Local Members' Interest
N/A

CORPORATE POLICY SCRUTINY AND PERFORMANCE COMMITTEE
19 July 2007

2006/09 Resources Directorate Improvement Plan
2006/07 Fourth Quarter Progress Report to March 2007

Recommendations of the Cabinet Portfolio Holder (Organisation and Performance)

1. The Corporate Policy Scrutiny and Performance Committee are asked to consider and comment on the fourth quarter performance information contained within the report.

Report of the Deputy Chief Executive

PART A

Why is it coming here – what decision is required?

2. This is an information only item and no decision is required. The purpose of this report is to update the Committee on the Directorate's 2006/07 fourth quarter performance against the 2006/09 Directorate Improvement Plan.

Reasons for Recommendations

3. To keep members informed on progress and actions required to address any areas of concern as at 31 March 2007 and to provide the opportunity to raise questions on performance. Under the Council's new Business Planning arrangements introduced in April 2007, Directorate Improvement Plans were replaced by the Corporate/Thematic Improvement Plans and Service Plans. Any on-going projects/targets from the former Resources Directorate 2006/09 Directorate Improvement Plan have been incorporated in these new plans, as appropriate.

PART B

Background and update

4. Appendix 1 attached, reports on performance to the end of March 2007 against the 2006/09 Resources Directorate Improvement Plan.

Directorate Improvement Action Plan - Performance issues

5. Performance issues in respect of key Corporate Projects and the actions being taken to address these, are outlined below:

Project/Target	**Risk - what are the implications of not achieving the Corporate Project?**	**Key Issues**
CPr 1 – Implementation of the Customer First Strategy.	Risk Log in Business Case - Poor Customer Service.	These will be drawn/summarised from the reported progress detailed in Appendix 1 where targets are not being met or have slipped.
CPr 2 – Development and exploitation of SAP.	Development demand exceeding available resources/ skills.	Projects are being prioritised to ensure resources are not over-committed but the risk still exists.
CPr 3 – Corporate Asset Management to establish a long-term strategy to meet the future needs of the County Council.	Completion of new Corporate Asset Management Plan and its implementation. The risk is that a key Corporate Document will be unavailable for forthcoming CPA Use of Resources assessment. CPA rating may be	Now required to carry out 8 Area Property Reviews across the whole of Staffordshire in 2007/08. Following contribution to business case analysis in connection with "Changing Lives". Area Property Review work will commence 15/02/07. This is one of the

Project/Target	Risk - what are the implications of not achieving the Corporate Project?	Key Issues
	adversely affected as a consequence.	critical work-streams of the County Council, leading to an improved use of property resources and will be a key plank of the development of the new Corporate Asset Management plan.
CPr 4 - Improving the County Council provision of ICT and electronic communications with the Public.	Failure to deliver key Corporate projects and efficiencies.	Key changes are dependent on the implementation of the SICT restructuring and resolving budget issues. Work is progressing well in both of these areas. The replacement of the CIO and any delay in the ICT review may lead to motivational and morale issues with ICT staff and have a detrimental impact on the programme.
CPr 5 – Compliance with FOI and Data Protection and the introduction of a Corporate Electronic Document Records Management System. (EDRMS)	Inability to deal with increasing demand for information under FOI and other legislation. Possible sanctions by Information Commissioner. Commitment to 'open government' perceived as failing.	The EDRMS has been reviewed in the context of major systems development and has concluded that the current system TRIM does offer value for money as the preferred EDRMS. A revised business case is being developed for consideration by CMT, however without further investment in Staffing it's unlikely the roll out will continue beyond currently identified projects.
CPr 6 – Implementation of the Procurement Strategy and collaboration/partnerships with other public sector bodies.	Revising and implementing the 2004-6 strategy for further three years.	Successful integration of Corporate Procurement and Staffordshire Purchasing
CPr 7 – Corporate Governance and Risk Management.	Prioritisation and increased monitoring of non-school building maintenance requirement. Achieve £1m property related savings in 2006/07. Report on maintenance backlog quarterly to Accommodation Group.	The most urgent (classification D1) maintenance items are addressed as they arise – minimising serious H&S risk. The requirement for £1m property related savings was achieved in 2006/07, primarily due to a reduction in the centrally-held repairs and maintenance budget. The annual £1m saving requirement is ongoing. However, there will be additional funding available over the next three years to alleviate the position, and there is sufficient funding to restore a planned maintenance programme for 2007-08. A report on the consequences of the £1m reduction in repairs and maintenance was presented to Resources Scrutiny and Performance Panel in March 2007.
CPr 8 - Improving Value for Money within the County Council through the Service Review	Inability to achieve financial and efficiency savings to meet the Council's requirements.	Service Review Process ongoing with proposed actions identified. This has now set clear targets for

Project/Target	Risk - what are the implications of not achieving the Corporate Project?	Key Issues
Process.	Trading services to operate at zero base budget (i.e. operate at a surplus). Review trading performance of the Central Print Unit and implement any necessary improvement actions Increase CP&D sales revenue by 30%	all Directorates in 2006/07 and 2007/08 which are £430k and £1,530k respectively for Resources. Commissioning role commenced 1st December 2006. Commissioning Team is now dealing with all print orders. Expected deficit £400 K (worst case scenario). Income therefore significantly reduced from that originally estimated. Significant change will take place as from April 2007 whereby CP&D should return to being self-financing.
CPr 9 – Implement the CPA 'Use of Resources' Improvement Action Plan.	Inability to improve scoring in use of Resources assessment. Failure to achieve a higher Use of Resources assessment which is currently at level 2.	No key issues identified as achievement of level 3 has been attained.
CPr 10 – Consolidate the infrastructure of the HR Shared Service Centre to meet Customer requirements, at 'best cost' to the Council taxpayer.	Failure to deliver the efficiencies highlighted in the Improvement Plan. Failure to roll-out SAP self-service effectively.	Implementation of 'Thin Client' (cost-effective, low maintenance computers which link to and are dependent on a server) and SAP CRM

Resources Directorate - Review of 2006/07 Financial Performance

Resources Revenue Position

6. The final outturn variance against revised budget for Resources is an underspend of £0.135m. The major reasons for the underspend position are as follows:

At the half year point a significant overspend was identified in respect of Staffordshire ICT due to delays in implementing the recovery plan and additional spending pressures arising from contractual maintenance arrangements. As part of the agreed actions approved by Cabinet additional resources of £2m were allocated to the ICT budget. At the fourth quarter the provisional outturn revealed that outturn was expected to be in line with the budget reflecting the efforts of ICT staff in managing the increasing demands for ICT services within the revised funding position. The final outturn for Staffordshire ICT shows an underspend against the revised budget of £0.47m. This improvement has been primarily as a result of a review of contract payments and additional one-off income.

