



Resources Business Unit

Plan 2018-22



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Meeting the Challenges - Foreword by the Cabinet Member – John Chilver

I am delighted to present the Business Plan for Resources, Buckinghamshire County Council's support services directorate. I have been principal Cabinet Member for the Business Unit since May 2015, and I have thoroughly enjoyed my time working with such passionate, skilled and knowledgeable staff. The Resources directorate is committed to provide first class support services back to the rest of the Council, to allow frontline services to operate as efficiently as possible. In order to do this, I am proud to champion this Business Plan which sets out our strategy for how the organisation and our 400 external customers will continue to benefit from the high quality services whilst, simultaneously, successfully and sustainably delivering savings.

The Directorate has already been through considerable transformational change, affecting both itself and the wider organisation. Our previous transformation plans, including Growth & Optimisation and our options appraisal for the Future Shape of Shared Services, have ensured the sustainability of the business in a context of increasingly challenging financial savings targets.

The Directorate remains a lean and efficient one – just 7.6 pence in every pound the organisation spends goes towards support services, which benchmarks highly competitively against local authority peers. However, I recognise that we can never stand still, and I'm delighted that 2018 will see the launch of the next wave of our improvement programme.



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Meeting the Challenges - the Executive Director – Gillian Quinton

My long standing vision for Resources is simple: to deliver high quality services by being commercially minded, customer focused and digitally enabled. This vision has been instilled in the Directorate since it was formed under the council's last major transformation programme and staff and Members will have heard me describe it many times. It is as relevant now as it was then and this Business Plan sets out how we will achieve it.

Our plan is ambitious but I have every confidence we can deliver it. The Directorate has an impressive track record of success, having delivered cumulative savings of almost £20m since the onset of austerity in local government while maintaining good levels of customer satisfaction. We benchmark consistently well against other authorities and private sector comparators in our efficiency, cost and quality as a business.

But we cannot rest on our laurels. With a further £2.94m of annual savings to make by 2020, and increasing levels of demand and expectations from our customers, we still have a lot of work to do. I am pleased to sponsor our new transformation programme which outlines the areas we need to improve over the next 2-3 years. The programme will help Senior Managers and Members keep focussed on the challenges ahead and provide assurance that we have clear plans in place. It will help us identify where major structural changes are needed, where the quick-win opportunities are, how we can deliver even better value from our suppliers, and how we can continue to increase our income streams as an alternative to cutting services.

I am grateful to all staff across the Directorate, both those who have contributed to developing the Transformation Programme, as well as those who help us to deliver it. Our people truly are our greatest asset – we have so many workplace hero's within this directorate and I am constantly impressed by their commitment, professionalism and resourcefulness. By working together towards the clear strategy set out in this plan, we are sure to achieve our vision.



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

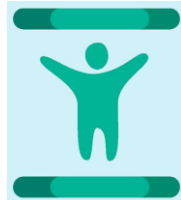
Equalities

Corporate Context – An explanation of the corporate planning process

Safeguarding Our Vulnerable



Creating Opportunities & Building Self Reliance



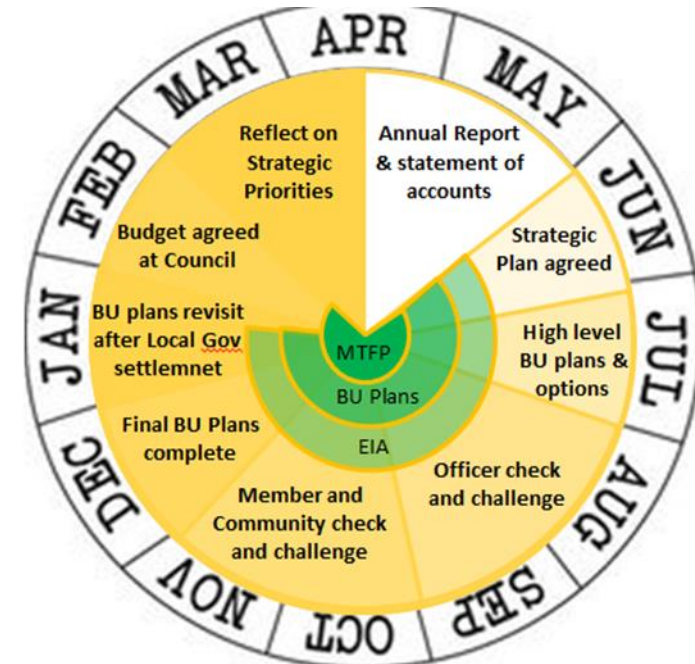
Keeping Buckinghamshire Thriving and Attractive



This page will be the same for every Business Unit.

