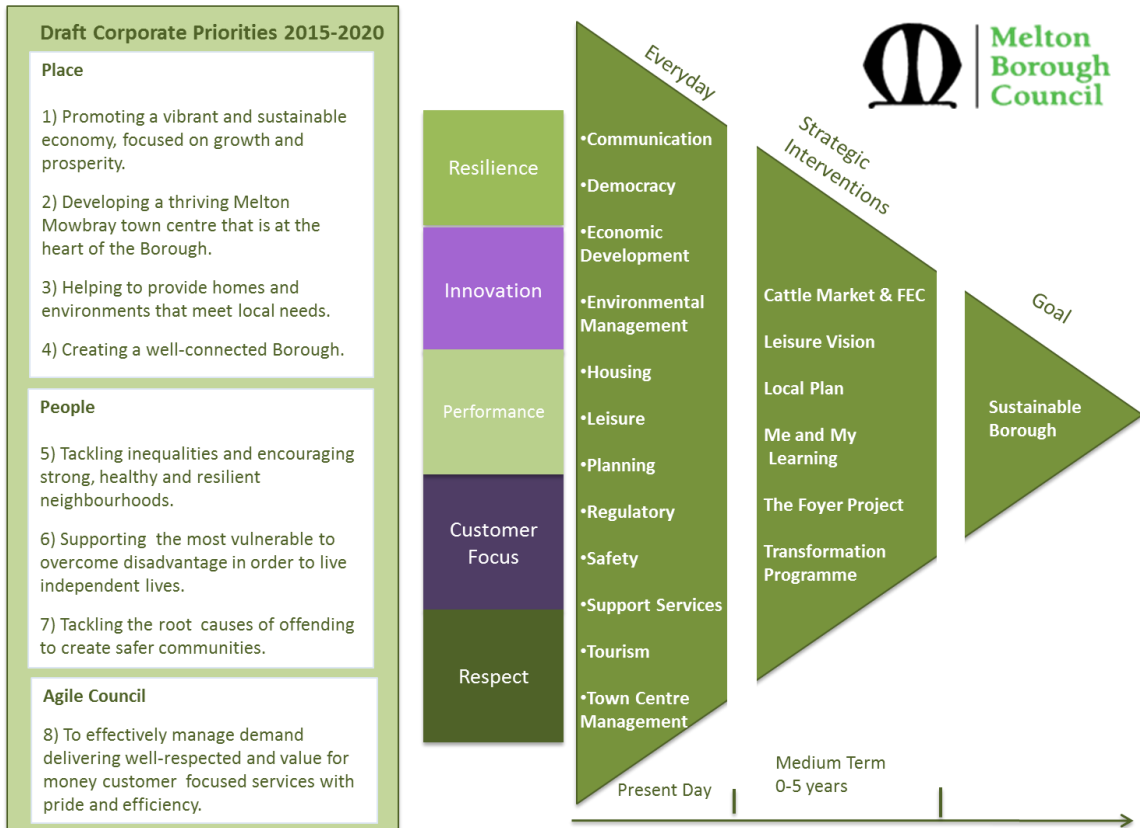


Central Services' Service Plan 2015/16

Council Service Delivery Ethos



<u>"Making Good, Better"</u>	<u>"Expanding the Comfort Zone"</u>	<u>"Two Steps Beyond" (It's not madness)</u>
<ul style="list-style-type: none"> • Sweep and Polish the dusty corners. They hold us back. • Get rid of the Ball and Chain. Challenge poor practice/poor performance. • Right First Time. • Make better use of technology to improve. • Giving an opportunity to create capacity. • Emphasis on Teamwork Working Together. 	<ul style="list-style-type: none"> • Focus on Productivity. • Harness new skills and Learn. • Create Confidence. • Encourage Empowerment. • Do things differently. • Tackling failure demand. • Resilience ready to cope. • Flexibility. 	<ul style="list-style-type: none"> • Innovation. • Trying new ideas. • Permission to fail/learn. • Promoting Independence. • Reducing demand.
Doing the right thing works.	Improving productivity.	CAN DO CULTURE

SECTION

1

Description of Service

The Council does not operate stand alone services and the Four Heads of services cover a wider area of responsibility, although underpinned by their own specialisms. Whilst the central Services Team does provide some front facing services it is largely a support service to the organisation. Against this background the key objectives of the service are set out below.

