

Service Improvement Plan (*abridged*) - 2009/ 2012

Resources

Service Improvement Plan (*abridged*) – 2009/2012 – Resources

Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: Xentrall Business Case		
Key Actions	By when	Outcomes and Success Criteria
Post Implementation Review of Stockton / Darlington Partnership.	30 Sep 2009	<p>The delivery of the benefits and efficiency savings set out in the business case, including improved performance and customer satisfaction, as measured by the Partnership Balanced Scorecard.</p> <ul style="list-style-type: none"> • Savings £43K; • Overall customer satisfaction score of 4 out of 5.
Achieve target savings identified in Xentrall Business Case for 2009/2010.	31 Mar 2010	
Upgrade Stockton to Agresso 5.5.	31 Mar 2010	
Complete evaluation and implementation of new systems/modules in line with PSE and Agresso project plans.	31 Mar 2011	

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Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: ICT Data Centre		
Key Actions	By when	Outcomes and Success Criteria
Complete the design and build of Computer room.	30 Sept 2009	Housing the ICT infrastructure in a fit for purpose environment and eliminating the risks associated with the current aged computer room will impact on the Authority's service delivery.
Complete migration of systems.	31 Dec 2009	

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Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: Delivery of the ICT Strategy		
Key Actions	By when	Outcomes and Success Criteria
Complete procurement and configuration of workflow and mobility technologies and commence implementation (subject to approval of business case).	31 Mar 2010	<p>To comply with the Cabinet approved ICT strategy and achieve its overall aims which are:</p> <ul style="list-style-type: none"> ▪ Secure remote and mobile working technologies at network and client levels; ▪ Sound and scalable technical ICT; designed to deliver integration; ▪ Robust information management and workflow across the Council and with our partners.
Build a consolidated, robust ICT architecture on which to implement the ICT Strategy.	31 Mar 2010	

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Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: Website and Intranet Refresh		
Key Actions	By when	Outcomes and Success Criteria
Re-designed Website launched.	31 May 2009	More navigable and visual website which retains existing best practice accessibility. Increased customer use and satisfaction with site when seeking Council information and services.
Re-designed Intranet launched.	31 Jul 2009	Improved usability and structuring of the Intranet to make it a more relevant and accessible resource.

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Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: Strengthen the Council's approach to Information Governance		
Key Actions	By when	Outcomes and Success Criteria
Records Management		
Service Group records management action plans agreed across all Council services.	31 May 2009	Effective records management processes that are in line with ISO15489 requirements. Resulting in structured and accessible records across the Council thereby reducing access time, administration and error.
Subject to a decision to implement EDRMS, identify appropriate solutions and present business case with procurement and implementation options to Corporate Governance Group.	31 Jul 2009	
Data Quality		
Complete implementation of agreed data quality action plan.	30 Jun 2009	Consistent implementation of the data quality action plan, resulting in accurate information in use across the Council; thereby ensuring a right first time principle.
Business continuity management		
BS25999 Corporate compliance action plan produced and approved by Corporate Governance Group.	31 May 2009	A corporate Business Continuity Management System, which is compliant with BS25999 requirements and enabling of certification. Thus allowing sustainable provision of critical services and activities across the Council.
Corporate certification to BS25999 achieved.	31 Jan 2010	

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Information Assurance (including data handling)		
Information assurance action plan developed, based on the Government's maturity model and self-assessment framework.	31 May 2009	Sustainable and embedded information assurance activities resulting in the confidence that information systems will protect the information they carry and will function, as they need to, when they need to, under the control of legitimate users.
Complete the implementation of agreed Phase 1 action plan and agree Phase 2 long-term action plan.	30 Nov 2009	

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Theme: Organisational & Operational Effectiveness – Performance and Resource Management		
Development Priority: Implement Job Evaluation and Single Status		
Key Actions	By when	Outcomes and Success Criteria
Complete job evaluation 'review' stage.	31 Dec 2009	Maintain equality of pay and minimise employment tribunal claims.
Complete job evaluation 'appeals' stage.	30 Jun 2010	
Complete review of car and cycle allowances and car user status.	31 Mar 2010	Successful implementation that ensures that travel allowances will compliment the Council's Travel Plan "Up and Running" and the Council's Carbon Management Plan.

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Theme: Organisational & Operational Effectiveness: Performance and Resource Management		
Development Priority: Reduce sickness absence levels		
Key Actions	By when	Outcomes and Success Criteria
Implement a system that enables any schools not utilising SBC sickness absence techniques to submit information using SIMS.	30 April 2009	Reduce sickness absence by 0.5 days lost per FTE against 2008/9 outturn.
Deliver the health and well being strategy to address high levels of absence and stress related illness with the following key actions:	2008 - 2011	
Implement a programme of workplace health / screening events.	Jan 2009 – Dec 2009	
Commence development of a flu vaccination programme for all employees.	30 Sep 2009	
Commence development of a Substance Misuse Policy.	30 Sep 2009	
Complete review of supporting people policies e.g. Carers leave.	30 Sep 2009	
Complete review of Occupational Health Services and contracts.	31 Mar 2010	

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Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: Deliver the Sustainable Procurement and Commissioning Strategy		
Key Actions	By when	Outcomes and Success Criteria
Develop category management approach to procurement:		
Define categories, produce baselines and spend visibility. Report to Corporate Procurement Working Group.	31 Jul 2009	Procurement efficiency savings in all categories of spend.
Develop a pilot Strategic Sourcing Strategy and seek approval from CMT.	31 Dec 2009	
Commence implementation of pilot Strategic Sourcing Strategy.	31 Jan 2010	

