

# Service Plan Refresh 2024-25

## Corporate Services and Transformation

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Executive Director

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# Foreword



Welcome to the Corporate Services and Transformation Service Plan for 2024-25. This plan sets out what we aim to deliver over the next year to support the council to achieve its ambitions for the residents and communities of Derbyshire. This will involve continuing to deliver our business as usual activity alongside delivering our key strategic objectives.

Over the forthcoming year we will be focusing our activity on further improving our financial management processes so that we can drive value for money across the council. We will also be continuing to develop and engage the council's workforce, working to improve the customer experience and developing our community engagement approach. Continuing to rationalise the council's property portfolio will be a key focus, so that it is an affordable size and can also support dynamic service delivery. We will also be continuing work to ensure our technology is cost effective, reliable and fit for the future.

We are delivering our services in the context of significant budget pressures, due to a range of factors, in particular inflationary pressures and a continuing increase in demand for adult social care and children's services. A key focus during the forthcoming year will be to ensure that we deliver our identified budget savings for 2024-25, which are set out in this plan. We will also be supporting other departments to do the same, providing programme management support and assisting any service reviews or redesigns with human resource, finance, property and legal advice. We will also continue to play our part in spending money wisely and scrutinising every spending decision.

Despite these challenges, over the last 12 months huge progress has been made. We have established the council's Portfolio Management Office, and this is working effectively to co-ordinate projects and programmes across the council and ensure the organisation can maximise the value from its investment in change.

Substantial work has taken place to review our ICT estate and to develop a Digital Strategy which will enable the council to take advantage of opportunities for improving services and unlocking potential efficiencies and savings. Within the department, a new digital division and leadership team will be created, to ensure the department can manage and drive value from technology across the council.

Excellent progress has been made in accelerating our property rationalisation programme. As well as releasing income from property disposals to invest in front line services, we are making savings from running costs, reducing our carbon footprint, improving working environments and supporting transformation in service delivery.

We have also successfully rolled out our Inspiring Leaders programme and we launched our first Derbyshire Awards, paid for by external sponsors, to celebrate our people and formally recognise their achievements. We will be continuing to invest in our workforce, developing leadership skills, improving employee wellbeing, promoting an inclusive culture and enhancing employee engagement.

As we implement our Service Plan, we will also be looking to the future. We will be leading work to set out our ambitions as a council over the next four year planning period 2025-29 and refreshing our strategic approach, which will describe how the council will achieve its ambitions, working as an effective and efficient council, with and for communities and in collaboration with partners.

I am extremely proud of what has been achieved over the last year and am looking forward to continuing our valuable and ambitious work, as set out in this plan, to enable the council's delivery of high quality, value for money services for the residents and communities of Derbyshire.

Joe

# Our Services

The Corporate Services and Transformation Department plays an important role in supporting the Council to achieve its ambition to be an enterprising and value for money Council, enabling people and communities to thrive. With around 1,500 staff (full time equivalents of 1,400), and an annual budget of £77.6 million, the Department works collaboratively with a range of stakeholders including local communities, residents, service users, businesses, partners, other local authorities, Government and its agencies to deliver key services and support functions for the Council, as set out below.



## Finance

### **Mark Kenyon – Director**

The Division plays a fundamental role in the organisation's capability to continue to deliver services to the people of Derbyshire. This includes managing and advising on the best use of the Council's resources and finances, opportunities for cost reduction and income generation. The Division also helps ensure management controls are in place to help deliver effective services, prevent fraud and protect public money.



## Digital

### **Director – Vacant pending appointment**

The Division is responsible for setting and delivering the council's Digital and ICT Strategies, working to improve systems & processes, increase efficiency, modernise services to the public and protect sensitive information.

## Legal and Democratic Services



**Helen Barrington – Director**

The Division provides a range of services including legal advice to departments across the Council, support for all aspects of local democracy, professional business support for the Council's leadership team, print, post, courier and design services for all Council departments, Registration Services and a Coroners Service.

## Property



**Janet Scholes – Director**

The Division manages the Council's property and land assets and carries out all the activities necessary to deliver our strategic property objectives. The Council's land and property portfolio, comprising 7,086 separately listed assets, is supported by teams dealing with maintenance, estate management and facilities management. There is also a dedicated team dealing with specific projects for both new build and major changes to existing properties. The current property portfolio has an estimated value of £2.237bn and includes service buildings such as homes for older people, libraries and country parks, as well as administrative buildings.



