

PUBLIC



# **Chief Executive's Office**

## **Service Plan**

### **2017-2018**

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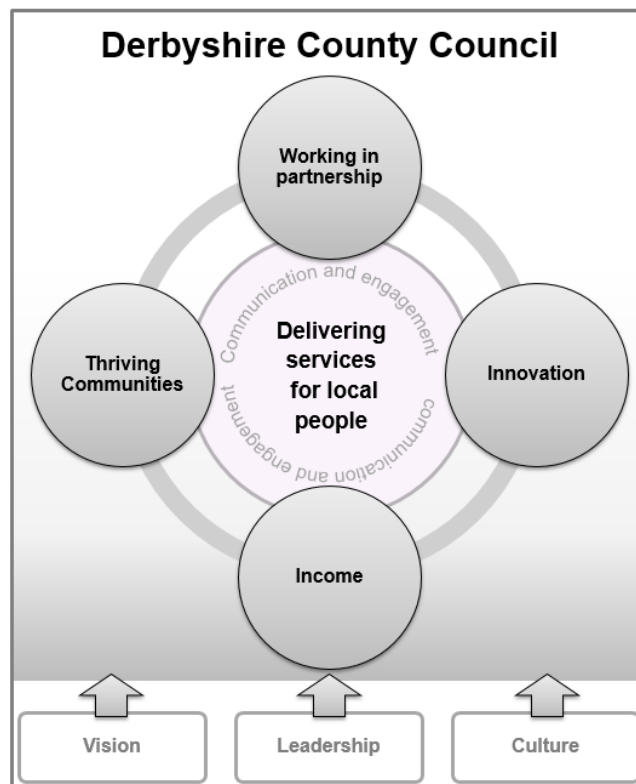
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## Introduction

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The Council faces significant challenges over the coming year as it strives to be ambitious and innovative for Derbyshire, maintain high quality services and take on new responsibilities, at the same time as making unprecedented budget reductions which will reach £270 million by the start of the next decade. Ensuring that the Council manages the big local issues for Derbyshire whilst minimising the impact on front line delivery will remain a focus for the Chief Executive's Office over the forthcoming year. The Chief Executive's Office is at the heart of the Council and is a key element in the delivery of the Council's four key priorities, as set out in the diagram below.



The Office has responsibility for:

- Policy, research and performance
- Innovations leadership and programme management
- Communications, public relations and engagement, digital including Call Derbyshire
- The provision of business support services to Elected Members and senior managers.

During 2017/18, the department will continue to lead on major Council projects, working collaboratively to implement change, finding new and innovative ways of delivering services, maintaining service quality and delivering value for money whilst challenging departments and partners to do the same.

The Office is facing increasing and unprecedented demands for its services across all divisions, in particular, communications (including digital) and media management, Call Derbyshire, innovation and transformation and research and policy development.

Supporting departments, Elected Members, partner agencies and the public in the current climate will be a significant challenge for the Chief Executive's Office over the next year.

With fewer resources, particularly in relation to staffing, prioritising the department's work programme over the forthcoming year will be essential. Prioritising effort and resource whilst supporting the Council's ambitions to be at the forefront of new and innovative ways of working throughout the Council, within communities and with partners will require careful management and communication to ensure that key requirements are met and expectations of what can be delivered are clear. A review of capacity and priorities continues to take place across the department to support this work and this may result in some strategic, operational and organisational changes.

The Service Plan 2017/18 explains how the department will support the Council to deliver its key priorities and services to local people and is structured around the five key pledges:

- A Derbyshire that works
- A healthy Derbyshire
- A safer Derbyshire
- A Derbyshire that cares
- A Local Derbyshire.

Each division has its own section in the Service Plan which:

- Explains the policy and operational environment within which it is working
- Highlights the different service activities that will be undertaken over the next 12 months
- Details the performance measures against which achievement can be judged.

Each division will develop and share transparent work plans for 2017/18 to support the delivery of the priorities outlined within the Service Plan. These work plans will be reviewed on a regular basis and updated as required. Ensuring that the Service Plan is fit for purpose and continues to reflect the work of the department, given the developing nature of a number of service areas, will be a priority over the forthcoming year.