To provide an affordable & effective business support to enable the business to realise its goals.

- To act as a business partner influencing strategy and business outcomes collaborating with managers to further policy goals, offering expert analysis and interpretation, presenting options and developing financial understanding and informed decision making.
- Staff that work closely together to deliver the Melton Vision and understand customer relationship management, performance management and financial management
- To work & communicate effectively with Members and Partners to help improve service delivery and exploring ways to make taxpayers money stretch further
- To help identify business risks and contribute to the corporate management of the Council
- Ensure that Council assets are safeguarded and utilised in the most effective way taking into account community needs
- To consider the procurement of alternative methods of service delivery
- To support the organisation in providing services that meet customer needs through high quality IT systems and help inform technical solutions which can assist services to deliver efficiencies and agility in their approach.
- To provide a stewardship role safeguarding resources from loss, waste, abuse or corruption and giving reliable account of how resources have been used.

In order to meet these objectives the functions the service provides include the following:

Finance

- Preparing and monitoring of the revenue and capital budgets for General Fund and Housing Revenue Account Services.
- Financial planning over the medium term.
- Preparation of final accounts; the Annual Statement of Accounts; and Whole of Government Accounts (WGA)
- Completion of statutory financial returns, grant and subsidy claims, and other statistical returns
- Treasury management and banking arrangements.
- Risk management and insurances.
- VAT and other taxation matters.
- Receipting and accounting for income.
- Payroll, pensions and other employee participation schemes.
- Payment of creditors
- Raising of sundry debts.
- Advice on financial matters to both members and officers.
- Committee and admin support for all areas within Central Services

Internal Audit

- Delivery of a risk-based programme of audits designed to provide assurance that the Council's significant risks are appropriately managed. This provides assurance to the Council's External Auditors that appropriate controls are in place to ensure the accuracy and legitimacy of all financial transactions.
- Production of an Annual Report of Internal Audit. The Report contains an Internal Audit Opinion, based on audits undertaken and the effectiveness of clients' responses to recommendations made, as to the effectiveness of the Council's Internal Control Framework.
- Providing advice and assistance on the design and operation of control systems. Delivering direct support, through consultancy exercises, to improve control systems.

ICT (Delegated to Hinckley and Bosworth BC)

ICT Services provide advice, assistance and support to its customers throughout the Council. The team, in common with most public sector ICT teams, is required to deliver four separate types of ICT work:

- Running the ICT infrastructure; responding to, and resolving, incidents that could affect the ability of individuals and service areas to provide services to the public.
- Responding to, and resolving, problems and requests for change received from individuals and service areas.
- Planning and delivering projects required to maintain the ICT infrastructure.
- Planning and delivering aspects of business change projects that require ICT support.

Property

- To manage maintain, modernise and develop the Council's property estate
- Maintaining the Councils Asset Register
- Deliver up to date asset management plan & capital strategy
- Facilities management service including caretaking and cleaning services for Council owned buildings including the public conveniences.
- Reviews to include effective space utilisation and suitability surveys
- Acquisition and disposal of land in order to generate efficiency gains, capital receipts, or an income stream
- Management of car parks and allotments.
- Sustainable assets and improve energy efficiency of buildings
- Improve accessibility of services and ensure compliance with DDA Act 2005
- Provide property advice

Welland Procurement (Host of the Shared Service)

- Lead, develop and maintain the Council and other member Councils' approach to and policy for procurement including guidelines
- To deliver savings for member councils
- To deliver training & awareness in procurement
- To keep member councils aware of opportunities and new developments in procurement including awareness of statutory requirements
- To provide procurement support and advice

Legal Service (External service provision)

- To ensure the Council complies with its statutory and legal duties
- Advise and lead the Council in all legal matters relating to the Council and its business
- Procure external legal advice where necessary
- Monitor performance of external legal advisors
- First point of contact for all legal matters
- Issue proceedings for prosecutions

SECTION

2

Recent Achievements

List of main projects or service areas delivered over previous year - detailing contribution to achievement of corporate priorities

