

Appendix H

The future priorities and resourcing strategies for each Directorate are outlined below:

Children's Services

1. The Service is committed to ensuring that happy children live in Central Bedfordshire. Happy children are confident, safe, healthy and achieve great outcomes in their education.
2. The Service also works closely with partners to ensure that all children are well supported.
3. The Service has embarked on an ambitious programme of transformation to ensure that demand for services is managed effectively and that support is available when a need is identified, reducing the requirement for statutory services and providing good support to vulnerable children and their families.

Regeneration & Business Support

4. The core purpose of the Directorate is to enable growth to create a place of national and international significance, where people choose to live, work and visit, and a location where companies choose to invest.
5. In order to achieve these goals the Directorate will:
 - Enable and drive quality sustainable development and growth in Central Bedfordshire.
 - Stimulate the regeneration and renewal of our market towns.
 - Deliver growth infrastructure (employment skills, economic, digital and environmental).

Social Care, Health & Housing

6. The Directorate approach is to move investment from institutional to personal solutions. Modernisation continues across Adult Social Care and Housing Services, to prevent crisis, keep people safe and offer an improved customer experience, enabling people to live independently for longer.
7. The Directorate is responding to demographic pressures, constrained housing supply, increasing demand (including complexity of need e.g. dementia) and major legislative and other change programmes such as the Better Care Fund (April 2015) and the Care Act 2014 (phase one April 2015) and other welfare reform changes.

8. In addressing these pressures and ambitions, the Directorate will

- First and foremost – protect vulnerable people, keep them safe and respond to crises including homelessness, abuse and neglect.
- Assist residents (including carers) who require care and support, irrespective of their financial means.
- Deliver the right accommodation in the right places, to enable people to live independently.
- Increase its focus on prevention, information and advice (including residents having the opportunity to self serve).
- Continue the journey towards the integration of health and social care, so that residents can access as much of the help and support they may need as possible, closer to where they live, and reducing the need for people to resort to hospitals.
- Customer Services will continue to respond to residents' contacts via phone, web, mail, and face to face, and aims to extend the range of services that can be accessed by customers on line.

Community Services

9. The Service aims to deliver excellent universal services which are fundamental to the Council's vision of making Central Bedfordshire a great place to live and work.

10. As demand for services increases and resources remain constrained, Community Services will:

- Drive efficiencies from procurement and supplier engagement.
- Invest in services in order to reduce running costs and create opportunities to generate income.
- Strengthen commercialisation, particularly developing the experience and skills of staff.
- Set clear and transparent policies for what services the Council will provide
- Make the best use of the Council's property assets.

- Ensure that employees of the Council are able to do their best work by creating an environment that supports flexible, mobile and paperless working.
- Provide Information Technology support to all Directorates within the Council including leading on digitisation which is a key theme across all of the Directorate Plans.

Resources

11. The Resources Directorate provides specialist support to the whole of the Council through a range of different expertise and services. The Directorate provides the Council with Finance, Legal, HR and Governance services, the latter including Democratic and Committee Services and Coroner's and Registration support.

12. In addressing the resource challenges for the coming period, the Directorate will:

- Continue to provide financial and HR support and budgetary advice to the Council, with increasing focus on financial modelling and planning of the major changes the Council is introducing.
- Continue to review internal processes and procedures to ensure that they are fit for purpose and add value, including how financial transactions are managed across the Council.
- Provide financial and commercial advice to Directorates to assist them in delivering their efficiency plans.
- Further develop the digitisation of its customer facing services, such as e-claim benefit application forms to improve efficiency and customer experience and promoting customer self service, for example on-line setting up of direct debit payments.
- Ensure that its shared legal service, via LGSS Law Ltd, continues to offer excellent service and reduced costs to the Council.
- Develop the main SAP Finance and HR systems to deliver maximum efficiency of working and provide better support to all Directorates.
- Develop and embed a new approach to workforce planning and development that ensures the Council has the right mix of skills and aptitudes to deliver the ambitions of the Council.

- Embed a framework that promotes a culture and environment enabling our employees to do their 'best work'.
- Ensure support provided to Members is efficient and encourages the move towards paperless working whilst supporting Members in their role as community leaders.
- Continue to deliver a high level of customer satisfaction via the Coroner's and Registration services, assisting customers to self serve wherever possible.

Chief Executive's Team

13. The Chief Executives Team comprises the Communications teams. It provides support to all Directorates within the Council including leading on Knowledge and Insight, consultations, Freedom of Information, internal and external communications.

Public Health

14. The Public Health service supports residents to make the right lifestyle choices for their health by either directly commissioning services, influencing and advising on commissioning decisions of partners or through directly providing services. It is evidence based in its approach. It understands population needs and closely monitors its health to improve outcomes.

To deliver its goals the Service will:

- Increase cross-directorate working to increase productivity.
- Work closely with the Bedfordshire Clinical Commissioning Group to identify and meet the needs of the population and improve consistency.
- Continue to embed prevention and early intervention.
- Commission and monitor services for effectiveness and efficiency.