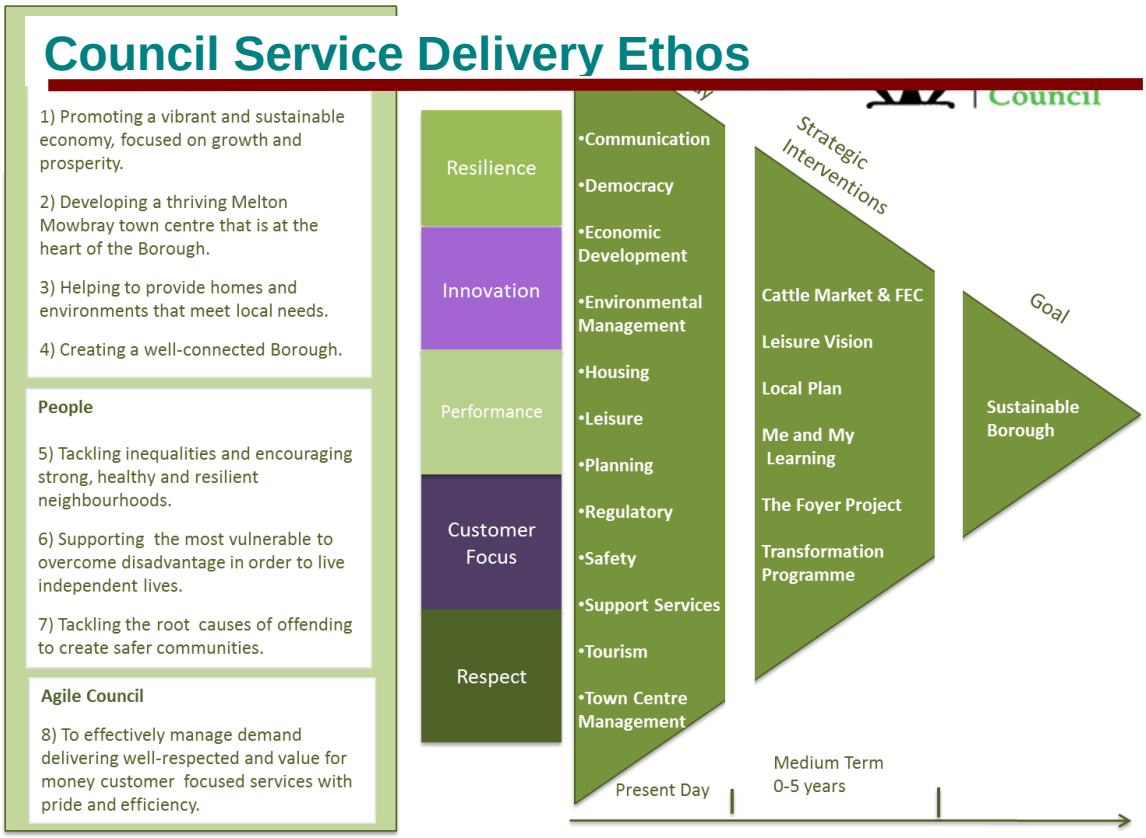
Communications Services' Service Plan 2015/16



"Making Good, Better"	**"Expanding the Comfort Zone"**	**"Two Steps Beyond" (It's not madness)**
• 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.	• Focus on Productivity. • Harness new skills and Learn. • Create Confidence. • Encourage Empowerment. • Do things differently. • Tackling failure demand. • Resilience ready to cope. • Flexibility.	• Innovation. • Trying new ideas. • Permission to fail/learn. • Promoting Independence. • Reducing demand.
Doing the right thing works.	Improving productivity.	CAN DO CULTURE

Communications with and support to staff: To disseminate management messages to staff using the Corporate Messenger as a major communication tool. Liaise with Unions on all matters affecting staff. Manage the Human Resources, Health and Safety process and Change. Ensuring robust policies and procedures in place. Actively managing the change process to transform the culture and service delivery approach, assisting services to deliver efficiencies.

Communications with and support to Members: To keep Members' up to date with meeting/training/briefing arrangements as well as other Council business and events using appropriate communications tools such as Members' Calendar, Bulletin, Ward Newsletter. To co-ordinate a Member Development training programme and provide an induction for new Members. To provide a support service to the Mayor. Support to Council meetings and the Governance Committee.

