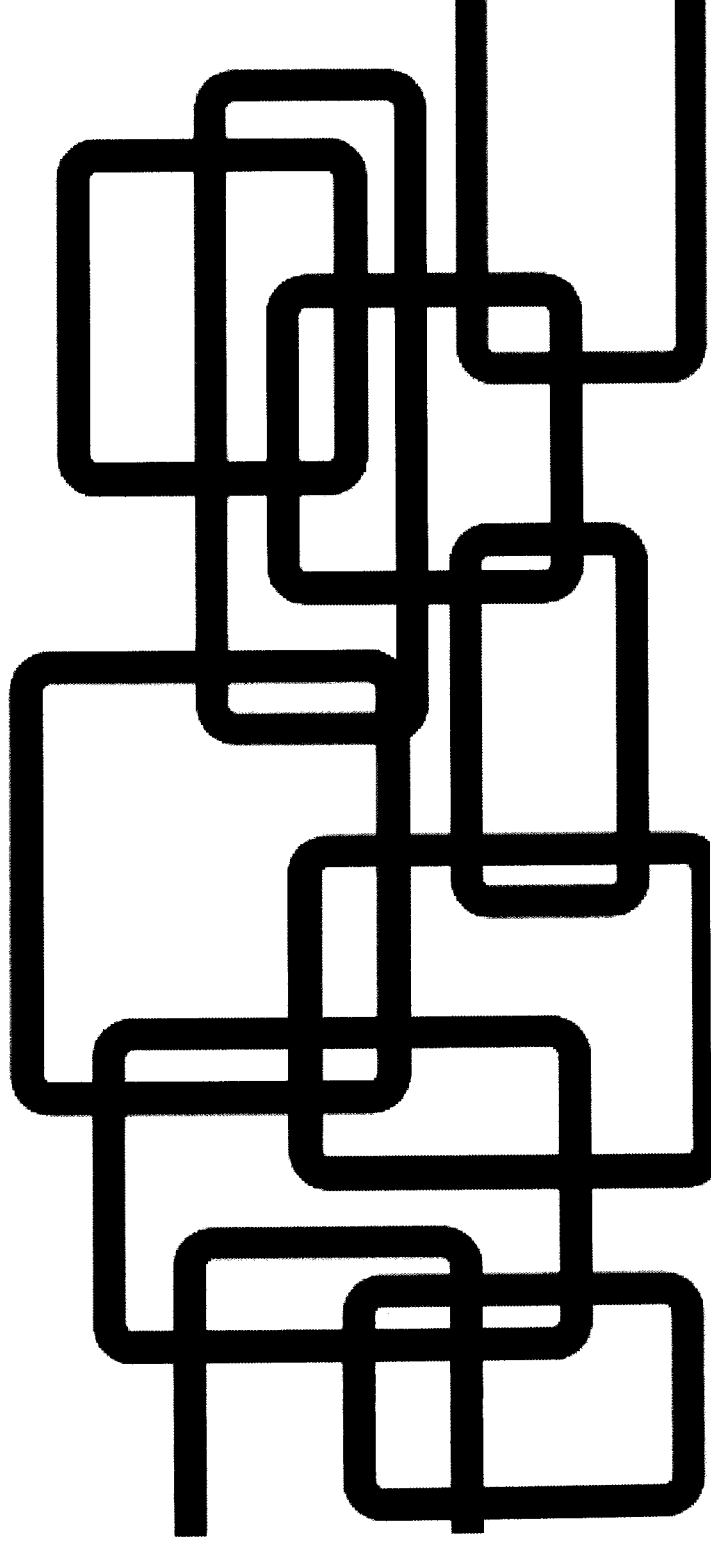
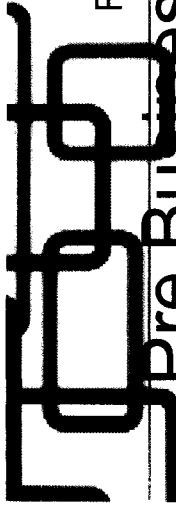


**Personnel; Improvement & Performance;
OD & Learning; Member Services**

Pre Business plan Review 2007/2008





Pre Business Plan Review 2007 / 2008

Business Units: Personnel; Improvement & Performance; OD & Learning; Member Services
Budget Holders: SY; EP; PM; YS
Directorate: Chief Executive: Organisational Development

This Pre-Business Plan Review template has three main sections:

Section A:

Sets out progress against current year's objectives, performance targets and budget

Section B:

Identifies the factors that will affect the work of your business unit in the next four years

Section C:

Sets out proposals for the years ahead

There are 3 appendices which need to be completed in addition to this form:

Appendix 1

Lists business unit relevant performance indicators, floor targets, year to date and end year projected performance against targets and action to be taken to deal with under-performance. (Compiled by Improvement & Performance, completed by Business Unit)

Appendix 2

Value for Money profile – (Compiled by Audit Commission) for reference in completing section 4.

Appendix 3

a) Analysis of expenditure against budget and Grants
b) Revenue savings targets– (Compiled by Corporate Finance)

Appendix 4

Capital Programme Application Form and Explanatory & Guidance Notes – (2 additional documents compiled by Strategy Section, Corporate Finance, to be completed if relevant, in conjunction with section 12 of PBPR)

SECTION A – Where is the Business Unit now?

1. Vision

Improving service performance to our diverse communities by ensuring that people perform, and that they work in a modern and healthy environment.
Building workforce capacity to manage and deliver excellent services.
Supporting Local Democracy in Haringey for the benefit of all our communities.

2. Objectives (Current Year)

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
DRIVING IMPROVEMENT To drive faster and sustainable service improvement across the Council	- Council's Comprehensive Performance Assessment (Corporate self assessment) submitted to Audit Commission on 3 May 2006. - Corporate Assessment successfully co-ordinated 12 -23 June 2006 and response to draft report submitted to AC on 24 August 2006 - Value for money Self Assessment submitted to AC on 24 August 2006	Action plan to be developed and agreed by CEMB by December '06	

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
DRIVING IMPROVEMENT (cont) To drive faster and sustainable service improvement across the Council	- Balanced scorecard developed and implemented. - Corporate Plan and annual report published to timescale. - Business Planning & PBPR framework reviewed and updated to incorporate VFM. Ongoing monitoring of progress against Local Public Service Agreement	- We will put in place a rolling programme of auditing BVPIs and measures feeding into the CPA with emphasis on data quality and compliance with definitions. - We will provide support to the development of the Council's LAA	
	- To deliver an effective Scrutiny service : The following reviews have been scoped and are now in progress: - New Lettings Policy; Fly tipping; Access to Health Services for people with learning disabilities; Extended Schools; Expansion of the use of CCTV for crime prevention (joint with Police)	Scrutiny reviews listed to be completed	
	Member Enquiries procedure now in place and being used across the Council. Monthly reports submitted to Directorate Management Teams and Members. Complaints performance continues to improve with 92% of stage 3 complaints dealt with in timescales against a target of 90%	- Further improvements in dealing with Members enquiries to achieve the performance target. - Further increase awareness of complaints timescales and procedures and the importance of resolving quickly and at stage 1 where possible.	