The Council's corporate planning process brings its key plans together in a clear hierarchy that shows the relationship between long term vision for the Council and the mid-term plan of action; the plan for the Council's finances, all the way down to what each Business Unit plans to achieve in the next year.

These plans cover a four year period but are refreshed every year to ensure they are fit for purpose. The plans are monitored quarterly by the Business Unit Boards (senior Managers for the service area, Cabinet Member and Deputy) where achievements / risks are escalated to the Corporate Management Team.



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Strategic Priorities

Safeguarding Our Vulnerable



1. Safeguard vulnerable children and adults
2. Keep children in their own home where it is safe to do so and only bring children into care when it is the best option for them
3. Deliver effective interventions and family support in an integrated and coordinated way to achieve better outcomes for all children and reduce the need for statutory services
4. Identify and take action where we find exploitation of children and young people and give care and support to those affected
5. Improve outcomes for children and adults with special educational needs or disability
6. Ensure that our older, disabled and vulnerable people receive the support that is right for their needs, delaying the need for care through earlier diagnosis, intervention and reablement
7. Provide understanding and dignity in end of life care
8. Support our most vulnerable adults to lead independent lives
9. Help and support those unpaid carers who give their time and energy to look after relatives and friends who cannot take care of themselves

Creating Opportunities & Building Self Reliance



1. Ensure that our children growing up are 'school ready' by providing help, support and advice to families with pre-school children
2. Enable and support all our children to be successful and cared for throughout their school years, focusing on promoting high quality education across all our schools, enabling the best for every child with particular focus our most vulnerable.
3. Enable all our young people to be prepared for the world of work and adult life by promoting volunteering, work experience, apprenticeships and citizenship
4. Improve community safety and reduce crime and the fear of crime
5. Continue to improve the health and wellbeing of our residents and address major health risks
6. Support our voluntary and community sector to develop our communities to help themselves
7. Empowering communities to deliver and prioritise their services including devolving assets and services to town and parish councils where it makes sense to do so
8. Promote good citizenship, encourage participation, help strengthen their local communities and be inclusive.

Ensuring Buckinghamshire Thriving and Attractive



1. Repair our highways (roads, footpaths, street lights, bridges and drainage) as effectively and speedily as possible.
2. To work with the England Economic Heartland / Local Enterprise Partnership's and other partners to maximise investment in the County, to deliver, manage and maintain local services and strategic infrastructure including digital highways, in line with changing demands.
3. Enable the right conditions and incentives to attract new and growing businesses to Buckinghamshire, driving economic growth.
4. Enable the right conditions to attract people to live, learn and work in Buckinghamshire.
5. To improve the connectivity and reliability of Buckinghamshire's transport network to stimulate economic growth and promote more sustainable travel.

6. Protect and enhance our high quality environment and major towns including protecting the Green Belt, AONB, Rights of Way and Green Spaces.
7. Mitigate the impact of strategic national infrastructure projects i.e. HS2, Heathrow expansion.
8. Promote and encourage sustainable approaches to the use of natural resources and waste. Improving our natural environment, water management, biochemistry, recycling and animal welfare.

Delivering value for money



This is an underpinning commitment to the three strategic priorities to ensure the Council is fit for purpose and delivers value for money

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Growth



The population in Buckinghamshire is projected to increase from 534,000 in 2016 to 598,000 by 2030, an increase of 64,000 or **12%**



32,722 more houses by 2030 necessitating the right infrastructure to enable sustainable growth



65+ year olds are set to increase from 98,300 in 2016 to 136,400 in 2030, an increase of 38,100 or **39%**

85+ year olds are projected to increase from 13,600 in 2016 to 24,200 in 2030, an increase of 10,600 or **78%**



The number of under 18 year olds is projected to increase from 121,100 in 2016 to 133,000 in 2030, an increase of 11,900 or **10%**

Bucks strategy

Buckinghamshire is set to experience significant growth bringing challenges as well as opportunities. The County Council is being proactive in planning for this effectively.

