

# Communications Service Plan 2014/15

## Council Service Delivery Ethos

### Our Priorities and Goals 2011-2015



Melton  
Borough  
Council

### People

#### Supporting the most vulnerable in the Borough

1. Support people and businesses through the economic downturn.
2. Improving the well-being of vulnerable people.
3. Reduce re-offending and the impact of offending on the community.
4. Encourage people to take an active role in their communities.

### Places

#### Improving the places within the Borough

5. Meet the Economic needs of Borough.
6. Maximise the potential of Melton Mowbray Town centre.
7. Improve quality of life for people living in the most disadvantaged neighbourhoods.
8. Increasing public confidence & pride in neighbourhoods
9. Help provide a stock of housing accommodation that meets the needs of the community.

### A well run Council

#### Good services that are value for money

10. To provide high performing services that are efficient and meet customers' needs.

### Our Values

- Resilience
- Customer Care
- Performance
- Respect
- Flexibility

SECTION

1

## Description of Service

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Heads of Services were tasked with reviewing their structures to ensure effectiveness and further efficiency. The initial proposals for changes to the approved establishment were circulated to the Policy, Finance and Administration Committee on the 7<sup>th</sup> October 2013. The approved proposals for all areas agreed for further, more detailed consultation with effected staff, following which members approved the changes to the establishment on 3<sup>rd</sup> December 2013. The description for each service reflects that review and change.

### CUSTOMER SERVICES

- Call Handling - First point of contact.
- Face to face services at designated Council premises and customers' homes.
- Council Tax
- Benefits
- Customer insight
- Corporate complaint handling
- Corporate handling of Freedom of Information and Data Protection requests.
- CRM development
- Reception cover.
- Incoming postal service
- Tell Us Once local implementation

### ELECTIONS

- Parish, Borough, Parliamentary, County Council
- Referendums and Police and Crime Commissioners Elections
- Electoral Registration
- Outgoing Postal Services and Reprographics
- Melton Mail

### HUMAN RESOURCES

- Management of recruitment and selection of staff
- Corporate training and development
- Advising on employee relations including disciplinary issues/ grievances
- Consultation with employee including maintaining excellent relations with the recognised trade unions.
- Monitoring and development of Pay Policy including job evaluation process and rewards
- Responsibility for maintaining the approved establishment and changes to the establishment.
- HR policy development
- Collecting and maintain employee data including equalities monitoring information
- Developing the People Strategy
- Maintaining and developing the employee performance/appraisal process
- Employee engagement
- Compliance with Disclosure and Barring Scheme in relation to safeguarding children and vulnerable adults
- Monitoring and developing employee leave policies including sickness absence and annual leave.
- Managing the Occupational Health contact and referrals

## COMMUNICATIONS

- Developing and monitoring the Corporate Communications Policy
- Corporate communications with the media
- Corporate media releases
- Web site development and content
- Melton Mail publication
- Monthly Corporate Messenger publication
- Corporate use of Social media
- Providing communications advice on service specific projects

## INFORMATION

- Corporate performance framework
- Transparency agenda
- Advice on FOI legislation
- Scrutiny support

## DEMOCRACY

- Corporate consultation process
- Involvement and engagement
- Support to the Mayor
- Member development
- Professional advice
- Support for Full Council and Corporate Governance

## CHANGE

- Provide challenge to the organisation from a customer's perspective. Utilise Lean principles to help align to customer value and inform technical solutions which can assist services to deliver efficiencies and agility in their approach.
- Provide a sound basis and methodology to deliver significant channel shift and efficiencies in subsequent years through the activities of the transformation programme and the individual project outcomes which sit within this.

