

Resources & Organisational Development - Service Plan 2015-16

Introduction

This Service Plan for 2015/16 sets out how the Resources & Organisational Development service will deliver the Council's key priorities and the outcomes that it intends to achieve.

The Council's vision is "**Working with our communities to sustain a thriving District**". This Service plan shows how the Resources and Organisational Development Service plans to contribute to that vision within the next year.

ROD's contribution to the Council's Vision will be realised by successful completion of the Service Area's Key Priorities:



ENC Vision
"Working with our
communities to
sustain a Thriving
District"

Corporate Outcomes

- A good quality of life (Clean, Safe, - Healthy, Prosperous and Sustainable)
- Good value for Money
- High quality Service Delivery
- Effective Partnership working
- Strong Community Leadership
- Effective Management
- Knowledge of our customers and communities
- Staff and Councillors with correct KSBs

ROD Business As Usual

- Human Resources: Recruitment, payroll, training, projects, policies and staff support.
- Corporate Support: Performance Management, Data Protection, Freedom of Information, Support for meeting Council Powers & Duties.
- Amenities: Asset Management, maintenance of assets, Grounds Maintenance Contract & supervision on behalf of the consortium, Contract valuation management for GM and Waste Contract, Facility Management
- Business Transformation: Improving efficiency council wide
- Democratic & Electoral Services: Administer and advise decision making, support for councillors, registering citizens to vote, running various elections, reprographic services and outgoing postage
- Legal Shared Service: Relationship and contract management
- Leisure: Partnership Management with Aspirations Wellbeing.

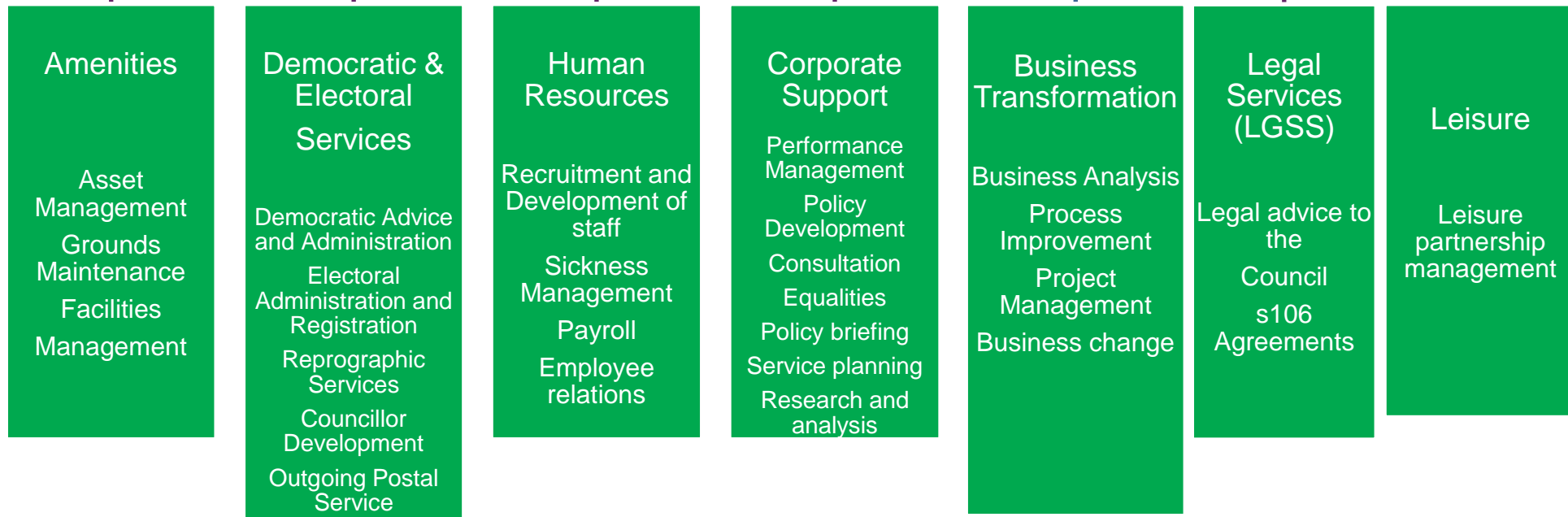
ROD Key Priorities 2015-16

- Source and appoint new Grounds Maintenance Contract
- Lease of the Red Brick Building
- Review of Council Chamber Lighting
- Elections 2015 and Councillor Induction / Development
- Review of the Council's printing requirements
- Introduction of a new Committee Management System
- Introduction of a new OD Strategy

