Corporate Service Business Plan 2017-18

1. Service purpose and objectives

- To support the management, monitoring and improvement of the council's performance.
- To provide effective Customer Services.
- To provide an effective ICT function through the best use of current and emerging technology.
- To provide an effective Human Resources function.
- To support the work of the Overview and Scrutiny Committee.
- Internal Audit to be an arm of effective management.
- To provide an effective communications and graphic design function.
- To support the council's project management, risk management and equalities frameworks.
- To support development of corporate policies.
- To provide support to the Chief Executive on corporate matters.
- To work with corporate management team and members to support and deliver the council's business transformation programme.
- To champion digital opportunities and potential customer service partnerships.

2. Progress against actions, projects, tasks or targets 2016-17

Non Council Plan actions only, see Performance Tracker for progress against 2016-17 Council Plan actions.

Action	Progress made	Date to be achieved	Complete ✔ or X
Customer Services			
Deliver Customer Care Strategy year 1 actions	Not all actions have been delivered. Those outstanding will be carried forward to a new action plan. An annual update is reported to O&S and this will be carried out in May 2017. Key actions delivered include; roll out of customer service standards, introduction of Citizen's Panel and implementation of new complaints framework. Yet to be delivered are a review of the Advice and Information Centres, the provision of customer service training and to support delivery of the PSC refurbishment.	April 2017	x
Roll out of customer service standards	Standards were approved at Executive Committee on 9 March 2016 as part of the customer care strategy. These were developed with operational managers and have been rolled out.	August 2016	✔
Investigate options for the redesign of the reception area and develop customer service partnerships with public services centre partners. **(brought forward from 2015/16)**	Now the overall Public Service Centre refurbishment has been approved this action will be carried forward to 2017/18.	March 2017	X

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ICT			
Develop new website. **(brought forward from 2015/16)**	New innovative website implemented November 2016.	November 2016	✔
Development of new ICT strategy. **(brought forward from 2015/16)**	Improvements to the ICT infrastructure have been delivered. These need to be defined within a formal strategy in future years.	March 2017	**X**
Support the proposed One Legal Expansion project.	The proposed partnership with GCC did not happen. ICT will continue to support other expansion projects as they arise.	November 2016	**X**
Support delivery of emerging digital opportunities.	This will be an ongoing action. ICT has played a pivotal role in relation to the new website, property services helpdesk, early implementation of Office 365, support to new Firmstep solution etc	March 2017	✔
Formalise an ICT replacement programme.	A draft programme has been produced supported by an ICT asset budget.	June 2016	✔
Human Resources			
Undertake a systems review of HR processes including the feasibility of online recruitment.	Work has started to look at a replacement HR system with a revised targeted implementation date of September 2016.	December 2016	**X**
Support the TUPE process of Cascades staff to Places for People and if the One Legal expansion is approved, the TUPE of incoming legal staff.	Cascades staff were successfully transferred. The One Legal expansion project did not take place.	May 2016 (leisure transfer) November 2016 (legal transfer)	✔
To support delivery of the Timewise improvement plan.	The council is an accredited Timewise council. There is an approved improvement plan which will straddle 2016/17 and 2017/18.	March 2017	✔
Implement a new workforce development strategy **(brought forward from 2015/16)**	A draft strategy has been produced for member approval in early 2017/18.	October 2016	**X**
Investigate options for delivery of occupational health.	This has yet to be looked at and will be carried forward to 2017/18.	September 2016	**X**
Support, together with external HR resource, reviews of management and service structure.	HR provided support towards the implementation of the new management structure. HR are now supporting the Revenues and Benefits section restructure.	December 2016	✔

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Overview and Scrutiny			
Support delivery of the Overview and Scrutiny Committee's review of effectiveness action plan.	The effectiveness of O&S will continue to be monitored. The initial action plan has been delivered and included; independent critique of the committee, introduction of pre-briefings, 6 monthly newsletter etc	March 2017	✔
Ensure the performance management framework supports monitoring of the new council plan.	A new council plan performance tracker has been implemented.	June 2016	✔
Communications			
To deliver the actions within the Communications Strategy	The bulk of the actions have been delivered. Any which remain outstanding will be reviewed and considered as part of the new strategy and action plan.	April 2016	✔
Implement social media software	Software has been considered but is not yet a priority. This will continue to be monitored if the number of internal users significantly increases.	March 2017	✔
Deliver graphics support.	Graphics support is provided to all services upon request.	March 2017	✔
Provide communications support to the Public Services Centre, as required.	Communication support is provided as and when. Moving forward, communications on the PSC refurbishment will be essential.	March 2017	✔
Corporate Support			
Support delivery of and monitor the corporate peer review action plan.	Delivery of the peer review action plan has been monitored and was signed off by the O&S committee in February 2017. Delivery of actions such as the new council plan and a review of project management arrangements helped in it's delivery.	March 2017	✔
Business Continuity – to provide support to the review of individual service plans, review of the corporate plan and identification of priority systems.	Support has been provided to the update of individual service plans. The next step is to identify priority systems and update the corporate plan.	December 2016	**X**
Support Business Transformation including the delivery of the council's emerging digital strategy.	The team provides a monitoring report to the Transform Working Group on the progress of all transformation projects. Individual members also sit on transformation related projects such as garden waste, public service centre refurbishment, new website.	March 2017	✔

