



# CORPORATE SERVICES

# SERVICE PLAN

April 2012 - March 2013

Executive Members:

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(Final Version – June 2012)

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## **Glossary**

ACE	Assistant Chief Executive
BSol	Borough Solicitor
BT	Borough Treasurer
CO: CS	Chief Officer: Customer Services
CO: FS	Chief Officer: Financial Services
CO: HR	Chief Officer: Human Resources
CO: IS	Chief Officer: Information Services
CO: P	Chief Officer: Property
DCS	Director of Corporate Services
HDRS	Head of Democratic & Registration Services
HCEE	Head of Community Engagement & Equalities
S&PO	Strategy & Partnerships Officer

# Section 1: Services included in this plan

The Corporate Services Department contains eight separate sections responsible for Finance, Information and Communication Technology, Legal Services, Human Resources, Democratic and Registration Services, Corporate Property, Customer Services and Community Engagement and Equalities.

A wide range of functions and activities are carried out within each of these sections, but falling into three main categories:

- Direct public services (e.g. customer services, revenue collection, electoral registration)
- Core management responsibilities (setting standards and ensuring that the organisation functions legally within a robust financial framework and acts as a good employer and that it promotes equality and community cohesion)
- Support to service departments (providing advice and support to front line departments on a wide range of issues and projects, such as IT and property)

## **Customer Services**

The Council needs to have an effective range of ways for customers and residents to contact the council to obtain or provide information, make a service request or make a payment.

Customer Services is the first point of contact for the public with the Council and includes the access channels of reception, telephony services, email and the web. The service deals with around 80% of enquiries to the Council including general enquiries from the public for information, and service requests about a range of services, including waste and recycling, landscaping and trees, highways, school admissions, the e+ card and licensing. Customer Services also includes:

- Revenue Services, responsible for the billing and collection of Council Tax and Business Rates and Cashier Services.
- Web Services, responsible for the public website and the staff intranet.

## **Democratic and Registration Services**

The Democratic and Registration Service is at the heart of local governance. The Service manages core local government functions and supports elected members in both their traditional and emerging roles in order to meet community needs and priorities. Democratic Services manages the Council's formal democratic processes and provides a range of support, information and development activities for elected Members. The Section also supports the Council's key partnership boards and manages the education appeals processes. Electoral Registration is responsible for registering electors and conducting elections and referenda. Registration Services is responsible for Civil Registration (Births, Deaths and Marriages) and the conduct of civil ceremonies including citizenship ceremonies and non-statutory celebratory services. Registration Services also provides the Tell Us Once Service and Nationality and Settlement Checking services. .

## **Community Engagement and Equalities**

The Community Engagement and Equalities team coordinate the work on engagement and consultation across the Council and manage community centres and development work with new communities. The team also leads the coordination of the work on Community Cohesion across the Council and the Equalities Scheme which supports the achievement of the Council's equalities targets.

## **Finance**

The Council faces significant financial challenges as described by the medium term financial plan. It is important, therefore, that the Council has robust financial processes. The Finance section provides financial advice, financial monitoring, accounting, budgeting, banking, auditing, payroll, insurance, creditors and debtors. In addition to these financial services, the section also manages procurement. The section is divided into the following specialist areas: Corporate and Advisory Service, Accounting and Budgeting, Payroll, Treasury Management, Risk Management and Insurance, Internal Audit and Corporate Procurement.

## **Legal Services**

Every major function and service of the Council is closely regulated by statute. For the Council to fulfil its functions and deliver its services it is, therefore, essential that it has high quality legal advice available to it. This is especially so in an era of extensive legislative change, restricted resources and an increasing willingness to challenge decisions relating to allocation of resources. Within this framework the main areas are as follows: Corporate Legal Work, Planning and Litigation, Contracts and Conveyancing, Social Services, Education, Employment Law and Data Protection, Freedom of Information and Information Management.

## **Human Resources**

The Council's human resources policies can help service delivery in the most cost effective way. This entails a strong emphasis on high levels of personal and professional performance through forward looking policies, employee appraisal, appropriate financial rewards and development opportunities. The key activities of the section include; advising on organisational development and workforce planning issues, policy development, industrial relations, contractual and employment law advice, occupational health and welfare, corporate health and safety advice and enforcement with a centralised training unit providing management development and a wide range of learning and development activities across the Council.

## **Information and Communications Technology (ICT)**

ICT is a key enabler of the delivery of a significant number of Council services and it is vital that the Council's use of information and data is in accordance with regulations.

