



Business Plan 2008 - 2011

February 2009

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1. Introduction

1.1 Vision

Our brand in itself is bold and different and clearly sets out what we stand for: “Xentrall Shared Services – Delivering Excellence for all”. And the name became the launch pad to explain the ideal of the partnership our vision, values and culture.

Our Vision is: to create a seamless partnership with clear, shared objectives, collaborative relationships and a common culture to enable each Council to achieve more than it could on its own

Our Core Values are:

- Valuing our Employees
- Delivering Customer Service Excellence
- Delivering High Performing / High Quality Services

Our Culture is:



1.2 Strategic Objectives:

Our overall strategic objectives are set out in the legal agreement and are:

- To jointly provide a range of corporate and transactional services to Darlington and Stockton Borough Councils;
- To secure efficiencies whilst retaining highest rated performance;
- Improve service capacity and resilience;
- To form a nucleus around which both Councils and future partners could align service delivery;
- To build capacity in partnership councils, securing intellectual capacity, recruitment and retention and sustainability;
- Act as an exemplar or prototype of collaborative working for the North East;
- To ensure that the partnership is both “future proof” and expandable.

1.3 Background

In December 2005 approval was given for detailed work to be undertaken looking into the possibility of joint working between Stockton and Darlington Borough Councils.

The report concluded that benefits could be achieved by bringing together a number of services into a Shared Services Partnership, as follows:

- Transactional HR;
- Transactional Finance;
- Design and Print;
- Information and Communications Technology.

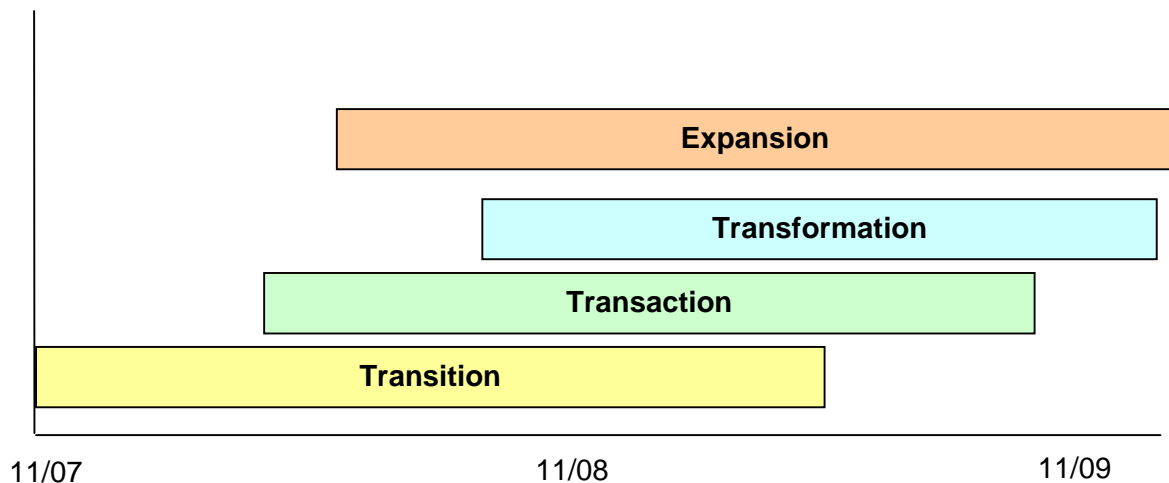
Following the development of a robust business case, in November 2007 both Councils gave the go ahead for the partnership to be established.

Xentrall Shared Services was established on 1st May 2008.

1.4 Xentrall Business Development Phases

Xentrall is a fledgling organisation which needs to establish itself, become confident in delivering a first class service and then work with Stockton and Darlington Councils to help transform their organisations. The stages of the development of Xentrall are:

- ❖ Transition – the services need to be fully established, co-location needs to be completed and the business framework needs to be developed and implemented. During this phase the culture of Xentrall will also be developed. It is important to note that ICT have a transition phase of two years which takes account of the need for employees to move from existing roles to new roles.
- ❖ Transaction – from going live on 1st May 2008, the first priority for Xentrall was to ensure service delivery was at least as good as it was prior to setting up the partnership i.e. business as usual. The next stage is to look at all the processes and improve them either by implementing new ways of working or through business process re-engineering (i.e. doing the same thing better).
- ❖ Transformation – changing the way we do things over a period of time (some may be quick wins) to deliver the financial and qualitative aspirations of the Outline Business Case, giving customers added value. It is anticipated that by working differently, for example: introducing new technology; self service; e-procurement; the Councils will get even greater benefits and savings than those originally anticipated.
- ❖ Expansion – it was always expected that Xentrall would grow over time. This will include taking on additional services, additional customers and possibly additional partners.



1.5 Management of the Business Plan

This is the first Xentrall Business Plan and spans September 2008 through to April 2010. The first six months of the plan (Transition Phase) will be managed using Managing Successful Programmes (MSP) methodology, and will have detailed project documentation supporting all elements of the programme. From 1st April 2009 the Business Plan will be managed in a 'business as usual environment' whereby only major projects will be managed in a project management environment.

1.6 Key supporting strategies and policies

Xentrall has developed a number key supporting strategic, policy and framework documents which set out how it will manage and govern its business. These are separate documents which will be developed and then updated on at least an annual basis. They form our operational governance framework (aka: The Way we do Business Around Here) which is set out in appendix 1 the key components of which are:

- Workforce Development Strategy (incorporating the Organisational Development Strategy)
- Customer Strategy
- Stakeholder Management and Communication Strategy
- Performance Management Strategy
- Benefits Management Strategy

2. Stockton and Darlington Councils Corporate Priorities

2.1 Strategic Framework

Xentrall is part of two Councils which have their strategic frameworks within which Xentrall will operate. The Strategic Aims and Objectives for both Councils are:

Darlington Borough Council (DBC)	Stockton Borough Council (SBC)
Shaping a better Darlington	Securing the Future
Providing Excellent Services	Performing Well
Putting the Customer First	Putting People First
Ensuring Access for All	Working with others
Enhancing Our Capacity to Improve	Striving for Improvement

Set out at appendix 2 is a table which shows how the strategic aims and objectives of Xentrall underpin those of both Stockton and Darlington Councils.