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Risk Management			
Review the current risk management strategy and overall risk management arrangements. **(b/fwd 2015/16)**	This will be progressed in 2017/18 and will be a priority action.	September 2016	**X**
Internal Audit			
Public Sector Internal Audit Standards (PSIAS) require an external assessment of internal audit every five years – the team need to prepare for this review.	The team have been reviewing key documentation and audit processes. Quotes and potential scope for the assessment have been received. It is the intention for the assessment to take place late summer.	March 2017	✔
Equalities			
Development of new equalities policy and action plan **(b/fwd 2015/16)**	This will be progressed in 2017/18 and will be a priority action.	March 2017	**X**

3. Work programme 2017-18

Action	What difference will it make?	Date to be achieved
Customer Services		
Deliver Customer Care Strategy year 2 actions **(to include outstanding actions from 2016/17)**	In line with our council plan value, our customer care strategy ensures we place the customer at the heart of what we do.	March 2018
Undertake a review of Advice and Information services.	To give assurance the centres are providing value for money as well as meeting the needs of our customers.	September 2017
Implement a new garden waste system.	Reduce the demand on Customer Services by bringing all customers to one annual renewal date and having a more efficient and economic system for identifying those customers who have not subscribed.	March 2018
Investigate options for the redesign of the reception area and develop customer service partnerships with public services centre partners, particularly the new Business Hub **(b/fwd 2016/17)**	To provide a good customer experience for our customers and to fulfil our commitment to the Local Enterprise Partnership requirements. .	March 2018
To review and make improvements to the 'Report it' system.	To provide an effective and improved customer contact channel.	December 2017
ICT		
Implement Office 365.	Range of benefits including cloud based email, collaborative working opportunities, use of skype etc.	August 2017
Development of a new ICT strategy.**(b/fwd 2016/17)**	Ensure ICT solutions continue to support our business and we keep in touch with emerging technologies.	December 2017

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Tender for a cloud based disaster recovery solution.	Will make a significant difference to the adequacy of the council's business continuity arrangements.	June 2017
Commercial opportunities particularly around website development.	Potential new income stream.	March 2018
Support to the improvements of the 'Report it' system.	To provide an effective and improved customer contact channel.	January 2018
Re-tender of mobile and landline telephone contracts.	To ensure value for money.	January 2018
Interim work to move to Windows 10 and Office 2016.	This will support the functionality of Office 365 and the ICT infrastructure is up to date.	March 2018
Provide assistance to the PSC refurbishment and integration of the business hub.	To assist and advise on technology solutions.	March 2018
Human Resources		
Implement a new HR system, particularly in relation to on line recruitment. **(b/fwd 2016/17)**	Efficiency savings through streamlined, better ways of working.	September 2017
Review of flexible working related policies and procedures.	Consolidate all the flexible working arrangements and patterns into one document which will help consistency of application.	September 2017
To provide support to the Revenues and Benefits restructure.	To ensure the project meets its key milestones whilst supporting the wellbeing of staff.	March 2018
Finalise workforce development strategy **(b/fwd 2016/17)**	A formal strategy with supporting action plan to develop staff to meet the challenges ahead.	June 2017
OH review **(b/fwd 2016/17)**	To ensure current arrangements are effective including looking at alternative providers.	March 2018
To provide support to any proposed significant changes to service delivery models.	To ensure compliance with any HR related legislation whilst supporting the well-being of staff.	March 2018
Revenues and Benefits		
Following completion of the restructure, to incorporate the Revenues and Benefits team into the Corporate Services Unit.	Smooth transition of the service in a time of uncertainty.	August 2017
Overview and Scrutiny		
Continued support to the Overview and Scrutiny Committee.	To maximise the value of the committee.	March 2018

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Communications		
To undertake a review of Tewkesbury Borough News.	To determine if current arrangements provide value for money and remains an effective communication tool.	June 2017
Develop new communications strategy.	Review and update of the previous strategy including a new action plan to help the council deliver its vision, priorities and objectives.	July 2017
Corporate Support		
Business continuity	Support facilitation of individual service plans and production of a new corporate business continuity plan.	September 2018
Council plan refresh	To support managers in the annual refresh of the council plan to ensure actions support delivery of the council plan priorities.	May 2017
Support delivery of the Digital Strategy and transformation related projects.	To monitor and where appropriate facilitate successful delivery of digital and transformation related projects.	March 2018
Provide support to review of Data Protection arrangements.	To help the council ensure compliance towards the General Data Protection Regulation (GDPR) 2018.	March 2018
Risk Management		
Review of risk management arrangements. **(b/fwd 2016/17)**	To ensure there is an adequate framework in place for the identification, evaluation and management of risk.	September 2017
Internal Audit		
To appoint an external assessor to undertake an assessment of the internal audit function and the findings to be reported to management and the Audit Committee.	An external assessment ensures compliance with the Public Sector Internal Audit Standards and has the potential to identify improvement areas for the team.	December 2017
Equalities		
Development of new policy and a review of existing framework. **(b/fwd 2016/17)**	To ensure there is an adequate framework in place to discharge our equalities duty.	March 2018

4. Factors that may affect future service delivery

Factor
• Introduction of any new government policy may alter the vision, priorities or shape of the council.
• The nature of the section's work requires corporate 'buy in' from other parts of the organisation – need to ensure there is a 'one team' approach to corporate issues.

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• The council is committed to transformation, some outcomes from this are not yet known and this could potentially lead to uncertainty and competing priorities within the organisation.
• The potential for a detailed 'in service' review or restructure.
• Any long term sickness absence could potentially delay deadlines.
• Financial pressures may affect delivery of proposed projects.