

# Corporate Services - Service Plan 2022-23

## 1. Service Objectives

- To support the management, monitoring and improvement of the council's performance and priorities.
- To provide a customer focused and responsive customer service's team and champion good customer service corporately.
- To provide an effective Revenues and Benefits service including the maximisation of council tax and business rates collection and supporting the most vulnerable through the payment of welfare benefits.
- In accordance with the approved ICT Strategy ensure the council's ICT infrastructure is stable, resilient and considers emerging technology.
- The Business Transformation Team working alongside and supporting services to deliver digital, corporate and service improvements.
- To provide an effective Human Resources and Organisational Development function.
- To support the work of the Overview and Scrutiny Committee.
- Internal Audit to be an arm of effective management and work in compliance with the Public Sector Internal Audit Standards (PSIAS).
- To provide an effective communications and graphic design function.
- To support the council's project management, risk management, equalities and GDPR frameworks.
- To support development of corporate policies.
- To provide support to the chief executive on corporate matters.
- To support on-going Covid-19 related initiatives and actions.

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## 2. Progress of 2021/22 service plan and Covid-19 recovery actions

Recovery actions are marked with a 'r'.

Action	Progress made	Date to be achieved	Complete ✓ or ✗
<b>Internal audit</b>			
Re-instigate the internal audit function. (r)	IA are now up and running supported with additional resource. Assignment work has commenced and a new IA work plan is in place. The target date was optimistic due to the introduction of new business grants and the team remaining re-deployed within the business cell for the majority of 2021/22.	July 2021	✓
Review all current internal audit recommendations. (r)	The status of all recommendations has been reviewed. Any outstanding ones have revised implementation dates. A report was taken to Audit and Governance Committee in December 2021.	July 2021	✓
Review actions within the team's Quality Assurance and Improvement Programme. (QAIP) (r)	The QAIP has been reviewed, updated and presented at Audit and Governance Committee in March 2022.	July 2021	✓
<b>Corporate</b>			
Deliver and present findings of a residents' satisfaction survey.	The survey has been undertaken and a report received. The findings are being analysed with an action plan to be developed. (c/fwd 22/23)	January 2022	✗
Facilitate the annual refresh of both the corporate recovery plan and council plan. (r)	Approved by Council 20 October 2022.	July 2021	✓

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Work with HR to develop a new equality's policy and supporting action plan.	The policy and action plan are at draft and now need to be taken forward for formal approval. (c/fwd 22/23)	September 2021	✘
Delivery of the GDPR action plan.	A consolidated and comprehensive plan has been implemented with good progress made. Delivery is monitored at Information Board.	March 2022	✓
Provide the administration and general support/advice for Programme Board.	The board is firmly re-established and monthly meetings are in place.	March 2022	✓
<b>Customer Services</b>			
Determine viability of re-opening Advice and Information Centres. (r)	AIC have re-opened albeit with limited take up. Positively, Brockworth Parish Council have agreed to run their local AIC.	June 2021	✓
Support Property Services to produce a plan for the re-opening of the building to customers. (r)	Buildings have successfully been re-opened in a safe manner and in compliance with government guidance.	June 2021	✓
Support the development of new digital services – ensuring the customer focus element is consistent throughout.	The new digital platform 'Liberty Create' has been successfully implemented.	April 2022	✓
Carry out a review of the customer services team.	This has yet to start due to covid-19 response. One team member remains deployed to the business cell, another member is to support the new Energy Rebate cell. (c/fwd 22/23)	September 2021	✘

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Human Resources			
Deliver an end to end digital recruitment and onboarding solution.	This has successfully been implemented through the 'Eploy' software solution. A recruitment microsite has also been implemented to support this.	July 2021	✓
Work with the Business Transformation Team to deliver an online platform for processing transactional HR activities.	Due to competing service priorities this work is now scheduled for 2022/23. (c/fwd 22/23)	Sept 2021	✘
Support the council recovering from the covid pandemic in relation to our people and culture. (r)	Significant work, particularly around health and wellbeing has been carried out across the course of the whole year. This work will obviously continue into 2022/23.	March 2022	✓
ICT			
Supporting return to work and ongoing agile working (r)	The bulk of this work is complete with ongoing work tending to be almost business as usual. Support will be given to increased numbers returning to the office.	March 2022	✓
Policy review and implementation	Draft policies have been written but need to be finalised. c/fwd 22/23	September 2021	✘
Cyber security	A significant amount of work has been undertaken during the year. This includes infrastructure work such as a new email gateway, renewal of cyber insurance, progressing cyber essentials accreditation rollout of cyber awareness training etc. Cyber related activity will also form a new action for 22/23 given the risk it presents.	March 2022	✓
Feasibility of webcasting (r)	Exploratory work is being undertaken to support Democratic Services. A PIF was approved at programme board during the year. (c/fwd 22/23)	July 2021	✘