2.2 Priorities for Stockton and Darlington Councils 2009 – 2010

Work is still in progress identifying the key priorities of work for the two Councils as they are still in their corporate planning process. However, there are some emerging themes:

- Workwise / New Ways of Working – Stockton / Darlington
- Infrastructure refresh / review – Darlington
- Procurement Strategies – Stockton and Darlington
- Use of Resources level 4 / Data Quality – Stockton and Darlington
- Information Governance / Security – Stockton and Darlington
- Equality and Diversity (level 3 / 4) – Stockton and Darlington
- Value for Money – Stockton and Darlington
- Partnership Health Checks – Stockton and Darlington
- ICT Strategy – Stockton and Darlington
- Agresso Financial Management System developments – Stockton and Darlington
- PSE HR/Payroll system developments – Stockton and Darlington
- Customer First – Xentrall – improve service delivery to Stockton and Darlington

Corporate local / national performance targets for:

- Availability of ICT systems
- Prompt payment of invoices
- Reduce sickness absence
- Everyone to have an appraisal in the year
- On contract spend (Stockton)
- Reduce avoidable contact (national PI NI14)

In addition to the priorities identified above, both Councils are continually reviewing their services and Xentrall will play a key role in supporting these reviews, with a particular emphasis and the use of technology to transform services. At Stockton these reviews are part of the Efficiency, Improvement and Transformation programme and at Darlington they are part of Leading Edge.

2.3 Planning Framework

Both Stockton and Darlington Councils have a number of plans underpinning their service delivery. These plans impact on Xentrall in different ways:

Xentrall as a provider of services

Needs to ensure that it complies with key plans so that it can deliver a service to Stockton and Darlington customers in a way which is consistent with the requirements of each Council. An example would be equality and diversity.

Stockton Council as lead authority

Xentrall needs to ensure that it complies with the frameworks determined by the lead / employing authority. An example would be HR policies.

Xentrall as a strategy developer

Both Councils have an ICT Strategy. These strategies are developed and delivered by Xentrall in conjunction with both Councils.

Set out in appendix 3 is a list of all the key documents from each Council and how they impact on Xentrall.

2.4 Performance Management and Reporting Frameworks

Performance Information

Performance information can be broken down as follows:

- Performance information provided by Xentrall and used by the two Councils e.g. sickness absence
- Performance targets set by the two Councils to which Xentrall contributes e.g. availability of ICT network
- Performance targets set by Xentrall and approved by the Executive Board which are used to ensure that Xentrall is delivering its core objectives.

Performance is monitored and reported quarterly to both Councils and also to the Executive Board. A copy of the Xentrall annual planning cycle can be found at appendix 4.

Major Projects

All major projects in Stockton and Darlington Councils and Xentrall are managed under a project management framework and highlight reports are produced and reported on a monthly basis.

Stockton Level 1	Stockton Level 2	Darlington Lead Edge
	ICT Strategy	Xentrall Business Case
	Xentrall Business Case	ICT Strategy
	Information Governance	

In addition to the reporting to the two Councils performance / policy sections for reporting to Corporate Management Teams, reporting of Xentrall progress is done monthly via the Executive Board and reports are also sent to the Partnership Consultative Panel.

Budget Management

The Xentrall budget is managed on the basis of a risk assessment. Because our budget is relatively new it has been agreed that there will initially be a high degree of control over the budget. The budget variances are reported on a quarterly basis to the Executive Board.

Risk Management

The risk log is monitored on a monthly basis and reported to the Executive Board. In addition to this, a high level risk for Xentrall sits on Stockton and Darlington's Corporate Risk Registers and these are updated on a quarterly basis.

Annual Corporate Assurance

Every year Xentrall produces an annual certificate of assurance for the Statement on Internal Controls and Risk Management.

Annual Report

The Partnership Consultative Panel will produce an annual report which will go to Stockton and Darlington Council's Cabinets at the end of the year.

3. Services Provided by Xentrall

Full details of all the services provided by Xentrall are set out in Appendix 6.

ICT Service

The ICT service provides quality services, which are both effective and efficient, which make a positive contribution to Stockton and Darlington Councils achieving their key priorities.

The service guides and advises on the strategic direction of ICT services and is proactive in identifying opportunities to exploit information and communication technologies. In addition, it ensures that solutions are made available and maintain to their optimum capability and to maintain a service which responds and adapts quickly to change. Services provided are: Business Account Managers; Business Analysts; Service Centre; ICT Training; End User Support; Server Support; Network support; Systems support; Systems Development; Member's ICT Services; Strategic Services including Information Security Management, Information Governance, Project Management, Technology and Process Excellence.

Design and Print Service

The Design and Print service deliver cost effective design and print solutions. They have a range of different print equipment and are capable of producing high quality print solutions. In addition to the design and print services, they also deliver a purchasing service which can be used to procure externally for any work which can't be undertaken by the in-house team.

Transactional Finance Service

The Transactional Finance service provides efficient and effective transactional services to its customers. It embraces new technology maximising the benefits from it and ensuring a smooth interface between operational and front line services. Services provided are: Creditors; Debtors; Banking; Income; Car Mileage processing; and the development and support of the Financial Management System, Agresso.

Transactional HR Service

The Transactional HR service provides efficient and effective transactional services to its customers. It embraces new technology maximising the benefits from it and ensuring a smooth interface between operational and front line services. Services provided are: Payroll; Recruitment; Contracts; Absence Reporting; and the development and support of the HR Management System, PSE.

4. Key Achievements / Challenges and Priorities for 2008-10

Xentrall Shared Services went live on 1st May 2008.

Since going live our major achievements have been:

- Completion of all major accommodation improvements
- Co-location of all employees
- Development and implementation of Performance Management Strategy and Balanced Scorecard
- Development and implementation of Customer Strategy including a customer complaints process and customer service charters
- Development and implementation of Benefits Realisation and Tracking System
- ISO9001 re-certification for Design and Print
- ISO 27001 certification for Xentrall ICT services
- Transactional HR achieved Customer First Stage 2 award
- Xentrall brand developed and rolled out (including letterhead, business cards etc.)
- Implementation of pilot for new flexible working arrangements
- Service improvements for all service areas
- Procurement of new Digital Press

The main challenges we have faced during 2008 have been staffing and service issues since going live.