## SECTION

# 2

## Recent Achievements

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| Service Area/<br>Project | Corporate plan<br>area | Values | Outcomes |
|--------------------------|------------------------|--------|----------|
|--------------------------|------------------------|--------|----------|

Communications Services Plan 2014/15

|  |   |   |   |
|--|---|---|---|
| <i>Consultation</i>                            | <i>People, place and well run council</i> | <i>Resilience, Customer care, performance</i>   | <i>The revision of the Consultation Strategy, recording of committee meetings and development of Melton Truth and Melton View for data collection.</i>  |
| <i>CRM-Sentinel</i>                            | <i>People</i>                             | <i>Customer care, performance</i>               | <i>This allows information from the CRM workflow relating to ASB to integrate automatically into Sentinel-removing waste/double keying.</i>   |
| <i>New Website</i>                             | <i>People, Place and Well run Council</i> | <i>Customer, care, performance, flexibility</i> | <i>Designed and replace existing out of date software with a new, more reliable website including responsive design for mobile applications</i>   |
| <i>Digital Standards</i>                       | <i>People, Well run Council</i>           | <i>Customer, care, performance, flexibility</i> | <i>Production of Content Strategy and Style Guide for publishing of digital information and transactions</i>  |
| <i>Review of HR policies</i>                   | <i>Well Run Council</i>                   | <i>Customer, care, performance, resilience</i>  | <i>Review of capability procedure as well as redeployment and redundancy, Homeworking, Politically Restricted Posts, Relocation, Probationary process, Training, Recruitment of Ex-offenders and Disciplinary</i> |
| <i>Melton Truth and data collection</i>        | <i>People, place and Well run Council</i> | <i>Performance, resilience, customer care</i>   | <i>Developing a structure and processes for collecting, collating and making use of the local data.</i>   |
| <i>Consultation engagement and Melton View</i> | <i>People, place and Well run Council</i> | <i>Performance, resilience, customer care</i>   | <i>Forward plan and support for corporate consultation with a process and structure for collecting the Melton View.</i>   |
| <i>Review of DBS – formally CRB</i>            | <i>People, Well run Council</i>           | <i>Performance,</i>                             | <i>New processes and procedures following the legislation changes to the CRB</i>  |

Communications Services Plan 2014/15

|   |                                 |   |  |
|---|---------------------------------|---|--|
| <i>Auto enrolment</i>   | <i>Well run Council</i>         | <i>Performance, respect, customer care</i>                          | <i>Set up processes take deal with the Auto Enrolment of pensions</i>  |
| <i>Elections</i>  | <i>Well run Council</i>         | <i>Performance, respect, customer care</i>                          | <i>European Elections 2014<br/>Parish By Elections</i>   |
| <i>Electoral Registration</i>                                 | <i>Well run Council</i>         | <i>Performance, Respect, Customer card</i>                          | <i>Individual Electoral Registration</i>   |
| <i>Service Champions</i>                                      | <i>Well run Council</i>         | <i>Resilience, customer care, flexibility, performance</i>          | <i>Introduced service champions in the Customer service team to improve customer relationship and communications between front and back office</i> |
| <i>Council Tax Support review – customer insight</i>          | <i>Well run Council, people</i> | <i>Resilience, customer care, flexibility, performance</i>          | <i>Analysed customer data and outcomes of the review to produce a better picture of customer needs</i>   |
| <i>Understanding customer demand</i>                          | <i>Well run Council, people</i> | <i>Resilience, customer care, flexibility, performance</i>          | <i>Use of CRM data matched with telephone data and use of mosaic</i>   |
| <i>Move JCP staff and customers to Parkside</i>               | <i>People, Well run Council</i> | <i>Resilience, customer care, flexibility, respect, performance</i> | <i>Smooth transition, with limited impact on service users and positive staff experiences.</i>   |
| <i>EDM procurement &amp; stakeholder engagement</i>           | <i>Well run Council</i>         | <i>Resilience, customer care, flexibility, respect, performance</i> | <i>Corporate agreement for one system, procured through G Cloud with annual S&amp;M savings.</i>   |
| <i>My Acct vision, stakeholder engagement and procurement</i> | <i>Well run Council</i>         | <i>Resilience, customer care, flexibility, respect, performance</i> | <i>Buy-in to concept, robust procurement process and broad agreement to supplier selection.</i>  |
| <i>Replacement of the de-supported payments system</i>        | <i>Well run Council</i>         | <i>Performance</i>  | <i>Payment processes replicated to allow system decommission and replacement of online solution to provide a saving.</i>                           |
| <i>Monitoring Officer Code of Conduct</i>                     | <i>Well Run Council</i>         | <i>all</i>  | <i>26 complaints under code of conduct received @ May 2014. 18 resolved,</i>   |
| <i>Monitoring Officer Code of Conduct</i>                     | <i>Well Run Council</i>         | <i>all</i>  | <i>Registration of DPs and Other interests, including Parish Councillors.<br/>Roll out of new system.<br/>New procedures</i>                       |



|   |                         |            |  |
|---|-------------------------|------------|--|
|   |                         |            | <i>drafted and new system rolled out.</i>                            |
| <i>Monitoring Officer Code of Conduct</i> | <i>Well Run Council</i> | <i>all</i> | <i>Training on Code of Conduct for Governance Committee members.</i> |

