

## Finance & Resources Directorate Plan 2020/24

<b>Directorate:</b>	<b>Finance and Resources</b>		
<b>Responsible Officer:</b>	<b>Nigel Manvell/Alison McManamon</b>	<b>Last Updated:</b>	<b>29 April 20</b>
<b>Signed off by:</b>	<b>Chief Executive</b>	<b>Date:</b>	<b>30 April 20</b>
<b>Please note that this plan was developed before the Covid-19 outbreak and will be reviewed during the year 2020/21.</b>			

### Corporate Plan 2020/23 Outcomes and Actions:

<b>Outcome</b>	<b>Key Area of Action</b>	<b>Outcome</b>	<b>Key Area of Action</b>
<b>1. City to call home</b>	1.1 Reduce homelessness and rough sleeping	<b>4. Growing and learning City</b>	4.1 Support high quality early years provision
	1.2 Provide genuinely affordable homes		4.2 Ensure that schools continue to improve and all children do well
	1.3 Improve private rented housing		4.3 Ensure that no child or family is left behind
	1.4 Improve council housing		4.4 Deliver high quality youth services
	1.5 Make better use of existing housing capacity		4.5 Promote lifelong learning and transition into adulthood
<b>2. City working for all</b>	2.1 Build community wealth	<b>5. Sustainable City</b>	5.1 Become a carbon neutral city by 2030
	2.2 Transition to a sustainable economy		5.2 Create and improve public open spaces
	2.3 Support local businesses and charities		5.3 Reduce, re-use and recycle
	2.4 Enhance skills and provide housing for the city's workers		5.4 Develop an active and sustainable travel network
	2.5 Develop our visitor economy		5.5 Promote and protect biodiversity
<b>3. Stronger city</b>	3.1 Tackle crime and antisocial behaviour	<b>6. Healthy and caring City</b>	6.1 Increase healthy life expectancy and reduce health inequalities
	3.2 Increase participation in civic and community life		6.2 Support people to live independently
	3.3 Address the causes of poverty and its impact on our communities		6.3 Support people in ageing well
	3.4 Improve access for disabled people		6.4 Support carers
	3.5 Remain a proud City of Sanctuary		6.5 Ensure that health and care services meet the needs of all
<b>7. Council Attributes</b>	7.1 Measuring our progress	7.5 Customer promise	
	7.2 Well run council	7.6 Our Workforce	
	7.3 Fair & inclusive council	7.7 Working in Partnership	
	7.4 Modernising council		

Directorate Objectives for April 2020 – March 2024	
<b>Mission:</b> As part of the Orbis partnership we will provide excellent corporate services to all staff and customers and help the council to deliver its strategic priorities and manage its risks, achieving both as efficiently as possible.	
1	Design and embed a new Welfare Framework, aligning with the Corporate Income & Debt Programme.
2	Create balanced 4 year Medium Term Financial Strategy including managing the impact of a Pay Review.
3	Support the council’s modernisation programme.
4	Deliver corporate services that meet customer requirements (internal and external).
5	Continue to modernise and improve the offer from IT & Digital including with respect to external customers.
6	Develop and engage with staff to deliver good quality services and change within the directorate and across council services.
7	Keep the council safe including an emphasis on mitigating information and data risks.

## Directorate vision and direction of travel for 2020/24

### Orbis Shared Service Partnership

The majority of support functions within the Finance & Resources Directorate are part of the Orbis Shared Service Partnership with East Sussex County Council and (except for Finance & HROD) with Surrey County Council.

The Orbis vision is as follows:

**‘To be a trusted partnership delivering value to customers and residents through our expertise, innovation and passion.’**

Orbis has developed a behavioural based approach, ‘EPIC’, to support the four pillars of its vision statement and uses EPIC values and behaviours to drive its performance management framework.