## People and Organisational Change

### Jen Skila – Director

The People and Organisational Change division works collaboratively with departments, members, communities and partners to support the Council to achieve its ambition. The team provides expert professional advice and support to the Council with regard to its workforce, communications, transformation and organisational strategy. Our Human Resource function leads deployment of the Council's People Strategy and key people priorities through HR Operations, HR Services, Learning and Development and Health, Safety and Wellbeing. Our Communications and Customer function provides high quality internal and external communications as well as championing customer experience through Call Derbyshire. Our Strategy and Policy function supports the Council in delivering the organisation's integrated strategic planning approach whilst also leading key functions including performance management, consultation and engagement and research and intelligence. Our Portfolio Management and Transformation function facilitates organisational change through the oversight from the portfolio management office and deployment of programme and project management expertise across the organisation.

# The Council's Ambition and Outcomes

**“We will work together with our partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive”**

We want Derbyshire to have:

Resilient, thriving, and green communities which share responsibility for improving their areas and supporting each other

Happy, safe, and healthy people, with solid networks of support, who feel in control of their personal circumstances and aspirations

A strong, diverse, and clean economy which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential

Great places to live, work and visit with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all

High quality public services that work together alongside communities to deliver services that meet people's needs



# Strategic Objectives – achieving the Council ambition and outcomes

The year the council has introduced a new approach to integrated strategic planning, designed to achieve a closer integration of service and financial planning. The council has identified in its Council Plan 2024-25, a set of 33 Strategic Objectives which describe the key activity the Council must deliver during 2024-25, working with partners, communities and residents, to achieve the Council's Ambition and five key Outcomes.

CST leads on the delivery of seven of the Strategic Objectives and supporting actions. These strategic objectives reflect our priorities to improve customer experience; develop the council's work force; develop our finance and ICT services; rationalise and improve the council's property holdings and develop the vision and operating model for the council's headquarters. The department will also be providing finance, human resources, legal, ICT, programme management and property support to other council departments in the delivery of the full set of Strategic Objectives. The department will also be supporting the council's objective to address climate change by reducing carbon emissions across all its operations.

Alongside the delivery of the Strategic Objectives, the department will continue to fulfil its statutory duties and to deliver business as usual activity; this work is set out in internal divisional and team plans.

The council's 33 Strategic Objectives have been plotted against the 2024-25 timeline and this has been represented as a Base Plan, enabling a single overview of the council's key planned activity throughout the year to be created. The Base Plan promotes a better understanding of the full range of planned activity and resource requirements across the organisation, assisting the council to evaluate its strategic options and to prioritise activity. This supports the alignment of the budget to the council's priorities, assists effective resource planning and enables the council to ensure that its ambitions match the organisation's capacity to deliver. The Base Plan is set out below, with detail on the seven Strategic Objectives led by the department. The Strategic Objectives which are led by the other departments are set out in the Council Plan and in departmental service plans.

# Strategic Objectives and Base Plan



Each triangle represents a Strategic Objective from the numbered list provided on the following pages\*. The other objectives are set out in the relevant departmental service plan.

-  **Resilient, thriving, and green communities**
-  **Great places to live, work and visit**
-  **Happy, safe, and healthy people**
-  **High quality public services**
-  **A strong, diverse, and clean economy**

\* Details of each objective are provided in the separate Strategic Objective Implementation Plan

## Outcome 5 - High quality public services that work together alongside communities to deliver services that meet people's needs

### Strategic Objectives

#### **24 Develop the council's Customer Experience Strategy to deliver improved resident satisfaction and community engagement**

- Establish programme to develop an agreed roadmap for the utilisation and deployment of the organisation's customer relationship management system
- Develop the Customer Experience Strategy
- Refresh of the Customer Charter, aligned to employee values development
- Alignment of revised community engagement/ consultation approaches
- Define organisational approach to managing, responding to and resolving customer complaints and compliments

#### **25 Develop and engage the council's workforce to enable the organisation to be an enterprising council**

- Develop leaders through continued deployment of the Inspiring Leaders' Programme
- Embed the organisation's approach to personal development reviews (PDRs) aligned to strategic planning
- Develop an organisational strategic workforce plan to support delivery of the organisation's future workforce capability and capacity requirements, aligned to the organisation's change agenda and budget requirements
- Develop the organisation's Reward Strategy to enable recruitment and retention aligned to the Strategic Workforce Plan
- Develop and deploy the organisation's Equality, Diversity and Inclusion Strategy to promote an inclusive culture

- Enhance employee voice and engagement through improved internal communication channels and development of employee values
- Improve employee wellbeing through the deployment of the Wellbeing Strategy

## **28 Develop and implement an improvement programme across the Finance Service to ensure effective financial management**