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
DRIVING IMPROVEMENT (Cont) To drive faster and sustainable service improvement across the Council	- Mandatory manager short courses run to schedule - Associated HR processes review commenced (appraisal, recruitment, job families)	Mandatory manager short courses run to schedule	Implementation of changes to HR processes
	Transactional efficiencies project initiated through Programme	- Reviews progressed - PID agreed & project work commenced	Completion of transactional efficiency project & implementation of actions
	- liP re-recognition managed within Council context. - Staff survey attracted 60% plus response rate	- liP re-recognition to be rephrased to 2007 - Analysis of survey complete & reported. Excellent result	- liP re-recognition - Three business units identified for targeted support/ action
	People Mgt Strategy re-phased to Autumn 06	People Mgt Strategy re-phased to Autumn 06	People Mgt strategy implementation
	Competency framework high level design agreed	Competency framework detail agreed	Competency framework implementation

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
DRIVING IMPROVEMENT (Cont) To drive faster and sustainable service improvement across the Council	▪ Good progress has been made in a number of areas such as Member Learning and development, e-Democracy and Executive Support. ▪ More work is required with services on Customer focus. ▪ The new Service structure (Member Services) is not completely embedded. ▪ Further analysis of service costs required together with benchmarking to ensure VFM. ▪ Training being undertaken to ensure consistent advice on governance	▪ ALG Charter Accreditation on track for 2006/7. ▪ E democracy improvements further embedded. ▪ Review to be fully implemented with new structure facilitating improved efficiency across the business unit ▪ Better understanding of service costs and ability to demonstrate VFM. ▪ Improved Member satisfaction with governance arrangements.	▪ Rolling out next phase of Member learning and development strategy

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
CULTURE, CHANGE, CHALLENGE AND CONTROL	▪ Efficiency review methodology developed and agreed by the Value for Money Stream Board. ▪ Business Process Re-design Reviews & Efficiency Service Reviews completed: ▪ Adaptations, Parking, Homecare and Empty Properties. Action plans developed and being implemented & Control ▪ Competencies & values developed	▪ Another two Value for Money Reviews including Benefits and Local Taxation to be completed by March.	
	▪ Smart working re-phased	▪ Competencies & values rolled-out ▪ Smart working initiatives progressed through People Stream	▪ Implement People Mgt Strategy ▪ Smart working initiatives run as part of People Mgt Strategy.
	▪ Leadership programme redesigned for 4th & 5th tier (Phase 2 and Phase 3)	▪ 140 managers launched on phase 2 programme. Programme redesigned for Phase 3 and roll-out planned and will re-commenced in November	▪ Roll-out continue
	▪ Organisational Health debates held at CEMB & SMT	▪ Org Health paper to CEMB to progress development of People Mgt Strategy	
	▪ Redeployment policy reviewed & implemented. Flexible retirement scheduled for Autumn, age legislation review complete.	▪ Flexible retirement policy agreed by CEMB & Members	▪ Implement policies.

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
CULTURE, CHANGE, CHALLENGE AND CONTROL (cont)	- Corporate Programme Office in place Regular Highlight reports are submitted to CEMB and Executive. Action plan developed in response to Audit Commission has been implemented. - Working towards achieving targets surrounding compliance but still some work to be done with staff to consolidate skills and knowledge of the statutory and legislative frameworks under which meetings operate and to ensure consistent high delivery standards. - Structured agenda planning now fully implemented and e-Democracy targets achieved. - Reviews of the Constitution, Schemes of Delegation and member working groups are at various stages of initiation. Work on a Corporate Governance Handbook still to be started.	- Ensuring consistent and robust project management principles are adhered to across all major projects. Work is also under way to develop a benefits realisation framework for the programme - Complete compliance with ongoing monitoring and review. - Systems fully embedded and running as part of day-to-day business process. - External resource to be engaged for Constitution Review. Other projects on track for completion by year end	- To lead on programme management & implementation of the Council's project management framework - Development of quality control programme to ensure consistent high quality support to governance frameworks to ensure legislative compliance

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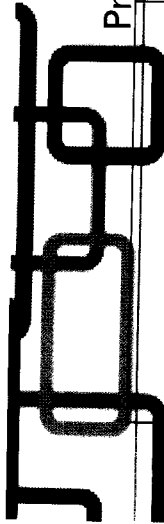
Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
CAPACITY BUILDING	▪ Senior Mgt Development re-phased to link to review of Leadership Programme ▪ Aiming high pilot run for 20 staff ▪ Graduate Trainee scheme completed for 3rd cohort & 4th cohort appointed ▪ Management qualifications process run for supporting external development ▪ Range of workforce skills initiatives run e.g. induction, short courses, staff ▪ Workforce data presented to CEMB & Members ▪ HR strategy implementation actions reported to CEMB & Members ▪ Attendance Mgt actions pulled together into Staff Wellbeing Project. Various initiatives run. ▪ Recruitment regional jobs portal established Your London. Temporary staffing service commenced	▪ Development linked to Leadership Programme roll-out ▪ Pilot complete, evaluation to inform roll-out ▪ 4th cohort in scheme ▪ Staff identified for mgt. qual. support ▪ Evaluate initiatives ▪ Prepare data to schedule, continue to analyse trends ▪ Prepare People Mgt Strategy ▪ PID agreed at Wellbeing Stream ▪ Regional jobs portal analysis of use. ▪ Temporary staffing service analysis of benefit	▪ Implementation of Snr Mgt Programme ▪ Roll-out to new cohorts ▪ Continue to run Grad Scheme ▪ Evaluate success and re-run. ▪ Continue to run informed by evaluation ▪ Implement People Mgt Strategy ▪ Project to deliver on objectives

Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
CAPACITY BUILDING	▪ Consultation and change management programme associated with Review of Member Services has gone well but review still needs to be fully implemented. ▪ Excellent progress with Member Learning and Development targets but member Information Library needs expansion of current on-line resources	▪ Review to be fully implemented with new structure facilitating improved efficiency across the business unit. ▪ New Member L&D consultant to be in post enabling greater access to learning for Members and increased VFM through the diminishing need for external training consultants	▪ People Planning to focus on consolidating skills and knowledge surrounding the regulations governing the council's decision making structures as well as building management and coaching skills within the team.

