Service Improvement Plan *(abridged)*

Resources

2008/09 – 2010/11

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – People Development and Learning, Performance and Resource Management.

Development Priority: RES01 Build organisational, leadership and management capacity.

Key actions	By when	Outcomes and Success Criteria
Develop and deliver a leadership programme for Directors, Heads of Service and senior managers, to include coaching and mentoring	30.9.09	Improvement in qualitative outcomes measured through the Employee survey and IiP assessment
Review the senior organisational structure to further develop the strategic contribution of Heads of Service and deliver increased capacity at 3rd tier level	30.6.08	Improved recruitment and retention to senior posts – Staff turnover to be maintained below national average (source Employers Organisation)
Develop a total reward package to aid recruitment and retention, (including a review of PRP for Corporate Directors), initially to address difficulties in recruitment and retention at a senior level	30.6.08	Improvement in qualitative measures to assess improvements in identified skills gaps
Develop a Management Development Plan to address management development in a more strategic way at all levels of the organisation	30.6.08	Improvements in identified benchmark measures – Benchmark measures to be established in relation to leadership and management capacity by September 2009
Rerun the 360 degree appraisal, or equivalent, for EMT	30.9.08	
Commence delivery of Management Development Programme	31.12.08	

Service Improvement Plan *(abridged)* – Resources 2008/09 - 20010/11

Theme: Organisational & Operational Effectiveness – Performance and Resource Management

Development Priority: RES02 Implement Job Evaluation and Single Status

Key actions	By when	Outcomes and Success Criteria
Establish Job Evaluation Team and develop related processes and procedures for evaluating posts in the future	30.6.08	Successful implementation of a new pay and grading structure and changes to conditions of service within the cost parameters.
Process appeals arising out of the review	31.3.09	Successful implementation of a new pay and grading structure and changes to conditions of service within the cost parameters.
Evaluate effectiveness of pay, grading and reward policy against success criteria	31.12.09	Improved recruitment and retention - Staff turnover to be maintained below national average (source Employers Organisation)

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – Performance and Resource Management, People Development and Learning

Development Priority: RES03 Implement modern and fair recruitment processes, improve recruitment and retention and become an employer of choice

Key actions	By when	Outcomes and Success Criteria
Develop a strategy to increase recruitment amongst hard to reach groups and in respect of hard to fill posts. Seek appropriate approval	31.3.09	Support Council targets in relation to employment of young people in care, NEET's etc Improve employee representation across all diversity strands (ex BVPI's relating to Diversity in the workforce)
Continue to modernise the recruitment process & improve employer branding	31.3.09	Reduction in costs and in time to recruit – Baseline to be developed by March 2009

Service Improvement Plan *(abridged)* – Resources 2008/09 - 20010/11

Theme: Organisational & Operational Effectiveness – People Development and Learning

Development Priority: RES04 Improve training and workforce development

Key actions	By when	Outcomes and Success Criteria
Develop a strategic Workforce Development Plan to raise levels of skills and knowledge of all employees and a more joined up approach to development. This will include a framework which reflects and complements the workforce development plans of key partners	30.6.08	A planned and structured approach to workforce development
Undertake a skills and qualification audit to quantify existing skills, assess required skills and appropriate resources	31.12.08	A framework to assess gaps and implement a planned approach to meeting development needs Introduction of competency based recruitment and improvement in recruitment and retention - Staff turnover to be maintained below national average (source Employers Organisation) Increase in the level of basic skills – Baseline of workforce skills to be developed by March 2009
Develop a Succession Planning Policy to include plans to increase the diversity of the senior management team	31.3.09	Improvement across all diversity strands in top 5% of earners (measured via ex BVPIs relating to diversity in the workforce)

