

CCDS Business Plan – 2012-2015

Abstract

This document is the business plan for Customer, Community & Democratic Services (CCDS) for 2012-2015. It is intended to be read by council members, officers, and staff within the service, as well as being a public document.

The aim of this document is to set out clearly what the service exists to do, how it plans to meet its objectives and obligations, and the resources it has to ensure that this happens. There is only limited detail within the document about the day-to-day running of the operation, which will be covered in separate team plans, where appropriate. More detail, including information on service performance, can be found on the council website - <http://www.portsmouth.gov.uk/index.html>

We have followed PCC's corporate business planning guidance throughout.

1. Statement of Purpose

Customer, Community, and Democratic Services (CCDS), exists to:

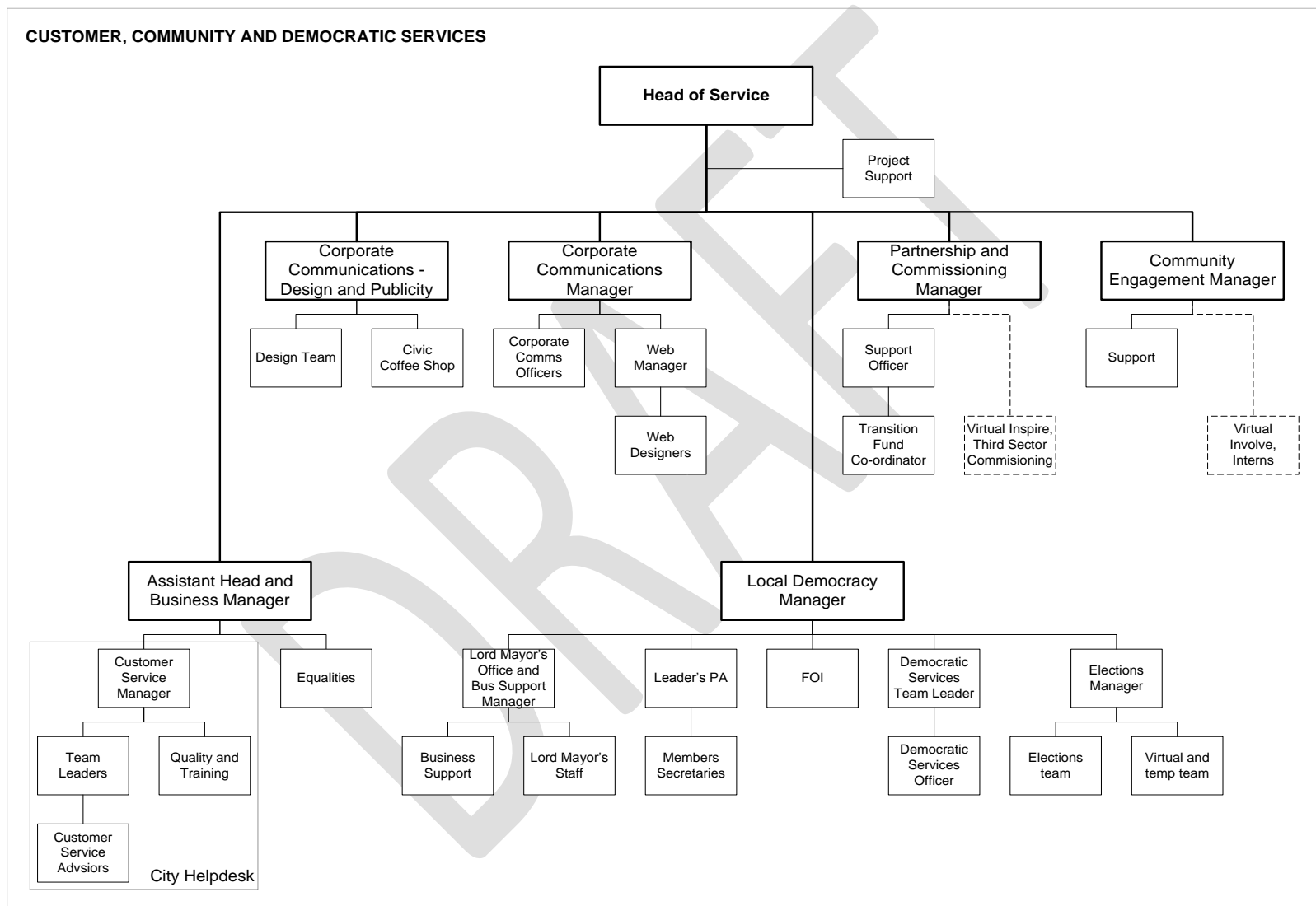
- Ensure that the views of the all of the city's residents are heard and acted upon;
- Support and enhance the role of the voluntary and community sector as a partner to PCC;
- To protect and enhance the reputation and brand of the council and to ensure that staff and customers are well-informed;
- Ensure that access to services and information is readily available to all customers and meets their needs; and,
- Enhance the strength of the democratic process in Portsmouth.

