

Chair: Angela Andrews

HPS annual update: 2017/18

Projects identified within Vision 2020 for the year 2017/18

Programme/Project and outcomes expected	Project manager	Milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend or savings to date
<p>1. Roll out the new People Strategy and implement action plan</p> <p>(Commenced: 2017/18)</p> <p><i>OUTCOME EXPECTED: Engage our people fully, developing the skills, attitudes and behaviours we will need in the future</i></p>	HR Manager	<ol style="list-style-type: none"> 1. Launch the People Strategy – Jan 17 2. Review of the staff appraisal system and launch for Q1 2017 3. Develop effective leadership and management programmes 4. Develop staff charter setting our expected behaviours by March 2018 	<ol style="list-style-type: none"> 1. People Strategy launched Jan 2017, action plan underway 2. New appraisal system in place, 86% appraisals completed by July 2017 3. First training priority - leadership development - completed. 4. Staff Charter group is on schedule to produce draft charter by end March 2018 	G	No additional funding provided – costs are all from HR budget allocation
<p>2. Progress the Channel Shift *Now “Customer Experience Strategy”</p> <p>(Commenced: 2017/18)</p> <p><i>OUTCOME EXPECTED: To deliver excellent services that are easy to access, responsive to our customers’ needs and good value. This will be achieved through the 6 strategic themes within the strategy</i></p>	Customer Services Manager	<p>The Customer Experience strategy covers a number of key areas in 17/18</p> <ol style="list-style-type: none"> 1. On-line requests and claims 2. Payment methods 3. Correspondence and billing 4. Customer care training 5. Customer care standards and Customer charter 6. Accessible staff 	<ol style="list-style-type: none"> 1. Multiple new on-line forms in operation. New Choice based-letting - due for April 18 2. Cashless City Hall implemented, Direct Debits now available as an option 3. Extensive use of IQ Post Me and bulk outsourcing has led to savings 4. Mandatory staff training completed. In-house training option developed. 5. Outline customer standards and charter developed– to be agreed by end March 2018 6. New telephony system will be introduced in May 2018 	G	<p>£50k (Lincoln) cash savings target in place</p> <p>£22k savings achieved</p> <p>Of initial budget of £100k ‘invest to save’ budget allocated – £26,772 spent</p>

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<p>3. Generate new income streams and commercial opportunities (Commenced: 2017/18)</p> <p><u>OUTCOME EXPECTED:</u> <i>New commercial opportunities are explored and where profitable, deliver new income streams for the council.</i></p>	<p>Phase 1 – Advertising Communications Manager</p>	<ol style="list-style-type: none"> 1. Develop a phased work programme to cover all opportunities - Initial phase to focus on the advertising opportunities 2. Explore most effective way to manage advertising contracts (internal or outsourced) 	<ol style="list-style-type: none"> 1. Good progress on developing advertising income at the new Bus Station facilities – initially internally resourced. 2. A tender document for joint sponsorship /advertising across the council is currently under preparation. 	G	<p>Initial income target of £20k for 2018/19</p> <p>Income currently achieving between £2k and £3k per month (from February 2018)</p>
<p>4. Undertake asset management reviews with a focus on best use of council assets (Commenced: 2017/18)</p> <p><u>OUTCOME EXPECTED:</u> <i>As above (3)</i></p>	<p>Property Services Manager</p>	<ol style="list-style-type: none"> 1. Complete property restructure 2. Identify a range of short, medium and longer term key investments from capital spend 	<ol style="list-style-type: none"> 1. Property restructure completed and planned savings made 2. Two land/property purchases have completed and are part of secured income. 	G	<p>An income target of £500k has been set for this work</p> <p>Income receipt is ahead of expected schedule.</p>
<p>5. Increasing data protection awareness, by implementation of legal frameworks, and preparing for the General Data Protection Regs (Commenced: 2017/18)</p> <p><u>OUTCOME EXPECTED</u> <i>The council is fully prepared for the implementation of new GDPR legislation by May 2018</i></p>	<p>Legal & Democratic Services Manager</p>	<ol style="list-style-type: none"> 1. Final training programme to be concluded by March 2018 2. Any additional work to ensure compliance with the European Data Protection Regulation due to be in force May 2018 3. Decision on the permanency of the Data Protection Officer (DPO) position 	<ol style="list-style-type: none"> 1. The Information Governance Officer has delivered generic and tailored training to each team. 2. Mandatory requirement that all members of staff have completed the E-learning programme – almost complete 3. Exec has approved the permanent DPO position, this will now be formally recruited 	G	<p>1.Training all comes from the internal training budget</p> <p>3.The permanent DPO officer position has been funded from an earmarked central reserve</p>