This supports Orbis’ primary priorities where we want to invest the most energy as follows:

<b>Serve our Customers:</b>	Place the customer at the heart of everything we do
<b>Develop our People:</b>	Have a workforce who are proud and passionate and given the opportunity to succeed and flourish
<b>Create Conditions for Success:</b>	Embed a partnership culture, empowering our people to make decisions based on the right thing for our business and our customers

Orbis has identified its key opportunities as follows:

<b>Strengthen the value we add to our local areas while remaining sustainable</b>	<b>Adopt new approaches and technologies that enable integration where possible</b>
<b>Remain an intelligent partner by improving our insight and information</b>	<b>Build a high performing workforce that is fit for the future</b>

### Revenues & Benefits Service

The directorate also has a front-facing service that is key to supporting the council’s Welfare agenda and provides a holistic welfare support service, including welfare rights, as well as administering Housing Benefits and collecting very substantial revenues for the council from Business Rates and Council Tax. The focus of this team is to develop and embed a new Welfare Framework for the council while continuing to improve our collection performance and practice.

Key Directorate deliverables

Directorate Objective 1: Design and embed a new Welfare Framework, aligning with the Corporate Income & Debt Programme							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners	SMART Measure of Success
1.1	<p>Modernising council</p> <p><b>7.4</b></p> <p>Reduce homelessness and rough sleeping</p> <p><b>1.1.11</b></p> <p>Address the causes of poverty and its impact on our communities</p> <p><b>3.3.1</b></p>	<p>Directorate Modernisation Programme: Continue to mitigate for welfare reforms and universal credit on an operational level including implementation of a Welfare Framework redesign.</p> <p>To include researching and recommending a service design that incorporates the council's long term intentions around welfare support into core budgets and evolving the council's Welfare Reform response into an ongoing framework for Welfare Support and economic wellbeing, bringing services together as appropriate.</p> <p>Identify ways we can increase support for those struggling to afford the cost of housing. This will include making full use of discretionary payments.</p> <p>Examine the impacts of poverty on individuals and communities and deliver an action plan to make life fairer for those affected by poverty and the consequences of living in poverty.</p>	Apr 20	Mar 24	Head of Revenues & Benefits	<p>Local Government Association (LGA)</p> <p>JobCentre Plus.</p> <p>Department of Work and Pensions (DWP).</p> <p>Community and Voluntary Sector (CVS).</p> <p>Health and Adult Social Care (HASC), Families, Children and Learning (FCL).</p>	<p>Financial impact on the council (Feb 2020), eg Council Tax collection rates, Housing Rent Arrears where linked to Universal Credit, and increased benefit entitlement.</p> <p>Measure numbers of customers assisted by Welfare Reform, Welfare Rights and Discretionary Help and Advice Teams, and outcomes where available.</p> <p><u>Welfare Framework redesign</u></p> <p>Report progress to a new Welfare Framework board commencing July 2020.</p> <p>Report back on local policy interpretation of LGA-led demand analysis in December 2020.</p> <p>New Welfare Framework agreed by the board and members and put in place (February 2021).</p>
1.2	<p>Well run council</p> <p><b>7.2</b></p>	<p>Investigate and recommend a design for Council Tax Reduction (CTR) that makes the scheme simpler and addresses incompatibilities with the universal credit model and the consequent impact on collection.</p>	Apr 20	Dec 20	Head of Revenues & Benefits	<p>JobCentre Plus</p> <p>DWP</p> <p>CVS</p> <p>HASC</p> <p>FCL</p>	<p>Proposals to be put to administration in June 2020.</p> <p>Public Consultation to be carried out July 2020 – September 2020.</p> <p>Report to P&amp;R in October 2020 and P&amp;R (if required) and Full Council in December 2020.</p>

<b>Directorate Objective 1: Design and embed a new Welfare Framework, aligning with the Corporate Income &amp; Debt Programme</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
							Implemented in Annual Billing process March 2021, to take effect from 1 April 2021. No negative impact on collection rates or customer service metrics.
<b>1.3</b>	Modernising council <b>7.4</b>	Corporate Modernisation - Ensure Welfare Framework is aligned with and supports the best practice outlined in the Corporate Debt Policy and the activities in the Corporate and Debt Programme	April 20	March 21	Head of Revenues and Benefits	Corporate Debt Board Welfare Framework Board	Training programme for debt collection hubs rolled out from March 2020. Aim for best practice in relation to financial vulnerability to be applied by all debt collecting hubs by March 2021. Welfare framework development and LGA compilation of best practice to inform future phase of improvement. Corporate Debt Board to review programme in September 2020 and report to Welfare Framework Board.
<b>1.4</b>	Improve private rented housing <b>1.3.7</b>	Provide support and advice for private renters including support for groups impacted by welfare changes including disabled people and those at risk of eviction.	Apr 20	Mar 24	Graham Bourne	CETS Housing Welfare Framework Board	Co-create and develop response and support with Housing and report on options to the Welfare Framework redesign by October 2020. Embed preferred option by December 2020.
<b>1.5</b>	Build community wealth <b>2.1.2</b>	Use city's spending power to procure local services for the benefit of our communities by buying goods and services locally where possible, changing the way we outsource	Apr 20	Mar 24	Head of Procurement	Procurement Advisory Board (PAB)	Lobbying for Public Contract Regulations (PCR) and other regulatory post-EU changes

