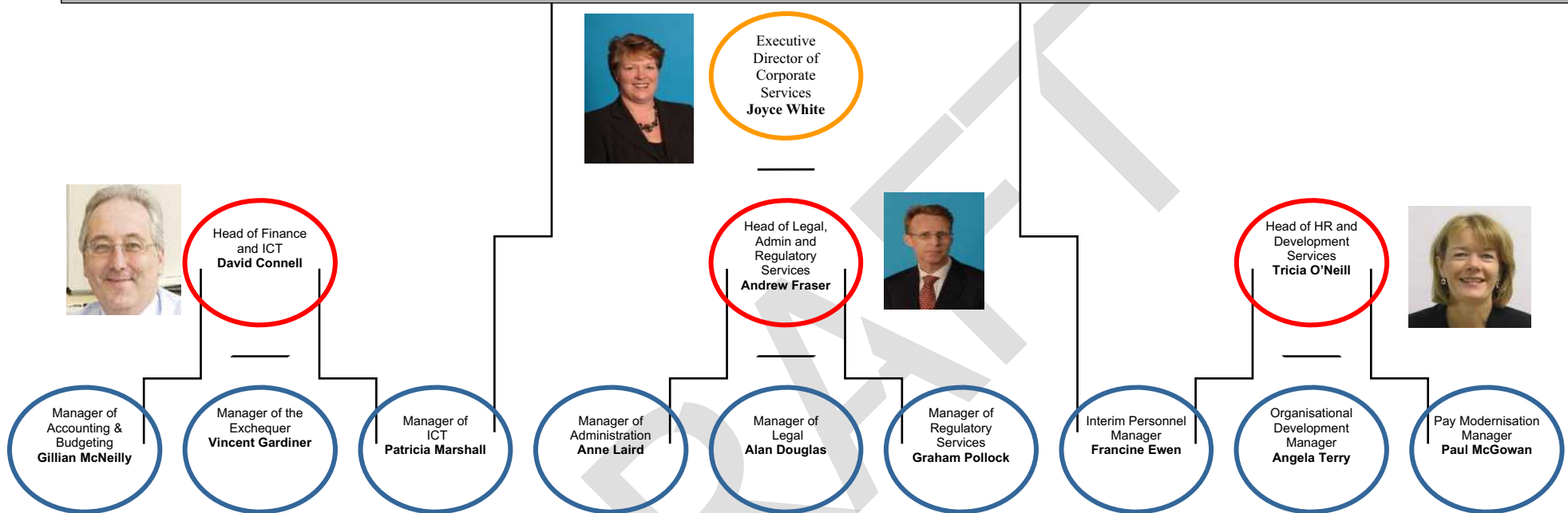
Performance and Development Planning

PDP is integrated through Corporate Services with each member of staff having individual targets, which are clearly linked to service, department and corporate plans.

PUBLIC PERFORMANCE REPORTING

Reporting performance to external stakeholders is carried out in a number of ways, primarily through the Council newspaper, West Dunbartonshire News. Each of the four editions of the newspaper produced annually features a performance article focusing on one of the Council's six themes. These articles set out each directorate's contribution to delivering the corporate objectives and the extent to which these have been delivered.

APPENDIX 1: DEPARTMENTAL STRUCTURE CHART



Governance Arrangements

Finance & ICT reports on a wide range of issues within its remit to - Corporate and Efficient Governance Committee and Audit and Performance Review Committee.

HR & OD reports on a wide range of issues within its remit to a number of committees, primarily Corporate and Efficient Governance committee, Audit and Performance Committee, Joint consultative Forum and the Equality and Diversity Working Group.

LARS reports on a wide range of issues to the Corporate and Efficient Governance Committee, Audit and Performance Review Committee and the Equality and Diversity Working Group.

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APPENDIX 3: BUDGET BIDS

Outcome of budget bids submitted to Finance in October 2008 as part of the planning and budget process as set out in the Joint Planning & Budget Guidance distributed to directorates in September 2008.

- 1** Non-Core Revenue Bid: **Provision of Dog Kennels**
Budget Category: Growth bid
Net Expenditure: £25,000 in each of the three years 2009/10, 20010/11 and 2011/12

Linked to Corporate Theme: An improving Council/ Safe and strong communities/ Improve community safety

Outcome: Agreed
- 2** Non-Core Revenue Bid: **Voice Recording System**
Budget Category: Growth bid
Net Expenditure: £8,250 in each of the three years 2009/10, 20010/11 and 2011/12

Linked to Corporate Theme: An improving Council/ Corporate Priority : Promote continuous improvement and transform service delivery (CP9-13)/ Corporate Objective: Modernise internal business processes (CP9-13)

Outcome: Agreed
- 3** Non-Core Revenue Bid: **VM software licence**
Budget Category: Growth bid
Net Expenditure: £6,000 in each of the three years 2009/10, 20010/11 and 2011/12

Linked to Corporate Theme: An improving Council/ Corporate Priority : Promote continuous improvement and transform service delivery (CP9-13)/ Corporate Objective: Improve overall service performance and self awareness (CP9-13)

