

# Strategic Planning 2009

Resources Directorate Service Plan 2009 - 2010



Produced by Policy and Performance  
Chief Executive's Office

Issued September 2008

V12. 07.05.09

## **EXECUTIVE SUMMARY FOR RESOURCES DIRECTORATE**

**Responsible Officer: Diane Wood, Corporate Director**

In 2009/10 the Resources Directorate will make a major contribution to successfully delivering against all of the Council's priorities. Specifically the Directorate will work to deliver the following Council Plan Outcomes:

### **Have a workforce with the right skills for now and the future:**

- Pay and reward our employees in a way which supports and encourages excellent performance
- Raise the aspiration and ambition of our employees and challenge every individual to explore and match the level of performance found in excellent organisations
- Provide training and support so that our employees have the right skills to meet the needs of the council and the community – helping them to do their job to the very best of their ability

### **Give our people the right tools to do their job:**

- Increase the use of robust information about Cumbria's needs now and in the future to set priorities for action
- Invest as much as possible in frontline services to the public by reducing duplication, bureaucracy and inefficiency
- Consider everything that we do to be sure that we are providing real value for money for council tax payers
- Transform our buildings and offices to make the most efficient use of space and create better places to work together
- Strengthen the core skills which underpin our ability to make a difference to the community – project and programme management, financial management and performance management.
- Create robust systems for making sure the rules are followed and that we understand the risks to our business

### **Deliver excellent services efficiently to meet the needs of different people and places:**

- Work with other organisations to create a single joined up public service for Cumbria, minimising duplication and using shared skills, information and knowledge to develop a clear direction and deliver excellent services for the county
- Constantly test ourselves against the best councils and organisations, and create a culture of continuous improvement by challenging ourselves to be the best
- Manage our buildings, IT, information and other assets effectively to make sure they help us deliver the big things which are important to Cumbria
- Work with other organisations to buy goods and services together so that we get the best deal for taxpayers

### **Be an effective partner and community leader**

- Help all councillors represent their communities

- Maintain local governance arrangements that meet best national practice and enable non-executive elected members to hold the Cabinet to account and play a full role in the development and review of Council policies
- Strengthen joint scrutiny arrangements for the LAA by employing jointly with the district councils a dedicated Scrutiny Officer to support this work

The Council's use of resources helps to provide a business platform that supports its aims in delivering better outcomes for Cumbrian residents and visitors to Cumbria, and the environment in which we live. As such the Directorate is committed to continuing the good work that has already been made in this area and has set a priority to achieve level three of the Use of Resources Assessment in 2009/10.

The Directorate will be actively contributing to and helping to deliver all of the Council's key themes, by providing expertise and resources and supporting a range of critical projects including:

- **Improving the life chances and well-being of children and young people** – Supporting the Building Schools for the Future, Academies and Primary Strategy programmes
- **Council services that are connected to people and places** – Customer access – making it easier for people to access our services and making sure they experience a high level of customer care and looking at the possibility of developing shared services – finding opportunities to work together with different organisations
- **Helping to deliver a sustainable and prosperous economy** - Deliver Carlisle Northern Development Route to support the economic vitality of Carlisle and Cumbria
- **Improving the health and well-being of adults** - The building of a new records office in Carlisle, and

supporting, and undertaking a feasibility study for a new care home in Barrow and the possibility of establishing a care trust for Cumbria Care

- **Safer stronger and inclusive communities** – Project to replace fire stations at Carlisle, Penrith, Patterdale and Workington
- **World class environmental quality and effective connections between people and places** - Strategic Service Partner for Waste Management



**In order to help deliver these priorities, during 2009/10 the Resources Directorate will focus on:**

- 1 Ensuring that the County Council has modern and fit for purpose governance arrangements which enable decisions to be taken in a timely manner and with all relevant information:
  - Organising and overseeing the County Council elections in June 2009
  - Implementing a revised Overview and Scrutiny Structure that supports Members in delivering constructive and effective challenge
  - Reviewing the Council's Constitution
  - Improving staff satisfaction
  - Improving customer satisfaction
  - Ensuring that internal audit pays a full part in delivering the improvement agenda and promoting value for money
  - Implement a new case management system in Legal Services and the Modern Gov system in Member Services

2 Implementing improvements and supporting the Council in delivering its major projects and efficiencies:

- Developing a robust Medium Term Financial Plan, including delivery of the underpinning budget savings and the Government's cashable efficiency target
- Ensuring that the E5 financial system is fully embedded with further improvements in financial reporting.
- Supporting major projects such as Equal Pay and Single Status, the Carlisle Northern Development Route, the Strategic Service Partner for waste management, the Academies Programme, and Building Schools for the Future
- Rolling out and implementing the e-procurement model of e5 across the Council in line with the Project Plan
- Developing and improving our approach to managing the Capital Programme
- Implementing a new Case Management System in Legal Services and the Modern Government System in Member Services to help increase efficiency and integration of processes.

3 Providing modern efficient effective services that help the Council to deliver real value for money for our communities:

- Supporting and delivering the actions and outcomes identified in the anti poverty strategy to develop and deliver affordable services for those people having a low income.
- Achieving level 3 of the Use of Resources
- Restructuring the Resources Directorate to ensure that we provide a modern, efficient and effective service that underpins all of the Council's services.
- Leading the Council's better Places for Work programme in support of the Organisational Transformation Programme
- Researching and assessing additional options for the future status of the Premises Unit and enhancement of its current portfolio of facilities management services to match customers' needs
- Increasing opportunities for shared service provision with partners and organisations in Cumbria, to help provide a more joined up, efficient, value for money service for our communities

Details about how these objectives will be delivered during the year – including who is responsible, what actions will be taken and when, how we will measure our performance and the resource implications - can be found in Section 3.

The total revenue budget to achieve these objectives is £36.9m gross (£11.5m net) together with a capital programme of a £2.9m. Details can be found in Appendix B.

## 1. ABOUT THE DIRECTORATE

### a) Purpose / mission

The Resources Directorate's mission is to provide expertise and corporate support across all areas of the Council's work. It will help to deliver efficiencies and support and bring about change, underpinning the work of the Council in achieving its vision of being "a modern high performing Council that is in touch with local people and places, and which responds to their different needs in a way which delivers excellent value for money."

Our team makes a contribution to all of the Council's priorities:

Wealthier	Healthier	Happier	Safer	Greener
				
<h1>Better Council Services</h1>				

### b) Organisational structure and accountabilities

The Resources Directorate consists of six services:

**Finance:** The service is led by the Chief Finance Officer currently supported by Heads of Service for financial strategy, financial management and internal audit and consists of 15 teams and 120 staff. As section 151 officer, Chief Finance Officer is responsible for assuring the proper administration of the Council's financial affairs and providing an effective Internal Audit Service. Finance's key functions are to provide leadership and direction to the County in the use of financial resources and financial and management controls and ensure that decisions are well informed with regard to value for money, financial risks and accountability. Finance's priority actions for 2009/10 are:

- Developing a robust Medium Term Financial Plan, including delivery of the underpinning budget savings and the government's cashable efficiency target
- Supporting major projects such as the Carlisle Northern Development Route, Equal Pay and the Academies Programme
- Securing improvements in the Use of Resources
- Delivering further developments in the E5 Financial System and improving Financial Reporting.
- Developing Internal Audit's capacity and approach to support the Council's value for money improvement ambitions and to provide assurance on key systems and controls

**Legal Services:** The service is led by the Chief Legal Officer and consists of 5 teams and 47 members of staff. The Chief Legal Officer is the Council's Monitoring Officer and is responsible for ensuring the legality of any decisions or behaviour by Members, the Executive or Council and is responsible for the establishment of the Standards Committee and providing advice to Members on the Code of Conduct. The Legal service provides professional, high quality legal advice and services across the Council, and providing guidance and supporting major projects such as the Carlisle Northern Development Route. Legal's priority actions for 2009/10 are:

- Move away from Internal Business Unit Status
- Implement a new structure
- Implement a new case management system
- Improve mechanisms for customer feedback
- Create a new call-off contract for external legal advice
- Work on shared legal services with other authorities in Cumbria
- Increase our customer base
- Review – Corporate Governance/Constitution, Debt Collection, Childcare Proceedings
- Play a key role in delivering major projects such as the new waste contract and single status/equal pay

**Member Services and Scrutiny:** This service is led by the Head of Member Service and Scrutiny and consists of 4 teams and 35 members of staff, plus an additional 50 staff in the Registrars Service. Its main functions are to ensure that the County Council has modern and fit for purpose governance arrangements which enable members to take decisions, or to scrutinise the Council's activities, in a timely way and with all relevant information. The Unit also contains the Registrars and Coroners services, which are two of the Directorate's frontline services. Member Services' priority actions for 2009/10 are:

- Organise and oversee the County Council elections in June 2009
- Planning and implementing a comprehensive induction programme for Members following the elections
- Reviewing the Council's public participation arrangements and implementing improvements
- Acquire and implement IT software to improve the efficient and effective management of the Council's governance arrangements.
- Implement new governance arrangements, including the strong leader model, improved Scrutiny arrangements and increased devolution to local committees.
- Widen the extent of community engagement in Overview and Scrutiny by making use both of County Council resources generally (e.g. neighbourhood forums and local committees) and of the Scrutiny consultation budget.
- Ensure that Scrutiny is positioned to respond positively and in a timely way to new duties under the Local Government and Public Involvement in Health Act 2007.
- Implement new management and performance arrangements for the Registration Service.
- Implement the Government's proposals for the reform of the Coroner's Service



**Premises Unit:** This unit is led by the Head of Premises and consists of around 2,000 full and part-time employees, alongside 1,600 community volunteers who assist with the delivery of meals on wheels. This team provides soft facilities management services (including foodservices, cleaning, schools crossing patrols and occupational therapy equipment delivery and fitting) on a countywide, daily basis that enables customers as individuals, teams and organisations to focus on their own core activities and goals. Premises' priority actions for 2009/10 are:

- Identify additional possible options for the future status of the Premises Unit and enhancement of its current portfolio of facilities management services to match customers' needs
- Maintaining and developing primary and secondary school meal uptake, expressed as a percentage of pupils and students on roll in those schools enjoying a Premises' foodservice provision (links to CCC National Indicator 52 data)
- Ensuring secondary school foodservice menus comply with the nutrient criteria of the new National Nutritional Standards effective from 1 September 2009.
- Retaining core school foodservice and building cleaning business levels for sustainability of the unit and local employment opportunities
- Launching and consolidating a revamped meals on wheels service for eligible users within the community from 1 April 2009
- Generating sufficient revenue to achieve financial targets

**Property Service:** The property service is led by the Head of Property and Asset Management, and consists of 4 teams (Property Strategy, Land and Property, Building Programmes and Maintenance with 17 members of staff. The service provides corporate property and asset management services to the council, ensuring our property portfolio is fit for purpose, compliant, represents value for money and is sustainable. Property's priority actions for 2009/10 are:

- Support the achievement of level 3 in the Use of Resources
- Lead the Council's Better Places for Work programme in support of the Organisational Transformation Programme

- Co-ordinate the development and delivery of the Council's construction, planned and responsive maintenance, capital and revenue programmes, including enhancing the sustainability of the Council's property portfolio
- Ensure effective management of the disposal and letting programmes
- Ensure the effective and efficient management of the revenue and expenditure profiles for all functions of the property unit in conjunction with Corporate Finance and strategic delivery partners
- Establish the Property Unit as the Corporate Landlord by centralising property functions and budgets across the Council, increasing the Property Unit's technical and professional capacity
- Develop a strategy for the delivery of property related functions as part of the review of Strategic Service Delivery Partnerships

**Strategic and Commercial Procurement Service:** This service is led by the Head of Strategic and Commercial Procurement and consists of 3 teams and 25 staff (22 FTE). The service provides a comprehensive range of expert, high quality customer focussed corporate procurement services, including purchasing, tendering and contracting, and advice across the Council, and aims to ensure all procurement activity secures value for money and sustainable outcomes which meet the needs of our communities. Procurement's priority actions for 2009/10 are:

- Ensure the Council is at level 3 of the procurement and commissioning Key Lines of Enquiry in the Use of Resources element of CAA
- Identify and deliver cashable efficiency savings of £3,600,000.
- Implement the e-procurement module of e5 across all Directorates in line with the Project Plan
- Lead the Efficiency Workstream of the Cumbria Improvement and Efficiency Partnership including the further development of a shared procurement service with the District Councils, Lake District National Park and other public bodies
- Implement a policy led framework for procurement, including application of appropriate diversity, equality, sustainability, local economy and third sector considerations and produce a new Corporate Procurement Strategy.
- Centralise procurement functions across the Council to deliver measurable improvement

### c) Summary since the last Service Plan

There have been a number of substantial changes to the Directorate since the last Service Plan with a new Corporate Director – Resources, Chief Finance Officer and Chief Legal Officer being appointed, and the Strategic and Commercial Procurement and Premises services have also transferred into the Directorate during 2008/09.

We have prepared a robust medium term financial plan giving the Council a firm financial base and an expanded capital programme for the 3 years from 2009-2012. The Medium Term Financial Plan has led to the establishment of an equal pay/single status reserve of c£40m which together with Government approval for borrowing has enabled the Council to make significant progress in resolving historic equal pay issues. We have utilised the new financial management system (Cedar e5 system), supporting preparation of the 2007/8 financial accounts and improved corporate budget monitoring reports

The Council has significantly exceeded the 3-year Gershon efficiency target with cashable efficiencies alone exceeding the target. These are rolled forward and scored against the revised efficiency regime for 2008/9 where we are now expected to meet a 3% per annum target of new cashable savings.

Although our overall Use of Resources Assessment for 2007/08 remained at a level 2 with continued problems in financial reporting, the Audit Commission has recognised significant improvements with 6 of 11 Key Lines of Enquiry achieving level 3 scores for the first time, including the value for money KLOEs. Overall 8 of 11 KLOEs were scored as 3s.

The e-procurement module of e5 has been piloted in Strategic and Commercial Procurement and in the Children's Services Directorate since November 2008, and the pilot was an enormous success exceeding the milestones built into the project plan. The system will now be rolled out to other directorates with a target of e-procurement being fully implemented by September 2009.

The Council has agreed a "better places for work" programme, being led by the property service, which aims to transform the Council's back office accommodation portfolio from traditional 19<sup>th</sup> and 20<sup>th</sup> century buildings, into a 21<sup>st</sup> century portfolio that supports modern ways of working taking advantage of ICT, and is sustainable and supports the customer access programme for customer facing service delivery. This has been initiated and given Cabinet approval with two key pilot projects commencing in Carlisle and Whitehaven.

The Legal Service has begun to develop its shared working with other organisations. Barrow Borough Council have commissioned legal work from the service around environmental health prosecutions, with the possibility of expanding this to include planning legal work. Discussions are also being held with South Lakeland District Council to look at undertaking their legal work from April 2009. The outcomes of this work include financial benefits to both Councils and the increasing knowledge and experience of our lawyers.

Following one of meetings of the Monitoring Officers and Chairs of Standards Committees within the North West it was agreed that the County Council would organise a training day for Monitoring Officers and Standards Committee members from the County and District Councils, Lake District National Park Authority, Lancaster City Council, Lancashire County Council and Cumbria Police and Fire Authorities, as well as members and senior officers from Cumbria County Council. This event was held in January 2009 with over 50 attendees, and has helped ensure a consistent level of understanding and approach across the County whilst helping to reduce costs and bring about closer working.

Over the summer of 2008, a PACE review was undertaken of Premises' existing portfolio of facilities management services and potential opportunities to exploit service synergies both within and outside the local authority environment. Further research and option assessment will continue during 2009.

