



Corporate Services

DEPARTMENTAL PLAN 2007/08

Corporate Services Departmental Plan – 2007/08

Purpose of Plan

The purpose of this Service Plan is to ensure that all activities carried out by the Department are designed to help the Council deliver the aims and objectives of the Corporate Plan.

Overview of the Department

Vision

“To establish the department as a market leader to respond to the challenges of the next five years.”

Services Provided

The department comprises of four major business units; Finance; Human Resource Management (HRM); Information and Communications Technology (ICT) and Legal and Administrative Services supported by the Performance and Development Team on key areas such as strategic and business planning; communications and performance management. The services provided corporately and by the four business units are described below:

Corporate

- ❖ Aspects of Corporate Governance
- ❖ Implementation and co-ordination of Government transformational initiatives
- ❖ Aspects of HR which impact across the whole Council

Finance

- ❖ Financial Planning
- ❖ Financial Management and Accounting
- ❖ Training and promoting effective use of financial information
- ❖ Budget Management
- ❖ Financial Reporting
- ❖ Local Taxation
- ❖ Capital Planning
- ❖ Treasury Management
- ❖ Insurance
- ❖ Internal Audit
- ❖ Consultancy
- ❖ Risk Management Coordination
- ❖ Information Governance including the provision of advice and guidance on Data Protection, Freedom of information, records management and information sharing

- ❖ Financial Appraisal of Potential Contractors
- ❖ Sales Ledger
- ❖ Purchase Ledger/Purchase Order Payments

Human Resource Management (HRM)

- ❖ Recruitment and Selection
- ❖ Workforce Planning and Organisational Development
- ❖ Policy and Strategy
- ❖ Departmental HR Services
- ❖ Health and Safety
- ❖ Payroll Services

Information & Communication Technology [(ICT) including Customer Services and Design & Print]

ICT

- ❖ Provision of a professional, competent and well trained ICT workforce to support the Council
- ❖ Support, development and maintenance of ICT systems, networks and equipment
- ❖ Full lifecycle management of ICT assets
- ❖ Research, evaluation and procurement of ICT systems and infrastructure
- ❖ Portfolio and project management using a structured methodology (Prince-2)
- ❖ Supplier and contract management
- ❖ Customer liaison and communication within an SLA framework
- ❖ Business analysis and process improvement
- ❖ Production of ICT related policies, strategies and standards
- ❖ Assistance with the investigation of alleged breaches of organisational policies and procedures
- ❖ Resolution of service requests and problem management via a helpdesk facility
- ❖ Internet & Intranet technical support including online electronic services
- ❖ Disaster Recovery for ICT systems
- ❖ Provide advice and guidance to service areas on business continuity planning
- ❖ Security of core infrastructure including Servers, databases, operating systems and networks
- ❖ Advice & guidance on best practice security of software applications and operational procedures
- ❖ Protection against viruses, malicious software and unsolicited or nuisance e-mail (spam)
- ❖ Management of Internet access control, filtering and reporting
- ❖ Coordination and monitoring of government initiatives to assess ICT implications

- ❖ Hardware & software asset management including inventory and Software licensing
- ❖ Backups and Archiving
- ❖ Maintain equipment stock, spares and loans
- ❖ Training
 - Liaison with HR Division regarding Council wide generic ICT training needs
 - Advice and guidance on ICT applications training
 - Delivery of ad-hoc training for niche applications
- ❖ ICT Consultancy and advice
 - Advise the organisation on all aspects of ICT
 - Contribute to organisational and partnership groups
 - Contribute to various user groups
 - Contribute to national, regional and sub-regional forums

Customer Services

- ❖ Act as first point of contact for a variety of services via the following access channels:
 - Face to face in the Customer Services Centre
 - Telephone in the Contact centre
 - e-mail in the Contact Centre
 - Self service provision via the council's website
- ❖ Resolve as many enquiries at first point of contact as possible
- ❖ Channel information and requests to relevant back office service areas and manage customer expectations
- ❖ Maintain liaison between Customer Service's Advisors and back office service staff
- ❖ Provide a council wide telephone switchboard service
- ❖ Management, monitoring and policing of the Council's website

Design and Print

- ❖ A comprehensive Print and Graphic Design Service including;
 - Graphic design service covering most client requirements, including;
 - Brochures
 - Leaflets
 - Corporate Reports
 - Stationery items
 - Posters
 - Promotional item graphics, e.g. mousemats, pens, etc.
 - Interior and exterior signage
 - Exhibitions
 - Media advertisements
 - Powerpoint displays
 - Digital photography
 - Creative media campaigns

- Cartoons and illustration
- File conversion
- Printing service, providing;
 - Stationery, from business cards, labels and NCR books to large volume DBC letterheads
 - Promotional leaflets in single, two, three or four (full) colours
 - Council reports, business plans, etc.
 - Full colour newsletters, including the 'Flyer', the Link and Village Green publications
- Fast high-speed photocopying service, including;
 - High volume, high speed mono photocopying at A4 and A3 size
 - Full colour digital copying at A4 and A3 size
- Print finishing service, including;
 - Booklet making, guillotining, binding, laminating, perforating, numbering, collating, drilling, folding, etc.
- Print buying and advisory service
 - Many years of in-depth knowledge and experience enable efficient sourcing and procurement of specialist printing requirements which cannot be produced in-house. This includes large format digital printing, screen printing, web offset printing, promotional items, etc.