Resources & Organisational Development - Service Plan 2015-16

Resources and Organisational Development Teams

Head of Resources and Organisational Development



Resources and Organisational Development - Key Priorities for 2015-16

	ROD Key Priority 2015/16	Description	Team	Deadline	Progress Update	Completed
Good value for money	Lease of the Red Brick Building	An external report produced by Gorrell-Barnes Chartered Surveyors has indicated that there is potential for annual income generation of £100,000 to £130,000 from lease of the Red Brick Building. A project team will be set up to research and, where a business case is established, set-up a project team to deliver this piece of work.	Business Transformation	Mar-16		
	Review of the Council's printing requirements	More and more services are going online, with this in mind, and the high cost of replacing printers, a review of all printing (print room and general) is deemed necessary.	Business Transformation	Oct-15		
	Driving forward the Council's Business Transformation Programme	The development and implementation of the councils business transformation strategy which will utilise new technology and employ new working practices to improve the way in which we deliver services	Business Transformation	On-going		
High Quality Service Delivery	ROD Key Priority 2015/16	Description	Team	Deadline	Progress Update	Completed
	Implementation of committee management system and revised business processes	The current process for administering decision-making at ENC could be improved through the use of a committee management system as a single resource for the management of all democratic and decision-making information. Subject to a business case demonstrating that such a system would be more efficient and cost effective, it is proposed that a procurement process be undertaken and implementation of a system be concluded by the end of 2015	Democratic & Electoral Services	Dec-15		
Councillors and staff with the right knowledge, skills and behaviours	ROD Key Priority 2015/16	Description	Team	Deadline	Progress Update	Completed
	Councillor induction / development	Councillor induction will be a key activity across the organisation following the May 2015 election, but will be organised by Democratic Services. The aim will be to provide new & returning councillors with the key knowledge and skills that they require as ward councillors and members of the council.	Democratic & Electoral Services	Mar-16		
	Implementation of new OD Strategy	The OD strategy will draw together strands including staff development, culture, KSBs, policies and recruitment to create a strategy to ensure ENC is capable of achieving the Corporate Plan.	Head of ROD	Mar-16		

Resources and Organisational Development - Key Priorities for 2015-16

Effective management	ROD Key Priority 2015/16	Description	Team	Deadline	Progress Update	Completed
	Source new Grounds Maintenance Contract	The existing GMC expires on 31 October 2015 so an EU tender process needs to be followed to ensure appointment of a new grounds maintenance contractor is in place ready for 1 november 2015.	Amenities	Oct-15		
	Review of Council Chamber lighting	The chamber lighting system is in excess of 20 years old, albeit the majority of the lights/lamps are operative it would be condusive to carry out a full survey of the system and provide a proposed specification for renewing all the lights with an up to date lighting system that would be energy efficient and maintenance free for a few years. Following this with a tender valuation for the same with the intention of carrying out a full replacement during August 2016.	Amenities	Survey and specification Oct. 15. Tender process Jan 16		
	Elections 2015	The combined UK parliamentary, district and parish elections are the most complex set of polls to ever be administered by ENC. The conduct and outcome of the election is set to be the subject of intense scrutiny, whilst the process is complicated through working with BCW and CBC for the conduct of the parliamentary election. The most appropriate measure of the election will be to ensure that 40 councillors are elected to ENC and all parish councillors are elected without any legal challenge.	Democratic & Electoral Services	Jun-15		
	Procure new Leisure Service Provider	Current contract with Aspirations Welling being expires 31/07/16. Our leisure procurement working party has already been established and this project will oversee the appointment of a new leisure service provider.	Head of Resources & Organisational Development	Jul-16		
	Develop and introduce new Organisational Development Strategy	Current Organisational Development Strategy is out of date and requires renewal. The strategy will take into account staff learning and development and the introduction of the new Business Transformation team and their outcomes for delivery.	Head of Resources & Organisational Development	Sep-15		