Service Area/ Project	Corporate plan area	Values	Outcomes	Delivery Lead
<i>Name of project/service area or initiative</i>	<i>Named priorities under People, Places and/or Agile council</i>	<i>Link to the values</i>	<i>Specific outcomes delivered – indicators, physical projects, financial investment/saving etc</i>	
Assisted the organisation in updating the MTFs and working with senior management team to identify a plan to manage any budget gap in order to balance the 2015/16 budget in light of further potential funding reductions from both Government and LCC.	Agile Council	Resilience Performance	A planned approach to service savings /efficiencies resulting in a balanced budget for 2015/16.	Finance
The Statement of Accounts was completed by 30 June 2014 in line with the statutory deadline and published by 30 September 2014.	Agile Council	Performance	Accounts signed off and an unqualified audit opinion received from the Council's external auditors.	Finance
Undertook a collaborative insurance tender to secure a new long term agreement from July 2015	Agile Council	Performance	Collaborative approach has helped achieve economies of scale as part the procurement process.	Finance
Completed a review of the budget monitoring and reporting processes for both Management Team and members with a greater emphasis on more robust forecasting to aide decision making.	Agile Council	Performance Innovation	Ensure the reporting process supports the organisation to focus on the important issues.	Finance
Implemented electronic journal processing	Agile Council	Innovation Performance	Improved efficiency of officer time spent on processing journals.	Finance
Successfully completed a tender process for both a new mobile phone and stationary contracts	Agile Council	Performance	Ensure a new contract is in place in accordance with the relevant procurement rules.	Finance
Completed Phase 2 of the oracle upgrade for a new debtors system.	Agile Council	Resilience Innovation	Combined system for debt recovery.	Finance
Development plan for the Cattle Market	Places	Customer focus	Secured £3.5m from Growth Fund to secure the future of the Livestock market in Melton Mowbray	Property

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Snow Hill Industrial Units management brought in house	Agile Council, Places	Performance	Secured financial savings to reinvest elsewhere in property services by bringing management of the Industrial Units in house. The Units are 100% occupied.	Property
Conversion of Phoenix House for Me & My Learning Project	Agile Council, Places	Innovation, Customer focus.	Completed fit outs and alterations to the building with restricted timescales and budgets to enable the launch of the Me & My Learning initiative.	Property
Corporate Asset Management Plan & Capital Strategy	Agile Council	Performance	Put in place a three year strategic plan for the Councils assets helping to identify areas where work is required in the future	Property
Waterfield Leisure Pool car park extension	Places, People	Innovation, Customer Focus.	Completed the extension of Waterfield Leisure Pool Car park creating an additional 20 car parking spaces and securing a capital contribution from Service delivery contractor SLM.	Property
Foyer project	Places	Innovation	Completed an options appraisal for locating the Foyer site and concluded on Thorpe End road Car park as preferred site.	Property
Review of IT policies	Agile Council	Performance, Resilience.	Completed a review of all IT policies and achieved member approval of these. This puts in place more fit for purpose modern policies.	IT services
Upgrade internet explorer to version 9	Agile Council	Performance, Resilience, innovation	Upgraded to internet explorer version 9 which is a more reliable version and more consistent with modern technology this also supported the transformation programme.	IT services
Upgraded the council's smartphones to iPhones	Agile Council	Performance, Resilience, innovation	This provided more modern and flexible technology to senior managers.	IT services
Achieved a number of significant IT projects	Agile Council	Performance, Resilience, innovation	As well as a number of "business as usual" projects this also included increasing the storage capacity to support the EDMS migrations, upgraded the Firewall to improve security and upgraded remote to make this more stable for flexible workers.	IT services

