



DRAFT PORTFOLIO HOLDER DECISION NOTICE

PROPOSED INDIVIDUAL DECISION BY THE PORTFOLIO HOLDER FOR PERFORMANCE AND ORGANISATIONAL DEVELOPMENT

TOPIC – ORGANISATIONAL DEVELOPMENT DIVISION BUSINESS PLAN 2010/11 ONWARDS

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

If you wish to make representation on this proposed Decision please contact the relevant Portfolio Holder and the following Committee Administrator by 5.00pm on 27 April 2010.

Contact Officer:

Alison Gavin, Head of Organisational Development, Tel 01962 848 233,

Email: <mailto:agavin@winchester.gov.uk>

Committee Administrator:

Nancy Graham, Tel: 01962 848 235, Email: ngraham@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key actions that the Division will undertake over the coming five year period, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are to:

- Implement Flexible Resource Management,
- Support the organisational changes and associated culture change,
- Develop and implement the action plan for partnership working across a number of divisions,
- Support the implementation of the new Finance system,
- Continue the implementation of the Total Reward and Engagement Strategy,
- Support development and implementation of corporate approach to safeguarding children, young people and vulnerable adults.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's objectives, as set out in the Sustainable Community Strategy 2009-14 and Corporate Business Plan or otherwise ensure that the Council meets the statutory obligations put on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescales shown

PROPOSED DECISION

That the Business Plan for the Organisational Development Division be approved as attached at Appendix A.

REASON FOR THE PROPOSED DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve the outcomes as set out in the Sustainable Community Strategy and meet its statutory obligations within the resources available to it.

The Resources Scrutiny Panel has been consulted on the Business Plan and raised the following issues:

That Flexible Resource Management be identified as a standalone risk and be separated from Workforce Planning.

**FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED
FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION
NOTICE**

N/A

**DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR
OFFICER CONSULTED**

None.

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)

Date of Decision

**Councillor Stephen Godfrey - Portfolio Holder for Performance and
Organisational Development**

**Organisational Development
Division**

**Business Plan
2010 – 2015**

1 **Brief Description of the Service and its Purpose**

The Human Resources Directorate exists to encourage, support and monitor the effective and efficient management of the organisation's most valuable resource – the people that it employs. It serves the Council, as an employer, in promoting good employment practice and compliance with domestic and European employment law.

The Directorate provides support to the activities of front line services through ensuring the effective and safe management and utilisation of staff, which is fundamental to the provision of services within a labour intensive organisation such as the Council. The Directorate also plays a significant role in supporting the strategic priorities of the Council where those priorities impact on the Council as an important employer within the district through:-



- **Organisational Development** – to facilitate the management of change, and organisation structure reviews. Identify strategic human resource management issues for the Council and assist in the development of solutions. Establish and monitor performance management information systems in relation to human resources based on shared values and shared objectives, To provide input into appropriate corporate working groups and activities.
- **Recruitment and Selection** – To improve the accuracy of selection methods and provide co-ordination and administration for the recruitment and selection process. To design selection procedures, provide professional interviewing, personality profiling and aptitude testing, contracts of employment and corporate induction. To monitor and analyse trends in turnover of staff and assist in the development of solutions to address their issues.
- **Pay and Benefits Management** – To continue to improve the control and targeting of paybill expenditure and to ensure that pay and benefits improve hand in hand with performance and productivity. To provide advice on remuneration, rewards and benefits and interpreting terms and conditions of employment.
- **Employee Relations and Communication** – To fully establish an equal opportunities culture and to develop a partnership approach to industrial relations with equal commitment from all sides to the needs of the service and the needs of the employees. To interpret and apply employment law in all aspects of human resource management. To provide liaison, consultation and negotiation with the recognised trade union. To improve two way communication within the organisation. To provide managers with regular human resource management information.
- **Training and Staff Development** – To develop a learning culture within the organisation as a whole with specified minimum skills and minimum competencies at all levels. To provide a range of training opportunities through designing and delivering specific training courses, advising on corporate, Directorate and individual development needs. Maintaining Investors in People standards.
- **Occupational Health and Safety Management** – To act as the client agent for Health and Safety on behalf of the Chief Executive to ensure the provision of a safe working environment. To promote healthy lifestyle options for employees by assisting in the promotion and delivery of health at work initiatives