**SECTION** **The Next Steps**

**3**

During 2014/15 the following short-term actions are to be completed:

| <b>Action</b>                                    | <b>Links to corporate plan. (People, Places and/or well-run council)</b> | <b>Values</b>   | <b>Outcome targets</b>  |
|--|--|---|---|
| Update Social Media Policy                       | <i>Well run Council</i>  | <i>customer care, flexibility, performance</i>                      | <i>Increased use of social media for communication compliant with HR matters</i>  |
| Digital take up                                  | <i>Well run council</i>  | <i>Resilience, customer care, flexibility, performance</i>          | <i>Increase the customer use of digital services and transactions through the website</i>   |
| Customer Service Excellence                      | <i>Well run Council, People, Place</i>                                   | <i>Resilience, customer care, flexibility, performance</i>          | <i>Investigate achieving the Customer Service Excellence standard</i>   |
| Customer Services strategy and service standards | <i>Well run Council, People and place</i>                                | <i>Resilience, customer care, flexibility, performance</i>          | <i>Update the strategy to reflect the current position on transformation and review of standards following implementation of digital services</i> |
| Appraisals and competencies                      | <i>Well run Council</i>  | <i>Resilience, customer care, flexibility, performance, respect</i> | <i>Implementation of new appraisal process linked to corporate competencies</i>   |
| Consultation data                                | <i>Well run Council</i>  | <i>Resilience, customer care, flexibility, performance, respect</i> | <i>Roll out of consultation strategy and collection of data for the Melton view</i>   |
| Website improvements                             | <i>Well run Council</i>  | <i>Resilience, customer care, flexibility, performance, respect</i> | <i>Monitoring customer feedback and amending content and design as appropriate</i>  |
| Investors in People                              | <i>Well run Council</i>  | <i>Resilience, customer care, flexibility,</i>                      | <i>Accreditation to the IIP standard – due in spring 2015</i>   |

Communications Services Plan 2014/15

| Action   | Links to corporate plan. (People, Places and/or well-run council) | Values  | Outcome targets   |
|--|---|---|---|
|  |   | <i>performance, respect</i>   |   |
| Develop sequel architecture  | <i>Well run Council</i>   | <i>Performance, Flexibility</i>                                     | Improve capacity; enhance support arrangements while maintaining development capabilities.  |
| Implement My Account   | <i>Well run Council</i>   | <i>All Values</i>   | Online registration portal for customers. Revs & Bens back office integration with APIs.  |
| <i>Well run Council</i>  | <i>Well run Council</i>   | <i>All Values</i>   | Provide customer challenge, LEAN, process design and technical integration skills.  |
| Implement EDM into planning and building control alongside exposure to EDM for the wider organisation. | <i>Well run Council</i>   | <i>All Values</i>   | Regulatory service drives decommissioned for customer orientated docs. Undertake discrete mini projects with 2 other services in the organisation.                  |
| Publish committee papers online and integrate EDM with self-serve benefits form solution (BECS)        | <i>Well run Council</i>   | <i>Customer Care, Performance</i>                                   | Customers both internally and externally can locate committee papers more easily. Claim forms and evidence relating to a new benefits claim are saved into the EDM. |
| Decommission OpenText EDM  | <i>Well run Council</i>   | <i>Performance</i>  | All documents are migrated to Idox EDM. The software is decommissioned and removed from the network.  |
| Deliver integration for the E-forms package  | <i>Well run Council</i>   | <i>Customer Care, Performance, Flexibility</i>                      | Support the digital take up project in providing the technical expertise to integrate key e-forms.  |
| Develop the system administration community within the organisation.                                   | <i>Well run Council</i>   | <i>All Values</i>   | Reduce the instance of system admin calls being directed to the helpdesk. Enhance service ownership of system roadmaps.   |
| Staff engagement   | <i>Well run Council</i>   | <i>Resilience, customer care, flexibility, performance, respect</i> | <i>Refresh of the annual staff survey and production of action plan</i>   |
| Individual Electoral Registration  | <i>Well run Council</i>   | <i>All values</i>   | <i>Implementation and transition canvass</i>  |
| Parliamentary and Borough and Parish Elections   | <i>Well run Council</i>   | <i>All Values</i>   | <i>Return Elections as required by legislation</i>  |
| Review of Parliamentary Polling Places   | <i>Well run Council</i>   | <i>All Values</i>   | <i>Equality for all Electors</i>  |
| To review the interim arrangements for customer services management.                                   | <i>Well run Council</i>   | <i>Resilience, customer care, Flexibility performance</i>           | <i>Effective and efficient management of customer services.</i>   |