The outturn in respect of the Central Print Unit is an overspend of £0.4m in line with previous forecasts, although the recently introduced Gatekeeping system has had an impact with income levels in March increasing over previous periods. In order to build on this improvement and to ensure that the new process works effectively it is imperative that services contact the Print Commissioning Team with their print requirements in the first instance. The net overspend will be partly mitigated by utilising surpluses for other trading units within the Directorate of £0.3m.

The Finance Division final outturn shows an underspend of £0.11m largely as a result of staffing vacancies.

The overspend for County Property Services of £0.16m has arisen mainly as a result of a reduction in capital fees receivable by the property unit.

Business Support has underspent by £0.14m due to carrying of vacant posts and an underspend on printing, computer consumables and equipment rental.

Central Office Accommodation is showing an overspend of £0.305m as a result of an overspend against general building running costs, primarily utility and cleaning costs.

For the first time since its creation on 1 April 2004, HRSSC has achieved an underspend of £20k against its targeted budget position. This result has been achieved through greater budgetary control by management and more efficient working practices and a reduction in errors. The final contract has now been signed in relation to the Scanning project. The project is anticipated to commence shortly but with the majority if the expenditure being incurred in 2008/09.

Significant savings were identified flowing from the Service and Organisational Review processes in 2006/07. Much higher savings are expected in 2007/08 and beyond although further work is currently being undertaken to determine the full extent of these savings. Achievements include: reductions in management posts, reduced advertising and printing costs re: communications, efficiencies regarding insurance and leasing administration and audit consultancy costs, general reduction in pump priming monies to support the Efficiency Strategy.

Resources Capital Position

7. The final outturn is £7.1m, some £0.9m less than previously forecast, mainly as a result of revisions to the planned programmes for a number of ICT projects including PISCES and the Infrastructure project. These delays have arisen due to lengthy contract negotiations.

CAPITAL PROGRAMME 2006/07			
	3rd Qtr Report	**4th Qtr Report**	**Variance**
	£000	**£000**	**£000**
Directorate			
Children and Lifelong Learning			
Education, Early Years & Youth	39,749	37,722	(2,027)
Cultural Services	780	685	(95)
Childrens Services	520	420	(100)
Development Services			
Highways	45,869	44,576	(1,293)
Economic Development	3,590	3,409	(181)
Waste Disposal	662	495	(167)
Countryside	496	387	(109)
Shugborough	353	353	0
Capitalised Structural Maintenance	5,038	5,038	0
Social Care & Health	6,593	6,194	(399)

Corporate						
	BOP/ E-Government			194	195	1
	Corporate & Other Services			9,174	4,970	(4,204)
	County Fleet Care			1,500	1,300	(200)
	Farms			459	468	9
	Asset Renewal Fund			1,267	1,129	(138)
	Capitalised R & M			1,263	1,263	0
Total				**117,507**	**108,604**	**(8,903)**

External Awards and achievements

8. The following external awards and achievements have been reported by Business Units for the period January to March 2007:

   County Property Service (CPS)

   - Cleaning Services achieved the **ROSPA GOLD AWARD IN OCCUPATIONAL HEALTH & SAFETY** for the third year running.

     The Design and Maintenance Consultancy reached the regional finals for the RICS West Midlands Awards (Winner to go forward to National Finals)

Equalities Implications

9. There are no specific equal opportunity issues arising from this report.

Resource and Value for Money Implications

10. There are no additional resource implications arising from this report.

Risk Implications

11. There are no specific risk management implications arising from this report.

Ron Hilton
Deputy Chief Executive

Contact Name: Chris Cassidy (ext. 8303)
Background Documents: Corporate Strategy; MTFS, 2006/09 Directorate Improvement Plan, Resources Risk Register

DIRECTORATE IMPROVEMENT PLAN 2006/09

The Directorate Improvement Plan (DIP) is a high-level plan which identifies the Directorate's key contributions towards achieving the corporate strategy, together with priority areas for improvement. Sitting beneath each of the measures included in the DIP are project plans which explain how the improvement will be delivered. These include details of significant milestones and the resources required.

Set out below is a summary of progress against specific actions to the end of the second quarter i.e. April to September 2006. Progress towards achievement is described in words and indicated using progress symbols. The symbols used are as follows:

☺ Action achieved/on course to deliver action(s)

😐 On course to deliver part/some action(s) or unable to confirm progress

☹ Progress not on course to deliver action(s)

In some cases progress may appear to merit a ☺ symbol but a 😐 is shown. This is because there may be many activities necessary to succeed with the improvement area.

Alongside the summary of progress as an indication of whether the expected outcome from the key action is likely to be reached at the end of the year - the risk is categorised as "High", "Medium" or "Low". The risk assessment is put into context with a "Risk Statement" which describes the consequences of not achieving a Corporate Priority.

CPr1:	**We will lead on the implementation of the 'Customer First' strategy**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	***Ron Hilton**	

	Key Action	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	Localities Working.					
1a.	Initial stakeholder and partner development progressed.	Mar 06	Helen Riley	Progress towards stakeholder engagement with LAA as below.	☺	Low
1b.	Supporting Local Strategic Partnership and DCDs in their strategic role.	Sep 06+	Helen Riley	Workstreams identified for DPOs to contribute to the development of LSPs to ensure consistent arrangements for LAA delivery boards and to assist with delivery planning at a district level. A new service plan for 2007/2008 is currently in development.	☺	Low
1c.	Work with Members at local level in their communities. Take a leadership role.	On-going	Helen Riley	Moving to quarterly local members forums. Role of support to members incorporated into Review of Members' Support sponsored by Helen Riley as part of Service Review process. Work will be undertaken during early March to clearly map the role of DPOs in future Member support.	☺	Low
1d.	Progress on key projects in each District (East Staffordshire One-Stop-Shop and Project).	Sep 07	Helen Riley	Moving from planning to programme management.	☺	Low
1e.	Focus on LAA delivery (The How). Development of support for LAA and Partnership Core Team.	Sep 06	Helen Riley	Please see below.	☺	Low
1f.	Work towards localities programme in line with 3 year LAA outline plan.	Dec 06	Helen Riley	Work streams are currently underway in the development of LSPs and local delivery planning..	☺	Low
2.	Customer Access.					
2a.	Access.	Jan 07 (phase 1)	Ron Hilton	◆ Strategy focused on Contact Centre & Web (90% of existing contacts through this route), with one-stop-shops a lower priority. ◆ Agreed to move to a single corporate contact centre away from 3-hub model. This is slightly behind original timescales, but in line with revised plans following a review of Customer First to go live in April. This is reliant on the CRM system being developed and available. ◆ Sandyford Street is being made operational as the contact centre location and new staff have been recruited to enhance the current corporate switchboard staff transferring to the new contact centre. ◆ Web progress on target.	😐	Medium