The Strategic and Commercial Procurement Unit has led the development of collaborative procurement arrangements across local government in the county resulting in EPiC (Effective Procurement in Cumbria) which provides a collaborative forum for the County to engage with the six District Councils and the Lake District National Park. This work has the potential to have a positive effect on the local supply base as joint tenders reduce bureaucracy, provide a single point of contract, utilise standard processes and open up access in a wider market.

Internal Audit has provided 'hot' assurance on equal pay and the major HR ICT project, effectively supporting the Council's improvement agenda. It has continued to provide services to the Police and Lake District National park and further opportunities for joint internal audit across the Cumbria public sector are being pursued.

## 2. BASELINE FOR IMPROVEMENT

### Analysis of Recent Performance

<b><i>What is improving</i></b>	<b><i>Evidence</i></b>
1. Equal pay reserves built up and financing strategy for equal pay and single status/job evaluation well in place	Equal pay reserves of £40m and Government approval to borrow significant sums. Revenue budget 2008/9 includes £9m for borrowing costs and ongoing costs of job evaluation/single status
2. Enhanced budget monitoring arrangements	Budget monitoring reports include full analysis of gross expenditure, income and net expenditure, together with expanded commentaries linked to activity
3. Significantly exceeded Gershon efficiency targets	Final report shows target significantly exceeded with cashable efficiencies alone more than meeting the target and the excess rolled forward to 2008/9
4. Implementing a revised Overview and Scrutiny Structure that supports Members in delivering constructive and effective challenge	A revised structure has been drawn up following the Centre for Public Scrutiny assessment of the function, and this will be implemented post elections 2009. A joint Scrutiny Officer has been appointed to support the work of the Joint Scrutiny Committee, and this post is jointly funded by all of the Districts and the County Council.
5. Compliance of Premises' primary school menus with the new National Nutritional standards effective from 01.09.08	In preparation for legislative changes effective from 01.09.08, Premises' primary school menu cycles and recipes were reviewed and analysed for compliance with new nutrient criteria using School Food Trust approved 'Saffron' monitoring software. Ofsted assessment at several individual schools has confirmed menu compliance.
6. Alignment of procurement activity with wider corporate activities	Use of social clauses, sustainability and development of 'responsible' procurement. Embedding Third Sector and Diversity policies. National recognition of progress.
7. Use of technology	Use of portal and e-tendering system. Design, development and initial implementation of e-procurement module of e5
8. Legal Services Lexel accreditation	Achieved the national accreditation of new 'harder' test in 2008
9. Strategic approach to asset management	Asset Management Plan, Property Review Pilots, Property Strategy Manager appointed, and the 2007/08 Use of Resources Assessment score improved from 2 to 3.
10. Increasing fraud awareness across the Council	Working in partnership Management Audit has improved the range of fraud awareness services being provided and reported these on a regular basis to the Audit assurance Committee.

<b>Areas for improvement</b>	<b>Evidence</b>
1. Need to secure significant improvement in Use of Resources	Use of Resources remained an overall 2 in 2008 with Financial Reporting element also remaining a 1
2. There is concern about the impact of the new national nutritional standards requirements on secondary school foodservice income levels, as young people adapt their taste to 'healthier' menu items (confectionary, savoury snacks and carbonated drinks are no longer available)	During 2008/09 it has proved a continuous challenge to maintain the same level of lunchtime foodservice income as the previous year (income fell by 6.2% in 2007/08). There was a national average income reduction of 17% reported by the Local Authority Caterers' Association.
3. Staff morale	Feedback from surveys, meetings and appraisals
4. A major area for attention is ensuring that the Council is in a strong position to deal with any fall out from the credit crunch:	Overall budgetary and funding pressures in light of Government finances; likely increases in the pensions deficit; Treasury Management arrangements and ensuring that investments are fully secure; further demands for Council services; possible deficits in Council Tax collections with a falling Council tax base
5. The Directorate needs to develop a systematic approach to collating and acting upon customer feedback	Levels of customer feedback are inconsistent across the directorate with some services regularly surveying their customers whilst others do not.

## Sharing Good Practice

<b><i>Improvement Activity</i></b>	<b><i>How Good Practice Was Shared</i></b>
1. Implementing and developing the use of new financial systems	The Council has been used as a reference site for the development of new systems
2. Participation in the North East Benchmarking Group has helped strengthen links between organizations and encouraged the sharing of information and best practice.	We have attended quarterly meetings of democratic service managers and shared information and good practice.
3. The procurement service has led on the collaborative procurement project with the District Councils and Lake District National Park in Cumbria	Monthly meetings have been held along with the production of case study material. Through presentations at regional and sub-regional seminars, workshops and conferences information and best practice has been disseminated. Joint work programmes covering tendering, e-procurement and policy development have also been established.
4. The procurement service is leading the Efficiency Workstream of the Cumbria Improvement and Efficiency Partnership. We also participate in the North West RIEP through regular attendance and reporting to the NWIEP Procurement Board	Good practice has been shared through monthly meetings, performance monitoring against the project plan, and reports to the project board.
5. Participation in the national 'social clauses' pilot scheme supported by the Cabinet office	The Procurement Service actively contributed to this project, and Cabinet office has subsequently produced a publication of the case study material. Cumbria's work in developing the use of social clauses to align procurement activity with policy objective and value for money has received wider recognition.
6. Staff have been seconded into the Procurement Service from the Community Unit to embed the Third Sector Compact and related social clauses	This has led to a two ways skill transfer, and Third Sector training programme has been developed and delivered with Cumbria CVS. Stakeholder events have also been held to disseminate information and learning, and sub-regional and regional conferences have also been used for this purpose.
7 We have made a submission for the Sustainable Procurement category of the North West Business Environment Awards 2009.	We have recently been advised that we have been shortlisted for the Sustainable Procurement Award, and the final outcome is due to be announced in June. In addition this work has featured in Cabinet Office publications and been the subject of a number of presentations at regional and national forums.
8. Recognition for joint scrutiny work	We have been acknowledged as best practice in a recent publication by the Centre for Public Scrutiny and the IDeA for our Joint Scrutiny Committee approach and jointly funded Joint Scrutiny Officer support post.
9. Working with the local authorities across the North West to create regional and sub regional framework contracts to deliver construction projects - North West Construction Hub (North West Improvement and Efficiency Partnership)	Through the frameworks, local authorities and other public sector bodies in the North West will benefit by sharing resources, expertise and buying power to bring construction project in on time and within budget. The frameworks will also give organizations the opportunity to link similar projects from across the

	region such as the schools' Primary Capital Programme, into single programmes of work.
10. The Working Well Together Group has been established as the result of an initiative promoted by the Health and Safety Executive, and comprises construction companies, individuals and organizations with an interest in health and safety within the construction industry.	Through regular meetings the Group seeks to improve health and safety knowledge and practice among the Group's members and to seek to continuously improve health, safety and welfare performance in construction throughout Cumbria.
11. The Cumbria Asset Managers Forum has been established	This Forum brings together all asset managers from public sector and third sector with a view to sharing best practice, comparing asset strategies and collaborative working/shared services and property.
12 Shared Legal Services	Barrow BC have commissioned legal work from the County Council and discussions are also being held with South Lakeland District Council looking at undertaking their legal work from April 2009. We held a shared legal services workshop for all Cumbrian authorities led by the IDeA on 9 March 2009, from that workshop we are looking at a shared call-off contract for external legal advisers (including barristers) and a jointly procured case-management system
13 The legal service has provided training to other Directorates in the Council and also across all Cumbria authorities.	Two training sessions held to date are; Basic child Law training – November 2008, Code of Conduct seminar – January 2009. Children's Services/Legal Services joint training (23 February and 6 May 2009).
14. Membership of the School Food Trust Ambassador Network	Through liaison with the School Food Trust and attendance of the Ambassadors' national seminars the Premises Unit receives updates on legislative requirements for compliance with new Nutritional Standards and shares operational solutions with other local authorities.
15. The Premises Unit is working with Cumbria Colleges to develop and deliver an accredited foodservice craft skills course that provides a nationally recognized qualification for school kitchen employees.	Programme enhancements are implemented and courses monitored for consistency of the 'healthier school meals' certification throughout the county.
16. Legal Services has a standing agreement with the Oakleigh Trust where we offer "rolling" six week work placements for disabled people to re-introduce them to the work environment.	The request to start this project came to DMT in September 2008 – all areas were asked to consider offering help and legal services agreed. DMT were informed. DMT were encouraged to consider offering places.

