Corporate Service Business Plan 2016-17

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 2015-16

Non Council Plan actions only, see Performance Tracker for progress against 2015-16 Council Plan actions.

Action	Progress made	Date to be achieved	Complete ✔ or X
Customer Services			
Develop and implement corporate customer service standards.	A Customer Care Strategy was approved at Overview and Scrutiny Committee on 23 February and approval will be sought from Executive Committee on 6 April.	30.09.15	✔
Undertake a review of customer services.	A review of customer services was carried out and completed by September 2015.	30.09.15	✔
To ensure the smooth transition of the garden waste database from Direct Services.	The customer services team now manages the administration of the garden waste database.	30.06.15	✔
Investigate options for the redesign of the reception area and develop customer service partnerships with public services centre partners.	The communications and policy manager is a member of the integrated reception sub group, which is focused on redeveloping the reception area in partnership with our public services centre partners. Customer care will be a priority as this project moves forward. The reception refurbishment forms part of a wider strategic vision for the council offices and will be progressed further during 2016/17.	31.03.16	x
To develop a Digital Strategy	The communications and policy	31.03.16	✔

	manager is developing a Digital Strategy in consultation with the lead member and services across the council. The strategy will be taken to Executive Committee in April.		
ICT			
Rollout thin client terminals. **(Brought forward from 2014-2015)**	All old desktops have been replaced with thin client terminals.	30.06.15	✔
Roll out of new monitors.	All old, small monitors have been replaced with height adjustable widescreen monitors.	30.06.15	✔
Set up new test environment.	A new test environment is in place.	30.09.15	✔
New Storage Area Network (SAN) installation in server room.	A new SAN has been purchased and installed.	30.09.15	✔
Implementation of ITIL processes across ICT function including improvements to the help desk facility. **(Brought forward from 2014-2015)**	A new ICT helpdesk has been implemented that follows ITIL best practice. All ICT staff have either completed or are booked on the ITIL foundation course.	31.03.16	✔
Work with Democratic Services to ensure Members receive ICT support.	Regular ICT training drop in sessions are in place for members. Members have also been encouraged to trial tablet devices.	31.03.16	✔
Implement a new ICT asset inventory.	Following an adverse internal audit report, a new asset inventory is now in place and will be supported with an annual check of equipment.	31.10.15	✔
Review of website.	As reported to Transform Working Group, options for a new website are starting to be looked at. This work will progress during 2016/17.	31.03.16	x
Development of new ICT strategy.	Improvements to the ICT infrastructure have taken place during the year. Ongoing improvements and the strategic direction of ICT should be communicated through a formal strategy. This work will progress during 2016/17.	31.03.16	x
Human Resources			
Support managers to help ensure all staff receive a PPD during 2015/16.	Support has been given to managers and staff where appropriate. This is the second year of the PPD framework.	31.07.15	✔
To investigate the feasibility of implementing a HR self service module.	A visit to Wychavon District Council was undertaken as they operate a self-service module. Implementation	30.09.15	✔

	is resource intensive and it is the intention to undertake a systems review of HR first.		
Investigate options for delivery of occupational health.	This has yet to be investigated and will be carried forward to 2016/17.	31.03.16	x
Implement a new workforce strategy.	This is being undertaken in partnership with Gloucestershire Care Services NHS Trust. Work has commenced but is on hold due to sickness absence of the lead officer. This will be carried forward to 2016/17.	31.10.15	x
Overview and Scrutiny			
Support delivery of the Overview and Scrutiny Committee's review of effectiveness action plan.	A workshop was held on 9 February 2016 with members of the committee. This enabled members to draw on their experiences and consider how the committee can add even greater value. Feedback from the workshop was presented at Overview and Scrutiny Committee on 23 February 2016, including approval of an action plan.	31.03.16	✔
Communications			
Deliver year 2 of the communications strategy.	A new strategy was approved at Executive Committee on 30 April 2014. Delivery of the strategy is ☐reported to Overview and Scrutiny Committee on an annual basis.	31.03.16	✔
Deliver graphics support.	Graphics have made a significant contribution during the year across a wide range of corporate and service related documents and marketing/promotion campaigns.	31.03.16	✔
Implement social media software.	To implement new software to ensure the council's social media channels are appropriately and safely managed. This project will be carried forward to 2016/17.	31.03.16	x
Corporate Support			
Support completion of the Chief Executive unit's restructure and support staff development arising from the restructure.	The restructure took place early 2015/16. Staff are now acclimatised to their new roles and responsibilities. Overall the new corporate services team is performing well in both leading and supporting key projects whilst delivering more routine type work.	31.03.16	✔