### Policy Context

The challenges facing the Authority and its partners over the next three years are unprecedented – shrinking budgets and increasing expectations of, and demand for, public services requires a new and innovative policy response. Looking for, and implementing, different and better ways of delivering services that meet the needs of local communities in the current financial climate will be essential if the Council is to achieve its ambition for the future.

### Operational Context

The Division sits within the Chief Executive's Office and is uniquely positioned in the centre of the organisation to support the Authority to be an ambitious and dynamic council, working collaboratively with departments and partner agencies to influence the shape and future direction of public services in Derbyshire.

#### The Policy and Research Division has three distinct roles:

- Supporting the leadership of the Council in **developing policy and key corporate plans and strategies** which support the ambitions of the Authority and the achievement of priorities outlined in the Council Plan
- Undertaking a number of key **corporate functions** which support the Council's departments in the delivery of their services. These include:
  - performance management
  - partnership working
  - research and information
  - community involvement and corporate consultation activities
  - equalities and diversity
  - sustainability programmes
- Leading on a range of **corporate priorities**, such as Thriving Communities, Anti-Poverty and Social Value, on behalf of the Council.

The challenges facing the Authority have, and continue to place, incredible pressure on the Council's departments. At a time when departments and partner agencies are increasingly looking to Policy and Research for support, particularly in areas such

as policy development, consultation, research and mapping, which require knowledge, expertise and technical skill, the Division itself is facing a reduction in its budgets.

Balancing the three distinct roles of the Policy and Research Division will continue to be a major challenge in 2017/18. Fewer resources, primarily staffing, will require a prioritisation of activity in the Division's work programme and this will need careful management to ensure that actions which support the core business of the Council are not at the expense of activities which support the Council's ambitions to be at the forefront of new and innovative policy developments.

## **Service Activity and Priorities**

### **During 2017/18 the Policy and Research Division will:**

- Ensure that the Council is at the forefront of new and emerging policy initiatives, identifying opportunities to share innovation, best practice and learning across the Authority and with partners
- Support public service reform and system transformation in Derbyshire, drawing on new and emerging policy and research and identifying opportunities to pool resources and join up service delivery, to meet the increasing demands and financial challenges facing the Council
- Lead the ongoing development and implementation of Thriving Communities, ensuring that new service ideas are mainstreamed across the county and lead to whole system change and service redesign
- Lead the management and coordination of the Derbyshire Partnership Forum (DPF), refreshing its role and purpose, identifying additional opportunities for sharing best practice and joint working and ensuring that collective resources are targeted and prioritised effectively
- Support the ongoing development and operational management of the Health and Wellbeing Board, delivering key identified priorities on behalf of the Council and partner organisations
- Support and promote the Council's corporate relationships with the voluntary and community sector and look at ways in which to continue support with reduced resources
- Manage and coordinate the Authority's approach to self-regulation and improvement, ensuring that the Council has robust arrangements in place to monitor and manage performance
- Continue the development of the Authority's new corporate performance management system, rolling out and implementing the system across the Council
- Ensure that effective mechanisms are in place to consult and engage with local communities and communities of interest

- Identify additional opportunities to involve local people in the co-design and co-delivery of services, promoting and sharing good practice across the Council
- Coordinate and implement the Community Priorities Programme, working with local Elected Members to develop and deliver activity shaped around the needs of local communities
- Undertake evidence based research such as customer segmentation, and further develop local intelligence systems such as the Derbyshire Observatory, to assist the Council and its partners in policy formulation and prioritisation
- Develop mechanisms to effectively integrate sustainability into the work of departments across the Authority, identifying opportunities to invest in new technological developments and programmes of work, particularly supporting the development of schemes which offer residents energy, at a fair and sustainable price
- Work with departments to ensure that equalities, diversity and inclusion are integral to the work of the Authority and that the Council's approach is visible to local people, communities and employees
- Review and align services and activities and produce transparent work programmes to ensure resources and efforts are prioritised and targeted.

## **Service Activities**

**Influencing, horizon scanning and sharing innovation, best practice and learning** - Ensuring that the Council is at the forefront of new and emerging policy initiatives, actively exploiting opportunities for improving and reforming public services and driving forward a partnership response is a key priority. Exploring the impact of key national developments such as Brexit on the Council and local communities will also be an area of focus and during 2017/18 the Division will:

- Provide ongoing policy liaison and identify policy requirements in relation to the six Cabinet Portfolios to support Cabinet Members where required
- Produce a regular Policy and Research bulletin and provide detailed briefings on agreed topics
- Develop links and relationships with key influencers, feeding in issues of importance to the Council and communicating back on messages and actions required to move the organisation forward
- Identify good practice and share learning, looking for opportunities to introduce new ways of working across the Authority where appropriate
- Improve the research capability of the Council by initially exploring opportunities to establish a corporate research group to identify short, medium and long term research needs.