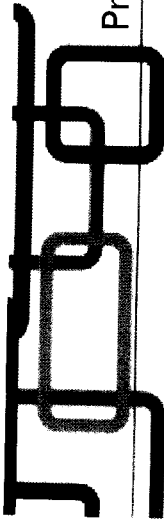
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Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
CUSTOMER FOCUS	▪ Harinet improved at Learning Zone & Personnel pages. E-forms introduced for recruitment process		
	▪ Channels of delivery discussed and phased to link to OD restructure	▪ Design People & OD structure	▪ Implement structure
	▪ Targets on Member Learning and development and e-Democracy initiatives have largely been achieved and are now ready move on to the next phase. ▪ Some issues with Member and Senior Officer perceptions regarding standard and consistency of advice and support from staff to the Council's governance structures.	▪ e-Democracy systems further embedded in the work of the unit ▪ Improved accessibility to Member Learning and Development opportunities by more in-house and one-to-one delivery. ▪ Member and Senior Officer perceptions improved through service improvement and communication regarding action plan	▪ Project to realise maximum benefits from e-Democracy initiatives to enhance efficiency and widen scope of use ▪ Personal development planning and exploration of e-learning provision ▪ Development and implementation of Working at Political the Interface strategy
	▪ Work under way with services to achieve Levels 3 & 4 of the Equality Standard by March 2007 ▪ Equality Impact Assessments of key policies and functions being undertaken across all service areas	▪ Revise the Council's Equality Scheme to include the Disability equality Duty and other recent legislation by November 2006 ▪ Carry out quick audit on Human Rights ▪ Revise the Council's Equalities Policy by December 2006 ▪ Organise: L&G History Month, Holocaust Memorial, Domestic Violence Day, International Disability Day, International Women's Day, etc	▪ In the coming year the council needs to develop a coherent overarching community cohesion strategy to bring together all existing initiatives incorporating finds from the Rowntree Foundation project in Haringey ▪ Review of the REJCC will also need to be completed



Pre Business Plan Review Template

Objectives	Progress so far	Anticipated progress at year end	Areas of work to carry forward
	▪ To integrate equalities in service delivery so that residents/ service users have a fair and equal access to the Council's services. ○ Work under way with services to achieve Levels 3 & 4 of the Equality Standard by March 2007 ○ Equality Impact Assessments of key policies and functions being undertaken across all service areas.	▪ Revise the Council's Equality Scheme to include the Disability equality Duty and other recent legislation by November 2006 ▪ Carry out quick audit on Human Rights ▪ Revise the Council's Equalities Policy by December 2006 ▪ Organise: L&G History Month, Holocaust Memorial, Domestic Violence Day, International Disability Day, International Women's Day, etc	



3. Performance

Please complete Appendix 1.

For all indicators where performance against target or threshold is at risk set out: details in the table below

Ref	Description	2006/07 target / threshold	2006/07 performance Apr-Aug	2006/07 projection	Proposed remedial action to achieve target
12	Working days lost due to sickness per FTE employee	8.8 days	7.8 days	9.5-10 days	Staff wellbeing project, targeted action on long-term absences, improved mgt data on short –term absences, DMT reporting of mgt action to address absence.
11b	The percentage of top 5% of earners from ethnic minority communities	26%	18.2%	26%	Small population basis makes this PI sensitive to change. Changes to procurement of executive search agencies to strengthen equalities. Work planned on talent mgt.
11c	The percentage of top 5% of earners declaring they meet the Disability Discrimination Act disability definition	4.9%	2.5%	3.5%	PI definition based on size of population asked if they meet the DDA. Recent corporate survey increased population base hence PI decreased. Actual number increased. Use of OHU data will further increase. Recruitment outreach planned.
local	Percentage of staff that have a written work plan or performance appraisal	83%	71%	80%	Further collection of data using SAP records to target poor appraisal completion performance.

4. Value for Money (Cost, Performance, Perception)

Heads of Service previously completed a Value for Money pro-forma which includes unit costs, comparative data and/or other value for money information that helps to demonstrate value for the service. Also refer to Appendix 2 –the Audit Commission Value for Money profile.

Benchmarking data for shared services such as ours is not well developed. Despite that OD has worked out its unit costs and has done a VFM self assessment.

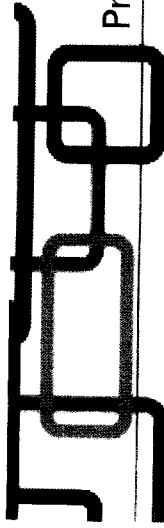
The Personnel Service is conducting an external review of its effectiveness as a part of a regional consortium of boroughs. The exercise will deliver metric, and perception analysis including the views of Haringey HR service users. The feedback will include benchmark comparison. It is expected to deliver in Autumn 06. VFM to date suggests the Service is mid-priced, valued for its expertise, busy. Further work is needed on ensuring employment policies are sustained within the organisation (see objectives for 06/7)

Organisational Development & Learning - Costs of services on the core programme are £105 per participant day per course. This compares extremely well with the open market where courses average £399 per participant day per course. In terms of the perception ratings 87% of courses are rated good or excellent by participants. We also have excellent management information about course application and attendants i.e. By directorate, gender, ethnicity – all of which is an essential requirement for achievement of equality standards and iip.

Member Services - as stated in the VFM assessment, the service takes the strong view that all business unit functions should be charged through the corporate and democratic core and resultant adjustments made to the service's base budget. This process simplification would ensure all services / functions would be managed consistently in terms of charging methodology. A more strategic, corporate and consistent approach could be taken regarding the bodies and functions supported by Member Services, assisting with future forward & business planning and allocation of resources, measuring service satisfaction and value for money.