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
2b.	Charter.	Jan 07	Ron Hilton	◆ Draft Charter and standards agreed with external and internal consultation completed. Marketing of the charter externally is behind schedule to fit with launch of contact centre and to allow training to be rolled out. Marketing launch planned for April/May 07 ◆ Training strategy agreed – implementation from Jan 07 ◆ Customer First network set up with Champions from each Directorate.	☺	High
2c.	Face-to-Face.	Apr 07	Ron Hilton	◆ Current strategy challenged given this is the least used access channel for the County. ◆ Agreed that OSS's will be grown organically and driven by Districts approaching the County. Investment will only be agreed where there is a clear business case to support OSS development in any given area.	☺	Medium
3.	Customer Relationship Management.	Sep/Dec 06	Sal Khan	◆ Blueprinting complete ◆ Realisation Phase commenced. ◆ Development of CRM continuing on Dev Servers ◆ Although implementation will be complete on time the Go-Live will be postponed until Jan 07 due to contact centre staff not being in place and the availability of a production system.	☺	
4.	Democratic Renewal.	Mar 07	Simon Hobbs	Absorbed within the Localities Programme - first year will focus on Young People and the Local Democracy Week (Oct/Nov 06) and a year of related activity with partners. Links to DCLG agenda through Cllr. Ellis.	☺	N/A
5.	Corporate driven service improvement.	On-going	Sal Khan	Linked to Service Review process. As a result of CRM and re-engineering process via BT Toolkit - phased basis registration first.		
6.	Cultural change and organisation development.	On-going	Ron Hilton	This is no longer seen as a separate component for Customer First and will be integrated with the three flagship projects, supported by the Corporate Change Team.	☺	N/A
7.	Programme management.	On-going	Sal Khan	Infrastructure set up using Prince2 Methodology. Accountabilities agreed. Progressing as planned.	☺	N/A

CPr2:	**We will lead on the exploitation of the Systems, Applications and Products (SAP) system and the production of accurate management information**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	**Ron Hilton**	Development demand exceeding available resources / skills

Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time

Appendix 1

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Data Cleansing and improved management information:					
1a.	Property Services.	Mar 07	Glyn Roberts	◆ Still aware that changes requested in the Data Cleanse exercise have not yet been completed. Potential to cause confusion – Cleaning Services - completed ◆ DFMC data cleanse complete. HRSSC – DMC job title changes remain outstanding ◆ Property Strategy Group/Estates, County Farms & Development Advice data cleanse complete – some data changes not yet implemented - not significant	☺ 😐 ☺	Low
1b.	SICT. SAP Organisation Structure (chief positions).	Aug 07	Linda Gerrard	Stage 1 completed by end of July 2006. Stage 2 additional information and chief positions ongoing work – completion date may be impacted by the SICT restructure.	😐	Low
2.	HR KPIS reporting trends & analysis, development including Sickness, Ethnicity, Age, Spend, Turnover, Contracts.	Dec 06	Mark Nolan	Rollout in progress.	😐	Medium
3.	SAP Finance and Procurement Roll-out.	Sep 08	Shirman Yip	Sep 2006 Phase completed. Next Phase due for completion by Nov 2006 followed by a programme until Sept 2008 to bring on all primaries.	😐	Medium
4.	Implementation of Compliance Calibrator.	Sep 07	Linda Gerrard	Implement Compliance Calibrator to identify conflicts and risks within SAP roles, put in place changes roles and controls to meet audit requirements. Project now approved.	😐	Medium
5.	Development of SAP Projects and Time Recording.	Feb 07	Shirman Yip/ R. Stevenson	Product is ready to rollout for the PISCES project.	😐	Low
6.	Enhancement to the SAP procurement module to encompass Punch out to additional catalogues, e-mailing purchase orders, p-cards, e-invoicing.	Mar 07	Shirman Yip	◆ E-mailing purchase orders - 14 vendors completed successfully. This is an on-going process to get as many vendors as possible. ◆ Punch-out catalogue - complete for Griffin & George, All sorts & Banners next. ◆ P-card is implemented. ◆ e-invoicing - system analysis completed, on target.	☺	Low
7.	Implementation of Project HUG (SAP CRM).	Nov 06	Sal Khan	◆ Blueprinting complete ◆ Realisation Phase commenced. ◆ Development of CRM continuing on Dev Servers ◆ Although implementation will be complete on time the GO-LIVE will be postponed until Jan 07 due to contact centre staff not being in place and the availability of a production system	☺	Low
8.	Implementation of Project Pisces (CISS replacement).	Dec 07	Janice Smith	Phased implementation of a new SAP based Social Care system. Contract for new Social Care system finally signed on 17th November. Project Plan revised to reflect contractual delays – Go Live for Children now Dec 2007, Go Live for Adults March	😐	Low

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
				2008. ◆ Project plan being reviewed to include additional training requirements. ◆ Project Team resource requirements identified and committed – (SICT, SCH and CLL). ◆ Blueprint Document for Children signed. ◆ Workstreams identified and groups initiated – progress being reported monthly. ◆ Development environment being hosted by SAP Germany		

CPr3:	**We will lead on Corporate Asset Management to establish a long term strategy to meet the future needs of the County Council**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	**Glyn Roberts**	Completion of new Corporate Asset Management Plan and its implementation

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Implementation of the preferred option for the Stafford Offices project.			Please see CPr7.		
2.	Completion of a new Corporate Asset Management Plan and its implementation.	Dec 06 Mar 07	Glyn Roberts	Now required to carry out 8 Area Property Reviews across the whole of Staffordshire in 2007. Following contribution to business case analysis in connection with "Changing Lives". Area Property Review work will commence 15/02/07. This is one of the critical work-streams of the County Council, leading to an improved use of property resources and will be a key plank of the development of the new Corporate Asset Management plan.	☺	Low
3.	Need to consider: E-Government, one-stop shops, community links, the implications of Children Act and the Gershon review on property-related issues.	Mar 07	Glyn Roberts	Please see above (item 2)	☺	N/A
4.	Assess the future impact of Building Schools for the Future on CPS service provision.	Dec 06	Glyn Roberts	Awaiting lead from Children & Lifelong Learning. Project currently being set up and initial "visioning" process being progressed – as 3rd quarter	😐	Medium
5.	Corporate capital bids prepared.	Sep 06	Glyn Roberts	Successful capital bids have now been included in the County Council's Medium-term Financial Strategy	☺	Low