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Implemented new procurement regulations across the member Councils and updating of the contract procedural rules	Agile Council	Performance	Implemented: New EU Contract Directive; e-tendering to ensure council officers follow the correct procurement procedures.	Welland Procurement Unit
Undertaken training and development on procurement processes across the partnership.	Agile Council	Resilience, Performance	Embed good procurement practice across member councils including updating of the Procurement toolkit.	Welland Procurement Unit
Delivered 84% of audit plan by 31.3.15 alongside a number of delayed 2013/14 audits. 100% completed to final report stage by completion of the annual report. This is a significant improvement on previous years.	Agile Council	Performance	Provided management and members with the necessary assurance they require on key council systems	Internal Audit.
Delivery of fraud awareness training to all council staff	Agile Council	Performance, Resilience.	Provided all staff with training appropriate to their role and managed to achieve a very high level of attendance	Internal Audit.
Lead for the successful bid to the IRRV performance Awards in the Social Inclusion category	People	Customer Focus, Performance	Silver Award received. Improved reputation of the Council in a wider arena. Improved services for vulnerable people	Revenue Business Partner
Leicester LGBT operating out of MBC offices -1 day a week	People	Customer Focus, Respect	Support to people from the LGBT community. MBC first Council outside of Leicester City Council to provide this service	Revenue Business Partner
My Account launched with access to view Council Tax account online	People Agile Council	Customer Focus	Customers now able to access their Council Tax accounts online, at a time convenient to themselves	Revenue Business Partner
Production of Rate Relief Policies to support businesses within the Borough	Places Agile Council	Customer Focus, Performance	Support to businesses to reduce business rates and use money saved to focus on other aspects of their business	Revenue Business Partner

SECTION

The Next Steps

3

During 2015/16 the following short-term actions are to be completed:

Please note these are key Next steps, many of the actions and activities of services will be required to deliver the service which are considered 'Business as Usual' and are not included below.

Action	Links to corporate plan. (People, Places and/or Agile council)	Values	Outcome	Delivery Lead
<i>Name of project, initiative, service area</i>	<i>Named priorities under People, Places and/or Agile council</i>	<i>Link to the values</i>	<i>Specific outcomes targeted –physical projects, financial investment/saving etc</i>	
Continue to build on the improved budget monitoring and reporting processes utilising the new reporting tool which has developed in consultation with budget holders.	Agile Council	Performance, Innovation	Reporting tool will provide enhanced reporting from within the Oracle system improving the level of management information available	Finance
Implement a new online platform for Treasury Management investments	Agile Council	Innovation Performance	Improved efficiency of officer time spent on processing investments	Finance
Continue to resolve the outstanding actions with the Oracle system including the accounts receivable module	Agile Council, People	Resilience, Innovation, Customer Focus	Effective management and recovery of debt will help ensure the council maximises the income due and reduce the costs / officer time on debt management. It will help support people with debt problems	Finance
Ensure the Statement of Accounts (SOA) are complete by 30 June 2016 in line with the statutory deadline and published by 30 September 2016. Including a review of the project process for compilation of SOA production in light of future changes to the statutory deadline.	Agile Council	Performance	Accounts signed off and an unqualified audit opinion received from the Council's external auditors whilst achieving in a shorter timescale.	Finance
Work with the Change team to maximise use of the EDM system for management of financial information for the areas identified as part of services engagement with the transformation plan	Agile Council	Performance Resilience, Innovation	Increased efficiency in business processes and electronic data management for agreed areas (creditors, insurance, allotments)	Finance, Property
Undertake a tender process for a new Treasury Management contract	Agile Council	Performance	Ensure a new Treasury Management contract is in place in accordance with the relevant procurement rules.	Finance

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Action	Links to corporate plan. (People, Places and/or Agile council)	Values	Outcome	Delivery Lead
Suitability surveys to be completed on all key general fund assets by March 2016	Places Agile Council	Resilience, Performance, Customer Focus,	Well maintained land and property assets that are suitable and fit for purpose	Property
Implementation of Phase One of the Cattle Market Development. Obtain planning consent & issue contract to build within agreed budget by 15 th December and also agree and issue new lease to Market Partners. Complete phase 1 of Cattle Market by 16/17	Places, Agile Council	Customer Focus, Performance, Innovation, Resilience	Ensure the cattle market continues to operate at its full potential and land use is optimised. Ensure the agreement with the partners enables a healthy business to operate whilst maximising the return to the council. Ensure the cattle market contributes to a healthy town centre.	Property, Finance, Legal, Procurement
Review of public conveniences service and levels of provision	People, Places and Agile Council	Customer focus, Innovation, Respect.	Modern fit for purpose public conveniences that meet the needs of all users and are well located.	Property
To have a full 5 year repairs and maintenance programme for all Councils assets that is aligned to the budget including an appropriate sinking fund for WLC and Parkside.	Agile Council, Places	Resilience, Performance, Customer Focus	Well maintained and fit for purpose assets that meet community needs with a clear financial plan for management.	Property
Embedding the sustainable procurement strategy across the Council	Agile Council	Resilience, Performance	Rollout and training for officers across the Council	WPU
Review of the Welland Procurement Unit to ensure it remains fit for purpose to meet the future needs of the member authorities	Agile Council	Resilience, Performance, Customer Focus	Complete a review of resource requirements whilst fully engaging with member authorities to ensure it meets their future requirements	WPU
To deliver the IT Transformation Challenge Award project	Agile Council	Resilience, performance, innovation.	To migrate the datacentre across the partnership providing off site backup, and to introduce a new remote working solution using Citrix that is compatible across the partnership	IT
To finalise the procurement exercise across the partnership for a new IT contract	Agile Council	Resilience, performance.	As part of this exercise the specification, performance requirements and client role will all be	IT