Legal and Administrative Services

- ❖ Ensuring propriety in Council affairs
- ❖ Corporate Legal Advice
- ❖ Legal Advice for front line service delivery
- ❖ Court work, planning appeals and employment tribunals
- ❖ In addition to the above, legal services deals specifically with the following:
 - Local Land Charges
 - Training on new and existing legislation
 - Advising on complaints and acting as liaison officer with the Local Government Ombudsman
 - Legal clerking service to Education Appeals Panels and Special Educational Needs Tribunals
 - Legal advice to Planning Applications, Licensing and Standards Committees, Cabinet and Full Council
 - Legal advice to Scrutiny Committees on an ad hoc basis
 - Support role of Monitoring Officer
- ❖ Co-ordination and administration of the Democratic Services of the Authority and Civic and Ceremonial Events
- ❖ Provision of full support service for the Mayor and Councillors
- ❖ Comprehensive election/electoral registration service
- ❖ Registration of births, deaths, marriages and civil partnerships

- ❖ Provision of a facility management arrangement for the Town Hall and co-ordination of reception/health and safety/security arrangements
- ❖ Administrative Support for Department

Key achievements in 2006/07

Corporate

- ❖ Achieved our target score of 3 out of 4 in the Use of Resources' "Harder Test" ensuring the Council retained its 4 Star, CPA status and thus a top rated, Authority

Finance

- ❖ Delivered a sustainable Financial Plan
- ❖ Audit Committee established
- ❖ Managers Assurance Statements to support the Statement of Internal Control developed, awareness raised with SMTs and formal introduction planned for Spring 2007.
- ❖ Auditor Scored Judgements rating of 3 out 4 for CPA purposes
- ❖ Strong Budget management that saw 2005/06 out-turn within 0.5% of final in-year projection
- ❖ Early Closure of Accounts
- ❖ Audit Services re-accredited under ISO 9001 : 2000 International Quality Standard
- ❖ Efficiency improvements through successful implementation of devolved finance
- ❖ Improved Council Tax collection – BVPI 9
- ❖ Procured and started to implement new Financial Management System.

HRM

- ❖ Management of Equal Pay Claims – obtained best possible outcome for the Council (Key Priority) and delivered 2nd Settlement payment on time
- ❖ Phase 1 Job Evaluation and Single Status implemented by July target date (Key priority)
- ❖ Craft Agreement reached
- ❖ Implementation of Street Scene
- ❖ Proactive Sickness Absence Management resulted in reduced sickness absence figure than previous year (Key Priority)
- ❖ Developing the new HR Strategy
- ❖ Procured and started to implement new Human Resource Management System (including payroll) (Key Priority).
- ❖ Health and Safety Implementation Plan introduced within Corporate Services all key tasks met
- ❖ Implemented the fourth employee survey with an increased positive response

- ❖ Human Resource implications of the restructuring of the Education and Social Services departments to Children's and Adult Services
- ❖ HR Implications of business transformation projects
- ❖ Appointment to a range of senior posts
- ❖ Supported a smooth transition to the Corporate Services' Customer Services Centre
- ❖ Support to Schools restructuring
- ❖ Employee reward scheme and ceremony launched
- ❖ Developing Leading Edge Communication
- ❖ Revised Corporate Health and Safety Policy issued to all
- ❖ Health and safety training for managers course being delivered across the authority.
- ❖ Formal health and safety audits being undertaken across all departments.
- ❖ Work is continuing to establish effective health and safety policy and best practice within children Service Department.

Information & Communication Technology [(ICT) including Customer Services and Design & Print]

ICT

- ❖ Embedding of new ICT structure and completion of accommodation
- ❖ Reorganisation of operation & admin roles with efficiency savings made
- ❖ Introduction of a formal methodology for ICT projects
- ❖ Appointment of a dedicated ICT Project officer role
- ❖ Successful projects
 - Migration to Active Directory and latest version of Exchange
 - Commitment to and participation in Darlington & Stockton partnership design phase
 - Made good progress on Social Care projects (more still to do!)
 - Migration to new Payroll system
 - Identification and procurement of Systems integration architecture
 - Upgraded core data network infrastructure
 - Mobile & Remote networking platform introduced (including pilot project)
 - Improved performance and resilience of Internet connection
 - Completion of full end-to-end schools online admissions process (exceeding Dfes target for number of applications made online)
 - LLPG implemented with integration to National Gazetteer
 - Online booking system introduced for Arts
 - Accommodation moves
- ❖ Exceeded all local PI's for ICT
- ❖ Completion and submission of Implementing E-Government (IEG) 6
- ❖ Addressing and re-assessing Society of Information Technology Manager's (SOCITM) KPIs

Customer Services

- ❖ Introduction of new services into Customer Services, e.g. Council Tax, StreetScene and Housing Benefits
- ❖ Progress on generic training
- ❖ Good Customer Centre feedback from customers
- ❖ New website design for the front page of the council's website and the introduction of self service capability, linked to the CRM system
- ❖ Major overhaul of the Intranet
- ❖ Improved performance in the Contact centre (telephone contact)
- ❖ Successful identification of additional staff resource requirements in the Contact Centre and subsequent securing of new revenue resource to fund additional posts
- ❖ Introduction of a robust payments and cash handling system to meet audit requirements

Design and Print

- ❖ Productivity and revenue increased to meet budget target
- ❖ Staff issues resolved through rigorous application of council procedure
- ❖ Administration improved with introduction of full time receptionist
- ❖ Introduction of Accura RDC (Remote Data Capture) electronic timesheets has increased accuracy of staff productive hours and reduced administration time
- ❖ Monthly recharging time has improved, allowing a more accurate impression of Design & Print's financial position to be calculated
- ❖ New mono and colour photocopiers introduced, with colour copier in particular proving a success
- ❖ Graphics continues to produce award winning design work, in association with the Communications team
- ❖ A significant amount of time and effort was dedicated to working with the proposed Darlington/Stockton Partnership initiative to help formulate the business case
- ❖ An Admin Review chaired by Assistant Director - ICT has highlighted further positive ways in which administration can be made more efficient
- ❖ Staff communication is much improved following a change in personnel and more regular 1:1's and team meetings

