

# INTEGRATED PLAN

## PART B - STRATEGIC DIRECTION AND FINANCIAL CONSEQUENCES

### XX Portfolio

DRAFT

**Portfolio on a Page**

**Section 1: Future Strategic Direction**

- **Key Objectives for the portfolio over the period 2018/19 – 2021/22**
- **Key pressures and challenges facing the portfolio for 2018/19 – 2021/22**
- **Key projects/programmes that the portfolio will deliver 2018/19 – 2021/22**
- **Benchmarking and other information used in setting Strategic Direction and assessing service outcomes**
- **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

### Total max document length 8 sides A4

- 1 **What are the key priorities for the portfolio over the period 2018/19 – 2021/22?**
  - Use bullet point format where possible. The document should give a clear, succinct summary of key objectives, with examples where appropriate.
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- 2 **What are the key pressures and challenges facing your portfolio for 2018/19 – 2021/22?**
  - Graphs or tables may be included to show trends i.e. demographics
  - Include any mitigations the service have in place to deal with these (reference to section 6, if covered there)
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- 3 **What are the key projects/programmes that the portfolio will deliver 2018/19 – 2021/22?**
  - How the portfolio will meet key objectives / deal with key pressures and challenges. To include details of:
    - Changes to Core Service Delivery: Key projects to **'run the business'** with an ongoing emphasis on delivering efficiencies and improvement
    - Service-specific transformation initiatives: Key projects to **'change the business'** (under the Transformation agenda)
    - Key projects / programmes that will contribute to supporting **HCC's cross-cutting Transformation programmes** i.e.
      - **Smart Property** - making the most of our property and office and service accommodation
      - **Smart Commercial** - become more commercially focused by being more conscious of costs and looking for opportunities and innovations to generate income
      - **Smart Prevention** - supporting the right approaches to prevention and demand management
      - **Smart Digital** - using outcome driven technology to respond to fast-changing digital opportunities
      - **Smart Working** - developing and enabling SmartWorkers throughout the organisation
    - Key collaborations (both with external partners and cross departmental work within HCC) – including the financial and other benefits of delivering these

**This section should include key savings proposals that have been identified to meet the budget gap 2018/19 to 2021/22; what additional actions will need to be taken to achieve these, and what are the potential impacts**

**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.
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**5 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
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