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – Performance and Resource Management, People Development and Learning		
Development Priority: RES05 Improve workforce data and employee consultation		
Key actions	**By when**	**Outcomes and Success Criteria**
Develop a Workforce Plan to provide improved management information to assist service planning and delivery	31.3.09	Success criteria from improved workforce data – better management information on which to base improvement initiatives and to ensure the Council is able to respond to potential recruitment and retention problems
Develop an Employee Engagement Strategy, which will investigate alternative mechanisms for employees to raise concerns and build continuous improvement	31.12.08	Reduction in the number of grievances – Baseline information to be developed, within HR system, by March 2009
Investigate ways to improve HR communications within the Council to managers and employees	31.3.09	Reduction in the number of grievances and disciplinary issues – Baseline information to be developed, within HR system, by March 2009

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness: Performance and Resource Management		
Development Priority: RES06 Reduce Sickness Absence levels.		
Key actions	**By when**	**Outcomes and Success Criteria**
Roll out current absence recording procedure to schools	31.12.08	Improved accuracy and quality of sickness data as new procedures rolled out, allowing better analysis of sickness trends and interventions where appropriate.
Develop a health and well being strategy to address high levels of absence and stress related illness	31.3.09	Reduction in levels of sickness absence of 0.5 days per FTE by March 2009 Reduction in absence due to work related stress

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – Focus on Residents and Customers

Development Priority: RES07 Successful roll-out of the Access to Services Programme, which seeks to turn around the way that the Council organises itself to deliver services to customers

Key actions	By when	Outcomes and Success Criteria
Complete evaluations of the trial period for extended opening hours for the telephone contact centre	31.7.08 and 31.1.09 (assuming trial continues)	• Easier access to services and increased customer satisfaction (Exit surveys and MORI ratings) • Improved brand recognition of the Council • Over 30% of Customer Services staff through Customer Service NVQ scheme • A range of performance indicators will been developed for the new Customer Services Team. Baseline data is being collected at the moment, with a view to setting improvement targets in respect of abandoned calls; call waiting times, queries dealt with at the first point of contact by May 2008 and will be monitored quarterly thereafter.
Complete integration of Pupil & Student Support general enquiries into the corporate contact centre	30.9.08	
Open the Thornaby face-to-face multi-service centre	31.3.09	

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness - Focus on Residents and Customers
Development Priority: RES08 Customer First Programme. To support Council Services as they work towards achievement of the Customer First Stage 2 criteria. To co-ordinate and control Customer First Assessments. To promote the Customer First programme, celebrate its successes and develop it further in support of the Council's goal to strive for excellence in customer service.

Key actions	By when	Outcomes and Success Criteria
All Resources services to achieve Customer First Stage 2 award	31.3.09	
To provide the appropriate encouragement, advice and support to all Council Services in their activities to achieve Customer First Stage 2, including co-ordination and delivery of the assessment process.	31.3.09	• All Council services to be performing at Customer First Stage 2 standard by 31.03.09 • Increased customer satisfaction (Exit surveys and MORI ratings) • Kudos – national and external recognition of Council-wide excellence in customer service • Reduction in external assessment recharges
Review existing Charter Mark assessment arrangements with the aim to standardise and use a single certification body for all Council Services wishing to apply for or renew certification under the new National Customer Service Standard that replaces Charter Mark. Make recommendations to CMT.	30.6.08	
Work with the certification body selected above to assess the feasibility of a future corporate assessment against the new National Customer Service Standard as the next step for the Customer First Programme. Seek appropriate approval	31.3.09	
(Assuming approved) Achieve corporate National Customer Service Standard certification	31.3.10	

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – Performance and Resource Management
Development Priority: RES09 Improve operational efficiency through delivery of new Shared Services arrangements (Stockton/Darlington Partnership)

Key actions	By when	Outcomes and Success Criteria
Partnership Go Live complete	30.9.08	Achievement of objectives set out in the Partnership detailed business case including Efficiency savings, increased capacity, resilience and improved customer service.
ICT Infrastructure developed	31.7.08	Secure connectivity in place between both councils (network links, security profiles, access & permissions etc) by July 2007
Post implementation review	30.9.09	

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Theme: Organisational & Operational Effectiveness – Performance and Resource Management, People Development and Learning

Development Priority: RES10 Develop an approach to modern ways of working, maximising technology, assets and people (Workwise project)