Action	Links to corporate plan. (People, Places and/or Agile council)	Values	Outcome	Delivery Lead
			considered and improved in order to deliver a more modern and efficient service.	
Putting in place long term management arrangements for the internal audit service	Agile Council	Performance, Resilience.	Continue the high performance seen in 2014/15 and ensure robust arrangements are in place.	Internal Audit
Electronic payment of refunds for Council Tax through the BACS system	People, Agile Council	Customer, Focus. Performance	Reduction in costs and customers receive refunds more quickly and effectively	Revenue Business Partner
Support to the LGBT to help establish a Melton-based LGBT support group for members of the LGBT community living in Melton	People	Customer Focus, Respect	Members of the LGBT community living in Melton are able to access support, advice and information	Revenue Business Partner

MBC's APPROACH TO EQUALITY AND DIVERSITY AND SERVICE PLANNING

Equality and Diversity issues are a key consideration in service and financial planning and need to be clearly integrated into the service planning framework.

Following on from the successful Achieving Level Diversity Peer Review led by Local Government Improvement and Development (LGID), at the end of March 2012, ten (10) recommendations for improvement were identified.

Recommendation 8 was, *“Cascade equality and diversity objectives through service plans and down to individual objectives within the annual appraisal process to ensure that they are owned by staff. This will improve both staff engagement and effective delivery”*.

The following action plan below should be used to capture the improvement action and tasks that have come out of the Equality Impact Assessments that have been conducted within the service or the assessments that will be carried out during 2015/2016.

Name of Service/Team	Equality Impact Assessment	Improvement Action	Completion by quarter	Responsible officer
Property	Asset Management Plan	Arrange equalities training to frontline staff this helps to ensure for example staff at public conveniences are aware of matters relating to equality of opportunity, how to foster good relations and gives a better understanding on sexual orientation, transgender and racial groups etc. Customer services staff are aware that we have hearing loops available for customer use.	Oct-15	Steve Richardson

[Q:\19 Management\Strategic Planning\Equalities\EIA's\EIA list- Jan 2013v3.xls](#)

Digital Take Up'

Steps will be taken in relation to service tasks and actions to promote digital take up of services, both as dealt with under the Transformation Programme or ME2E improvements. This will feed into the outcome based approach to promote a continued commitment to digital take up, channel shift and efficiency in delivery.

MBC's APPROACH TO SAFEGUARDING AND SERVICE PLANNING

Melon Borough Council has an approved Safeguarding Children and Vulnerable Adults policy which includes an action plan designed to ensure compliance with safeguarding protocols. Services are asked to consider the policy through the link, when identifying projects for 2015/16 that may have links to safeguarding, either through operations or policy development. The link to the strategy can be found from:-

[Q:\2 Children & Family Services\Safeguarding\Policy](#)