Communications with Customers: To provide a customer facing service to the customers. Use customer insight to enable resources to be available where most needed. Develop ICT to enable more transactions on line and progress customer self serve. To monitor Council performance to help ensure good service delivery. Provide challenge to the organisation from a customer's perspective.

Communications with the Public: To keep the public proactively informed of Council initiatives and business through the website and social media, press releases, Melton Mail, regular press liaison. Encourage involvement and satisfaction by consulting on issues that matter to people. Carry out all election processes and produce register of electors.

Communications with and support to Partners including Parishes: Promote working in partnership, encouraging involvement to provide a more holistic service to customers.

Communications with Stakeholders: Use customer insight and data analytics to identify key stakeholders, directly engaging those impacted by service development changes.

CUSTOMER SERVICES

Customer Services is the first point of contact for the public with the Council. The service includes reception cover at Parkside and the Children's Centres as well as an outreach service for our most vulnerable unable to visit one of our sites. The team are multi skilled to deal with a range of services including:

- 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.
- Reception cover.
- Incoming postal service
- Tell Us Once local implementation

ELECTIONS

Elections are planned and arranged through this service. At election time then other staff from across the Council are drafted in to form the elections core team. The Elections Officer deals with electoral registration, including the new system of Individual electoral registration (IER), manages the Communications

Admin staff and has responsibility for the outgoing postal services which includes all post from the Council including Council and Committee papers and reprographic services.
Elections include.

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

HUMAN RESOURCES

Human Resources deal with the recruitment, employment, development and corporate HR management issues regarding staff. For the Council to run effectively it requires the right people, doing the right things at the right time. HR is integral in this process and specifically undertakes the following :

- 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

Communications Service provides a corporate framework, arranges training and deals with corporate issues. The Council has a devolved media contact arrangement with each service having media contacts identified who will deal with specific queries and issue relevant press releases. Corporate Communications undertake the following:

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

INFORMATION

Information management and governance provide corporate advice and guidance and oversee the corporate performance management framework. This area has specific responsibility for :

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

DEMOCRACY

This area provides corporate professional advice to the council and the committee clerks in the services and supports the Mayor and civic duties. Support to the Monitoring Officer is also provided from this area. Corporate consultation is co ordinated from this area working with other staff in the services. Specific areas of responsibility include:

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

CHANGE

The Change Team is a corporate resource which has a particular focus at present on Transformation and responsibility for the following:

- Business Analysis
- Lean Change Methodology
- Customer Experience Management
- Technology Enablement
- Customer Engagement
- Supplier Management

Currently there is a matrix management arrangement involving the Strategic Director due to the requirements of the Transformation Programme and the key role in transformation played by the Change Team.

MONITORING OFFICER

The Head of Communications is also the Council's Monitoring Officer The Monitoring Officer has the specific duty to ensure that the Council, its Officers, and its Elected Councillors, maintain the highest standards of conduct in all they do.

The Monitoring Officer will report on matters she believes are, or are likely to be, illegal or amount to maladministration ,be responsible for Matters relating to the conduct of Councillors and Officers and be responsible for the operation of the Council's Constitution

SECTION

2

Recent Achievements

MList 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**
Name of project/service area or initiative	*Named priorities under People, Places and/or Agile council*	*Link to the values*	*Specific outcomes delivered – indicators, physical projects, financial investment/saving etc*
Review of policies	*agile*	*Customer focus, performance, resilience, innovation*	*Review of a range of HR and other corporate policies including : reimbursement of travel expenses, corporate compensation, mobile, phone, whistle blowing, complaints, parental leave, protective marking, annual leave, flexible retirement, appraisal, competencies, member complaints hearing procedures, reservist policy .*
HR systems	*agile*	*Customer, care, performance, resilience, innovation respect*	*Development of corporate coaching skills Development of electronic appraisal process.*
Customer Services	*agile*	*Customer, care, performance, resilience, respect innovation*	*Development of the service strategy for Customers*
Customer Services	*agile*	*Customer, care, performance,*	*Implementation of Govmetric on the phones and face to*