To this end the Council is developing a Buckinghamshire Growth Strategy in collaboration with the Local Enterprise Partnership (LEP), Districts and partners. Building upon the LEP Strategic Economic Plan and emerging Bucks Strategic Infrastructure Plan it will support an economic led case for smart and sustainable growth in the county, enabling the Buckinghamshire economy to work together, strengthening the economic ecosystem and capitalising on new regional growth opportunities.

BU specific

Our Commercial Services team has responsibility for the coordination of the generation of income across the Council. To this end we have created an Income Generation Champions network of officers across the organisation so that we can maximise the impact, and jointly bid for funding opportunities. The Inc Gen network collaborate to recognise the impact of the Council's growth and bid for funding accordingly.

Our Executive Director, Gillian Quinton, is also a lead officer for the Council's Skills agenda. A joint skills strategy has been developed with the Buckinghamshire Thames Valley LEP; the purpose of the skills strategy is to provide a framework and focus for the joint commitment to skills development across the county. We recognise that responsibility for the delivery of this strategy starts with the Council's own workforce strategy.

Service Context – Explanation of the Service

Our Business Unit consists of:

•Finance and Assets •Commercial Services •Technology Services •Human Resources •Operations



Richard Ambrose
Director for
Finance and Assets
Service

We provide assurance and financial services to the whole Council that public funds are being used wisely in the pursuit of its stated ambitions to meet the needs of the people and businesses of Buckinghamshire. We lead and co-ordinate the Council's key financial strategies and processes to ensure strong financial controls and governance arrangements. We consist of:

- **Business Assurance** – to ensure that there is an appropriate governance and control framework and that risk management is embedded across the Council.
- **Strategic Assets** - to ensure best use of all assets, embed a corporate landlord approach and invest in existing and new assets to achieve cost reductions / an income stream.
- **Strategic Finance** – to ensure appropriate management of financial affairs and that financial resources are allocated to the key priorities of the Council, provide project support and insurance services.
- **Finance Operations:** specialised Finance Officers who provide expert advice and support in many aspects of the financial business. To provide Section 151 assurance in regards to schools and business areas with compliance to financial regulations and instructions.
- **Pensions & Investments** – pension administration and investments for Buckinghamshire Pension Fund, as well as Treasury Management.



Jonathon Noble
Director for
Commercial
Services

On behalf of the business unit, or where mentioned the wider council, we provide:

- Strategic advice and guidance on business planning and commercial matters;
- The development and selected delivery of transformation projects for support services and, where requested, for other council service areas;
- On behalf of the council, the creation of a sustainable and diverse profile of external income;
- Management and development of relationships with our support services customers;
- E-commerce systems including the processes of buying and selling online as well as the technology we use to manage our customers and suppliers;
- A Procurement centre of professional expertise for the council;
- The development and implementation of the Council's Contract Management Framework and leadership of supplier relationship and contract management practices
- Market analysis, which is distinct from business or customer intelligence, underpins all of the activities that Commercial Services undertakes.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities



Interim Director for
Technology Services

Technology Services is a professional service designed to underpin and facilitate the use of technology across all BCC services. We provide specialised technology-oriented solutions with the provision of a high availability network service and application management and support across all business units and a variety of external customers.

- **Service Desk:** A single point of contact between all customers and the Technology Service teams. Tasks include handling incidents and requests for new services. The primary functions of the Service Desk is to maintain communications with the customer.
- **Infrastructure & Deskside Support:** Provides the lifecycle support, maintenance and management of all Technology Service devices and common desktop applications to staff and customers.
- **Technical Consultancy and Management:** Technical advice, management and support on the infrastructure and business applications technology requirements and developments including SAP, line of business applications and network and infrastructure provision.
- **Business Relationship Management:** Strategic advice to customers on key business applications
- **Project Management Office:** Oversight and management of all key IT business related projects
- **Digital Services:** To support the directorates in the development of digital solutions to improve their processes and enable a first class customer experience.



Deb Clarke
Interim Director for
Human Resources
and OD

We provide an organisational wide overview of the Council's workforce, aligning strategy, people and processes. Delivering a professional HR advisory service which is focused around the customer. The service includes:

Organisational Development: leading on the delivery of the OD strategy across the organisations workforce.

Change Management: TUPE transfer advice, providing full resourcing advice

Employee Relations: Tailored professional advice on all employee relations issues to bespoke workshops, mediation, coaching and mentoring

Management information: provides a range of workforce analytics

Learning & Development: delivering training workshops, online and e-learning courses and bespoke training

Payroll: Providing a service to all customers of BCC payroll and processing for over 60,000 transactional changes each year, new starters, leavers, LVTC's and claims.