Co-location of all services was delayed due to the availability of our accommodation and this had an impact on staff and the management team who were working across split sites for sometime. Sickness absence has been high in some areas and this has had an impact on the transition programme and the ability to implement changes as quickly as we would like.

Agresso financial management system was new to Darlington as was the centralisation of the creditors function. There have been a number of performance issues across all financial services for Darlington customers as a result of these issues. Most of the issues have been resolved and improvement plans are in place and performance is improving.

Set out below are Xentrall's priorities for the next three years.

Level 2 Project ICT Strategy (Stockton)

Key Actions to Implement Priority	SBC priority	By When	Who is Responsible
* Develop a business case for the investment in workflow and mobile technologies	RES02	31 Mar 09	Head of ICT and D&P
Complete procurement and configuration of workflow and mobility technologies and commence implementation (subject to approval of business case)	RES02	31 Mar 10	Head of ICT and D&P
Build a consolidated, robust ICT architecture on which to implement the ICT Strategy	RES02	31 Mar 10	Head of ICT and D&P
* Development and delivery of a business change programme methodology incorporating enterprise-wide technologies.	RES02	30 Jun 10	Head of ICT and D&P

Level 2 Project Website and Intranet Refresh

Key Actions to Implement Priority	SBC priority	By When	Who is Responsible
Re-designed Website launched		31 May 09	Head of ICT and D&P
Re-designed Intranet launched		31 Jul 09	Head of ICT and D&P

Leading Edge Project ICT Strategy (Darlington)

Key Actions to Implement Priority	DBC priority	By When	Who is Responsible
Delivery of the new ICT Strategy	?	Ongoing	Head of ICT and D&P
* Support for modern ways of working / Flexible working	Priority 3	Ongoing	Head of ICT and D&P
Fundamental Review of ICT infrastructure	Priority 15	Jun 09	Head of ICT and D&P
Implement Infrastructure findings	Priority 15	Ongoing	Head of ICT and D&P

*Note: the three highlighted projects will be done together as Stockton and Darlington to maximise the benefits of joint research / development / implementation to reduce costs and deliver the optimum solution to both Councils.

Xentrall Business Case

Corporate Services Departmental Plan (Darlington) – Priority 14
Corporate Resources Service Improvement Plan (Stockton) – tba

Key Actions to Implement Priority	By When	Who is Responsible
Post Implementation Review of Stockton / Darlington Partnership	30 Sept 09	Xentrall Manager
Deliver overall savings identified in Xentrall Business Case	31 Mar 10	Xentrall Manager
Consolidate ICT Help Desk	31 May 09	Head of ICT and D&P
Design and Build Computer room	30 Sept 09	Head of ICT and D&P
Migrate systems to new computer room	31 Dec 09	Head of ICT and D&P
ICT Server Consolidation business case (and subsequent implementation)	31 Mar 10	Head of ICT and D&P
Upgrade Stockton to Agresso 5.5	31-Mar-10	Head of Trans. Finance and HR
Service Improvement: DBC Bank Reconciliation: Ensure, working with Darlington and Internal Audit, that all reconciliations are up to date for 2008/09 Plan, design and implement automated payments account reconciliation Plan, design and implement remaining (excluding payments) automated bank account reconciliation	 30-Apr-09 31-Jul-09 (phase 1) 31-Mar-10 (phase 2)	Head of Trans. Finance and HR
Evaluate the feasibility of implementing joint legal debt recovery module Implement joint legal debt recovery module if appropriate	 31-Mar-10 31-Mar-11	Head of Trans. Finance and HR
Evaluate the feasibility of implementing a joint income management system to replace Civica Icon (Radius) at Darlington and ACR/AIM (Academy) at Stockton Implement joint income management system if appropriate	 30-Sep-10 31-Mar-11	Head of Trans. Finance and HR
Evaluate the feasibility of implementing	30-Sep-10	Head of Trans.

Agresso 5.5 web modules (e.g. car mileage and expenses) Implement web modules if appropriate	31-Mar-11	Finance and HR
Evaluate the feasibility of implementing OCR Implement OCR if appropriate	31-Mar-11 31-Mar-12	Head of Trans. Finance and HR
Plan and design new joint recruitment process (subject to development of NE Recruitment Portal and consultation with key stakeholders in Darlington and Stockton) Implement new joint recruitment process ensuring ongoing engagement and buy-in from key stakeholders	30-Sep-09 31-Mar-10	Head of Trans. Finance and HR
Evaluate the feasibility and benefits of developing the Yourself module to facilitate online services and self service Begin the implementation of Yourself module	30-Sep-09 30-Sep-10	Head of Trans. Finance and HR
Evaluate the feasibility of implementing further PSE modules (e.g. training and health & safety) Implement modules if appropriate	30-Sep-10 30-Sep-11	Head of Trans. Finance and HR
Evaluate the feasibility of implementing an HR electronic data management system Implement HR electronic data management system if appropriate	31-Mar-11 31-Mar-12	Head of Trans. Finance and HR

5. How we will measure success

Our key objective is to deliver the original Outline Business Case and the £7.2m savings. We will measure our success using a range of performance indicators which form our Balanced Scorecard attached at appendix 5.

In addition to the overall Balanced Scorecard for Xentrall, each of the four service areas will also have their own Balanced Scorecard which they will use to report performance to a different set of stakeholders.

Our Resources – will measure how we are delivering value for money by using a basket of financial measures. There are some measures looking at the cost of individual services but the main measure of success will be in ensuring we meet our budget targets over the next 10 years, thereby delivering the £7.2m savings set out in the approved financial business case. The resources indicators have been chosen on the basis that they can be benchmarked to demonstrate value for money in comparison to other providers.

Our Business – will measure how well we deliver our services using indicators which our customers will recognise. These measures will form part of our customer charters which clearly set out the service our customers can expect, these indicators will then measure our ability to meet our commitment to our customers. Some of these measures have been chosen because they can be benchmarked.

Our People – measures our employee satisfaction at working for Xentrall. It also measures how successful our Workforce Development Strategy is at reducing sickness absence and improving turnover figures. Staff satisfaction should lead to improved customer service.

Our Customers – measure our customers' satisfaction with the services they receive. Overall customer satisfaction is measured but customer commendations, comments and complaints are also reported.