2 Links between Council strategic priorities and services



<i>Strategic priority</i>	<i>Departmental responsibility</i>
Health & Wellbeing	To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe and healthy working environment
Inclusive Society	To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe working environment. To increase access to employment at the Council and other organisations where appropriate.
Safe & Strong Communities	To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe and healthy working environment
Economic Prosperity	To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices and the provision of a safe working environment. To increase access to employment at the Council and other organisations where appropriate.
High Quality Environment	To provide support to the activities of front line services by ensuring the effective management and utilisation of staff through employment practices, workforce planning and the provision of a safe and healthy working environment
Efficient & Effective Council	To provide support to the activities of front line services by ensuring the effective management and utilisation of staff to ensure employment policies and procedures and action plans reinforce the Council's aims to minimise pollution and make efficient use of resources through the increased use of flexible working patterns, home working and technology.


3 Summary of Progress in 2009/10




The changing demands of the economic climate have meant that the organisation is tightly resourced and has required considerable support from Human Resources during this year. Additionally this has been in a context of continued change within the organisation which has required HR input. Key achievements during this period have included the implementation of the flexible working programme resulting in continued reductions in the cost of office accommodation. The further development and implementation of the on-line appraisal system has allowed for improved efficiencies in allocating training budgets, which have achieved significant savings. The services in Revenues identified for delivery by shared service has been successfully implemented and achieved. Continued work has been carried out towards meeting the Equalities standards and we have continued to develop a corporate approach to Health and Safety management. Additionally extensive work has been undertaken with other Hampshire local authorities in the further development of joint initiatives which will continue in the coming year.


Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Assigned To
OD/OD/03	People Strategy & Workforce Development Plan	A strategy which ensures that employment practices are put in place now to ensure they meet present and future customer requirements and are not restricted by past practices	Review Local Government Workforce Strategy	25 Jun 2009	Yes		33 %	30 Jun 2010	The Workforce Development Plan will be reviewed in light of flexible resources management project identified for 2010/11 and recent proposals for organisational development.	Vicki Finlay; Alison Gavin
			Review current workforce development plan	31 Aug 2009	Yes					
			Development of principals of workforce strategy to support flexible workforce	25 Mar 2010	No					
			Consultation with managers of workforce strategy	30 Apr 2010	No					
			CMT agreement	30 May 2010	No					
			Member agreement	30 Jun 2010	No					
OD/OD/04	Total Reward and Engagement Strategy	Improved levels of recruitment and retention	decision on extension of You at Work contract	25 Dec 2009	Yes		60 %	31 Mar 2010	In draft form, ready to launch early in 2010/11	Vicki Finlay
			Implementation of Total Reward	31 Dec 2009	No					

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Assigned To
			statement							
			Decision on cafeteria benefits	25 Mar 2010	No					
			Implementation of salary sacrifice scheme		Yes					
			Implementation of Total Reward System		Yes					
OD/OD/05	Budget Management	Reduce the cost to the Council of overtime and agency staff. Improve allocation of training budget to ensure consistent spend	Centralisation of training budget	01 Apr 2009	Yes		66 %	31 Mar 2010	Training budget allocated in accordance with CPD requirements and development needs identified on appraisal system. Planned savings identified.	Marian Ives
			quarterly reporting of training spend	30 Jun 2009	Yes					
			improved monitoring of agency staff	25 Mar 2010	No					
OD/OD/06	Support new Finance Systems	Improved workforce information	Preparation of user forum training	19 Feb 2010	No		0 %	02 Apr 2010	Support continuing in line with revised timetable.	Vicki Finlay
			Delivery of training to user forums	26 Feb 2010	No					
			Preparation of	31 Mar	No					

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Assigned To
			end user training	2010						
			Delivery of end user training	02 Apr 2010	No					
OD/OD/07	HIOWLA Waste Project	Cost efficient provision of waste service	Consultation with affected staff	25 Aug 2009	Yes		66 %	31 Mar 2010	Options developed in line with project timetable.	Alison Gavin
			Options report to Members	25 Aug 2009	Yes					
			Decision on options	31 Dec 2009	Yes					
			Consultation with affected staff	25 Mar 2010	Yes					
			Implementation of joint working/contract	31 Mar 2010	No					
			Feasibility study		Yes					
OD/OD/08	Revenues shared service option	Cost efficient provision of Revenues & Benefits service	Report to Members	30 Jun 2009	Yes		100 %	31 Mar 2010	Staff transferred from TVBC. Consultation underway for restructuring within department.	Vicki Finlay; Alison Gavin
			Ongoing Consultation with staff	28 Feb 2010	Yes					
			Ongoing Consultation with unions	28 Feb 2010	Yes					
			Appointment of staff to new	31 Mar 2010	Yes					