<b>Directorate Objective 1: Design and embed a new Welfare Framework, aligning with the Corporate Income &amp; Debt Programme</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
	<p><b>2.1.4</b></p> <p><b>2.1.5</b></p> <p><b>2.1.6</b></p>	<p>services to help small local suppliers win council contracts and bringing services in house if it will increase social value and improve the development and retention of a highly skilled council workforce.</p>				<p>Policy Team</p>	<p>provided through consultation responses.</p> <p>Options developed with Policy Team and reported as appropriate (PAB, P&amp;R).</p> <p>Policy embedded in revised Corporate Procurement Strategy by Oct 2020.</p>

Directorate Objective 2: Create balanced 4 year Mid Term Financial Strategy including managing the impact of a Pay Review.							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners	SMART Measure of Success
2.1	Well run council 7.2	Maximising the financial integrity and sustainability of the organisation to minimise unplanned adverse impacts of financial pressures on organisational capacity, services and citizens through Medium Term Financial Planning and a 5-year Capital Strategy.	Apr 20	Mar 24	Chief Finance Officer	All council, ELT. Clinical Commissioning Group (CCG). CVS.	<p><b>Forward Planning:</b></p> <p>Assumptions communicated with lead members (May 2020 through to November 2020) including reporting to July P&amp;R.</p> <p>Scenario plans agreed by ELT and Policy Chairs Board to ensure that budget-setting process has clear targets and guidelines for development of the 2021/22 budget.</p> <p>MTFS updated for next Comprehensive Spending Review (CSR) expected Autumn 2020 for 2021/22 budget round.</p> <p>Council and CCG MTFS's shared and aligned by February 2021 including CSR impact.</p> <p><b>In-Year Performance &amp; Risks:</b></p> <p>Targeted Budget Management (TBM) on target at Executive Leadership Team (ELT) level including compliance with TBM Framework (e.g. Financial Recovery Plans (FRPs) in place) and identified corporate mitigations where required.</p> <p>Savings across all directorates monitored and reported ('Public' TBMs – June (Outturn), July, October, November/December 2020, February 2021).</p> <p>Unqualified external auditor opinion, including Value for Money (VfM). (External Auditor Annual Results Report including opinion on arrangements to secure economy, efficiency</p>

<b>Directorate Objective 2: Create balanced 4 year Mid Term Financial Strategy including managing the impact of a Pay Review.</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
							and effectiveness in the use of resources - report published in Nov 2020 for 2019/20.)
<b>2.2</b>	Well run council <b>7.2</b>	<p>Ensure financial risks that arise from policy and service developments are managed and mitigated appropriately and within available resources including:</p> <ul style="list-style-type: none"> <li>• Welfare reform impacts;</li> <li>• Health and social care integration;</li> <li>• Pay reform and equal pay risks;</li> <li>• Corporate HR/Payroll and Finance system re-procurement.</li> <li>• Phase (4) Workstyles;</li> <li>• Housing &amp; Homelessness policy and investments;</li> <li>• Major regeneration projects;</li> <li>• Insourcing of services and Community Wealth Building;</li> <li>• Carbon net zero financial implications (e.g. impact on parking).</li> </ul>	Apr 20	Mar 24	Chief Finance Officer	All council. CCG Orbis SIB CIB Greater Brighton Economic Board (GBEB).	<p>Financial strategy (MTFS) in place (February 2021).</p> <p>Reporting on financial performance to H&amp;SC Partnership Board.</p> <p>Fully funded 5 Year Capital Strategy in place and maintained including Modernisation Resources.</p> <p>Reporting and updates to Corporate and Strategic Investment Boards and GBEB.</p> <p>Workstyles business cases reflected in Capital Strategy and MTFS (Feb 2020).</p> <p>In-year financial risks identified and reported to ELT, Leader's Briefing, Policy Chairs Board and, where required, Policy &amp; Resources Committee.</p>
<b>2.3</b>	Measuring our progress <b>7.1</b>	[Mandatory] Defined accountability across the directorate to ensure timely and effective budget management including the delivery of spend to save proposals including any income generation targets.	Apr 20	Mar 24	Chief Finance Officer	Orbis DMT ELT OLT	<p>Expenditure within agreed tolerance of demand-led/income dependent budget.</p> <p>Delivery of savings proposals.</p> <p>Summary of RAG ratings of corporate and directorate modernisation projects/programmes linked to the directorate.</p>



