

NORTH LINCOLNSHIRE COUNCIL

**CABINET MEMBER
POLICY AND RESOURCES**

POLICY & RESOURCES DIRECTORATE PLAN 2012-13

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To approve the 2012-13 directorate plan for Policy and Resources
- 1.2 The key points in this report are:
- The Council Strategy 2012-16 was approved in July 2012 and directorate plans have been produced to ensure the actions in the strategy are delivered.
 - This new format of directorate planning replaces the previous service planning arrangements

2. BACKGROUND INFORMATION

- 2.1 The council strategy 2012-16 was approved in July 2012 and sets out the council vision, priorities and aims to change outcomes for all people living and working in the area.
- 2.2 In order to deliver the council strategy each directorate produces its own directorate plan. This plan provides a profile of the directorate and sets out how the directorate contributes to the overall vision and how it will help to deliver the councils priorities. Sections within the plan include:-
- Senior leadership team
 - Services & functions
 - Workforce profile
 - Financial profile
 - Performance profile for customers
 - Service activity volumes
 - Standards
 - Key partnerships and joint working arrangements
 - Key achievements in 2011/12
 - Key directorate strategies and policies
 - Key strategic performance indicators
 - Directorate priorities and delivery plan

- 2.3 The directorate plan is a key part of the council's strategy and performance framework. It ensures that directorate developments are in line with the strategic outcomes and aligns resources to them. It is a 'rolling' one year plan that helps to make the council strategy operational, allowing teams and individuals to focus on their work improving outcomes for all people living and working in North Lincolnshire.
- 2.4 The plan includes 35 key performance indicators that measure delivery of the council strategy. Alongside this are a suite of 63 operational performance measures that are monitored regularly to provide assurance of effective delivery of services. The plan also identifies 22 key actions that the directorate will complete in order to deliver the strategy.
- 2.5 The employee appraisal process supports this further by ensuring that employees understand their own role in terms of achieving the council's vision, priorities and the directorate's improvement priorities, as well identifying any associated training and development needs.
- 2.6 The plan is a 'live' document that will continue to be developed and improved to reflect progress that is being made.

3. OPTIONS FOR CONSIDERATION

There following options are suggested for consideration

- 3.1. Option 1 – That cabinet member approve the Policy and Resources Directorate Plan 2012-13
- 3.2 Option 2 – That cabinet member does not approve the Policy and Resources Directorate Plan 2012-13 and requests changes.

4. ANALYSIS OF OPTIONS

- 4.1 Option 1 - Approving the directorate plan is the preferred option and will enable it to form a key part of the councils overall planning framework and be widely publicised within the directorate and on the council website.
- 4.2 Option 2 - Deferring approval of the directorate plan could lead to a loss of operational focus.

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

- 5.1 In February 2012 Full Council approved the council's budget and spending priorities for the next four years. The directorate plan will help the directorate focus on the approved priorities and is a critical step in ensuring the council achieves value for money

6. OTHER IMPLICATIONS (STATUTORY, ENVIRONMENTAL, DIVERSITY, SECTION 17 - CRIME AND DISORDER, RISK AND OTHER)

- 6.1 An integrated impact assessment has been undertaken and indicated no adverse impacts arising from this report.
- 6.2 Decisions and actions taken in the delivery of the priorities outlined in this directorate plan will be subject to further integrated impact assessments as appropriate.

7. OUTCOMES OF CONSULTATION

- 7.1 Extensive directorate wide consultation has taken place and there is full support for the plan.

8. RECOMMENDATIONS

- 8.1 The Policy and Resources Directorate Plan 2012-13 be approved.