Key actions	By when	Outcomes and Success Criteria
Develop range of flexible working policies, procedures & facilities	31.12.08	Feasibility study undertaken including baselining around impact on: • Reduced sickness levels • Improved performance & efficiency • Improved communication • Reduced costs • Reduced Travel • Carbon Emission Reduction Improved staff retention - Staff turnover to be maintained below national average (source Employers Organisation)
Develop and implement a flexible working environment pilot	31.12.08	
Prepare a business case for rationalising accommodation, obtain appropriate approval and implement policies in a trial area. (also linked to ICT and People strategies)	31.3.09	

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Theme: Organisational and operational effectiveness – Performance and Resource Management		
Development Priority: RES11 Review and renew the Council's Procurement Strategy		
Key actions	**By when**	**Outcomes and Success Criteria**
Review and renew the Procurement Strategy at Procurement Champions Working Group, produce proposals for change and seek appropriate approval	31.1.09	To ensure all goods and services are procured to maximum benefit and optimum value for money – Corporate on-contract spend to be over 97% New strategy produced that reflects the core purpose, values and corporate aims and objectives and which will incorporate: • Value for money • Sustainability • Equality.

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – Performance and Resource Management

Development Priority: RES12 Delivery of the ICT Strategy

Key actions	By when	Outcomes and Success Criteria
Implementation of revised ICT Governance arrangements and review	31.12.08	To comply with the Cabinet approved ICT strategy and achieve its overall aims which are:
Develop a business case for the investment in workflow and mobile technologies.	31.3.09	▪ Secure remote and mobile working technologies at network and client levels
Procurement and implementation of workflow & mobility technologies.	31.3.10	▪ Sound and scalable technical ICT; designed to deliver integration
Build a consolidated, robust ICT architecture on which to implement the ICT Strategy	31.3.10	▪ Robust information management and workflow across the Council and with our partners
Development and delivery of a business change programme methodology incorporating enterprise-wide technologies.	30.6.10	See http://www.stockton.gov.uk/yourcouncil/plans/ictstrat/

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Theme: Organisational & Operational Effectiveness – Performance and Resource Management	
Development Priority: RES13 Strengthen the Council's approach to Information Governance	

Key actions	By when	Outcomes and Success Criteria
Develop and agree a programme for the roll-out of information security certification (ISO 27001) to key services.	31.7.08	Formally approved plan of certification based on priority (high risk/impact) service areas Certification for Social Care elements of CESC by March 2009
Deliver the data quality strategy and action plan.	31.12.08	• Improved data quality and associated information • Embedded data quality controls in corporate and service processes • Increased assurance with Audit Commission and other inspection regimes • Improved service provision and decision making due to improved information quality
Corporate Business Continuity Planning review and assessment of BS25999 compliance / certification.	31.12.08	• Corporate certification to the new business continuity standard given increase assurance and capability for service continuity and delivery
Deliver the records management strategy and action plan.	31.12.08	• Embedded records management processes across all services • Compliance with BS15489 Records Management Standard • Enhanced service delivery and performance • Increased assurance with Audit Commission and other inspection regimes

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness – Performance and Resource Management

Development Priority: RES14 Maximise use of enterprise applications under the custodianship of ICT (Web, Intranet, Email)

Key actions	By when	Outcomes and Success Criteria
Implement, monitor and review the revised Web Governance and Strategic Development Framework (October 2007) that incorporates the Website, Intranet, Micro Sites and Satellite Websites.	30.6.08	• Adherence to good practice in web developments (external recognition e.g. Sitemorse ranking, in relation to accessibility) • Increased confidence in the website as a key service delivery channel for the Authority (increased use of information and services provided via the Council's web site – "web hits" and customer comments)
Publish enterprise applications strategy and phased action plan incorporating lessons learned from monitoring web strategic development framework.	31.12.08	
Deliver enterprise applications action plan to an agreed timetable.	31.12.09	• Increased understanding of the functionality of the enterprise applications. • Revised approach to web and intranet development formalised through introduction of Web Strategic Development Framework by April 2008. • Standardised working practices and procedures associated with the enterprise applications developed during 2009. • Improved efficiency and effectiveness leading to enhanced service delivery

Service Improvement Plan *(abridged)* **– Resources 2008/09 - 20010/11**

Theme: Organisational & Operational Effectiveness - People Development and Learning, Performance and Resource Management

Development priority: RES15 Organisational Development – Corporate Health

Outcomes and success criteria
All services are committed to a number of Organisational Development objectives. These demonstrate how the service contributes to the achievement of the organisations 'corporate health'.