This section is responsible for all aspects of ICT service delivery and provides support to all of the Council's service departments. It works within a corporate framework set by the Council's Information and Communication Technology Strategy. The section has specific teams responsible for providing a service desk, server, desktop and communications operational support, development services, , along with setting strategic direction and project support and acting as a centre of expertise for business process re-design. There are also a number of services provided externally through third party contracts.

## **Corporate Property**

Effective asset management is important to effective service delivery and can support the drive for efficiencies in use of assets. Corporate Property provides a comprehensive property service to the Council, leads the cross service Asset Management Group and manages key elements of the town centre regeneration project.

The Property Services Team manages and maintains a significant investment portfolio of commercial property with an income in excess of £2m. The section carries out property valuations, maintains the Council's property records system and

advises and manages acquisitions and disposals of property in order to support the services provided by the Council.

The Building Group provides a comprehensive building surveying service across the Council, dealing with repairs and maintenance tender documentation, project management for capital projects and negotiating final accounts.

The Operations Unit encompasses Transport, Postal services, Couriers, Print Room and the Facilities team which undertakes all facilities management at the Council's town centre offices and the Commercial Centre.

## Section 2: Where we are now

### **Customer Services**

Customer Services provides the key Council customer access channels through reception areas, telephone, e-mail and the web-site. The service has recently participated in a Socitm benchmarking club which showed broadly average costs with good levels of service.

Customer satisfaction surveys show that over 90% of those surveyed found the service provided by Customer Services through the telephone Contact Centre as good or better, against a target of 80%.

Our website is popular with residents and our goal is to keep the new website as current and accessible as possible. The Better Connected study undertaken by Socitm has put our site in the top 20 in the country with 43% of residents using the site.

A key element of the recently approved Customer Contact Strategy is the development of a Channel Strategy for the Council to reduce cost whilst monitoring satisfaction.

Revenue Services have successfully migrated to a new system in the last year. The service is a member of the CIPFA Benchmarking group for council tax and business rates. Revenue Services are accredited with the quality standard ISO 9001: 2000.

### **Democratic and Registration Services**

Democratic Services has consistently provided effective support to deliver the Council's partnership and neighbourhood agendas. The amount of information provided online has increased and the extensive electronic availability of agendas and minutes has led to a sustained reduction in the circulation of paper copies, supporting environmental and cost reduction initiatives. In addition the year on year increase in the number of meetings supported by the team and in the number of admission appeal hearings has continued.

The Council received Charter Plus status for outstanding work in respect of member development, becoming the first Council in the South East to do so. A full programme of democracy and governance activities was delivered, including a number of sessions with Be Heard and the publication of councillor profiles on the website.

Democratic Services regularly liaises with its users (Members, Officers, external partners and press) to ensure that their needs are met; in particular to ensure that documentation is supplied in a timely fashion and in the required format.

Feedback forms are circulated at committee and council meetings seeking public views on the meeting arrangements and following education appeal hearings.

Democratic Services took part in a number of benchmarking exercises and will be reviewing some aspects of their work as a result.

The Electoral Registration Team successfully delivered the Borough/Parish elections and the Referendum on voting arrangements in May 2011 and preparations are underway for the Police and Crime Commissioner election on the 15 November 2012. The annual canvass to compile the 2011/2012 Register of Electors had a 98.56% response rate on publication on 1 December 2011.

The Registration Team have introduced two new services: a Change of Name Deed Service and a Settlement Checking Service and began offering the Tell Us Once Service to the bereaved from November 2011.

### **Community Engagement and Equalities**

The Directorate takes the lead across the Council for Community Cohesion and Engagement and Equality and Diversity matters. The purpose of this is to harness activity from the whole Council to improve the cohesion of the whole community, with a backdrop of increasing diversity within the borough.

The small Community Engagement and Equalities team work closely with members of the Bracknell Forest Partnership's Community Cohesion and Engagement Working Group, to maximise limited resources by coordinating and increasing the effectiveness, efficiency and impact of community cohesion, engagement and equalities work in the borough. In 2010 the Council attained the Achieving level of the Local Government Equality Framework and was recognised for its improved performance and strong commitment to equality issues. The team also manages the Council's community centres and supports the Community Associations that run them.

Our performance on Community Cohesion measured by the Place Survey 2008, showed that 82% of local people believe that people from different backgrounds get on well together. This result was significantly higher than the all-England average of 76% placing Bracknell Forest in the top quartile nationally. The 2006 result for this target was 81%, which demonstrates that performance has been maintained against a backdrop of a significant increase in diversity within the borough and the economic downturn.