CPr4:	**We will lead on improving the County Council provision of ICT and electronic communications with the public**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	**Ron Hilton**	

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Align the ICT strategy with the Corporate Strategy and Business Planning.	Jul 06	Ron Hilton	Executive summary ICT Strategy submitted to Cabinet July 2006. This needs to be revisited by the new Deputy Corporate Director (ICT) to ensure fit for purpose.	☺	Medium
2.	ICT Improvement Programme.	Dec 06	Ron Hilton	Continue to report monthly to CMT, links to Project Impact and Arrow. ICT structure being reviewed as part of action plan to resolve budget issues. The departure of the CIO and any delay in replacement/interim arrangements/ICT review may lead to motivational and morale issues with ICT staff and have a detrimental impact on the programme. Review of ICT commenced in November 2006. Band A senior management positions were appointed in December. The new senior management team published a draft structure during March 2007. New CIO was appointed end January 2007, and will take up office in May 2007.	☺	High
3.	Project Impact – Service Delivery.	Sep 06	Vic Falcus	Merger of Corporate Service Desk with Desktop Support Team to form a single Management unit responsible for Service Delivery. Completed Sep 06.	😐	High
		Apr 07	Vic Falcus	Formalisation of new structure. – Awaiting finalisation of ICT reorganisation. Due to be in place for Apr 07.	☺	Medium
		Sep 07	Vic Falcus	Process improvements in the new area. – Limited primarily by the PC freeze that increases fault calls and reduces our capability to improve support and proactivity. Revenue bid made to get PC replacement programme moving again with a possibility of some funding being made available in 07/08.	☺	Medium
		Sep 06	Vic Falcus	As part of the project we are also re-organising the existing Teams located in Britannia House, this work is also due for completion in September. Completed.	☺	N/A
		Dec 06	Vic Falcus	◆ Improve Application support. ◆ Trim support – completed Sep 06. ◆ EMS support – completed Mar 07. ◆ Misc. in-house developed applications - from Apr 07 given capacity constraints on resources. Ability to fully improve business communication and liaison is hampered due to increasing fault call volumes and finite resources.	😐 ☹	Medium High
		Jul 07	Vic Falcus	We are upgrading our Service Management systems to provide the following: ♦ An asset and configuration management system	☹	Medium

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
				♦ A Self Service portal (for logging and tracking support calls) Project was discussed at the ICT Programme Board on the 25th Jan where it was agreed that the Project should continue to the end of Stage 1 (Migration of the existing Help Desk system and introduction of a self service portal). Delivery of this element delayed until July 07 due to issues with the ITBM product suite.		
		Apr 07	Vic Falcus	We are also upgrading our remote support systems to provide a greater ability to support our Infrastructure remotely. Will form a component of the above project. On hold pending acceptance of Business case.	☹	Low
4.	Project Arrow – Improved Processes.	Aug 07	Eamonn McGirr	Implementing best practice (ITIL) process within SICT. Service areas covered include Service Desk Incident Management, Problem Management and Change Management. This is an internal change project and will continue for all areas of SICT throughout this financial year. Project on hold, until ICT restructure is complete.	😐	Low
5.	Project Clarity – More focus on Business Benefits Realisation, Performance Management and Transparency of ICT spend.	Mar 07	Sal Khan/ Tony Watton	◆ A Benefits Realisation Process and Methodology is being developed as an approach to the final stages of the Business Transformation Toolkit. This is being consulted upon with the Corporate Change Team and Customer First. ◆ Improved processes around Project and Programme Management are being developed ◆ A Benefits Realisation Process and Methodology is being developed as an approach to the final stages of the Business Transformation Toolkit. This is being consulted upon with the Corporate Change Team and Customer First. ◆ A Service Level Agreement is now in place with monthly reporting and quarterly review meetings held. ◆ ICT have participated in a high profile exercise led by KPMG on behalf of the public sector which includes developing a common set of comparative value for money indicators. ◆ Staffordshire ICT have also participated in the SOCITM national exercise "Benchmarking the ICT service across the UK(S) 2006". Results were submitted to the Authority during January 2007. ◆ Basic HR performance monitoring is provided internally. SAP absence monitoring delegated to managers.	😐	Low

CPr5:	**We will continue to lead on ensuring that we comply with FOI and Data Protection, with particular emphasis on information and knowledge and records management systems, managing the change from mainly paper based systems to electronic records management, and the introduction of a Corporate document management system.**	**Risk - what are the implications of not achieving the Corporate Project?** Inability to deal with increasing demand for information under FOI and other legislation. Possible sanctions by Information Commissioner. Commitment to 'open government' perceived as failing.
Lead Officer:	**John Tradewell**	

	Key Action	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	Implement strategy and TRIM document management system	Mar 07	Philip Jones	A number of 'early adopter' projects are being identified to take the implementation forward. There is still a requirement for an investment to meet the necessary implementation costs a revised business case is being developed identifying cost benefits of implementation. Project has been initiated to integrate the TRIM and SAP systems to allow for a more flexible approach to implementing EDRM in the future.	😐	Medium
1a.	◆ Plan archive and current project document management ◆ Investigate CPS wide implementation of TRIM	Mar 07	Glyn Roberts	Scanning of Plan Archive 99% complete . Awaiting configuration of Trim. Governance Unit lead required.	😐	Medium

CPr6:	**We will lead on improving the processes of acquiring goods, works and services, including developing 'e' procurement, implementing the Corporate procurement strategy and collaborating and working in partnership with other public sectors bodies, partners and suppliers.**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	**Andrew Burns**	