**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 2013/2014.

| <b>Name of Service/Team</b> | <b>Equality Impact Assessment</b> | <b>Improvement Action</b>                           | <b>Completion by quarter</b> | <b>Responsible officer</b> |
|-----------------------------|-----------------------------------|---|------------------------------|----------------------------|
| Democratic Services         | Consultation                      | Include equalities monitoring forms in consultation | 4                            | HR & Comms Officer         |
| Human Resources             | HR Policies                       | Monitoring and collection of staff data             | 4                            | HR & Comms Officer         |
| Customer Insight            | Customer Services                 | Improve the collection of customer information      | 4                            | HR & Comms Officer         |
|                             |                                   |   |                              |                            |
|                             |                                   |   |                              |                            |
|                             |                                   |   |                              |                            |

**KEY:**

- Equality Impact Assessment – please state which area’s EIA the action has originated from OR state which service and which EIA will be completed during 2013/2014.

*If you are not sure about which EIA’s in your service are due for completion in 2013/2014, please refer to the 3 year EIA Test of Relevance found in the Q drive.*

<Q:\19 Management\Strategic Planning\Equalities\EIA's\EIA list- Jan 2013v3.xls>

- Improvement Action –please detail here the action that will be taking place as a result of the EIA
- Completion by quarter – enter here the date for completion of the improvement action OR date of the EIA