- Introduce a programme management approach to the Improvement Programme
- Define the objectives of the Finance Service so there is a common understanding across the council
- Amend financial governance procedures (Financial Regulations, Financial Delegation, Standing Orders)
- Define and refine the number of budget holders across the council
- Define responsibilities of budget managers and the Finance function
- For transaction areas determine the best in class and develop plans to improve where appropriate
- Develop a comprehensive training programme across the council for all areas of Finance
- Introduce a Workforce Development Plan across Finance including a Skills Development Plan and succession planning
- Improve the financial information provided to budget managers
- Devise a common set of financial reports across the council
- Define the information that should be provided in reports and link to business management information
- Continue to develop the SAP financial management system to improve the efficiency of transactions across the council
- Develop the SAP system to ensure it is the primary source of information and reports are produced via SAP and do not require additional refinement or manipulation before circulation
- Ensure there is effective data management processes in relation to finance
- Review the chart of accounts to ensure it is fit for purpose
- Introduce a Procurement Board to increase value for money across the council

- Ensure the council's processes and procedures comply with new procurement regulations
- Implement and deliver a contract management function

**29 Enhance the efficiency of the council's property holdings by strategically optimising the portfolio, ensuring it consists of affordable assets that support essential services or serve as viable investments**

- Challenge every asset and the reason for holding it and ensure that we have a robust plan in place for its disposal, development or management. Develop the Implementation Plans for each outcome
- Develop Service Asset Plans (SAMPS), via service area strategic governance groups, which consider the services current asset use and costs, identifies changes to the way in which services will be delivered in the future, the impact this has on their asset base requirements and put a plan in place to deliver the change
- Ensure that effective governance is in place around property asset decisions at all levels, developing clear terms of reference for any committees
- Produce a refined and deliverable asset rationalisation plan to reduce the estate by 50% overall, based on agreed criteria. Advise on the interdependencies, risks and implications and agree the governance

**30 Improve customer and staff employee experience at our sites by delivering fit for purpose spaces that are consistent, positive and conducive to productivity, thereby supporting overall efficiency in service delivery**

- Implement the agreed corporate landlord model, centralisation of all land and property assets, decision making and budgets
- Develop a corporate brand for council buildings and take opportunities to implement as assets are developed

### **31 Drive asset-led transformation in service delivery by envisioning and developing the future County Council Headquarters and operating model, aligning them with the broader vision for the public estate**

- Progress the Outline Business Case for County Hall options to allow the council to make an informed decision on its future relationship with the building
  - Work with partners to agree an integrated approach to the use of public assets in Matlock
  - Develop interim opportunities for the use of the Matlock campus, around reducing our footprint, disposing of peripheral buildings, improving the customer and workforce experience
- 
- Review the ability of the wider asset base to contribute to any working model, through a hub and spoke arrangement and dispersed or consolidated workforce

### **32 Implement a Digital Improvement Programme to better support and develop systems across the council**

- Provide cost effective, reliable and secure technology to our workforce
- Provide the workforce with the digital technologies, systems and workspaces to enable them access to what they need, when they need it, from any location
- Further develop the Enterprise Architecture function that sets out the technical journey to underpin digital, data and ICT transformation
- Develop and deliver an Integration Strategy and architecture that supports end-to-end digital service design
- Develop application roadmaps to support end to end system and service design
- Adopt a “digital first” and "cloud first" approach to procuring and adopting new systems and delivering our existing services

## Budget and Savings for 2024-25

The department's service delivery is supported by a budget of **£77.6 million** for 2024-25. The departmental budget includes agreed additional funding for service pressures for 2024-25 of £2.821 million ongoing and £3.909 million one-off funding, as set out in the table below:

Service Pressure funding	£million Ongoing	£million One off
<b>Inflation - Business Rates</b> – To increase the property business rates budget to reflect the 2024-25 increase	<b>£0.144</b>	-
<b>Inflation - Property - Gas and Electricity Price</b> – To increase the budget to pay for the increased cost of energy in line with inflation	<b>£2.677</b>	-
<b>Inflation - Property - Cleaning and Caretaking Price Uplift</b> – To uplift the cost of the Council's cleaning and caretaking budget in line with the National Living Wage uplift	-	<b>£0.445</b>
<b>Information, Communications Technology EDRM (Electronic Data Records Management) System Upgrade</b> – Upgrade to the system which supports the safeguarding and storage of around 10 million documents	-	<b>£0.550</b>
<b>Information, Communications Technology – Telephony</b> – Replacement of the current telephony contract	-	<b>£0.180</b>
<b>Property - Asbestos Residue Removal</b> – To fund the removal of asbestos residue within Council buildings	-	<b>£0.120</b>
<b>Property - Corporate Maintenance Budget Increase</b> – To fund the day-to-day reactive maintenance of buildings to ensure compliance with health and safety	-	<b>£0.500</b>
<b>Property - County Hall Winter Gardens Remedial Works</b> – To carry out essential health and safety works to the Winter Gardens	-	<b>£0.265</b>
<b>Property - Decommissioning, Dilapidations and Staff Relocations</b> – To fund relocation of staff, clearing sites of unwanted furniture and equipment, security and other costs associated with the closure of surplus buildings	-	<b>£0.500</b>