**Corporate planning and development of key strategies and policies** - The Division will increasingly need to make sure that the Council's key corporate plans and strategies reflect the Council's future ambitions. During 2017/18 the Division will:

- Lead a review and refresh of the Authority's priorities, developing a new Council Plan for 2017 onwards
- Work with departments to develop their vision, strategic priorities and plans
- Refresh and revise service planning frameworks, supporting departments in their service plan development.

**Community budgets, system transformation and public service reform** - The Division will continue to support work to radically reshape the Council and its services to meet the Derbyshire Challenge by exploring the potential of new national policy developments and new service models such as Community Budgets and by finding new ways in which the Council can respond to the significant reductions in public expenditure. In 2017/18, the Division will:

- Lead the Council's work on social value, implementing the Authority's Social Value Strategy and Framework to exploit the potential of the Social Value Act and social investment in local public services whilst mainstreaming the approach across the Council
- Identify service areas where community budgets could usefully be applied in a sustainable way
- Explore opportunities to roll out approaches to human centred design and the co-production and co-design of services in local communities
- Work with the Innovation and Transformation Division and Council departments to support the delivery of innovation and change.

**Thriving Communities** - The Division will continue to lead and develop the Thriving Communities programme, working closely with the departments and partner agencies to deliver the approach in Cotmanhay, Gamesley, Danesmoor, Shirebrook and Newhall. The Division will also identify opportunities to mainstream and scale the work across the county and in 2017/18 will:

- Work with partners and the local community to implement the Cotmanhay Thriving Communities Business Plan so that the three main service ideas for Cotmanhay, co-developed and co-designed with local people, are delivered
- Prototype the expanded Cotmanhay Hub, testing new models of service delivery across a range of council and partner organisation services whilst identifying opportunities to roll out the learning and findings to other Thriving Communities areas



- Support Elected Members and Strategic leads in the delivery and scaling of project proposals
- Co-design service ideas in Gamesley, Danesmoor, Shirebrook and Newhall, prioritising activity and developing Business Plans to direct implementation
- Work across the Council to develop a new model of working with local communities in Derbyshire, mainstreaming learning from the Thriving Communities programme
- Ensure that the new insights and service redesign ideas generated by families and local communities drive forward developments across the Council, feeding into whole system redesign, transformation and public service reform
- Share learning from Thriving Communities widely to encourage a similar innovative approach to the re-design of other key services.

**Anti-Poverty** - Responding to the impact of the rising cost of goods and services and changes to the welfare system is a key priority for the Council and the Division will take a lead role developing a strategic response to the growing levels of poverty in Derbyshire. The Division will:

- Work with partners to refresh the Anti-Poverty Strategy for Derbyshire, ensuring that it remains up to date and fit for purpose
- Coordinate and provide support to the Partnership Forum's Anti-Poverty Task and Finish Group
- Ensure that there is an accurate baseline of poverty in the county, providing updates on new and emerging developments as they arise, and using customer segmentation to target activity at priority communities and priority groups
- Support work on Feeding Derbyshire, ensuring that proposals link into work on Thriving Communities
- Coordinate the Council's contribution to reduce duplication of both effort and resource
- Support the delivery of key priorities, particularly in relation to income maximisation and food sustainability across the Council and with partner agencies.

**Derbyshire Partnership Forum (DPF)** - Over the forthcoming twelve months, the Division will continue to play a significant role in nurturing and developing the Council's key corporate partnerships including the DPF and the Health and Wellbeing Board. Given the increasing demand for services and the financial pressures facing partner organisations both partnerships have a crucial role to play in ensuring that public services in Derbyshire are well placed to rise to the challenges that lie ahead. In 2017/18 the Division will:

- Explore the potential of the Forum in the current partnership landscape and refresh its terms of reference

- Review priorities and develop a rolling programme of work for the forthcoming year
- Develop and support key sub-groups such as the Anti-Poverty Task Group and the Climate Change Group
- Review and improve mechanisms for communication ensuring these are up to date, relevant and meet partners' needs.