SICKNESS ABSENCE
Sickness absence remains high across the Council compared to other local authorities and therefore it is imperative that sickness is targeted for reduction. Sickness absence is measured via ex-BVPI12 and all services need to contribute to the corporate target of a reduction of at least 0.5 days lost per FTE due to sickness.

ON CONTRACT SPEND
All services contribute to making savings via better procurement. Value for money contracts have been arranged for areas of corporate spend such as mobile phones and stationery. In order to maximise savings, services have been set a target of 97% for 'on contract' spend for these contracts.

PAYMENT OF INVOICES
The Council is measured for the time taken to pay invoices. Prompt payment is important to our supply base and helps improve their cash flow, which in turn keeps them profitable and helps economic development of the locality. Payment of invoices is measured by ex-BVPI8 and all services contribute to the corporate target of at least 85% of invoices paid within 30 days by Q4.

APPRAISALS
Highly trained and motivated employees are necessary for the delivery of modern, effective and efficient services. Consequently the employee appraisal scheme has been revised and improved to ensure staff have the relevant skills and development opportunities. All services have been set a target of undertaking appraisals for at least 90% of employees.

GERSHON EFFICIENCY SAVINGS
The Council is subject to an annual 3% cashable efficiency target and many services contribute in one way or another. Services will set their targets via the forward looking Annual Efficiency Statement (April) which includes both the financial targets and any associated quality cross checks.

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VALUE FOR MONEY REVIEWS
Council services are subject to the requirement to demonstrate value for money in order to show the public that money is spent effectively. The process also feeds into the Use of Resources service block in CPA. Services subject to reviews are those with apparent high costs compared to other local authorities and the initial focus of reviews is to determine why this is the case.

PARTNERSHIP HEALTHCHECKS
New government policies and legislation frequently involve partnership working. The major policy initiatives for local government all depend for their success on effective joint working. There is a growing policy focus on area governance and service delivery at regional, sub-regional and the neighborhood level; this may involve local authorities and a variety of partners at each level. Consequently, well developed and effective partnerships are becoming an essential feature for Stockton Borough Council's success.

DATA QUALITY
The council is assessed against its corporate management arrangements for Data Quality. Good quality data is essential in supporting effective decision making at all levels across the organisation. All services are working towards improving data quality further by responding to the recommendations made following the Data Quality Audit 2007 and implementing the actions highlighted within the Data Quality Strategy.

CUSTOMER FIRST
Customer First Stage 2 launched in June 2007 aims to encourage services to strive for excellence in customer service. The programme requires every service to adopt the latest service standards and compare how it measures up against 5 key components. All services should aim reach the Stage 2 standard by March 2009.

DIVERSITY
Equality Impact Assessment
- Ensure all appropriate reports submitted to Cabinet have been subject to Equality Impact assessment
- Carry out Equality Impact Assessments of existing services. 50% in 2008/9 and 50% in 2009/10.
- Include actions developed as a result of Equality Impact Assessments in SIP or BUP as appropriate.

Training
- Ensure all employees attend corporate diversity training, in line with Council Plan targets.

Single Equality Scheme
- Achieve all relevant targets within the Race, Gender and Disability action plans

Procurement
- Utilise new procurement procedures to ensure that equality is embedded in procurement activities

Service Improvement Plan *(abridged)* – Resources 2008/09 - 20010/11

Action plan for Resources   2008/9 to 2010/11

Development priority: RES16 Achieve actions set out in various action plans from the Single Equality Scheme	
Community Strategy theme and other links: Healthier Communities & Adults, Organisational Effectiveness	

Outcomes and success criteria
Our employment policies and practices are fair and equitable, independent living is promoted and enabled, Accessibility of services to all residents and employees is improved.