<b>Directorate Objective 2: Create balanced 4 year Mid Term Financial Strategy including managing the impact of a Pay Review.</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
							Orbis net expenditure within budget including joint delivery of savings proposals (March 2021). MOBO (sovereign) budgets and savings delivered on target.
<b>2.4</b>	Our Workforce <b>7.6.6</b>	Lead the Pay Review process, managing risks on behalf of the council, and designing a long-term sustainable pay structure for the council: recognise and reward great work	Apr 20	March 21	Assistant Director, HR&OD	Orbis.	Ongoing monitoring of labour market, recruitment & retention and impact of market supplements, develop proposals and options to present to ELT, Policy Chairs and if necessary, P&R Committee (Mar 2021). Impact of pay review built into MTFS and budget for 2021/22. Maintain an equal pay compliant pay structure.
<b>2.5</b>	Well run council <b>7.2</b>	Lead the assurance process on long-term capital funding management to ensure that the planned investment is financially sustainable.	Apr 20	Feb 21	Chief Finance Officer	All council. Property & Design (AMP). Investment partners.	Fully funded 5-year Capital Strategy and investment programme in place (February 2021). Reporting and updates provided to Corporate Investment Board, Strategic Investment Board, GBEB and P&R.

Directorate Objective 3: Support the council's modernisation programme							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners	SMART Measure of Success
3.1	Modernising council <b>7.4.1</b>	[Mandatory and CP] Drive the Directorate Modernisation Board to seek the most effective and efficient way of delivering our services and be well placed to take advantage of social, cultural, environmental and technological change.	Apr 20	Mar 24	Chief Finance Officer	All Directorates	Effective implementation of Orbis and F&R Directorate modernisation and service plans including achievement of savings. Services benchmarked for VfM, and unit costs developed and understood in accordance with the Enterprise Strategy approach.
3.2	Modernising council <b>7.4</b> Ensure that schools continue to improve and all children do well <b>4.2.8</b>	Deliver the actions of the Health and Safety Strategic Action Plan, and the outcomes from investigation activity carried out by HSE	Apr 20	Mar 21	Head of Health and Safety	HSE Schools Trade Unions Corporate Health & Safety Committee	Appropriate allocation of resources to ensure the plan can be delivered; Assurance Group Meetings held to ensure direction and oversight of the actions; Completion of all actions within the plan as per the deadlines stated (see dates in Strategic Action Plan); Completion of the work at height assurance activity that is underway as per the action stated in the Strategic Action Plan; Inclusion of any additional activity related to the HSE investigation in the Strategic Action Plan; Appropriate allocation of resources to respond to any further activity that arises from the HSE's investigation.

