North Somerset Council

Report to the Partnerships, Corporate Organisation and Overview Management Policy and Scrutiny Panel

Date of Meeting: 21 July 2022

Subject of Report: Corporate Services Annual Directorate Statement 2022/23

Town or Parish: YES

Officer/Member Presenting:
Amy Webb, Director of Corporate Services/S151 Officer

Key Decision: NO

Reason:
Information item

Recommendations
That the panel consider the Corporate Services Annual Directorate Statement for 2022/23 and the commitments made both organisational wide and directorate wide for the year ahead.

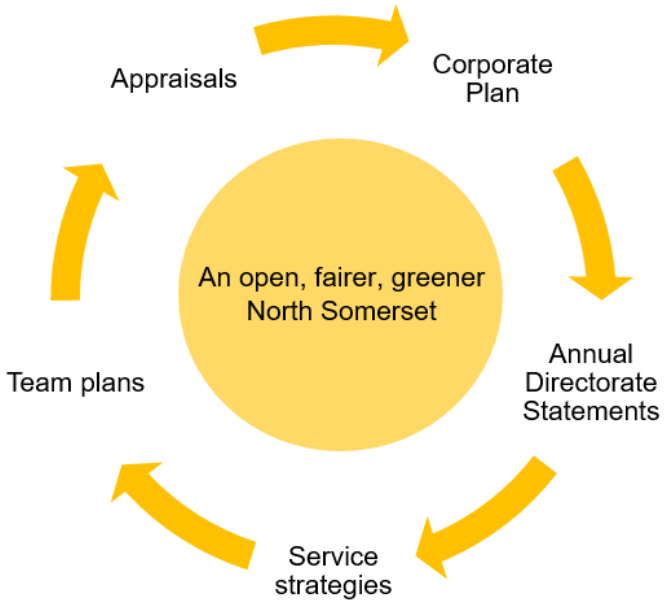
1. Summary of Report

Our business planning process sets out how we are going to achieve the aims and priorities we have identified in the Corporate Plan and ultimately how we will work towards a vision of an **open, fairer, greener** North Somerset. Business planning begins with the Corporate Plan. Everything we do as an organisation should link back to this. The plan guides our work and explains why we are focusing on specific areas.

Fig 1.1: Corporate Plan summary

From the Corporate Plan we develop Annual Directorate Statements. These are the business plans for each directorate and outline the key commitments for the year ahead. Annual Directorate Statements are developed in consultation across each directorate and then inform service strategies, team plans and appraisals.

Fig 1.2: Business planning summary



2. Policy

The Corporate Plan is the council's over-arching strategic document. It guides all cross-council policy and strategy development.

Following on from the publication of the Annual Directorate Statements each year, a Performance Management Framework (PMF) is developed, including risk registers. This framework is updated and reported quarterly.

3. Details

The 2022/23 Corporate Services Annual Directorate Statement can be found in Appendix 1. Commitments within it are both business-as-usual/service improvement and transformational to give a 360-directorate view of activity and progress.

Fig 1.3 gives a summary of all organisational-wide commitments and directorate-wide commitments. Commitments specific to the various service areas in Corporate Services can be found in Appendix 1.

Fig 1.3: Corporate Services ADS summary

Organisational wide commitments:	
Type	**Commitment**
Business as usual/service improvement	Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.
Transformation	Deliver the Climate Emergency Strategy and contribute via directorate action plans.
	Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.
	Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.

	Improve the customer journey across all channels by ensuring we have the right tools in place and that residents are well informed and engaged.
	Respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper.
	Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.
	Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying out values to act with integrity, respect each other, innovate, care and collaborate.
	Deliver the People Strategy action plan for 2022/23.
	Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.
	Deliver the Digital Strategy delivery plan for 2022/23.