DIRECTOR OF POLICY AND RESOURCES

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Date: 11 October 2012

Background Papers used in the preparation of this report:

Council Strategy 2012-16

“ A dynamic, high performing, customer-focused council, giving the best possible value for money and changing outcomes for all people living and working in the area. ”

DIRECTORATE PLANS 2012-2013



People

Places

Policy and Resources

INTRODUCTION

This is the 2012-2013 directorate plan for Policy and Resources. It forms a key part of the council's overall mission *'One Council: Putting our Customers First'* by contributing towards the overall vision that the council has for the North Lincolnshire area. It explains what the directorate is responsible for, how it supports the council's strategic priorities and where and how improvements to the directorate need to be made. It ensures that directorate developments are in line with

the strategic outcomes and aligns resources to them. It is an essential part of the council's performance management framework and is reported against three times a year. The employee appraisal process supports this further by ensuring that employees understand their own role in terms of achieving the council's vision, priorities and the directorate's improvement priorities, as well as identifying any associated training and development needs.

THE COUNCIL'S VISION

The vision of the council is to be *'A dynamic, high performing council, customer-focused council giving the best possible value for money and changing outcomes for all people living and working in the area'*.

The council has identified four priorities. The diagram below gives more information on our priorities and the pledges we have made towards delivering them.



Our council will:

- Spend only on core services and locally agreed priorities
- Function in a team environment and the senior management will be designed to provide high-quality, efficient and effective value-for-money services
- Work to improve the health and well-being of the residents of all of North Lincolnshire.

MANAGEMENT

Senior Leadership Team

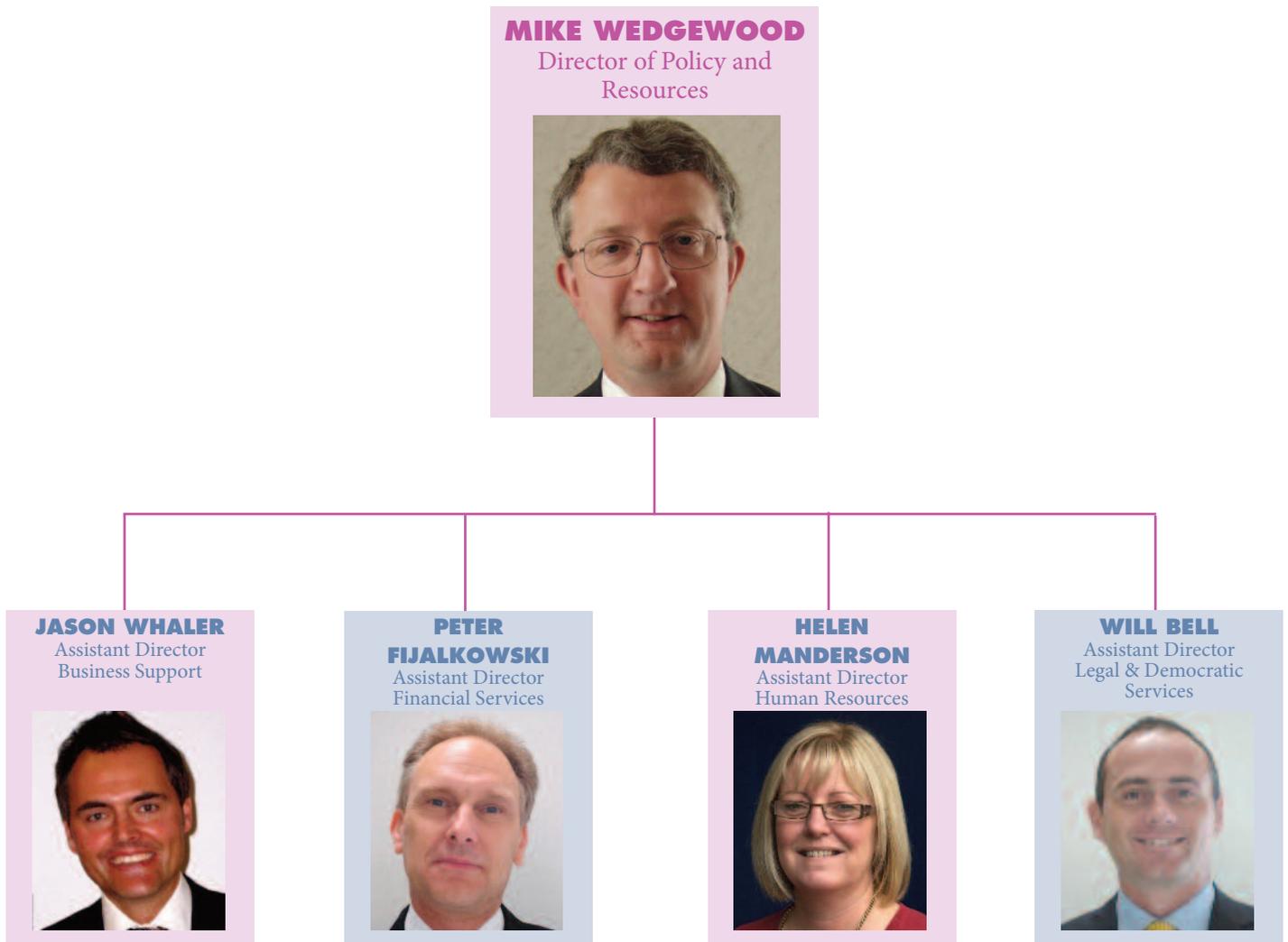
The Policy and Resources Directorate came into being on 1 June and is made up of four divisions. It brings together all the council's central functions: Finance, Legal, Human Resources, Procurement, Performance, VFM, Corporate Strategy, IT and Information Management, Democratic Services and a range of others. Collectively we all work to support the rest of the council in delivering services to the public. But we must also remember that Policy and Resources is more than just central services; we are also involved with:

- every household in the area through council tax

collection and elections;

- every business through business rate collection;
- thousands of housing benefit and council tax claimants;
- people and businesses in the area and beyond through our communications and procurement work, and
- every council employee through HR and payroll.

The senior leadership team and the functions they are responsible for are described below:



DIRECTORATE Services & functions

Business Support

Value for money and efficiency agendas
Procurement of supplies, services and construction
Councilwide commissioning
Performance improvement and challenge
Information management
Data protection and Freedom of Information
Unified networks/ communications system management
IT customer quality
IT business enhancement
IT strategy and innovation/digital services
Corporate strategy & projects
CMT support
New legislation
Partnership governance



Partnership networks & boards
Commercial policy and support
Policy research

Financial Services

Corporate Accounting and Budgeting procedures and advice

Advice on tax, VAT and grant claim co-ordination
Long-term borrowing, investment

Payment of creditors, staff salaries and expenses

Full council tax and NNDR assessment, billing and recovery
Assessment and payment of housing and council tax benefits
Awareness, detection and prevention of fraud

Internal audit

Risk management arrangements

Insurance services

SLA-based service to schools



Human Resources

Operational HR Services
Employee resourcing
Employee relations
Employee reward
Workforce planning
Workforce Information/database
Learning & development
Policy review and development
New legislation/employment law
Corporate induction
Corporate training
Employee development reviews
Employee surveys
Competency systems
Pension processes
Investors in People
Corporate health & safety
Counselling & welfare
Occupational health
Diversity



Legal & Democratic Services



Democratic services
Elections
Mayoralty
T & P council liaison
NAT administration
Monitoring officer
Legal services
Local land charges

Commercial practice
Standards regime
Inter-authority campaigns & promotions
National campaigns & promotions
Media relationship management
Council communications
Council website content
Council publications
Stronger communities
Voluntary sector relationships
Area-based working
Community recovery

WORKFORCE Profile

There are a total of 391 staff within the Policy and Resources directorate, as at 30 September 2012. The table below provides more information on the diversity characteristics and working patterns of the staff in the directorate and compares with the council as a whole and North Lincolnshire.