### 3. FOCUS FOR DELIVERY AND IMPROVEMENT – THE DIRECTORATE’S KEY ACTIONS

#### Key Objective 1: Better – Have a workforce with the right skills for now and the future

Council Plan Ref	Ref	Performance Measure/ Task Description	Lead Officer	Forecast 2008/9	2009/10 Targets and Milestones	20010/11 Target	2011/12 Target	Monitoring Arrangements	Workforce Planning	Equality Impact
Pay and reward our employees in a way which supports and encourages excellent performance		Ensure effective input and support into the corporate issues of equal pay, job evaluation / single status	Diane Wood – Corporate Director – Resources		<ul style="list-style-type: none"> <li>Equal Pay September 2009</li> <li>Agree an overall timetable for completion of single status – 30 June 2009</li> <li>Make staff aware of the overall timetable July 2009</li> </ul>			Regular updates to DMT		
Raise the aspiration and ambition of our employees and challenge every individual to explore and match the level of performance found in excellent organisations		Regular 1-2-1s and annual appraisals	All managers	100%	<ul style="list-style-type: none"> <li>100% of individual staff appraisals to be completed by the end of June 2009</li> </ul>	100%	100%	Regular updates to DMT		
		Set up and develop staff improvement group	Diane Wood – Corporate Director		<ul style="list-style-type: none"> <li>Membership of the group to be agreed and timetable of meetings to be scheduled – April 2009</li> <li>Clearly identified objectives to be established by the group with a rolling programme of areas to be covered</li> </ul>			Regular updates to DMT and in individual team meetings		
Provide training & support so that our employees have the right skills to meet the needs of the council and the community – helping them to do their job to the very best of their ability		Staff to undertake learning and development as identified in appraisals	All managers		<ul style="list-style-type: none"> <li>Produce a detailed Directorate Workforce Development Plan – 31 May 2009</li> <li>Review Workforce Development Plan October 2009</li> </ul>			Regular updates to DMT		

#### Key Objective 2: Better - Give our people the right tools to do their job

<b>Council Plan Ref</b>	<b>Ref</b>	<b>Performance Measure/ Task Description</b>	<b>Lead Officer</b>	<b>Forecast 2008/9</b>	<b>2009/10 Targets and Milestones</b>	<b>20010/11 Target</b>	<b>2011/12 Target</b>	<b>Monitoring Arrangements</b>	<b>Workforce Planning</b>	<b>Equality Impact Assessment Y/N</b>
Increase the use of robust information about Cumbria's needs now and in the future to set priorities for action		Ensure analysis of needs considered alongside finance and performance information in shaping 2010/11 budget	Kate McLaughlin-Flynn Chief Finance Officer		2010/11 budget preparations: <ul style="list-style-type: none"> <li>Options for post June administration</li> <li>Autumn workshops</li> <li>December draft budget</li> <li>February approved budget</li> </ul>			Milestones reporting to DMT		
Invest as much as possible in frontline services to the public by reducing duplication, bureaucracy and inefficiency		Restructure the services within the Resources Directorate to ensure they are as efficient and effective as possible	Diane Wood – Corporate Director – Resources		<ul style="list-style-type: none"> <li>Legal and Member Services restructure – August 2009 – all staff in place</li> <li>Finance restructure May 2009</li> <li>Premises Restructure September 2009</li> <li>Property restructure September 2009</li> </ul>			Regular reports to DMT		
		Centralise procurement within the Council	Alan Ratcliffe – Head of Strategic & Commercial Procurement	n/a	<ul style="list-style-type: none"> <li>Restructure timescale will reflect and support the implementation of the e-procurement module of e5</li> <li>Skills analysis and training plan developed by Oct 2009</li> </ul>	100%	100%	Monitored via performance plus system and reports to CMT	Y	Y

Consider everything that we do to be sure that we are providing real value for money for council tax payers	NI179	Value for Money total net value of ongoing cash releasing value for money gains that have impacted since the start of the 2008-09 financial year	Kate McLaughlin-Flynn Chief Finance Officer  Alan Ratcliffe - Head of Strategic & Commercial Procurement		<ul style="list-style-type: none"> <li>Bi-annual- forward projection in October for financial year and retrospective in July 09 for 2008/09 financial year</li> </ul>			Monitored via Efficiency Project Board and Budget Monitoring Reports		
		Implement the E-procurement module of e5 in accordance with the project plan and budget	Alan Ratcliffe - Head of Strategic & Commercial Procurement	100%	e-procurement to be implemented across all Directorates – September 2009	On-going development	On-going development	Monitored via eProc Project Board	N	N
		Develop a robust Medium Term Financial Plan, including delivery of the underpinning budget savings and the Government's cashable efficiency target	Kate McLaughlin-Flynn – Chief Finance Officer		2010/11 budget preparations: <ul style="list-style-type: none"> <li>Options for post June administration</li> <li>Autumn workshops</li> <li>December draft budget</li> <li>February approved budget</li> </ul>			Milestones reporting to DMT		
		Undertake a pilot review under the "lean" system with Vanguard to examine processes within the administration section of Legal Services	Angela Harwood – Chief Legal Officer		<ul style="list-style-type: none"> <li>Undertake the three day review – May 2009</li> <li>Review the results and identify key outcomes – May 09</li> <li>Develop an action plan and timetable to implement any learning from the review June 2009</li> <li>Implement action plan - July-August 2009</li> <li>Evaluate outcomes - December 2009</li> </ul>			Reports to DMT		
Transform our buildings and		Lead the Better Places for Work	Sean Reed		<ul style="list-style-type: none"> <li>Establish Project Board May 2009</li> </ul>			Reports to DMT and		

offices to make the most efficient use of space and create better places to work together		Programme and implement the Carlisle and Whitehaven Pilots			<ul style="list-style-type: none"> <li>Options Appraisal May/June 2009</li> <li>Consultation Plan June 2009</li> <li>Staff Consultation July 2009</li> <li>CMT Decision on final option August 2009</li> <li>implementation commencing in Autumn 2009</li> </ul>			CMT		
Strengthen the core skills which underpin our ability to make a difference to the community – project and programme management, financial management and performance management		Recruitment of professionally and technically qualified FTEs to property	Sean Reed – Head of Property and Asset Management		<ul style="list-style-type: none"> <li>Initial recruitment of up to 3 additional Project/Contract Officers and Energy Manager planned for first half of year – August 2009</li> <li>Potentially up to 8 FTEs subject to budgets to augment Land &amp; Property, Maintenance, Building Programmes and Property Strategy as workload /responsibility increases</li> </ul>			Reports to DMT		
		Implement further developments in the e5 system	Alan Ratcliffe - Head of Strategic & Commercial Procurement		<ul style="list-style-type: none"> <li>Fixed asset module of e5 rolled out by December 2009</li> <li>Timetable and action plan for the roll out of e-supplier and e-customer produced Autumn 2009</li> <li>Weekly training on the e5 system to commence from 12 May 2009.</li> </ul>			Milestones reporting to DMT		
Create robust systems for making sure the rules are followed and that we understand the risks to our business		Consolidation of food services especially changes to secondary school menus for compliance with National Nutritional Standards	Sue Castle-Clark – Head of Premises	100% at 31.03.10	Rolling Programme (sec schools by 31.08.09)			Reporting to DMT		