Teachers Pension: a service to both BCC staff, BCC payroll customers and non BCC payroll customers. Pensions support on the LGPS, NHS and teachers pensions schemes for over 11,000 active pension members.

Property: Repairs, Maintenance and a Capital Programme delivery of building projects across the corporate, agricultural and schools estate. Facilities Management to ensure protection of buildings, assets and people

Health and Safety: advice and guidance to the organisation and our customers.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

We deliver high quality, value for money business enablement services to customers, through a range of professional and efficient operational and transactional processes. The service includes:



Lloyd Jeffries
Director for
Operations

Corporate Business Support: a bespoke administrative support service to meet business unit requirements. It offers a wide range of services including, project support, administrative support to statutory functions, assistance with business process improvements and system applications.

Customer Service Centre: the entry point into the Council for the residents of Buckinghamshire. They deal with a wide variety of subjects coming in by telephone, email, webchat and online forms.

SIMS, FMS and the Schools Technical Team: a combined ICT Schools Team offering a one stop shop for training, consultancy, provision and support of hardware and software and other services such as a cloud based backup service, and a popular Bursar and Admin Service.

Emergency Planning: offering training, consultancy, provision and support for Emergency management. Emergency management is the organisation and management of resources and responsibilities for dealing with all humanitarian aspects of emergencies — preparedness, response, and recovery. The impacts of Climate Change are being seen year-on-year with reports of increasingly severe weather – wetter winters, stronger winds, warmer summers etc. Concurrently, the threats from international and national terrorism have left the National Threat Level at Severe, the Council must proactively focus on its ability to develop its own emergency response capabilities, to be able to continue to deliver its own critical activities in the event of an emergency and support the community to develop its capabilities and internal resilience in order to mitigate the impact of any hazard or threat on the integral elements of the Community as well its prosperity and wellbeing.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Who are we? – Key facts and achievements

Just 7.6p in every £1 the council spends now goes towards support

£500k additional Resources income generated since 2015

Forecasting £4m permanent budget reductions from by end of 2018/19

We trade with close to 400 external customers

We provide support services to 13,000 people in schools and the Council

Average Queue time is less than 60 seconds in our Contact Centre

About 20,000 calls per month come through our Customer Services Centre

30k savings planned from our School Appeals Process

80k savings by transforming our post room

Over£1m additional income generated from our Property estate this year

2/3rds of your calls are successfully dealt with by the first operator you speak to

Our Technology Services are available 99.9% of the time

Over 175,000 visits a month to our website

£600k savings from a shared Legal service with Harrow

£1.2m savings from a shared HR service with Harrow

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

What we've done to be more efficient...



Corporate Business Support £1.7m

We brought together administration staff from across the organisation to form a Corporate Business Support service, creating a more flexible pool of support staff and making annualised savings of £1.7m.



Shared Customer Service Centre £872k

Bringing together our transactional services and staff helpdesks for ICT, HR and Finance reduced operating costs by £572k, with a further £300k of efficiencies driven out since.



Digital First £400k

By making it easier to access some of our highest volume services online, we've been able to dramatically reduce phone contact, creating savings opportunities of more than £400k from a £1.72m revenue budget (23%), while getting customers the information they want more quickly.



Purchase to Pay £225k

Through streamlining and automating our requisitioning, purchasing and payment processes, including moving to electronic invoices, we have delivered savings of £125k with a further £100k to go.



Post Room Transformation £80k

Our new 'digital post room' will reduce paper, postage and manual handling, reducing costs by more than £80k while getting communications to customers much more quickly.

Working together to reduce costs...

Our Experience

Shared HR Service

Our ground-breaking shared HR service with the London Borough of Harrow went live in August 2016 and has already produced shared savings of £150k. With further management and staffing efficiencies to be made next year, the project will deliver cumulative savings in excess of £1.2m over three years. It is the first shared service between a County Council and London Borough.

Shared Legal Service

Our shared Legal service with Harrow and Barnet Public Law will save £600k by 2019/20, as well as increase the range of specialisms with a greater depth of expertise than a single council could sustain, allowing more legal work to be done in house, reducing the cost by up to 60%.