Directorate	Total	Gender		BME	Disabled	Age						Hours		Appraisals
		F %	M %			<25 %	25-34 %	35-44 %	45-54 %	55-64 %	65+ %	FT %	PT %	
People	1,308	86	14	3.06	5.58	4	17	22	34	23	1	50	50	72
Places	1,872	64	36	1.66	3.63	5	12	19	35	24	5	43	57	85
Policy & Resources	391	69	31	1.79	6.65	5	18	29	31	16	0	71	29	73
Business Support	88	41	59	0	7.95	7	27	35	15	16	0	89	11	
Financial Services	165	81	19	1.82	2.42	4	12	30	39	14	1	60	40	
Human Resources	62	84	16	1.61	14.52	6	23	26	27	18	0	69	31	
Legal & Democratic Services	75	65	35	4	8	4	19	24	32	21	0	73	27	
North Lincolnshire Council	3574	72	28	2.18	4.67	4	14	21	34	23	3	49	51	79
Local population		51	49	2.5	15.05	15.6	18.2	21.6	20.8	16.8	7	-	-	-

FINANCIAL Profile 2012-13

The charts below show the revenue and capital budgets for the policy and resources directorate alongside the total for the council and other directorates.

Directorate	Revenue £000	Capital £000
People	61,045	27,203
Places	35,588	24,227
Policy & Resources		
Human Resources	1,995	-
Legal & Democratic Services	3,398	167
Financial Services	3,823	-
Business Support	3,762	69
Total Policy & Resources	12,978	236



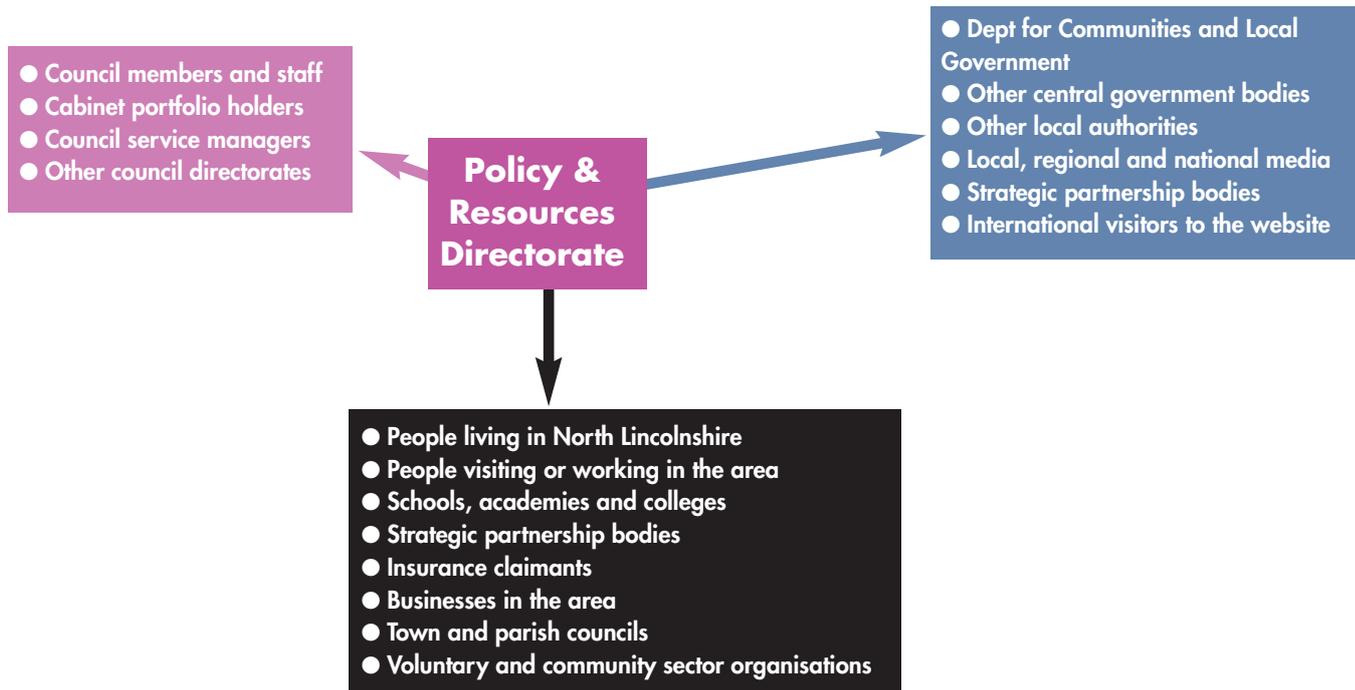
KEY PARTNERSHIPS & JOINT WORKING ARRANGEMENTS

