

BABERGH DISTRICT COUNCIL

FROM: Corporate Support Manager

REPORT NUMBER

E 8

COUNCIL

DATE OF MEETING 19 April 2005

HEADING CPA IMPROVEMENT PLAN

Attached are the following documents:-

- (a) Executive Summary of Four Year CPA Improvement Plan (2005–09)
- (b) Updated Four Year CPA Improvement Plan (2005-09)
- (c) Updated CPA Improvement Plan (2005-06)

EXECUTIVE SUMMARY OF FOUR-YEAR CPA IMPROVEMENT PLAN (2005-2009)

THEME 1 - CLARIFYING THE CORPORATE AMBITIONS AND PRIORITIES FOR BABERGH

- Ensure council's priorities have impact and focus, and develop strategic health priority
- SMART targets for each corporate priority including 3 and 10 year targets
- Increase ownership of corporate priorities
- Identify non-priority areas

THEME 2 - SERVICE IMPROVEMENTS THAT SUPPORT THE COUNCIL'S CORPORATE PRIORITIES AND MAINTAIN HIGH QUALITY SERVICES

- Transform service access and delivery
- Ensure there are clear service standards and integrate these into service delivery
- 'Fit for purpose' plans and strategies supported by SMART action plans
- Review development control function
- Roll-out Child Protection Policy
- Ensure the needs of vulnerable households in temporary accommodation are being met

THEME 3 - OFFICER AND MEMBER DEVELOPMENT TO ENSURE THAT THE COUNCIL HAS THE SKILLS AND CAPACITY TO MEET THE CHALLENGES IT FACES

- Implement of Change Management plan
- Implement Constitution Review action plan
- Implement Single Status Agreement

THEME 4 - STRONG EFFECTIVE PARTNERSHIPS FOR BABERGH

- Evaluate and develop Local Strategic Partnerships
- Establish community safety plans
- Put in place Local Area Agreement and Public Service Agreement 2

THEME 5 - ROBUST CORPORATE PROCESSES TO SUPPORT EFFICIENT AND EFFECTIVE SERVICE DELIVERY AND IMPROVEMENT

- Improve business planning
- Review performance management system
- Improve delivery of projects
- Develop and implement risk management strategy
- Increase efficiency and effectiveness in line with Government targets

THEME 6 - COMMUNITY LEADERSHIP – ENGAGING ALL CITIZENS AND DIVERSE GROUPS

- 'Fit for purpose' Communication and Consultation Strategies
- Strengthen engagement of diverse communities

BABERGH DISTRICT COUNCIL – CPA IMPROVEMENT PLAN – 2005/06

Aim	Action	Priority	Resource Level	Lead	Deadline	Outcome
THEME 2 - SERVICE IMPROVEMENTS THAT SUPPORT THE COUNCIL'S CORPORATE PRIORITIES AND MAINTAIN HIGH QUALITY SERVICES						
Ensure plans and strategies are 'fit for purpose' and supported by SMART action plans	Develop action plan template and identify all plans and strategies requiring SMART action plans	High	Low	CSM	30 April 2005	<ul style="list-style-type: none"> • Plans and strategies 'fit for purpose' and supported by SMART action plans which will improve performance • Plans and strategies supported by SMART action plans used to review progress and allow any remedial action necessary to be taken • Greater clarity on what the Council is going to do and how this is to be achieved
	Hold workshop for service heads and relevant staff on the action plan template and the setting of SMART targets	High	Low	CSM	31 May 2005	
	Develop and deliver programme to ensure all plans and strategies are 'fit for purpose' and have SMART action plans. <ul style="list-style-type: none"> • Plans and strategies that have a significant effect on the delivery of the corporate priorities • Less significant plans and strategies 	High	High – significant officer time at HoS level to deliver the programme. Hence the phased approach.	CSM & HoS	30 September 2005 31 January 2006	
Ensure there are clear, comprehensive and realistic service standards 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	High	Medium/high – will require significant officer time and there will also be the cost of the consultation exercises. Budget exists	HoC&OS & HoS	30 November 2005	<ul style="list-style-type: none"> • Service standards reviewed following public and customer involvement • Clear, comprehensive and realistic service standards based on consultation, setting out what the public and customer can expect