Legal & Administrative Services

- ❖ Minimised the reduction of Land Charges Searches Income (Priority)
- ❖ Advice on major projects, such as Pedestrian Heart; Commercial Street proposals and Equal Pay claims
- ❖ Formal agreement for the provision of legal services to Teesdale District Council
- ❖ Development of internal ASBO expertise
- ❖ Development of internal Employment Law expertise

- ❖ Lexcel 4 year re-accreditation achieved
- ❖ All Councillors undertook a Performance Development Review
- ❖ Favourable report from GRO on preparedness for Civil Registration Modernisation Project
- ❖ Further developed the Website to include Agendas, Reports, Forward Plan, Minutes and Councillors web pages
- ❖ Charter Mark secured for Democratic Services
- ❖ Relocate Register Office to modern, bespoke surroundings

Key challenges in 2006/07

Corporate

- ❖ Finalising the detailed design stage of the Darlington/Stockton Partnership
- ❖ Implementing Job Evaluation, handling, Equal Pay and single status and the related impact on the whole HR function due to sheer size and scale of the task; (Priority)
- ❖ Impact of Government White Paper
- ❖ Finalising the detailed design stage of the Darlington/Stockton Partnership
- ❖ Achieve 'Green' status for relevant Government Priority Services outcomes
- ❖ Assisting the corporate initiatives to achieve the Government's target for Gershon efficiency savings (Priority)
- ❖ Restructuring to support the new Children's Services department and Adult Care Social Services
- ❖ Introduction of a Customer Services Centre (Risk Priority)
- ❖ Key Lines Of Enquiry () Use of Resources - CPA - new methodology (Priority)
- ❖ Information Governance and Records Management (Priority)
- ❖ Implementation of Workforce Development (Priority)
- ❖ Budget pressures

Finance

- ❖ Restructure to support the new Children's Services Department
- ❖ Implementation of Records Management Pilot in Children's Services
- ❖ Increasing focus on cost effectiveness, nationally and locally
- ❖ Implications of Contact Centre & Customer Services Centre upon Local Taxation Service
- ❖ NNDR – revaluation, LABGI and small business relief
- ❖ Address the requirements of the revised CPA 'Use of Resources' methodology
- ❖ Implementation of new Financial Management System and go live later in 2007

HRM

- ❖ Defending the Equal Pay challenges (Key Priority), including settlement payments whilst maintaining the momentum of the Job Evaluation project and maintaining normal day to day HR activity-size and scale of the task
- ❖ Supporting the multitude of resulting HR demands of business transformation restructuring and change projects
- ❖ Proactive Sickness Absence Management (Priority)
- ❖ Developing the new HR Strategy
- ❖ Health and Safety Implementation Plan with Corporate Services (Priority)
- ❖ Implementation of new Human Resource Management System (including payroll module) and go live on 1 April 2007 (Key Priority)
- ❖ Maintaining the strategic focus and the impetus of the “Leading Edge” ODS
- ❖ Support for the new Children’s Services & Adult Services arrangements
- ❖ Support to those involved in the Education Village
- ❖ Mainstreaming Workforce Planning & Development linked to service planning
- ❖ Achieving Level 3 of the LG Equality Standard.
- ❖ Appointment to a range of Senior Posts
- ❖ Establishing effective health and safety policy and best practice by adopting revised Corporate H&S policy
- ❖ Continue formal health and safety audits across all departments.
- ❖ Developing the Intranet as a health and safety management tool.

Information & Communication Technology [(ICT) including Customer Services and Design & Print]

ICT

- ❖ Gershon – the Efficiency Review (Priority)
- ❖ Introduction of a formal ICT portfolio and project management methodology
- ❖ Preparatory work for the Darlington & Stockton Partnership
 - ICT Design phase
 - Data communication links
 - Payroll system replacement
 - Financial management system replacement
 - Staff secondments to facilitate
- ❖ Major projects
 - Social Care
 - Repairs & maintenance review
 - LAA & Street Scene
 - Admin review
 - Systems integration architecture
 - Customer Services
 - Accommodation review
 - Active directory & Exchange
 - Mobile working

- ❖ Refocus and reforming of ICT Liaison groups
- ❖ Settling in of new ICT staff structure and accommodation issues
- ❖ Restructuring to support the new Children's Services department and Adult Care Social Services
- ❖ Integration methodology to be investigated and recommendation made
- ❖ Job Evaluation appeals; Equal Pay and single status (Priority)
- ❖ Implementation of the Procurement Strategy (inc. e-Procurement)
- ❖ Implementation of Workforce Development (Priority)
- ❖ Delivering the ICT Strategy
- ❖ Development of new ICT strategy
- ❖ Applying the ISO 117799 Security Standard principles to our systems where applicable
- ❖ IEG6 submission

Customer Services

- ❖ Achieving service level targets in Contact Centre (telephone contact)
- ❖ Low level of staff resource in the Contact Centre
- ❖ High level of sickness throughout the section
- ❖ Maintaining relationships with back office
- ❖ Introduction of new service areas into Customer Services
- ❖ Generic training
- ❖ Lack of involvement in planning and/or notice of service initiatives that affect Customer Services
- ❖ Technical problems with the telephone system

Design and Print

- ❖ Maintaining and improving sales and revenue to meet the pre-set budget target, despite not having a full complement of staff
- ❖ Resolving staff conflict and disciplinary issues
- ❖ Improving administration procedures
- ❖ Improving staff dialogue through increased 1:1's, team meetings, etc.
- ❖ Working with the Stockton/Darlington Partnership team to prepare a joint unit business case

Legal & Administrative Services

- ❖ Provision of legal services to Teesdale District Council
- ❖ Key Lines Of Enquiry () Use of Resources - CPA - new methodology (Priority)
- ❖ Securing the Charter Mark award for Democratic Services
- ❖ Further pressure on Land Charges income as a consequence of slower housing market, wider use of NLIS and increased activity of personal searchers
- ❖ Civil Registration review and introduction of new statutory regime
- ❖ Obtain Law Society approval to run internal training approved for CPD purposes

What lies ahead in 2007/08?