In meeting this statement of purpose, CCDS includes the following council functions:

- Business Support Team
- City Helpdesk
- Community Engagement
- Consultation and market research
- Corporate Communications and media
- Corporate Complaints
- Democratic Services
- Elections Services
- Equality & Diversity
- Freedom of Information/Data Protection
- Graphic Design and Reprographics
- Lord Mayor's Office
- Members Support Team
- Voluntary Sector Unit
- Web Team (shared team with Information Services)

Since April 2011, the service has also had responsibility for the catering offer within the Civic Offices (the View), and since July 2011, the cafe offer at Southsea Library and Customer Contact Centre. The management structure of the service as of March 2012 is shown in the chart over the page.

Service structure at March 2012 (Subject to change/updating)



2. Review

Summary of operating environment –

Customer, Community & Democratic Services (CCDS) took on its present form within the service structure of PCC in December 2009 through the merger of the former Customer Services and Democratic & Community Engagement (DACE). The basic structure and functions of the service remain unchanged since that time, though there have been several shifts of responsibilities between different managers and their teams. Further restructuring is expected during the course of the plan period in response to:

- Review of the structure of CCDS, led by the Head of Service
- Requirement to meet budget savings targets
- Further rationalisation of the council's senior structure
- Changes in legislation
- PCC's transformation programme

In terms of delivery, CCDS has implemented the vast majority of actions that were expected to be delivered within the first year of the 2011-14 business plan, and performance across the service has remained strong, despite the steep cuts in budget implemented at the start of 2011/12. Maintaining the performance of the service with reduced headcount has relied heavily on the skills and flexibility of the staff within CCDS and a willingness to deploy staff in different sections around the service at specific times to meet priority demands (eg Elections).

The service has taken a key role in PCC's transformation programme, with the overall lead on the workstream covering Customer Management and a substantial role in the Income workstream. As well as involving members of CCDS staff in project work outside of day-to-day service delivery, the programme is likely to have a substantial impact on the future shape and operating model of a number of elements of the service.

The 2011/14 Business Plan noted that despite budget cuts, the service had '*neither discontinued nor significantly reduced any of the services it offers, either to the public or to internal customers...*'. This remains the case as of early-2012, but it is highly likely that the service is reaching the limits of its ability to further reduce budget via efficiencies only.

Financial Issues – The cash limit for the service for 2011/12 was approximately £4.3 million, with income, grants, and re-charges to other services and the Housing Revenue account supporting total expenditure of around £4.9 million. For 2012/13, with reductions in core cash limit of over £200,000, the service cash limit will be significantly reduced, which is likely to be only partially compensated for by increases in income and an allowance for inflation. The future path of public spending has been clearly set out by the government in the comprehensive spending review, and as such it is unlikely that the service will be able to draw on any significant additional financial resources for the

foreseeable future. The service was able to meet reductions in funding for this year primarily through:

- Lower procurement costs (eg for print)
- Reduction in subsidy for accommodation
- Reduction in management overhead
- Some restructuring of existing teams

It is unlikely that these measures will be sufficient to meet the financial challenges likely to be faced by the service in the coming years.

Legislative/policy issues - In addition to the financial challenges facing the service in recent years, CCDS has been at the forefront of some of the legislative and policy changes brought in by the coalition government, some of which are summarised below.

Boundary reviews – The government has introduced legislation to reduce the number of Members of Parliament. In future, all constituencies will have to meet certain population size criteria, and this has potential implications for the city's two Westminster seats. Under the government's current proposals, this will result in both of the cities parliamentary constituencies changing and shape and increasing in size, including incorporating wards from neighbouring local authorities. If the changes are adopted as currently planned, this will have a significant impact on the operation of the next parliamentary election.

Localism Act – The Localism Act has a range of broad implications for local government in general, and for CCDS in particular. The act grants a range of additional powers to local authorities in terms of political management and governance, and ultimately democratic services will play a key role implementing any changes. In effect, this legislation means that the service may be required (subject to political decisions) to re-organise the council's political management structure. In addition, the Act includes the abolition of the standards regime for England, and clearly this will have an impact on local government, with implications for the role of the standards committee locally.

Police Commissioner Elections – The government has legislated for the election of local police commissioners, and the first such election is scheduled to take place in the autumn of 2012. Apart from the practical reality of the need for the service to run the process, this will also impact on the annual canvass process, which will need to begin earlier and be performed within a compressed timescale.