<p>A development control function which ensures quality and timeliness of decision making, and increased satisfaction rates</p>	<p>Carry out a review of the development control function, including investigate the possibility of using BPR</p>	<p>Medium</p>	<p>High – will require significant amount of officer time at all levels to set out processes for BPR. There will also be the cost of the BPR consultants. Feasibility study being carried out at present.</p>	<p>HoPC & CD (MH)</p>	<p>31 March 2006</p>	<p>Development control function reviewed to ensure quality and timeliness of decision making, and to increase satisfaction rates</p>
<p>Safeguard children using the Council’s services</p>	<p>Roll-out Child Protection Policy across all relevant services including training and awareness sessions</p>	<p>Medium</p>	<p>Medium</p>	<p>HoL&CS & HoOD</p>	<p>31 December 2005</p>	<p>Children are safeguarded through effective screening of staff and volunteers</p>

THEME 5 - ROBUST CORPORATE PROCESSES TO SUPPORT EFFICIENT AND EFFECTIVE SERVICE DELIVERY AND IMPROVEMENT

<ul style="list-style-type: none"> • Clear and comprehensive performance management system owned by heads of service and Members • Secure sustained improvement for the council's priorities, with particular attention being paid to priority PIs and those in the bottom quartile 	Review performance management system and hold workshops for heads of service and Members	High	Medium	CSM	31 July 2005	<ul style="list-style-type: none"> • Strengthened performance management culture which incorporates learning from 'best in class' and from across the organisation • More accurate production of performance management information • Rigorous and systematic performance management by O&S committees • 69% of PIs (baseline is 61%) performing above average • 45% of PIs (baseline is 40%) in the top quartile • Reduced number of priority PIs in the bottom quartile
	Develop stronger challenge through Performance Management Framework					
	Provide training to staff (PI coordinators) on all elements of the Performance Management framework	High	Low	CSM	31 August 2005	
	Provide training to O&S committees on performance management and monitoring	High	Low	CSM	30 September 2005	
	Set SMART challenging targets for all PIs following comparison with performance of 'best in class'	High	Medium – will be picked up through the annual business planning process	HoS & CSM	31 May 2005. 31 March 2006.	
	Identify priority PIs in the bottom quartile and develop action plans for each					

<p>Improve business planning, with particular reference to service plans, to ensure targets are SMART, challenging and outcome based, and ensure they incorporate cross-cutting themes such as community safety, access and health</p>	<p>Review service plan methodology to ensure targets are SMART, challenging and outcome based</p>	<p>High</p>	<p>Medium</p>	<p>CSM</p>	<p>31 July 2005</p>	<ul style="list-style-type: none"> • Improved business planning process • Improved focus on what needs to be delivered and how • Improved service plan monitoring • Robust corporate process supporting service improvements • Delivery of outcomes to budget and timescales • Continuous improvement in service delivery • More effective use of resources • Cross-cutting themes incorporated into the business planning process
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THEME 1 - CLARIFYING THE CORPORATE AMBITIONS AND PRIORITIES FOR BABERGH						
<ul style="list-style-type: none"> Establish clear measurable targets for each corporate priority to enable the council to monitor progress towards achieving its vision Increase the number of 3 and 10 year targets for each corporate priority so that long term goals are in place. Develop the council's contribution to strategic health improvement and promotion, through the LAA and the PSA 2 	Establish Priority Action Plans (PAPs) as a basis of the council's corporate plan	Medium	Medium – will be picked up through the annual business planning process	CSM & HoS	31 May 2005	<ul style="list-style-type: none"> Clear measurable targets for each corporate priority Clear focus on each corporate priority and clear monitoring arrangements through the performance management framework Maintained effort and focus with improved services in priority areas Long-term targets in place for each corporate priority Clearer plans for the long-term Council's contribution to strategic health improvement and promotion developed
	Develop PAPs for each corporate priority					
	Develop challenging and measurable 2005/06, 3 year and 10 year targets for each priority and ensure the outcomes are clear.					
	Link PAPs to service plans and individual staff targets					
	Set out within the 2005/06 Corporate Plan, the Council's contribution to strategic health improvement and promotion through the LAA and the PSA 2					
Ensure the council's priorities have the necessary impact and focus to allow the council to deliver its vision for the Babergh District area	Rank priorities	Medium	Low – will be picked up through the annual business planning process	CSM & HoS	31 May 2005 31 March 2006	Council's priorities have the necessary impact and focus to allow the council to deliver its vision for the Babergh District area
Increase ownership of the corporate priorities across the council's elected Members and staff	Provide staff and Members with wide access to the corporate plan and PAPs through distribution, divisional meetings and the website	Low	Low	CSM	30 June 2005	Better understanding of the council's vision, priorities and main outcomes amongst Members and staff
Improve identification of non-priority areas	Seek non-priority areas through the 2005/06 SFP process	Medium	Low	CSM & HoS	31 May 2005 31 March 2006	Clearer picture of priorities and non-priority areas