Corporate

- ❖ Planning for the delivery of the Darlington and Stockton Partnership
- ❖ Assist delivery of aspects of the Government's transformation agenda by use of the ESD Toolkit
- ❖ Support initiatives to ensure a successful Corporate Assessment (CPA)
- ❖ Use of Resources – initiatives to secure a minimum score of 3 out of 4
- ❖ New Leading Edge HR and Employee Communications Strategy including implementation of Phase 2 of Job Evaluation and Single Status
- ❖ Investors in People review
- ❖ Implementation of the Procurement Strategy
- ❖ Further Efficiency Review challenges – Value for Money
- ❖ Equality Impact Assessments - Disability Equality Scheme
- ❖ Local Area Agreement – Young People – Our Future
- ❖ Budget pressures
- ❖ Support to other Leading Edge projects
- ❖ Community Engagement Strategy
- ❖ Outcome of the Admin' Review
- ❖ Seeking external recognition

Finance

- ❖ Implementation of Records Management Policy
- ❖ Increasing focus on cost effectiveness, nationally and locally
- ❖ Implications of Contact Centre and Customer Services Centre upon Local Taxation Service
- ❖ Implement actions to further strengthen the Use of Resources assessment
- ❖ Accounting and financial reporting developments
- ❖ Further improvements in local taxation collection
- ❖ Improving front-line service and efficiency by changing working arrangements
- ❖ 3 year finance settlement for 2008-09 to 2010-11
- ❖ Governments Comprehensive Spending (CSR) 2007
- ❖ Lyons Review of local government finance and functions
- ❖ Extending the use of Local Area Agreements
- ❖ Darlington & Stockton Partnership –
 - Implementation of further modules of the Agresso Financial Management System (FMS) and Northgate PSE (Payroll system)
 - Planning for the joint provision of transactional finance and HR services

HRM

- ❖ Embedding “*Beyond excellence to Leading Edge*” ODS
- ❖ Development and implementation of a new HR and internal communications strategy as strands of the ODS
- ❖ Ensuring that the Structure of HR meets demands
- ❖ Embed Workforce planning and Workforce Development planning in the organisation linked to service planning
- ❖ HR support for the Darlington and Stockton Partnership
- ❖ Maintaining Investors in People against a more rigorous standard of assessment
- ❖ HR Support to the Admin review
- ❖ Major implications arising from the ongoing Equal Pay challenge
- ❖ Ongoing Issues arising from implementation of Job Evaluation/Single Status Project including appeals, on-going staff support increased redeployment activity
- ❖ Implementation of Single Status phase 2
- ❖ Implementation of Payroll IT system and HR IT system
- ❖ Supporting the establishment of the new Children’s Services Directorate and the HR aspects of the Education Village/Academy
- ❖ Ongoing resourcing issues- supporting the major transformational change agenda
- ❖ Relocation of Hundens Depot
- ❖ Embed Workforce planning and Workforce Development planning in the organisation
- ❖ Support to Building Schools for the future Education Academy, Children’s Centres
- ❖ Support re Children’s Trust
- ❖ Safe Recruitment

HR Issues arising from:

- ❖ Revisions to the national pay and workforce strategy
- ❖ Review of PDR system
- ❖ Skills Audit Pilot for Middle Managers
- ❖ Regional Management Development
- ❖ Impact of the LAA
- ❖ Street Scene phase 2 Implementation
- ❖ Changes to LG Pensions
- ❖ Outsourcing Stores
- ❖ Transport Review
- ❖ HLF Scheme Railway Museum
- ❖ Travel to work plan
- ❖ Connexions ongoing issues
- ❖ Emergency plan-Flue Pandemic
- ❖ Procurement
- ❖ Joint White Paper – Integrated Health and Social Care

- ❖ The Leitch Report on Training and development
- ❖ Ongoing changes in Children's Services- new Director
- ❖ Libraries restructure
- ❖ Performance Management in Schools
- ❖ Changing Legislation
- ❖ Work Associated with level 4 LG Equality Standard
- ❖ Meeting Sickness Absence Targets in the wake of major organisational changes

Information & Communication Technology [(ICT) including Customer Services and Design & Print]

ICT

- ❖ Delivering the new ICT Strategy
- ❖ Major projects
 - Possible implementation of DBC / SBC Partnership
 - Integration – Expand
 - Implementation of a new financial management system including e-procurement
 - Contractor Plus replacement & migration
 - Mobile & remote working
 - LAA & Street Scene
 - Implementation of Admin. Review outcomes
 - Government Connect (or similar) adoption
 - Social Care projects
 - Phase II of PS Enterprise (HR modules)
 - Replacement of Youth Services system
- ❖ Introduction of choice based lettings for Housing
- ❖ Job Evaluation appeals; Equal Pay and single status
- ❖ Efficiency Review implications
- ❖ Applying the ISO 117799 Security Standard principles to our systems where applicable