Healthwatch – The Health and Social Care Act 2011-12 will drastically change the way the NHS is structured both nationally and locally in the coming years. It will also have a direct effect upon local authorities, with the merging of public health with the Council and the responsibilities of the new Health and Wellbeing Board also starting in April 2013. The way local service users, carers, and communities have a voice in this new system is also being strengthened with the organisation of Healthwatch, which will take over the role of Local Involvement Networks (LINKs) and also incorporate a number of new functions. Healthwatch will act as the local consumer

champion for all Health and Social Care and is currently being developed by the service, with partners in the city, to provide the best base possible for the planned tender exercise to commence in October 2012. Healthwatch will then commence as an independent organisation in April 2013 and be contract managed by the service.

Income generation - It has long been a key part of the service's strategy to mitigate the effects of reductions in funding by seeking opportunities to generate income for PCC. To date, this has included design services, the sale of advertising in Flagship and other publications, providing print and reprographics services, and carrying out surveys for other departments within PCC. In previous years, these income streams have been heavily reliant on the rest of PCC and partners in the public sector. Our work during 2011/12 has led to a diversification of income sources, particularly in terms of advertising revenue, but also exploring the potential to raise revenue in partnership with the Portsmouth Guildhall Trust by hiring out the Lord Mayor's Banqueting Suite. This trend will continue in 2012/13 and beyond, as CCDS plays a key role in the council's transformation workstream on Income Generation.

SWOT and STEP Analysis – For this plan, we have conducted SWOT and STEP analysis via the service staff steering group, to get views from across all teams in CCDS about the key strategic challenges facing us. A summary of the feedback from staff is provided below.

Staff Steering group – SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> • Proactive Teamwork • Information Sharing • Engaged Staff • At centre of Political Hub • Good Management & Communication 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Legal Constraints • “Bitty” Service Interdepartmental Relations • Dependence on Others • Understaffing • No Time for Planning
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • Requirement to make cuts necessitates creative thinking • Income Generation 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Insufficient Funding • Lack of experienced Staff

Staff steering group – STEP analysis

<p><u>Social</u></p> <ul style="list-style-type: none"> • Public's "right to challenge" • Public attitude to Local Authorities • Effects of recession on public needs for services 	<p><u>Technological</u></p> <ul style="list-style-type: none"> • Possibility of online registration to vote/voting • More self serve through web/more online information.
--	--

<p><u>Economic</u></p> <ul style="list-style-type: none">• Recession Threat• Council Tax referendum• Business rates review	<p><u>Political</u></p> <ul style="list-style-type: none">• Possible new committee system• Abolition of standards board for England
---	---

DRAFT

3. Objectives, measures and strategies

The service objectives for CCDS are set out below, and reflect the range and diversity of activities undertaken by the service. These objectives were originally developed for the 2010-13 business plan, and have since changed very little, as the fundamental purpose of the service remains the same.

CCDS Business Plan Objectives 2012-2015

- 1) Develop and enhance PCC's approach to democracy and community engagement, ensuring that all residents feel able to have their say in ways that suit them;
- 2) Build the reputation of PCC by ensuring that residents, staff, partners and councillors feel well-informed about the council, its vision, services and outcomes;
- 3) Ensure that we know our customers' needs and expectations and challenge ourselves and others to meet them;
- 4) Provide easy access to information, advice and services for everyone;
- 5) Support the development of a thriving voluntary and community sector;
- 6) Maintain a culture of customer focus, innovation, and efficiency in CCDS; and,
- 7) Ensure the successful delivery of PCC transformation workstreams involving CCDS

The service objectives for CCDS aim to incorporate all of the strategic activities undertaken by the service, while being consistent with corporate priorities, statutory obligations, operational considerations, and the developmental needs of the service. Each objective is supported by a number of deliverables, and these are explained at some length in Section 4. All of the service's headline objectives have deliverables that are both operational (ie required in order to maintain existing services) and developmental (ie that seek to reduce costs or improve provision).

Shaping our Future – The PCC transformation programme

Along with all services at PCC, CCDS has an additional objective in 2012/13 to reflect its contribution to the authority's transformation programme. CCDS will:

"contribute towards the council's transformation programme, supporting all work-streams under the programme and working with other services to ensure that the council is able to continue to provide high quality services within a tighter financial remit".