Directorate-wide commitments:	
Type	**Commitment**
Business as usual/service improvement	Ensure we have strong internal relationships with directorates and have effective processes in place to manage demand within available resources.
	Work effectively with the North Somerset Environment Company (NSEC) ensuring good governance and support across finance, HR and legal.
Transformation	Improve governance processes internally (including democratic, finance and procurement) to empower staff and reduce administrative burdens, linked in with the overall corporate support services offer for the directorates
	Deliver the Corporate Services directorate climate emergency action plan and deliver to timescales.
	Lead on delivering the actions in the Accommodation Strategy and embed new ways of working across the organisation.

The Performance Management Framework is the primary and over-arching framework to understand the organisation's performance. It follows a simple process where for each commitment we ask:

- What is the outcome we expect?
- How will we know if we have achieved it?
- What (if any) are the risks to achievement

Projects that contribute to the commitment (and their milestones) are identified alongside any outcome measures (KCPIs). They are all considered in the context of the SMART matrix:

Fig 1.4: developing the PMF

Specific	Measurable	Attainable	Relevant	Time bound
S	**M**	**A**	**R**	**T**
G	O	A	L	S
What exactly are we trying to achieve?	When will we know we have achieved it?	It is possible for us to achieve it?	Does it contribute to our Corporate Plan aims?	Are we being clear on timescales?

4. Consultation

The Corporate Plan was developed in consultation with the whole organisation and with residents. Annual directorate statements are developed in consultation with managers for each directorate and are shared with all staff for review.

5. Financial Implications

The Annual Directorate Statements are developed alongside the Medium-Term Financial Plan (MTFP) to ensure that the commitments made are within the resource envelope for the year ahead.

Monitoring the effectiveness of our financial management is then embedded within the Annual Directorate Statements. All statements include a commitment as follows: *Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.*

Costs

N/A

Funding

N/A

6. Legal Powers and Implications

N/A

7. Climate Change and Environmental Implications

All statements include a commitment as follows: *Deliver the Climate Emergency Strategy and contribute via directorate action plans.*

8. Risk Management

Risk management is embedded within the business planning framework. Once the commitments have been identified for the year ahead, directorate-wide risk registers are developed. These seek to ensure we are aware of any challenges to achievement of the commitments. They are updated and reported quarterly alongside the PMF. These risks then feed into the Strategic Risk Register which is also updated and reported quarterly.

9. Equality Implications

The PMF identifies which commitments are ‘equality commitments’ and these are updated and reported quarterly. All statements also include a commitment as follows: *Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying out values to act with integrity, respect each other, innovate, care and collaborate.*

10. Corporate Implications

Business planning is important to ensure we are achieving the aims and priorities within the Corporate Plan.

11. Options Considered

N/A

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Background Papers:

- Corporate Plan: https://www.n-somerset.gov.uk/sites/default/files/2022-03/corporate%20plan%202020-24.pdf
- Corporate Plan action plan and strategic risk register: https://app.powerbi.com/view?r=eyJrIjoiOGYyYzVjODAtNDFjNy00ZGUzLTljOWMtODYyNTkwYjI4OTk2IiwidCI6ImNjODFhYjIwLTNjMzYtNDUyZS1hZWE1LWI3N2IyZmRlNmZmMyJ9
- Corporate Services Annual Directorate Statement 2022/23 (Appendix 1).

Appendix 1:

North Somerset Council

Open, Fairer, Greener

Corporate Services Directorate Annual Directorate Statement 2022/23

Background

The services we provide have an impact on every resident and business in the area, not just today but in the future too. We perform best when we are clear about what we are trying to achieve. That's why good business planning is so important.

Our business planning process sets out how we are going to achieve the aims and priorities we have identified in the Corporate Plan and ultimately how we will work towards a vision of an **open, fairer, greener** North Somerset.

Business planning begins with the Corporate Plan. Everything we do as an organisation should link back to this. The plan guides our work and explains why we are focusing on specific areas. From there, Annual Directorate Statements outline the key commitments of each directorate for the year ahead to show how we will contribute to the Corporate Plan.