Savings can come in a variety of ways:

- Avoiding duplication
- Securing economies of scale from greater utilisation of fixed assets
- Increasing purchasing power that results in procurement savings.
- Increased investment, for example, in more advanced IT systems, as partners' resources are pooled
- Adoption of best practices across service delivery partnerships
- Opportunities to redesign services to better meet the needs of users
- Improvements in service performance, for example, improved response times
- Opportunities to implement new ways of working and management arrangements
- More interesting, varied, or specialised work for staff – aiding recruitment and retention.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Strengths

- Just 7p in every £1 the council spends now goes towards support services
- Complete operational package on offer – operational and advisory support
- Costs are transparent
- Long standing experience with education customers – our major customer base
- High customer engagement figures: 87% of customers rated a recent event good or excellent.
- Recruitment of a marketing officer to mitigate our weakness of market presence and promote our services to target customers

Weaknesses

- Do not have named and assigned Account Mangers for each customer
- Weaker marketing presence and promotional strategy

Opportunities

- Diversifying customer base
- Increasing shared services arrangements with likeminded organisations
- Wholesale outsourcing deals are reducing across the sector, increasing opportunities of collaboration between public bodies

Threats

- Reducing schools budgets risk our major customer base
- Established shared services providers including LGSS, Norse, and Hoople offer competition and growing market share

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

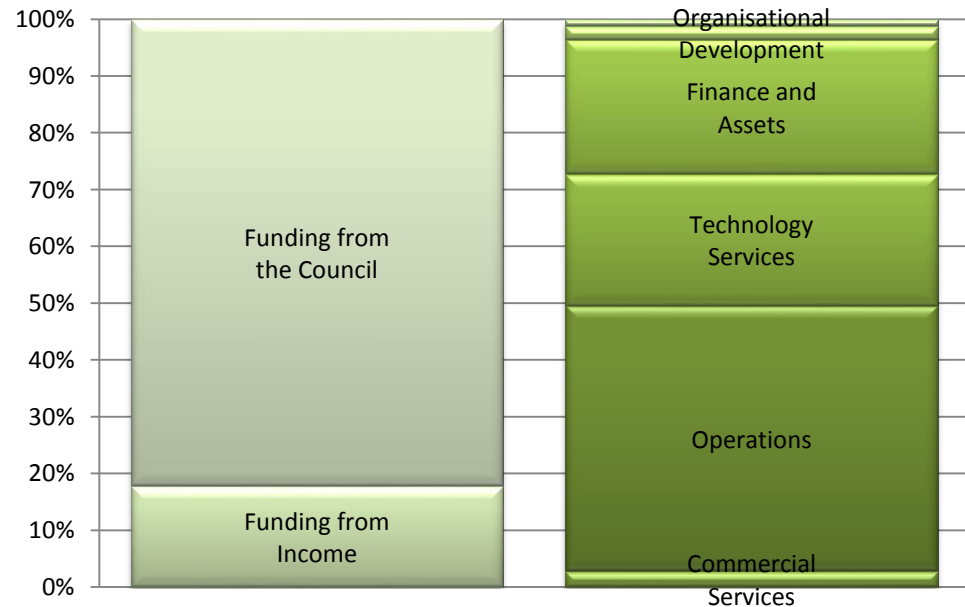
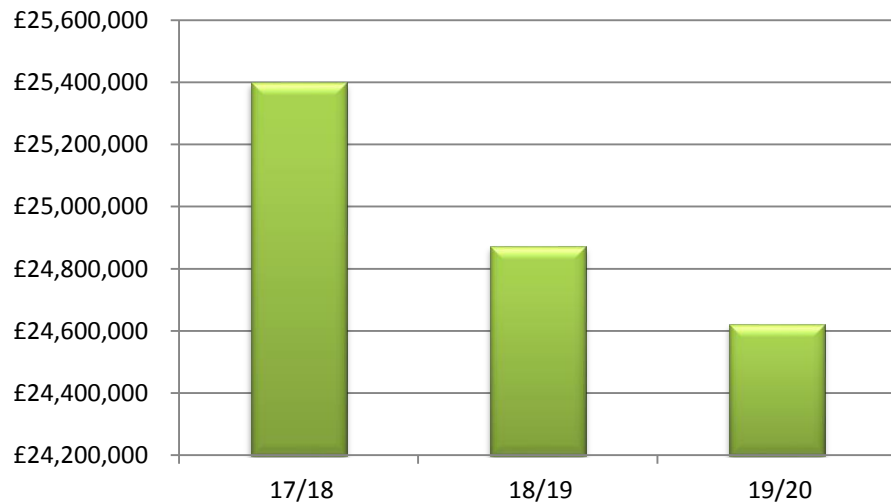
Equalities

Key Financials

The level of BCC revenue funding received by Resources in 2015/16 was £21.9m. Despite a budget reduction of over £2m in the last 2 years, with the incorporation of Finance and Assets Services, our budget has risen to 25.1m in 17/18. Between 2017/18 and 2019/20 we plan to have made 2.944m of savings, meaning the budget will have reduced to £22.168m per annum - A further 11% reduction.