**Key Objective 3: Better – Deliver excellent services efficiently to meet the needs of different people and places**

Council Plan Ref	Ref	Performance Measure/ Task Description	Lead Officer	Forecast 2008/9	2009/10 Targets and Milestones	20010/11 Target	2011/12 Target	Monitoring Arrangements	Workforce Planning	Equality Impact Assessment Y/N
Give people every opportunity to get involved and have their say to help improve the quality and impact of decisions which affect their communities.		Organise and oversee the County Council elections in June 2009	David Claxton – Head of Member Services and Scrutiny		<ul style="list-style-type: none"> <li>Elections Successfully delivered – June 2009</li> </ul>	N/A	N/A	Regular meetings with districts and Corporate Director		Yes
Work with other organisations to create a single joined up public service for Cumbria, minimising duplication and using shared skills, information and knowledge to develop a clear direction and deliver excellent services for the county		Proactively investigate opportunities for shared service provision with partners and organisations in Cumbria, to help provide a more joined up, efficient, value for money service for our communities	All Heads of Service		<ul style="list-style-type: none"> <li>Developing shared Legal Service proposals by the end of Q3</li> <li>Developing shared Audit service proposals in line with Carlisle City Council's agreed timescales</li> <li>Develop a shared procurement service in line with the CIEP efficiency project plan</li> </ul>			Reports to CIEP Project Board and NWIEP		

Constantly test ourselves against the best councils and organisations, and create a culture of continuous improvement by challenging ourselves to be the best	Achieve Level 3 in the 2008/09 Use of Resources Assessment and drive continued improvement in the 2009/10 Assessment	Diane Wood – Corporate Director – Resources	<ul style="list-style-type: none"> <li>• Annual Assessment</li> <li>• Establish a project plan in preparation for the 2009/10 Assessment – August 2009</li> <li>• Review and gather evidence in support of the 2009/10 Assessment – ongoing</li> <li>• Develop Use of Resources Action Plan – November 2009</li> <li>• Produce 2009/10 Self Assessment – March 2010</li> </ul>	Milestones reporting to DMT		
	Measure the property portfolio's performance against national property performance measures	Sean Reed – Head of Property and Asset Management	<ul style="list-style-type: none"> <li>• Ongoing with a view to producing an annual property performance report.- May 2010</li> <li>• Q1 establish KPIs to be measured and project plan;</li> <li>• Q1 Sign up to IPF benchmarking Club;</li> <li>• Q2 commence collation of data;</li> <li>• Q4 Produce report</li> </ul>	Reports to DMT		
Manage our buildings, IT, information and other assets effectively to make sure they help us deliver the big things which are important to Cumbria	Support major projects across the Council providing expertise and guidance	All Heads of Service	<ul style="list-style-type: none"> <li>• Carlisle Northern Development Route June 2009</li> <li>• Waste Management Contract May 2009</li> <li>• Building Schools for the Future as per the CMT project board</li> <li>• Capital programme – specific timetable for each project.</li> </ul>	Milestone reporting to DMT  Budget monitoring reports		
	Implement new systems within the Directorate to deliver service improvements and efficiencies	Angela Harwood – Chief Legal Officer  David Claxton – Head of Member Services and Scrutiny	<ul style="list-style-type: none"> <li>• Implement new case management system in legal services - by September 2009 if single procurement is agreed</li> <li>• Implement Modern Gov system in Member Services – September 2009</li> </ul>	Reports to DMT		N/A

Work with other organisations to buy goods and services together so that we get the best deal for taxpayers	Ensure contracts deliver value for money and facilitate sustainable improvements in outcomes which reflect needs of users and communities	Alan Ratcliffe - Head of Strategic & Commercial Procurement	£3.7m	<p>Delivery of cashable efficiency savings of £3.7m – report annually</p> <p>Develop a shared procurement service in line with the CIEP efficiency project plan. - Quarterly Monitoring</p> <p>Implementation of e-proc module to ensure effective contract monitoring and benefit realisation - Quarterly Monitoring</p> <p>Contribute to NWIEP Procurement Board and SOPO National Executive to ensure CCC make use of national and regional contracts - Quarterly Monitoring</p>	£3.7m	£3.7m	<p>Monitored via eProc Project Board</p> <p>Reports to CIEP Project Board and NWIEP</p>		
	Joint advertising with South Lakeland District Council for Trainee Solicitor's Post	Angela Harwood – Chief Legal Officer		<p>Joint advert drawn up and place in relevant media – August 2009</p> <p>Appointment of new Trainee Solicitor – September 2009</p>	N/A	N/A	Reports to DMT		

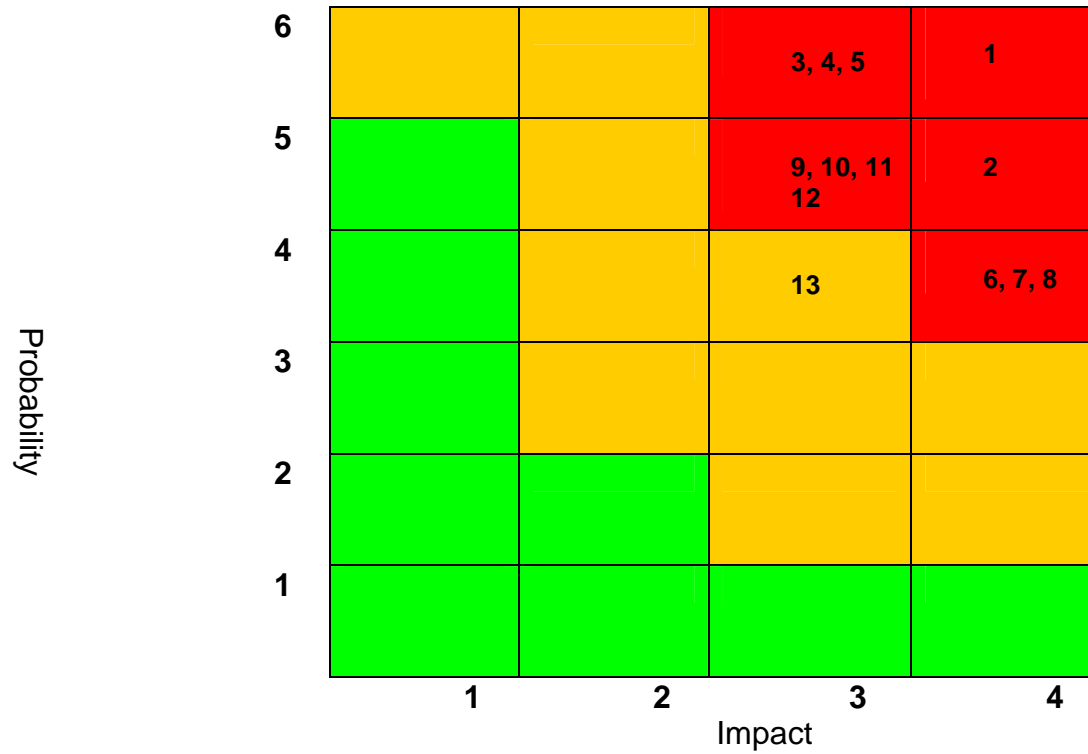
**Key Objective 4: Better – Be an effective partner and community leader**