Annual Directorate Statements should then be used to inform Service Strategies, Team Plans and appraisals. More information and templates can be found here.

North Somerset Council

The Corporate Plan

OUR VISION An open, fairer, greener North Somerset

North Somerset COUNCIL

Open
We will provide strong community leadership and work transparently with our residents, businesses and partners to deliver our ambition for North Somerset.

Fair
We aim to reduce inequalities and promote fairness and opportunity for everyone.

Green
We will lead our communities to protect and enhance our environment, tackle the climate emergency and drive sustainable development.

Our priorities

A thriving and sustainable place

- A great place for people to live, work and visit
- Welcoming, safe and clean neighbourhoods
- To be a carbon neutral council and area by 2030
- A transport network which promotes active, accessible and low carbon travel
- An attractive and vibrant place for business investment and sustainable growth
- A broad range of new homes to meet our growing need, with an emphasis on quality and affordability

A council which empowers and cares about people

- A commitment to protect the most vulnerable people in our communities
- An approach which enables young people and adults to lead independent and fulfilling lives
- A focus on tackling inequalities and improving outcomes
- Partnerships which enhance skills, learning and employment opportunities
- A collaborative way of working with partners and families to support children achieve their full potential

An open and enabling organisation

- Engage with and empower our communities
- Empower our staff and encourage continuous improvement and innovation
- Manage our resources and invest wisely
- Embrace new and emerging technology
- Make the best use of our data and information
- Provide professional, efficient and effective services
- Collaborate with partners to deliver the best outcomes

Our values

- We act with **INTEGRITY**
- We **RESPECT** each other
- We **INNOVATE**
- We **CARE**
- We **COLLABORATE**

[Link to the Corporate Plan]

[Link to the Action Plan, Performance Management Framework and Strategic Risk Register]

North Somerset Council

This Annual Directorate Statement

This Annual Directorate Statement gives the commitments that have been made organisational-wide i.e. every directorate will help contribute towards them and those that Corporate Services directorate have made to help achieve the priorities and aims within our Corporate Plan in 2022/23. These commitments are both business as usual/service improvement and transformational to give a 360 directorate view of our activity and progress. Commitments are either directorate wide and so led by the Director Amy Webb, or aligned to the lead service and led by the Assistant Director or Head of Service.

Corporate Services directorate has the following services:

- Legal and Democratic Services (Nicholas Brain, Assistant Director)
- Business Insight, Policy and Partnerships (Emma Diakou)
- Financial Management (Melanie Watts)
- Marketing and Communications (Vanessa Andrews)
- People Services (Su Turner)
- Procurement (Mark Roddan)
- Support Services (Stuart Anstead)

Progress against these commitments will be monitored through the 2022/23 Performance Management Framework which includes the directorate's risk register.

North Somerset Council

Organisational wide commitments

Progress on these commitments are reported to Directorate Leadership Team, Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Organisational wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Ensure effective financial management across the directorates including a balanced budget at year end and delivery of MTFP savings.	Budgets are balanced at year end and any identified MTFP savings have been delivered.