Outcome: Agreed
- 4** Non-Core Revenue Bid: **Dip/ workflow licence**
Budget Category: Growth bid
Net Expenditure: £10,000 in each of the three years 2009/10, 20010/11 and 2011/12

Linked to Corporate Theme: An improving Council/ Corporate Priority : Promote continuous improvement and transform service delivery (CP9-13)/ Corporate Objective: Modernise internal business processes (CP9-13)

Outcome: Agreed
- 5** Non-Core Revenue Bid: **Microsoft Exchange licence**
Budget Category: Growth bid
Net Expenditure: £10,450 in each of the three years 2009/10, 20010/11 and 2011/12

Linked to Corporate Theme: An improving Council/ Corporate Priority : Promote continuous improvement and transform service delivery (CP9-13)/ Corporate Objective: Improve overall service performance and self awareness (CP9-13)

- Outcome: Agreed
- 6** Non-Core Revenue Bid: **Star Awards (BV Improvement Plan)**
 Budget Category: Growth bid
 Net Expenditure: £5,000 in 2009/10
 Linked to Corporate Theme: An improving Council/ Value our Employees/Improve morale & employee perceptions of feeling valued
 Outcome: Agreed
- 7** Non-Core Revenue Bid: **Workforce planning (BV Improvement Plan)**
 Budget Category: Growth bid
 Net Expenditure: £20,000 in 2009/10
 Linked to Corporate Theme: An improving Council/ Improve governance & resource management/ Improve corporate approach to workforce planning
 Outcome: Agreed
- 8** Non-Core Revenue Bid: **Management Development Programme (BV Improvement Plan)**
 Budget Category: Growth bid
 Net Expenditure: £20,000 in 2009/10, with a further £20,000 from departments
 Linked to Corporate Theme: An improving Council/ Improve leadership/ Improve leadership and management skills of elected members, the corporate management team, middle management and supervisory staff
 Outcome: Agreed
- 9** Non-Core Revenue Bid: **Senior Manager Network Development (BV Improvement Plan)**
 Budget Category: Growth bid
 Net Expenditure: £20,000 in 2009/10
 Linked to Corporate Theme: An improving Council/ value our employees/improve consultation and communication with employees
 Outcome: Agreed

APPENDIX 4: PERFORMANCE MANAGEMENT FRAMEWORK

Scrutineer	Focus	Performance Management Framework	
Directorate Management Team	Departmental Plan	Frequency	Monthly (optional but strongly recommended) Quarterly (obligatory)
		Format	Meeting incorporated into wider directorate management team meetings e.g. SMT/DMT OR dedicated performance management meetings
		Attendance	Director, heads of services, managers
		Timing	Monthly - Maximum of two weeks after end of month Quarterly - Maximum of four weeks after end of quarter
		Scope of report	Monthly - Actions (exceptions only), monthly monitored PIs that are not on track, absence Quarterly - All actions, PIs, and directorate risks from Covalent scorecard for directorate's departmental plan (including absence), as well as complaints, FOI requests, and health and safety statistics, etc
		Source of report	Covalent scorecard for departmental plan
		Format of report	Standard Covalent report formats to be agreed
Corporate Management Team	Departmental Plan	Frequency	One directorate every quarter
		Format	CMT meeting with heads of services from whichever directorate is presenting
		Timing	Timetable to be agreed
		Scope of report	Key issues, PIs that are not on track, departmental risks, financial issues
		Source of report	Covalent scorecard for departmental plan
		Format of report	Standard Covalent report format to be agreed plus other items not covered in Covalent report but which fall within the scope defined above
Elected Members	Departmental Plan	Frequency	Twice yearly formal reports Quarterly e-mailed reports
		Format	Twice yearly - Formal report to relevant committee/s Quarterly - E-mailed Covalent report to members of relevant committee/s
		Timing	Twice yearly - Mid year report around November and year end report around June Quarterly - Immediately following the quarterly SMT/DMT meetings, with any changes reflected in Covalent prior to report being e-mailed to elected members
		Scope of report	Twice yearly - All actions, PIs, and directorate risks Quarterly - All actions, PIs, and directorate risks
		Source of report	Covalent scorecard for departmental plan
		Format of report	Standard Covalent report format to be agreed

APPENDIX 5: SWOT

Strengths

- Professionalism
- Politically astute
- Good organisational & Corporate Awareness
- Influential
- New corporate services management team

Opportunities

- Diagnostic review
- SOA and more freedom less reporting
- Introduction of data e-management/system
- Policy initiatives
- Leadership development
- Economic climate

Weakness

- Low morale/back office image
- Lack of joined up working
- Reactive (transactional focus) – lack of innovation, lack of empowerment
- Internal customer focus
- Stakeholder management

Threats

- SOA & financial settlements
- Global economic climate
- WDC managers not embracing change
- Political administration – political instability and the amount of time spent on non productive political issues
- Political interference in operational matters and impact on Member/Officer relations.