

# INTEGRATED PLAN

## PART B - STRATEGIC DIRECTION AND FINANCIAL CONSEQUENCES

### XX Portfolio

**Section 1: Future Strategic Direction**

- **Key Objectives for the portfolio over the period 2017/18 – 2019/20**
- **Key pressures and challenges facing the portfolio for 2017/18 – 2019/20**
- **Key projects/programmes that the portfolio will deliver 2017/18 – 2019/20**
- **Benchmarking and other information used in setting Strategic Direction and assessing service outcomes**
- **Key Savings proposals and impact**
- **Key Risks, mitigation and resilience plans**

**Section 2: Revenue Budget Information**

- **Key Budget Movements:**
  - **Technical Adjustments**
  - **Exceptional Inflation**
  - **Pressures**
  - **Savings**
- **Revenue Budget by Objective Area**

**Section 3: Capital Programme**

## **XX Portfolio: Future Strategic Direction**

### **1 What are the key priorities for the portfolio over the period 2017/18 – 2019/20?**

- Use bullet point format where possible. The document should give a clear, succinct summary of key issues, with examples where appropriate.

### **2 What are the key pressures and challenges facing your portfolio for 2017/18 – 2019/20?**

- Include graphs to show demographic etc trends
- Include any mitigations the service have in place to deal with these (reference to section 6, if covered there)

### 3 What are the key projects/programmes that the portfolio will deliver 2017/18 – 2019/20?

How the portfolio will meet key objectives / deal with key pressures and challenges.

To include details of :

- a. Changes to Core Service Delivery : Key projects to **'run the business'** with an ongoing emphasis on delivering efficiencies and improvement
- b. Service-specific transformation initiatives: Key projects to **'change the business'** (under the Transformation agenda)
- c. Key projects / programmes that will contribute to supporting **HCC's cross-cutting Transformation programmes** i.e:
  - Making the most of our property and office and service accommodation
  - Increasing commercial opportunities
  - Supporting the right approaches to prevention and demand management
  - Using outcome driven technology to respond to fast-changing digital opportunities
  - Having a high performing, engaged, and committed workforce
  - Developing and enabling SmartWorkers throughout the organisation
- d. Key collaborations (both with external partners and cross departmental work within HCC) – including the financial and other benefits of delivering these

### 4 How has the portfolio reviewed its effectiveness / value for money in delivering service outcomes?

Include details of any benchmarking, peer reviews, assessment of preventative work; pilot projects etc. These need to be key data sets/comparator information for the service. Include comparators for prior years where possible.

This section may include key graphs.

- 5 What are the key savings proposals that have been identified to meet the budget gap 2017/18 to 2019/20; what additional actions will need to be taken to achieve these, and what are the potential impacts?**

These may be summarised and reference back to detailed proposals in section 3

- 6 What are the key risks in delivering projects and programmes for this portfolio, and what mitigations are in place? What steps are being taken to ensure resilience?**

This section should include reference to workforce planning.

