

Member Services

Service Plan 2009 – 2012

2010 Update

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1.1	Draft	Stephen McGrath	17 November 2009	Initial draft produced in consultation with Sue Daniels and team leaders
1.2	Draft	Kim Parks	7 December 2009	Second draft produced in consultation with Service Manager
1.3	Draft	Stephen McGrath	14 December 2009	Third draft produced in response to queries raised by Performance Team

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1. WHAT ARE WE HERE TO DO?

This section describes what the service will deliver, why it needs to be delivered and who it needs to be delivered to. The new Comprehensive Area Assessment (CAA) will assess how well local services are working together to improve the quality of life for local people. CAA will provide a joint assessment of outcomes for people in an area and a forward look at prospects for sustainable improvement, hence our need to understand the unique issues and challenges within our district and how we can deliver real outcomes with our partner organisations.

Background and Key Areas of Work:

To ensure that the Council's business complies with required democratic processes by providing a comprehensive Committee administration service, effective overview and scrutiny, member support and electoral registration and elections services, including the promotion of local democracy; that standards of conduct are upheld and members are provided with development and training opportunities according to their needs; and that the Council's records are properly maintained. This will be done through:

- Continuing to manage the Council's decision-making process, its Executive and the Regulatory Committees in accordance with the Constitution, including the Code of Conduct, with appropriate advice and prompt dissemination of accurate information
- Providing support for town and parish councils to ensure good practice and standards, including channels for representatives of local councils to raise and discuss topical or procedural matters
- Encouraging interest and public participation in the democratic process
- Taking forward training, development and support needs identified by members as being necessary to maximise their effectiveness and performance in their various councillor roles
- Striving for continued improvement in overview and scrutiny as an integral part of the political structure
- Maximising the inclusion of eligible voters on the Register of Electors and encouragement of turnout at elections
- Ensuring proper levels of training and resources for, and access to, electoral processes
- Keeping electoral arrangements and boundaries under review
- Advising on byelaws, orders and miscellaneous enquiries
- Maintaining accurate records and security of Council deeds and documents.

Key tasks in achieving this will be:

- Maintenance of service standards for agenda issue (7 working days), drafting and circulation of minutes (5 working days) and publication of agendas (6 working days before meeting)
- Weekly publication of Executive Decisions Digest and Members' Information Bulletin
- Monthly update and publication of Forward Plan
- Inclusion of 95% of eligible electors on Register
- Community Governance Review (review of parish/ward boundaries to reflect anomalies, envisaged population changes)
- Monitoring of overview and scrutiny, including development of community scrutiny, to reflect best practice and effective performance of Commission and new task and finish groups
- Putting into practice the requirements contained in members' Personal Development Plans; ensuring maintenance of quality of member development and successfully passing Charter Mark inspections; and aiming to achieve Member Charter Plus
- Promotion of local democracy through initiatives such as Town and Parish Council Forums and events for prospective local authority candidates
- Investigation of partnership working opportunities
- Administration of Parliamentary, European, County Council, District and Parish Council elections occurring over this period.

Supporting Information

- Breckland Council Business Plan 2008 – 2014
- Performance Management Strategy
- Medium Term Financial Strategy
- Value for Money Strategy
- Efficiency Strategy
- Data Quality Policy
- Equalities Strategy
- Risk Management Strategy
- Local Government Acts
- Representation of the People Acts and associated regulations
- Freedom of Information and Data Protection Acts

Proposed Consultation 2009 - 2012

Survey	Lead Officer	Quarter / Year	Statutory Yes / No	Target Group / Population	Purpose
Committee Services, Member Support, Member Development	Member Services Manager	4/2009	No	Councillors and staff	To identify service improvements and training opportunities
Committee Services, Member Support, Member Development	Member Services Manager	4/2010	No	Councillors and staff	To identify service improvements and training opportunities
Committee Services, Member Support, Member Development	Member Services Manager	4/2011	No	Councillors and staff	To identify service improvements and training opportunities
Committee Services, Member Support, member Development	Member Services Manager	4/2012	No	Councillors and staff	To identify service improvements and training opportunities

Local Analysis

What did consultation tell us last year – and how has this informed what activity is going to take place as a result of any consultation that has taken place during the previous year either in the Outcome or Operational section within this plan.