While there is a generic supporting role that the service and its staff will be expected to perform in helping the council to deliver the transformation programme, CCDS has a more direct responsibility, in that the service is responsible for leading on the development and implementation of the Customer Management business case. Funding has been agreed for the establishment of a small project team to carry out this work, but it is likely that transformation-related activity will continue to have a significant impact on the service in future. In addition to this, the service also has important roles to play in the Income Generation and Procurement & Commissioning Workstreams, as well as supporting the whole programme through internal communications with staff.

Changes arising from the customer management workstream are likely to have very significant implications for the future role and structure of City Helpdesk, not least because of the requirement to re-model the council's existing main customer reception at the Civic Offices.

Equality and diversity

The service retains a role in corporate oversight of equalities issues, which requires CCDS to set and monitor PCC-wide standards for equalities, including impact assessments. The service is also responsible for compiling, publishing and monitoring the council's single equality scheme.

As part of its corporate role, the service will gather information on the profile of Portsmouth communities and the extent of inequality and disadvantage within Portsmouth area, and help services identify priorities across the council:

- a) Develop more effective systems for collection and sharing of statistical and qualitative data from consultations, investigations of inequalities and gaps in take-up of council services; this will assist services in identifying inequality and disadvantage;
- b) Work with our local partners to enable effective sharing of equality information and deeper analysis of equality trends in the city;
- c) Develop better consultation guidance and sharing of good practice to enable services to carry out meaningful engagement with different communities in the city to inform council projects, policies and services.

In addition, CCDS is delivering a rolling programme of Equality Impact Assessments (EIAs), encompassing all aspects of the service over a three year period. The EIAs to be completed by the service in 2012/13 are:

- Members' Services
- Access to Information (FOI/DPA/EIR)
- Voluntary sector unit
- Business support

4. Resource Plans

The pages that follow provide a more detailed overview of the service's objectives, the actions that it intends to take in support of them, and the resources required to achieve them. This includes:

Financial resources – An explanation of the budget made available to support each objective, any changes since the previous year, and any foreseeable pressures.

Human resources – An explanation of the current staffing arrangements for each objective, any skills gaps, and vacancies.

ICT – A brief overview of any ICT issues raised by the objective, outside of day-to-day office infrastructure.

Risks – A summary of any known risks relating to either the achievement of the objective, or potentially arising if the objective is not achieved.

Measures – What measures will be used to ascertain the success or otherwise of the service in delivering the objective.

CCDS Objectives – Resource Planning

Objective 1 - Develop and enhance PCC's approach to democracy and community engagement, ensuring that all residents feel able to have their say in ways that suit them

Description of objective – CCDS has key responsibilities, both statutory and non-statutory, in supporting PCC's approach to democracy and community engagement. On a functional level, the service is responsible for administering elections and managing the authority's political meetings structure and constitution. The service also has a wider responsibility to promote community engagement and democracy across PCC services and the city, including neighbourhood forums, volunteering, and consultation activities.

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Run 2012 Local Elections	Budget for local elections is around £165,000. Referendum will be funded by central government. Budget for staffing was cut in 2011/12 budget process. Further savings expected in print and software costs in 2012/13.	Staffing of core team considerably reduced at management level. Additional resources being deployed from elsewhere in the service to mitigate.	None – Implementation of new software system during 2011 was very successful	Risks associated with the running of the election contained within separate risk log.	No formal metrics. Feedback on process to be gathered from stakeholders post-election.
Support review/change of political management structure (if required)	No specific budget - work to be completed within existing resources of Democratic Services team. Any changes to the political management structure could have financial implications in respect of both the workload of the team, and as regards members' allowances.	Need to assess level of officer support required in any new structure.	No specific ICT issues	New structure will need to facilitate engagement of all members.	None - review will be a one-off project subject to both legislative change and local political decision.
Improve the effectiveness and coherence of PCC's consultation and community engagement activity	Limited operational budget	Two staff work on this area part time	Current levels of IT support available have a limiting effect on the work of the team, which needs open, wireless access. Remote working via WRAP has proved difficult to date.	Workload for available staff is very broad. Not always possible to get PCC-wide buy-in to corporate approach	No specific measures at this time – national indicators in this area have been deleted