SECTION

4

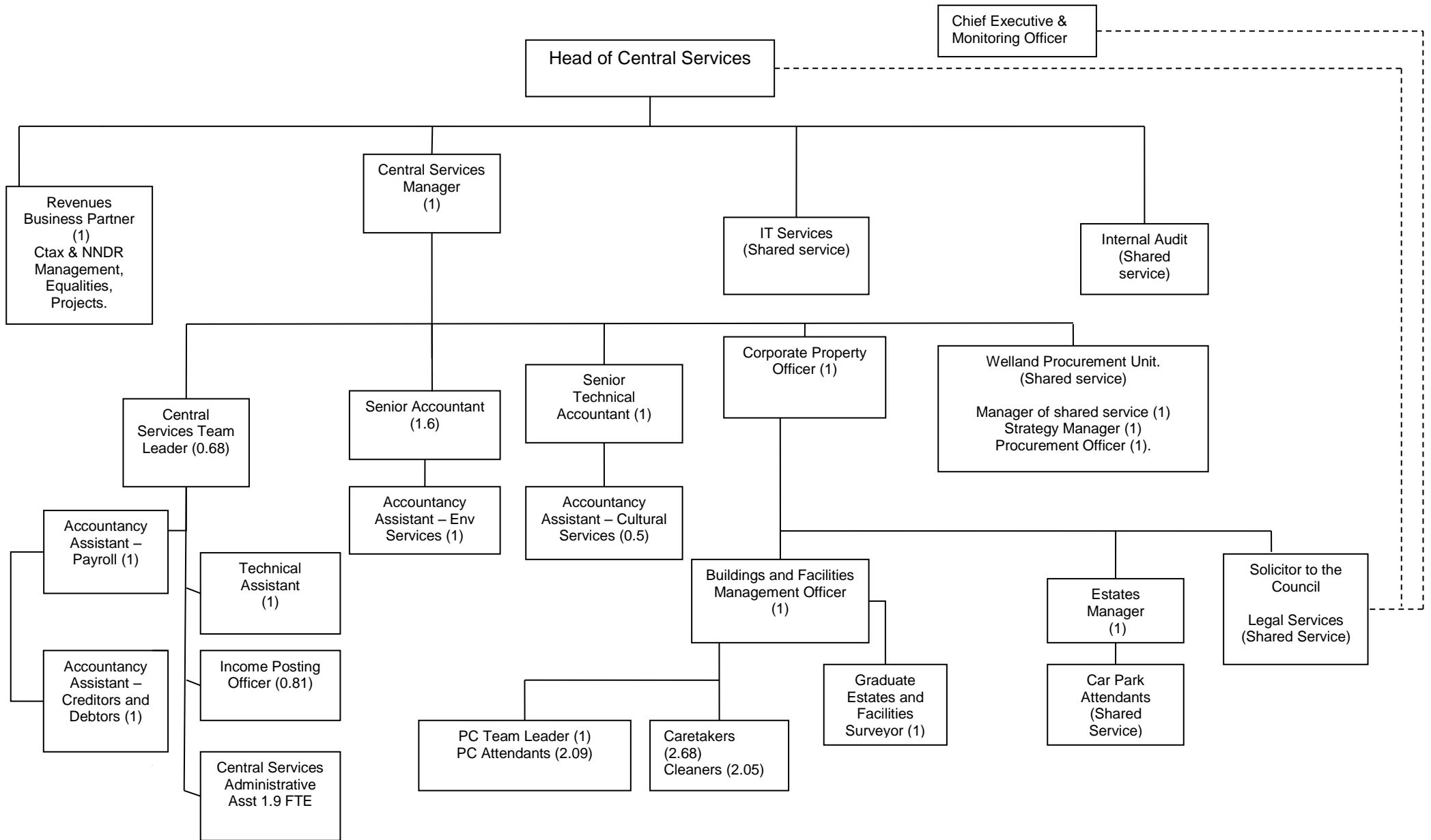
Resource Utilisation

- Resources to support this Service Plan are available through the Council's Budget Book

<Q:\11 Finance\Financial Provisions Management\Financial Publications\2015 -16>

Central Services Structure Chart as displayed on next page.

Central Services' Service Plan 2015/16



SECTION

5

Risk Management

Corporate Risks are managed through the corporate risk register, however, service risk are identified within respective service plans.

Risks have always been dealt with and risk management is not a new responsibility but simply the formalisation of what is good working practices. A number of key risks for the Service have been identified that could affect the Council's ability to achieve its objectives, perform its duties or meet the expectations of its stakeholders.

These risks capture those previously managed through the Council's Risk management Team and include those identified in the Priority Action Plans.

The table below sets out the key risks and the action being taken to manage them.