	Key Action	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	Savings target is £1m cashable and £0.5 non cashable	Mar 07	Ian Simpson	Cashable £827,606 Non-cashable £790,234 (this figure has reduced due to a reclassification of certain savings as cashable	☺	N/A
2.	Meet all 22 National Procurement Strategy Targets at milestone dates over three years 2004 to 2006 (including E-Government targets by 2005). Construction procurement mechanisms in place. The County Council is committed to covering extensive procurement through the rethinking construction initiative and is currently operating above the government target.	Mar 07	Gerry McCormack	Met these targets quantitatively.	☺	N/A
3.	Corporate Construction Procurement Policy – Implement new construction procurement arrangements.	Mar 07	Rob Williams	Main frameworks in place to commence April 2007. Report to Cabinet – February 2007 was approved. The implementation of the procurement policy is going well and is on target	☺	Low
4.	Establish new approved list.	Mar 07	Glyn Roberts	Implemented successfully.	☺	N/A
5.	Investigate e-procurement options for construction and energy contracts.	Mar 07	Glyn Roberts	Now able to offer an on-line facility for electronic procurement of energy contracts – in-house development	☺	High

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
6.	Introduce an annual review of construction partner performance.	Mar 07	Glyn Roberts	Annual review of Construction Partners introduced.	☺	N/A
7.	100% retention of Cleaning customers.	Mar 07	Michelle Ryan	We have lost 2 contracts but: ◆ Twelve new contracts have been taken on since April 2006. ◆ There has also been an increase in additional hours being purchased by existing customers. So effectively we have more than 100% retention.	☺	N/A
8.	Achieve £7m capital receipts.	Mar 07	Malcolm Walls	Achieved @ £6 million 2006/07. Over £4 million received April (2007/08) these were expected in the previous year.	☺	Low

CPr7:	**We will continue to lead on improving Corporate governance and risk management**	**Risk - what are the implications of not achieving the Corporate Project?** Prioritisation and increased monitoring of non-school building maintenance requirement. Achieve £1m property related savings in 2006/07. Report on maintenance backlog quarterly to Accommodation Group
Lead Officer:	**Andrew Burns**	

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Establish cross-Directorate Property Risk Management Group and agree work programme.	Mar 07	Glyn Roberts	Group established, work programme agreed and meetings are held quarterly - work programme is detailed and monitored through the RES/CXO Risk Mitigation Action Plan.	☺	Low
2.	Implement programme of fire precautions work in County. Buildings.	Dec 06	Glyn Roberts	85% complete. Listed building applications for the remaining fire precautions work in County Buildings and the Judges House have been submitted for approval.	☺	High
3.	Implement response to Asbestos and Water Hygiene Policies.	Mar 07	Glyn Roberts	◆ Asbestos policy review has taken place and signed by Chief Executive. Amended copy with the Corporate Health and Safety Advisor for subsequent update on intranet. ◆ Water hygiene Policy was updated and approved 14/10/05 and is due to be reviewed October 2007. ◆ Cleaning Services has been approached to provide a water testing service to some Pooled Buildings. CS has identified a gap in the policy and is awaiting further information from H&S. ◆ Asbestos Policy to be the subject of external audit every two years. ◆ Quarterly updates submitted to Chief Executive to brief, update and highlight issues to be addressed. The Chief Executive scheduled a visit to the Asbestos Team to take place on 12/4/07 to see the work of the Team.	☺	Low
4.	Prioritisation and increased monitoring of non school building maintenance requirements.	Mar 07	Glyn Roberts	The most urgent (classification D1) maintenance items are addressed as they arise – minimising serious H&S risk.	😐	Low

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
	Achieve £1m property related savings in 2006/07.			The target has been achieved, primarily through reductions to the centrally-held repairs and maintenance budget. However, the requirement for £1m property-related savings per annum is ongoing, and has been built into the budget for 2007-08. However, additional funding year-on-year will come on stream from 2007-08.	☺	
5.	Stafford Central Offices - development of business case.	Mar 07	Glyn Roberts	Development of business case suspended.		
6.	Develop long term and implement short term Central Accommodation Strategies.	Mar 07	Glyn Roberts	Flexible working with CXO for project lead.	😐	High
7.	Review and implement key actions to improve management of the Capital Programme.	Mar 07	Glyn Roberts	Implementing recommendations from audit report – the majority of actions will be complete by March 2007 – joint working with JSPD.	☺	Low
8.	Ensure provision of workshops for County Fleet Care - Implement plans for alternative premises.	Mar 07	Glyn Roberts/Alan Button	CFC moved into new offices as of 2nd January 2007. Workshops to be operational by end of February 2007	☺	Low
9.	Agree and publish Statement on Internal Control.	June 06	Jon Waller	Approved by Audit Committee 30 June 2006	☺	N/A
10.	Annual review of Risk Management Policy Statement.	July 06	Jon Waller	Approved by Audit Committee 13 July 2006	☺	N/A
11.	Review of Corporate & Directorate risk registers to include progress on risk mitigation actions.	July 06	Jon Waller	Approved by Audit Committee 13 July 2006 – the direction of travel risk management profile shows an overall annual reduction of 2% which is broadly in line with targets defined within the Corporate Strategy.	☺	N/A
12.	Develop risk management e-learning module and roll-out to Members and Senior Managers.	June 06	Jon Waller	Content of package agreed. Roll-out to Members and Senior Mangers completed. Monitoring of take-up will be undertaken and reminders issued where appropriate.	☺	N/A
13.	Acquire risk management software and transfer data.	Sept 06	Jon Waller	Technical software problem has delayed transfer of risk register information to the new system. Problem now resolved and data transferred during December 2006.	☺	High
14.	Re-tender external insurance contract and assess level of self funding provision.	May 06	Jon Waller	Zurich Municipal appointed. Cumulative savings, including adjustments to self funding provisions, in excess of £1m.	☺	N/A
15.	Develop Business Continuity Management (BCM) Framework and create Business Continuity Plans (BCPs) for "Critical" Services.	Dec 06	Jon Waller	Business Impact Analysis forms completed for all "Critical" Services. Established BCP Corporate Support Team. Developing pilot BCP for a school and a Critical Service within SCH Directorate. Drafting various documents: Strategic approach to BCM and Integrated Emergency Plan for all 4 Directorates. Identified risk issues log and forwarded these to CMT for resolution. – revised date March 2007	☹	High
16.	Annual review of Code of Corporate Governance.	Sept 06	Jon Waller	Review will be delayed pending the publication of revised guidance from CIPFA/ SOLACE. Hence target date not achieved – revised date March 2007.	☹	High

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
17.	Update Schemes of Delegation.	Sept 06	Carol Evans	Cabinet received a report on 20 June 2006 entitled "Review of Sub-Delegation Schemes" – further detailed work to commence in consultation with Directorates	😐	Medium
18.	Increase awareness of ethical governance issues.	Mar 07	Jon Waller	Local Code of Conduct approved and Declaration of Interest Forms sent to Senior Managers and Managers. Monitoring of returns will be undertaken and reminders issued where appropriate	😐	Low