Customer Services

- ❖ Implementation of the Action Plan as agreed by the Steering Group
- ❖ Development and agreement of phase 2 of the Access to Services Improvement Plan
- ❖ Introduction of Customer Satisfaction surveys for both internal and external customers
- ❖ Further web development
- ❖ Improving liaison with back office
- ❖ Implementing outcomes of t-Government and the Varney report

Design and Print

- ❖ Possible implementation of Darlington Stockton Partnership initiative
- ❖ Implementation of D&P improved administrative processes
- ❖ Continuation of drive towards meeting set budget targets
- ❖ Networking of all DBC high speed mono photocopying into the unit
- ❖ Loss of revenue from Bulk Stationery income due to Procurement section's recent e.tender
- ❖ Reduced income from mono copiers – making council-wide networking a major priority
- ❖ Staff recruitment to fill vacant posts
- ❖ Possible introduction of a shift system in the Print Room
- ❖ Job Evaluation appeals and Single Status
- ❖ A more rigorous approach to marketing the section, by targeting internal DBC sections who continue to bypass Design and Print and use external advertising agencies and printers for their work
- ❖ Align administration procedure in line with Stockton Borough Council, which has achieved Chartermark
- ❖ More proactive approach to customers' requirements through consultation and analysis via Customer Satisfaction Surveys/Cards, etc.
- ❖ Prepare and implement more comprehensive SLAs

Legal & Administrative Services

- ❖ Further pressure on Land Charges income as a consequence of slower housing market, wider use of NLIS and increased activity of personal searchers
- ❖ Review of service and cost comparators for Legal Services
- ❖ Disposal of redundant school sites
- ❖ Civil Registration review and introduction of web-based systems for Registration Service
- ❖ Introduction of Gambling Act 2005
- ❖ Ethical Governance Framework to be developed
- ❖ Greater partnership working with Stockton Borough Council
- ❖ Further development of external legal work with Teesdale District Council and other Local Authorities
- ❖ New workload from ASBO team
- ❖ Advice on major developments, e.g. Commercial Street site
- ❖ Preparatory work for Borough Council and Parish Council Elections in May 2007
- ❖ Local Democracy Week – review and Co-ordinate approach

Change Drivers

ISSUES MOST LIKELY TO IMPACT ON THE SERVICE	WHAT THE SERVICE NEEDS TO DO TO ACHIEVE CHANGE/IMPROVEMENT
<p>Govt. priorities</p> <p>Sustainable communities and transport</p> <p>Safer and stronger communities</p> <p>Healthier communities</p> <p>Older people</p> <p>Children and young people (inc. Local Area Agreement)</p> <p>t-Government</p> <p>Gershon and the Efficiency Review</p> <p>Department for Communities and Local Government (DCLG) Sickness Improvements</p> <p>DCLG national Pay and Workforce</p> <p>Freedom of Information</p> <p>CPA "Use of Resources"</p>	<p>HR - Green transport phase 2</p> <p>Legal Services – Transport – Range of Orders</p> <p>Legal Services – ASBOs, Community Safety/Section 17</p> <p>Legal Services - Working with Police around Elections</p> <p>Strict adherence to Alcohol at Work and Substance Misuse Policies</p> <p>Inside the Council - HR – Wellbeing Agenda</p> <p>Inside the Council - HR – Proactive management of Sickness absence</p> <p>Inside the Council - HR – Ensuring no aged discrimination in recruitment and retention etc.</p> <p>Inside the Council - HR – Profiling types of jobs</p> <p>HR – Safe recruitment</p> <p>ICT – Strategy, Website and Customer Services</p> <p>HR – Strategy</p> <p>MTFP</p> <p>Legal Services – Legal advice and support to Children’s Services</p> <p>Skills delivery capability</p> <p>LLPG to be the property base for all systems</p> <p>Achieve ‘gains’ identified and submitted to Policy Unit coordinator</p> <p>Ongoing work to support and educate managers. Managing change. JE impacts</p> <p>Ensure ODS/HR Strategy embraces the DCLG Strategic Aims</p> <p>Rollout of the Records Management Policy</p> <p>Continue to meet methodology requirements</p>

Partnership Working Disability Equality Scheme	Deliver the Darlington/Stockton Partnership Undertake Equality Impact Assessments
<p>Local priorities Improving education attainment levels and improving services for young people (LAA implications) Strengthening Darlington's economy and creating jobs Improving the quality of life of older people Reducing congestion and improving the environment Reducing crime and ASB</p> <p>Developing customer care</p> <p>Community Engagement Strategy Darlington and Stockton Partnership</p> <p>Development of new HR and ICT Strategies</p> <p>Corporate Assessment Remaining Leading Edge projects (inc. Outcome of the Admin' Review)</p>	<p>Financial Management and HR Support to Children's Services</p> <p>Focused use of Capital and Asset Management Financial Management and HR support Adult Services Financial Management support to Development and Environment Legal Advice and support to CDRP, Children's Services and Community Safety team Develop a Customer Care Strategy and related training plan Support the corporate initiative Project Manage delivery of Phase 1 projects HR/ICT ADs to develop with support from SMT in consultation with director's and Senior Managers Support the corporate initiative Support the corporate initiative where it is appropriate</p>
<p>Consultation Employee Survey</p> <p>Corporate Services Client Survey.</p> <p>Members Survey</p> <p>Contact & Customer Services Centres</p> <p>Community Engagement Strategy</p>	<p>To review the employee survey y in light of the new ODS and HR Strategy and benchmark feedback. Monitor results, remedy areas of concern. Monitor results, remedy areas of concern. Ensure recommendations emanating from the BVR Access to Services 'consultation' forums are accommodated Support the corporate initiative</p>
<p>Performance Management Use of Resources</p>	<p>Develop 2007/08 Action Plan and self assessment</p>