Organisational wide transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the Climate Emergency Strategy and contribute via directorate action plans.	An in-year reduction in the carbon footprint of our area and our organisation, contributing to the long term Climate Emergency Strategy objectives.
Deliver the Joint Health and Wellbeing Strategy action plan for 2022/23.	We will improve the health and wellbeing of North Somerset residents with a focus on those with the poorest outcomes. `
Deliver the Empowering Communities and Reducing Inequalities action plan for 2022/23.	We will work with our communities, empowering them to engage with us and helping to reduce inequalities.
Improve the customer journey across all channels by ensuring we have the right tools in place and that residents are well informed and engaged.	Residents are well informed about the services the council offers, feel they are able to influence their development and delivery, and are satisfied with the job we do.
Respond to national policy opportunities in the coming year to tackle inequalities including the Levelling Up Whitepaper.	Ensure that we are responding to national policy changes, mapping to the business planning framework where possible, and delivering specific projects identified.
Develop the directorate transformation programmes for 2022/23 linked in to MTFP planning.	All directorates have transformation programmes in place for 2022/23 which are aligned to the themes set by CLT and contribute to the 2023/24 budget gap.
Ensure we are an inclusive organisation, meeting our equalities duties, and exemplifying our values to act with integrity, respect each other, innovate, care and collaborate.	We will develop an equalities monitoring framework cross council and deliver any identified actions for improvement.
Deliver the People Strategy action plan for 2022/23.	We will deliver our plan for the current and future workforce, including how we will develop the capacity, capability and wellbeing of our workforce, ensuring the effectiveness and efficiency of our services and creating a high-performance culture.
Deliver the actions in the Accommodation Strategy for 2022/23 and embed new ways of working across the organisation.	New ways of working are embedded that allow staff to work flexibly. This improves the work of the council, staff wellbeing and reduces our carbon footprint.
Deliver the Digital Strategy delivery plan for 2022/23.	North Somerset is a digitally enabled area that makes the best use of technology and opportunities to innovate.

Directorate wide commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Our directorate wide business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Ensure we have strong internal relationships with directorates and have effective processes in place to manage demand within available resources.	Directorates are satisfied with the service they receive from support services and feel well supported across all areas.
Work effectively with the North Somerset Environment Company (NSEC) ensuring good governance and support across finance, HR and legal.	Good governance arrangements are in place with NSEC and we provide effective finance, legal, HR and payroll support.

Our directorate wide transformational commitments:

Our commitment	What is the outcome we expect?
Improve governance processes internally (including democratic, finance and procurement) to empower staff and reduce administrative burdens, linked in with the overall corporate support services offer for the directorates.	Staff across the directorates agree that governance processes are more streamlined and easy to navigate.
Deliver the Corporate Services directorate climate emergency action plan and deliver to timescales.	The action plan contributes to the organisational wide Climate Emergency Strategy and reduces our carbon footprint both organisationally and individually.
Lead on delivering the actions in the Accommodation Strategy and embed new ways of working across the organisation.	New ways of working are embedded that allow staff to work flexibly. This improves the work of the council, staff wellbeing and reduces our carbon footprint both organisationally and individually.

Insight, Policy and Partnerships commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
To provide an innovative and effective business intelligence service.	All services across the council, partner agencies and communities have access to the data and insight they need, are able to access interactive dashboards where possible.
To provide an effective business planning, performance management and risk management framework.	All services across the council have a business plan that guides their work and are able to access interactive dashboards where possible which shows the outcomes of that work and how it contributes to the Corporate Plan.
To provide an effective consultation and research framework.	All consultations and research projects follow best practice and are legally compliant.
To provide partnership support including work with Town and Parish councils.	Partnership work is mapped with engagement schedules developed.
To provide strategy support across the council including development of a community of practice.	There is a strategy toolkit available including best practice templates and services are supported in their strategy development.
To continue to develop the Programme Management Office.	The PMO is fully launched, there are toolkits available including best practice templates and services are supported in their project development and delivery development.

Transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the Empowering Communities and Reducing Inequalities Transformation Programme.	The Empowering Communities Strategy and action plan is delivered including the Community Renewal Fund, Wellbeing Partnerships and Voluntary Sector Capacity.
Align our PMO front door with our business and performance management framework, and our assurance activity to ensure a 360 degree view.	Senior managers have a 360 overview of their service activity and can see where there are opportunities and challenges to delivery.
Develop and implement a Data Strategy and action plan linked in to the Information Management Strategy.	A Data Strategy is developed alongside a roadmap for improvement.