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Respond to the Big Society agenda and Localism Bill Act	No existing budget allocated specifically to meet any new statutory duties. Need to align existing budgets with developing policy agenda. The team are also looking at sponsorship opportunities.	Events organised and run by the team tend to require the whole team at the same time, which means that scope and scale is in effect dictated by availability and workload.	Developing use of social media to promote better organisation and ownership by community groups.	Dependent upon significant corporate support.	No specific measures at present.
Develop Healthwatch and transition of LINK	Service funded on an interim basis for 2012/13	Team of 1.5 FTEs dedicated to this work.	Support needed to maintain web presence (LINK and Healthwatch) as well as flexible working requirements	Obligation to fulfil new statutory duties with regard to advocacy, complaints, and advisory services.	National specification for local Healthwatch due to be published alongside changes in legislation. Monitoring reports required for Care Quality Commission (CQC) and Healthwatch England.
Administer PCC's political management structure and processes and provide support to elected members in their roles.	Funding for both Democratic Services and Members' Support have been cut. Budget for members' allowances remains unchanged but has a structural deficit of around £20,000.	Staffing cuts as a result of recent budgets mean all teams directly supporting members have reduced officer numbers.	No specific ICT issues	Risk that reduced staffing levels cannot meet member expectations. Election could result in new cohort of members requiring higher levels of support initially.	Work ongoing to measure the effectiveness of reporting processes.

CCDS Objectives – Resource Planning

Objective 2 - Build the reputation of PCC by ensuring that residents, staff, partners and councillors feel well-informed about the council, its vision, services and outcomes

Description of objective – The council plays a major role in the life of everyone who lives and works in the city and it's vital the people of Portsmouth understand who we are and what we do. The public have a right to know what we are spending their money on, to feel involved in and be able to participate in the democratic process and have the information they need to make well-informed choices about services available to them. How well-informed people feel about the council has a proven link to how satisfied they are with the council as a whole. Through corporate communications, CCDS has responsibility for supporting services with their communications, ensuring people feel well-informed.

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Review/refresh corporate communications strategy	Delivered within existing resources	Delivered within existing resources – team at full complement	No specific ICT issues	No overall measure in place to evaluate communications, issues arising through the year affect capacity of already small team to deliver	Campaign activity evaluated against SMART objectives. Media coverage measured using equivalent advertising values
Deliver forward plan of campaigns against council and service priorities	Delivered within existing resources	Delivered within existing resources – team at full complement	No specific ICT issues	Small team vulnerable to impact of unplanned work on its ability to deliver forward plan	No specific measures
Review/refresh social media strategy	Small investment required in video camera to aid improvements to content	Delivered within existing resources – team at full complement	No specific ICT issues	No clear evaluation model for social media, changing landscape, limited capacity for training, etc.	Measured by 'likes' and 'followers'. Potential to look at click-throughs to PCC website
Review/refresh internal communications strategy	Delivered within existing resources	Delivered within existing resources – team at full complement	No specific ICT issues	Dependent upon one officer for review of work and therefore vulnerable to unavailability. Risk of issues arising beyond control of service	Campaign activity evaluated against SMART objectives intraLINK, Pulse survey results,

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Maintain effective media management	Delivered within existing resources	Delivered within existing resources – team at full complement	Need to procure new PR management software	Issues can arise beyond control of team that have significant effect on ability to effectively manage media	Media management measured against coverage tone and equivalent advertising value (EAV)
Implement PCC's Web Strategy, including new website and intranet	Specific budget agreed as part of transformation in addition to web team budget for business as usual	New website planning and build will require recruitment to a range of new posts, largely on a short-term basis	Need to review and either upgrade or replace existing content management system	Issues recruiting staff with right skills, unforeseen developments in technology/technological issues, budget	Web hits/transactions, customer recall of information on website, fewer CHD calls for information
Maintain high levels of customer satisfaction (City Helpdesk)	The budget for City Helpdesk has been significantly reduced in each of the two most recent budget processes. Savings have already been achieved by reducing management staffing, as well as cutting opening hours of the service. Limited scope for further savings on current service model.	City Helpdesk has a slightly higher rate of staff turnover than the rest of CCDS, but this is manageable at present.	Helpdesk currently uses around 27 different IT systems to support various council services. These require regular updating, placing a significant burden on Helpdesk staff and the team's training schedule. In addition to this, a new telephony system is being installed at the start of the plan period.	Further expansion of Helpdesk will place additional pressure on existing staff and may not be feasible based on existing service model.	Regular surveys of customer satisfaction levels (internal and external customers).
Publish PCC's major magazines and increase advertising income, aiming to make all cost neutral in the medium term.	Current cost of printing and distributing Flagship is roughly £130,000. This is largely offset by income, which increased to £98,000 in 2011/12	Flagship, House Talk and Term Times are written, edited, and designed by PCC staff. This is provided from within the core corporate communications team.	No specific ICT issues	Regulatory changes may limit the number of editions of Flagship that the authority is permitted to publish in any given year.	Regular measures of reader satisfaction, advertising revenue.