5.1 Spend against Budget	Appendix 3 shows an analysis of the cost of your service. Where there are over-spends or under-spends either as at end of August or at projected year-end, please list reasons and proposed remedial action.
Projected variation of £x – reason – remedial actions being taken / proposed	Organisational Development • £190k under spend relates to vacancies. • £100k under spend relates to OD&L projects and programmes e.g. leadership programme • £100K overspend relates to non-achievement of temporary agency staffing service due to delayed go-live Member Services: • £108K under spend relates to • Vacancies - £50K. • £30K of under spend is committed to resource constitution review and resultant outcomes • £40K of under spend is committed to fund mentoring and learning programmes for members
5.2 Impact of Previous Years' Investment (New Table)	(List investment received over past 2 years per area/service and demonstrate how this has led to improved service performance/outputs/outcomes) n/a

Area/Service	2004/05 £'000	2005/06 £'000	Planned impact	Actual impact
Personnel file audit		£100K	Implement system to validate right to work, CRB, file quality	Achieved to plan.



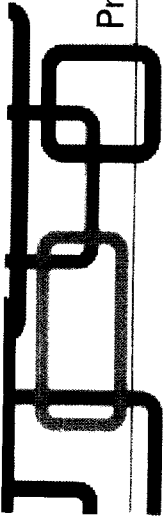
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5.3 Agreed Cashable efficiency savings 2006/07 to 2008/09	(Please set out progress on savings already agreed over the next 3 years in addition to Savings & Investments already agreed. Where savings have not been achieved state the reasons.)
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Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
In-house delivery of leadership programme by OD&L and planned completion of programme		0	17	Planned savings £95K for 07/08 will need to be re-phased to 09/10 because of corporate decision to redesign programme and introduce project element. The funding for the programme will need to be re-profiled over a 3-year period
Improvement & Performance reduce printing budget & use other media	67			Achieved.
Member Enquiries Function		17	31	07/08 pre agreed savings are on track to be delivered.
Refocus the work of Equalities team	58	42	16	06/7 pre agreed saving achieved 07/08 pre agreed savings will be delivered by reviewing the delivery of equalities service and the structure needed to support it
Equalities phased reduction of vol. sector support	44			Achieved
OD&L: reduced levels of support to business units	146			Achieved.
CEMB corporate savings	14			Achieved

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Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Town Twinning		2		Pre agreed saving for 07/08 on track to be achieved
Printing – reduction in provision of hard copy agendas to officers	20			Achieved.
Corporate efficiency on temporary staffing service	535	1000	997	
Corporate budget efficiency from back office temp staff process improvement	303	400	400	
Total (excl corp.)	349	61	64	
Total (inc corp.)	1187	1461	1461	



5. Finance

- 5.4 Agreed **Non-cashable** efficiency savings 2006/07 to 2008/09 (Please set out progress on savings already agreed over the next 3 years. Where savings have not been achieved state the reasons.)

Details of efficiency	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
Council wide efficiency from temporary staffing service				made to a cashable saving by budget adjustment. Full year impact £400K, in 2005/6 part year adjustment made £300K
Total				

- 5.5 Pre-Agreed Revenue Investment Proposals (growth bids). (Please comment on progress on use of investments previously agreed)

Details of Investment	2006/07 over 2005/06 £'000	2007/08 over 2006/07 £'000	2008/09 over 2007/08 £'000	Progress
n/a				



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6. Risk Management - OD

6.1 You will already be monitoring risks through your risk register. Please set out any issues or key risks that might impact on your service in the coming year.

Risks	Mitigation	Further actions required
Equal pay fails to deliver to project plan	Work with stakeholders to limit impact	Regular reports to Member working group, TU's Project Board
Homes for Haringey declines to buy services: potential adverse impact on Council services and staff	Corporate debate needed. Council board to assess lessons learnt and review quality of each VFM reports and its conclusion.	Clarity financial model to be used to undertake the review; the financial and other data that managers can reasonably be expected to provide; and TUPE implications for affected staff.
Accommodation Redevelopment of the Hornsey Town Hall site makes the Development and Learning Centre unsuitable as a training venue	Address through Accommodation project	
Agency resource centre fails to deliver to project plan	Increased contract management meetings, increased change mgt activity	CEMB to monitor via programme board

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Risk	Mitigation	Further actions required
The Council's Constitution and supporting governance structures not fit for purpose. Service not fulfilling statutory requirements in terms of supporting the Council's formal decision making processes.	Constitution is under review in 2006/07. This will ensure is in full compliance with statute and regulation. Maintenance of effective links with legal services and other responsible for constitutional matters and corporate governance to facilitate delivery of continuous improvements. Contribution to corporate learning & development initiatives for officers on corporate governance, decision-making structures & processes and workings at the political interface. Continual review of effectiveness of agenda planning, chair briefing and member briefing mechanisms.	Annual survey – use results to help identify and target support and development areas. Development of corporate governance handbook and Working at the Political Interface strategy Review of constitution.
Member Services not being actively involved in discussions relating to the accommodation strategy for the Civic Centre	Property services aware of critical nature of Member services involvement given need for	Plan for ongoing involvement and discussions with Property Services

SECTION B

What will affect the work of your Business Unit in the next four years?

7. Legislative regulatory, national policy changes or other external pressures including demographic changes

- Equal pay, employment legislation, Gershon efficiencies, TU merger, National pay award 2006/7
- CPA & Data Quality - KLOEs, for the organisation as a whole and for the OD function, will focus our work and areas of concentration.
- New Community Strategy - interventions will be influenced by priorities identified in the new Community Strategy.
- ODPM Pay & Workforce Strategy for Local Government - continues to define priorities in building workforce capacity.
- White Paper on Adult Social Services - increased emphasis on Partnership working e.g. with Health and Voluntary & Community sector and the development of the social care workforce.
- Gershon Review - OD will need to demonstrate value for money and efficiencies and develop programmes, which equip the organisation to meet the challenges.
- New IIP Standard - the re-recognition process planned for 2006/7 will have greater emphasis on the role of the manager, behaviours & standards, this will be reflected in management development & Leadership Programme activities.
- Equality Standard For Local Government (to achieve levels 3 & 4 by 2006/7)
- Disability Discrimination Act 2005, Age Equality Regulations 2006, Race Equality Scheme 2005 – 8, Community Cohesion and Race Equality Strategy 2005. These legislation/policies will have employment and service delivery implications. Additional resources and more effective ways of planning and delivering services will be needed.
- Requirement to deliver an Equal pay Review by March 2007 will require continued resources. Provided in last year's PBPR.
- Employment legislation changes e.g. age continue to require attention.
- The forthcoming local government White Paper: Place Shaping Councils, Strong Democratic Communities which may have far reaching implications in terms of councils devolving power to neighbourhoods or local areas as well as possibly taking on more powers from central government.
- Government proposals to extend the Mayor of London's powers. Consultation, launched by the Department for Communities and Local Government on 10 August 06, asks Londoners for their views on how additional planning powers for the Mayor would work in

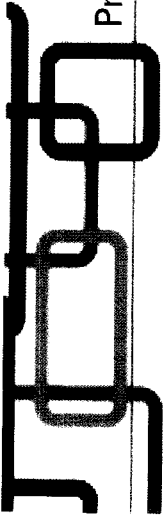
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practice. It is proposed that an earlier announcement in July 06 proposing to extend the Mayor's powers over various areas including planning and housing.