We will also **benchmark** our services on an annual basis to demonstrate our ability to deliver value for money to both Councils. The benchmarking services we will use are:

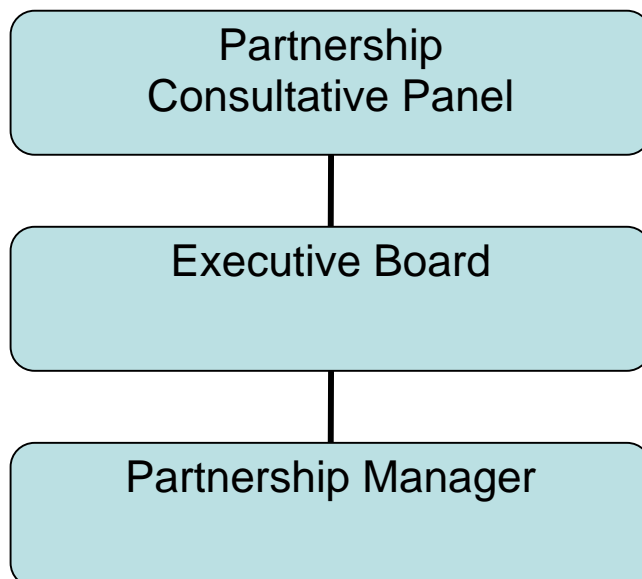
- CIPFA – Debtors, Creditors and Payroll
- SOCITM – for all ICT
- CIPFA Value for Money – Finance, HR and ICT

It has been acknowledged that Xentrall will deliver the benefits as outlined in the business case, but that it will also deliver benefits much wider than this in both Councils. Therefore a **Benefits Tracking and Benefits Realisation** system has been introduced to report all the benefits to both Councils.

6. Overview of Governance Arrangements

A legal agreement was signed between Stockton and Darlington Borough Councils on 30th April 2008. The legal agreement clearly sets out the governance and reporting arrangements and the terms of reference for each of the key roles.

The lead authority and therefore the employing authority is Stockton Borough Council and Xentrall operates under Stockton's scheme of delegation which includes the elements of delegation from Darlington Borough Council as appropriate.



The membership of the Partnership Consultative Panel is the two cabinet Members for Resources / Corporate Services in the two Councils. Their main purpose is to challenge and support the partnership. The Panel meets on a quarterly basis to consider progress and performance issues.

The membership of the Executive Board is the two Corporate Directors for Resources / Corporate Services in the two Councils. They have delegated authority to make key decisions for the Partnership. The Partnership Manager reports to the Executive Board on a monthly basis where they consider progress and performance issues.

Other decisions outside the delegated authority of the two Directors are made by the Cabinets of each Council as appropriate.

7. Workforce Development Strategy

Xentrall is in the process of developing a Workforce Development Strategy which will incorporate organisational development and the overall training programme.

8. Consultation / Stakeholder Engagement

As a commitment to customer service excellence, all Xentrall services will be assessed under the Stockton Customer First Stage 2 standards.

What	When	Who	Progress
Website	Q1/2 2008	IM / Judi Asquith	Complete
Transactional HR	Q1/2 2008	Mandy Hill	Complete
Transactional Services	Q4	IC/ MH/ SC/ SC	
ICT	Q4	IM	
Design and Print	Q4	IM / JC	

Our customers will also be consulted on the quality and satisfaction of our services on an annual basis. The first customer survey was undertaken in August / September 2008 and provided us with an initial benchmark. Details of the survey and summary results are set out in our Customer Strategy.

We will also undertake annual employee satisfaction surveys. The first of these was a Change Readiness Assessment which was undertaken in March 2008 just before the Partnership was formally established. This helped to inform our Workforce Development Strategy and our Stakeholder Engagement and Communications Strategy.

9. Equality and Diversity

Equality is at the heart of everything we do. We want to ensure that our services are of the highest quality and accessible by all.

Xentrall Shared Services must comply with all the relevant legislation with regards to equality and diversity. We must also demonstrate positive action planning in response to the equality and diversity agenda.

All Xentrall employees are employed by Stockton Borough Council but we deliver services to customers on behalf of both Stockton and Darlington Councils.

It is therefore important that we deliver on the actions outlined in both Councils strategies and policies which are currently:

Single Equality Scheme 2008 – 2011 (3 rd Edition)	Stockton Borough Council
Race Equality Scheme 2	Darlington Borough Council
Disability Equality Scheme	Darlington Borough Council
Gender Equality Scheme	Darlington Borough Council

Stockton Borough Council is now at Level 3 following an IDeA review in December 2008.

Darlington Borough Council are currently reporting Level 3 under the same standard.

9.1. **Actions for Xentrall**

- Train all our staff in the scheme
- Make sure our customer complaints process meets the needs of the standard
- Make sure we access, if we need to, the various translation services available when dealing with our customers
- Make sure when we consult our customers (external) we take advice from the diversity team / head of policy on which groups we can consult (understand our customer's needs and adapt our services accordingly)
- Make sure we are generally a good employer using flexible working appropriately to meet the needs of our employees
- As a good employer, making reasonable adjustments to jobs to accommodate people with disabilities
- Our web site (Xentrall) and the Stockton and Darlington web sites must be fully accessible
- All our services should have an equality impact assessment – timetable set out below
- All our services should have a level 2 customer first assessment – timetable set out below
- All major strategy documents must be Equality Impact assessed before they are presented to Members for approval – this is the ICT Strategies for the 2 councils.

9.2. **Timetable for EIA reviews**

What	When	Who	Progress
Website	Q1/2 2008	IM / Judi Asquith	Complete
Debtors	Q3/4 2008	IC / MB	
Creditors	Q3/4 2008	IC / MB	
Design and Print	Q3/4 2008	IM / JC	
Payroll	Q3/4 2008	IC / SCoulson	
Recruitment and Contracts	2009	IC / SCarrick	
ICT	2009	IM	

9.3. **Supporting Actions**

In addition to the actions we need undertake as a business ourselves, it is important that our service supports the action plans of the two Councils. This will be achieved as follows:

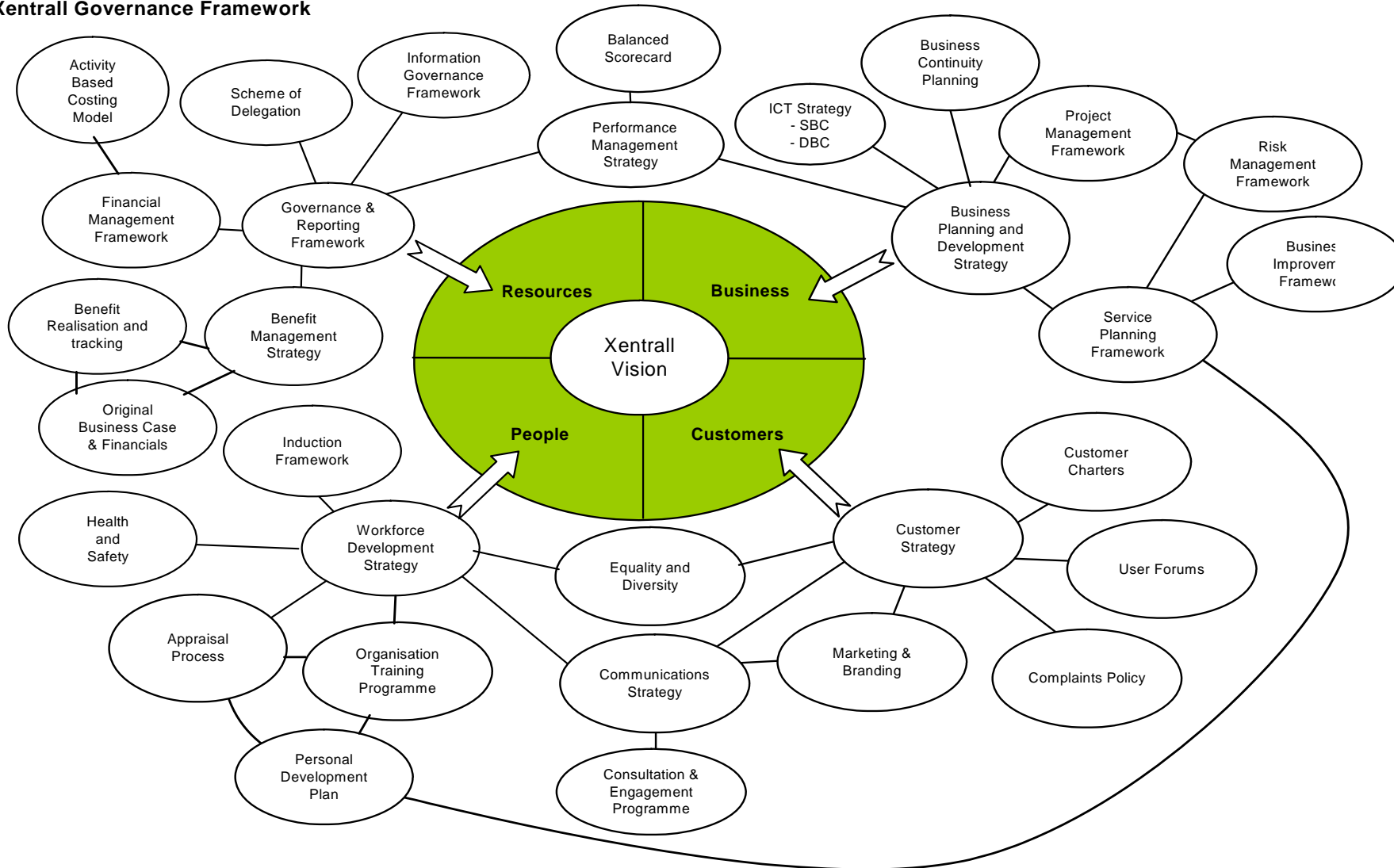
- HR system will need to be developed to assist the two Heads of HR in providing all the monitoring information
- Recruitment services must be developed to provide the services required to meet the needs of all potential applicants
- Recruitment services to work with the two Heads of HR to develop a more strategic approach to recruiting from different BME groups
- Stockton and Darlington Web Sites need to be accessible
- ICT may need to support a number of services to deliver their objectives

9.4. *What we do – What we have done already*

- Involvement in the development of the NE recruitment portal
- Recruitment teams have attended job fairs and other various events
- Transactional HR have completed Customer First Standard and passed at Level 2
- Web site has had an Equality Impact Assessment
- Some of our employees have completed corporate equality and diversity training
- We had a robust Management of Change policy which supported our initial recruitment process to Xentrall, including moderation meetings – we also made reasonable adjustments to a number of posts

Appendix 1 – Xentrall Operational Governance Framework

Xentrall Governance Framework



Appendix 2 – Links across Council’s Strategic Aims and Objectives

DBC Corporate Objectives	SBC Strategic Aims	Xentrall Strategic Objectives
Meets the criteria of all Corporate Objectives	Meets the criteria of all Corporate Aims	To jointly provide a range of corporate and transactional services to Darlington and Stockton Borough Councils
Provide Excellent Services	Performing Well	To secure efficiencies whilst retaining highest rated performance
Enhance our Capacity to Improve	Striving for Improvement	Improve service capacity and resilience
Shaping a Better Darlington Ensure Access for All Enhancing our Capacity to Improve	Securing the Future Working with Others Striving for Improvement	To form a nucleus around which both Councils and future partners could align service delivery
Enhancing our Capacity to Improve	Striving for Improvement	To build capacity in partnership councils, securing intellectual capacity, recruitment and retention and sustainability
Shaping a Better Darlington Ensuring Access for All Enhancing our Capacity to Improve	Securing the Future Working with Others Striving for Improvement	Act as an exemplar or prototype of collaborative working for the North East
Shaping a Better Darlington Enhancing our Capacity to Improve	Securing the Future Striving for Improvement	To ensure that the partnership is both “future proof” and expandable

Appendix 3 – Key Documents Stockton and Darlington Councils

Appendix 3.1 – Planning Documents

Stockton	Darlington	What is it?	Impact on Xentrall
Shaping our Future (managed by Stockton Renaissance Partnership)	One Darlington : Perfectly Placed (managed by Darlington Partnership)	Sustainable Community Strategy	Xentrall will deliver services to each Council which help them to achieve their objectives and therefore ultimately the objectives of the Sustainable Community Strategy.
Council Plan	Leading Edge – Corporate Plan	Annual Corporate Plan	These plans set the annual corporate objectives and priorities for the Councils. Xentrall will feature in each of the plans and will also directly deliver a number of the key priorities and performance indicators such as the ICT Strategies.
Resources Service Improvement Plan	Corporate Services Departmental Plan	Annual Departmental Plans	As above but also includes summary of the Xentrall Business Plan – Xentrall is a Business Unit within each of the two Departments.
Xentrall Business Plan Finance Service Plan Human Resources Service Plan Customer Services and Taxation	Xentrall Business Plan Resources Service Plan Human Resources Service Plan Public Protection Service Plan Legal and Democratic Service Plan Customer Services Service Plan	Service Plans for each Business Unit	Detailed service plans which set out the major improvements for each service and all the Key Performance and Local Performance indicators.