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Maintain PCC's in-house design service	The service experienced a significant shortfall in revenue during 2011/12, indicating a reduced requirement or ability to pay for design services across PCC. Alternative income streams are being sought. Service review will be required if financial projections do not improve by mid-year	Team is currently fully-staffed.	Medium term aim is to migrate design work to use Macs as per industry standard. Regular software updates are needed.	None, other than financial risk described.	Regular measures of customer satisfaction, and monthly financial review
Relocation of reprographics unit from PCMI to Civic Offices	Only six months into first year of operation. Lease costs of current MFDs being met by Education, which will expire in September 2012	One FTE running the repro unit, with support from design team	<p>New replacement printers required to improve efficiency of service offer and cut costs.</p> <p>Very old IT hardware in use will require replacement in 2012/13.</p> <p>MFD contract due to be re-let in September 2012</p>	Old machinery and IT means that service is not as efficient (and therefore not as competitive) as it could be	Regular measures of customer satisfaction, and monthly financial review

CCDS Objectives – Resource Planning

Objective 3 – Ensure that we know our customers’ needs and expectations, and challenge ourselves and others to meet them

Description of objective – It is vital that as a public authority, we design the services that we provide around the needs and preferences of our customers. CCDS has a key role to play in this area through the City Helpdesk, which manages over 150,000 customer contacts each year for the council, but also in terms of customer intelligence, market research, and consultation. This objective is also significant because of the role of the service in developing the Customer Management element of the council’s transformation programme.

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Drive improvement across the council, by ensuring that what we learn from our customers in City Helpdesk is turned into useful intelligence, informing process and service design.	Management cuts in previous budget rounds have meant that the service lacks capacity in this area. New market research post under transformation will help to re-build our base of knowledge	Lack of Market Research post in CCDS limits our ability to understand customer needs and preferences.	As above: re number of systems. Transformation Programme work will investigate feasibility of introducing a CRM-type system, or at least rationalising existing.	Lack of high-quality customer data prevents substantial change in process and service design.	Regular surveys of customer satisfaction.
Deliver high-quality market research and consultation services to support service improvement.	Post dedicated to this role deleted in 2011 budget round. New post under transformation programme being recruited to, but focus limited to transformation.	No post specifically engaged in market research activity (subject to recruitment)	No specific ICT issues	Lack of budget means that this area of work is being supported on an ad-hoc basis by service management. Clear risk that the service and the council will lack credible data to inform decision-making in the future if this situation is not rectified	None
Ensure that PCC and all of its services understand the needs of their customers across all equality strands	Budget allocated specifically to equalities team is less than £50,000.	Team of two officers work mainly on these issues – requires corporate support to be effective	Need to ensure that PCC makes best use of ICT to widen access to services and information.	Risk of failing to provide access to services to all customers if we cannot adequately understand and response to differing needs across all equality strands.	Progress measured via Single Equality Scheme (SES) action plan. Use of revised Equality Framework for Local Government under consideration.
Carry out regular Pulse survey of staff opinion and analyse and publish results	Delivered within existing resources	Delivered within existing resources – team at full complement	Reliant on Survey Monkey for design and delivery of survey at present	dependent on one staff member to deliver, vulnerable to other issues arising that have significant impact on staff	Staff participation in survey

CCDS Objectives – Resource Planning

Objective 4 – Provide easy access to advice, information, and services for everyone

Description of objective – CCDS has had a key role to play since 2011/12 in helping the organisation to move forward with its transformation programme, which will significantly impact upon the future of PCC's approach to a range of corporate issues, including customer management. On a day-to-day basis, this objective is about the service's role in ensuring that all of PCC's customers are able to access the council's services and information easily and by their method of choice.

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Lead on and implement programme of work for Customer Management under PCC's transformation programme	Members approved funding of over £1 million (including redundancy costs) to support this work in October 2011. Workstream is expected to deliver savings in excess of £17 million over 10-years.	Project team consists of 5-6 staff, plus management from within CCDS – recruitment ongoing at time of writing. Any staff turnover during plan period will create a risk to deliverability of the range of projects under the workstream.	Proposals developed by workstream create multiple ICT issues, which will be addressed on a case-by-case basis. Web project is a key element of workstream (see separate entry)	A separate risk log is held for this project.	Success of workstream to be measured by both financial savings and range of metrics to track non-cashable benefits.
Expand breadth and depth of City Helpdesk offering	Service has expanded in some minor areas in recent years, but there is no budget for further expansion at present. Staffing for Southsea Library and Customer Service Centre met from within existing budget.	Any further expansion will require additional Customer Advisor and management resource. Substantial expansion will make it more difficult to develop 'fully-skilled' staff.	As above – 27 existing systems – further expansion is likely to mean more systems.	Further expansion of City Helpdesk is potentially difficult on existing service model – risk of reduced customer satisfaction if advisor skills are not matched to customer demand.	Number of services, number of locations, call volumes.
Lead on customer service aspects of ground floor reception re-design	Budget for building work in ground floor reception held by Asset Management. Some funding available under Customer Management, but must tie directly to savings in service budgets	No issues	Potential to procure both queue management system and self serve terminals for revamped reception	Separate risk log to be developed as part of project plan	Customer satisfaction surveys before and after changes
Manage and improve PCC's corporate approach to complaints handling	Existing budget for one corporate complaints officer.	Reliant on one key officer – some knowledge shared with Customer Advisors	New system being developed to store complaints data (linked to Freedom of Information)	Clear risk around staffing, but more generally, limited investment being made in dealing with and more critically, learning from, complaints.	Number of complaints, satisfaction with process, Local Government Ombudsman (LGO) report.