Below are the partnerships and joint working arrangements led by the Policy and Resources directorate.



PERFORMANCE PROFILE FOR CUSTOMERS

Below is a summary of the range of customers that the directorate serves.



SERVICE ACTIVITY 2011-12

The table below provides an overview of the key service activities that take place within the directorate

1,005 Council-wide FOI requests received	567 Advertised vacancies handled	174 Procurements over £10k
1,014 Media enquiries	417 Health & Safety inspections completed	56,966 HB & CTB cases
1,397,544 Website visits	77 Employees accessing basic training	36,200 Council tax telephone enquiries - answered
3,387 Job applications processed	5 Full cabinet meetings	404 Insurance claims
3,375 CRB checks completed	191 Formal council business meetings held	102,406 Payslips issued
373 Clients seen by Counselling & Welfare	2,014 Local authority land searches	970 e-financials and e-procurement users supported
5,043 Employees accessing e-learning	167 Prosecutions commenced	97.4% Council Tax collected
99 Cabinet member briefings	133 NAT Meetings	98.6% NNDR collected
5 Cabinet chairman's agenda meetings	£1.75m Procurement savings	Average processing time for benefits claims: 10.2 days
42 Informal member meetings	6,126 Local Link council tax queries	30,011 IT Servicedesk calls were completed
32 Planning & Licensing Committees attended	32,259 HB & CTB telephone enquiries - answered	86 Network and Locally Attached Printers were removed council wide
124 Successfully completed prosecutions	270 Fraud hotline calls	90% of all calls to the IT Service desk were answered first time
484 News releases	1,049 Sickness and accident schools insurance claims	6,902 calls were fixed at first contact
32,201 Online e-form submissions	114,743 Payments made and by BACS	

STANDARDS

Policy and Resources have established a number of service standards that are shared across the directorate and summarise what standards of services customers can expect

Customer	Professional & Internal	Statutory
<ul style="list-style-type: none"> ● Process 100% of all land charges in less than 8 days ● Service level targets SLT/SLA and IT guide to services, including: <ul style="list-style-type: none"> Response time for major outages (multiple users are affected) – up to 8 hours Response time for individuals with no alternative means to work – up to 16 hours Response time for standard faults (can still work/other alternatives available) – up to 32 hours ● Average time for processing benefit claims – 21 days ● Percentage of invoices to be paid within 30 days ● Respond to all customer enquiries in line with the council's Customer Care Charter 	<ul style="list-style-type: none"> ● Chartered Institute of Purchasing and Supply (CIPS) Code of Conduct ● Government Procurement Policy ● Contract Procedure Rules ● Finance Procedure Rules ● Information Management Policy ● Sprint Methodology (Business Redesign) ● Protos Business Process Mapping Tool ● Experian Micromarketer Generation 3 ● Corporate standards for Information Management ● PANNEL Charter ● SOCITM Benchmarking and membership ● ITIL – IT service management principles ● IT servicedesk institute standards ● PRINCE2 Project Management Methodology ● National Charter for Member Development Standard ● Electoral Commissions National Standards ● The Law Society Code of Professional Conduct ● Data Quality Policy ● Strategy and Performance Framework ● Institute of Occupational Safety and Health (IOSH) Code of Conduct ● British Association for Counselling and Psychotherapy (BACP) Ethical Framework ● Chartered Institute of Personnel and Development (CIPD) Professional Standards ● Chartered Institute of Public Finance and Accountancy (CIPFA) ● The Institute of Rating, Revenues and Valuations (IRRV) ● The Association of Local Authority Risk Managers (ALARM) ● Investors in People ● Finance Management Charter ● The council's Constitution ● The council's Code of Conduct 	<ul style="list-style-type: none"> ● Public Contracts Regulations 2006 as amended ● Data Protection Act 1998 ● Freedom of Information Act 2005 ● ICO Good practice for records management and data breaches ● GCSx Code of Connection (CoCo) ● Green IT/energy consumption/ Carbon Reduction Commitment ● Employment, Health and Safety and Equality legislation ● Access to Information/ Executive Meetings Regulations (as amended) ● Audit Commission scrutiny ● Code of Recommended Practice on Local Authority Publicity