Council Plan Ref	Ref	Performance Measure/ Task Description	Lead Officer	Forecast 2008/9	2009/10 Targets and Milestones	20010/11 Target	2011/12 Target	Monitoring Arrangements	Workforce Planning	Equality Impact Assessment Y/N
Help all councillors represent their communities		Support Members in their role providing advice and guidance and where appropriate training to enable them to represent their communities	David Claxton – Head of Member Services and Scrutiny		<ul style="list-style-type: none"> <li>• Induction Programme drawn up</li> <li>• Member Personal Development Plans timetabled and delivered – ongoing</li> <li>• Hold a Scrutiny event to develop the 2009/10 work programme – June/July 2009</li> <li>• Scrutiny annual work programme produced – July 2009</li> <li>• Ongoing</li> </ul>			Member Development Group and group leaders  Seminar for all members		N/A
Maintain local governance arrangements that meet best national practice and enable non-executive elected members to hold the Cabinet to account and play a full role in the development and review of Council policies		Develop and implement new and effective Overview and Scrutiny structures	David Claxton – Head of Member Services and Scrutiny		<ul style="list-style-type: none"> <li>• New Scrutiny Structures to be in place immediately post elections - June 2009</li> <li>• A review of how well the new structure is functioning to take place – March 2010</li> </ul>			Scrutiny Management Board		N/A
		Issue revised Council Constitution	Angela Harwood – Chief Legal Officer		<ul style="list-style-type: none"> <li>• Completion by August 2009</li> </ul>					
		Develop an effective Member training programme	David Claxton – Head of Member Services and Scrutiny		<ul style="list-style-type: none"> <li>• Deliver new Member induction post elections 2009</li> <li>• Offer and deliver a rolling programme of Member training throughout the 2009/10 Council Year</li> </ul>			Member Development Group		N/A

		Increase the use of benchmarking and research into best practice to continually develop Members' knowledge base and skills	David Claxton – Head of Member Services and Scrutiny		<ul style="list-style-type: none"> <li>Ensure that all scrutiny reviews undertake best practice research with other local authorities – ongoing</li> </ul>			Directorate Management Team		
Strengthen joint scrutiny arrangements for the LAA by employing jointly with the district councils a dedicated Scrutiny Officer to support this work		Appoint jointly funded Scrutiny Officer	David Claxton – Head of Member Services and Scrutiny		<ul style="list-style-type: none"> <li>Have Joint Scrutiny Officer in post by July 2009</li> </ul>			Regular updates to Scrutiny Management Board and Countywide Scrutiny Practitioners		
		Develop and implement a joint training programme for members of the joint scrutiny Panel	Joint Scrutiny Officer		<ul style="list-style-type: none"> <li>Work with the District Councils to identify joint training needs by July 2009</li> <li>Develop and implement a training programme for the Joint Scrutiny Members to run throughout 2008/09</li> </ul>			Regular updates to Scrutiny Management Board and Countywide Scrutiny Practitioners		
		In partnership develop a proactive work programme to address key areas regarding the Cumbria LAA	Joint Scrutiny Officer		<ul style="list-style-type: none"> <li>Meet with relevant officers and partners to identify areas of concern or issues to focus on – ongoing</li> <li>Draw up an initial annual work programme for the Committee – August 2009</li> <li>Develop reporting mechanisms to report recommendations and outcomes to relevant bodies – July 2009</li> </ul>			Regular updates to Scrutiny Management Board and Countywide Scrutiny Practitioners. Reports as appropriate to Cabinet		

## APPENDIX A – RISK MANAGEMENT

### Risk Matrix



Key:

6 – High likelihood of occurrence (Very high)

4 = High impact for the business (Catastrophic)

## Risk Analysis

No	Risk	Theme	Owner	New or update?	Risk probability	Risk impact	Overall risk rating (prob x impact)	Action plan tasks	Start Date	End Date	Performance Indicators
1	Medium Term Financial Assumptions rapidly changing e.g. grant funding levels reduced, including 2010/11 and investment income returns not achieved.	Better	Diane Wood	Credit Crunch new risk	6 – Very High	4 – Catastrophic	24	Budget plan for 2009/10	April 09	March 2010	Milestone reporting to DMT
2	Insufficient project support to deliver	Better	Kate Mclaughlin-Flynn	New Risk	5 – High	4 – Catastrophic	20	Finance restructure plan	April 09	March 2010	Milestone reporting to DMT
3	Budget savings not achieved and benefits not realised	Better	Diane Wood	Continuing risk	6 – Very High	3 – Critical	18	Reports to Efficiency board	April 09	March 2010	Budget monitoring reports
4	Failure to achieve a 3 for Use of Resources	Better	Diane Wood	Old Risk: RES CC CFR04	6 Very High	3 – Critical	18	Use of Resources Action Plan	April 09	March 2010	Milestone reporting to DMT
5	Pension fund deficit unaffordable	Better	Diane Wood	New Risk	6 Very High	3 – Critical	18	As part of Budget Plan	April 09	March 2010	Pension fund deficit
6	Health & Safety: Servicing Breach	Better	Sean Reed	New Risk	4 – Significant	4 – Catastrophic	16	Identify all Controls in place and that compliant	April 09	March 2010	Number of services required vs number undertaken
7	Restructuring of the directorate	Better	Diane Wood	Old Risk: RES CFR26	4 – Significant	4 – Catastrophic	16	Restructure plan - incorporating individual service restructure plans	April 09	March 2010	Milestone reporting to DMT
8	Pollution incident in mines, farms or quarries	Greener	Sean Reed	Old Risk: RES SPR08	4 – Significant	4 – Catastrophic	16	Establish extent of risk and put appropriate controls in place	April 09	March 2010	Create register, map risks and establish monitoring regime as appropriate
9	Not delivering the better	Better	Sean Reed	New Risk	5 – High	3 – Critical	15	Programme	April	March	Milestone

	places for work programme							and Project Governance established, PIDs and plans in place. Appropriate Programme and Project Management in place. Progress monitored & reported to Programme Executive	09	2010	reporting to Programme Executive and Board as well as DMT, CMT and Cabinet.
10	Government cashable efficiency targets not met	Better	Alan Ratcliffe	Continuing risk RES CC CFR05 / RES CC CFR07	5 – High	3 – Critical	15	Reports to Efficiency Project Board on 6 weekly cycle	April 09	March 2010	Budget Monitoring Reports
11	Recruitment & Retention of key staff	Better	Kate Mclaughlin-Flynn	Old Risk: RES CFR10	5 – High	3 – Critical	15	Finance Restructure Plan	April 09	March 2010	Milestones reporting to Corporate Director
12	Key strategic partners do not deliver	Better	Diane Wood	Old Risk: RES CFR13	5 – High	3 – Critical	15	Part of Efficiency Programme	April 09	March 2010	Strategic Partnership Board reporting
13	Poor Management of Asset Base	Better	Sean Reed	Redefined in terms of office rationalization	4 – Significant	3 – Critical	12	Programme Management in accordance with Project Management Toolkit. Two pilot projects established as per Cabinet approval	April 09	March 2010	Detailed indicators for the to be established. Primary objectives are to deliver the two Pilot Projects (Carlisle and Whitehaven)

## APPENDIX B: RESOURCES – Workforce development plan

Our long-term workforce needs and challenges are to ensure that the Resources Directorate has the skills necessary to underpin and support the Council in its aim of being a modern, high performing council that is in touch with local people and places, and which responds to their different needs in a way which delivers excellent value for money.