Resources and Organisational Development - Business as usual for 2015-16

Good value for money	ROD Business As Usual 2015/16	Description	Team	When	Progress Update	Completed
	Increased efficiency	Improved efficiency of processes and working practices to reduce the amount of staff time required to deliver services	BT	On-going		
	Income generation	Generation of income that contributes to council funding	BT	On-going		
	Saving money	Cashable savings from process improvement activities	BT	On-going		
	Adoption of new corporate practices for printing and postage	Subject to the outcome of print review, there will be new practices to be followed in respect of printing and postage which will depend on cultural change being recognised and accepted in order to improve efficiency and effectiveness	DES	Mar-16		

High Quality Service Delivery	ROD Business As Usual 2015/16	Description	Team	When	Progress Update	Completed
	Implementation of committee management system and revised business processes	This will require no small degree of cultural change within Democratic Services and across the council. It will be necessary to redesign processes to administer the decision making process more effectively and enhance its transparency	DES	Mar-16		

Effective Partnership working	ROD Business As Usual 2015/16	Description	Team	When	Progress Update	Completed
	Support maintenance of and changes in shared services.		OD	ongoing		

Strong Community Leadership	ROD Business As Usual 2015/16	Description	Team	When	Progress Update	Completed
	Completing the transition to IER	Transition to IER is due to complete on 30 November 2015 and the process will then become "business as usual". The Elections Team need to review business processes and procedures to ensure ongoing future success of this national change to voter registration procedures.	DES	Dec-15		
Management and administration of the Community Right to Bid framework	Ensure the council performs its duties under the Community Right to Bid Code of Practice to ensure Assets of Community Value are protected and managed correctly.	CS	ongoing and dependent on bids/applications			

Resources and Organisational Development - Business as usual for 2015-16

	ROD Business As Usual 2015/16	Description	Team	Deadline	Progress Update	Completed
Effective management	Source new Grounds Maintenance Contract	The existing GMC expires on 31 October 2015 so an EU tender process needs to be followed to ensure appointment of a new grounds maintenance contractor is in place ready for 1 November 2015.	Amenities	Oct-15		
	Ensure the publication of Performance and Scrutiny reports to the published timetable through the year.	Produce quarterly Performance Reports, hold quarterly Performance Clinics and produce/present quarterly Scrutiny Report.	CS	quarterly deadlines		
	Ensure the publication of Risk and Governance & Audit reports to the published timetable through the year.	Produce quarterly Risk Reports (within Performance Reports) and produce/present quarterly Governance & Audit Report.	CS	quarterly deadlines		
	Effective management of Freedom of Information and Data Protection requests.	Ensure FOI, EIR and Subject Access Requests are dealt with in an accurate and timely manner.	CS	ongoing with quarterly Pis		
	Ensure ENC compliance with FOIA and DPA (excluding Information Governance).	Monitor responses under FOIA and manage appropriate release of personal data. Set up training plan to provide regular training in both DP and FOI as appropriate.	CS	ongoing		
	Ensure Transparency data is published in an effective and timely manner.	Support data owners to produce required data in timely and accurate manner and ensure relevant data is accessible on the website to deadlines.	CS	quarterly and annual deadlines		

Resources and Organisational Development - Business as usual for 2015-16

Knowledge of our customers and communities	ROD Business As Usual 2015/16	Description	Team	When	Progress Update	Completed
	Collate and publish the EN Story re Equalities	Publish details of how ENC meets its duties under the Equalities Act by providing details of steps we regularly take and things we have done in past year to ensure equality between all groups of residents and all staff. This is usually done by the publication of the EN Story.	CS	Jan-16		
	Update the Equalities Objective Plan	ENC are required to have a plan to improve their delivery of an 'equal' service to all residents. The Objective plan should be updated every 4 years. Our current plan expires in April 216.	CS	Apr-16		
	Manage regular and ad-hoc consultation with the public and with staff.	Residents panel survey and management of the Residents Panel, Corporate Staff Survey, Internal Staff Satisfaction Survey (PI tracking). Management of Consultation strategy, etc.	CS	various		