The only formal consultation the team would propose to undertake would be that required by statute – for example, if a Community Governance Review is either called for or imposed by the government. Other than that, we will informally consult internally on the performance of our teams in providing committee services and member development and externally on the content of town and parish council events.

As part of our duty to promote public participation in local democracy, we will publicise all elections, the need to register to vote and why, the critical dates for registration and deadlines for postal vote applications in each case.

The key challenges for us in delivering our services are:

- Adherence to the Annual Delivery and Business Plans
- Resources to act upon Member Development Charter and Charter Plus commitments

- Resources to provide statutory services and manage Council business in accordance with the constitution, to include development of the Modern.Gov decision management system
- Effective scrutiny to provide checks and balances to the Executive and to hold providers of external public services to account
- Clarification of the nature of future elections (effects of local government review)
- Timing of a general election.

Demand on services at local level are comparable with other authorities. Benchmarking takes place with local district councils and “family group near neighbours” to ensure value for money, efficiency and effectiveness (eg on cost of committee administration, members’ allowances, etc) compares favourably.

Subject to the outcome of the review process for the future of local government in Norfolk, opportunities for partnership working in electoral registration will be investigated.

What Outcomes Will We Deliver?

The outcomes of our services will be:

- To meet the Council’s statutory and procedural obligations
- To provide full support to members in training and development, research (in accordance with protocols), information, constitutional and procedural advice, diaries, management of allowances scheme and processing of claims
- To strive to promote participation in the democratic processes.

Anticipated improvements are:

- Development of members’ potential
- Increasing public interest in democracy reflected in higher levels of registration and election turnout
- Increasing interest in candidacy to district and town and parish councils
- Development of councillors’ community leadership role
- Establishment of task forces for Dereham, Swaffham and Watton
- Ward or area-based plans for members.

Our service needs to be developed by:

- Recognition of, or addressing limits on, resources and the effects of this on expanding the service
- Addressing potential areas of duplication by re-defining workloads or examining departmental boundaries (ie in local democracy initiatives, member briefing/reporting arrangements and byelaw/order making processes).

Data Quality

We will encourage the consideration of data quality throughout our work, ensuring that well documented procedures exist to define responsibilities for data collection, data entry and maintenance. There will be an ongoing review of the way in which we collect and supply data.

Data quality issues will be addressed as they arise and common problem areas will be identified, any repercussions will be considered and effective action will be taken to resolve any issues.

The following points describe our approach to data quality:

 -

How are we doing it?

The purpose of this section is to understand all of the key activities within the service. The table below shows how the activities we will deliver are linked to Breckland Council's corporate aims, as set out in the Business Plan 2008 – 2014. It also considers any links with the work of the Local Strategic Partnership, the Local Area Agreement and any associated performance indicators. Understanding these links is important to ensure we are delivering the right outcomes for local people.

Breckland Council Aims and Priorities:

<p>CA 01 - Building Safer and Stronger Communities</p> <p>CA 01.1 - Tackle anti-social behaviour CA 01.2 - Reduce the fear of crime CA 01.3 - Promote a sense of community belonging and pride CA 01.4 - Ensure that all our services are provided in a fair and equitable manner CA 01.5 - Contribute to improving the health of people who live in Breckland CA 01.6 - Reduce poverty</p>	<p>CA 02 - Clean and Green Environment</p> <p>CA 02.1 - Contribute to reducing the causes of climate change CA 02.2 - Protect and improve the local environment</p>
<p>CA 03 - Prosperous Communities</p> <p>CA 03.1 – Protect and enhance our town centres CA 03.2 – Develop flourishing rural communities CA 03.3 – Secure a decent standard of housing across the district CA 03.4 – Encourage inward investment and diversification of the local economy CA 03.5 – Promote the start-up, growth and retention of local businesses and the strengthening of Breckland's entrepreneurial culture CA 03.6 – Promote the development of a more skilled workforce</p>	<p>CA 04 - Your Council, Your Services</p> <p>CA 04.1 – Help your elected councillor to act as your community leader, champion and advocate CA 04.2 – Strengthen community consultation and involvement CA 04.3 – To involve people in the design and delivery of services that meet their needs CA 04.4 – Improve the quality and consistency of services received by customers</p>
<p>CA 05 - Entrepreneurial Council</p> <p>CA 05.1 – To Identify and maximise the full earning potential of the council. CA 05.2 – To ensure the council manages its resources well to ensure value for money CA 05.3 – Maintain strong systems of governance and business management to deliver better outcomes for local people CA 05.4 – To maximise the potential of the council's natural resources, physical assets, people and technology to meet current and future needs</p>	<p>Links with Norfolk LAA and Breckland Sustainable Community Strategy Outcomes:</p> <ol style="list-style-type: none"> 1. Thriving economy 2. Improving skills and fulfilling aspirations 3. Improving housing 4. Environmental sustainability 5. Stronger communities 6. Safer communities 7. Supporting independence 8. Improving health and well-being

2. HOW ARE WE IMPROVING?

This section provides a detailed plan of the previous section and sets out the performance indicators that will be delivered and measured over the next three years. The milestones and targets will be progressive and will demonstrate how the service area is working towards continuous improvement. This section also considers the management of risk within the service area and scheduled equality impact assessments.

The structure of this section is as follows:-

Part I: Corporate Business Plan Delivery (Change Activity)

This will comprise of the elements of project and indicator work that link directly with outcomes in our Corporate Business Plan and Sustainable Community Strategy.

Part II: Service Delivery (Key Operational Activity)

This will help us to understand how services measure and deliver value for money. It will consist of activities and performance indicators and provide clear links to objectives in appraisals, demonstrating our golden thread.

Part III: Risk Management

This will consist of key strategic and operational risks. Please refer to the Performance/Risk Management system to view existing risks and the Methodology for Assessing Risk for guidance on how to complete an effective risk assessment

Part IV: Equality Impact Assessments

This will detail all completed equality impact assessments within the service and any equality impact assessments that will need to be undertaken in the future.

Part V: Partnerships and Contracts

This will detail planned partnership monitoring activity which may be contractual or non-contractual. This will be used to assess value for money through our partnership working arrangements.

PART I – CORPORATE BUSINESS PLAN DELIVERY (CHANGE ACTIVITY)

These activities will deliver towards the outcomes of the Corporate Business Plan 2008 – 14.

Projects

DO NOT USE THIS COLUMN	Related Indicator(s)	Related Risk	Capital Programme	Council Priority	Partnership Priority or name	Project Title	Name of Lead Officer	2010/11 Milestones				2011/12 Milestones	2012/13 Milestones
								Q1	Q2	Q3	Q4	Key Milestones	Key Milestones
	N/A	R-MS 04	No	CA 04.01	N/A	EERA Elected Member Development Charter and Charter Plus	Annalisa Graziano	Preparations for Assessment	Assessment for Charter Plus (8 th September 2010)	Implement Action Plan from Assessment		Q1: Bid for External Member Development Funds(if available) Q2: Q3: Q4:	Q1: Q2: Q3: Q4:
	N/A	R-MS 05	No	CA 04.01	N/A	Hold activities for the Community to encourage people to become community leaders.	Annalisa Graziano		Prepare Action Plan for providing "Standing for Election" activities	Implement Action Plan	Implement Action Plan	Q1:Review outcome of project after the District and Parish Council elections Q2: Q3: Q4:	Q1: Q2: Q3: Q4:
	N/A	R-MS 05	No	CA 04.01	N/A	Carry out Community Leadership Events	Annalisa Graziano	Implement New Electronic Petitions Mechanism				Q1: Q2: Q3: Q4:	Q1: Q2: Q3: Q4:

PART II – SERVICE DELIVERY (KEY OPERATIONAL ACTIVITY)

These are the key activities that describe the overall nature of your business.