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6. Implement IT disaster recovery solutions (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>A fit for purpose IT disaster recovery plan is in place</i>	BDIT Manager	1. Construction of a secondary data centre 2. ICT Disaster Recovery (DR) Plan to be completed.	1. Secondary data centre set up at Hamilton House – March 2017 2. Draft DR Plan complete. Following an internal audit, there are now a number of recommendations to be followed through to complete the activity.	G	No additional funding
7. Deliver any outcomes as a result of the LGA peer challenge (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>All recommendations are actioned</i>	Pat Jukes	1. Peer challenge final report to be agreed and published 2. Complete analysis of all recommendations	1. Final report agreed with LGA and published externally and internally May 2017 2. Analysis completed - showed all recommendations are in place and being monitored through the relevant group.	C	No budget allocated No spend
8. Improve customer experiences (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>Vision 2020 projects have effective support and services are improved as a result</i>	Matt Smith	1. Build a programme of service improvements for the Business Development team for 2018/19	1. Once this programme has been agreed, milestones will be included within this project for activities agreed for 2018/19	G	No additional budget allocation
9. Procurement (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>Improved value achieved from procurement/ commissioning</i>	Heather Carmichael	HC to attend the 4 vision 2020 theme groups and the HPS Board to remind project managers/owners of the importance of correct procurement practice and where/when to seek help:	All boards attended, flow chart reminders provided No further actions identified	C	No additional budget allocation
10. Focus on Sustainability (Commenced:2017/18) <u>OUTCOME EXPECTED</u> <i>'Greener' choices are made in our activities</i>	Kate Ellis	1. Develop a method of embedding this into everyday working process 2. Build sustainability into the update of Lincoln Project Management Model (LPMM) – March 18	1. Quarterly cross directorate group created. Team are scoping a plan for 3-5 years 2. Work underway on the review of the LPMM and remains on schedule to complete by the end of March	G	No additional budget allocation

Issues or opportunities identified through performance monitoring activities

Issue or opportunity raised	Project manager	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
11. Compliance to High priority Audit recommendations (Issue through CMT)	John Scott	At the end of Q1 there were 10 audit recommendations identified as having been not completed to schedule	Audit Manager confirmed that there is no longer any cause for major concern – all outstanding recommendations go to PH meetings and are being addressed regularly.	G	No additional budget allocation
12. Concern with Vacancy levels reported to PSC (Raised by Performance Scrutiny Committee)	Claire Burroughs	Initial investigation on difference between 'i-trent' vacancies and those reported by Finance – establishment. <ul style="list-style-type: none"> HR to investigate and report on results 	HR Manager personally attended all DMT's to query those positions which are not being actively recruited to. Where paperwork was missing, this is all now complete. Both figures are now reported to Performance Scrutiny	G	No additional budget allocation
13. Sickness levels and sickness Mgmt. (Raised through the quarterly performance figures)	Claire Burroughs	1. Establish the Health & wellbeing lead in HR and an action plan 2. Develop an action plan for tackling increasing levels of sickness	1. H&W lead in place – activities being rolled out through 2. Discussed in detail at TFS Board. HR Manager to complete some comparison work with Nearest neighbours, to be brought back to next TFS Board	A	No additional budget allocation
14. Business plans for income generating services	Pat Jukes	Ensure that all 2018/19 AD service plans identify which services need formal business plans	Part of the Service Planning process for 2018/19 which is progressing to the schedule as planned	G	No additional budget allocation
15. Quarterly Dashboard of overall corporate performance – HPS to identify any problems	Pat Jukes	Complete formal quarterly dashboard at the end of each quarter Identify emerging issues to HPS	All dashboards presented to HPS – sickness levels raised as a concern and issue listed (above)	G	No additional budget allocation
16. Development of a new Corporate Performance Management system (TEN/IMPS no longer supported)	Pat Jukes Fraser Trickett	Initial options scope to be created and reviewed at HPS for direction Approved plans to be implemented by year end	Scope reviewed at HPS Board 28.11 – agreement received to proceed with the internal option proposals to planning stage. Business Development and Policy involved in putting together appropriate proposals	G	No additional budget allocation