- The Lyons Inquiry into Local Government with its emphasis on the "place shaping" power of councils and their role in building sustainable communities possibly leading to more local flexibility. This will require strong local strategic leadership from our elected members.
- The independent review of the Haringey Strategic Partnership and the LAA agenda may act as a driver for more formal integration of local services and partnership working which would require recognition in the constitution.
- The outcomes of the CPA assessment may have implications around the strengths and weaknesses of our governance structures which should be addressed in the document.
- Developing our own councillor roles and the support structures to our elected representatives which will involve strengthening the evolving "Influential" or "Frontline" councillor role possibly facilitating a reduction in committees. Support structures for Executive Members are also subject to review and improvement which could potentially have an impact.
- Review of Member Allowances, Outside Bodies, Council Constitution and related governance framework, emerging Neighbourhoods structures will all have to be closely monitored as will all have impact.

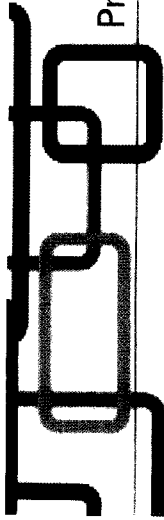
8. Customer Focus - OD

Customer type	Current assessment of perceptions	Proposed actions to improve perceptions to an acceptable level
all	technical quality good, resources sometimes stretched.	Independent analysis using metric & customer perception with benchmark against other London boroughs , public & private sector and plan for improvement. Provider = Valuentis (ALG group initiative)
Councillors	For Member Services there are some issues regarding perception of inconsistency around service delivery, related to formal meeting arrangement and clerking	Action plan in place to ensure consistency of approach and advice including weekly meetings with Clerks to revise standing orders, review of meetings arrangements by managers.
Officers	Corporate understanding of working at the political interface has improved through higher profile – Corporate Induction etc but still room for improvement	Work still to be done communicating work of the service through development and implementation of Working at the Political Interface strategy as well as specific programmes and initiatives within the directorate
Public	Huge improvements made regarding public awareness and understanding of how they can engage with the Council's formal decision-making processes through investment in e-Democracy initiatives – web-casting and modern.gov. and review of some constitutional procedures Some concern identified by officers with usability of web site Need to improve public understanding and accessibility of constitutional processes and procedures	Project regarding maximisation of e Democracy initiatives will achieve still further improvements in customer access Work ongoing to improve web site including provision of individual Member pages Contribution as required to review of constitution Review of publicity and approaches used to inform public of council's democratic processes, focusing on accessibility

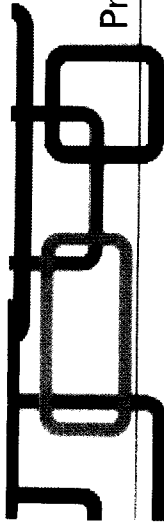


9. SMART Working - OD

People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.	1. structure & delivery systems – engage with staff to develop appropriate structure that delivers against council objectives. 2. staff engagement – team meetings held, away day planned for all service for Sept (re-phased to account for reorg), business plans shared & objectives translated to individual tasks. 3. development – Skills transfer of the Leadership programme delivery team; continue to use competency framework to identify and deliver development for teams & individuals.
Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed. <i>Impact includes any requirement for IT resource such as new or changes to existing software, any systems requiring upgrades, accommodation moves, changes to operating hours. Your IT Business Partner will work with you to assess this impact and provide budgetary estimates.</i>	• SAP: Active directory interface • SAP ESS and MSS debate • SAP upgrade review HR functionality post upgrade • SAP Training and Events - roll out to business units • SAP Learning Module • Regional recruitment procurement – poss preparation for later interface 08 (currently TMP) • Flexible Working Project including home working; mobile working; open access work spaces; telephony. • Performance Appraisal redesign and interfaces with SAP • Further development of e-learning across the council.
Workplace Identify any accommodation issues.	• Lack of training facilities / workshop spaces. • Closer working of OD requires rethink of accommodation.

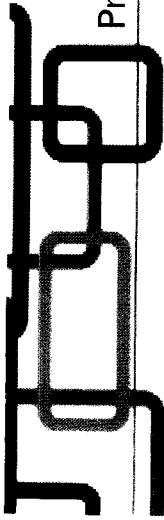


SMART Working – Member Services People Set out progress against your People Plan objectives and identify 3 key areas of work for 07/08.	Progress on 2006/07 Priorities: 1. Sustainable Workforce. Some progress has been made against this target but the key driver of this objective – the organisational review, re-evaluating roles and promoting more defined career paths in Member Services has yet to be fully implemented. Budgetary constraints imposed for the coming years necessitate a refocus on priorities which will inevitably have an impact on the proposed review. This will therefore form the first key priority for 07/08. 2. Shared Vision and Values. Steady progress on this objective. Good Induction programme and regular team and individual review meetings are fully embedded. More focus needed on appraisals. 3. Skills and Knowledge. There is an emerging need to focus on updating and maintaining core knowledge in certain areas, particularly around constitutional matters. 4. Style of Management. The proposed Member Services Review was again the main driver in addressing the need for greater capacity for more strategic management of the service. The first phase of the implementation has brought in a strategic resource and this needs time to bed in. Responses to the Staff Survey are largely positive but it is evident that there is a need for managers to coach staff and closely monitor performance where weak areas have been identified. 5. Structure and Systems. Once again, the Member Services Review proposed an alignment of structural areas which, when fully implemented, will deliver on this target. 2007/08 Priorities: 1. Structural Review. Fully implement a revised structural review which is realigned to meet emerging corporate priorities and re-allocates business resources to core business through structural efficiencies in back office operations. 2. Skills & Knowledge. to take a strategic approach to addressing knowledge gaps in priority areas and ensure that new and less experienced staff engage in a fully supported learning programme with their managers.. 3. Change Management. A change management programme will be defined to bring about a smooth transition for those moving to new and changed roles in the reviewed organisation structure and to facilitate the introduction of major new work areas such as ward support to councillors. In conjunction with this there will be a renewed drive to ensure maximum efficiency is gained from the use of new technology initiatives around the e-Democracy agenda.
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Pre Business Plan Review Template

Work methods and Technology Identify any key IT projects for the coming year so that the impact of these projects can be assessed.	The priorities for 2007/08 in terms of IT revolve around the development of an e-Democracy strategy for the council and the related technology requirements which the strategy will identify. A significant aspect will be the key project to realise maximum benefits from the e-Democracy initiatives such as the to enhance efficiency and widen scope of use
Workplace Identify any accommodation issues.	No staff accommodation issues anticipated at this stage. Storage of Council records needs ongoing monitoring to ensure integrity and safety of system, compliance with legislation and adequacy of space. Future development plans for the Civic Centre will have an impact on the council's business in terms of Council Chamber and other space appropriate for civic functions. Member Services to be fully involved in planning and discussions relating to this.