**Health and Well Being Board** - The Health and Wellbeing Board continues to play a vital role in supporting the transformational change in the health and social care system in Derbyshire at a critical time. During 2017/18, the Division will:

- Support the partnership to work effectively by coordinating activity and ensuring opportunities to improve services are realised
- Support the implementation of the Derbyshire Health and Wellbeing Strategy
- Support the work of the Strategic Director of Adult Care in relation to health and social care integration
- Explore new opportunities to achieve better joint working between health, housing and social care.

**Voluntary and community sector** - A key priority for the Council and the Division is to develop and maintain good relationships and partnerships with the voluntary and community sector (VCS), particularly infrastructure organisations, to ensure that there is a strategic contribution from the sector into the work of the Authority. The Division will:

- Support VCS organisations through the Corporate Voluntary Sector Grants Budget and look at ways in which to continue support with reduced resources
- Promote the Derbyshire Compact between the VCS and public sector bodies
- Explore opportunities for new ways of working between the Council and the sector.

**Research, mapping and customer segmentation** - Developing a shared understanding of communities in Derbyshire is essential if the Council is to ensure services meet local need and to evidence decisions that it makes. The Division ensures corporate evidence based research and other advice and guidance is available to inform and assist the Council and its partners in the agreement of priorities and the development of corporate and departmental policies. During 2017/18 the Division will:

- Maintain, and raise awareness of, essential local intelligence systems such as the Derbyshire Observatory
- Continue to develop new ways of presenting information and analysis for instance data visualisation and infographics

- Provide a corporate mapping function to support Elected Members, service departments and partner agencies, reviewing activity across the Council and looking at ways in which support can be better coordinated
- Continue to analyse and report on key national sources of data such as the Indices of Multiple Deprivation (IMD) 2015, monitoring change over time and the impact upon local areas in the county
- Update thematic and area profiles to support planning across the Authority
- Update and promote the “Derbyshire Quilt” and produce more detailed analysis to help the Council better understand the challenges affecting communities across the county
- Prepare economic evidence to help inform the Council’s understanding of how key national economic policies or events may impact locally, for example Brexit
- Prepare quarterly economic reviews and bulletins on key economic topics
- Use the Council’s customer segmentation model to identify opportunities to rationalise assets, through the One Public Estate programme and support the review of the Authority’s services
- Identify ways to get more value from the data the Council holds and improve data sharing across the Council.

**Self-regulation and improvement** - Ensuring that robust performance management arrangements are in place across the Authority is essential in understanding performance and driving forward improvements. The removal of nationally prescribed reporting frameworks has enabled the Authority to develop and implement its own systems of self-regulation and improvement. During 2017/18, the Division will:

- Lead the implementation of a revised corporate performance management and improvement framework and associated structures (Performance Improvement Board) and activities (Performance Clinics) reporting on Council performance as and when required
- Manage and coordinating the Council’s corporate complaints procedures
- Further develop the Council’s new corporate performance management system.

**Consultation, engagement and involvement** - Listening to what local people and communities say and ensuring that services meet needs is a priority for the Council. The duty on local authorities to involve seeks to ensure that local people have greater opportunities to influence decision making and this is being reflected in increasing levels of co-production and involvement of service users and families in the development and delivery of Council services. Over the next twelve months, the Division will:

- Coordinate the corporate programme of consultation on proposed budget reductions, working with departments to ensure that the Council meets its statutory obligations
- Further develop the cumulative impact assessment to better understand the effect of the Council's reduced funding and resourcing on communities and groups
- Lead and coordinate the Authority's Corporate Consultation Group supporting departments, encouraging consistency and providing opportunities to reduce duplication and share learning, data and information
- Support a wide range of consultative forums across the county, including the Parish and Town Council Liaison Forum and Black and Minority Ethnic (BME) Forums
- Look at ways in which consultation can be undertaken more effectively with significantly less resources through, for example, smarter and more coordinated ways of working across the Authority and increased use of electronic methods
- Explore innovative ways of generating new insights into people and places across Derbyshire
- Work closely with the Communications Division to implement communications and engagement priorities.