CPr8:	**We will lead on improving Value for Money within the County Council through the Service Review Process**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	**Andrew Burns**	

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Phase 2 of Service Reviews - Challenge	May 06	Andy Felton	Was completed with £2m identified at the second quarter against the MTFS target as a combination of Service & Organisational Review savings for 2006/07 and £13.25m savings identified for the 2007/08 MTFS. However, initial quarter three indications are that Directorates are now falling short of the targets based on the latest outturn projections.	😐	Medium
2.	Phase 3 of Service Reviews - Report	Jul 06	Ron Hilton	As above with the final positions reported to the 4 October Cabinet, following a holding report in July/August	☺	Low
3.	Implement recommendations and track delivery of defined outcomes	Sep 06	Heads of Business Units	Resources JFU are co-ordinating work with services to ensure targets are now delivered for both Service & Organisational Review.	☹	High
4.	Establish Programme Management to drive efficiency programme	Apr 06	Ron Hilton	Programme and change management is now in place and driving organizational and service review, which has subsumed the efficiency programme	☺	Low
5.	Produce 2006/07 forward looking Annual Efficiency Statement for Central Government	End Mar 06	Andy Felton	Completed	☺	N/A
6.	Produce 2005/06 backwards looking Annual Efficiency Statement for Central Government	End Jun 06	Andy Felton	Completed.	☺	N/A
7.	Produce 2006/07 mid year Annual Efficiency Statement update for Central Government	End Oct 06	Andy Felton	Completed.	☺	N/A
8.	Deliver the 2006/07 corporate efficiency savings	Mar 07	Heads of Business Units	Adjustments to relevant budgets implemented.	☺	N/A
9.	Trading services to operate at zero base budget (ie: operate at a surplus) ◆ Review trading performance of the Central Print Unit and implement any necessary improvement actions	Mar 07 Sep 06	Alan Button Head of each trading service	◆ CFC are on target to make a surplus ◆ As from 1st December 2006 Print Commissioning Team now dealing with all print orders. Expected deficit £400 k (worst case scenario). Significant	☺ ☹	N/A Medium

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
				change will take place as from April 2007 whereby CP&D should return to being self-financing.		
				◆ Central Maintenance Team, DMC outturn indicates a small deficit	☺	Low
	◆ To establish savings on materials, equipment, portable appliance testing budgets	Sep 06	Head of each trading service	◆ Achieved	☺	Low
	◆ Review pooled buildings services eg. waste collection, recycling, washroom facilities	Sep 06	Head of each trading service	◆ Achieved	☺	N/A
	◆ Review and refocus the work of the Specialist Services Team within Cleaning Services	Sep 06	Head of each trading service	◆ Three redundancies at end of September. New service re-branded and at a more competitive rate following reduction in overhead caused by above redundancies. As a result significant increase in demand. Order book looking healthy. TCMT came in with an £8k surplus	☺	Low
10.	Contain Property Service costs within net budget of £728,000.	Mar 07	Glyn Roberts	Target not met.	😐	Low
11.	County Farms to achieve £365,900 surplus.	Mar 07	Glyn Roberts	Achieved target	☺	Low

CPr9:	**CPA Use of Resources Improvement Action Plan**	**Risk - what are the implications of not achieving the Corporate Project?**
Lead Officer:	**Andrew Burns**	Failure to achieve a higher Use of Resources assessment which is currently at level 2

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Complete actions essential to maintaining or improving the CPA Use of Resources score in 2006	Jun 06	Jon Waller	The main focus has been to improve the assessment for Internal Control particularly in respect of partnership working and raising awareness of probity issues. Actions were successful to increase the score from a 2 to 3 for 2006.	☺	N/A
2.	Complete actions where processes need to be embedded to ensure a 3 star rating CPA Use of Resource Rating for 2007 assessment	Aug 06	Jon Waller/ Mike Ball/ Andy Felton	Achieved	☺	N/A
3.	Complete other actions to ensure a 3 star rating CPA Use of Resource Rating for 2007 assessment	Jun 07	Jon Waller/ Mike Ball/ Andy Felton	See above.	☺	N/A

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
4.	Complete gap analysis to identify actions for achieving a 4 star CPA rating	Mar 07	Andy Burns	Level 3 has now been achieved for the 2006 CPA Use of Resources Assessment. It is essential for this to be maintained in 2007 as early indications show that the criteria for achieving this have become more difficult. As its currently stands, it looks exceptionally difficult to achieve level 4 and whilst the Council knows what is required, there has not been any serious work undertaken to achieve this. A greater and more achievable priority will be to raise the Financial Management and Value for Money Key Lines of Enquiries to level 3 overall rather than level 2 as they have currently been scored for 2006. Work is currently being undertaken to achieve these priorities for 2007.	☺	Low

CPr10:	**To consolidate the infrastructure of the HR Shared Service Centre so enabling delivery of service excellence, to meet Customer requirements, at "best cost" to the taxpayer.**	**Risk - what are the implications of not achieving the Corporate Project?** Failure to deliver the efficiencies highlighted in the Improvement Plan. Failure to roll-out SAP self-service effectively.
Lead Officer:	**Andrew Burns**	

	Key Action	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
1.	Management and Staffing Structure, Capacity and expertise; agreement of Technical staff move from SST to SSC	Jun 06	Andrew Noonan	Completed	☺	N/A
2.	Recruitment of Senior HR Manager.	Jun 06	Andrew Noonan	Completed	☺	N/A
3.	Ongoing refresh of skills, and development of these.	Aug 07	Andrew Noonan	Training Plan agreed and being implemented	☺	N/A
4.	Establish "Front Facing" Customer Contact team.	Aug 07	Andrew Noonan	Dependent on roll-out of CRM	😐	High
5.	Through process review and/or redesign, establish required staffing levels for volumes of work, to quality standards, and feed through to budget process, in collaboration with operational management's current and ongoing assessments.	On-going	Andrew Noonan	◆ Quality standards agreed. ◆ Budget agreed. ◆ Work scheduling and optimum staffing levels to be agreed once volumetrics have been completed.	☺	Low