The Institute of Community Cohesion (ICoCo) was commissioned in October 2010 to provide the Council and our partners with a wider picture of changing faith, ethnicity, community and cohesion in the Borough. This confirmed that Bracknell Forest has high levels of community cohesion and good community relations, while the mix of faiths, nationalities and ethnicities is changing and there is a relatively high level of population turnover in Bracknell Forest.

The 2008 Place Survey results were less strong for community engagement; the number of people who feel they can influence decisions is 1% below the national average of 29% and worse than local result of 30% from 2006. 9% of people have been involved in civic participation in last year below national average of 14% and bottom quartile.

The Council came second highest amongst 149 upper tier local authorities in England in a National Survey of Third Sector Organisations conducted by Ipsos Mori on behalf of the Cabinet Office for creating an environment for a thriving third sector in 2009. The survey asked Bracknell Forest's third sector organisations how positive an influence local statutory bodies had over their success.

A resident's survey to be conducted in 2012-13 will provide updated performance information on community cohesion and engagement.

## **Finance Services**

The government's spending plans provide a challenging backdrop against which the Council must develop balanced budgets over the medium term. The team has recently been very focussed on preparing the Council's budget strategy.

Sound financial processes are in place, evidenced by robust budget setting, effective budgetary control and an unqualified audit opinion on the statement of accounts. The team recently successfully completed a major upgrade to the Council's financial system.

Finance is a regular participant in benchmarking clubs, most recently procurement, creditors and treasury management and these help to inform future organisational changes.

Users of the finance service are largely internal and their expectations are established through informal discussion and feedback. Specifically:

- the annual schools survey provides positive feedback on a range of services (e.g. payroll and insurance);
- client questionnaires following the completion of an internal audit generally show a satisfactory response, and
- the district auditor has provided complimentary feedback about the quality of work through his Annual Audit Letter and through presentations to the Governance and Audit Committee.

The procurement function is being continually improved and a recent review by IESE has provided the momentum to move towards a more effective category management approach, to deliver savings, which is now underway.

## **Legal Services**

The Section provides extensive support and guidance on major procurements. Planning and Adult Social Care; each generate considerable volumes of legal work. Data Protection, Freedom of Information and legal advice on Data Security has been a growth area and that trend is expected to continue. There is a developing need for specialist employment law advice. Legal work to facilitate the Town Centre re-development remains the top priority of the section. The recent Localism Act and other legislation will require a significant amount of work to evaluate and disseminate. Most major land disposals are handled in-house and the Council's conveyancing lawyer has been especially busy throughout the past two years.

The large majority of the work of the Legal section is client-department demand led. Almost without exception, the feedback which the section receives about its services is positive. Each year the Borough Solicitor or an Assistant Borough Solicitor attends meetings of the client departments Departmental Management Teams to receive their views on legal services and their thoughts on future demand for Legal Services.

## **Human Resources**

The large scale project to introduce a new pay and rewards structure through the implementation of a revised job evaluation scheme is ongoing. All the job measurement has been completed and the work on a new pay structure is underway. Major resources are still required to progress the project and there are continuing discussions with the unions.

The function has participated for the first time in the CIPFA Benchmarking club in 2011 the results of which were very positive and showed it overall to be cost effective which is valued by managers who access the service; there are areas for improvement which will be addressed in the coming year.

There has been a need to reassess the Council's staffing structures now needed to balance the budget in a very challenging financial environment; the function is at the forefront of managing the Organisational Change Protocol to implement the changes.

A significant part of the HR and Learning & Development assessment of service department requirements is through regular interaction with those departments via the HR Heads of Service mechanism, the Corporate Development forum and the quarterly Chief Officer liaison process.

The Learning & Development function works closely with the corporate body on new approaches to providing relevant services e.g. a middle management competency framework agreed by CMT in late 2010 has been put in place to help meet the organisation's requirements for improving manager's skills and knowledge in key areas.

The Health and Safety function has established a network of internal meetings with departments (and schools) to liaise directly on matters affecting them and to also be used as a problem solving forum.

### **ICT Services**

ICT Services has completed a number of large projects in the past 12 months, most notably the migration from Novell GroupWise to Microsoft Exchange/Outlook. This marks another key milestone in the move to a Microsoft based infrastructure.