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Assigned To
			roles							
			Transfer of staff	31 Mar 2010	Yes					
			initial consultation with staff		Yes					
			New job descriptions produced		Yes					
OD/OD/09	Support changes to Supported Housing Service	Cost effective provision of Housing service	development of hubs for sheltered housing	31 Jul 2009	Yes		83 %	31 Mar 2010	Further business case and project plan being developed.	Alison Gavin
			Proposals for changes to supported housing developed	25 Aug 2009	Yes					
			Consultation with staff		Yes					
			Consultation with unions		Yes					
			implementation of changes		Yes					
			Tender of contract for provision of supported housing		No					

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Assigned To
			services							
OD/OD/10	Appraisal system	An appraisal process which supports the continued engagement and development of staff and the provision of meaningful information	Feedback to CMT		Yes		100 %	30 Sep 2010	On line appraisal system implemented. Management information being produced. Focus groups held with managers and staff to review appraisal scheme. System being developed to allow further reporting.	Marian Ives
			Focus groups to review revised appraisal scheme		Yes					
			Monthly monitoring of completed appraisals		Yes					
			Monthly reporting to managers		Yes					
			Quarterly reporting to members		Yes					
OD/OD/11	Action Plan for Partnership working	Planned approach to the development of partnership working and delivering services with other authorities	Project plan developed to investigate and implement partnership working and shared service	25 Dec 2010	Yes		100 %	31 Dec 2010	Discussions continuing with HCC and other local authorities into options for shared HR service.	Alison Gavin
			Discussions with neighbouring authorities		Yes					
OD/PROJ/01	Flexible	A more flexible	development of	31 Dec	Yes		100 %	31 Mar	Talent	Vicki

Action Code	What will we do?	Expected Outcome	Milestones	Milestone Due Date	Milestone Complete?	Status Icon	Overall Progress	Action Due Date	Latest Comment	Assigned To
	Resource Management	approach to matching resources to service needs across the Council	talent management and secondment process	2009				2010	management process developed and agreed. Identification and use of internal talent being further developed as part of organisational development and change management	Finlay; Alison Gavin
			development of strategy to be agreed by CMT	23 Mar 2010	Yes					
			Further development of vacancy management process		Yes					
OD/PROJ/02	Flexible Working Programme	Continued reduction in the cost of office accommodation	Transfer of Environment to City Offices	25 Aug 2009	Yes		100 %	31 Mar 2010	Car parks move to City Offices completed	Alison Gavin
			Consultation with car parks for transfer		Yes					
			Transfer of car parks to city offices		Yes					

4. Service Priorities 2010/15 – Key Priorities

A) Significant Areas of Work and Projects for 2010/11 (*Top Ten Priorities*)

Priority	Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
	OD/OD/013	Organisational Development / Culture change - Implementation of organisational changes and culture change	Being more efficient Flexible Resource Management	01 Apr 2010	Implement new structure	01 Apr 2010	31 Mar 2011		Alison Gavin
					IDEA review + change support	31 May 2010			
					Staff survey results feedback	30 Apr 2010			
					Stress survey results feedback	31 May 2010			
					Develop change plan	01 Jun 2010			
					Implementation of plan linked to key activities	31 Mar 2011			
	OD/PROJ/011	Partnership working - Develop and implement action plan for partnership working – regulatory services, strategic housing, HR, IT	Corporate Outcome - Developing partnerships to deliver	01 Apr 2010	Business cases being developed and agreed	31 Mar 2011	31 Mar 2011		Alison Gavin
	OD/OD/PROJ/01	Flexible resource management - Develop and implement a	Corporate Outcome - Flexible Resource	01 Apr 2011	Establish project board and work streams	30 Apr 2010	31 Mar 2011	A more flexible approach to matching resources to	Alison Gavin
					Work stream project plans developed	30 Jun 2010			