SECTION C

Proposals for the year ahead

10. New objectives for the next financial year- these need to be specific and relate to service improvements.

PERSONNEL / OD AND L

Number	Objective	Why is this important	Key activities	Dependencies and joint working
1	Support the development of an organisation that is fit for purpose	Revised community strategy & early indications are that the Council needs a change in organisational emphasis to support the achievement of its goal of becoming a confident outward looking organisation	People mgt strategy (HR/OD strategy) to be produced and address no 1 - 5 below. • Projects to provide flexible role definitions, career path framework, succession plans, linked to competency framework & people plans • Appropriate & relevant workforce characteristics & culture using internal comm's and change mgt. • Talent management services - Revise entrant, development, & performance schemes to form a coherent • Deliver effective change management to support a more efficient organisation. Support transactional efficiency reviews	

Pre Business Plan Review Template

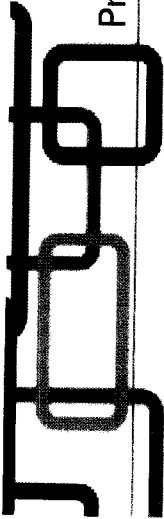
Number	Objective	Why is this important	Key activities	Dependencies and joint working
2	Build capacity for management of the future.	Management of staffing resources is critical to achievement of community strategy & council priorities	- Design senior management development programme & roll-out - Implement role & responsibility descriptors to supplement flexibility project above. - Continue & refine various entrant & development schemes to support talent throughout the Council. - Develop further use of mgt information to generate intelligence led approaches to focussing on employment matters. - Deliver a package of employment benefits & terms that reflects our aspiration to be employer of choice.	CEO; CEMB
3	Reinvigorate Smart Working brand to realise benefits	Attraction & retention of staff is critical to business success. In an increasingly competitive market the Council's selling points are often about the employment package, development, flexibility, etc. Effective marketing of our benefits to staff and potential staff is required to realise benefit from our investment in the employment package.	- Manage a flexible working project within the Programme Board arrangements to deliver benefits of flexible working, accommodation, & IT improvements. - Develop employee engagement plans that maximise our employer benefits & responsibilities. Work to cover actual and psychological contract. Use this and work above to market the Council as employer of choice. - Deliver a range of proactive employee benefits via the staff wellbeing project within the Programme Board arrangements. - Co-ordinate the Smart Working offer and promote more fully as a brand.	IT; Property; representatives of the business

Pre Business Plan Review Template

Number	Objective	Why is this important	Key activities	Dependencies and joint working
4	Deliver an efficient, customer focussed service.	People & OD services need to demonstrate efficiency as well as helping the Corporate body achieve best use of staff resources.	• Revise the OD offer to the Council so that it remains relevant to corporate priorities. • Adopt organisational and system structures to deliver efficient services. • Continue to review delivery models as part of Transactional Efficiency Board project. • Engender appropriate service user perceptions to support corporate change/improvement agenda.	
5	Community Cohesion strategy	The council now needs to bring together all community cohesion initiatives and work streams under one coherent programme with a clear lead	• In the coming year the council needs to develop a coherent overarching community cohesion strategy to bring together all existing initiatives incorporating finds from the Rowntree Foundation project in Haringey • Review of the REJCC will also need to be completed	Links with the HSP & partners, community safety agenda, neighbourhoods and the work of cultural services

Pre Business Plan Review Template

Number	Objective	Why is this important	Key activities	Dependencies and joint working
6	Business as usual activities		• Implement values & competencies • Run staff and manager events • Run leadership, mgt development and core programme development. • Provide comprehensive range of advisory and transactional HR services • Deliver coaching, mentoring, • Run social care sector based development • Plan to retain lIP • Review recruitment process opportunities from regional procurement. • Deliver temporary staff service efficiencies and service improvements.	



Pre Business Plan Review Template

MEMBER SERVICES

1	To empower our elected Members to fully discharge their democratic roles and responsibilities.	To ensure that elected Members are equipped effectively to take forward their community leadership and governance roles.	Move on with the Member Learning and development programme shifting emphasis to in-house delivery, working with members on a one-to-one basis. Development of support functions to Councillors to ensure information flow between Members and the Council and empower Members in Community Leadership role	Members taking a more active part in shaping their own development needs; work with key stakeholder services Review of the Constitution Program streams for officers re. working at the political interface
2	To enable council officers and services to work successfully at the political interface.	To enable officers across the council to fully support Members to develop in all aspects of their roles.	A continued presence at corporate induction and key staff development events Development and dissemination of a corporate governance handbook Development and implementation of Working at Political the Interface strategy	OD&L and key stakeholder services

Pre Business Plan Review Template

Number	Objective	Why is this important	Key activities	Dependencies and joint working
3	To ensure the Council has excellent and robust governance arrangements.	To ensure the council has transparent and accountable governance arrangements to enable first class decision making in Haringey and to engender community trust in the democratic leadership of the council	Reviews of Constitution, schemes of delegation, member working groups and governance support mechanisms. Adopt organisational and system structures to ensure delivery of efficient services and support of constitutional & statutory functions Engender appropriate service user perceptions to support constitutional & corporate change/improvement agenda	Legal services Councillors Council Services (as required)

Pre Business Plan Review Template

Number	Objective	Why is this important	Key activities	Dependencies and joint working
4	To ensure a consistently high standard of service delivery.	To raise customer care and service standards to key service users, ensuring value for money.	People Planning to focus on consolidating skills and knowledge surrounding the regulations governing the council's decision making structures as well as building management and coaching skills within the team. Project to realise maximum benefits from e-Democracy initiatives to enhance efficiency and widen scope of use Development of quality control programme to ensure consistent high quality support to governance frameworks to ensure legislative compliance	

11. Capital Investment Proposals - OD

Please list all capital proposals that have been submitted in the capital appraisal process.