**Directorate Objective 4:** Deliver corporate services that meet customer requirements (internal and external).

No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners involved	SMART Measure of Success
4.1	Measuring our progress <b>7.1</b>	[Mandatory] Directorate delivery of excellent customer services as per council's Customer Experience Strategy	Apr 20	Mar 24	Chief Finance Officer Assistant Director, HR&OD	Orbis JMB/OLT. JMC. ELT/DMT's. Welfare Framework Board. CMDB.	Customer satisfaction and ease of access (survey). Customer Insight Dashboard (complaints, compliments, response times and learning areas) Reduction in number of complaints, increase in compliments received and improved response times.
4.2	Customer promise <b>7.5</b>	Develop a helpdesk within Business Operations using Cherwell.	Apr 20	Mar 21	Assistant Director, Business Operations	Orbis, All council	Services to be onboarded, identified and agreed (Jul 20). Proof of concept in IT&D (Apr 20). Improvement in 2019 staff survey i.e. Increased customer satisfaction on 2018 result of 72% (customer feedback report).
4.3	Customer promise <b>7.5</b>	The BHCC Orbis Lead to represent the council as a strategic customer of the Orbis partnership to ensure that council officers and customers receive excellent corporate services.	Apr 20	Mar 24	Chief Finance Officer	Orbis (Surrey and East Sussex County Councils). JMB/OLT. JMC. CMDB,	Orbis-wide savings of £1.555m delivered including local target of £0.477m. New Orbis service delivery 'blueprint' agreed by Summer 2020. Orbis customer service monitoring is via local customer insight data. New 3-year IAA in place April 2020.

<b>Directorate Objective 4: Deliver corporate services that meet customer requirements (internal and external).</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners involved</b>	<b>SMART Measure of Success</b>
4.4	Customer promise <b>7.5</b>	Ensure a robust, compliant and cost-effective Information Rights case handling framework in place to enable it to meet its legal obligations, including timescales under the General Data Protection Regulation, Data Protection Act 2018, Freedom of Information Act 2000 and associated legislation.	Apr 20	Mar 24	Head of Strategy & Engagement	All Directorates	Compliance with Information Commissioner expectations in relation to FOI and SAR cases.

<b>Directorate Objective 5: Continue to modernise and improve the offer from IT &amp; Digital including with respect to external customers</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
<b>5.1</b>	Modernising council <b>7.4</b>	Corporate Modernisation Programme - Digital Customer: Enable the successful delivery of digital improvement projects and programmes through the co-design and co-delivery of underpinning technologies, platforms and services in IT&D including: <ul style="list-style-type: none"> <li>• Curation of existing digital platforms;</li> <li>• Introduction of new capabilities to meet the requirements of the corporate strategy and service innovation initiatives;</li> <li>• Support for the development of workforce digital competency.</li> </ul>	Apr 20	Mar 21	Head of Strategy & Engagement	Orbis. All council. Digital & Tech Board (chaired by Chief Executive).	Universal SMART measures to be defined by June/July 20. Specific measures to be determined by specific modernisation projects that digital capabilities will enable.
<b>5.2</b>	Modernising council <b>7.4</b>	Corporate Modernisation Programme – Digital Organisation: Develop a scalable and resilient technical architecture which provides a secure, highly available platform for business services	Apr 20	Mar 21	Head of Strategy & Engagement	All council. Orbis.	A secure technology environment which is compliant with national regulatory regimes. Standardised infrastructure across Orbis partners generating procurement economies of scale and single point of support. Provision of a ‘High Availability’ offer for critical services to minimise interruption to business. Improvement to relevant performance measures (major incident; business losses due to downtime, etc) in line with CMDB expectation).

<b>Directorate Objective 6: Develop and engage with staff to deliver good quality services and change within the directorate and across council services.</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
<b>6.1</b>	Modernising council <b>7.4</b> Our Workforce <b>7.6.1</b> <b>7.6.2</b> <b>7.6.3</b> <b>7.6.5</b> <b>7.6.7</b>	[Modernisation Programmes – Our People Promise (Corporate)]: Deliver ‘Our People Promise’ priorities to ensure the council is able to recruit and retain the workforce it needs, and to improve the motivation and morale of staff as measured in the Staff Survey.	Apr 20	Mar 24	Assistant Director, HR&OD	All council. Trade unions. Staff Forums.	Deliver specified and non-cashable benefits for the project/programme (March 2021). 5% improvement in staff survey results against ‘I feel valued by my employer’ question (Staff Survey – May 2021). 5% improvement in equality data regarding representation of staff with a protected characteristic (March 2021). Measures of success as outlined in FIAP, and OPP programme (see relevant action plans) CP actions to be developed as measures of success including: 7.6.1 recruiting and retaining the right people; 7.6.2 clear employer offer and support to perform well; 7.6.3 staff wellbeing; 7.6.7 good place to work; and 7.6.5 opportunities for training & developing skills.
<b>6.2</b>	Modernising council <b>7.4</b> Our Workforce <b>7.6.4</b>	[Corporate Modernisation Programme] Through the delivery of the Fair & Inclusive Workplace improve the experience of staff across the organisation as measured by the staff survey. Be a fair and	April 20	Mar 24	Assistant Director, HR&OD	Staff Forums Trade unions.	Positively increase representation across protective characteristic groups by a minimum of 1% per protected group (March 2021) . 5% improvement in Fair and Inclusive indicator in the staff survey.