Our key challenges and opportunities include:

- The impact of the global recession on the capacity and role of public services,
- The need to deliver efficiencies in all areas of work, and ensure that all of the Council's services provide excellent value for money
- The increasing need to understand and be able to work with partner organisations in a joined up manner to deliver Cumbria's shared priorities
- The restructuring of the Directorate during 2009/10



Our priorities for workforce development for the next three years:

- Ensure that qualifications, training and progression routes are accessible, high quality, and help people in the workforce develop their skills and careers, and deliver efficient effective services
- Develop effective succession planning
- Maintain Investor in People accreditation through delivery of appropriate training and development opportunities
- Ensure that staff have the skills to fully utilise the range of tools such as e-procurement, case management systems and Modern Gov, that are being used and developed to improve business processes and deliver efficiency savings
- Continue to manage change with regular communication through a variety of mechanisms such as team briefs, performance appraisals and newsletters

### Action plan 2009/10

<b>Aim</b>	<b>Action</b>	<b>Who</b>	<b>When</b>
Completion of individual and team performance appraisals within agreed deadlines	<ul style="list-style-type: none"> <li>• All staff (or teams as appropriate) to have undertaken an appraisal</li> </ul>	All managers	End of June 2009
To ensure effective embedding of new ICT finance and HR/payroll	Delivery of training programmes: <ul style="list-style-type: none"> <li>• E5 financial management training, including e procurement</li> </ul>	Steve Berry	2009/10

systems	<ul style="list-style-type: none"> <li>HR &amp; Payroll</li> </ul>		
Establish skills set to reflect revised corporate role and implementation of e-procurement module	All procurement staff to attend levels 1 and 2 of internal procurement course	All procurement staff	By march 2010
	All procurement staff to undertake relevant e-proc training to reflect roles and responsibilities outlined in e-proc Organisation document	All procurement staff	August 2009
	All procurement staff to attend EU Directives refresh course	All procurement staff	October 2009
Implement new systems within the Directorate to deliver service improvements and efficiencies	Training on case management system for Legal Services	All Legal staff	TBC
	Training to ensure proficiency on Modern Gov in Member Services	All MSU staff	By September 2009
Raise the level of technical and professionally qualified staff in Property Service, and increase the key skills of financial, contract and project management	Review and develop recruitment and manage change, as appropriate up-skill, and identify and support opportunities for career progression	Managers	2010 – 2013
	Establish baseline, gap analysis, and develop programmes of training for individual staff and teams as appropriate	Managers	2010
Increase breadth of staff experience and knowledge within the Member Services and Scrutiny Unit	Increase the opportunity for moves between teams	David Claxton	By September 2009

## **Directorate Learning and Development Plan 2009/10**

<b><i>Service Plan Objective</i></b>	<b><i>Learning/ Development need</i></b>	<b><i>Expected outcomes</i></b>	<b><i>Learning method</i></b>	<b><i>Timetable</i></b>	<b><i>Cost</i></b>	<b><i>Method of evaluation</i></b>
1 Have a workforce with the right skills for now and the future	Induction training	Understanding of Council and Unit objectives. Make effective contribution ASAP	Induction course (corporate) – Informal Mentor	As required	N/A (corporate)	Feedback from new entrants. Post course briefing and evaluation. Performance.
	Project Management / Co-ordination	Effective, efficient and economic delivery of projects	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Keeping skills and knowledge up to date	Better awareness of financial environment	Continuing Professional Development	2009/10	Registration is free. Cost dependent on development undertaken	Annual registration and reporting on development undertaken
	Awareness of local arrangements	Better understanding of the Cumbria context	<ul style="list-style-type: none"> <li>• Induction training for new entrants</li> <li>• Health and Safety Training</li> <li>• Equal opportunities training</li> </ul>	2009/10	Provided as corporate training	Post event briefing
	Audit induction and audit management training	Improve audit work/audit main financial systems	Internal seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; achievement of medium term planning performance indicators
	Compare practice with colleagues from other authorities	Shared understanding of common responsibilities and tasks	National and local networking groups	2009/10	Travel costs only	Strength of groups, quality of discussion
2 Give our people the right tools to do their job	Asset Information System training	Effective and efficient Asset Information Service	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit

	Framework Contracts training	Informed Client role enhanced	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Keep up to date with regulations including H&S	Informed Client role enhanced	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Keep up to date with ICT systems, software, data management and storage	Improved service	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Keep up to date on medium term planning, CAA use of resources, and the efficiency agenda	Ensure CCC up to date on medium term planning	External seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; achievement of medium term planning performance indicators
	Keep up to date with latest developments – new capital regime and money laundering	Ensure CCC up to date on Capital & Treasury Management	External seminars – CIPFA, Sector etc	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; achievement of TM performance indicators
	Further training on Performance Plus; refreshing risk register	Improve consistency of risk assessment and mitigation and reporting of risk management	In house and Agilisys partnership; external facilitation of workshops	2009/10	In house costs up to £200 per person	Feedback from staff; traffic light reporting for risk management; 'use of resources' assessment
	Keep up to date with wider efficiency agenda and benefits realisation	Preparation of robust efficiency programme and delivery	External seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; development of robust efficiency proposals
	Keep up to date with latest developments; implementation of investment strategy	Ensure CCC up to date on pensions issues	External seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; achievement of pension investment performance indicators

	Develop awareness of accounting conventions and practice. Improve quality of financial support	Professionally qualified staff, better awareness of accounting environment	Professional qualification: CIPFA, ACCA, AAT	2009/10	£5,000	Professional examination
	Maintain up to date understanding of current accounting developments	Better quality of accounting advice and financial statements	Finance Advisory Network seminars and workshops	2009/10	£2,500 subscription	Post course evaluation
	Collaborative Planning	Full understanding of new system Participants to become trainers	Delivery by Cedar consultants	2009/10	£2,000	Facility to operate system
	Implementing e-proc – developing expert user knowledge	More effective use of system	User training and refresher	On-going to Aug 2009	Included in e-proc project	Issues identified through dashboard reports
	Understand how systems work/interrogation of system	Improve audit work/audit main financial systems	Internal seminars	2009/10		Working papers/audit reports
	Contract audit awareness	Improve range of work	External seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; achievement of TM performance indicators
	Understanding fraud awareness	Identify fraud/carry out investigations	Internal seminars	2009/10	In house costs up to £200 per person	Feedback from staff; traffic light reporting for risk management; 'use of resources' assessment
	Understand the implications of accountable body requirements	Effective auditing	Internal/external seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; delivery of partnership support
	Understand process and audit requirements	Effective auditing	External/internal seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; achievement of pension investment performance indicators

3 Deliver excellent services efficiently to meet the needs of different people and places	Staff to be constantly aware of ongoing equality and diversity matters within the Unit and Council	Evidence of greater understanding and awareness in workplace and its application to individual and team roles. Supporting the Council's move towards level 4	Information sharing, briefing sessions and workshop	Ongoing	N/A	Review/monitor by Management Team
	Staff to plan and prepare for the organisational arrangements required to hold the County Council Elections in June 2009	Smooth and seamless transfer of business from old Council to new Council	Experience/knowledge Reading material Research	Ongoing up to June 2009	£1,000 (outside of normal election expenses)	Is the new Council operating efficiently and effectively?
	Staff to plan and prepare a comprehensive induction programme for all Members in May 2009	A motivated enthusiastic and well informed group of 84 Members	Benchmarking Experience/knowledge Research	Ongoing with delivery commencing June 2009	£1,000	Review/monitor by Member Development Group
	Increase knowledge of Use of Resources, CAA process and the relevant KLOE's	More effective input into CAA process and supporting the achievement of level 3 and work towards level 4 of Use of Resources	Briefing sessions and workshop	Ongoing	£0	Staff morale survey
	Asset Management Planning Training	Delivery of Asset Management Planning Service	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Updates on Estates Management	Efficient and effective Estates Management Services	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit

	Training on new system for monitoring performance	Improved performance	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Keep up to date with latest initiatives and funding	Improved sustainability	External courses / seminars	2009/10	Seminars up to £200 per person but a number are free	Feedback from staff, staff presentations to Unit
	Developing further expertise in strategic partnering, pfi/ppp, governance arrangements	Support for new strategic partnerships and monitoring of key partnerships	External seminars	2009/10	Seminars up to £200 per person, but a number free	Feedback from staff; delivery of partnership support
	ICT training	More versatile working; improved efficiency	Local courses, on the job training	2009/10	Courses typically around £200 each	Post course evaluation. Practical use of new skills
4 Be an effective partners and community leader	Enabling Committee staff to increase overall awareness of constitution related issues and how they impact on the role and work of the Unit and the County Council	Increased levels of skills and knowledge to facilitate better quality of services and advice to members and officers	In-house training (involving Chief Legal Officer). Consolidation and development of previous training sessions.	2009/10	N/A (internally provided)	Feedback from staff and colleagues. Review/monitor by Management Team. Post course evaluation. Practical use of new skills and overall performance.
	Staff training on the impact and implications of recent legislative changes e.g. Members Code of Conduct	Staff to be more comfortable and competent about the provisions and requirements of latest legislative developments. Consolidation and development of previous training sessions	TBC	TBC	N/A	On the job performance. Feedback from staff and colleagues. Post course evaluation.