Councillors and staff with the right knowledge, skills and behaviours	ROD Business As Usual 2015/16	Description	Team	When	Progress Update	Completed
	Adoption of a Councillor Development Programme	Post 2015 elections it is important that robust plans are in place for future Councillor development to ensure appropriate K,S,B's are displayed and training events are well attended.	DES	Dec-15		
	Councillors enabled to work "digitally"/paperless	This will be ongoing, but the Democratic and Election teams need to be continually working towards using less paper and, in collaboration with ICT colleagues, influencing the introduction of greater use of electronic systems to send and receive information.	DES	Mar-16		
	Launch staff development strategy and toolkit	Strategic approach to supporting learning and development at ENC.	OD	Mar-16		
	Recruitment	Ensuring that the best staff are attracted and recruited to ENC will continue to be important.	OD	ongoing		
	Review and improve HR information and guidance available on EUNICE	It is an ongoing and iterative process to ensure that staff have access to the right information presented in an easy to read and accessible way.	OD	ongoing	The learning and development page has already been updated, and the HR policies will all have been reviewed by the end of 2015.	
	Create mandatory training criteria and monitoring	A process of formalising what training is mandatory for all staff, and a how this will be monitored and enforced.	OD	Mar-16		

Resources and Organisational Development - Service Area Performance Measures 2015-16

CMT MEASURES (the measures to be reported to CMT/Councillors/the Public)

Key Priority: Delivery of successful 2015 election and Councillor induction/development programme

Measure	Corporate outcome	2015/ 16 Target	Within tolerance band	P+ CODE	Performance Owner
% of town and parish clerks satisfied with support and advice from Democratic and Electoral Services	High quality service delivery	85%	+5%	ENROD44	James McLaughlin
% of candidates and agents satisfied with Electoral Services	High quality service delivery	85%	+5%	ENROD45	James McLaughlin
Number of petitions lodged with an Electoral Court	Effective management	0%	0	ENROD46	James McLaughlin

Resources and Organisational Development - Service Area Performance Measures 2015-16

CMT MEASURES (the measures to be reported to CMT/Councillors/the Public)

Key Priority: Driving forward Council's Business Transformation Plan

Measure	Corporate outcome	2015/ 16 Target	Within tolerance band	P+ CODE	Performance Owner
Savings delivered and Income generated by the Business Transformation Programme	Council services that provide good value for money	100k		ENROD48	David Bennett

Key Priority:

Measure	Corporate outcome	2015/ 16 Target	Within tolerance band	P+ CODE	Performance Owner
% of employees who receive a PDR	Members & staff with the right KSBs	95%	85.5% - 100%	ENOD22a	Aime Armstrong
Average number of days (long term) sick per FTE (rolling 12 months))	Effective Management	2	2-3 days	BV12b	Aime Armstrong
Average number of days (short term) sick per FTE (rolling 12 months))	Effective Management	3.5	3-4 days	BV12a	Aime Armstrong
Average number of working days lost per employee (rolling 12 months)	Effective Management	5.5 days	5 - 6 days	BV 12	Aime Armstrong

Resources and Organisational Development - Service Area Performance Measures 2015-16

SERVICE AREA MEASURES (the measures which monitor team/internal performance)

Head of Service- Katy Everitt

Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target.	P+ CODE
% of staff satisfied or better with support from Legal Services	High quality service delivery	A	75%	67.5% - 82.5%	75%	75%		ENRES13U

Amenities- Richard Hankins

Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target.	P+ CODE
% of critical assets in a satisfactory condition (taken from asset register)	Effective Management	Q	100%	-10%	100%	100%		ENROD06
% of participating Town and Parish councils satisfied or better with grounds maintenance	Good value for money	A	90%	-0.1	90%	90%		ENRES04U
% of staff satisfied or better with Amenities	High quality service delivery	A	75.00%	67.5% - 82.5%	75.00%	75.00%		ENROD05

Resources and Organisational Development - Service Area Performance Measures 2015-16

SERVICE AREA MEASURES (the measures which monitor team/internal performance)