<b>Directorate Objective 6: Develop and engage with staff to deliver good quality services and change within the directorate and across council services.</b>							
<b>No</b>	<b>Corporate Plan Link</b>	<b>Action/deliverable</b>	<b>Start date</b>	<b>End date</b>	<b>Accountable Lead Officer</b>	<b>Key Internal /External partners</b>	<b>SMART Measure of Success</b>
		inclusive employer that values diversity and individuality.					
<b>6.3</b>	Support carers <b>6.4.3</b>	Make the council an exemplar in supporting staff who are carers.	Apr 20	Mar 21	Head of Human Resources & Organisational Development	HASC. Staff Forums.	Flexible working policies reviewed (Mar 2021). Special Leave policy reviewed and launched (Mar 20 P&R). Work with the Staff Forums to re-launch the Carers Passport (Oct 20).
<b>6.4</b>	Ensure that health and care services meet the needs of all <b>6.5.4</b>	Extend the council's 'My Shop' card offering discounts in local shops, cafés and leisure venues and subsidised transport to care workers across the city.	Apr 20	Dec 20	Head of Human Resources & Organisational Development	MyStaff Shop. Carers' Network.	Options for extending MyStaffShop to carers in the city identified, costed and reported to ELT, Policy Chairs Board and, if required, P&R (Dec 20).
<b>6.5</b>	Fair & inclusive council <b>7.3</b>	[Mandatory]: Directorates to work proactively to understand, engage with and respond effectively to the city's diverse communities and its changing demographic.	Apr 20	Mar 24	Assistant Director, HR&OD	Equalities Team. CEDG. DEDG.	Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG.
<b>6.6</b>	Fair & inclusive council <b>7.3</b>	[Mandatory]: Directorate to actively support the corporate aim of diversifying the workforce at all levels, recruiting and retaining staff from all the city's communities.	Apr 20	Mar 24	Assistant Director, HR&OD	Equalities Team. Staff Forums. DEDG.	Increase alignment of workforce profiles across all grades and contract types with corporate targets (Mar 21). Service level actions are completed to timetable and monitored through the relevant DEDG and CEDG. Increase the numbers of people recruited and percentage of those who are BME or

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							disabled at application, interview and appointment stages, as monitored by HR. Reduce percentage of leavers who are BME or disabled (Mar 21). Increase % of managers who recruit who have been trained. improve % of positive responses to 21 staff survey questions relating to fair and inclusive index.
<b>6.7</b>	Well run council <b>7.2</b>	[Mandatory]: Develop the quality and impact of the Directorate's City and Council leadership.	Apr 20	Mar 24	Chief Finance Officer / Assistant Director, HR&OD	Orbis	Reduce Directorate sickness rates. Year-on-year improvement in 2019 staff survey index. Results of Health & Safety audits. Council-wide measures reflected in Our People Promise. Measures of success for City-wide to be determined by each directorate.
<b>6.8</b>	Fair & inclusive council <b>7.4.2</b>	Streamline the way we work, reducing demand on high cost services by preventing problems from arising or dealing with them early on.	Apr 20	Mar 24	Chief Finance Officer / Assistant Director, HR&OD	CMDB. Orbis. All Council.	<b>Directorate:</b> For Orbis services, links to new 'blueprint' service model aimed at increasing automation, self-service and ease of access to business intelligence and MI to reduce demands on support functions and enable efficiencies. Roadmap for development <u>or</u> replacement of corporate HR/Payroll and Finance systems agreed including potential procurement timeline.