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Implement PCC's corporate Equalities Strategy and Single Equality Scheme	Small budget for two equalities officers – no specific budget for implementation, but heavily reliant on all PCC services to implement improvements	Reliant on specialist knowledge of small team	No specific ICT issues	Risk that funding cuts mean that there is reduced corporate appetite to actively improve equalities agenda.	Completion of Single Equality Scheme outcomes. Range of measures included within strategy.
Implement PCC's Web Strategy, including new website and intranet	Specific budget agreed as part of transformation in addition to web team budget for business as usual	New website planning and build will require recruitment to a range of new posts, largely on a short-term basis	Need to review and either upgrade or replace existing content management system	Issues recruiting staff with right skills, unforeseen developments in technology/technological issues, budget	Web hits/transactions, customer recall of information on website, fewer CHD calls for information
Ensure successful integration of customer service functions from Merefield House reception into City Helpdesk	Staffing funded from Merefield budget for 2012/13, after which funding responsibility transfers to City Helpdesk	Three new staff transferred into City Helpdesk – need to cross-train with CHD advisors	Children's Services use ICS, which has not previously been used in City Helpdesk, and requires restrictions on access.	Separate risk log kept in Merefield move project plan	Range of call management measures to be developed
Provide corporate support to the organisation for Freedom of Information and Data Protection.	Budget cuts in 2010/11 mean that there is increased pressure to find efficiencies in this area and generate income. Volume of work increasing due to transparency agenda and	Small team of 2 FTEs to support very complex legislative agenda, under constant development. Service is investigating using resources across wider team to support.	New system being developed to process and store data (as above under complaints)	Ongoing requirement to maintain data security in respect of Data Protection Act.	Volumes, completion of requests within statutory timescales.

CCDS Objectives – Resource Planning

Objective 5 – Support the development of a thriving voluntary and community sector (VCS)

Description of objective – CCDS has the lead responsibility for the support and engagement with the voluntary and community sector. On a functional level, the service is responsible for providing leadership for commissioning, brokerage and partnership arrangements, volunteering, administering corporate grants programme and communications with the sector

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Respond to the Localism Act & transparency agenda – develop system for holding VCS data	No ongoing funding to support post for developing data	Contingent upon funding for development post	No specific ICT issues	Dependent upon significant corporate support.	No specific measures at present.
Support opportunities for volunteering	Resource implications to be identified - no existing dedicated resource.	No existing dedicated resource - supported by virtual network (INSPIRE)	No specific ICT issues	Lack of volunteers to support work in services if not properly co-ordinated	NI abolished - trends monitored through Inspire network
Provide central point for brokerage, advice, and support for PCC in its relationship with the VCS	Costs associated with administration and mailing met from service budget	Reliant on two key officers	No specific ICT issues	Reliance on print process for time-sensitive information. Risk of being unable to meet demand from services due to small team	Successful one-off bids, partnerships established
Implement new commissions for advice services and VCS infrastructure support. Deliver corporate grants programme	Contracts and grants funded under existing service budget	Contracts and grants managed and administered by existing staff	Grants database is currently in MS Access, which will not be supported in the future	None	Contracts are subject to KPIs through Intend
Establish relationship with GP commissioners and public health	None at present	TBC	None at present	TBC	TBC

CCDS Objectives – Resource Planning

Objective 6 – Develop a culture of customer focus, innovation and efficiency in CCDS

Description of objective – This objective aims to foster a culture within CCDS that encourages staff to be open to new ideas and to contribute to the development of the services that we provide. The service aims to have a transparent approach to decision-making, involving as many staff as possible in planning for the future. In this respect, we aim to work to the values that the service seeks to promote around community engagement and good communications. The service Staff Steering Group has contributed to the development of this objective.