Business Transformation- David Bennett

Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target	P+ CODE
Number of BTP project milestones that meet the agreed completion date	Effective Management	Q	70%	+ - 10%	80%	90%		ENROD29
Proportion of Business Transformation toolkit documented and published expressed as a % of the agreed overall content	Effective Management	A	50%	+ -10%	100%	100%		ENROD30
% of staff satisfied or better with the Business transformation support provided	High quality service delivery	A	75%	67.5% - 82.5%	75%	75%		ENROD31
Efficiency savings expressed as the number of hours saved by process improvement initiatives completed	Council services that provide good value for money	A	100k					ENROD47
Income generated by Business Transformation Initiatives								ENROD49
Cashable Savings delivered by the Business Transformation Team								ENROD48

Resources and Organisational Development - Service Area Performance Measures 2015-16

SERVICE AREA MEASURES (the measures which monitor team/internal performance)

Human Resources- Aime Armstrong

Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target	P+ CODE
% of employees satisfied or better with ENC as a place to work	Effective Management	A	70%	63% - 77%	70%	70%		ENCP04
% of posts advertised that are successfully appointed to	Effective management	A	100%					ENROD27
% of posts advertised that are successfully appointed to on first advertisement	Effective management	A	100%					ENROD28
Number of employment tribunals lost	Effective Management	A	0	0	0	0		TENROD27
% of HR policies which are out of date	Effective Management	A	0%	10%	0%	0%	Method to be established	TENROD26
% of staff satisfied or better with Organisational Development	High quality service delivery	A	75%	67.5% - 82.5%	75%	75%		ENROD13
% of staff satisfied or better with the Payroll service (EnCor survey)	High quality service delivery	A	75%	67.5% - 82.5%	75%	75%		ENROD15
% of staff who feel they have the KSBs they need to do their role well	Members & staff with the right KSBs	A	100%	-10%	100%	100%	Add question to staff survey?	ENROD26
% of managers who feel their teams have the KSBs they need to do their role well	Members & staff with the right KSBs	A	100%	-10%	100%	100%	Add question to staff survey?	ENROD25

Resources and Organisational Development - Service Area Performance Measures 2015-16

SERVICE AREA MEASURES (the measures which monitor team/internal performance)

Corporate Support- Angela Hook

Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target	P+ CODE
Number of complaints to ico (with respect to ENC handling of FOI and DP requests)	Effective Management	Q	0	0	0	0		ENROD32
% FOI requests completed in 20 working days	Effective Management	Q	100%	-5%	100%	100%		ENROD34
% subject access requests completed in 40 calendar days	Effective Management	Q	100%	-5%	100%	100%		ENROD33
% of transparency publications completed on time	Effective Management	Q	100%	-5%	100%	100%	to include Equalities publication	ENROD35
% of staff satisfied or better with the Policy and Performance support provided	High quality service delivery	A	75%	67.5% - 82.5%	75%	75%		ENPCD13U
Number of hours spent/cost of complying with FOI requests	Effective Management	M	NA				Trackiing measure	ENROD36
Number of Subject Access Request under DP Act	Effective Management	M	NA				Trackiing measure	ENROD37
Number of hours spent complying with Subject Access requests	Effective Management	M	NA				Trackiing measure	ENROD38

Resources and Organisational Development - Service Area Performance Measures 2015-16

SERVICE AREA MEASURES (the measures which monitor team/internal performance)

Democratic and Electoral Services- James McLaughlin

Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target	P+ CODE
% of electronic (web/text/phone) responses to the annual electoral registration canvass	Effective Management	A	60%	+10%	65%	70%		ENROD39
% staff satisfaction with Democratic Services	High quality service delivery	A	85%	+10%	90%	90%		ENRES15U (A)
% of reports that are signed-off by committee report deadline (Thursday 9am)	Effective Management	Q	95%	+5%	95%	95%	Will require amendment if processes change in the event of purchase of CMS	ENROD40
% staff satisfaction with the Print Room	High quality service delivery	A	95%	+5%	95%	95%		ENROD04 (A)
% of councillors satisfied with Councillor Training and Development opportunities	Councillors and staff with the right knowledge, skills and behaviours	A	90%	+10%	95%	95%		ENROD41
% of councillors satisfied with support provided by democratic services	High quality service delivery	A	90%	+5%	95%	95%		ENROD43