Finance Service commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Update MTFP processes including defining the roadmap and outcomes.	An action plan created that defines stakeholders, timeframes and agreed outcomes required to deliver the MTFP.
Prepare and monitor the budget and ensure effective business partnering across the council.	Budgets are balanced at year end and any identified MTFP savings have been delivered.
Prepare for the implementation of social care reforms.	Prep work is undertaken and the council is ready for any implementation.
Ensure good oversight and governance of funding arrangements with the Clinical Commissioning Group (CCG).	Partnership working ensures good oversight which feed into budget monitoring.

Transformational commitments:

Our commitment	What is the outcome we expect?
Develop a framework for monitoring the Capital Strategy and programme within new governance processes.	There are a range of processes created and shared across the organisation which embeds new monitoring arrangements, establishes routes to feasibility funding, a route to approval, and underpins the formulation of the updated strategy.
Contribute to the improvement of governance processes internally.	Review and update Financial Regs within the Constitution, changed to reflect business need, streamlined and improved governance.
Provide support to enable the council to maximise the benefits to be gained from participation in the DfE's Safety Valve Project.	Ensure that the High Needs System is put on a sustainable footing.

Legal and Democratic Services commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
To provide an innovative and responsive legal service.	Directorates are satisfied with the service they receive from legal services. Cases are delivered to appropriate timelines in line with third party (e.g. court) requirements and where resources allow the aspirations of directorates.
Improve canvass returns to improve accuracy of Electoral Register.	Increased percentage of completed canvass returns on 2021/22 return rate.
Preliminary preparations for 2023 elections.	Elections materials and equipment updated and prepared in readiness by year end.
Process ad hoc by-elections and referenda.	All ad hoc events delivered to statutory deadlines and requirements.
Support to all Municipal Meetings.	All meetings delivered in conformity with statutory deadlines and requirements and the requirements of our constitution.

Transformational commitments:

Our commitment	What is the outcome we expect?
Review use of Modern Gov functionality and implement identified improvement.	Use of additional functionality with the system to improve organisational efficiency with a focus on self-serve options if available.
Elections preparation considering the requirements of the Elections Bill.	Any changes introduced by the Elections Bill currently before parliament to be implemented swiftly following royal assent.

Marketing and Communications commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
To provide support on communications as needed across the organisation including channel management operation, comms planning and support and delivering subject matter expert comms in support of organisational development.	This approach will help us maximise opportunities to share with our communities progress in delivering the council's vision while also managing the reputational impact of activities that may be unpopular. If successful our residents should be well informed about the council's priorities.
To provide support on organisational development.	Colleagues will have access to information to support them in delivering their roles in line with the council's values, policies and ambitions and good practice will be recognised and celebrated.
To provide an effective graphic design service.	The visual output of the organisation will be of a high standard, will support the council's vision and will ensure a clear, consistent and easily identifiable visual identity for the council in line with corporate branding.

Transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the Communications Strategy Action Plan.	The delivery of the action plan will enable the organisation to fulfil the objectives set-out in the Corporate Communications Strategy 2021-23.

People Services commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
To ensure a timely and accurate payroll.	Payroll is delivered on time and as expected.
To provide an innovative and effective HR service.	HR services are delivered across the organisation, supporting directorates as needed.
To provide an effective and robust Health and Safety service.	Health and Safety services are delivered across the organisation, supporting directorates as needed.
To provide a robust learning and development offer including member development.	There is equality of opportunity across the council for staff and member learning and development. All mandatory training is completed.
To develop a member induction framework.	Ensure a full programme of induction is in place ready for the upcoming elections.
To ensure the council is compliant with its equalities duties and these are embedded across the organisation.	The organisation shows high compliance against the Equalities Framework and any actions identified in year are completed.