**Community leadership** - Putting communities at the heart of decision making is a key priority for the Authority and one which sits at the heart of the Council's ambitions. Working with local communities to help them thrive is becoming increasingly important but this remains a key challenge in the current climate. Over the next twelve months the Division will:

- Lead work on the implementation of the Community Priorities programme, working with local Elected Members to develop and deliver activity shaped around the needs of local communities
- Explore opportunities to devolve greater decision making powers to local communities, enhancing the role of local Elected Members through enhanced coordination
- Work with the five communities involved in the Thriving Communities programme, exploring ways in which community ideas to improve resilience are rolled out and supported.

**Equalities and Diversity** - Ensuring that decisions made by the Council continue to reflect the needs of the diverse range of communities in Derbyshire is important and priorities over the forthcoming year for this area of work are to:

- Support activities which ensure that the Council meets its required public sector duties, particularly supporting departments to undertake Equality Impact Assessments (EIAs)
- Support the leadership of equalities and diversity through the Diversity and Inclusion Board
- Implement of the new Equality, Diversity and Inclusion Strategy for the Council

- Develop the Authority's approach to translation and interpretation
- Monitor Equality Impact Assessments to ensure robustness of evidence, identifying cumulative and cross-organisational good practice.

**Sustainability** - The implementation of initiatives to generate income, improve resource efficiency, reduce energy consumption and carbon emissions and build resilience to climate change in the delivery of services in Derbyshire will be a priority for the Division over the forthcoming year, working across the Council and with partners through the Local Authority Energy Partnership (LAEP). During 2017/18, the Division will:

- Promote and implement the new Derbyshire Partnership Forum Climate Change Charter
- Explore opportunities to address fuel poverty by setting up a partnership with a licensed energy provider, to offer energy to residents at a fair and sustainable price
- Work through the Association of Public Service Excellence Local Authority Energy Collaboration, to explore new and innovative ways of generating new income streams into the Council
- Develop an Energy Strategy setting out how the Council will make progress in reducing harmful emissions and achieving an affordable, secure and decarbonised energy supply for Derbyshire
- Identify opportunities to invest in new technology to maximise sustainability and minimise the risk of rising energy prices in the future
- Monitor the Council's new Environment Policy linking with procurement priorities and the Economy, Transport and Communities department's ISO 14001 accreditation
- Report on progress against the Council's Adaptation Plan
- Explore opportunities to develop the Council's approach to ethical procurement, supporting the Authority's ambitions to gain Fair Trade status.

## Performance Measures

Measure	Target Date	Council Plan Priorities
Deliver the Community Priorities Programme, supporting local Elected Members to develop activities in liaison with local communities	March 2018	Communities at the heart of decision making
Lead the implementation of the Social Value Strategy and Framework, mainstreaming the approach across the Authority	September 2017	An ambitious and dynamic council
Prototype an expanded Thriving Communities Cotmanhay Hub, sharing learning and scaling up new models of service delivery across the county.	March 2018	An ambitious and dynamic council and communities at the heart of decision making
Continue the delivery of the Thriving Communities programme in Cotmanhay, Danesmoor, Gamesley, Newhall and Shirebrook	March 2018	An ambitious and dynamic council and communities at the heart of decision making
Establish a partnership with a licensed energy supplier to offer energy to residents at a fair and sustainable price	September 2017	People supported in hard times
Develop and publish a new Energy Strategy for the Council	September 2017	Sustainable and green communities and an ambitious and dynamic council
Coordinate the delivery of key priorities identified in the Derbyshire Anti-Poverty Strategy	Ongoing	People supported in hard times

### **Policy Context**

The Council is in a period of significant cuts to its budget such that by the start of the next decade it will have made reductions of over £270m. In order to mitigate this reduction in base budget and minimise the impact on services, the generation of new income streams, and the development of different and innovative ways of delivering services that meet the needs of local communities have been identified as a priority in the 2017/18 Council Plan.

### **Operational Context**

The Innovation and Transformation Service was established in November 2015 as an internal, independent and multi-disciplinary resource for the Council. The role of the Service has been to develop innovative and transformational change initiatives that realise financial savings, promote efficiency, contribute to service re-design and deliver better outcomes for the people who live and work in Derbyshire. The Service sits within the Chief Executive's Office and is positioned at the centre of the organisation to enable it to support all areas in the delivery of their Service and Council Plan priorities.