KEY ACHIEVEMENTS IN 2011/12

During 11/12 the directorate has achieved the following:



The council received a positive judgement on the Value for Money (the relationship between economy, efficiency and effectiveness) arrangements in the 2011-12 external audit report.

The financial accounts for 2010-11 were completed on time and were signed off by external audit and given a clean bill of health.

Council savings achieved for the council in 2011/12 through procurement sourcing was £1.75 million

The delivery of a shared service arrangement for local taxation and benefits services with North East Lincolnshire Council



A new banking contract with the council has been awarded to Barclays bank.



Wireless infrastructure installed at Hewson House, Civic Centre and Church Square House

Increased uptake of gold level HR service by schools and those on conversion to Academies

Produced a framework for external legal support ensuring a market tested and quality checked legal provision is available.

Sickness absence reduced by 0.5 days to the lowest ever level of 8.5 days.



Achieved ROSPA Gold for the 12th consecutive year



No days lost due to industrial action

Rolled out new standards arrangements, revised Code of Conduct and register of interest requirements for elected members and all Town and Parish Council members.

Enhanced skills with 81% of the workforce now qualified to level 2 or above

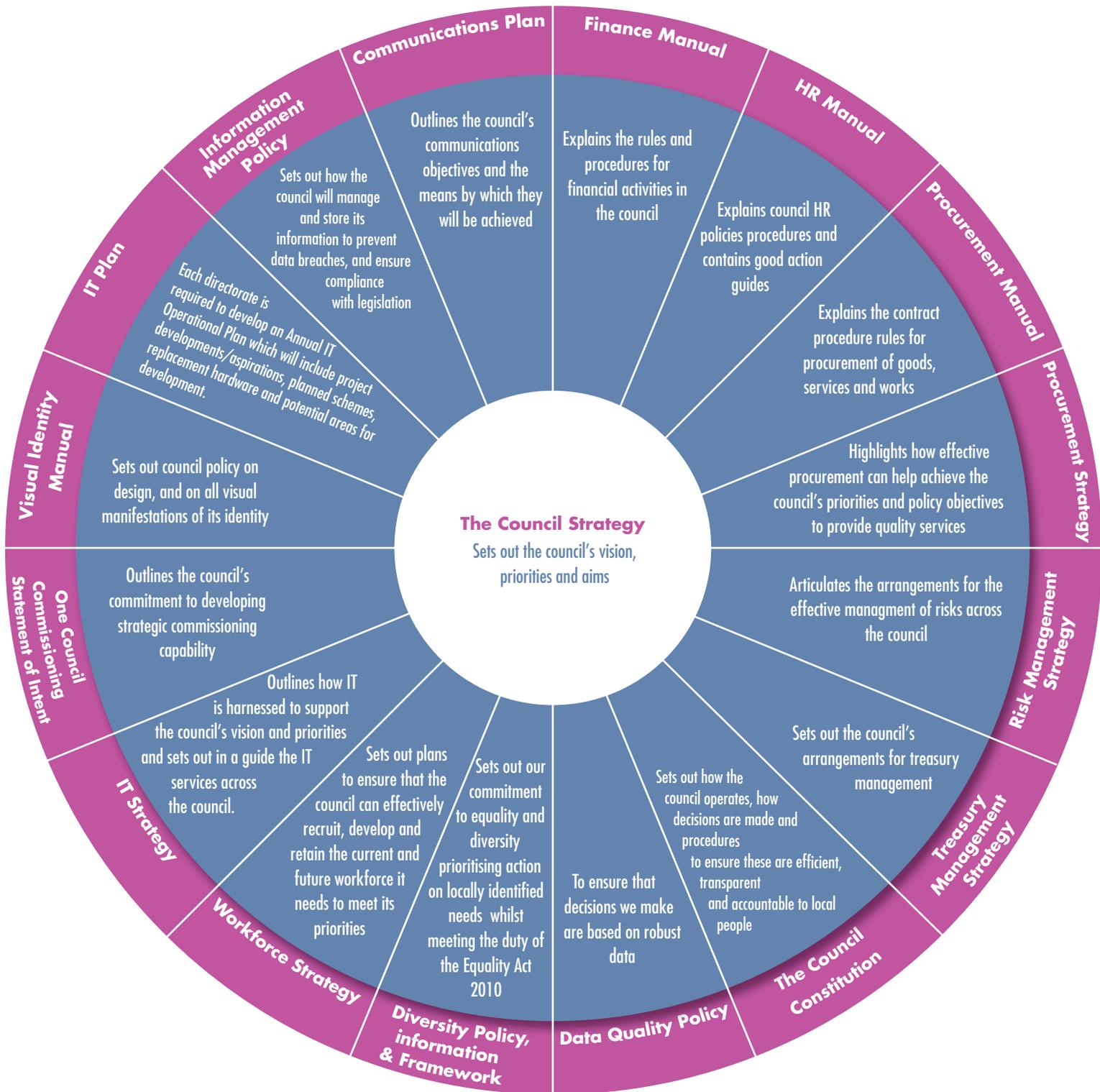
Introduced a range of IT improvements including a new website platform and enhanced mobile technology for elected members

Enhanced customer engagement and feedback through the adoption of a new social media policy



KEY DIRECTORATE STRATEGIES AND POLICIES

Below are the key strategies and policies that the Policy and Resources Directorate is responsible for. The table also details the purpose of these core documents.



