

BABERGH DISTRICT COUNCIL

FROM: Director of Corporate Services

REPORT NUMBER **H26**

TO: Overview and Scrutiny (Stewardship)
Committee

DATE OF MEETING 13 May 2008

**MONITORING THE 2007/08 COMPREHENSIVE PERFORMANCE ASSESSMENT (CPA)
IMPROVEMENT PLAN**

1. **PURPOSE OF REPORT**

This report sets out the final status of the 2007/08 CPA Improvement Plan.

2. **RECOMMENDATION**

2.1 That the Committee notes the final position of the 2007/08 CPA Improvement Plan.

The Committee is able to resolve this matter.

3. **FINANCIAL IMPLICATIONS**

3.1 There are no financial implications.

4. **KEY INFORMATION**

4.1 Following the publication of the Audit Commission Report on the Comprehensive Performance Assessment (CPA) for this Council, the Council approved a four-year CPA Improvement Plan running from 2005 to 2009.

4.2 Underpinning the four-year plan was a one-year plan setting out in detail how improvements in 2007/08 would be achieved. The Overview and Scrutiny (Stewardship) Committee was given the task of monitoring and reviewing this plan.

4.3 The attached Appendix sets out the progress made against the 2007/08 CPA Improvement Plan.

4.4 Excellent progress has been made. Of the 42 actions, 38 (90%) have been completed, leaving only 4 (10%) partly completed.

4.5 The four-year CPA Improvement Plan will continue to be reviewed to ensure that the issues contained within it are relevant and up to date. It will also be linked to other improvement plans the Council is developing.

5. **APPENDIX**

Appendix 1 Monitoring the 2007/08 CPA Improvement Plan

6. **BACKGROUND PAPERS REFERRED TO:**

None

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BABERGH DISTRICT COUNCIL – CPA IMPROVEMENT PLAN (2007/08)

Aim	Action	Responsibility	Deadline	Progress
THEME 1 - CLARIFYING THE CORPORATE AMBITIONS AND PRIORITIES FOR BABERGH				
Demonstrate a sound base of policies, plans, and strategies supported by comprehensive community consultation to enable new Council to review challenges and appropriateness of priorities for next four years	Identify challenges and issues facing new Council, adapt priorities as necessary and publish 2007-2010 Corporate Plan	HoCS	31 March	The Corporate Plan Working Group reviewed past consultation exercises, carried out new ones, and analysed data to identify the issues facing the Babergh area. These were linked to the Suffolk Community Strategy wherever possible. The result was a 2008-18 Strategic Plan. Completed.
Ensure the council's vision and priorities are aligned to the challenges and issues facing the new Council.	Rank priorities			The new Strategic Plan revised the priorities and set out a new vision. It also set out 28 key outcomes. A decision was made not to rank the priorities, but to concentrate on the outcomes. Completed.
	Conclude review of policies, plans and strategies to ensure they link into and support the council's priorities			The review concluded that the Strategic Plan would incorporate strategies wherever possible, and these would feed into medium-term action plans. Review completed.
Establish clear measurable targets for each corporate priority to enable the council to monitor progress towards achieving its vision	Develop PAPs for each corporate priority			PAPs were developed for the 2007/08 plan and the medium-term plans are already being developed for 2008-onwards. Completed for this year.
Ensure comprehensive 3 and 10 year targets for each amended/new corporate priority so that long term goals are in place.	Develop challenging and measurable 2008/09, 3 year and 10 year targets for each priority and ensure the outcomes are clear.			Mechanisms in place to this, linking into the LAA which will be finalised in June. Completed for this year.

Aim	Action	Responsibility	Deadline	Progress
	<p>Explain the council's vision, corporate priorities and targets, and corporate plan through a Members' seminar to develop understanding and ownership</p>		30 June	<p>A Member seminar was held on 11 June, where the Council's priorities and vision were reviewed. The results were then developed by the Corporate Plan Working Group and the final Plan adopted by full Council. Completed.</p>
	<p>Explain the council's vision, corporate priorities and targets, and corporate plan through the Mgt Team/PLG meetings with staff and divisional meetings to further develop understanding and ownership</p>		30 September	<p>The new Strategic Plan and its priorities and vision were explained to staff at a series of staff briefings. Completed.</p>
<p>Secure ownership of the amended/new corporate priorities across the council's elected Members and staff</p>	<p>Provide staff and Members with wide access to the corporate plan and PAPs through distribution, divisional meetings and the website</p>		31 March	<p>The Corporate Plan was given to all Members following the May elections. It is also on the web for access by staff, Members and the public. The new Strategic Plan has also been made available to all. Completed.</p>
<p>Identify non-priority areas</p>	<p>Establish non-priorities following the review of the corporate priorities</p>			<p>The new Strategic Plan revised the priorities and set out a new vision. It also set out 28 key outcomes. A decision was made not to rank the priorities, but to concentrate on the outcomes. These will be delivered in line with the financial strategy, and will be developed through the medium-term action plans. Completed for this year.</p>