ICT Service users are internal and their expectations are met by discussion and service review and feedback. The results of a customer satisfaction survey undertaken by Socitm for the authority in 2009 showed the service is well thought of and highly rated it had the highest customer satisfaction score for a unitary authority. This full survey of all users is undertaken every two years and was repeated in 2011. All customers are given the opportunity to feed back on the service received from the ICT helpdesk as a matter of course.

The authority will be looking to get maximum value from its current IT investment and the current priorities are set out in the ICT Strategy 2012 – 2015.

### **Property Services**

Corporate Property leads a cross Department Asset Management Group in order to ensure property assets are used efficiently and where applicable disposed of to the Council's advantage. Potential sites are currently being considered for recommendation for disposal to support the capital programme.

The team is currently working very closely with Adult Social Care and Health in working up options for the delivery of the Older Person's Accommodation Strategy.

The function has participated for the first time in the CIPFA benchmarking club, and the overall results were positive with broad satisfaction shown by service users. There are areas for improvement which will be addressed in the coming year.

The team is providing advice to other departments to ensure property is used and managed efficiently and is heavily involved in the town centre regeneration project and the Council's Office Accommodation Strategy.

The Property Services Team is putting considerable emphasis on minimising property voids and maximising the income from the commercial portfolio. Feasibilities are being carried out to assess the potential for sale of a number of sites and some sites are being marketed for disposal.

In 2012 the Building Group are implementing a new model of operation following external review. The model is based on a core team concentrating on asset management, reactive maintenance and service contracts and a project management service for Capital Works, which includes Capital Planned Maintenance. The team holds ISO9001 accreditation.

The Integrated Transport Unit, part of the Operations Unit, has carried out annual parental satisfaction surveys on home to school transport since 2008. These have shown a consistently high level of satisfaction with the service averaging 92% either very satisfied or satisfied over three years. 93% of survey respondents were either very satisfied or satisfied with their driver and 85% with their escort. The unit also provides Social Care transport, dial a ride for residents with a Learning Difficulty, fleet management and pool cars for staff.

## Section 3: Service Delivery

All Indicators which will be reported through the Department's Quarterly Service Report are as follows:

Ind Ref	Short Description	Q4 actual	2011/12 Target	2012/13 Target
<b>Customer Services</b>				
L051	Percentage of Council tax collected in year	97.40%	Q1 – 29.40% Q2 – 57.20% Q3 – 85.30% Q4 – 97.70%	Q1 – 29.4% Q2 – 57.2% Q3 – 85.0% Q4 – 97.5%
L052	Cumulative percentage of Council Tax collected for the previous year at 31 March	98.99%	99.00%	99.00%
L053	Percentage of business rates collected in year	98.60%	Q1 – 37.00% Q2 – 64.00% Q3 – 90.00% Q4 – 99.00%	Q1 – 37.0% Q2 – 64.0% Q3 – 90.0% Q4 – 98.0%
L054	Cumulative percentage of business rates collected for the previous year at 31 March	99.85%	98.5%	98.5%
L055	Satisfaction level expressed in survey of telephone contact with Customer Services	93.70%	90.00%	Q1 – 90.00% Q2 – 90.00% Q3 – 90.00% Q4 – 90.00%
L056	Percentage of calls answered within target	83.70%	80.00%	Q1 – 80.00% Q2 – 80.00% Q3 – 80.00% Q4 – 80.00%
<b>Democratic and Registration Services</b>				
L057	Percentage of agendas published 5 clear days prior to a meeting	100.00%	100.00%	Q1 – 100.00% Q2 – 100.00% Q3 – 100.00% Q4 – 100.00%
L058	Percentage of minutes published within 5 clear days of a meeting	68.00%	65.00%	Q1 – 70.00% Q2 – 70.00% Q3 – 70.00% Q4 – 70.00%
L060	Percentage response to the annual canvass	98.56%	98.00%	98.00%
<b>Community Engagement and Equalities</b>				
NI 001	Percentage of people who believe people from different backgrounds get on well together in their local area (Biennially (every two years))	N/A	N/A	83%
NI 004	Percentage of people who feel they can influence decisions in their locality (Biennially (every two years))	N/A	N/A	30%
NI 006	Participation in regular volunteering (Biennially (every two years))	N/A	N/A	22%
NI 023	Perceptions that people in the area treat one another with respect and consideration	N/A	N/A	30%
<b>Finance</b>				
BV 008	Percentage of invoices paid within 30 days	92.0%	95.00%	Q1 – 95.00% Q2 – 95.00% Q3 – 95.00% Q4 – 95.00%
L064	Debt outstanding as percentage of gross debt (Quarterly)	11.00%	12.00%	Q1 – 10.00% Q2 – 10.00% Q3 – 10.00% Q4 – 10.00%
L065	Return on investments	0.96%	0.90%	Q1 – 0.5% Q2 – 0.5%