Responsible Officer – this must be the Third Tier Manager OR Head of Service

**MBC’s APPROACH TO SAFEGUARDING AND SERVICE PLANNING**



## Communications Services Plan 2014/15

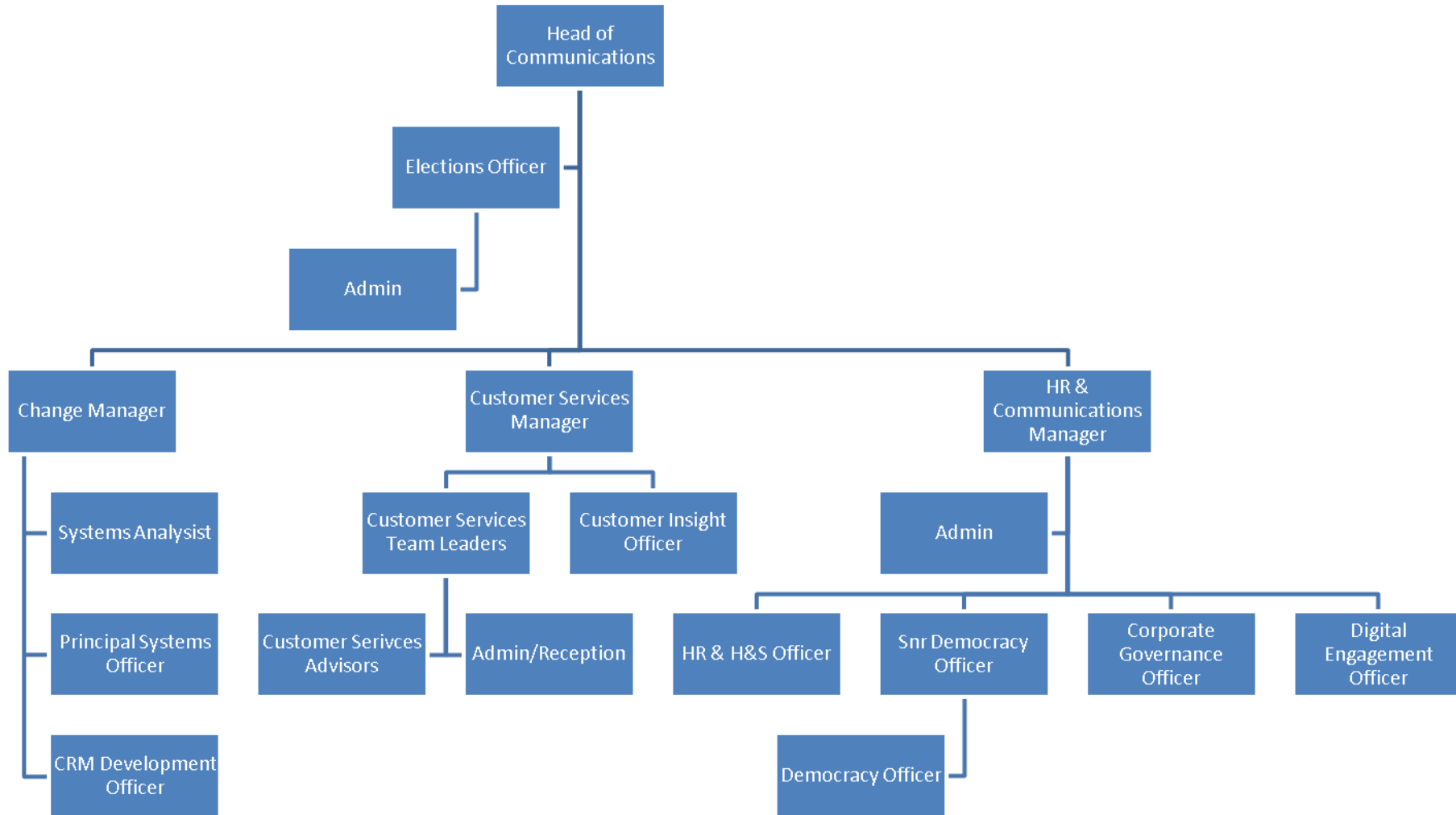
Melton Borough Council has an approved Safeguarding Children and Vulnerable Adults policy which includes an action plan designed to ensure compliance with safeguarding protocols. Services are asked to consider the policy through the link, when identifying projects for 2014/15 that may have links to safeguarding, either through operations or policy development. The link to the strategy can be found from:-

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

# Resource Utilisation

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

[Q:\11 Finance\Financial Provisions Management\Financial Publications\2014-15](#)



SECTION

# 5

## Risk Management

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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



|                           |                       |                      |                |                        |
|---------------------------|-----------------------|----------------------|----------------|------------------------|
| Very High<br>A            |                       |                      |                |                        |
| High<br>B                 |                       |                      |                |                        |
| Significant<br>C          |                       |                      |                |                        |
| Low<br>D                  |                       | 1,3,<br>4,5,9        |                |                        |
| Very Low<br>E             |                       |                      | 2, 8, 6<br>,7  |                        |
| Almost<br>Impossible<br>F |                       |                      |                |                        |
|                           | IV<br>Neg-<br>ligible | III<br>Marg-<br>inal | II<br>Critical | I<br>Catast-<br>rophic |

| Risk No. | Description  |
|----------|--|
| 1        | Recruitment and retention of key staff or failure to retain and recruit suitably skilled staff.              |
| 2        | Reputation management. Failure to maintain positive media coverage.  |
| 3        | Staff capacity, morale, skills including digital competence to undertake new ways of working                 |
| 4        | Increase and change in demand for customer services.   |
| 5        | Failure or delay to deliver digital projects   |
| 6        | Ability of suppliers to deliver against the ambitions of the Transformation programme constrains progress    |
| 7        | Digital First culture is not translated outside of the Transformation programme                              |
| 8        | Service channel shift targets are not ambitious enough to deliver projected within programme savings         |
| 9        | Strategic and targeted promotion of digital services is constrained by resources, skills, data and software. |

SECTION

# 6

## Performance Management

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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 and targets set for the service:

The Service has included a number of performance Indicators that will inform how well the service is performing. (Please see inserts).