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<b>Revenues and Benefits</b>			
Implementation of Debt Respite Scheme (Breathing Space).	Scheme has been implemented and co-ordinated by the Revenues Team Leader.	May 2021	✓
Implementation of HB Award Accuracy Initiative.	HB Award Accuracy Initiative implemented in accordance with DWP's year two (FYE March 2022) requirements.	March 2022	✓
Deliver council tax paperless billing.	Bulk of the work is complete with daily billing logistics to be finalised.	September 2021	✓
To provide on-going support to the business cell. (r)	Comprehensive support has been given to the cell and this will continue into 22/23 as the cell remains active.	December 2021	✓
Recruit to business intelligence officer role and join up intelligence across service areas. (r)	Recruitment has been successful – a formal project plan now needs to be established.	March 2022	✓
Seek to rebuild council tax and business rate collection rates. (r)	Given the economic and financial climate this will be an ongoing action into 22/23.	March 2022	✘
<b>Overview and Scrutiny</b>			
To support the committee returning to a normal way of working/potential hybrid set up. (r)	Physical meetings have been in place for the majority of the year.	June 2021	✓
<b>Communications and graphics</b>			
Support the council's recovery plan through effective communications and graphics (r)	Recovery plan has been effective and will now merge back into the council plan.	March 2022	✓
Delivery of the national Covid-19 messages.	A significant proportion of the team's time has centred on internal and external comms relating to the pandemic.	March 2022	✓

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Delivery of the communications strategy action plan.	Majority of the action plan has been delivered. An updated action was presented to O&S committee in April.	March 2022	✓
Lead and contribute to the Culture and Communications group. (r)	The group was formulated during the year – now needs identifiable outcomes (c/fwd 22/23)	March 2022	✓
<b>Business Transformation</b>			
Develop and implement a new corporate website.	The project has commenced and is progressing well but will not be completed until summer 2022. (c/fwd/22/23)	December 2021	✗
To establish and deliver the BTT's Year 2 priorities	Formalised within the Digital Approach Strategy approved at Executive Committee on 2 March 2022.	March 2022	✓
Deliver the first year of a new bulky waste service	The new service has been a phenomenal success. Income has increased over 100%, wait times reduced from 6/7 weeks to less than 1 week, an online booking system introduced and a recycling provision introduced.	March 2022	✓
Build Have Your Say – 4Cs on Liberty Create	4Cs implemented early in 21/22 with supporting policy. Reported to Overview and Scrutiny Committee.	May 2021	✓
Review and develop FOI system on Liberty Create	New system operational for 2021/22.	May 2021	✓
Move all Report a Problem issues over to Liberty Create	Complete – new platform and suite of on-line forms implemented.	May 2021	✓

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## 3. Key service plan actions for 2022-23

Ongoing Covid-19 recovery actions are marked with 'r'.

Action	Purpose	Date to be achieved	Governance
<b>Internal Audit</b>			
Deliver the Quality Assurance and Improvement Programme (QAIP) action plan 22/23.	There are a number of actions to further improve the IA function incl: staff development & training, additional resource to aid recovery, ICT audit expertise, preparation for an independent assessment etc.	March 2023	Reported annually to Audit & Governance Committee and quarterly update to Lead Member for Governance and Chair of Committee.
<b>Corporate</b>			
Provide support to the new Chief Executive.	To help the new CEO settle into his role as easily as possible.	March 2023	Direct dialogue with CEO.
Finalise the new Equalities and Diversity Policy and deliver supporting action plan.	To demonstrate the council's commitment to the equality's agenda and compliance with Equality Act 2010.	March 2023	Approval of policy and action plan by Executive Committee.
Review the council's 'Have your say' 4Cs approach following 12 months of being implemented.	To ensure the new approach is working successfully.	November 2022	Update to management team and Transform Working Group.
Deliver the third year refresh of the Council Plan	In line with the roll-out of our four-year Council Plan, to identify the actions for 2022/23	June 2022	Executive Committee and Council.
Deliver the priorities within the GDPR action plan.	To ensure the council adopts a proactive approach to compliance.	March 2023	Information board and annual report to Audit and Governance Committee.
Oversee the administration and ensure the effectiveness of the corporate Programme Board	To ensure the effective oversight and challenge of internal corporate projects.	March 2023	Programme board.