Appendix 3.2 – Strategy Documents

Stockton	Darlington	What is it?	Impact on Xentrall
Single Equality Scheme	Race Equality Scheme Gender Equality Scheme Disability Equality Scheme	Equality and Diversity plans	Ensure that service delivery in Xentrall complies with each of the schemes and contributes to each Council achieving its corporate objectives with regards to Equality and Diversity. Also as employers, ensuring compliance with the Stockton Single Equality Scheme.
Procurement Strategy	Procurement Strategy		Transactional Finance play a key role in the delivery of the two Procurement Strategies. This is because the develop of the Financial Management System (FMS) is required to deliver on some of the key objectives such as e-procurement.
Information Governance	Corporate Governance	Information Governance framework link to information management, data protection act, freedom of information act, security of information, business continuity planning.	Xentrall needs to comply with the legislation in these areas and keep to any timescales which impact on either Council's action plans in these areas. Xentrall and the two Councils are working very closely together on these areas to ensure there is no duplication.
People Strategy	Organisational Development Strategy	Holistic approach to managing people and resources.	The People Strategy in Stockton determines the 'package' of benefits for employees of Xentrall. In addition to this, it looks at management / employee development. Elements of the OD strategy and the people strategy cannot be delivered without support from Xentrall, primarily in ICT.
ICT Strategy	ICT Strategy		Xentrall develops, maintains, monitors and implements the ICT strategies of the two Councils.

Appendix 4 – Xentrall Annual Planning Cycle 2009 / 2010

	Apr	May	June End Q1	July	Aug	Sept End Q2	Oct	Nov	Dec End Q3	Jan	Feb	Mar End Q4
Business & Financial Planning	Final out-turn 2008/9 Begin impl. of business plan 2009/10 Annual Report to Cabinet			Q1 Budget out-turn		Work with Stockton and Darlington Councils in the initial development of their priorities and financial planning for 2010/11	Q2 Budget out-turn	Extended Mgt Team event to develop Xentrall priorities for 2010/11 (early in November)	Final priorities agreed for budget decisions	Q3 Budget out-turn Final business plan 2010/11 approved by Exec Board and Partnership Panel		
Service Planning							Mid Year service plan reviews	Begin developing service plans for 2010/11 for approval by XMT		Final service plans for 2010/11 approved by XMT		
Performance Monitoring and Reporting	Final Balanced Scorecard			Q1 Balanced scorecard			Q2 Balanced scorecard			Q3 Balanced Scorecard		
Human Resources Planning	6 monthly review of individual and team performance		Complete Personal Development Plans for all employees					Set Team and individual targets through Appraisal process		Update Training Plans for Xentrall		Annual employee satisfaction survey

Appendix 5 – Balanced Scorecard 2009/2010

Our Resources	Actual 2008/9	Our Target 2009/10	Our Business	Actual 2008/9	Our Target 2009/10
Year on year global savings apportioned as agreed	-£394k	£43k	Invoices paid within 30 days	87.60% DBC 69.20% SBC	90.00%
Cost per invoice (creditors)	£3.30	£3.20	% accuracy of payroll	99.82% DBC 99.85% SBC	99.82%
Cost per invoice (debtors)	£5.94	£5.90	Average time to fill a vacancy	baseline	40 days
Cost per payslip	£4.46	£4.36	% ICT incidents resolved within agreed service levels	95.90% DBC 94.76% SBC	97.50%
Cost of recruitment per vacancy	£430	£415	ICT projects delivered on time/budget as set out in ICT Strategy	baseline	50%
Cost of d & print for basket of docs	£3,000	£2,600	Availability of ICT Systems	99.9% DBC 99.3% SBC	99.1
Number of workstations supported per specialist (As per SOCITM benchmark)	baseline	2nd quartile	Availability of ICT Network	99.9% SBC only	99.9
			Time taken to issue a contract	baseline	98% within 8 weeks
			Time taken to vary a contract	baseline	96% within next payrun
			Time taken to process CRB checks	baseline	39 days
Our People	Actual 2008/9	Our Target 2009/10	Our Customers	Actual 2008/9	Our Target 2009/10
Staff satisfaction with Xentrall as an organisation to work for	3.53	3.70	Customer satisfaction with transactional HR	3.6 SBC 3.8 DBC	3.8
% appraisals for Xentrall staff (% of available staff)	100%	100%	Customer satisfaction with transactional Finance	3.3 SBC 3.2 DBC	3.5
Staff satisfaction with learning and development opportunities	3.25	3.50	Customer satisfaction with ICT	3.9 SBC 3.6 DBC	3.9
Sickness absence	10 days	9.5 days	Customer satisfaction with Design and Print	3.7 SBC 4.0 DBC	3.9
Staff turnover	10%	10%	Customer Charter Standards		
Top 5% earners women	54.55%	50%	<ul style="list-style-type: none"> Letters and e-mails answered within 10 working days 	98%	98%
Top 5% earners black & minority ethnic	0%	3.15%	<ul style="list-style-type: none"> Answering telephone calls within 5 Rings 	90%	90%
Top 5% disabled	0%	6.30%	Commendations, Comments, Complaints		4 Monitor
% employees declaring they meet the Disability Discrimination Act definition	7.69%	6.81%			
% employees from a BME community	2.26%	2.00%			

Appendix 6 – Detailed Service Descriptions

A6.1 ICT

ICT Services is structured into three areas:

- Business Services
- Technology Services
- Strategic Services

Business Services:

Business services are made up of three functions:

ICT Business Account Managers – they will maintain strong customer relationships and be a point of contact and advisor on ICT related issues. They will also be involved in service planning in each Council, identifying the need for ICT resource as soon as possible.