KEY STRATEGIC PERFORMANCE INDICATORS

The performance indicators detailed below are measured regularly and support the delivery of the Council Strategy 2012-16

Provide value for taxpayers' money

- Service Areas assessed as having Good Value for Money
- Delivery of cross-cutting commissioning programme
- Overall VfM assessment of the council
- Procurement Savings
- Workforce reduction
- Capital Financing Costs
- Percentage of identified savings achieved
- External Auditor Opinion Unqualified accounts
- Percentage of Internal Audit Plan Completed
- Working days lost due to sickness absence
- Level of Council Tax set
- Deliver cash limited Council Revenue Budget
- Percentage of Council Tax Collected
- National & Non Domestic Rates Collection rate
- Delivery of agreed year one actions within the ICT/Digital Improvement Plan
- Invoices paid within 30 days
- Percentage of partnerships and joint working arrangements that are compliant with the partnership governance framework

Regenerate our area and increase prosperity

- % Local spend through contracts let
- Value of new income streams generated through commercial activity

Excellence in customer service

- Rate of Improvement in Service Critical KPIs
- Availability of council website and customer self service tools
- Increase in website traffic as a result of improved customer self service / digital access to the information and services that they need most
- Benefit claims average processing time (days)
- Local Land Charges returned within 8 days
- Percentage of people who are satisfied overall with the council
- Percentage of people of people who feel well informed about the council
- Increase the audience for the council's social media presence