	Budget £000s
Commercial Services	£713
Operations	£11,887
Technology Services	£5,873
Finance and Assets	£6,016
Organisational Development	£623
Dir of Resources	£286
Resources Total	£25,112

Resources total Budget



Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Key Financials

Our transformation programme has been allocated into five themes.

Service Based Themes

There are two service based themes. Each theme is segregated into services areas: Business Support, Commercial, Customer, Finance & Assurance, Human Resources & Organisational Development, Property & Assets and Technology. Activities have been split between themes based on strategic and operating reviews and efficiency, dependency free improvements.

1) Service Model	This theme focuses on the function of the team or service area, combining similar ideas into a staged approach to delivery. This theme builds on previous approaches of Strategic Options Appraisals. Operating reviews will take place within this theme.
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2) Service Optimisation	This theme builds upon efficiency and process improvements. This group of projects are generally viewed as quick wins and dependency free.
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Cross Cutting Themes

To support the service based themes, there are 3 themes that are dependent across service areas, which seek to change, improve or generate income in multiple areas of the business.

3) Demand Management	The theme seeks to combine similar efficiency opportunities from across service areas. This brings together projects that seek similar outcomes and could be dependent on one-another.
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4) Suppliers & Contracts	In line with Resources accountability for SRM across the organisation the ongoing work of the SRM Improvement Plan and other projects, this theme ensures maintained momentum and focus on supplier relations, contract management and procurement processes.
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5) Income Generation	This theme brings together income generation initiative from across Resources, including shared services opportunities, changes and developments of traded services and asset strategy.
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Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Key Financials

To support implementation of the programme with minimal disruption, existing governance structures will be utilised.

Governance	Responsibility
Resources Board	Decision making authority for resource allocation for projects. When process improvements require resource that can non be managed within service budgets, business cases are submitted and approved by Board for resource to be allocated.
Tackling the Challenge	TCC is responsible for tracking delivery of work packages across service model, service optimisation and demand management themes.
Commissioning & Supplier Management Group	CSMG is responsible for delivery of the Contracts and Suppliers Theme.
Asset Strategy Board	ASB is responsible for the assets work package of the income generation theme.
Commercial Development Group	CDG is responsible for the product and shared services work packages of the income generation theme.
Service Management Teams	Service area management teams will remain consulted and informed throughout development of service model reviews. Their role will be to check, challenge and review service model reviews.
Project Teams	Each project has a project team responsible for delivering of the project. This will be a combination of project management functions and service area leads.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Business Intelligence & Insight