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Support delivery of and monitor the corporate peer review action plan.	The action plan is monitored and reported to Overview and Scrutiny Committee on a six monthly basis.	31.03.16	✔
Support Business Transformation.	The corporate services team provides ongoing support to the Transform Tewkesbury Borough, and report to Transform Working Group on the programme's projects.	31.03.16 (the programme is deliverable over more than 1 year)	✔
Development of new Council Plan.	A timetable for the production of a new Council Plan has been agreed, with a final draft going to Executive Committee and Full Council in April 2016.	31.03.16	✔
To support the testing of the council's Business Continuity arrangements.	A desktop exercise was held for operational managers on 9 February, facilitated by the Civil Protection Officer from Tri Centre, Waterwells. This will provide the catalyst for further business continuity work during 2016/17.	31.10.15	✔
Prepare to undertake a residents' survey in early 2016-17.	This has been included as an action within the Customer Care Strategy. Tentative discussions have taken place over the feasibility of the survey and these will be progressed during 2016/17. Digital supported surveys will be looked at going forward.	31.03.16	x
To review the corporate complaints framework.	A new corporate complaints framework is currently being developed. This will be presented at Executive Committee in April 2016.	31.10.15	✔
To further review project management arrangements.	A new version of Sharepoint has been introduced, which makes it clearer and easier for staff managing projects. An internal programme board has been formed to review projects and this is supported with updated project management guidance and forms which were introduced in late 2015.	30.09.15	✔
Risk Management			
Review the current risk management strategy and overall risk management arrangements.	This will be progressed during 2016/17. Training will be provided around risk appetite and this will inform a new strategy.	31.12.15	x
Internal Audit			
Delivery of internal audit improvement	This has not been looked at in great detail due to the continuity of staffing	31.03.16	x

plan.	within the team as a result of maternity leave. The team will be on a firmer footing in 2016/17.		
Equalities			
Development of new equalities policy and action plan.	Initial work has commenced only.	31.03.16	**x**

3. Work programme 2016-17

Action	What difference will it make?	Date to be achieved
Customer Services		
Deliver Customer Care Strategy year 1 actions	In line with our Council Plan value, our customer care strategy ensures we place the customer at the heart of what we do. Year One actions will be reported to O&S committee in April 2017.	April 2017
Roll out of customer service standards	To ensure our customers are provided with a high level and consistent approach to customer services from across the council.	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)**	Integrated reception for all partners which provides a good customer experience.	March 2017
ICT		
Develop new website. **(brought forward from 2015/16)**	A new, functional website is required that offers ease of use and mobile device compatibility.	October 2016
Development of new ICT strategy. **(brought forward from 2015/16)**	To outline the aims and actions required to ensure ICT solutions support our business processes and we keep in touch with emerging technologies.	March 2017
Support the proposed One Legal Expansion project.	The proposal is a huge opportunity for the council. If the business case is approved significant ICT support will be required to ensure the success of the project and ongoing support to 40+ new users.	November 2016
Support delivery of emerging digital opportunities.	To move more of our services online and reengineer services to produce efficiency savings.	March 2017
Formalise an ICT replacement programme.	A replacement programme will ensure there is planned maintenance of the ICT infrastructure.	June 2016
Human Resources		

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Undertake a systems review of HR processes including the feasibility of online recruitment.	Using the principles and skills learnt from other service reviews and look to streamline and eliminate any inefficiency within the HR activities.	December 2016
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.	Ensure the smooth transfer of staff during uncertain times and protect the reputation of the council.	May 2016 (leisure transfer) November 2016 (legal transfer)
To support delivery of the Timewise improvement plan.	To ensure the council is maximising flexible working and flexible hiring	March 2017
Implement a new workforce development strategy **(brought forward from 2015/16)**	To have the right people in place to meet the changing needs and future opportunities. The right people are those who are keen, skilled, have the right values and know what they are doing.	October 2016
Investigate options for delivery of occupational health.	To provide effective support to our sickness absence procedure.	September 2016
Support, together with external HR resource, reviews of management and service structure.	Effective planning and delivery of requirements of the council's staffing structure.	December 2016
Overview and Scrutiny		
Support delivery of the Overview and Scrutiny Committee's review of effectiveness action plan.	Ensure the robustness and effectiveness of the Overview and Scrutiny Committee.	March 2017
Ensure the performance management framework supports monitoring of the new council plan.	To enable the delivery of the council plan to be effectively monitored by the committee.	June 2016
Communications		
To deliver the actions within the Communications Strategy	A new strategy was approved at Executive Committee on 30 April 2015 with an annual action plan. Delivery of the strategy is reported to Overview and Scrutiny Committee on an annual basis.	April 2016
Implement social media software	To implement new software to ensure the council's social media channels are appropriately and safely managed.	March 2017
Deliver graphics support.	Provide a graphics service to the council's major corporate projects, and other areas where possible.	March 2017
Provide communications support to the Public Services Centre, as required.	To provide internal and external communications support to help develop and grow the Public Services Centre.	March 2017
Corporate Support		

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Support delivery of and monitor the corporate peer review action plan.	The successful implementation of recommendations will help develop the strengths needed to progress the council's improvement agenda.	March 2017
Business Continuity – to provide support to the review of individual service plans, review of the corporate plan and identification of priority systems.	To ensure the council's arrangements are sufficiently robust in the event of an incident arising.	December 2016
Support Business Transformation including the delivery of the council's emerging digital strategy.	The programme is a programme for change and will contribute significantly to the council's predicted budget deficit.	March 2017
Risk Management		
Review the current risk management strategy and overall risk management arrangements. **(b/fwd 2015/16)**	To deliver a strategy which supports the council's risk appetite.	September 2016
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.	To demonstrate compliance with PSIAS.	March 2017
Equalities		
Development of new equalities policy and action plan **(b/fwd 2015/16)**	To ensure the council delivers its services in line with the Equalities Act.	March 2017

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.
• The council needs to transform quickly, 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.