VFM of all Corporate Services	Benchmark performance; Consult clients; Refine cost comparators with external providers (continuation of an existing 'driver for change'); Realise benefits of 'partnership' working and embed efficiency improvement culture
Combined Financial and Service Performance reporting	Refine the effectiveness of initial draft
Resources Customer Services Centre & Call Centre Town Hall fabric Equal Pay/Single Status	Ensure Capital/Revenue costs are equal to providing and sustaining a quality service Support consideration of medium-term options. Maintain staffing levels to ensure this is completed by March 2008
Opportunities	
Darlington/Stockton Partnership Migration to Agresso Continue to develop more business like approach to service delivery in the transition period in the lead up to the formation of the D&S Partnership Trading Options Payroll System - Replacement Workforce Planning Improved Project Management	Restructuring; partnering; delivering Gershon Efficiencies; Capacity and Sustainability E-procurement to support Procurement Strategy and E:Government objectives. Further development into schools and supporting other business processes BPR and restructure Draw upon the success of the Teesdale initiative Joint Service with Stockton-on-Tees BC Further develop to enhance the 'partnership' arrangements Skills delivery capability
Risks Records Management – Rollout across the department	See "Priorities for Improvement" section
Darlington/Stockton Partnership - Implementation	See "Priorities for Improvement" Section
Events Detailed Design of the D&S Partnership Records Management 'pilot'	Affect upon day to day service delivery, review resourcing policy Review in terms of Council-wide roll out in 2007/08

<p>Organisational Development Strategy (ODS) “Beyond Excellence to Leading Edge” Management of Equal Pay Claims Job Evaluation and Single Status</p> <p>Corporate Assessment and Use of Resources</p>	<p>Develop the HR and employee Communications strands and continue to embed and develop the organisation Deal with outstanding cases in 2007/08 Deal with remainder of Appeals and review Phase 1 implementation ahead of implementing Phase 2 Rigorous Action Plan required in view of the ‘Harder Test’ principles being applied</p>
<p>ICT Strategy</p> <p>Mainstreaming workforce planning and development CSR 2007 Local Government Bill</p> <p>Lyons Review 3 year finance settlement</p>	<p>Work with departments to deliver 2007/08 planned outcomes Review year 1 and implement year 2 Action Plan Evaluate and respond to implications Support change in working arrangements Evaluate and respond to implications Influence, evaluate and implement</p>

Priorities for Improvement

Here we illustrate the key areas we are seeking to improve in 2007/08 and how these link to the back to the Service Objective; link across to the departmental objectives and forward to the Corporate Objectives.

Priority for Improvement					
Single Status – complete all appeals from Phase 1, complete Phase 2 and minimise Equal Pay risks.					
Link to Change Driver Events in 2006/07, Resources		Link to Risk Corporate Risk			
Link to Service Plan objective To support the organisation by the development of terms and conditions of service and policies and procedures which embrace good practice, legal requirements and the developing needs of the organisation. To maximise use of resources to support the organisation by timely recruitment of relevant staff by fair and efficient means. To help develop a diverse workforce which reflects the community in Darlington.		Link to Departmental objective The Council's HR Strategy becomes the vehicle that equips the organisation with the workforce for the future with the required skills to successfully achieve the Governments priorities and the Council's local priorities			
Link to Corporate objective Shaping a better Darlington; Providing Excellent Services; Putting the Customer first; Ensuring Access for All, Enhancing Our Capacity to Improve.		Link to Community Strategy Themes Improving the Local Economy, Promoting Inclusive Communities.			
Actions needed to deliver improvement					
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> • Develop and HR and internal communication strategy • Agreement with Unions on Equal Pay claims • Complete Job Evaluations appeals • Develop a total reward strategy and gain agreement to Single Stats phase 2 • Revise Part III Conditions • Manage the employee relation issues 		Date of Completion	Revised pay strategy agreed by CMT/TU/Cabinet	Head of HRM and Director of Corporate Services	2007/08
Service improvement description					
No longer liable for any equal pay claims					
Expected outcome					
Agreement and implementation of a new pay structure					
Expected efficiency gains (both cashable & non-cashable)					
NIL originally					
Resource required to implement change					
Project manager and team for the implementation of the HR Strand					
Implications for Corporate Services					
Will affect HRM and Legal Services					
Additional information –					
Additional resources agreed in the MTFP					

Priority for Improvement					
Consolidate Customer Services within the Council					
Link to Change Driver Opportunities, Events in 2006/07		Link to Risk Corporate Risk; Departmental Risk			
Link to Service Plan objective Ensuring Website produces information in a variety of languages (reflective of our ethnic communities) and meets the national standards for uses by sensory impaired people and Optimum use of Contact/Call Centre Technology		Link to Departmental objective Maximize customers' channels of access to services, add value to their experience when engaging with the Council and provide effective outcomes through prompt, polite and efficient Customer Services			
Link to Corporate objective Links to All Corporate Objectives		Link to Community Strategy Themes Promoting Inclusive Communities			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
Implement the Improvement Action Plan Support 'Connecting with Communities' Initiative		Progress in line with agreed action plan	2008 full implementation	Ken Walker/ Lynda Bosanko	March 2008
Service improvement description					
Improved access and response					
Expected outcome					
Better access to Council services; better service delivery					
Expected efficiency gains (both cashable & non-cashable)					
Targets built in					
Resource required to implement change					
Resources allocated although some realignment will be necessary as the implementation continues.					
Implications for Corporate Services					
Will affect ICT, HRM, Finance					
Additional information					
N/A					