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Theme: Organisational & Operational Effectiveness – Performance and resource management		
Development Priority: Asset Management Plan and Capital Strategy		
Key actions	By when	Outcomes and Success Criteria
Complete update and revision of Capital Strategy and Asset Management Plan and Asset Disposal Strategy.	31 Mar 2010	Effective use of assets to support delivery of Sustainable Community Strategy.
Complete area based review of assets.	31 Dec 2009	
Complete development of individual plans for all assets based on retention/disposal, including condition and suitability information.	31 Mar 2010	
Support the delivery of the Council's Efficiency, Improvement and Transformation reviews. (The Year 1 review programme includes a review of Property and Facilities Management)	31 Mar 2010	

Service Improvement Plan (*abridged*) – 2009/2012 – Resources

Theme: Organisational & Operational Effectiveness – Performance and resource management, People development and learning		
Development Priority: Develop an approach to modern ways of working, maximising technology, assets and people (Workwise project)		
Key actions	By when	Outcomes and Success Criteria
Commence implementation of pilot projects (to include ISA and HR pilots).	30 Jun 2009	Efficiency savings through streamlining of processes (NI179).
Complete review of facilities management approach.	30 Sep 2009	Cultural change and improved staff morale. Improved/sustained Council performance.
Commence assessment and roll out of flexible HR policies and procedures.	30 Sep 2009	Full compliance with all relevant legislation (e.g. DDA). Improved staff satisfaction.
Reconfigure elements of the current administrative buildings portfolio to support ISAs and facilitate flexible working.	31 Dec 2009	Positive contribution to lowering carbon footprint of the authority (Link to DNS NI).
Complete procurement and configuration of workflow and mobility technologies and commence implementation (subject to approval of business case).	31 Mar 2010	Reduction in staff turnover to x% (baseline to be confirmed). Reduce sickness absence by 0.5 days per FTE against 2008/9 results.

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Theme: Organisational & Operational Effectiveness – People Development and Learning		
Development Priority: Improve training and workforce development		
Key Actions	By when	Outcomes and Success Criteria
Complete input of existing qualifications for all workforce.	31 Jul 2009	GOAL B (Workforce Development Plan 2008-10) – Developing workforce skills and capacity to ensure we have employees with the right skills and competencies at all levels of the organisation. Improve attainment of Level 2 qualifications to 75% of staff by 2013. Improve attainment of Level 3 qualifications to 50% of staff by 2013.
Complete actions outlined in GOAL B of the Workforce Development Plan 2008/10.	31 Mar 2011	
Complete actions outlines in Skills for Life action plan.	31 Mar 2010	

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Theme: Organisational & Operational Effectiveness – People Development and Learning		
Development Priority: Build organisational leadership and management capacity		
Key Actions	By when	Outcomes and Success Criteria
Commence delivery of Management Development Programmes (Stepping into Management and Middle Manager Development Phase 1 and 2).	31 May 2009	<p>GOAL A (Workforce Development Plan 2008-10) – Developing the organisation: achieving excellence in leadership and management.</p> <p>Improvement in qualitative outcomes measured through the Employee survey and IIP assessment.</p> <p>Improved recruitment and retention to senior posts – Staff turnover to be maintained below national average.</p> <p>Improvement across all diversity strands in top 5% of earners (measured via ex BVPIs relating to diversity in the workforce).</p>
Complete the 360-degree appraisal, or equivalent, for EMT and report findings to CMT.	30 Sep 2009	
Develop and complete a Succession Planning Policy to include plans to increase the diversity of the senior management team and report findings to CMT.	30 Sep 2009	
Commence delivery of a Leadership Programme for Directors, Heads of Service and senior managers, to include coaching and mentoring.	31 Jan 2010	
Evaluate impact of Leadership Programme and Management Development Programme.	31 Mar 2011	

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Theme: Organisational & Operational Effectiveness – People Development and Learning		
Development Priority: Successfully retain Investors In People status		
Key Actions	By when	Outcomes and Success Criteria
Retain Investors In People accreditation across the Council above Level 1.	31 Aug 2009	<p>GOAL A (Workforce Development Plan 2008-10) – Developing the organisation: achieving excellence in leadership and management.</p> <p>GOAL B (Workforce Development Plan 2008-10) – Developing workforce skills and capacity to ensure we have employees with the right skills and competencies at all levels of the organisation.</p> <p>Increased satisfaction with Council as an employer (employee survey).</p>

Service Improvement Plan (*abridged*) – 2009/2012 – Resources

Theme: Organisational and Operational Effectiveness – Focus on Residents and Customers		
Development Priority: Successful roll-out of the Access to Services Programme		
Key actions	By when	Outcomes and Success Criteria
Complete programme of access to services reviews for potential phase 2 services and make recommendations to CMT.	30 Sept 2009	Easier access to services and increased customer satisfaction (Exit surveys and Ipsos MORI ratings). Improved brand recognition of the Council.
Participate in the Corporate Integration Toolkit ICT project with two new integrations between CRM and back-office systems.	31 Mar 2010	
Open the Stockton multi-service centre.	30 Sept 2010	

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Theme: Organisational and Operational Effectiveness – Focus on Residents and Customers		
Development Priority: Corporate Customer Service Excellence Project		
Key actions	By when	Outcomes and Success Criteria
Review corporate customer service standards and publish updated guidance to intranet / internet.	31 Aug 2009	All Council services to be performing at Customer Service Excellence standard.
Achieve successful assessment of corporate customer service excellence evidence.	31 Oct 2009	Increased customer satisfaction (Exit surveys and Ipsos MORI ratings).
All services to achieve Customer Service Excellence standard.	31 Aug 2010	Kudos – national and external recognition of Council-wide excellence in customer service.