<b>Directorate Objective 6:</b> Develop and engage with staff to deliver good quality services and change within the directorate and across council services.							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners	SMART Measure of Success
							<p><b>Council-wide:</b> Improved benchmarking, unit cost and other MI available to identify high cost areas (linked to Enterprise Strategy approach) (Dec 20). Improved Strategic Business Partner offer provided (through roll-out of Business Partner Excellence programme) to help services develop new solutions (Sept 20).</p>
<b>6.9</b>	Ensure that schools continue to improve and all children do well <b>4.2.7</b>	Reintroduce a local authority supply teacher service to save schools money and ensure high quality teaching	Apr 20	Mar 24	Assistant Director HROD	HR, Trade Unions, Headteachers, Business Operations	High level options appraisal prepared and shared with Lead Member for CYPS by end of October 2020.

Directorate Objective 7: Keep the council safe including an emphasis on mitigating information and data risks.							
No	Corporate Plan Link	Action/deliverable	Start date	End date	Accountable Lead Officer	Key Internal /External partners	SMART Measure of Success
7.1	Well run council 7.2	Investigate reported incidents of suspected fraud/irregularity and ensure appropriate sanctions are applied.  Delivery a programme of proactive counter fraud work including data matching, the delivery of counter fraud training and the production of guidance for council managers and staff.	Apr 20	Mar 21	Audit Manager (BHCC) Audit Manager (Counter fraud)	All council services. Sussex Police. DWP. NAFN. NFI.	Deliver or support employee and corporate investigations. Identifying overpayments arising from procurement fraud/duplicate payments etc. Investigation of housing tenancy fraud. Undertake NFI data matching. Deliver fraud awareness training. Communication of counter fraud best practice across the organisation. (All March 21)
7.2	Well run council 7.2	Delivery of an agreed programme of work sufficient to provide an informed opinion on the internal control environment for inclusion in the Annual Governance Statement.  Deliver annual Internal Audit Plan whilst maintaining sufficient flexibility to focus on new and emerging risks.	Apr 20	Mar 21	Audit Manager (BHCC)	All council. Audit & Standards Committee.	Regular updates on progress to Audit & Standards Committee against percentage completion target (March, July, September, December 20; January and March 21).
7.3	Measuring our progress 7.1	[Mandatory]: Ensure compliance within the F&R directorate/service with the General Data Protection Regulation and the Data Protection Act 2018.	Apr 20	Mar 24	Chief Finance Officer (Corporate Programme Manager for CammsStrategy)	All council	All assets are assigned to an information asset owner to be recorded on asset register and reviewed quarterly – March 21.  All IA reviews relating to data protection compliance achieve at least 'Reasonable Assurance'.

							All service redesign or system changes have answered the Data Privacy Impact Assessment triaging questions and completed an assessment if required. All privacy notices reviewed and updated Mar 2021.
<b>7.4</b>	Well run council <b>7.2</b>	Ensure that information governance is fit for purpose and keeps the Senior Information Risk Owner (SIRO) safe.	Apr 20	Mar 24	Head of Strategy & Engagement	All council. HM Government.	Information Governance Board KPIs and RAG rating on the Information Governance risk (March 2021). Compliance with requirements of the Independent Inquiry into Child Sexual Abuse (IICSA) (Apr 2020). Compliance with the General Data Protection Regulation (GDPR) (March 2021). Ensure compliance with Public Service Network Code of Connection (CoCo), NHS Information Governance Toolkit and PCI DSS compliance for payments handling (September 2019).
<b>7.5</b>	Well run council <b>7.2</b>	[Mandatory]: Ensure each service in the directorate has an up to date and relevant Business Continuity Plan (BCP) in place.	Apr 20	Mar 24	Chief Finance Officer / Assistant Director, HR&OD	Corporate BCP team.	Good quality BCPs in place for all services. Reviewed annually or sooner if there have been service changes.
<b>7.6</b>	Modernising council <b>7.4</b>	[Corporate Modernisation Programme]: Procurement & Contract Management: Implement improved oversight over contract management across the council.	Apr 20	Mar 21	Head of Procurement & Contract Management	Orbis ELT/DMTs	Clear and insightful Management information that sets out risk and areas for focus to the Procurement Advisory Board and ELT. Mentoring / development targeted at key contract managers (March 2021). Cashable targets to be met where posts are funded by directorates for specific intervention.