Priority	Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
		strategy to provide a more flexible approach to matching resources to service needs across the Council	Management		Proof of concept	30 Sept 2010		service needs across the Council	
					Roll out of flexible resource management	31 Jan 2011			
					Completion and project review	31 Mar 2011			
	OD/OD/07	Joint waste management - Support the implementation of the HIOWLA waste management contract	Corporate Outcomes - Being more efficient Developing partnerships to deliver	01 Apr 2010	Client side structure agreed and implemented	31 Jul 2010	01 Oct 2011	Cost efficient provision of waste service	Alison Gavin
					Consultation + relevant staffing procedures implemented	01 Oct 2011			
	OD/OD/014	Safeguarding children, young people and vulnerable adults	Efficient and Effective Council	01 Apr 2010	Process and document mapping	30 Jun 2010	31 Nov 2011		Alison Gavin
					Action plan developed	31 Jul 2010			
					Associated training plan developed	30 Sept 2010			
					Delivery of supporting training	31 Nov 2011			
	OD/OD/06	Financials Project - Support the implementation of the new Finance system <i>(all milestones)</i>	Efficient and Effective Council	01 Apr 2010	Preparation of user forum training	15 May 2010	30 June 2010	Improved workforce information	Alison Gavin
					Delivery of training to user forums	31 May 2010			
					Preparation of end user	31 May			

Priority	Code	What will we do	Why are we doing this?	Planned Start Date	Milestones	Milestones Due Date	Action Due Date	Expected Outcome	Who's Accountable
		<i>subject to revised project plan and implementation)</i>			training	2010			
					Delivery of end user training	30 Jun 2010			
	OD/OD/015	Customer Service Excellence achieved for HR	Corporate Outcome – Building in Customer Excellence	01 Apr 2010	Initial set up + review of standard with reference to HR	31 Jul 2009	30 Jan 2011	Improved customer service	Alison Gavin
					Complete Cabinet Office self assessment tool to identify gaps/improvements needed	31 Aug 2010			
					Measure customer service satisfaction	30 Sept 2010			
					Complete customer journey mapping	30 Oct 2011			
					Pull together benchmarking information	30 Nov 2011			
					Develop action plan to address any areas for improvements	30 Nov 2011			
					Collate evidence for formal assessment	30 Jan 2011			
	OD/OD/04	Total Reward - Continued implementation of the Reward Strategy action plan	Efficient and Effective Council	01 Apr 2010	Implementation of the Total Reward statement	31 May 2010	31 Jan 2011	Improved levels of recruitment and retention	Alison Gavin
					Decision on cafeteria benefits	30 Jun 2010			
					Implementation of salary sacrifice	31 Jan 2011			

5. **Resource Implications**

A) **FINANCIAL**

**Divisional
Summary**

<i>Subjective Analysis</i>		<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
Expenditure	Employees	541,474	698,947	560,996	497,243
	Premises	0	20	20	0
	Transport	14,444	11,274	13,799	13,446
	Supplies & Services	22,689	16,950	83,950	15,684
	Third party payments	0	0	0	0
	Depreciation & Impairment Losses	0	0	0	0
	Expenditure Total	578,606	727,191	658,765	526,372
Income	Income	(680)	(1,050)	(1,050)	(1,050)
	Income (Internal)				
	Income Total	(680)	(1,050)	(1,050)	(1,050)
Support Services	(577,926)	(726,141)	(655,723)	(655,723)	
Human Resources Total		0	0	1,992	(130,401)

Budget Book Line Summary

<i>Budget Book Line</i>	<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
HR Business Unit	(0)	0	(9)	(47,902)
Employment Related Expenses	0	0	1	(83,149)
Job Evaluation	0	0	2,000	650

Human Resources Total	(0)	0	1,992	(130,401)

Budget Book
Detailed

<i>Service</i>	<i>Subjective Analysis</i>	<i>Actual 08-09</i>	<i>Original 09-10</i>	<i>Revised 09-10</i>	<i>Budget 10-11</i>
HR Business Unit	Employees	307,625	336,071	334,825	287,222
	Premises	0	20	20	0
	Transport	14,444	11,274	13,799	13,446
	Supplies & Services	20,636	14,380	14,380	14,464
	Support Services	(342,705)	(361,745)	(363,033)	(363,033)
HR Business Unit Total		(0)	0	(9)	(47,902)
Employment	Employees	233,849	362,876	226,171	210,021
Related Expenses	Supplies & Services	2,052	570	67,570	570
	Support Services	(235,222)	(362,396)	(292,690)	(292,690)
	Income	(680)	(1,050)	(1,050)	(1,050)
Employment Related Expenses Total		0	0	1	(83,149)
Job Evaluation	Supplies & Services	0	2,000	2,000	650
	Support Services	0	(2,000)	0	0
Job Evaluation Total		0	0	2,000	650
Human Resources Total					

B) WORKFORCE

A considerable part of the work of the Human Resources Directorate is reactive in providing support to front line services. The Directorate is small and the relatively stable amongst the professional staff although there has been a challenge on resources due to a significant proportion of the team taking maternity leave over the last year. The team have also had a significant role to play in ensuring the implementation of vacancy management requirements as well as a number of system developments undertaken within the team such as the Recruitment Portal, on line Appraisal through the integrated HR/Payroll system and on line induction. The work undertaken in previous years to provide a sound structure of policies and procedures has continued to support the Directorate's work and will assist in meeting the challenges of the coming year.