		resilience, respect innovation	*face.*
Consultation	*agile*	*Customer, care, performance, resilien innovation ce, respect*	*Successful launch of local community forum*
Constitution	*agile*	*Customer, care, performance, resilience, flexibility*	*On going update of constitution through Governance Committee and Full Council.*
Complaints	*agile*	*Customer, care, performance, resilience, respect*	*Handling of corporate complaints.*
Code of Conduct	*agile*	*Customer, care, performance, resilience flexibility, respect*	*Handling of complaints against Elected Members including through Governance Committee*
Election	*agile*	*Customer, care, performance, resilience*	*Parliamentary, Borough and Parish elections May 2015*
Elections	*agile*	*Customer, care, performance, resilience*	*Review of Polling Stations.*
Individual Electoral registration	*agile*	*Customer, care, performance, resilience*	*Implementation of IER*
IRRV silver award	*people*	*Customer, care, performance, resilience*	*Customer services contribution.*
Web site	*agile*	*Customer, care, performance, resilience innovation*	*Development and implementation of new fit for purpose web site.*
Transformation Programme – Technical architecture	*Agile*	*Innovation, Performance, Customer focus*	*Transactional digital channel released to customers- MyAccount*

Transformation Programme – Process reviews	*Agile*	*Innovation, Performance, Customer focus*	*Productivity improvements – quantification on-going*
Transformation Programme – Channel Shift	*Agile*	*Innovation, Performance, Customer focus*	*Channel shift – Circa 60% digital take-up for services released. Reduced CRM interactions in Q4.*
Transformation Programme – Technology Enablement	*Agile*	*Innovation, Performance, Customer focus*	*Electronic document management deployed. Delivering automation and enhanced digital customer functionality.*
Social media	*agile*	*Customer, care, flexibility, respect performance, resilience, innovation*	*Expanded the social media offering by developing use of Facebook and do we want to add support for the LCC Superfast Broadband rollout*
Staff Survey	*agile*	*Customer, care, performance, resilience, flexibility, respect innovation*	*Annual staff Survey refresh of design and survey 2015.*

SECTION 3

The Next Steps

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
Name of project,	*Named priorities under*	*Link to the*	*Specific outcomes targeted –*

Action	**Links to corporate plan. (People, Places and/or Agile council)**	**Values**	**Outcome**
initiative, service area	*People, Places and/or Agile council*	*values*	*physical projects, financial investment/saving etc*
Engagement and Consultation	*agile*	*Customer, care, performance, resilience, respect innovation*	Improved services based on customer feedback, supports balance view in decision-making, due to having a say more ownership and therefore more customer satisfaction
Promoting Democracy	*agile*	*Customer, care, performance, resilience, respect innovation*	Improved participation in voting & democratic activities, informed community leaders from all backgrounds and ages, recognition of voluntary work, individual empowerment
Customer Service excellence	*agile*	*Customer, care, performance, resilience, respect innovation*	Reduction in failure demand, positive reputation, high levels of customer satisfaction, less complaints and more positive comments.
Healthy and skilled workforce	*agile*	*Customer, care, performance, resilience, respect, flexibility*	more productivity, less time spent on staff absence and cover, high level of motivation resulting in high performance, recruiting the right skills and upskilling existing workforce
Channel shift to digital services	*agile*	*Customer, care, performance, resilience, respect, flexibility innovation*	Customers using digital channels resulting in a reduction in face to face and telephone and email. More efficient use of resources. Community having access to broadband and ability to self serve, ability to share relevant digital process with other local authorities
Police Commissioner Elections	*agile*	*Customer, care, performance, resilience, respect*	Elections in 2016
Transformation Programme	*agile*	*Innovation, Performance, Customer*	*Proportional mechanism to quantify the level of productivity improvements*

Action	Links to corporate plan. (People, Places and/or Agile council)	Values	Outcome
		focus, Respect	*and demand displacement.*
Transformation Programme	*agile*	*Innovation, Performance, Customer focus*	*Managed delivery of products defined within mandated projects or initiatives with a focus on benefits realisation.*
Transformation Programme	*agile*	*Innovation, Performance, Customer focus*	*Deliver further productivity improvements through end-to-end process reviews prioritised through programme board.*
Transformation Programme	*agile*	*Innovation, Performance, Customer focus*	*Extend functionality and the customer value proposition for MyAccount.*

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
Customer Service	**Service Strategy for Customer**	To promote the new translation service available to all customers and monitor its usage	**Ongoing**	**Communications Manager**
Customer	**Service**	To advertise	**Ongoing**	**Communications**

Service	**Strategy for Customer**	the access channel available to customers and the service standards		**Manager**
Human Resources	**Review of policies and procedures**	To continue to monitor use of the policy and the protected characteristics of the relevant employees.	**Ongoing**	**Communications Manager**

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 2015/2016.
  If you are not sure about which EIA's in your service are due for completion in 2015/2016, 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

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

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.