How Insight and Intelligence is informing our work

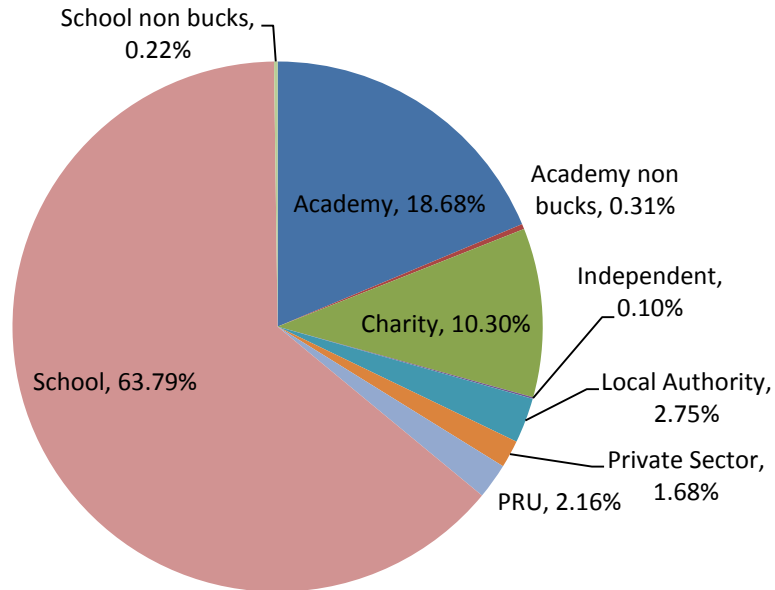
- **Performance Review:** A monthly dashboard scrutinised by the service areas senior leadership team that provides information on finance monitoring, contract compliance, project updates, performance indicators and workforce statistics.
- **Customer Intelligence and Insight:** Regular surveys and feedback mechanisms following events, engagements and buy-back process, focusing mainly on feedback from school business managers. Using Salesforce (CRM) to track customer purchasing and buying patterns to upsell to individual customers. Using Firmstep and it's 'my account' settings to understand individual resident's needs.
- **Competitor Analysis:** Building an understanding and knowledge base of our major competitors so that we are able to respond to maintain our customer base.
- **Commercial Viability in Business Cases:** Completing market analysis including SWOT, PESTLE and Porter's Five Forces to understand our position in the market and our opportunities for development. This informs the commercial viability of any proposal.
- **Intelligence Briefing:** A weekly briefing to review policy changes, sector news, sector trends and tender opportunities for our services.
- **Opportunity Analysis:** Using key changes in policy (Academisation) or financial changes (Revenue Support Grant) to target customer groups or partners.

How are we using this information to develop our services / better value for money

- We have a dominant market presence among our core customer base of schools and academies in Buckinghamshire, with up to a 94% market share for some products. Maintaining this base income for our services that generate surplus is business critical and is gradually being supplemented by income from new geographical markets, including Milton Keynes, Oxfordshire and an increasing foothold in Greater London.
- Our presence in the London market has been enhanced by our landmark shared services partnership with Harrow Council – the first of its kind between a County Council and a London Borough. The first phase of the service went live this year, with Business Services Plus taking over management responsibility for the HR teams at Harrow. Phase two, which went live in April 2017, will see Resources take on the running of services to schools.
- Nearly 1/3 of our operating budget is generated externally from schools, academies and other partners such as other local authorities, the fire authority, small businesses and charities.
- 81% of our external customers are within the education market, with the vast majority being schools and academies in Buckinghamshire.
- We have undertaken an analysis of the products we offer, who our customers are, how we can grow our customer base, who our competitors are in each market, how we market and sell our services and what the opportunities are for growth.
- Maintaining a good customer experience is a key area of focus for our business unit. Our Customer Services Centre is the first point of contact for many of our residents and retaining a satisfied business to business customer base is critical to the delivery of our commercial ambitions.

Commercial

Income Generation by customer type



Major Contracts

Title	PSN	The provision of managed services for temporary agency resources	Estates and Asset Management	The Provision of Reactive and PPM Mechanical Services
Supplier	Updata	Pertemps	Carter Jonas	Tencer
Contract Manager	Sarah Barnes	Lorna Fisher	Oster Milambo	John Collins
Contract Type	Platinum	Platinum Plus	Platinum	Platinum
Start Date	24/09/2012	01/04/2015	01/04/2014	01/04/2017
End Date	24/09/2017	31/03/2018	31/03/2017	01/04/2020
Extension End Date	24/09/2019	31/03/2018	31/03/2019	-
Annual Contract Value	£2,498,000	£10,000,000	£1,200,000	£950,000

Forward Planning

Resources have 3 Platinum Contracts which are due to terminate in the next 24 months. To ensure the Council is getting the best value for money, Resources will undertake Sourcing Strategies to identify the most appropriate procurement options. A Sourcing Strategy includes a market analysis (looking at our own strengths and weaknesses in the sector), a demand analysis (to assess the level of need), an assessment of the technical developments (to identify opportunities to do things differently), a supply analysis (to assess the shape of the market) and a cost analysis (to assess current and to-be costs. This all helps identify the best delivery option. Completion of the Sourcing Strategy will then support us in how best to procure the service (e.g. use of internal resources, single or multiple suppliers, opportunities for collaboration, use of existing frameworks etc). The Sourcing Strategies for 'PSN', 'The provision of managed services for temporary agency resources' and 'Estates and Asset Management' contracts will all be submitted as Cabinet Member Key Decisions.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – How we deliver our key objectives and priorities

Developing more Shared Services

with likeminded partners and delivering Strategic Options Appraisals

Links to Strategic aims:
Delivering VfM

Key Actions

- Researching other LA's and developing approaches to explore shared services for back-office services by March 2018.
- Undertaking Target Operating Model reviews and Strategic Options Appraisals to help assess the level of demand, market supply, and Resources' position within the market place.
- Delivering Resources' Transformation Plan to increase the quality of our services and make them even more efficient.