## APPENDIX B: RESOURCES – Overall budget

### (a) Detailed budget for 2009 – 10

RESOURCES DIRECTORATE  Description	SUMMARY GROSS & NET BUDGET 2009 - 10				
	Gross Budget £000s	Grant Income £000s	External Charges £000s	Internal Charges £000s	Net Budget £000s
Director	248				248
<b>Finance</b>					
Financial Strategy	525		-38	-386	101
Financial Management	2,711		-84	-647	1,980
Management Audit	618		-40		578
Insurance & Risk Management	109				109
Other Charges	389				389
<b>Member Services</b>					
Member Services	1,816		-16	-60	1,740
Member Support	1,340				1,340
Registration of Births, Deaths, and Marriages	999		-768		231
Coroners	897				897
<b>Property Services</b>					
Property Unit	752			-652	100
Property Strategy and Management	1,124				1,124
Office Accommodation	2,307				2,307
Building Maintenance Fund	3,062				3,062

Miscellaneous County Property	248		-373	-100	-225
Legal Services Unit	1,951			-2,053	-102
<b>Procurement</b>					
Strategic & Commercial Procurement	7,311			-7,516	-205
Target Procurement Savings	-2,734				-2,734
E-Procurement repayments to Agilisys	954				954
<b>Premises</b>					
	11,916		-434	-11,400	82
Insurance	110				110
Capital Charges	292				292
Cumbria Care Rental	0			-905	-905
	<b>36,945</b>	<b>0</b>	<b>-1,753</b>	<b>-23,719</b>	<b>11,473</b>

**(b) Capital Programme Summary**

<b>CAPITAL PROGRAMME/PLAN</b>	Estimate 2009/10	Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	TOTALS
	£000s	£000s	£000s	£000s	£000s
CMF contribution	2,000	2,000	1,350	1,200	<b>6,550</b>
Property Review/Office Accommodation	500	500			<b>1,000</b>
Energy Conservation	100	100	100	100	<b>400</b>
Property Condition Surveys	100	100	100	100	<b>400</b>
Capita Symonds Performance Payment	120	120	120	120	<b>480</b>
Disabled Access	100	100	100	100	<b>400</b>
<b>TOTAL PROGRAMME</b>	<b>2920</b>	<b>2920</b>	<b>1770</b>	<b>1620</b>	<b>9230</b>

(d) Value for Money and Efficiency

<b>Cashable Efficiency Gains and Cross Cutting Savings</b>						
Which service?	How will efficiency be improved?	How will it be evidenced?	Lead Officer	Amount		
				2009-10 £	2010-11 £	2011-12 £
Corporate Finance	Cashable e5 savings	Project review – reduction in budget	Kate Mclaughlin-Flynn	-125	-125	-125
Corporate Finance	Lower Audit Fees	Reduced charges from Audit Commission	Kate Mclaughlin-Flynn	-50	-50	-50
Member Services	Scrutiny – abolition of standing panels	Reduction in budget allocation	David Claxton	-50	-50	-50
Member Services	Reduced subscriptions	Reduction in budget allocation	David Claxton	-10	-10	-10
Member Support	Reduced meetings and mileage costs	Reduction in budget allocation	David Claxton	-50	-50	-50
Member Support	Reduced Group Office costs	Reduction in budget allocation	David Claxton	-20	-20	-20
Registration Services	De-commission marriage rooms and increased income	Reduction in budget allocation	David Claxton	-20	-20	-20
Legal Services	Reorganisation – cease trading unit status	Reduction in budget allocation	Angela Harwood	-200	-200	-200
Corporate Procurement	Centralise function	Reduction in budget allocation	Alan Ratcliffe	-100	-100	-100
Procurement Service	Reduce use of Consultants		Alan Ratcliffe	-425	-425	-425

Procurement Service	Target Procurement Savings	Alan Ratcliffe	-1780	-1780	-1780
Procurement Service	E-Procurement	Alan Ratcliffe	-960	-960	-960
Procurement Service	Post Collection	Alan Ratcliffe	-80	-80	-80
Procurement Service	Bottled Water Contract	Alan Ratcliffe	-30	-30	-30
Procurement Service	Venue Hire	Alan Ratcliffe	-375	-375	-375
Premises	Cross cutting efficiencies	Sue Castle-Clarke	-500	-500	-500
Property	Office & property rationalization	Sean Reed	-100	-100	-100
Property (?)	Energy Efficiency	Peter Hobson	-160	-160	-160
<b>Total</b>			<b>- 5035</b>	<b>- 5035</b>	<b>- 5035</b>

## APPENDIX B – RESOURCES – Property

<p>What property assets are currently used to deliver/support service delivery? ( )</p>	<p>The Resources Directorate occupies 17 separate buildings across the County. Within Carlisle the Directorate occupies 8 separate buildings. Thereafter single buildings provide cover at Dalston, Barrow, Penrith, Ulverston, Millom, Cockermouth, Workington, Whitehaven and Kendal.</p> <p>The buildings range in age from over 100 years old to around 5 years old. The majority of the staff however, occupy buildings constructed in the 1960's or Victorian period which require significant expenditure to keep them in good repair and fit for purpose.</p>
<p>Are they fit for purpose – for example - suitable, sufficient, in the right place, what do they cost, are they compliant (fire, asbestos, legionella etc), what works are required to improve them?</p>	<p>Many of the buildings which the Directorate occupies have significant backlog maintenance and further to this the layout of the buildings do not enable modern working practices to be put in place. Space utilization is inefficient as many of the buildings having a traditional layout. Storage facilities are limited and often full although improvements to ICT would enable staff to implement paperless working and reduce storage with archiving of valuable material. Costs in terms of energy used and amount of space occupied are believed to be high in comparison to modern office space due to the draw backs noted above.</p>
<p>Are the public facing buildings accessible to all groups of the community?</p>	<p>The buildings occupied by the Directorate have been assessed for Disability access. Works have taken place but limitations have been reached due to the ability to incorporate alterations into older buildings. Due to the fact that the Directorate is spread across many locations in Carlisle there are many access points to the public. The cost of staffing numerous access points means that the public facing aspect to the Directorate is of varying quality. The buildings occupied by the Directorate therefore require improvements in terms of accessibility to the public.</p>
<p>What is the gap between need and existing?</p>	<p>It would be of benefit to consolidate the Directorate into fewer buildings particularly in Carlisle. This would enable improvements to access for the public and improve communication and efficiency of working of the staff employed within the Directorate. The alternative would be to provide one corporate back office with a central customer facing link. Progress to consolidation over a number of years may have benefits in terms of expenditure incurred as a result of such a move.</p>
<p>What are the key areas for change – short, medium, longer term?</p>	<p>As noted above consolidation into one office in Carlisle with public facing contact being through a corporate point. Steps to achieve this over a number of years would have budget benefits.</p>

What are the priorities for your property this year?	To commence a process which will ultimately bring about the vision noted above.
How do you in conjunction with the property unit, Capita or partners propose to implement the change?	A range of office moves are being discussed with the Council in conjunction with Capita through the “better places for work programme”.
What are the resource requirements? – Set out details of consultation with all key stakeholders eg finance, property, HR, ICT.	As noted above consultation is taking place with the whole process being discussed with Capita and within the Council. A business case is being developed.
Identify how you have checked your plans against other service plans for cross cutting opportunities? – This should be done through asset management group and / or the property unit.	The Head of the Property unit within the Directorate, Sean Reed, chairs the Heads of Service Asset Management Group and so demands within the Council as a whole are regularly considered against the needs of the Directorate. Cross cutting opportunities will be identified through the “better places for work programme”.