Aim	Action	Responsibility	Deadline	Progress
THEME 2 - SERVICE IMPROVEMENTS THAT SUPPORT THE COUNCIL'S CORPORATE PRIORITIES AND MAINTAIN HIGH QUALITY SERVICES				
Transform service access and delivery to customers	Implement agreed delivery model(s)	Head of Cust. Services	31 March	The customer access model is progressing according to timetable. Completed for this year.
Explain transformed service access and delivery to new Members	Carry out surveys to measure satisfaction with customer and service access and seek increased performance on customer facing PIs			Regular surveys are being carried out within customer services and the results used to drive improvement. Completed for this year.
	Hold workshop for new Members on transformed service access and delivery		30 June	A comprehensive induction process was given. Completed
Ensure there are service standards for new/amended priorities following consultation with stakeholders and potential users	Carry out consultation exercises with stakeholders and potential users and review service standards. Publish and explain consultation analysis internally and externally	Head of Cust. Services & HoCS	31 January	This work is ongoing and will be presented to Strategy Committee in June. Partly completed.
Ensure there are clear, comprehensive and realistic service standards following consultation with stakeholders and potential users	Integrate service standards into service delivery through promotional material, leaflets and the website.		31 March	Service standards are integrated into service delivery through promotional material, leaflets and the website, but they need to be reviewed. Completed for this year.
Integrate service standards into service delivery following consultation and publish widely	Monitor complaints against service standards, review complaints through O&S cttees and make improvements as appropriate.	Head of Cust. Services	31 March	Partly completed

Aim	Action	Responsibility	Deadline	Progress
THEME 3 - OFFICER AND MEMBER DEVELOPMENT TO ENSURE THAT THE COUNCIL HAS THE SKILLS AND CAPACITY TO MEET THE CHALLENGES IT FACES				
Complete implementation of detailed Change Management plan	Fully implement the Change Management Strategy	Head of Cust. Services & HoCS	31 March	<p>The organisational review has been completed and a further one has taken place to deal with the CD vacancy. The OD Plan is being refreshed in light of December announcement on LGR. Leadership development courses are being researched and HR & OD Manager is attending an IDeA OD Professional programme of courses. A number of the issues in the current Plan have been implemented, such as the review of PRP and partnership evaluation, and final refresh will take place following a series of senior management Away Days being held in May.</p> <p>Completed for this year.</p>
	Continue training and development plans to equip staff for changing demands			<p>A comprehensive corporate training programme continues to be delivered for all staff.</p> <p>Completed for this year.</p>
	Carry out a review to analyse the outcomes of the Change Management Strategy			<p>The need to determine how to deal with the CD vacancy gave an ideal opportunity to review how successful previous initiatives had been. This work will continue as plans to deliver the Strategic Plan are developed, and senior management reviews its capacity and capabilities through the May Away Days.</p> <p>Completed for this year.</p>

Aim	Action	Responsibility	Deadline	Progress
Comprehensive Member development programme for new and existing Members on political leadership and the constitution	Hold workshops for new Members on political leadership and the constitution	HoCS	31 May	Workshops were held during May. This focused on the Member role, and the Code of Conduct. Completed.
THEME 4 - STRONG EFFECTIVE PARTNERSHIPS FOR BABERGH				
Evaluate and Review Local Strategic Partnerships	Carry out an evaluation of Local Strategic Partnerships, including structure and membership, using the Partnership Evaluation Model	Prog & Prog Exec	31 March	Review completed and reported to Overview and Scrutiny (Community Services) and Strategy Committees. Completed.
Update community strategies	Review community strategies, informed by greater understanding of diverse needs of all communities	HoCS	31 December	The Community Strategy has been agreed and links to the Strategic Plan and the LAA have been mapped. Completed.
Use LSPs to drive forward partnership initiatives which support effective delivery of community strategies and the council's priorities	Provide training to new Members on LSPs and community strategies		31 July	The work on the Community Strategy has been explained to all Members through Committee reports and through Member seminars, and the new Member induction programme. Completed.
Increase public awareness of community safety partnerships leading to local community safety initiatives	Publicise widely the aims and objectives of the CDRP and promote local community safety initiatives	HoCD	31 March	Babergh's CDRP audit of local crime and disorder problems was carried out in 2004 and its strategy runs until March 2008. Babergh's new Community Safety Strategy will be completed in May2008. Partly completed.
	Involve the public and local groups in the development and implementation of local community safety initiatives			
Put in place LAA 2	Work in partnership to ensure a 'fit for purpose' LAA 2	HoCS	31 March	The Council has played a full part in developing LAA 2. This will be signed off in June/July Completed for this year.
LAA and PSA 2 delivering against targets set	Monitor progress of LAA and PSA 2		Ongoing	Progress has been monitored at regular intervals. Completed.