Innovation is one of the four priorities within the Council Plan and the Innovation and Transformation Service are the catalyst for driving and supporting the delivery of this within the Council. To date, the Service has been utilised by departments to help take a more radical and impartial look at some of their services and how they are provided, so that the Council can maintain service quality and deliver value for money in both a manageable and sustainable way. In addition, the service has received £688,000 of external grant to support partnership change programmes such as the One Public Estate (OPE) Programme.

### **Service Activity and Priorities**

The Innovation and Transformation Service have looked to create an operational model around a '3 Cs' approach; co-design, co-deliver and collaboration. The Service has been commissioned to work alongside stretched departments, who may not have the capacity, or skills, to achieve transformational change.

The Innovation and Transformation Service will focus on a number of key areas during the period covered by this plan including:

- **Demand Management** – Working with the Communications Division, we will take a whole Council approach, by working with and supporting all areas of the Council to embed demand management into our entire way of working. We will look to identify what is causing the demand and then see if we can influence the demand on our services, by supporting departments in making informed developments to their service design and delivery that enables us to meet the needs of Derbyshire citizens. Existing good practice and lessons learnt will be used to inform and shape the whole Council approach to managing demand.
- **Channel Shift** - We will lead the delivery of a Council wide citizen-focussed channel shift strategy, supporting the effective use of technology to deliver efficiencies and citizen-focussed transactional self-service options by utilising new and existing digital channels. As part of its work, the Service will support the development of a Council approach to digital inclusion and access to online services to ensure that citizens are not disadvantaged by these changes.
- **Income** – We will lead the development of a Council wide approach to income maximisation and cost avoidance. The Service will work collaboratively across the Council in considering the following areas, the generation of income, fees and charges, business case and business plan development, contract management commercialisation and e-payments.
- **Service/Process Re-design** – We will support departments throughout the Council in re-designing their services and mapping their processes to deliver citizen-focussed efficient services. The Service will provide impartial support and advice acting as an internal consultant to Council departments. Areas the Service is currently contributing to include adaptations for foster carers, school improvement services, learning disability employment projects and short break centres for disabled young people. The work that has been undertaken by the Service to identify and deliver improvements to the Council's recruitment and selection processes will continue into 2017 with the team supporting the implementation of new ways of working and the procurement of a new e-recruit system.
- **Collaboration and Partnership Working**
  - **One Public Estate Programme (OPE)** - We will continue to act as the strategic lead for the One Public Estate initiative, supporting the development of the North Midlands OPE Strategic Land and Assets Board, leading the development of the D2 OPE Steering Group and working with public sector partners to deliver the OPE priorities of delivering economic growth (jobs and homes); integrated customer-focussed services; generation of capital receipts and the delivery of



reduced running costs across public services. Strategic use of land and property assets will be utilised to facilitate and/or act as a catalyst for citizen-focussed service transformation.

- **Transformation Challenge Award** – We will continue to provide dedicated project support to the cross-authority disabled facilities grant project which is funded by this award, assisting in the identification of alternative delivery models and the implementation of change. We will also continue our role of coordinating and managing delivery of other TCA projects as appropriate.
- **Innovation Awareness and Engagement** – Innovation is one of the Council Plan's four core priorities and we will work collaboratively to develop approaches that foster a culture of innovation across the Council.
- **Other Areas** – We will continue to support the administration and monitoring of the Derbyshire Challenge Fund, to ensure outcomes are delivered.

**Social Value** - We will seek to underpin and contribute to the Council's social value principles and aspirations and support the delivery of value-conscious decision making.

## Performance Measures

Measure	Target	Council Plan Priorities
Contribute to the delivery of transformation, change and financial savings throughout the Council	March 2018	An ambitious and dynamic council
Implementation of OPE Phase 4 Projects across the North Midlands Partnership	April 2017	An ambitious and dynamic council and a strong economy
OPE Phase 5 Funding round applications	June 2017	An ambitious and dynamic council, a strong economy and communities at the heart of decision making
Development of an income strategy, supported by a thematic programme of work	June 2017	An ambitious and dynamic council
Development and implementation of a Council wide Demand Management Approach	June 2017	An ambitious and dynamic council
Development and implementation of a Council wide channel shift strategy	September 2017	An ambitious and dynamic council
Innovation Awareness and Engagement	July 2017	An ambitious and dynamic council

### **Policy Context**

At a time of budget cuts and major changes in the way the Council delivers services, the need for meaningful and value for money communications with local people, employees and partners is vital. Residents and partners expect and demand more and better information about changes that may affect them and how they can have their say in decisions in addition to wanting to know how the Council spends their money.