DIA1	**Resources Directorate Structure. We will keep the Directorate structure under continuous review to ensure new ways of working including Customer First principles are fully embedded into the culture of the Directorate.**					
Lead Officer:	**Resources DMT**					
	Key Actions	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	We will review the Directorate's management structures both in terms of their efficiency and effectiveness and to ensure that we have the right structures in place to support the Council's front-line services.	Sep 06	DMT	The Phase 1 review of structures in respect of Organisation Review (incorporating the recommendations from Service Review) was reported to Cabinet in July - Property Services, see 2 below.	☺	N/A
2.	We will participate in the Property Services Review and implement its recommendations	Dec 06	Glyn Roberts	Decision made by Cabinet at the meeting held on 21st February 2007	☺	Low
3.	We will review all business unit structures annually to ensure they are still appropriate and, where not, implement appropriate changes	Annually (Jan 07)	DMT	To be undertaken as part of the development of the 2007/8 Service Plans.	☺	Low

DIA2	**Relationship Management. We will continue actively to improve relationships with all our customers by working in partnership with them to deliver County Council objectives. We will listen to their needs, continuously improve our services and provide value for money.**					
Lead Officer:	**Resources DMT**					
	Key Actions	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	We will ensure SLAs are reviewed for all our services	Annually	Jean Evans	◆ DMT arranging customer meetings to review. ◆ Staffordshire Learning Technologies have a robust programme to review SLAs on an annual basis with all 400+ schools customers. This review will help us create a more closely aligned SLA offering which will match the requirements of our customer base. ◆ Draft SLA agreed based on existing structures <u>but</u> service review and organisational review will clearly impact on the review process.	☺	Low
		Quarterly	DMT	◆ DMT members appointed as relationship managers for each Directorate ◆ Review meetings will be quarterly with effect from Sep 06	☺	Low
2.	We will hold review meetings with our clients:					

	Key Actions	Target Date	Officer Responsible	Progress, Comments and Corrective Actions	Direction of travel	Risk of target not being met on time
2a.	SICT	Quarterly	Joyce Whitfield	SLT's Customer Relationship Managers (CRM) have now visited more than 50% of schools. The CRM visits have been received very favourably by the schools and have provided invaluable feedback to enable us to develop our services for schools. Our SLA for 2007-08 was distributed to schools in the middle of February, a month before the Budget pack was made available. The next stage is to be able to produce performance metrics to discuss with schools at their CRM visit.	☺	Low
2b.	SICT	Quarterly	John Capewell	Part of the improvement plan for SICT is based upon the outcome from the quarterly SLA Review Meetings held with the Directorate ICT Managers. The third quarterly SLA Review Meeting was held on 24/01/07 where progress against actions was reported upon. Further actions were agreed and these will be reported back upon at the next review meeting (10/04/07).	☺	Low
2c.	County Property Service	Sep 06	Glyn Roberts	◆ Fire Service SLA reviewed ◆ CPS team has been awarded a two-year extension to the contract with Staffordshire Police Authority. The final report states that "The Contract was tendered under European tendering legislation and has proved to represent excellent value for money".	☺	N/A
3.	We will rationalise and standardise our customer surveys on an on-going basis to provide consistency (based where possible on single SLAs) and carry out annually.	Mar 07	DMT	Individual business units undertake their own customer satisfaction surveys.	☺	Low
3a.	SICT	Jan 07	John Capewell	The Corporate SLA customer survey was carried out in Jan 07. The output from this has been received and the results will be analysed and reviewed at the next Corporate SLA Review Meeting (10/04/07). An action plan will then be agreed.	😐	Low

DIA3	**Communications. We will continue to improve communications within the Resources Directorate and with our internal and external customers.**					
Lead Officer:	**Andy Burns**					
	Key Actions	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	We will put in place the necessary framework to rationalise, standardise and improve communications across the Directorate.	Apr 06	Angela Shrehorn	Review of staff survey taking place within individual business units. Once complete DMT to identify any changes to the communications framework.	☺	Low
2.	We will review the effectiveness of our communications annually, using the MORI survey and our own internal mechanisms.	Annually	Angela Shrehorn	2005 MORI Survey results reviewed at 19 July DMT. Resources Directorate Staff Survey currently being analysed by business units.	☺	Low
3.	We will improve the quantity and quality of two-way communications with our external customers and the residents of Staffordshire.	On-going	Angela Shrehorn	Now part of Customer First.	☺	N/A
4.	We will continue to develop the Resources Intranet site and contribute to the Corporate Internet, ensuring that Corporate standards are adhered to.	On-going	Angela Shrehorn	Audit of information now complete and Corporate Communications have migrated to the new Corporate Intranet. A Directorate Working Group is now being arranged to discuss the current content and any changes/updates required.	☺	Low

DIA4	**Performance Management Arrangements. We will implement a robust performance management framework, based on outcomes and the achievement of County Council objectives and priorities and regularly monitor progress.**			**Risk - what are the implications of not achieving the Corporate Project?**		
Lead Officer:	**Chris Cassidy**					
	Key Actions	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	We will ensure that the Corporate performance management framework and arrangements are integral to the management of the Directorate and embedded in the culture.	On-going	Chris Cassidy	The June 2006 revision of the corporate performance reporting template has been integrated into the Directorate's performance reporting system.	☺	N/A
2.	We will carry out an annual check to assess if the performance management framework is working effectively.	Mar 07	Chris Cassidy	.	☺	Low

DIA5	**Process and Business Improvements. We will continuously seek to improve our business processes and systems to improve our efficiency and effectiveness.**			**Risk - what are the implications of not achieving the Corporate Project?**		
Lead Officer:	**Chris Cassidy**					
	Key Actions	**Target Date**	**Officer Responsible**	**Progress, Comments and Corrective Actions**	**Direction of travel**	**Risk of target not being met on time**
1.	We will fully implement the HR Shared Service Improvement Plan working closely with all stakeholders to ensure new processes are fully implemented and performance is regularly monitored.	Mar 07	Andrew Noonan	Implementation Plan completed and key objectives met. Now working on continuous improvement.	☺	N/A
2.	We will ensure that SAP is fully implemented in the Directorate and the systems are fully utilised to improve business processes and management information.	On-going	Malcolm Kidd	Progress - Implementation Plan being actioned.	☺	Low
3.	We will review at least two key processes per annum to improve the way we do things.	Annually	Chris Cassidy	Achieved as part of the HR SSC Improvement Plan	☺	N/A
4.	Post project reviews to become routine for all projects over £500k to include client and Cleaning Services.	Mar 07	Glyn Roberts	Currently being implemented and becoming embedded as part of routine.	☺	Low

Resources Directorate - Projected Out-Turn Exception Report 2006/07 **Appendix 2**