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
Financial climate Changes in legislation Change in Government	Staff changes Organisational changes Career development Change in focus Changes in roles Cost pressures
WORKFORCE IMPLICATIONS	
<p>To build on and make use of the development in skills of more junior staff gained through internal development in order to retain the skills and get return on investment.</p> <p>Continued involvement in corporate decision making process and corporate projects.</p> <p>Develop senior staff in workforce planning and organisation development projects and develop staff ability to balance a need for pro-active strategy development work at a corporate level with a reactive demand led support service.</p> <p>Skills development of operational staff.</p> <p>Knowledge management and succession planning.</p> <p>Continuous professional development.</p>	

6. Key Performance Indicators

A new set of Local Performance Indicators were developed for 08/09 onwards to take account of Outcome Based Accountability and Covalent, the new Performance Monitoring systems. The local indicator set continues to be developed as set out in section 4b of this Business Plan. The indicators developed are primarily used for monitoring the workforce and used to provide information to support future resource development plans. As such targets for these indicators are not appropriate. Where appropriate, targets have been included.

Code	Description	Managed By	How frequently is data gathered	2007/08	2008/09	2009/10		2010/11	2011/12
				Actual	Actual	Estimate	Target	Target	Target
BV11a	Top 5% of Earners: Women	Vicki Finlay	Annually	33.30%	35.50%	35%	30.00%	30.00%	30.00%
BV11b	Top 5% of Earners: Ethnic Minorities	Vicki Finlay	Annually	.00%	.00%	.00%	0.04%	0.04%	0.04%
BV11c	Top 5% of Earners: with a disability	Vicki Finlay	Annually	.00%	.00%	.00%	0.04%	0.04%	0.04%
BV12	Working Days Lost Due to Sickness Absence	Vicki Finlay	Annually	8.43	7.80	8.75	7.50	7.50	7.00
BV14	Percentage of Early Retirements	Vicki Finlay	Annually	1.20%	.00%	.00%	0.80%	0.00%	0.00%
BV15	Percentage of Ill-health Retirements	Vicki Finlay	Annually	.26%	.00%	0%	.00%	n/a	n/a
BV16a	Percentage of Employees with a Disability	Vicki Finlay	Annually	3.95%	4.70%	4.50%	4.00%	4.00%	4.00%
BV17a	Ethnic Minority representation in the	Vicki Finlay	Annually	1.83%	1.89%	1.75%	1.70%	1.70%	1.70%

	workforce - employees								
LPI0663	Total Training Spend/fte	Vicki Finlay	Monthly	n/a	£445.67	£410	n/a	n/a	n/a
LPI0710	FTE in Post	Vicki Finlay	Monthly	510.5	494.83	483.06	n/a	n/a	n/a

7. Key Elements of Risk Management

Risk Number	Short Name	Risk Ownership	Cause	Consequence	Current Risk Matrix	Target Risk Matrix	Linked Strategic Risk
OP0049	Training and development	Alison Gavin	Failure to update case law/new and existing legislation (HR now receives online updates from Consult Gee covering any employment law changes) Failure to apply own procedures	Incorrect advice given to staff The Council may be unable to attract staff Any tribunals will impact upon officer time, finance and reputation as employer of choice			SR0016
OP0050	TUPE (Transfer of Undertakings and Protection Employment)	Alison Gavin	Failure to apply current legislation and policies	Possible financial implications after any legal action. Reputation as employer would suffer and therefore an impact on service delivery/staff retention			SR0016
OP0072	Workforce Planning	Alison Gavin	Failure to review and implement the Workforce Plan, including Flexible Resource Management (FRM) as a key element	Workforce unable to meet the priorities of the organisation			SR0016
OP0120	Flexible Resource Management	Alison Gavin	Flexible Resource Management no implemented	Not meeting organisation resource requirements			SR0016