Key Actions to implement the Development Priority	By when	Who is responsible
Promote participation in democratic processes by enabling disabled people, parents and carers to get involved in partnership groups etc (DAP)	Ongoing	All Heads of Service
Carry out regular equalities audits (including equal pay reviews) and implement actions. (GAP)	Ongoing	Head of Human Resources
Evaluate new posts in relation to equal pay (GAP)	Ongoing	Head of Human Resources
Provide regular management and monitoring information in relation to equalities. (GAP)	Ongoing	Head of Human Resources
Ensure all sections of the community are involved in Council work and have the opportunity to influence decisions, with a specific focus on involving males. (GAP)	Ongoing	All Heads of Service
Increase satisfaction with the way complaints are dealt with, whilst also addressing the observed gender imbalance (GAP)	Ongoing	All Heads of Service
All services to increase their understanding of how residents use their services, and tailor services to meet needs (GAP)	Ongoing	All Heads of Service
Review and develop Internet and Intranet facilities to maximise accessibility, through a variety of different sources. (DAP & RAP)	Ongoing	Head of Information and Communications Technology
Review Equality related Human Resources Policies (format, application and effectiveness).	Ongoing	Head of Human Resources
Ensure customer calls, queries etc. are responded to within agreed timescales (Customer Service Centre)	Ongoing	Head of Taxation & Admin
Promote participation in democratic processes by: Empowering and enabling people from BME communities to actively get involved in partnership groups (e.g. Stockton's BME	Ongoing up to March 2010	All Heads of Service

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Network). (RAP)		
Improve promotion of services to BME communities, including highlighting key points of contact.	Ongoing to March 2011	Head of Taxation & Admin
Ensure microphone and hearing loop systems are working at all reception points (DAP)	Annually (April)	All Heads of Service
Develop and roll out Equality and Diversity training programme for managers, officers and elected members (GAP, DAP & RAP)	Commenced 2007 & ongoing	Head of Policy and Performance and Head of Human Resources
Ensure that frontline staff have attended telephone interpretation training (RAP)	March 2008	All Heads of Service
Ensure that staff at all levels have undergone race, faith, belief and diversity training (RAP)	Phased over 3 years up to March 2010 All 1st 2nd and 3rd tier officers by March 2008	
Promote the training and development programme across the workforce to redress gender imbalances in access and perception (GAP)	April 2008 and annually thereafter	Head of Human Resources
Investigate demand for a Disabled Employee Forum (DAP)	April 2008	Head of Human Resources and Head of Policy and Performance
Undertake a feasibility study for a BME Employee & partners forum.(RAP)	August 2008	Head of Human Resources
Promote flexible working approaches within absence management procedure (DAP)	August 2008	Head of Human Resources
Develop and promote flexible working approaches including those that will impact on absence management (GAP)	August 2008	Head of Human Resources
Develop policy on collecting equality information about employees and elected members (GAP, DAP, RAP)	September 2008	Head of Human Resources
Where reading and writing in English are not essential requirements of the job, ensure that recruitment materials can be accessed in different languages / formats to meet the needs of applicants.(RAP)	September 2008	Head of Human Resources
Following the publication of the EOC guidance on procurement, the Corporate Procurement Working Group will review the Council's approach to procurement priorities in light of equality legislation (GAP)	December 2008	Head of Finance
Develop a strategy / action plan to recruit & retain people from BME communities into the workforce.(RAP)	March 2009	Head of Human Resources

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Review and develop Recruitment and Retention Strategy (DAP & GAP)	March 2009	Head of Human Resources
Improve signage to ensure it is well positioned, in an appropriate font size and is well illuminated (DAP)	March 2009	All Heads of Service
Develop a more strategic approach to recruiting BME residents including for example: • Training programmes • Volunteer schemes • Support with applications • Improved marketing • Succession Planning	March 2009	Head of Human Resources
Promote the on-line application process to BME residents	March 2009	Head of Human Resources
Review applicants for posts, as well as internal recruitment procedures, to ensure they are equally promoted and accessed by all, in addition to promoting and reviewing training	March 2009	Head of Human Resources