The projected full year position for the Resources Directorate is a favourable variance of £135k (-1.1%). The main issues identified are:

	Overspend		Underspend		Other	TOTALS
Business Unit / Service Areas	Expenditure Above Budget	Income Below Budget	Expenditure Below Budget	Income Above Budget	Minor Non-Significant Variances	
Law & Governance:-						
Legal Services						
Legal Fees - overspend due to volume of activity	68					**68**
One-off additional income. Chatterly Phase I and Lichfield Southern ByPass and S&A Foods				(59)		**(59)**
Staffordshire ICT						
Corporate ICT Salaries are overspent by £0.64m. This is due to unrealised savings from restructuring and post deletions.	640					**640**
SLT salaries underspent by £0.18m due to posts being unfilled in-year			(180)			**(180)**
Efficiency savings of £0.150m for implementation of Thin Client was not achieved due to the moratorium on hardware purchases.	150					**150**
£1m of traded income for development & project management time was included in the budget but only £0.074m was collected from approved projects.		926				**926**
General reduction in costs			(187)			**(187)**
Payment to IT reserve for Broadband	885					**885**
Additional resources of £2.1m were made available by Cabinet to accommodate the forecast overspend at the half year including compensating for the afore mentioned spending pressures.			(2,100)			**(2,100)**
Review of creditor payments to major supplier resulted in identification of credit notes and 2007/08 expenditure			(398)			**(398)**
One off income				(189)		**(189)**
Finance						
Audit & Risk Management						
Full year vacancies			(92)			**(92)**
Property Division						
Corporate / Management/DFM						
Reduction in capital fees receivable, offset in part by savings in vacant posts in property		472	(283)			**189**
Central Office Accomodation/ Judges House						**-**
Utility, cleaning and general running costs exceeding current budgetary provision	305					**305**
County Fleet Care						
Impact of new Police contract has led to savings in transport and materials costs.			(69)			**(69)**
Central Print						
Income received is lower than anticipated, partly due to a general reduction in Directorate printing budgets. Also, the implementation of the Gatekeeping role was due to be in place by April 2006 but did not commence until December 2006.		319				**319**
Cleaning Services						
Employee costs reduced following contract changes			(148)			**(148)**
Business Support						
Directorate HR Unit						
Vacant posts			(59)			**(59)**
Business Administration						
Underspend on printing and equipment rental			(59)			**(59)**
HR Shared Service Centre						
Vacancies left unfilled, beginning to make staffing efficiencies			(84)			**(84)**
Additional one-off costs for SAP consultants and costs of support staff and scanning project staff	70					**70**
Other Minor Non-Significant Variances					-63	**(63)**
Resources Directorate	**2,118**	**1,717**	**(3,659)**	**(248)**	**(63)**	**(135)**

Resources Directorate - Summary Report – Final Outturn 2006/07 Appendix 3

Business Units/Section	Revised Budget (£'000)			Final Outturn (£'000)			Variance (Underspend)/ Overspend	% Variance against Revised Net Cost
	Expenditure	Income	Net Cost	Expenditure	Income	Net Cost		
Legal Services Unit	2,208	(714)	1,494	2,256	(770)	1,486	(8)	-0.5%
Democratic Services	686	(334)	352	662	(335)	327	(25)	-7.1%
IGU	564	(140)	424	589	(162)	427	3	0.7%
							-	
Total Law & Governance Division	**3,458**	**(1,188)**	**2,270**	**3,507**	**(1,267)**	**2,240**	**(30)**	**-1.3%**
Management	197	(80)	117	233	(46)	187	70	59.8%
Audit & Risk Management	1,035	(642)	393	945	(672)	273	(120)	-30.5%
Corporate Finance & JFU	1,574	(485)	1,089	1,566	(518)	1,048	(41)	-3.8%
Technical & Pensions	1,823	(1,683)	140	1,741	(1,573)	168	28	20.0%
Projects & Financial Planning	197	(2)	195	200	(2)	198	3	1.5%
Purchasing & Procurement	699	(31)	668	694	(79)	615	(53)	-7.9%
Total Finance Division	**5,525**	**(2,923)**	**2,602**	**5,379**	**(2,890)**	**2,489**	**(113)**	**-4.3%**
Corporate Property Unit & Management	1,581	(256)	1,325	1,505	(260)	1,245	(80)	-6.0%
Design & FM Group	5,724	(5,964)	(240)	5,496	(5,492)	4	244	101.7%
Stafford Accommodation Review			-	77	(77)	-	-	0.0%
Central Office Accommodation & Judges House	4,314	(4,312)	2	4,621	(4,315)	306	305	20300.0%
County Farms Management Fee		(367)	(367)		(367)	(367)	(0)	0.0%
Farms Trading	-	-	-	-	-	-	-	100.0%
Central Maintenance Team	157	(157)	-	154	(156)	(2)	(2)	0.0%
County Fleet Care	7,227	(7,507)	(280)	6,744	(7,120)	(376)	(96)	-34.3%
Central Print & Design	1,430	(1,430)	-	1,495	(1,111)	384	384	100.0%
Cleaning Services	10,798	(10,812)	(14)	10,605	(10,733)	(128)	(114)	-814.3%
Total Property Division	**31,231**	**(30,805)**	**426**	**30,697**	**(29,631)**	**1,066**	**640**	**-150.5%**
Staffordshire ICT	22,126	(19,021)	3,106	24,339	(21,708)	2,632	(474)	-15.3%
Total ICT Division	**22,126**	**(19,021)**	**3,106**	**24,339**	**(21,708)**	**2,632**	**(474)**	**-15.3%**
Directorate Management & Scanning Project	292	(306)	(14)	276	(306)	(30)	(16)	-114.3%
Business Development Team	302	-	302	316		316	14	4.6%
Directorate H R Unit	587	(35)	552	504	(11)	493	(59)	-10.7%
Business Administration	1,760	-	1,760	1,709	(23)	1,686	(74)	-4.2%
HR Shared Service Centre	3,288	(2,804)	484	3,251	(2,788)	463	(21)	-4.3%
Total Business Support	**6,229**	**(3,145)**	**3,084**	**6,056**	**(3,128)**	**2,928**	**(156)**	**-5.1%**
Customer First	952	-	952	949		949	(3)	-0.3%
E-Government		-	-			-	-	100.0%
Resources Directorate Total	**69,521**	**(57,081)**	**12,439**	**70,927**	**(58,624)**	**12,304**	**(135)**	**-1.1%**