Call Derbyshire, the council's multi-channel contact centre, receives more than 320,000 calls each year and responds to more than 38,000 emails, texts and social media messages. It is the primary public contact point for around 200 different council services ranging from complex child protection cases to library book renewals. In such challenging times for the Council, with tough decisions being made to meet the budget reductions needed, there is also a greater demand for information provision and engagement with local media including newspapers, TV and radio, and through social media.

With over 2.5 million unique visitors a year and more than 18 million page views, [derbyshire.gov.uk](http://derbyshire.gov.uk) attracts more visitors than any council in the East Midlands region. Although the Council's website is already a major source of information for local people, recent research undertaken on behalf of the Council reinforces the issue that the internet is not used by all; many people will continue to rely on print and the local newspapers for information about their Council. The communications service also produces a range of printed publications, newsletters and a media service.

### **Operational Context**

The role of the Communications Division is to improve communication, trust and mutual understanding between the County Council, local people, key partners and media outlets. As the Council faces unprecedented challenges with reducing budgets and the impacts that this will have on services throughout the organisation, effective and timely communications both internally and externally is vital.

The Division produces effective communication programmes to support the delivery of council services and the key priorities of the Council. Good communications help employees, Elected Members, residents, businesses, visitors and partners obtain the information they need about council policies, priorities and services.

The Division develops and coordinates the Council's internal and external communication strategies. This includes delivering and developing Call Derbyshire (a multi-channel contact centre) the Council's website ([www.derbyshire.gov.uk](http://www.derbyshire.gov.uk)) and a wide range of corporate publications, partnership websites and publicity campaigns.

The communications service manages the Council's brand which helps to ensure cost effective and transparent communications with residents, and delivers public affairs communications to support the Council's drive to ensure Derbyshire receives a good deal from central Government and the county has a national profile. It also provides a crisis communications service to schools and supports the Council's emergency planning function.

## **Service Activity and Priorities**

### **Key areas of work for 2017/18 will include:**

- Developing a "one council" approach to communications, building understanding and use of the Council brand and good internal and external communications practice across the organisation
- Engaging local people and partners in the emerging Midlands Engine, combined authority and devolution agendas
- Supporting departments to explain and consult with residents about cuts to services as a result of budget reductions
- Delivering key cross-service preventative campaigns to build trust with stakeholders and create effective behaviour change
- Implementing of the communication and engagement priorities to improve the way in which the Council communicates and engages with employees, partners, local people and communities
- Developing service and brand awareness plans, templates and guidance documents to help promote and manage a coordinated and coherent approach to communications throughout the Council
- Implementing a new content management system to support the Council's website portfolio and secure improvements to the Council's website
- Reviewing the Council's technical style guide and standards to compliment the migration of council websites to the new content management platform
- Reviewing the Council's intranet facility (D-net) and identify content that should be archived, migrated elsewhere, removed, or delivered differently
- Reviewing and refreshing the Council's approach to and use of social media, exploring opportunities to further optimise the Council's online marketing approach using facebook, google adwords, and other appropriate social media streams
- Upgrading the Council's underlying GIS technology so that it provides departments with a more up to date and agile system

- Updating DMaps and external mapping portals with new features to help the Council achieve better value from our spatial data
- Expanding and promoting the employee microsite and exploring opportunities to use both existing and emerging social media platforms to deliver internal communication better and differently
- Developing a Channel Shift Strategy
- Procuring and implementing a multi-channel contact centre solution
- Reviewing Call Derbyshire service demand to identify opportunities for channel shift
- Reviewing services and activities and producing a transparent work programme to ensure resources and efforts are prioritised and targeted.