Make our communities safer and stronger

- Performance against the Equality Objectives
- Valid petitions and e-petitions considered by a panel of members in a council year
- Citizens who have spoken or participated at planning, licensing and other regulatory meetings
- Witnesses or members of the public attending O&S meetings and/or who have responded to consultation by O&S panels
- Local District Election – percentage turnout to elections and referenda
- % of standards complaints (NLC Members) referred for investigation or subject to other action
- Increase in custodian organisations appointed to assist VCS sector and groups
- Increase in number of people registered as volunteers

KEY COUNCIL STRATEGY & DIRECTORATE DEVELOPMENT PLAN

The table below contains priorities and actions within the policy and resources directorate that support the delivery of the Council Strategy 2012-16.

BUSINESS SUPPORT - JASON WHALER

Deliver integrated business support vision by concluding the business support staffing review
Secure additional income through council wide development of traded services
Achieve customer service and efficiency outcomes through the delivery of the IT improvement plan
Strengthen the council's information management and governance framework
Achieve additional procurement savings that support the council's financial processes through the introduction of a new category management model for procurement
Develop an enhanced business improvement capability through the continuous development of the councils strategy and performance management arrangements
Adopt a robust commissioning and options appraisal approach to ensure that the right balance of service provision is achieved
Deliver both the procurement strategy and one council commissioning statement of intent
Embed modern commercial tools and effective use of competition across the council to maximise value for money and high levels of performance
Expand collaborative procurement and continue to actively explore shared services
Utilise the partnership toolkit to evaluate opportunities and to ensure good governance in our partnership arrangements
Use the council's commissioning and procurement strategies to support the development of a strong voluntary and community sector
Be open and supportive of any challenge as to who is the most appropriate body to deliver services

HUMAN RESOURCES - HELEN MANDERSON

The workforce is the right shape and size to deliver the council's priorities
The council has the right skills, attitudes and behaviours to deliver high quality, customer focused services both now and in the future
The workforce is engaged, healthy and productive, particularly through periods of change
HR policies, procedures and frameworks support and enable employees, managers and leaders to deliver the council's priorities
Increased levels of income by maximising commercial opportunities to deliver professional HR services externally
Turn the council's diversity commitments into schemes and projects that make a real difference in delivering local priorities and needs, thereby reducing inequalities
Promote best practice across the organisation to ensure compliance with equality legislation

FINANCIAL SERVICES - PETER FIJALKOWSKI

To deliver effective financial planning for the council through a period of radical change to funding streams and substantial reductions in resources
To provide financial advice and support to major council initiatives (e.g. delivery of leisure services, the transfer of public health, waste procurement)
To consolidate the new local taxation and benefit shared service and secure £1.2m efficiencies over three years
To implement the government's Welfare Reform agenda, including changes to housing benefit, the new Universal credit, and the localisation of council tax support
To implement a shared service for insurance in the Humber sub-region by 2013 to strengthen resilience
Demonstrate value for money by being open and transparent
To secure business selling enhanced financial services to schools and Academies
Achievement of identified savings
Provide effective stewardship of public funds
Improved cost management

LEGAL AND DEMOCRATIC - WILL BELL

Complete the Communications Team Plan
Review the council's Consultation and Engagement Strategy
Review the council's Constitution to accommodate the Executive Meetings Regulations and provide associated training and guidance
Complete the digitisation of the local land charges register
Following the signing of the Armed Forces Community Covenant, drawing together various organizations to support the principles of the covenant and to ensure it is embedded within the work of the council
Implementing worksmart principles for generic admin services for the Civic Centre
Develop the potential for web casting council and other meetings
Continued development of community involvement in local groups and forums such as neighbourhood action teams
Promote and support the development of strong, active and engaged communities in North Lincolnshire
Encourage the development of the volunteer centre to recruit and deploy the new volunteers into essential roles