

Finance and Organisational Development Portfolio Plan 2014/15

With responsibility for Finance and Organisational Development – Financial Services, Revenues and Benefits, IMT, Organisational Development.



'As Portfolio Holder for Finance & Organisational Development I want to make sure that the Council has the right staff in place and the right resources available to enable it to deliver the outcomes in the Community Strategy and to provide the services to the residents of the District, in the present difficult financial environment. There is continued change in the way that the government provides financial support to councils and we will need to adapt our Financial and Capital strategies to ensure the continuing financial resilience of the Council'

The Council has four priority outcomes included in its [Community Strategy](#). Each outcome is supported by a number of objectives. I list below the significant projects that I am responsible for in delivering these objectives and the Council's priorities during 2014/15.

Effective and Efficient Priority Outcome

Objective: Ensuring that the Council is resilient with an agile and flexible workforce.

- Implement a People Strategy for the Council,
- Implement a Workforce Strategy,
- Preparation and implement a workforce plan,
- Preparation and implement a workforce development (training) plan,
- Continuation of the apprenticeship scheme,
- Preparation of a pay and reward strategy,
- Continue to achieve IT cost savings with Test Valley Borough Council,
- Implement Microsoft SharePoint to support joined up and flexible working across the authority.

Objective: Medium term financial planning to ensure effective use of available resources including asset management.

- Develop a savings and income plan to balance the medium term financial forecast deficit position,

- Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk,
- Strengthen the financial resilience of the Council by building further on the principles established in the Asset Management Plan,
- Develop effective project resourcing plans to support the delivery of the Council's capital programme,
- Dispose of or develop Council assets to support Member priorities, including City Offices.

Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity

- Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review,
- Preparation by the Revenues Team for the introduction of Universal Credit (UC).

Key documents and strategies that are linked to the objectives in this Portfolio Plan

Asset Management Plan

Treasury Management Strategy

Financial Strategy 2014/15 to 2018/19 (report [CAB2502](#))

Capital Programme (report [CAB2541](#))

Capital Strategy (report [CAB2510](#))

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Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
Priority Outcome: Efficient and Effective Council					
Objective: Ensuring that the Council is resilient with an agile and flexible workforce					
Implement a People Strategy for the Council	This is a 3 year plan with actions to be delivered during 2014-2017.	ongoing	Chief Executive	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation.	Existing budget and other resources.
Implement a Workforce Strategy	This is a 3 year plan with actions to be delivered during 2014-2017.	mid 2014	Chief Executive	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation.	Existing budget and other resources.
Preparation and implement a Workforce Plan	This will be a 3 year plan with actions to be delivered during 2014-2017 following approval at Personnel Committee and Cabinet by mid 2014 at the latest.	mid 2014	Chief Executive	To retain staff and ensure that they have the necessary skills to support the resilience of the organisation.	Existing budget and other resources.
Preparation and implement a workforce development (training) plan	This will be a 3 year plan with actions to be delivered during 2014-2017 following approval at Personnel Committee and Cabinet by mid 2014 at the latest.	mid 2014	Chief Executive	To provide opportunities for staff to develop through appropriate training to contribute to being a flexible workforce	Existing budget and other resources.
Continuation of the apprenticeship scheme	Decision to continue with the scheme for 14/15 .	mid 2014	Chief Executive	To provide opportunities for young people to learn essential skills to ensure	Revenue growth for 2014/15 to

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
				longer term employment.	be funded from staff budgets
Preparation of a pay and reward strategy	Strategy to be prepared and agreed by end 2014	Dec 2014	Chief Executive	Attract and retain high quality staff – be an employer of choice.	Existing budget and other resources.
Continue to achieve IT cost savings with Test Valley Borough Council	Assess potential for further savings at times of contract renewal	Ongoing	Chief Finance Officer	Increased sharing of IT resources between the two Council's resulting in cost savings and more efficient systems	Existing budget and other resources.
Implement Microsoft SharePoint to support joined up and flexible working across the authority	This project is linked with the proposals for City Offices extension – initial staff consultations spring 14	May 14	Assistant Director (Neighbourhoods & Environment)	Annual support cost saving	Existing budget and other resources.
Objective: Medium term financial planning to ensure effective use of available resources including asset management.					
Develop a savings and income plan to balance the medium term financial forecast deficit position	Establish a Budget Review Group to report on income and savings programme	Initial programme to be agreed Apr 2014	Chief Executive/ Chief Finance Officer	Robust medium term financial plan. Positive Audit assessment	Existing budget and other resources.
Develop the Council's Treasury Management Strategy to support the Council's increased capital spending requirements, with an acceptable level of risk	Initial assessment and options with treasury management advisors	Sept 2014	Chief Finance Officer	Robust capital programme. Positive Audit assessment	Existing budget and other resources.
	Strategy agreed by Council	Feb 2015			
Strengthen the financial	Strategy for maximising	Jul 2014	Chief Finance	Programme for asset	Existing

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
resilience of the Council by building further on the principles established in the Asset Management Plan.	income from estates.		Officer/ Head of Estates	management and income growth	budget and other resources.
Develop effective project resourcing plans to support the delivery of the Council's capital programme	Prepare project plans for all new projects coming forward Monitor project plans	Ongoing	Head of Major Projects	Performance Management team to assess progress with established timescales and determine risks associated with any identified slippage.	Existing budget and other resources.
Dispose of or develop Council assets to support Member priorities, including City Offices.	Preparation of options for City Offices	Ongoing	Chief Executive	To identify a scheme that will provide the Council with the appropriate amount and type of workspace to meet future challenges.	To be determined
Objective: Streamlined decision making to reduce bureaucracy whilst retaining openness and creativity					
Governance review to develop more streamlined internal processes, and develop officer roles to be flexible and responsive to Member priorities. This review will incorporate an electoral review.	Governance review to commence Completion of Governance Review by Continuation of 1team approach to effectively cover resource management Electoral review to commence	Sept 2013 May 2016 Ongoing By Feb 14	Chief Operating Officer/ Chief Executive/Head of Policy/ Head of Organisational Development	Costs savings to be achieved through utilising resources more effectively Number of successful appointments through 1team without the need to recruit externally. Electoral review to be	 £25,000 plus

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
	with discussions with the Boundary Commission Submission of Council size Consultation autumn 14 Draft recommendations consultation Spring 15 final recommendations consultation application of revised system	 By July 14 Nov 14 Feb – March 15 June 15 May 16		completed within prescribed timeframe with desired outcome	£16,000 growth in 2013/14. £19,000 in 2014/15.
Preparation by the Revenues Team for the introduction of Universal Credit (UC)	Work with partner organisations to develop an action plan to change the nature of support provided to mitigate the impact of any shortfalls.	Mar – Apr 2014	Assistant Director (Economy and Communities)	Production of an effective action plan.	Existing budget and other resources.
	Implement changes in support provision.	Mar 2015	Assistant Director (Economy and Communities)	Full implementation of action plan.	Existing budget & staffing resources. Welfare reform new

Which projects will contribute towards this?	Milestones	Milestone Due Date	Responsible Officer	How will we measure success?	Budget/ Resources
					burdens funding.