DO NOT USE THIS COLUMN	Related Risk	Capital Programme	Activity Title	Name of Lead Officer	2010/11 Milestones				Related Performance Indicator					
					Q1	Q2	Q3	Q4	Indicator Title(s)	Q1	Q2	Q3	Q4	
SP-MS 06	R-MS 01 and R-MS 02	No	Conduct Elections in accordance with statutory requirements	Sue Daniels	Deliver successful UK Parliamentary elections									
SP-MS 07	N/A	No	Encourage electoral registration and participation	Sue Daniels		Conduct household canvass and implement new legislation regarding Individual Registration Personal Identifier Collection (Pilots)	Publish updated Register of Electors on 1/12/10			(a) To achieve 95% return on Electoral Registration canvass published by 1 st December			95.0%	
				Sue Daniels						(b) % of participation (parliamentary) – compared to previous available data	67% (2005)			
	R-MS 03	No	Issue of Committee Agendas	Julie Britton / Helen McAleer						SI MS 01 – We will issue agendas for public meetings 7 working days prior to meetings	95.0%	95.0%	95.0%	95.0%
	R-MS 03	No	Production of Council and Committee minutes	Julie Britton / Helen McAleer						SI MS 02 – We will circulate Council and Committee minutes within five working days of meetings	95.0%	95.0%	95.0%	95.0%
	R-MS 03	No	Production of Forward Plan	Julie Britton / Helen McAleer						SI MS 03 – We will issue the monthly Forward Plan documents by target date (15 th of the month)	100%	100%	100%	100%
	R-MS 03	No	Issue of Decision's Digest	Julie Britton / Helen McAleer						SI MS 04 – We will issue a Decisions Digest Report weekly	100%	100%	100%	100%
	N/A	No	Ombudsman Cases	Sue Allen						(a) Number of Ombudsman cases	0	0	0	0

DO NOT USE THIS COLUMN	Related Risk	Capital Programme	Activity Title	Name of Lead Officer	2010/11 Milestones				Related Performance Indicator				
					Q1	Q2	Q3	Q4	Indicator Title(s)	Q1	Q2	Q3	Q4
				Sue Allen					(b) Number found as maladministration	0	0	0	0
				Sue Allen					(c) Percentage of requests for information from Ombudsman responded to within 28 days	100%	100%	100%	100%
	N/A	No	Standards Training on New Code of Conduct	Sue Allen					Percentage of Councillors undertaking "Code of Conduct" Standards Training (New Code expected in May 2010)				100%
	N/A	No	Wave 20 Citizens Panel – questions around awareness of Standards Committee	Sue Allen	Finalise survey questions	Undertake survey	Analyse Survey and Develop Work Plan						
	N/A	No	Overview and Scrutiny Function	Mark Broughton					(a) Percentage of Scrutiny recommendations put forward, agreed and actioned	95.0%	95.0%	95.0%	95.0%
	N/A	No	Decision making – Introduce Process to ensure decisions are enacted	Julie Britton / Helen McAleer	Review how it can be done on Modern.Gov	Implement proposal and roll out training		Review operation of process and identify improvements					
	N/A	No	Data Quality checks performed	Stephen McGrath	Satisfactory data quality checks performed each quarter	Satisfactory data quality checks performed each quarter	Satisfactory data quality checks performed each quarter	Satisfactory data quality checks performed each quarter	Number of Data Quality contraventions identified	0	0	0	0
	N/A	No	Collection of Corporate Indicator Data - NI 185 - Co2 reduction from local authority operations	Sue Daniels	Data collected and uploaded into appropriate software package.	Data collected and uploaded into appropriate software package.	Data collected and uploaded into appropriate software package.	Data collected and uploaded into appropriate software package.					
	R.MS 04	No	Elected Member Development and Training	Annalisa Graziano		Provide Personalised Induction Plan for Members who change their role on Council	Complete Induction Programme		(a) Percentage of newly Elected Members taking part in the induction process		75%	100%	
	R.MS 04	No		Annalisa Graziano	Start PDP Process	Complete PDP process			(b) Elected Members having agreed a Personal Development Plan	85.0%	95.0%		
	R.MS 04	No		Annalisa Graziano					(c) Number of Elected Members achieving their personal targets				50