Proposed investment (description of scheme/ programme line)	Capital sought from Council resources			Council contribution as a of overall capital cost
	2007/08 £	2008/09 £	2009/10 £	
New Development and Learning facilities for the Council				Outcomes of discussions relating to development of Hornsey Town Hall site is likely to require alternative facilities for training and development
Transactional efficiency including SAP self service and learning management system	500	500	500	Note: Cross reference to IT Services and Finance PBPRs
Replacement of Complaints and Members Enquiries Management system (RESPOND	105	10		Software, hardware and project management costs Replacement of this system is business critical for the efficient and effective management of complaints and members enquiries corporately across the council. Current system not compatible with CITRIX / CRM. Service provider has doubled annual maintenance costs and system spec insufficient not providing value for money.

12. New Revenue Investment Proposals (growth bids) -

This proposal must include any additional revenue implications arising from any capital proposals in Table 11.

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) Key service <u>priority investments</u>									
1 x additional programme support officer	Excellent services Efficient services	To strengthen the corporate programme office	50						This additional post is essential to strengthen the corporate programme office and to ensure that the Council fully implements the Audit Commission Action Plan recommendations in relation to project management
staff wellbeing.	Efficient services	If we can reduce absence by 0.5 day = £275K saving	135					1	Plan to support staff wellbeing project with increased ohu time for proactive health promotion, Options = bring doctor in house to secure current improvements, add nurse time for more proactive activities,

Pre Business Plan Review Template

Proposed investment	How does this support Council Priority	Justification (linked to PBPR Section A & B)	07/08 over 06/07 £'000	08/09 over 07/08 £'000	09/10 over 08/09 £'000	10/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
(a) Key service priority investments									
Career coaching for redeployment & development	services	If we can continue to redeploy 16 per year = £140K expenditure avoided	12						Redeployment is more effective due to investment in redeployment liaison officer. It remains limited to search against current role. Career coaching would broaden the potential = greater numbers redeployed. In 05/6 26% of redeployment pool successfully redeployed. Also could be used for development. Costs = investment in our staff as coaches.
Achievement Lunch and Xtra mile scheme	Excellent services	Committed staff = more productive staff and increased awareness of council achievements	20					1	Scheme is currently unfunded and costs are met from under spends in the OD and L budget which will be unsustainable in future years.. Plus to cover the cost of inland revenue regulations
(b) Unavoidable cost pressure (price above inflation, demand above plans—evidence required)									
(c) Revenue Implications of capital bids (table 12)									

13. New cashable efficiency savings

Insert proposed efficiency savings, giving an outline of the proposed saving, the impact that this saving will have on performance (if any), the value of the saving in 2007/08 to 2010/11, the number of staff who would be made redundant and the number of posts which would be deleted. This is additional to the already agreed efficiency savings set out in the table 5.3. The total across the four years should agree to the total target savings.

Proposed efficiency saving	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
a) <u>Cashable Efficiency savings</u>								
Corporate project to deliver efficiencies and benefits from a more flexible workforce and ways of working								Some upfront investment will be required. The project is dependent on coordination between people (workforce, members, partners, customers), technology & accommodation.
b) <u>Service Reductions</u>								
Reduce Change and Project Management budget or transfer retained staff to directorates	Loss of flexibility to move improvers as a corporate resource	70				2-3	2-3	Service budget picks up post & assimilates into structure
Restructure Personnel & OD&L	Reduction to be defined once reorg progressed	50				3+	10	more posts are affected as reorg will deliver efficiency by changing service delivery model

Pre Business Plan Review Template

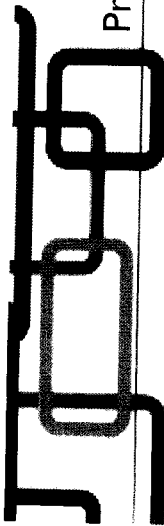
Proposed efficiency savings	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
Do not fill vacancies in equalities, OD, & Personnel	as above reorg to define service implication	160				3+	3+	dependent upon corporate reorg
Further reduce hard copy printing of committee agendas to all but essential paper copies using electronic provision	member need for hard copy dispatches would be tailored to member preference . Non-key officers for committees will no longer copies of Ctte papers			10				Full implementation of recently revised report writing guidelines Ability to rely on web based media for dispatch of papers
Member L&D reduce use of external consultants and deliver more training in-house	none		15	15				Dev of internal resource, income generation realised
Reduce number of external conferences attended by Members	Process for member attendance at conferences to be developed. Monitoring to be undertaken by member group		10					Containable if MLD resources dedicated. Review of attendance policy with clearer links between learning activities, PDPs and roles

Pre Business Plan Review Template

Proposed efficiency savings	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
Reduction in future development of web cast such as interactivity, mobile unit.	Less opportunities to generate income or deliver on cashable savings in the longer term		20					Realisation of income generation potential.
Deletion of 1 FTE support post from reduction in formal meetings by approx 36 per year	Reduction of formal meetings by at least 36 per year.				40			This reduction is dependent on reducing the no. of formal meetings and the review of the constitution
Deletion of 50% of a support post from rationalisation of contracts for social services training	None	10						Re allocation of work within the team
Reduce staff events to 1 per year	Reduced levels of staff engagement and understanding of council priorities			25				Fewer opportunities for council leadership to speak directly to large groups of staff; risk to IIP / CPA rating etc.

Pre Business Plan Review Template

Proposed efficiency savings	Impact on performance	2007/08 over 06/07 £'000	2008/09 over 07/08 £'000	2009/10 over 08/09 £'000	2010/11 over 09/10 £'000	Staff affected	Posts affected	Dependencies/ impact
Reduce staff survey frequency to once every 2 years	Poorer picture/understanding of staff attitudes and use of management tools & frameworks			16				Poorer picture /understanding of staff attitudes and use of management tools & frameworks
Review model of service delivery for all transactional HR services.	Change to service model = likely dip in performance during transition				70			Work to be scoped. Estimate 10/11 saving will deliver minimum £70K
Review service model for advisory & developmental delivery – work in partnership with others	As above				70			Work to be scoped. Estimate 10/11 saving will be deliver minimum £70K
Total	TOTAL 581	290	45	66	180			



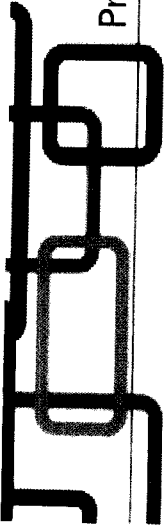
Pre Business Plan Review Template

14. New non-cashable savings -

Non-cashable savings are achieved by (1) Higher output or increased quality (extra service, extra productivity, etc) for the same inputs or (2) Proportionately more outputs or improved quality in return for an increase in resources.