Commercialisation

Generating income and diversifying our customer base

Links to Strategic aims:
Delivering VfM

Key Actions

- Develop our Market Intelligence capability to allow us to have a focussed and directed approach to target potential customers by March 2018.
- Source a market intelligence tool, to utilise technology to enhance market analysis.
- Organise a Hackathon on Income Generation by October 2017
- Maintain our base external income.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – continued

Business Improvement

Creating efficiencies and making savings through transformation, smarter ways of working and new technologies

Links to Strategic aims: Delivering VfM

Key Actions

- Develop and deliver a transformation programme of work for the Resources Directorate by September 2017
- Review and assess services for VfM and delivery options by March 2018.

Workforce Challenges

Recruitment, workforce retention, enable the organisation to face the recruitment challenges

Links to Strategic aims: Delivering VfM

Key Actions

- Continue to deliver against the People and OD Strategy across the organisation.
- Review the implementation of the Grow Your Own Initiative.
- Continue to improve the on-boarding process.

Service Outcomes – Continued

Work Tools

Delivering tools for people to be able to work efficiently

Links to Strategic aims: Delivering VfM

Key Actions

- Further development of agile work tools to roll out across the organisation and further Lync functionalities.

Customer Experience & Demand Management

The quickest and most efficient way of dealing with customers. Service areas working together to minimise hand offs.

Links to Strategic aims: Delivering VfM

Key Actions

- Continue to embed and ensure effective use of technology to improve the quality of data.
- Develop proposals to produce more e-forms for utilisation by our customers.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Service Outcomes – Continued

Assurance

To provide excellent financial, asset and assurance advice to the whole Council and ensuring that public funds are being used wisely in the pursuit of its stated ambitions

Links to Strategic aims: Delivering VFM

Key Actions

- To work closely, on a regular basis with Directorates to support on financial matters to allow them to meet their strategic priorities.
- Develop a pipeline of opportunity to invest in our assets to achieve cost reductions / income.
- To provide the organisation with a robust governance and control framework.

Meeting the challenges

Corporate Context

Service Context

Key Financials

Business Intelligence

Commercial

Service Outcomes

Equalities

Equalities

Our Legal Obligations

As a local government authority, Buckinghamshire County Council has a number of legal obligations and the Council is fully committed to meet the requirements of the relevant legislation, particularly in the execution of its statutory duties.

The Council is committed to:

- Address unlawful discrimination, harassment and victimisation
- Advance equality of opportunity
- Safeguard the fundamental rights and freedoms of individuals
- Prevent people from being drawn into terrorism
- Protect and share data and information as appropriate in line with current legislation

As an employer and as service provider we will:

- Ensure Equality Impact Assessments will be completed for projects when deemed necessary.
- Undertake at least annual equalities training for staff and Members
- Ensure corporate complaint procedures, disciplinary rules and practices are accessible.
- Ensure stakeholders will be consulted on change to ensure services remain and/or become more inclusive.
- Monitor our workforce to make sure we're attracting the best candidates from a diverse talent pool

Public Sector Equality Duty Compliance

To comply with our duties as an employer under the Equality Act 2010 and reduce the risk of employees breaching the Duty by, for example, discriminating against service users, customers or each other, the Resources management team will undertake a number of steps. It will ensure employees undertake a number of e-learning modules during induction periods including Health & Safety, Data Protection and Equalities training. It will also ensure manager and employees within Resources are aware of the corporate complaint procedures, disciplinary rules and practices and how to access them.

How we achieve this

The Resources Business Plan supports the Public Sector Equality Duty by ensuring that transformation and change does not and will not discriminate, harass or victimise any section of the workforce or customer base.

The change tracker demonstrates the projects that will be undertaken to ensure Resources reaches its savings targets. Individual EIAs will be completed for these projects when deemed necessary by Resources leadership and the level of impact each project has on people and the service.

The equality impact assessment process will be integrated into change projects, business development reviews and business cases. We will ensure all stakeholders groups including customers and workforce will be consulted throughout to ensure services remain and/or become more inclusive.