THEME 6 - COMMUNITY LEADERSHIP – ENGAGING ALL CITIZENS AND DIVERSE GROUPS						
Establish 'fit for purpose' Communication and Consultation Strategies to improve effectiveness of public communication, consultation, analysis, feedback and engagement	Review the methodology and participation for ensuing years' State of the District Debates and further improve participation in the 2005 Debate	Medium	Medium	CSM	30 June 2005	<ul style="list-style-type: none"> • Greater understanding of public expectations • Communication and Consultation Strategies fit for purpose • Improved effectiveness of public communication, consultation, analysis, feedback and engagement • Better public understanding and wider public ownership of rationale for decisions made
	Review consultation and communications strategies to ensure 'fit for purpose'	Low	Medium	CSM	31 July 2005	
	Set out consultation timetable to ensure systematic application and timing to feed into SFP process					
	Evaluate the CEP Area Forum trial	Low	Low	CSM & CD (MH)	31 March 2006	
THEME 3 - OFFICER AND MEMBER DEVELOPMENT TO ENSURE THAT THE COUNCIL HAS THE SKILLS AND CAPACITY TO MEET THE CHALLENGES IT FACES						
Improve the equitable treatment of staff through the implementation of the Single Status Agreement	Fully implement Single Status Agreement	Low	Low	HoOD	30 April 2005	Improved equitable treatment of staff

THEME 4 - STRONG EFFECTIVE PARTNERSHIPS FOR BABERGH						
Continue development of LSPs to support the delivery of the community strategies	Further develop support and guidance to the two Local Strategic partnerships	Medium	High – significant amount of officer and Member time	CD (MH), HoL&CS, CD (GK)	31 March 2006	<ul style="list-style-type: none"> Enhanced LSPs that are representative of Babergh and are able to develop community strategies and partnership initiatives Improved LSPs able to develop initiatives to support the community strategies Improved joint working with partners
Evaluate and Review Local Strategic Partnerships	Develop a Partnership Evaluation Model	Medium	Medium	CSM	30 September 2005.	
	Carry out an evaluation of Local Strategic Partnerships, including structure and membership, using the Partnership Evaluation Model	Medium	High – significant amount of officer and Member time	CD (MH), HoL&CS, CD (GK), CSM	31 March 2006	
Establish clear community safety plans which are understood and owned by the council and partners	Run workshop for heads of service on Section 17 of the Crime and Disorder Act	Low	Medium	HoL&CS	30 June 2005	Community safety plans further developed with and understood, and owned by heads of service and partners
	Further develop community safety plans with heads of service and partners			HoL&CS & HoS	30 September 2005	
Put in place LAA and PSA 2	Ensure PSA 1 targets are completed and reported to County and ODPM	Low	Low	CSM	31 May 2005	<ul style="list-style-type: none"> PSA 1 delivering improved services Clear action plans for improvement of local services through LAA and PSA 2
	Set out detailed contributions of LAA and PSA 2 in service plans and LSP action plans			CSM & HoS	31 May 2005	
	Monitor progress of LAA and PSA 2			CSM	Quarterly	