Probability



A Very High				
B High		11, 20	6	
C Significant	18, 29	2,7,21,31,30, 35	4,33,14	
D Low		8,9,18, 22,24,	32,	
E Very Low		1,3,5,12,	10, 27, 28,	
F Almost Impossible				
	I Negligible	I Marginal	III Critical	iv Catastrophic

Central Services' Service Plan 2015/16

Risk No.	Description	Delivery Lead
1.	Unavailability of Central Services IT systems	Finance
2.	Reduction in technical accounting knowledge to support year-end process	Finance
3.	Budget overspend	Finance
4.	Depletion in level of reserves (Capital and Revenue)	Finance
5.	Failure of Financial Contracts	Finance
6.	Uncertainty and risks over the future government funding and the resultant impact on the Council's finances	Finance
7.	Level of financial management awareness within the organisation	Finance
8.	Fraud or Corruption occurs	Finance
9.	Insufficient capacity to adequately support number and range of corporate initiatives as well as mainstream activities.	Property
10.	Failure of investment counterparties	Finance
11	Volatility of business rates (including appeals) to affect forecast and actual	Finance
12.	Insufficient insurance policy cover in place	Finance
13.		
14.	Unable to deliver the Cattle market project in accordance with agreed objectives, timescales, and budget	Finance/Property
18.	Market conditions result in failure to lease Phoenix House , Industrial Units and other commercial space	Property
20.	The review of on street car parking enforcement by LCC impacts on service delivery, resources and cost of off street parking enforcement	Property
21.	Delivery of Legal services not meeting the needs of the business.	Legal
22.	Successful challenges against procurement processes could result in legal and financial implications	W P U
24	European Procurement changes may impact on resources-WPU	W P U
27	Possible lack of continuity of provider following the expiry of the HBBC/ Steria agreement	IT Services
28	Major IT disaster affecting service delivery	IT Services
29	Reliance on Key Software Suppliers and their Systems including the compatibility of platforms used	IT Services
30	Complexity of IT systems as a result of breaking down silos	IT services
31	IT security breach – Internal breach	IT Services
32	IT security breach – External breach	IT Services
33	Reliance on Systems Analyst for interfaces and links between key systems could lead to system failures in their absence.	IT Services
35	Loss of experienced Auditors/Audit Managers or availability of suitable contractors might compromise the Consortium's ability to deliver the audit days commissioned.	Internal Audit

SECTION

6

Performance Management

The service has included a number of outcome and output based indicators that will inform how well the Council is performing in the context of the Corporate Priorities. In order to be able to measure the progress that is being made in providing better quality services and real value for money a number of performance indicators have been established whereby the outcomes and outputs are linked to the priorities chosen, driving the activities that take place and demonstrating where staff and managers focus their effort.

There are 3 levels of indicators that form part of the Council's Performance Reporting Framework –

- Corporate Level Metrics: the New Corporate Plan has developed both quantitative and qualitative Corporate Level metrics (the most strategic level);
- Service Standard Metrics: to support our Corporate level headline measures a number of service level outcome and output indicators will monitor and track progress across priorities (the ones principally used for service-level performance); and/or
- Supplementary Metrics (which services can use that are linked to more every day or business as usual service activity, these are in addition to service level metrics and help teams inform their scorecards, particularly where services do not have Corporate Plan metrics or Service Standards metrics).

Indicators selected from these sets should be provided in the Service Plan in the following way:

Outcome or output based indicators

These measures will track progress over time and capture the real difference we will achieve by delivering upon these outcomes. Each outcome indicator will have an established baseline or contextual benchmark, as well as a defined short term, medium term or long term focus. (Please see insert overleaf).

[Outputs are direct products, activities, processes or services. Outputs are usually counted numerically, i.e. the number of sessions delivered, hours of participation, or accreditations achieved. Outcomes are the changes resulting from, or the difference made, by a service or intervention. These may be short, medium or long term.

List those indicators that provide information on what outcomes the service will deliver and how well it needs to perform to achieve the desired outcome – i.e. number of people housed, application processing stats, income secured etc

Services should seek to link their service level indicators to the 'Next Steps' section of the service plan where it makes sense to do so, and to replicate the corporate scorecards and reporting methodology as they capture their respective key performance indicators for their service. HoS may wish to retain or create a number of new Supplementary Indicators to support performance targets linked to more everyday service activities, these shouldn't be included in the service plan and instead included as part of service actions plans – the sections in brackets can be deleted after service planning is complete and the indicator table inserted from the Excel Spreadsheet]