SECTION

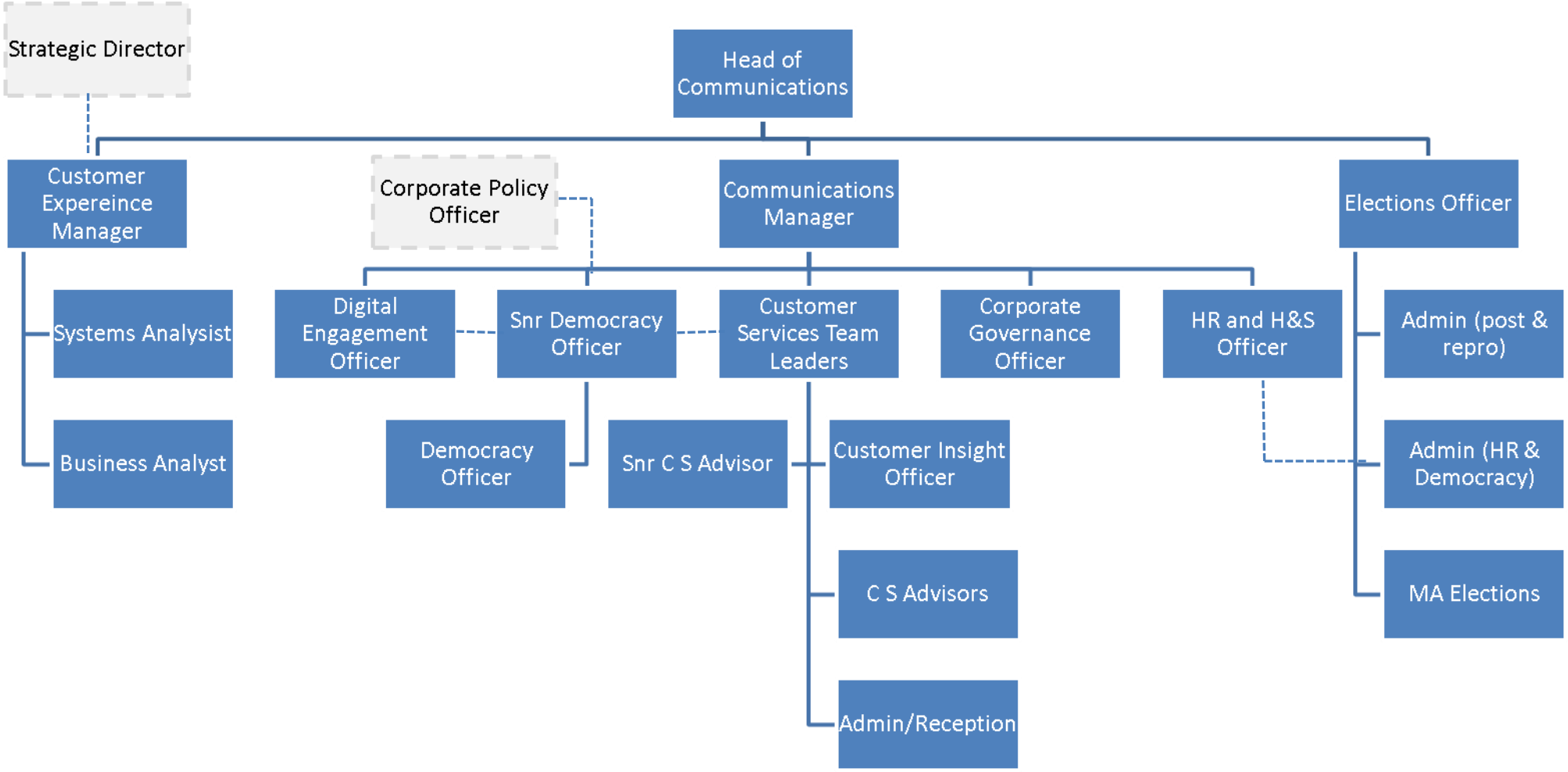
4

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

Communications Structure



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

↓

Very High A				
High B			10	
Significant C		11, 12		
Low D		3, 4,5,9	6	
Very Low E			2, 8, ,7	
Almost Impossible				

F				
	1	2	4	4

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.
10	CORPORATE RISK Challenge of cultural issues which could undermine our ability to transform the Council and deliver required savings
11	Expectations of public and members re CS services at CCs following withdrawal of LCC funding.
12	Delivery of CS service given reduction in budget planned for transformation.

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).