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Present the findings and develop an action plan resulting from the completion of the residents' satisfaction survey.	Respond to customer feedback.	June 2022	Executive Committee
<b>Customer Services</b>			
Undertake a review of the team structure.	A fit for purpose structure.	December 2022	Update to Transform Working Group.
Deliver the customer care strategy action plan for 2022/23	To help fulfil our Council Plan promise that we will put our customers first.	March 2023	Update to Overview and Scrutiny Committee
Introduce regular monitoring of call levels to the council's customer services team.	To better understand and respond to customer demand over the phone.	March 2023	Management Team
Support the development management review through responding to calls at first point of contact where possible.	To help ensure a positive experience for development management customers.	March 2023	Feeding into the wider development management review's corporate ambition stream. Updates will be provided to Transform Working Group.
<b>Human Resources</b>			
Deliver the HR self-service project	Streamline, consolidate and make efficiencies around such procedures as absence management, annual leave etc <i>(c/fwd from 21/22)</i>	September 2022	Transform Working Group and programme board.
Support arrangements for agile working for staff including input to the office refurbishment project. <i>(r)</i>	Provide governance over 'return to work' arrangements and support delivery of successful project outcomes.	March 2023	Transform Working Group and programme board.
Complete a procurement exercise in respect of Occupational Health and Counselling	To provide value for money outcome and to support staff wellbeing.	June 2022	Management Team



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ICT			
Implement a new disaster recovery and back up system.	Project is critical to ensure that the council has a robust and fit for purpose back- up solution	June 2022	Update to Transform Working Group – as part of ICT strategy delivery progress.
Continued review of cyber security arrangements	To keep the council as safe and resilient as possible from cyber threats. Actions include: <ul style="list-style-type: none"> <li>- Recruitment to cyber specific role</li> <li>- Achievement of cyber essentials accreditation</li> <li>- Network segmentation</li> <li>- Procurement and installation of network detection software</li> <li>- Staff and member awareness training</li> </ul>	March 2023	Update to Transform Working Group – as part of ICT strategy delivery progress and Audit and Governance Committee (cyber is a corporate risk)
Development of new ICT strategy	Council's ICT strategy needs to be reviewed to ensure that the council's technology and strategic approach remains fit for purpose.	January 2023	Executive Committee
Support to Payment Card Industry/Data Security Standards project (PCI/DSS)	Support the technical delivery of being PCI-DSS compliant to ensure the safe processing of payment card information.	December 2022	Programme Board
Revenues and Benefits			
Establish a project plan to link up business intelligence within the council (r)	The more efficient use of business intelligence to support quicker and accurate business transactions.	March 2023	Transform Working Group
Deliver the council tax energy bills rebate mandatory and discretionary schemes.	Implementation of central government initiative.	September 2022	All member update.
Review the service structure to build resilience, improve performance and increase customer satisfaction.	A fit for purpose structure.	March 2023	Transform Working Group

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Business Rates Revaluation 2023.	The Valuation Office Agency is delivering the next revaluation of business rate in England – Revaluation 2023. To prepare for and implement new rateable values by annual billing 2023/24.	February 2023	Transform Working Group
Seek to rebuild council tax and business rate collection rates. (r)	Maintenance and/or improvement of in-year collection rates.	March 2023	Overview and Scrutiny Committee (KPI reporting)
To provide on-going support to the business cell through delivering the COVID-19 Additional Relief Fund (r)	To continue to support businesses in their recovery from the impact of the COVID-19 pandemic.	September 2022	All member update
Deliver relevant outcomes arising from the community governance review.	Potential for properties to be transferred to other parish areas.	February 2023	Transform Working Group
<b>Overview and Scrutiny</b>			
Identify potential areas of work that will suit a task and finish working group review.	In depth reviews allows committee members to add real value by scrutinising and making recommendations to achieve better outcomes.	June 2022	Overview and Scrutiny Committee.
Support the ongoing effectiveness of the committee.	To ensure the committee continues to add value and fulfils their terms of reference.	March 2023	Overview and Scrutiny Committee.
<b>Communications and graphics</b>			
Deliver the communications strategy action plan 22/23	Clear communication helps us to strengthen our links with the public, our residents, stakeholders, councillors and staff.	March 2023	Annual report to Overview and Scrutiny Committee.
Develop and deliver a communications plan for the garden communities.	To raise the profile of the garden communities – both internally and externally.	September 2022	Updates provided to the member reference panel.

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Provide communications support for the Tour of Britain events in June and September 2022	To support the high-profile event that will be taking place in Tewkesbury.	September 2022	Updates will be provided as part of the wider Tour of Britain project management arrangements.
<b>Business Transformation</b>			
Support delivery of key projects identified within year 1 Digital Approach Strategy.	Service improvements, efficiency savings and a better customer experience.	June 2022	Transform Working Group
Review existing services on Liberty Create.	In line with the team's agile approach, it is important online services are reviewed to ensure they continue to offer an excellent customer experience.	March 2023	Lead member briefing and updates to Transform Working Group
Introduce a feedback survey following the roll-out of new services – both internally and externally.	To ensure the team can understand where lessons could be learned from delivered projects.	August 2022	Lead member briefing and updates to Transform Working Group
Provide project management support for improvement projects resulting from the development management review.	To support the process mapping and project support needed to deliver the five streams of the development management review.	March 2023	Programme board and Transform Working Group
Continue to raise the profile of the team's approach to digital – both locally and nationally.	To ensure Tewkesbury Borough Council continues to fly the digital flag for district councils across the country.	March 2023	Updates at lead member briefings and at Transform Working Group.