				Q3 – 0.5% Q4 – 0.5%
<b>Legal Services</b>				
L084	Number of section 106s completed	17		N/A
L085	Amount of money recovered in debt collection	174,129	Q1 – £30,000 Q2 – £30,000 Q3 – £15,000 Q4 – £25,000	N/A
L086.1	Percentage of Freedom of Information requests refused because information is publically available	12%	N/A	N/A
L086.2	Percentage of Freedom of Information requests refused because the time limit would be exceeded	5%	N/A	N/A
L086.3	Number of Freedom of Information requests received	249	N/A	N/A
L087	Percentage of time recorded as chargeable time	14	20%	70%
L088	Number of leases completed	64.00%	N/A	N/A
<b>Human Resources</b>				
BV 012	Average number of working days lost to sickness, Council wide	7.64	6.90	6.75
BV 014	Percentage of early retirements as a percentage of total employees, Council wide	0.67%	0.20	N/A
L066	Top five percent earners – women, Council wide	35.60%	32.00%	32:00%
L067	Top five percent earners - minority ethnic communities, Council wide	4.64%	4.50%	4.50%
L068	Top five percent earners - with disability, Council wide	4.64%	6.00%	6.00%
L069	Percentage of ill-health retirements, Council wide	0.20%	0.05%	N/A
L070	Percentage of employees with a disability, Council wide	1.55%	2.00%	2.00%
L071	Percentage of black and ethnic minority employees, Council wide	3.89%	4.00%	4.50%
L072	Gender pay gap, Council wide	18.25%	18.00%	18.00%
L073	Average number of off the job training days per employee, Council wide	3.4	3.5	3.5
L074	Average amount spent on training per employee, Council wide	375.00	£375.00	£350.00
L130	Percentage staff turnover, Council wide	19.09%	11.50%	N/A
L131	Percentage of staff leaving within one year of starting , Council wide	34.57%	20.00%	20.00%
<b>Information and Communications Technology (ICT)</b>				
L078	ICT User satisfaction - service user survey	5.25	5.19	5.25
L079	Resolution of reported ICT incidents	91%	94%	94%
L080	ICT Project management - 5 metrics	93.00%	80.00%	80.00%
L082	ICT service availability - percentage of time service is available for use	99.25%	100%	Q1 – 99.00% Q2 – 99.00% Q3 – 99.00% Q4 – 99.00%
<b>Corporate Property</b>				
BV 156	Percentage of buildings open to the public which are suitable for and accessible to disabled people	83.00%	87.80%	90.00%
L059	Percentage of post sent second class	97.00%	95.00%	Q1 – 95.00% Q2 – 95.00% Q3 – 95.00% Q4 – 95.00%

L075	Number of commercial property voids	3.98	8.00%	6.00%
L076	Planned maintenance spend	88.50%	Q1 – 12% Q2 – 37% Q3 – 64% Q4 – 95%	Q1 – 12% Q2 – 37% Q3 – 60% Q4 – 95%
L077	Staff Cleaning Surveys result carried out every six months	Q1 - 68.94% Q3 – 70.95%	N/A	Q1 – 68% Q3 – 68%

Note: Key indicators are identified by shading

## Section 4: Medium Term Objectives and Key Actions

<b>MTO 1: Regenerate Bracknell Town Centre</b>				
Work with the Bracknell Regeneration Partnership and other landowners to deliver comprehensive regeneration, including work to:				
<b>Ref</b>	<b>Key Action Description</b>	<b>By when</b>	<b>Lead Officer</b>	<b>Links to related strategies/plans</b>
1.9 implement an Accommodation Strategy to rationalise the number of buildings used by the Council				
<i>Supported by the following sub-actions</i>				
1.9.1	Implement accommodation Strategy to rationalise the number of buildings used by the Council	31/03/2013	Programme Manager	Accommodation Strategy
1.9.2	ICT work plan to support new ways of working and Accommodation moves	31/03/2013	CO: IS	ICT Strategy Accommodation Strategy
1.9.3	Corporate Property to manage all building contracts resulting from implementation of Accommodation Strategy and to arrange disposals in accordance with the Development Agreement..	31/03/2013	CO:P	Accommodation Strategy
1.9.4	establish Time Square as the primary town centre reception service area by moving customer-facing staff currently in Easthampstead House to the ground floor of Time Square north	31/03/2013	CO: CS	Accommodation Strategy