DO NOT USE THIS COLUMN	Related Risk	Capital Programme	Activity Title	Name of Lead Officer	2010/11 Milestones				Related Performance Indicator				
					Q1	Q2	Q3	Q4	Indicator Title(s)	Q1	Q2	Q3	Q4
	R.MS 04	No		Annalisa Graziano					(d) Percentage of PDP training requests achieved			25.0%	90.0%
	R.MS 04	No		Stephen McGrath	Roll out Pilot of 360 Proposal to all Cabinet Members & Chairmen	Extend pilot to other members on volunteer basis			(e) Roll out electronic 360 portal survey (Voluntary)	25%	50%	75.0%	90%

PART III - RISK MANAGEMENT

Risks

Risk Ref No	Aim/ Priority	Risk Category	Risk Description Risk, impact & consequences	Risk Owner	Gross			Existing Control Measures including any contingency measures currently in place and working effectively (State related NI/PI/Project No)	Mitigation Plan (Action to deal with control measures not currently in place)	Action by dd/mm/yy	Net		
					Likelihood	Impact	Score				Likelihood	Impact	Score
R-MS 01	CA 04	Financial/Fraud	Error or fraudulent practice at elections; declaration of result which could lead to election petition	Sue Daniels	1	2	2	Staff training (permanent continuous professional training for full-time staff and training for polling and counting staff immediately before elections; and compliance with statutory requirements on security measures. Legal process to be followed; respond to election petition through statutory process where petition lodged within 21 days of an election.	None.		1	2	2
R-MS 02	CA 04	Reputation	Election staffing: failure to meet statutory obligations through staff shortage/inadequacy in run up to/administration of local, national and European elections.	Sue Daniels	1	2	2	Keeping updated records of staff, checking availability well in advance of known election dates. All polling staff are trained. Sue holds a reserve list of staff able to fill in at short notice.	None		1	2	2
R-MS 03	CA 04	Regulatory	Failure of modern.gov decision-making system; breakdown of system and consequences for statutory notices, diaries, scheduling of meetings and recording of member details.	Julie Britton / Helen McAleer	1	2	2	Testing and monitoring, supplier maintenance, support and training. Reversion to non-electronic processes (in place and available) for agenda issue, etc, as necessary. There is a penalty clause in the contract that gives the supplier the incentive to correct any failure as soon as possible, thus minimising any disruption. In the event of repeated failures, we will review the operation of the contract with NTe.	None		1	1	1
R-MS 04	CA 04	Reputation	Failure to achieve Charter Plus: most likely risk is decision not to proceed as a result of shared services with South Norfolk Council.	Annalisa Graziano	1	1	1	Project is within current work commitments and these will be reviewed when a decision on shared services is taken corporately.	None		1	1	1
R-MS 05	CA 04	Reputation	Community Leadership Events: most likely failure is the Members and/or public not participating in the events provided.	Annalisa Graziano	1	1	1	Members are fully involved in the preparation and delivery of projects to encourage participation. The success of the events is measured and actions taken to improve future activities.	None		1	1	1

PART IV - EQUALITY IMPACT ASSESSMENTS

A) EQIA's Undertaken

Function	Policy	Key Contact	Date Undertaken	Next Revision Date	Conclusion

B) Planned EQIA's

Function	Policy	Key Contact	Deadline Date	Revision Date	Purpose

PART V – PARTNERSHIPS AND CONTRACTS

These arrangements may be formal or informal and should be delivering aspects of your service. These will be monitored to demonstrate value for money and effective performance.