Indicators should be chosen from the 3 levels of indicators collected as part of the Council's Performance Reporting Framework – Corporate Plan metrics (the most strategic level), Service Standards metrics (the ones principally used for service-level performance) or Supplementary metrics (which services can use, service by service, to help inform their scorecards where services do not have Corporate Plan metrics or Service Standards metrics)

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

### **Contextual indicators**

Contextual indicators describe the background against which the service is delivered.

*List those indicators that provide the baseline situation, and are those which the service is intended to assist – i.e. number of unemployed, homeless, houses required, council tax raised etc*

### **Output indicators**

Output indicators assess the performance of the service.

*List those indicators that provide information on what the service has delivered and how well it has performed – i.e. number of people housed, application processing stats, income secured etc*

Services should seek to replicate the corporate scorecards and reporting methodology as they capture their respective key performance indicators.



Communications Service Plan 2014/15

| INDICATOR   | Indicator description/Link to priorities  | Frequency | Type             | Average for all District Councils 2012/13 | 2012/13 Performance | 2013/14 Target | 2013/14 Performance | 2014/15 Target | 2015/16 Target | 2016/17 Target | Comments |
|---|---|-----------|------------------|---|---------------------|----------------|---------------------|----------------|----------------|----------------|----------|
| Provide high performing services that are efficient and meet customers' needs | We will demonstrate as an organisation how we are developing a one team approach  | Annual    | Corporate plan   |   | Yes                 | Yes            | Yes                 | Yes            | Yes            | Yes            |          |
| Provide high performing services that are efficient and meet customers' needs | To deal with 80% of all customer queries at the first point of contact  | Monthly   | Corporate plan   |   | 94%                 | 80%            | 93.5%               | 80%            | 80%            | 80%            |          |
| 1   | To improve service to customers by getting things right first time and providing more services on line thus reducing call volume by 5%. | Quarterly | Service standard |   |                     | 5%             | 4.13%               | 5%             | 5%             | 5%             |          |

Communications Service Plan 2014/15

|   |   |         |                      |  |     |      |     |      |      |      |   |
|---|---|---------|----------------------|--|-----|------|-----|------|------|------|---|
| 2   | To acknowledge corporate emails within one working day of receipt and to reply within 24 hours.                       | Monthly | Service standard     |  |     | 100% | 88% | 100% | 100% | 100% | Between September and March this was at 100% each month |
| To have a flexible workforce that can respond to changing customer demands. | Number/ percentage of posts not filled following recruitment process.   | Annual  | Service standard     |  | 1   | 1    |     | 1    | 1    | 1    |   |
| To have a flexible workforce that can respond to changing customer demands. | Excluding posts that must be specialist due to nature, the number/ percentage of roles with generic job descriptions. | Annual  | Service standard     |  | 32% | 40%  | 35% | 40%  | 40%  | 40%  |   |
| To have a flexible workforce that can respond to changing customer demands  | Number of compulsory redundancies.  | Annual  | Service standard     |  | 0   | 0    | 0   | 0    | 0    | 0    |   |
|   | Staff Turnover  | Annual  | Supplementary metric |  | 10% | 12%  |     | 11%  | 11%  | 11%  |   |

Communications Service Plan 2014/15

|  |  |           |                      |  |           |        |           |        |        |        |  |
|--|--|-----------|----------------------|--|-----------|--------|-----------|--------|--------|--------|--|
|  | Days per employee taken as sickness over a 12 month period     | Quarterly | Supplementary metric |  | 6.76 days | 6 days | 4.76 days | 5 days | 5 days | 5 days |  |
|  | Percentage of employees who respond yes to having a disability | Annual    | Supplementary metric |  | 6 %       | 5 %    |           | 5%     | 5%     | 5%     |  |

**Elections**

Electoral Commission Performance Standards for Returning Officers –  
Electoral Registration

Electoral Commission Performance Standards for Electoral Registration Officer – There are 10 Standards and presently we are above Standard on 9 of them and meeting the Standard on the other 1. These are monitored on an annual basis.