Democratic and Electoral Services- James McLaughlin

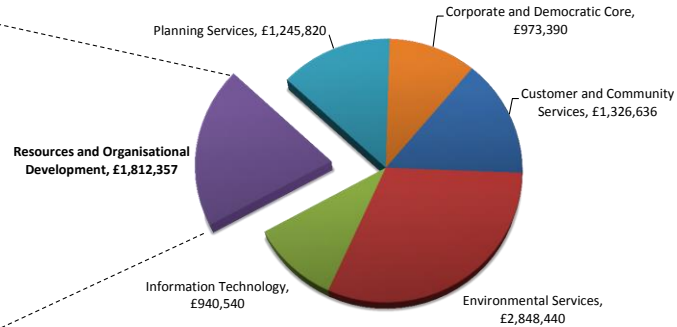
Measure	Corporate outcome	Frequency (M/Q/HY/A)	2015/ 16 Target	Within tolerance band	Predicted 2016 / 17 Target	Predicted 2017-18 target	Extra notes, e.g. Rationale for measure, for targets set, in-year variation in target	P+ CODE
% of candidates and agents satisfied with electoral experience with ENC	High quality service delivery	A	90%	+5%	N/A	N/A	Only measurable for ENC elections	ENROD42
% of policy decisions made that have not included an equality impact assessment that needed one	Effective Management	Q	0%	0%	0%	0%		ENCP02

Resources and Organisational Development

REVENUE BUDGET 2015-16

Resources and Organisational Development	£
Thrapston Offices	320,820
Democratic Representation	271,600
Democratic Services Management & Administration	206,900
Facilities Management	148,420
Business Transformation	136,920
Organisational Development Management	127,880
Performance Improvement	94,700
Electoral Administration	91,720
Printing	84,610
Resources & OD Manage	84,490
Postage	81,200
Corporate Costs	63,650
Rushden Car Parks & Dev't	43,690
Legal Services	35,000
Electoral Registration	29,390
Payroll	24,300
Other (Service lines under £20k)	84,963
Raunds Ind'l Development	-23,707
Consortium Overheads	-26,370
Kingscliffe Ind'l Development	-67,819
The Pemberton Centre	45,830
Sports Development	32,270
Nene Centre	63,310
Splash Leisure Pool	90,190
Total	<u>2,043,957</u>

Total Service Expenditure Budget 2015-16



MTFS extract

	2014-15 £	2015-16 £	2016-17 £	2017-18 £	2018-19 £
Resources and Organisational Development	1,751,850	1,812,357	1,826,030	1,839,946	1,854,109

CAPITAL DEVELOPMENT POOL 15-16 to 24-25

	15-16 £	16-17 £	17-18 £	18-19 £	19-20 £	20-21 £	21-22 £	22-23 £	23-24 £	24-25 £
Rushden Centre		50,000				30,000				
East Northamptonshire House	95,000	10,000	10,000	10,000	30,000	10,000			10,000	
Industrial Units	25,000	30,000	30,000	300,000						
Polebrook Cemeteries		10,000			10,000			10,000		
Print Room Asset Management	20,000	30,000			24,000	20,000	30,000			

MTFS assumptions

- General inflation has been removed from the MTFS
- Pay award included up to end of 15-16. 1% assumed thereafter.
- Vacancy factor held centrally within the Finance budget - will need to be distributed to services

Total Expenditure budget: £2,325k

Total Income budget: (£512k)

Changes to Revenue Budget from 14-15 to 15-16

	Technical Adjustmen t £000	Salary increase / (decrease) £000	Pay inflation £000	Contract Inflation £000	Service Pressure £000	Efficiency £000	Additional Income £000	Service Reduction £000	Net Change £000
Staff budget changes		139							139
Service charges							-22		-22
Sale of Oundle car park & depot							-44		-44
Other changes <10k	-23			-3	20	-7			-13
Total	-23	139	0	-3	20	-51	-22	0	60