Aim	Action	Responsibility	Deadline	Progress	
THEME 5 - ROBUST CORPORATE PROCESSES TO SUPPORT EFFICIENT AND EFFECTIVE SERVICE DELIVERY AND IMPROVEMENT					
Ensure new Members understand the business planning process	Hold a workshop for Members on business planning	HoCS	31 July	As part of the Member induction programme, a presentation was given on overview and scrutiny, of which performance management formed an important part. Following the appointment of the Policy and Communications Manager a review of the business planning and performance management framework took place and training has been included as part of that review... As part of the development of the framework, Members have had input into defining a basket of performance indicators etc. Completed	
Ensure new Members understand the performance management system	Hold a workshop for new Members on performance management		31 October		
Further improvement for the council's priorities, with particular attention being paid to priority PIs	Provide refresher training to O&S committees on performance management and monitoring		31 March		This is done each year and, as part of the development of the performance management framework the setting of targets has been further strengthened by including Strategy Committee within the process. Completed.
	Set SMART challenging targets for all PIs following comparison and involvement with councils with performance of 'best in class'				The OD plan is being reviewed because of the LGR and this aspect needs to be revisited. Completed for this year.
Systematic application of learning	Devise processes of systematic learning and, through training and promotion, embed into the council's culture				
	Extend the role of the Managers' and Team Leaders' Forums to encompass systematic learning				

Aim	Action	Responsibility	Deadline	Progress
	Review process for dealing with complaints to ensure that consideration is given to the lessons that can be learnt	Head of Cust. Services & HoCS	31 January	The process was reviewed and this resulted in an additional review on informal complaints handling. A report will be presented to the Overview and Scrutiny Committees in July. Completed for this year.
Incorporate risk management into SFP process and all projects	Member workshops on risk management for all newly elected Members	HoF	30 September	Workshops with Members have been held and also the significant business risks have been presented to the Strategy Committee and are monitored by the Overview and Scrutiny Committee. Completed
	Incorporate risk management into SFP process and all projects		30 November	Risk management was incorporated into the SFP process and is included in the Council's project management methodology. Completed.
Increase efficiency and effectiveness in line with Gov't targets	Agree efficiency targets and set out in service plans	HoCS & HoF	31 March	Efficiency targets have been agreed following the publication of the CSR. Completed.
	Achieve the efficiency target set through the Annual Efficiency Statement	HoF		Completed.
THEME 6 - COMMUNITY LEADERSHIP – ENGAGING ALL CITIZENS AND DIVERSE GROUPS				
Ensure new Members understand the use of the Communication and Consultation strategies	Provide training to new Members on the consultation and communications strategies	HoCS	31 October	This was done as part of the production of the new Strategic Plan. Completed.
Use the Communication and Consultation Strategies to review priorities for the new Council	Use the Communication and Consultation Strategies to review priorities for the new Council			
	Set out consultation timetable to ensure systematic application and timing to feed into SFP process			This was done as part of the production of the new Strategic Plan. Completed.

Aim	Action	Responsibility	Deadline	Progress
	Review the methodology and participation for ensuing years' State of the District Debates and further improve participation in the 2007 Debate			As part of the approach to setting out the Corporate Plan timetable, the methodology for and participation in the State of the District Debate was reviewed. This was further reviewed as part of the Corporate Plan Working Group's work. Completed.
Mechanisms to consult and communicate with minority and hard-to-reach groups embedded across the council	Review effectiveness of 2006/07 consultation exercise on reaching diverse communities		31 March	

HoCS – Head of Corporate Services

Head of Cust. Services – Head of Customer Services

Prog & Prog Exec – Programme and Project Executive

HoCD – Head of Community Development

HoF – Head of Finance