Partnership Name	Partnership Type <small>Contractual / Non-Contractual</small>	What does the partnership deliver on behalf of your service?	BDC Contact	Breckland Financial Commitment		Governance Arrangements in Place?	Measures In Place? <small>(e.g KPI's, SLA's)</small>
				£	Other Resources <small>(e.g. officer time)</small>	Yes / No	Yes / No
East of England Regional Assembly Member Development Network	Non-Contractual	All local authorities in eastern region have come together to work with EERA and Inspire East to identify and delivered subsidised regional Elected Member training and networking events.	Stephen McGrath	None	Officer Time	Yes – events arranged through Steering Group	Internal measures only to evaluate success of events

3. SUMMARY OF FINANCIAL INFORMATION

This section gives an overview of the service area budget for the next three years, the budget will relate to planned projects and activities. The growth bid information details the amount that will be requested and how this money will be used to drive improved performance within the service area in order to deliver improved outcomes for local people. Efficiencies are an important part of ensuring that the authority is using its resources in the most effective and efficient ways possible, and also to ensure that we are achieving value for money.

A) Financial Management

	Approved Budget 2010 - 11	Indicative Budget 2011 - 12	Indicative Budget 2012 – 13
Base expenditure budget	1,443,820	1,490,470	1,357,390
Plus growth bids (see below)	0	0	0
Less savings (see below)	0	0	0
Income earned	(154,740)	(4,260)	(4,160)
Net Budget	1,289,080	1,486,210	1,353,230

B) Growth Bids

Year	Reason	Partner Impact	Corporate Performance Impact	Measurable Outcomes	£ Revenue	£ Capital
2010/11						
2011/12						

C) Savings and Efficiencies

Year	Reason	Partner Impact	Corporate Performance Impact	£ Revenue	£ Capital
2010/11					
2011/12					

D) Value for Money Quadrant

Directorate: Organisational Development
Cost Centre No and Description: 056 0000 300 Member Services
Service Area: Member Services

Budget	2008/09 Outturn	2009/10 Budget	2010/11 Estimate
Gross Expenditure	69	1,259,820	1,182,700
Gross Income	0	(1,820)	(320)
Nett	69	1,258,000	1,182,380

Notes:

Staffing	2008/09 Outturn	2009/10 Budget	2010/11 Estimate
Gross Pay	0	359,850	338,760
FTE's	0.00	10.39	10.19

Notes:

Reduction in fte is caused by a post which has been transferred to Capital on 29.6.09 which was split over many cost centres.

Value for Money and Efficiencies

	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
<u>1. Linked to Corporate Priorities %</u>	0%	0%	0%	100%	0%
<u>2. Statutory/Discretionary %</u>	50/50%				

	2008/09 Outturn	2009/10 Target	2010/11 Estimate		2008/09 Outturn	2009/10 Target	2010/11 Estimate

3. Effectiveness				C. Service Transformation			
				1			
A. Impact of Service				2			
We will issue agendas for public meetings 7 working days prior to meetings	95%	95%	95%	3			
We will circulate Council and Committee minutes within 5 working days of meetings	95%	95%	95%	4			
We will supply information to the Local Government Ombudsman within 28 days	100%	100%	100%				
We will issue monthly Forward Plan documents by target date	100%	100%	100%	4. Cost / Efficiency			
				A. Cost of service per head of population		10.38	9.74
B. Satisfaction							
1							
2							
3							
4							

Key to Priorities

- Priority 1 - Building Safer and Stronger Communities
- Priority 2 - Clean and Green Environment
- Priority 3 - Prosperous Communities
- Priority 4 - Your Council, Your Services
- Priority 5 - Entrepreneurial Council

4. TEAM STRUCTURE

Member Services
Department
1st December 2009