<b>MTO 11: Work with our communities and partners to be efficient, open, transparent and easy to access and to deliver value for money:</b>				
<b>Ref</b>	<b>Key Action Description</b>	<b>By when</b>	<b>Lead Officer</b>	<b>Links to related strategies/plans</b>
11.1 ensure services use resources efficiently and ICT and other technologies to drive down costs				

<i>Supported by the following sub-actions</i>				
11.1.1	procure and implement regional Public Service Network through project Unicorn in conjunction with other local authorities	31/10/2012	CO: IS	ICT Strategy
11.1.2	ensure Council buildings are fully utilised, dealing with vacant accommodation as appropriate, taking into account market conditions and other possible Council uses	31/03/2013	CO: P	Asset Management Plan

11.2 ensure staff and elected members have the opportunities to acquire the skills and knowledge they need

<i>Supported by the following sub-actions</i>				
11.2.1	review the Member Development Strategy and deliver a comprehensive Member Development Programme	31/03/2013	HDRS	Member Development Strategy
11.2.2	create a minimum of six new e-learning packages available in the Council's e-learning zone per annum	31/03/2012	CO: HR	Workforce Development Strategy
11.2.3	deliver a minimum of one Institute of Leadership and Management award programme for managers at both level 3 and level 5 per annum	31/03/2013	CO: HR	Workforce Development Strategy

11.3 publish information about the Council to promote openness and cost-effectiveness and accountability

<i>Supported by the following sub-actions</i>				
11.3.1	Increase published information on Council web pages for frequently requested Freedom of Information (FOI) data	31/07/2012	Bsol	Information Management Strategy
11.3.2	complete review of position on data sets in Data Transparency Best Value Guidance and implement recommendations from the Information Management Group	31/10/2012	Bsol	Information Management Strategy

11.4 ensure residents have fair access to the services they need

<i>Supported by the following sub-actions</i>				
11.4.1	develop Equality Scheme 2012-16 action plan and monitor its implementation	31/03/2013	HCEE	Equalities Scheme
11.4.2	carry out a feasibility study to increase access to marriage/civil partnership ceremonies outside core hours	31/03/2013	HDRS	Localism Act
11.4.3	Corporate Property to continue implementing the programme to improve public access to Council buildings to 90%	31/03/2013	CO: P	Asset Management Plan,  Equalities Scheme

11.5 develop appropriate and cost effective ways of accessing council services

<i>Supported by the following sub-actions</i>				
11.5.1	identify where "avoidable contact" with customers exists and take appropriate action to minimise waste in processes	31/03/2013	CO: CS	Customer Contact Strategy  Contact Channel Strategy
11.5.2	extend the range of online and	31/03/2013	CO: CS	Customer Contact Strategy

	transactional services which may be used by customers on a 24/7 basis to support channel shift			Contact Channel Strategy
11.5.3	use automated speech recognition with the telephony system to improve speed of access to service	30/09/2012	CO: CS	Customer Contact Strategy Contact Channel Strategy

11.7 work with partners and engage with local communities in shaping services

*Supported by the following sub-actions*

11.7.1	develop a new Partnership Community Engagement Strategy	31/03/2013	HCEE	Community Engagement Strategy
11.7.2	implement the Council's new approach of the Neighbourhood Engagement	31/03/2013	HCEE	Community Engagement Strategy
11.7.3	Implement corporately consultation software to improve the transparency and quality of consultations	31/03/2013	HCEE	Community Engagement Strategy

11.8 implement a programme of economies to reduce expenditure

*Supported by the following sub-actions*

11.8.1	update the Medium Term Financial Strategy to include changes to the local government finance regime, strategic policy changes and lead on the development of the Council's annual budget	31/03/2013	BT	Medium Term Financial Strategy
11.8.2	monitor the delivery of the annual budget and produce the financial statements, having regard to	30/09/2012	BT	Medium Term Financial Strategy

	recommendations made by the external auditor			
11.8.3	implement the necessary organisational change processes in line with service changes	31/03/2013	CO: HR	
11.8.4	Develop proposals to help the Council produce balanced budget in 2013/14	March 2013	Director of Corporate Services	