Priority for Improvement Implementation of the Darlington & Stockton Partnership				
Link to Change Driver Government Priority (Gershon – Efficiency Review), Opportunities		Link to Risk Departmental Risk		
Link to Service Plan objective Links to All Service Objectives		Link to Departmental objective Links to all departmental objectives		
Link to Corporate objective Shaping a better Darlington; Providing Excellent Services; Enhancing our Capacity to Improve		Link to Community Strategy Themes This Priority for Improvement supports the Council's Corporate Objectives rather than having direct links to the Community Strategy themes		
Actions needed to deliver improvement				
Actions needed to deliver improvement	PIs	Targets	Lead officer	Date for completion
Implement the Detailed Design Stage recommendations	Adoption of business case by Cabinet Implement the transition phase	By December 2007 Jan 2008	Paul Wildsmith	March 2009
Service improvement description				
More effective and efficient service				
Expected outcome				
Gershon savings, cost efficiency and value for money				
Expected efficiency gains (both cashable & non-cashable)				
These will be 'worked up' following the Detailed Design Stage				
Resource required to implement change				
Being assessed				
Implications for Corporate Services				
Across the department				
Additional information				
N/A				

Priority for Improvement Delivering the HR and ICT strands of the “Leading Edge” Organisational Development Strategy					
Link to Change Driver Government Priority (Gershon – Efficiency Review)		Link to Risk Departmental Risk			
Link to Service Plan objective This has links to all service plans		Link to Departmental objective Links to all departmental objectives			
Link to Corporate objective Links to all Corporate Objectives		Link to Community Strategy Themes This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
ICT Strategy implementation		CPA rating	Positive comments	Lesley Blundell	March 2008
HR Strategy implementation		% of employee engagement	Above 60%		
IIP re-accreditation					
Communications Strategy implementation		IIP			
Service improvement description					
Improved and more focused service delivery					
Expected outcome					
Better, more efficient and cost effective services					
Expected efficiency gains (both cashable & non-cashable) -					
Better services for the same resources					
Resource required to implement change					
These will be achieved over the period of implementation					
Implications for Corporate Services					
Will affect all divisions					
Additional information					
N/A					

Priority for Improvement Records Management					
Link to Change Driver Risks identified		Link to Risk Corporate Risk, Departmental and Service Risk			
Link to Service Plan objective Ensure the Council's Corporate Governance (including information governance) reflects good practice; Transparent systems for Citizens to access information that they are entitled to receive		Link to Departmental objective Deliver and ensure best practice corporate Governance arrangements			
Link to Corporate objective Providing Excellent Services; Putting the Customer First		Link to Community Strategy Themes This Priority for Improvement supports the Corporate Objectives rather than having direct links to the Community Strategy themes.			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
Adoption of the Records Management Policy across the Council to underpin requests for information		% of appeals against non-disclosure Sanctions issued against the Council by the Office of the Information Commissioner	None None	Brian James	March 2008
Service improvement description					
Improved governance arrangements around records management					
Expected outcome					
Statutory timescales achieved, Statute adhered to					
Expected efficiency gains (both cashable & non-cashable)					
Gershon gains to be 'worked up'					
Resource required to implement change					
Resourced					
Implications for Corporate Services					
Across the department					
Additional information					
N/A					

Priority for Improvement					
Ensure there are sufficient capacity and skills to provide public services in Darlington					
Link to Change Driver Risks identified		Link to Risk N/A			
Link to Service Plan objective To support the organisation via the provision of a high quality, cost effective HRM service which meets both day-to-day requirements and provides strategic focus; To maximise use of resources to support the organisation by timely recruitment of relevant staff by fair and efficient means.		Link to Departmental objective Through the exploration and procurement of innovative business solutions, build capacity and sustainability to provide the platform for delivering high quality and value for money services			
Link to Corporate objective Providing Excellent Services		Link to Community Strategy Themes Improving the Local Economy			
Actions needed to deliver improvement		PIs	Targets	Lead officer	Date for completion
<ul style="list-style-type: none"> Deliver services that can compete with the best on quality and efficiency Develop the OD requirements for influencing public services and promoting Darlington 		BV12 – Sickness absence CR43 – IiP Status CR4 – Percentage of PDRs carried out CR7/15/16 – Employee, Customer and Member Satisfaction	Achieve 96% single, 70% Group	Paul Wildsmith Lesley Blundell	March 2008
Service improvement description					
Productivity improvements allied to lower costs					
Expected outcome					
Highly skilled workforce, with capacity to deliver the Council's work programme					
Expected efficiency gains (both cashable & non-cashable)					
Being 'worked up'					
Resource required to implement change					
Resourced					
Implications for Corporate Services					
Across the department					
Additional information					
N/A					

Service Objectives and Performance Indicators

In this section of our plan we show how the departmental objectives are linked to the Corporate Objectives and the themes of the Community Strategy. We also show the indicators used to measure our performance.

	Departmental Objective	Corporate Objectives	Community Strategy Themes	PIs
1	Through the exploration and procurement of innovative business solutions, build capacity and sustainability to provide the platform for delivering high quality and value for money services	<ul style="list-style-type: none"> • Shaping a better Darlington • Putting the Customer First • Ensuring Access for All • Providing Excellent Services • Enhancing our Capacity to Improve 	<ul style="list-style-type: none"> • Improving the Local Economy • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • CR 7/15/16 Employee, Customer and Member satisfaction scores • CR23 Cost effectiveness across the department • CR 46 – Compliments; Comments; Complaints outcomes • CR53 % of efficiency savings achieved
2	The Council's HR Strategy becomes the vehicle that equips the organisation with the workforce for the future with the required skills to successfully achieve the Governments priorities and the Council's local priorities	<ul style="list-style-type: none"> • Shaping a better Darlington • Putting the Customer First • Ensuring Access for All • Providing Excellent Services • Enhancing our Capacity to Improve 	<ul style="list-style-type: none"> • Improving the Local Economy • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • BVPIs 2a, 2b, 11a, 11b, 11c, 12, 14, 15, 16 and 17 • CR 4 % of PDR's carried out • CR's 7/15/16 Employee, Customer and Member satisfaction scores • CR 43 – Maintain Investors in People accreditation
3	Maximize customers' channels of access to services, add value to their experience when engaging with the Council and provide effective outcomes through prompt, polite and efficient Customer Services	<ul style="list-style-type: none"> • Putting the Customer First • Providing Excellent Services • Ensuring Access for All 	<ul style="list-style-type: none"> • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • CR 2 % of telephone calls answered in 10 seconds • CR's 7/15/16 Employee, Customer and Member satisfaction scores