Transformational commitments:

Our commitment	What is the outcome we expect?
Review how we recruit staff across the organisation and implement the action plan for improvement.	Agreed and implemented future model for the delivery of recruitment work, including a developed employer brand, use of social media and other non-traditional recruiting methods, focusing on hard to fill roles, using remote recruitment and selection methods, implemented an effective onboarding process, simplified transactional work.
Improve how we report on organisation health including HR measures such as mandatory training, sickness absence, disciplinary, grievance and turnover at service levels.	Dashboards for all services as well as organisation being used for information and to identify any areas of concern.
Deliver the new healthy workplaces accreditation scheme.	We have become an accredited employer and are assisting other employers in North Somerset to achieve the same.
Implement a coaching and mentoring scheme.	We have trained coaches/mentors and supervisors and the scheme is being utilised by our staff.

Procurement commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Identify and agree specific Social Value (TOMs) in all procurements.	Measurable Social Value committed and delivered by our suppliers.
Work with Services on a business partnering basis to tender and award contracts as required.	Robust, compliant contracts offering value for money. Services happy with the service they receive from the Procurement Team.
Provide support to Major Projects and Development teams in delivering key contracts as agreed.	Contracts for capital projects delivered to agreed schedules.
Support services to deliver their contract related savings targets.	Savings delivered against Procurement Savings Methodology.
Implement process change/training from new procurement regulations and roll out cross organisation.	The council is fully compliant with new regulations and maximises the opportunities arising from them.
Drive quarterly Contract Management monitoring and reporting process including engagement with DMTs and CLT.	DMTs receive useful information on key contracts.
Undertake ongoing Spend Analysis for all transactions over £25k and share with directorates.	Areas of noncompliance and aggregation opportunities identified on an ongoing basis.

Transformational commitments:

Our commitment	What is the outcome we expect?
Implement process change/training from new Procurement Regs.	The council is fully compliant with new regulations and maximises the opportunities arising from them.
Review Social Value outputs after 12 months and make appropriate changes.	Social Value commitments and deliverables aligned to Corporate Plan aspirations.
Identify preferred option for Support Services Partnership post Sep 2025.	Preferred model for Sep 2025 onwards identified.

Support Services commitments

Progress on the BAU/service improvement commitments are reported to Directorate Leadership Team. Transformation commitments are reported to Corporate Leadership Team, Executive members, Scrutiny Panels and to the public.

Business as usual and service improvement commitments:

Our commitment	What is the outcome we expect?
Ensure robust contract monitoring for the Support Services contract.	The council has a clear understanding of the quality of service delivery and information to allow for early intervention.
Protect the cyber-security of the council.	Avoidance of service interruption for residents and staff, and the protection of data assets.
Provide a sustainable, maximised income stream for the council via council tax and business activity.	Effective maximisation of revenue incomes.
Provide a robust system of support for the provision of benefits.	Timely financial support is provided for financial vulnerable residents.
Provide a robust system of support for welfare.	Effective crisis support to our residents preventing extreme hardship.

Transformational commitments:

Our commitment	What is the outcome we expect?
Deliver the actions in the Digital Strategy - 2022/23 delivery plan.	North Somerset Council is a digitally enabled area that makes the best use of technology and opportunities to innovate.
Deliver the actions in the ICT Strategy - 2022/23 delivery plan and review against WoW.	Get the basics right and deliver reliable and high-performing ICT systems, data and developments to delivery improvements.
Deliver the actions in the Information Strategy - 2022/23 delivery plan.	Establish control and knowledge of unstructured data, reducing costs and ensuring that only necessary records are retained.
Deliver the actions in the Customer Services Strategy - 2022/23 delivery plan.	Residents can effectively report problems, are well informed about the services the council offers, feel they are able to influence their development and delivery, and are satisfied with the job we do.
Deliver the capital programme and software replacement projects.	Successful delivery of the agreed projects to ensure business continuity across the organisation.
Improve revenue collections via enhanced debt recovery.	Reduction in debt and arrears levels for council tax, NNDR and Sundry Debt.

Queries to business.planning@n-somerset.gov.uk

North Somerset Council