Directorate Plan: April 2020 to March 2024

7.7	Well run council 7.2	Embed consistency and consolidate and improve governance and control arrangements for high volume transactional and traded services	Apr 20	Mar 21	Assistant Director, Business Operations	Orbis	Improved performance on internal audit reviews to substantial assurance level (March 2021). New KPI's to measure service performance and align with Orbis partners (March 2021).
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Budget: April 2020 – March 2021: ORBIS Operational Services			
	Functional Area	Budget 2020/21	Savings
1	Finance (including Internal Audit)	6,232	0
2	Procurement & Contract Management	4,458	305
3	Business Operations	5,094	750
4	Management	505	0
5	HR & Organisational Development	3,227	0
6	IT&D	19,772	500
	<b>Total</b>	<b>39,288</b>	<b>1,555</b>
Budget: April 2020 – March 2021: MOBO Budgets			
	Functional Area	Budget 2020/21	Savings
1	Finance (including Internal Audit)	272	0
2	Procurement	-163	0
3	Business Operations	-190	0
4	Revenues and Benefits	5,358	250
5	Housing Benefits subsidy	-751	0
6	HR & Organisational Development	625	0
7	IT&D	2,904	225
8	Contribution to ORBIS	10,909	477
9	Corporately held budgets	-19,096	340
	<b>Total</b>	<b>-132</b>	<b>1,292</b>

Risk: Finance & Resources risks as at March 2020 – updated 18 March 2020						
Risk code	Corporate/ Directorate Plan Link	Risk title	Strategic or Directorate	Risk owner	Initial risk score	Revised risk score
FR DR 01	Directorate Objective: 4	Failure to integrate effectively into the Orbis partnership leads to sub-optimal service outcomes and financial losses	Directorate	Executive Director of Finances & Resources	Amber L3 x I4	Yellow L2 x I3
SR2	Corporate Plan: Outcome: A well run council	Council is not financially sustainable	Strategic	Chief Finance Officer	Red L5 x I4	Red L4 x I4
SR10	Corporate Plan: Outcome: A well run council	Corporate Information Assets are inadequately controlled and vulnerable to cyber attack.	Strategic	Chief Executive (Head of Strategy & Engagement)	Red L4 x I4	Amber L4 x I3
SR18	Corporate Plan: Outcome: A well run council	Service outcomes are sub-optimal due to the lack of appropriate tools for officers to perform their roles	Strategic	Executive Director of Finances & Resources (Head of Human Resources and Organisational Development)	Red L4 x I4	Amber L3 x I4
SR24	Corporate Plan: Outcome: A well run council Directorate Plan:1.1	The impact of Welfare Reform increases need and demand for services	Strategic	Executive Director of Finances & Resources (Head of Revenues & Benefits / Revenues & Benefits Manager)	Amber L4 x I3	Amber L3 x I3
SR25	Corporate Plan: Outcome: A well run council	The lack of organisational capacity leads to sub-optimal service outcomes, failure to meet statutory obligations, and reputational damage	Strategic	Head of Human Resources and Organisational Development	Red L4 x I4	Amber L3 x I4

Risk: Finance & Resources risks as at March 2020 – updated 18 March 2020						
Risk code	Corporate/ Directorate Plan Link	Risk title	Strategic or Directorate	Risk owner	Initial risk score	Revised risk score
SR29	Corporate Plan: Outcome: A well run council	Ineffective contract management leads to sub-optimal service outcomes, financial losses, and reputational damage	Strategic	Executive Director of Finances & Resources (Head of Procurement)	Amber L3 x I4	Amber L3 x I3
SR32	Corporate Plan: Outcome: A well run council	Sub-standard health & safety measures lead to personal injury of staff or residents, financial losses and reputational damage	Strategic	Head of Human Resources & Organisational Development (Head of Health & Safety)	Red L5 x I4	Red L4 x I4
SR34	Corporate Plan: Outcome: A well run council	Ambitions to improve offer for staff which have been stated in Our People Promise may not be realised	Strategic	Head of Human Resources & Organisational Development	Amber L3 x I4	Yellow L2 x I3