## Performance Measures

Performance Measures Measure	Target Date	Council Plan Priorities
Implement the Council's communication and engagement priorities	March 2018	An ambitious and dynamic council and communities at the heart of decision making
Review the Council's approach to and use of Social Media to optimise channel effectiveness	June 2018	An ambitious and dynamic council and communities at the heart of decision making
Develop and implement a Council wide channel shift strategy	September 2017	An ambitious and dynamic council
Implement a new content management system across all Council managed websites	December 2018	An ambitious and dynamic council
Procure a multi-channel contact centre solution	December 2017	An ambitious and dynamic council

### **Policy Context**

A key priority for the Council is the need to make better use of the skills of its workforce, combining this with the vision and strategic direction for the Authority. The Authority recruited a Business Manager to modernise key support for Elected Members, Strategic Directors and Service Directors and to manage the Members and Management Support Services. This is resulting in a more streamlined, flexible and efficient service in a climate of unprecedented budget reductions.

### **Operational Context**

The role of the Members and Management Support Services is to provide a professional business support function to support Elected Members, Strategic Directors and Directors across a range of support and technical functions. The Division is responsible for the management and development of the function, influencing the achievement of the Council's priorities and objectives, whilst ensuring continual service improvement and efficiency in the functional area as well as influencing the Members and Senior Managers they support.

A key part of the Division's role is to undertake duties to directly support the Council Leader and to advise and influence Cabinet, Elected Members, Strategic Directors, senior managers and colleagues with regard to the implementation of Council policies, procedures, practices and systems. Over the forthcoming year, the Division will support the Council to change and improve to ensure it is in a position to continue to deliver excellent services in light of current and future challenges it faces.

### **Service Activity and Priorities**

#### **Key areas of work for 2017/18 will include:**

- Managing and developing the business support function for Elected Members and Strategic, Service and Corporate Directors within the Council, ensuring the provision of a flexible and responsive range of support and technical services whilst ensuring support is maximised fully
- Reviewing and refreshing the organisational structure for the service

- Developing and implementing a competency framework and training and development programme for the service, in liaison with departments to ensure their requirements are met
- Further embedding, developing and improving the Members Casework System for Elected Members of all parties
- Leading the identification, development, implementation and project management of business support related service redesign projects, to deliver efficiencies, streamlined processes and budget savings
- Designing and developing operational quality standards and service level agreements for the service, monitoring performance, undertaking reviews and directing corrective action
- Undertaking research on behalf of Cabinet and Elected Members on key issues
- Dealing with routine matters on behalf of the Council Leader, Deputy Leader and Cabinet/Deputy Cabinet Members
- Liaising with and providing a first point of contact to Elected Members, Chief Executive's and Senior Managers both within the Council and across external partner agencies such as district and borough councils, the Police, health services or professional bodies as required
- Ensuring that custom, practice and behaviour of Elected Members is in line with the Leader's requirement, Code of Conduct and constitutional requirements
- Reviewing services and activities and producing a transparent work programme to ensure resources and efforts are prioritised and targeted.

## Performance Measures

Measure	Target Date	Council Plan Priorities
Continue to embed, develop and improve the Members Casework System across all political parties, ensuring it achieves its maximum potential	March 2018	An ambitious and dynamic council and communities at the heart of decision making
Review and redesign the Members and Management support services function and structure	March 2018	An ambitious and dynamic council
Develop a competency framework for employees in Members and Secretarial Services to ensure consistent and improved levels of performance	March 2018	An ambitious and dynamic council

## Appendix A – Controllable Budget 2017/18

DIVISION	Employees £	Premises £	Transport £	Supplies & Services £	Transfer payments £	Agency & Contracted Services £	Support Service Recharges £	Unallocated Budget £	Misc £	Total Expenditure £	Income £	Grants £	Net Expenditure £
Chief Executive	391,160	0	5,080	1,613	10,099	0	0	-66,547	0	341,405	0	0	341,405
Secretaries & PA's	850,872	0	655	3,590	0	0	0	0	0	855,118	0	0	855,118
Innovations and Transformation Team	257,000	0	0	0	0	0	0	0	0	257,000	0	0	257,000
Policy	996,869	0	10,237	407,263	236	0	0	0	0	1,414,604	0	0	1,414,604
Communications	2,893,813	539	5,840	525,749	0	0	0	6,212	0	3,432,153	151,531	0	3,280,622
<b>Totals</b>	<b>5,389,714</b>	<b>539</b>	<b>21,812</b>	<b>938,215</b>	<b>10,335</b>	<b>0</b>	<b>0</b>	<b>-60,335</b>	<b>0</b>	<b>6,300,280</b>	<b>151,531</b>	<b>0</b>	<b>6,148,750</b>