4	Deliver and ensure best practice corporate Governance arrangements	<ul style="list-style-type: none"> • Shaping a better Darlington • Providing Excellent Services • Putting the Customer First • Ensuring Access for All 	<ul style="list-style-type: none"> • This departmental objective supports the Council's Corporate Objectives rather than having direct links to the Community Strategy themes except for: • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • CR 22 - Adequacy of Internal Control - External Auditor's UOR judgement • CR 47 % of appeals against non-disclosure – Information Governance • CR 49 Sanctions issued against the Council by Office of the Information Commissioner •
5	Continuous and effective financial planning, management, reporting and council tax collection to support delivery of the Council's planned outcomes	<ul style="list-style-type: none"> • Shaping a better Darlington • Providing Excellent Services • Enhancing our Capacity to improve 	This departmental objective supports the Council's Corporate Objectives rather than having direct links to the Community Strategy themes	<ul style="list-style-type: none"> • BVPIs 8, 9 and 10 • CR13 – budget reports to Cabinet (quarterly) • CR 21 Rate of Return upon Investments • CR 25 Unqualified External Audit Opinion of Accounts • CR 27 Financial Reporting - External Auditor's UOR judgement • CR 40 Financial Management - External Auditor's UOR judgement • CR 48 – Financial Standing - External Auditor's UOR judgement
6	Through an outwardly focused ICT Strategy create the environment for the procurement and provision of IT business solutions that lead the way for, and support client departments and partners to, deliver the Government's priorities and the Council's local priorities	<ul style="list-style-type: none"> • Providing Excellent Services • Putting the Customer First • Ensuring Access for All • Enhancing our Capacity to Improve 	<ul style="list-style-type: none"> • This departmental objective supports the Council's Corporate Objectives rather than having direct links to the Community Strategy themes except for: • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • CR 1 % of ICT Network availability • SOCITM PIs 1,2,3,4,5,6,7,8, 9, 10 & 14 • CR 15 Customer Satisfaction Scores from client surveys

7	To provide a successful Registration Service which meets customer needs and national standards	<ul style="list-style-type: none"> • Providing Excellent Services • Putting the customer first • Ensuring Access for All 	<ul style="list-style-type: none"> • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • CR 15 Customer Satisfaction Scores • CR 46 – Compliments; Comments; Complaints, outcomes
8	To support and engage the public in Democratic Services	<ul style="list-style-type: none"> • Shaping a better Darlington • Ensuring Access for All 	<ul style="list-style-type: none"> • Improving the Local Economy • Promoting Inclusive Communities 	<ul style="list-style-type: none"> • CR 5 % of turnout at Local Elections • CR 16 Members Survey scores • CR 45 % of 'A' forms returned • CR 46 – Compliments; Comments; Complaints outcomes

RISK MANAGEMENT

Risks identified

Risk No.	Risk	Responsible Person
1	Reduction in external funding; CSR 2007; 3 year settlement and 3 year programmes	David Hall
2	Demand-led expenditure exceeding available resources	David Hall
3	Capital Expenditure / Resources available	Brian Boggon
4	Insufficient insurance cover	Brian James
5	VAT (Planning expenditure in terms of capital)	Brian Boggon
6	Projects of customers not recognised /consulted upon	SMT led by Brian James
7	Fraud – in general	Brian James
8	Loss of Land Charges Income	Catherine Whitehead
9	Council Tax collection	David Hall
10	Records Management	Brian James
11	Customer Services Centre and Call Centre Implementation	Ken Walker
12	ICT Security	Ken Walker
13	CPA - 'Use of Resources'	Ian Wilson
14	Implementation of the Darlington & Stockton Partnership	Paul Wildsmith
15	Sickness Absence	Lesley Blundell
16	Delivering the HR and ICT strands of the "Leading Edge" Organisational Development Strategy	Lesley Blundell/Ken Walker

Plotting the risks in terms of SMT's appetite

LIKELIHOOD	A V. High				
	B High		8		
	C Significant		3, 11	10, 14,	
	D Low		5,	1, 2, 9, 15, 16,	
	E V. Low			4, 6, 7, 13	12
	F Almost Impossible				
		IV Negligible	III Marginal	II Critical	I Catastrophic
		IMPACT			

Risk Appetite Line runs between the shaded area (below the line) and the un-shaded area (above the line).

Risks classified as Priorities for Improvement

Risk/Priority for Improvement	Risk No.	Actions/Controls already in Place	Adequacy of existing Actions/Controls	Current Risk Score	Target Risk Score
Records Management	10	Freedom of Information Officer Information Governance Team Records Management Systems Awareness raised around the Council	Records Management remains underdeveloped	C2	D2
Complete Detailed Business Case for the Darlington & Stockton Partnership	14	Project Teams in place CMT support Member support Consultants project managing	These are robust	C2	D2