CSM	Corporate Support Manager
HoS	Heads of Service
HoC&OS	Head of Customer and Office Services
HoPC	Head of Planning (Control)
CD (MH)	Corporate Director, Mike Hammond
HoL&CS	Head of Leisure and Community Services
HoOD	Head of Organisational Development
CD (GK)	Corporate Director, Geoff Kistner

ISSUES THAT APPEAR IN THE 4 YEAR IMPROVEMENT PLAN THAT ARE ALREADY COVERED BY OTHER PLANS

THEME 2 - SERVICE IMPROVEMENTS THAT SUPPORT THE COUNCIL'S CORPORATE PRIORITIES AND MAINTAIN HIGH QUALITY SERVICES		
Aim	Action	Outcome
Transform service access and delivery to customers	Continue investigation and make decision on best procurement/partnership option(s) for service access and transformation	<ul style="list-style-type: none"> • Improved service access and delivery to customers • Achievement of BV 157 • Choice of access channels to joined up public services at convenient times • Implementation of E-Govt strategy to meet national and local targets
	Continue implementation of the customer access strategy	
	Continue implementation of the E-Govt strategy to meet national and local targets and measure performance against BV 157	
Ensure that the needs of vulnerable households in temporary accommodation are being met to an acceptable standard	<ul style="list-style-type: none"> • Continue implementation of the Homelessness Strategy • Complete the conversion of Stour House and associated accommodation 	Improvements in meeting the needs of vulnerable households in temporary accommodation
THEME 3 - OFFICER AND MEMBER DEVELOPMENT TO ENSURE THAT THE COUNCIL HAS THE SKILLS AND CAPACITY TO MEET THE CHALLENGES IT FACES		
Increase awareness of the Change Management Strategy to facilitate organisational change	Continue to produce and implement detailed plan to support Change Management Strategy	Wide acceptance by staff of the need for organisational change to meet customer expectations
Set out and start implementation of detailed Change Management plan	Continue to develop training and development plans to equip staff for changing demands	Change Management plan implemented according to timescales set out
Improve understanding of the constitution to aid clarification of the political structure and strengthen the effectiveness of the O&S committees	Implement constitution review action plan to aid clarification of the political structure, and strengthen the effectiveness of the O&S committees	<ul style="list-style-type: none"> • Clear understanding of the constitution • Clarification of the political structure and improved effectiveness of the O&S committees

THEME 5 - ROBUST CORPORATE PROCESSES TO SUPPORT EFFICIENT AND EFFECTIVE SERVICE DELIVERY AND IMPROVEMENT		
Improve delivery of projects through project management	Deliver corporate training programme in PRINCE 2 methodology	<ul style="list-style-type: none"> • Enhanced project management skills • Effective and efficient delivery of projects on time and within resources allocated
Develop risk management strategy	<ul style="list-style-type: none"> • Develop risk management strategy • Hold workshops for managers, staff and Members on risk management • Identify and mitigate strategic risks 	Improved risk management with action plans to mitigate strategic risks
Increase efficiency and effectiveness in line with Gov't targets	<ul style="list-style-type: none"> • Adopt procedures for measuring efficiency, in accordance with gov't guidelines • Agree efficiency targets and set out in service plans • Achieve the efficiency target set through the Annual Efficiency Statement 	Service efficiency and effectiveness increased in line with gov't targets
THEME 6 - COMMUNITY LEADERSHIP – ENGAGING ALL CITIZENS AND DIVERSE GROUPS		
Strengthen engagement of Babergh's diverse communities through consultation and communication.	Develop and implement a Youth Strategy action plan	Increased engagement of Babergh's communities