ICT Business Analysts – Assigned to specific projects and undertake the following functions:

- business process re-modelling
- assisting customers in the procurement of third-party systems and advising on the correct procurement procedures and preparation of appropriate documentation
- advice and guidance in the evaluation of potential ICT solutions
- assisting in contract negotiations with third-party suppliers
- assisting customers with post implementation reviews

Service Centre – Comprises:

- Service Desk. This is the first line of support from the ICT Service and either diagnoses and resolves an incident on first contact, or assigns it to the relevant ICT team. It is the focus for reporting all perceived problems with ICT equipment and systems. It is also the mechanism by which requests are made for ICT training and the purchase of equipment and software.
- ICT Training. This is provided by a dedicated trainer who manages the development and delivery of the training programme.
- Operations and Administration. This includes:
 - general clerical, administrative and promotional support to ICT Services
 - gathering, monitoring and presentation of statistical, performance management and charging information
 - responsibility for the purchasing lifecycle of end user ICT equipment
 - other duties such as operation of ICT's main printers

Technology Services:

Technology Services provide all hardware, software and network support, installation and maintenance to assist the development and delivery of ICT Services throughout the two authorities. This service also provides system interface and integration development, website development and advice and guidance to customers. A bespoke application development capability is available for instances where a strong business case supports this method of fulfilling a user service requirement.

End User Support Team - Undertakes the following functions:

- Advice and guidance on end user technology, including specification and product assessment
- Configuration, installation and support of PCs, laptops, mobile devices, printers, other peripherals and their software
- Incident response and resolution on faults with hardware and software
- Management and support of anti-virus systems
- ICT support services for Elected Members in both authorities
- Disposal and recycling service for hardware

Server Support Team - Undertakes the following functions:

- Advice and guidance on server technology, including specification and product assessment
- Configuration, installation and support of server hardware and software
- Incident response and resolution on faults with hardware and software
- Backup and recovery of data stored on servers

Network Support Team - Undertakes the following functions:

- Advice and guidance on network technology, including specification and product assessment
- Configuration, installation and support of network hardware and software
- Incident response and resolution on faults with hardware and software
- Backup and recovery of network data in conjunction with the Server Support Team

Systems Support Teams - Undertake the following functions:

- Advice and guidance on systems and applications technology
- Configuration, installation and support of systems and applications software
- Incident response and resolution on faults with systems and application software
- Backup and recovery of systems and application data in conjunction with the Server Support Team
- Database administration, support and management

Systems Development Team - Undertakes the following functions:

- Analysis, design, development and support of a range of ICT applications, interfaces and websites
- Incident response and resolution on faults with bespoke applications and websites
- Backup and recovery of bespoke application and website data stored in conjunction with the Server Support Team

Strategic Services:

It is this section contains the specialist roles of architect, strategist and security to develop and deliver excellence both within ICT and to its customer. These three roles work closely with the industry and both service demand & delivery arms of ICT to research and develop business cases for new technologies, systems and procedures. Consolidation, automation and process excellence are delivered from here.

Strategic Services also contains an ICT project co-ordination role which supports the service and underpins the governance by scheduling and resource planning of; projects, procurements, maintenance and support activities. This will be invaluable in co-ordinating the ICT activities across the customer base.

A6.2 Design and Print

The service covers three main areas:

Graphic design for:

- Brochures
- Leaflets
- Corporate Reports
- Internet and web design
- Stationery items
- Posters
- Promotional item graphics, e.g. mousemats, pens, etc.
- Interior and exterior signage
- Exhibitions
- Media advertisements
- PowerPoint displays
- Digital photography
- Creative media campaigns
- Cartoons and illustration
- File conversion

Litho printing for:

- Council reports, business plans, booklets, catalogues, folders, training manuals, etc.
- Stationery, including business cards, labels, NCR books, large volume letterheads, forms, over printed envelopes, Tickets, labels, etc.
- Promotional literature including leaflets and flyers in single, two, three or four (full) colours in A3 and A4 format, newsletters, etc.
- High-speed photocopying, including:
- High volume, high speed mono photocopying at A4 and
- A3 size
- Full colour digital copying at A4 and A3 size
- Print finishing, including:
- booklet making, guillotining, binding, laminating, perforating, numbering, collating, drilling, folding, etc.

Print buying and advisory service

Many years of in-depth knowledge and experience enable efficient sourcing and procurement of specialist printing requirements which can not be produced in-house. This includes large format digital printing, screen printing, web offset printing, promotional items, etc. The management team also has extensive knowledge of media including radio and press advertising production.

A6.3 Transactional Finance

Transactional Finance is the processing or operational side of finance. The service is largely based around two systems:

- **financial management system** (general ledger, procure to pay, debtors, costing and bank reconciliation); both Darlington and Stockton councils use the Agresso financial management system
- **income processing system**; Darlington and Stockton councils have separate systems now but we have the intention of adopting a common system once contract terms allow

Transactional Finance is split into two teams:

- **Operational Finance** comprises Creditors, Debtors, Banking and Income.
- **System and Business Development** has two strands centring around the financial systems. One focuses on the system maintenance and the other on business development.

Operational Finance: Creditors

The Creditors team provides a payment service in respect of the settlement of supplier invoices, expenses and car mileage claims. Functions include:

- Supplier account set up and maintenance.
- Scanning / registration of supplier invoices.
- Payment runs.
- Construction Industry Scheme (CIS) administration and reporting.
- Car mileage processing and checking of documentation.
- Processing of instructions to pay (petty cash, grant payments, expenses).
- Production and despatch of orders and remittances.
- Despatch of cheques.
- Supplier enquiries.
- Direct credit file transmission (SBC).
- Periodic payment processing.
- Calculation and input of Foster Payments (Trojan) (SBC).
- Processing of Engineers service certificates (SBC).

Operational Finance: Debtors

The Debtors team provides a billing and collection service in respect of sundry and periodic debts. Functions include:

- Customer account set up and maintenance.
- Sales order processing (SBC).
- Credit note processing.
- Contracts/periodic master set up and maintenance.
- Debt recovery including referral to legal services / external debt collectors.
- Production and despatch of invoices, credit notes and reminders.
- Customer Enquiries.
- Direct Debit administration.
- Direct Debit file transmission (SBC).
- Refunds.
- Write-offs.
- Aged Debt Reporting – BID and Fine Partnership (SBC).
- Statistical Returns.
- Housing Advance & Leasehold Flats administration (SBC).
- Housing Insurance administration and tendering (SBC).
- Statistical Returns.