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Manage two PCC catering offers (Civic Offices – the view, and Southsea Library)	TUPE arrangements and set-up costs during year one exceeded original financial forecasts. Resources under review to ensure that break-even can be achieved during 2012/13	Staff were transferred from previous contractor under TUPE. Both sites now at full staffing complement, though a service review is being conducted in order to address costs of service	None	Failure to break even following service review risks impact on CCDS cash limit	Monthly revenue vs costs, customer satisfaction to be surveyed.
Conduct a full review of service structure to ensure future ability to meet savings targets and maintain priority service provision.	As per general service review	As per general service review	As per general service review	As per general service review	On-going achievement against PCC priorities
Maintain staff steering group to help embed healthy service culture and ensure staff are well-informed	None	Staff drawn from across service on voluntary basis	None	None	Pulse survey measures of staff within service feeling well-informed
Use staff steering group to help develop service response to issues arising from surveys of staff opinion	None	Staff drawn from across service on voluntary basis	None	Issues raised may be beyond control of service	Improvements in measures in staff surveys

CCDS Objectives – Resource Planning

Objective 7 – Ensure the successful delivery of PCC transformation programme workstreams involving CCDS

Description of objective – CCDS is leading on the council's Customer Management workstream for the transformation programme and is playing a significant part in the development of the income generation workstream. The service also has a role in the procurement and commissioning programme through its links to the voluntary and community sector

Key Deliverables, measures and resource implications

Deliverable	Financial Resources	Human Resources	ICT	Risks	Measures
Increase advertising and sponsorship revenue from PCC's asset base	Advertising and sponsorship financial target set at £137,000 for 2012/13	New Business Officer now in post	Requirement for advertising and customer database	Failure to secure increase in advertising revenue greater than increase in costs	Revenue. Need to devise ways of measuring contribution made by CCDS/Income Workstream in increasing revenue for other services
Investigate and develop PCC catering organisation. Working up proposals for several PCC-run catering establishments. Project in very early stages and subject to catering consultant's feasibility reports	TBC	TBC	TBC	Projected income not realised	TBC
Deliver marketing campaigns around income generation opportunities	Some investment required in design, collateral, etc	None	None	TBC	Income generated
Deliver marketing campaign around web	Some investment required in design, collateral, etc	None	None	TBC	Channel shift achieved
Work with Commissioning and procurement workstream to ensure VCS needs taken into account	Unknown – need to determine 3-year funding levels	Unclear at this point	None	Drive for efficiency and complexity of procurement process leads to worse outcomes	Contract let

5. Governance

PCC's Local Code of Governance was updated and agreed in 2010. All services, including CCDS, are charged with upholding the six core principles of governance contained within the Local Code. This section of the business plan describes some of the ways in which CCDS will do this. In addition, the completed Internal Control Questionnaire for the service is attached as an appendix.

1. We focus on the purpose of the authority and on outcomes for the community

The service's priorities and objectives are aligned with the priorities in the corporate plan, and the service objectives are clearly matched with budgets (MTRS). The service manages performance through a range of local indicators, such as customer satisfaction and completion of tasks within target times (eg Fol, complaints). Performance against service objectives and completion of our business plan is regularly reviewed by the service management team.

The service's corporate responsibility for the equalities agenda means that we are particularly careful to ensure that we are as inclusive as possible in our work to improve outcomes for the community.

2. Members and officers work together to achieve a common purpose with clearly defined functions and roles

All staff are aware of the financial rules, and have undertaken relevant e-learning. We also have appropriate partnership agreements in place with a range of partners in the voluntary and community sector.

3. Values for the authority on good governance are promoted and upheld through high standards of conduct and behaviour

All staff are aware of policies such as the Codes of Conduct, Whistleblowing and anti-fraud policies, and all staff have undertaken the necessary training.

4. We take informed and transparent decisions, which are subject to effective scrutiny and managing risk

With corporate responsibility for both Democratic Services and Freedom of Information, CCDS ensures that all decisions are taken at the appropriate level and that we are open and transparent. All objectives included within the business plan have a summary of associated risks.

5. We develop the capability and capacity of members to be effective

All staff have received the necessary induction training, to ensure staff update their knowledge on a regular basis. In the coming year, we need to ensure that all staff receive performance development reviews, and put action plans in place where appropriate, to address any training or development needs. Key individuals are still

relied upon for particular skills, and we will need to look at how we can improve on this area.

6. We engage with local people and other stakeholders to ensure robust accountability

We carry out Equality Impact Assessments (EIAs) where necessary, to ensure we take into account all members of the community, and we ensure all relevant strategies or policy changes are consulted on. As noted in section 4 (above), we are looking to improve the coherence and effectiveness of the authority's consultation and community engagement activity during the plan period.

DRAFT