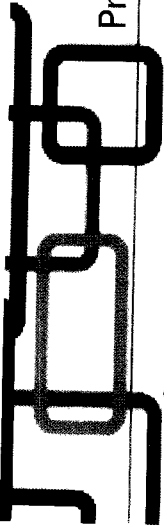
An example of a non-cashable efficiency is a review of business processes which results in more transactions being processed with the same number of staff whilst maintaining quality of service.

Proposed service improvement/ different way working or	Impact on performance (for LBH & Partners)	07/08 over and above 06/07 £'000	08/09 over and above 07/08 £'000	09/10 over and above 08/09 £'000	10/11 over and above 09/10 £'000	Dependencies/ impact
Redeployment service successfully redeployed 16 staff avoiding redundancy & pension costs of £140K	Minimal if support for redeployment process maintained	140				16 redeployments delivered at 1 st September 2006. Similar level of activity assumed for successive years if redeployment liaison role retained
HR Improvement Team targeted long term absence. 33% reduction in outstanding cases	Improved performance is rationale for non-cashable efficiency.	100				Non-cashable resolution via return to work or exit is linked to a reduction in staff cover costs expressed as a cashable saving in the temporary resource service.
Total		240				



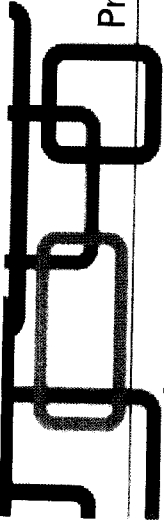
Appendix 3 - Financial Tables OD&L (EXC MEMBER SERVICES)

Table 1. Cost of Your Service (This table will be filled in by Corporate Finance to agree to the cash limit schedule for August). Please give the projected year end variance for each service budget within your business unit)						
Service Area	Gross Expenditure Budget @ July 06 (£'000)	Gross Income Budget @ July 06 (£'000)	Net Budget @ July 06 (£'000)	Net Projected Outturn (£'000)	Projected Year End Variance (£'000)	
C30000 Org Development Mgr	306	0	306			
C36002 Secretariat	270	0	270			
C36000 Improvers	557	0	557			
C0353 Electoral Services	778	-11	767			
C031Personnel	3868	-1205	2663			
C032 Organisational Development	2779	-982	1797			
C033 Improvement & Performance	1297	-19	1278			
C037 Equalities	603	0	603			
Total Budget (cash limit)	10458	-2217	8241			



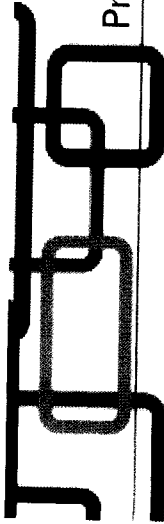
Appendix 3 - Financial Tables (Continued)

Table 2. Cost of Your Service <i>(This table breaks down your budget into expenditure & income types)</i>	
Subjective Description	Budget @ July 06 (£'000)
Employees	8364
Premises	83
Transport	22
Supplies & Services	1781
Third Party Payments	0
Transfer Payments	0
Contingencies	208
Total Expenditure excl. o/heads/ capital charges	10458
Government Grants	-982
Other Contributions	0
Receipts	-895
Recharges	-340
Contingencies	0
Total Income excl. overheads	-2217
Total Net Budget (cash limit)	8241
Overhead / Support Services Charges	2728
Capital Charges	0
Overhead Income	-10130
Total Budget incl. overheads & capital charges (SAP rec)	839



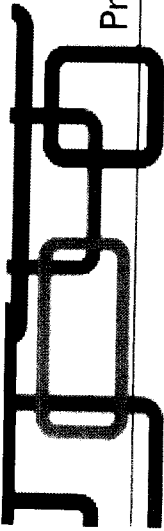
Appendix 3 - Financial Tables (Continued)

Table 3 Grants (of this revised budget please set out what grants are included, what they fund, the end date and plans for accommodating in mainstream funding)				
Grant	Amount £'000	Purpose	End Date	Mainstreaming Plans
Training Support	-982			
Total	-982			



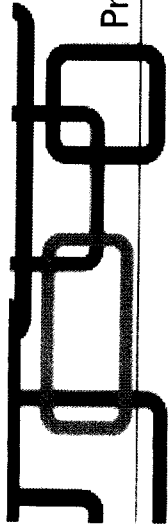
Appendix 3 - Financial Tables **MEMBER SERVICES**

Table 1. Cost of Your Service (This table will be filled in by Corporate Finance to agree to the cash limit schedule for August). Please give the projected year end variance for each service budget within your business unit)					
Service Area	Gross Expenditure Budget @ July 06 (£'000)	Gross Income Budget @ July 06 (£'000)	Net Budget @ July 06 (£'000)	Net Projected Outturn (£'000)	Projected Year End Variance (£'000)
C35001 Head of Members Services	354	0	354		
C0352 Council	1420	-62	1358		
C0354 Executive Management	927	0	927		
Total Budget (cash limit)	2701	-62	2639		



Appendix 3 - Financial Tables (Continued)

Table 2. Cost of Your Service <i>(This table breaks down your budget into expenditure & income types)</i>	
Subjective Description	Budget @ July 06 (£'000)
Employees	1523
Premises	11
Transport	22
Supplies & Services	1079
Third Party Payments	0
Transfer Payments	0
Contingencies	66
Total Expenditure excl. o/heads/ capital charges	2701
Government Grants	0
Other Contributions	0
Receipts	0
Recharges	-62
Total Income excl. overheads	-62
Total Net Budget (cash limit)	2639
Overhead / Support Services Charges	402
Capital Charges	0
Overhead Income	-2920
Total Budget incl. overheads & capital charges (SAP rec)	121



Appendix 3 - Financial Tables (Continued)

Table 3 Grants (of this revised budget please set out what grants are included, what they fund, the end date and plans for accommodating in mainstream funding)				
Grant	Amount £'000	Purpose	End Date	Mainstreaming Plans
None				
Total				