Operational Finance: Banking

The Banking Team provides a complete banking service including the reconciliation of both SBC & DBC bank statements on a daily and monthly basis. Functions include:

- Daily reconciliation of cash receipts including e-receipts and any associated tasks such as 'refer to drawer' cheques, batching of class 2 (settled in account) invoices and preparation of income for posting to the General Ledger (GL) and cash book (CB).
- Daily reconciliation of cheque accounts and matching exercise.
- BIF (batch input formatter) posting to GL & CB (SBC).
- Monthly consolidated bank reconciliation - Agresso for SBC and Excel spreadsheet for DBC.
- CHAPS (Clearing House Automated Payment Service) – same day payment service for 'one-off' payments (SBC).
- Bank contract tendering and administration.
- Cash in Transit contract tendering and administration (DBC).
- Reconciliation of banking suspense accounts.
- Cancel and write back of Payment & Housing Benefit cheques.
- Recall of BACS payments.
- Corporate and Purchase card reconciliation (SBC).
- Administration of Car Loan Scheme including P11d tax return (SBC only).
- Statistical returns.

Operational Finance: Income

The Income Team provides a cash receipting and income management service. Functions include:

- Management and administration of the Councils' cash receipting, income management, automated telephone and internet systems (Radius/Academy) including exports to feeder systems, reporting, user training and system administration and development functions.
- Helpdesk service for all listed software packages.
- Reconciliation & posting of cheques (DBC).
- Girobank and Paypoint imports (SBC).
- E-returns reconciliation (DBC).
- Bank statement uploads.
- Identification and posting of bank credits and unidentified payments via the income management systems.
- Management and administration of Paybase & Winbacs software (SBC).

A6.4 Transactional HR

Transactional HR is split into three teams:

- **Operational HR: Recruitment and Contracts** has two strands. Recruitment deals with all aspects of the recruitment process. Contracts deals with the processing of statutory forms, contractual changes, pension administration and CRB forms. The merger of these teams and the transactional processes they operate enables significant efficiencies in processing.
- **Operational HR: Payroll and Absence** has two parts. Payroll deal with the payment of all employee salaries, facilitate changes to tax, NI, pensions, deductions and allowances for salaries to employee's bank accounts. Absence deal with all aspects of absence

processing, which will include recording, payment and information covering sickness and leave of absence. The structure recognises the linkages and working arrangements between payroll and absence.

- **System and Business Development** has two strands centring around the HR systems. One focuses on the system maintenance and the other on business development. An important concept of the structure is to provide sufficient development capacity to transform the services over an initial five-year period with continuous improvement thereafter. Development work includes the re-engineering of current processes and practices and designing electronic solutions. The team also provides a variety of reports from the PSe system to managers in addition to producing statistics and information for statutory surveys. In addition, the team will support the HR strategies and workforce planning in both councils.

Operational HR: Recruitment

- Advertising
- Application Form Administration
- PSE System Operation
- Admin support to selection process
- Offer of Employment
- Clearances
- Induction/ Welcome Packs
- Recruitment Development
- CRB checks for new applications
- Redeployment
- Occupational Testing
- Recruitment & Selection Training to Managers
- Job Fairs
- School groups (mock interviews)
- Work experience
- Reporting/ Mgmt Info
- ID Badges
- Teachers Insurance Scheme

Operational HR: Contracts

- Contracts of Employment
- Variations to Contracts
- Interface with Payroll
- Honoraria/ Temp Additional Duties
- Leavers
- Retirement Awards
- Long Service Awards
- Pension Administration
- CRB Checks - existing staff & updates
- CRB Checks - non employees
- Terms & Conditions Information
- Holiday Entitlements
- Relocation Expenses

Operational HR: Payroll

- Payment of Salary & Wages
- SSP/ OSP
- SMP/ OMP/ SPP/ SAP
- Tax, NI, Student Loans
- Pensions, Local Government & TPS
- Statutory Returns
- Statutory Legislation & documentation
- Payment to HM Revenue & Customs
- Payment to pension agencies, courts & outside bodies
- Balancing & reconciling payrolls, advances & invoices
- Teachers Service returns
- Teachers pension scheme
- Liaison with GTC
- Payroll timetables
- Third Party Accidents & Employer Liability Claims
- Standard Payroll report runs and interfaces
- Run payroll & produce & pack pay slips
- BACS Transmissions
- Back pay
- Interfaces into payroll
- Interfaces from payroll

Operational HR: Absence

- First Contact - via e-mail with managers
- Input of data
- Reporting triggered absences
- Liaison with Advisory/H&S (and back care teams SBC)
- Sick note record filling
- Recording OSP entitlements & payments
- Notifying payroll of action points
- Employee Communications

System and Business Development

- PSE system support & development
- Reports
- Training (Deliver, Document, Schedule)
- Maintaining security
- Quality control of PSE (including Audit)
- User Guides including Training Guides
- Transactional system development process
- Mgmt info including BVPIs & survey co-ordination & ad-hoc requests
- Service improvement & benchmarking
- Monitoring of performance
- Updating PSE for Pay Awards & Increments
- Help Desk Facility
- Configuration
- Business Efficiency Programme

Appendix 7 – Glossary of Terms

Term / Acronym	Meaning
Agresso	Stockton and Darlington Borough Councils financial management system
Executive Board	The Director of Corporate Services, Darlington; the Director of Resources, Stockton. The Partnership Manager reports to the Board on a monthly basis.
Outline Business Case (OBC)	<p>This is the business case which was approved by Members in both Councils in November 2007. It sets out all the major milestones and deliverables for the Partnership over the ten year period of the Legal Agreement.</p> <p>The business case will be monitored and reported on a quarterly basis.</p>
Partnership Consultative Panel (PCP)	The Lead Members for Resources in Stockton and Darlington Councils. The Executive Board report to the PCP on a quarterly basis.
PSE	Stockton and Darlington Borough Councils HR and Payroll management system
Xentrall Shared Services	The name for the Stockton and Darlington Shared Services Partnership.
Xentrall Management Team (XMT)	Partnership Manager, Head of ICT and Design & Print, Head of Transactional Finance and HR, Organisational Development Officer, Performance Officer.