<b>Property - Glazing Surveys</b> – To fund Glazing Surveys to comply with legislation	-	<b>£0.220</b>
<b>Property - Ilkeston Library External Maintenance Works</b> – To carry out essential maintenance to the listed building	-	<b>£0.350</b>
<b>Property - Planned Preventative Asset Maintenance Budget Increase</b> – To proactively look after the council's to prevent failure and to ensure that they are water-tight and safe	-	<b>£0.500</b>
<b>Corporate - Amortisation of Premiums</b> – 2023-25 charge to the general reserve for premiums or discounts from early repayment of loan debt	-	<b>£0.279</b>
<b>Total</b>	<b>£2.821</b>	<b>£3.909</b>

The Department will be managing the delivery of total proposed budget savings for 2024-25 of **£5.80 million** (£5.211 ongoing and £0.590 one-off) as detailed below. Full details of the department's budget are set out in the appendix to this plan.

**Rateable values - £5,000**

Review rateable values for all assets.

**Industrial Estates - £251,000**

Reduce management costs of industrial estates and continued review of rents.

**Business Rates - £50,000**

Review rateable values for all assets, including Business rates.

**County Hall Opening Hours - £50,000**

Review County Hall opening hours, reduce operating costs and delete vacant post.

**Facilities Management Services - £91,000**

Review Facilities Management Services, including deletion of vacant posts.

**Rent Roll - £50,000**

Review and improve rent roll.



**Maintenance and Cleaning - £195,000**

Review maintenance and cleaning contracts to reduce costs.

**Property Maintenance Service - £141,000**

Review maintenance service to ensure focus on key deliverables, including deletion of vacant posts.

**Property Support Services - £32,000**

Deletion of vacant post in Facilities Management.

**Property Maintenance - £24,000**

Reduction in maintenance linked to the property disposal programme.

**Finance recruitment - £195,000**

Cessation of Graduate Recruitment.

**Finance budget - £675,000 (£450,000 overall 5% with £225,000 further 5%)**

Reduction in the Finance Service's overall budget.

**ICT budget - £590,000**

5% reduction in ICT in 2024-25.

**Legal fees and charges - £20,000**

Increase in fees/charges within legal services.

**Community Leadership Scheme - £124,000**

Review community leadership scheme of councillors' grants to local groups.

**Member and Management Support Services - £260,000**

Review support services for Members and Management.

**Coroners Service - £30,000**

Review Coroners service to reduce costs.

**Human Resources Team - £230,000**

Efficiency opportunities.

**Traded Services - £139,000**

Cessation of work experience service for schools within HR.

**Equality, Diversity, and Inclusion - £83,000**

Review Equality, Diversity, and Inclusion resources.

**Derbyshire Now magazine - £90,000**

Cessation of the production of Derbyshire Now magazine.

**Call Derbyshire - £28,000**

Call Derbyshire team efficiency opportunities.

**Strategy and Policy Team - £350,000**

Strategy and Policy Team budget review.

**Portfolio Management and Transformation - £400,000**

Portfolio Management and Transformation redesign.

**Payroll Vacancy - £1,698,000**

3% vacancy factor to reflect expected proportion of vacant posts due to staff turnover.

# Monitoring the Plan

The ambitions set out in the Plan are supported by an implementation plan which outlines how each of the Strategic Objectives set out in the Plan will be delivered, the details of the departmental budget and the department's forward plan of procurement. As well as monitoring the progress of the Strategic Objectives, the following measures will also be monitored:

## Key Performance Measures

- Achievement of in year Budget Savings
- Amount of money raised from the disposal of council land and buildings
- Time to hire (Days between a job vacancy shortlisting and contract offer)
- Sickness as a percentage of available working hours
- Spend on agency staff
- Percentage of Call Derbyshire calls abandoned before they are answered
- Carbon emissions from officers using their own vehicles