

LANCASTER CITY COUNCIL

FOURTH QUARTER CORPORATE IMPROVEMENT PLAN 2006/07

Q4 UPDATE- March 2007

Desired Outcome	We will achieve this by	Success Measure(s)	Timescale	Who by?	Progress
IMPROVEMENT PRIORITY – Consultation and Communications					
1. The ambitions of the Council will be aligned with the aspirations of the community	1.1 Developing a Corporate approach to consultation, ensuring best use is made of resources and good practice shared across the Council and with our partners	<ul style="list-style-type: none"> ▪ Launch Consultation Strategy and Toolkit (Practical 'How to' Guidance) 	April 2006	CD (F&P) R Tulej	Appointment of a Consultation Officer will allow for further development and promotion of the toolkit and strategy in 2007/08
		Launch web-based 'Consultation Finder' system to: <ul style="list-style-type: none"> • Run a rolling Consultation Plan • Fully enable web-based consultation • Provide feedback following consultation 	April 2006	CD (F&P) R Tulej	Consultationfinder has been implemented and service champions trained in its use. Lack of corporate capacity has meant that all this work has not been entirely completed in the current year. However a new post of Consultation Officer has been approved to increase the capacity in Corporate Strategy to deliver improvements in consultation that include the effective use of consultation finder.
		<ul style="list-style-type: none"> ▪ Develop and implement a system to routinely gather information gathered by Members and council services in their interactions with the public 	Sept 2006	CD (F&P)	A system to record public feedback received by members has been implemented using the council's Email complaints and comments procedure. In addition a procedure for formally recording service based public information regarding comments and complaints has been developed through the acquisition of an Enterprise Licence for the Lagan CRM system in Customer Services. Both processes are now managed by the Information Management Officer.

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2. All the Council's Partners are clear how they are contributing to achieving the long term (2020) Vision for the District	2.1 Refresh Community Strategy clarifying what each partner can do to deliver it in the short to medium term	<ul style="list-style-type: none"> Publish 'Refreshed' Sustainable Community Strategy 	April 2007	CD (F&P) R Tulej	Delayed due to White paper only just being published – statutory guidance not expected until Autumn 2007. The District LSP has commissioned a IDeA Peer Challenge in May 2007 to kick start the process. Target date for revised Community Strategy is Dec 2007
	2.2 LAA to become delivery plan for revised Sustainable Community Strategy.	<ul style="list-style-type: none"> County Council LAA agreed and signed by all partners 	June 2006	CD (F&P) R Tulej	
	2.3 Local Development Framework to become delivery plan for land use	<ul style="list-style-type: none"> Land allocations issues and options paper issued for public consultation 	October 2006	CD (Regen.) A Dobson	Due for completion in 2007 in line with new LDF timetable
3. The Council has a clear set of priorities informed by meaningful consultation and local and national priorities with clear targets for delivery and resources allocated.	3.1 Clarifying the Annual Corporate Planning cycle to strengthen the links between the Corporate Plan, Star Chamber, the PM Framework Risk Management and financial resources (MTFS)	<p>Consultation on corporate priorities and MTFS with partners including</p> <ul style="list-style-type: none"> LSP Exec Citizens Panel Parishes Cabinet Liaison Groups Economic Stakeholders Wider community via website Overview and Scrutiny Service Heads Trade Unions 	October 2006	CD (F&P)	

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		<ul style="list-style-type: none"> Complete Operational Risk Registers and review Strategic risk registers. 	October 2006	CD (F&P) N Muschamp	Strategic Risk Registers being updated to reflect new 2007/8 Corporate Plan priorities. Initial operational risk registers largely complete. Arrangements in place for in-year monitoring and review of risk through Performance Review Teams and Audit Committee. Process continuing to develop .
4. Rural proofing ensures that any decisions made which have a particular impact on rural areas will be taken into account.	4.1 Parish Plans reviewed and local authority responsibilities highlighted and fed into the business planning process	<ul style="list-style-type: none"> Report presented to planning policy liaison group analysing content of parish plans 	July 2006	CD (Regen.) A Dobson	Vision published and informed by specific rural study
		<ul style="list-style-type: none"> The economic role of the rural areas will be considered as part of the developing economic Vision for the district 	July 2006	CD (Regen.) A Dobson	
	4.2 Investigating the role the City Council can play in delivering services through the emerging network of rural community resources centres	<ul style="list-style-type: none"> Report will be presented to the portfolio holder for Rural Affairs & Planning 	Sept 2006	CD (Regen.) A Dobson	<p>Note: focus shifting from formal rural proofing of decision making to identifying and meeting rural need.</p> <p>Report produced. Further work being done to develop rural neighbourhood management concept</p>

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IMPROVEMENT PRIORITY – Organisational Change and Workforce Development					
5. A committed, motivated and professional workforce within a learning culture	5.1 Developing a strategic approach to the management and development of our staff	<ul style="list-style-type: none"> Develop Human Resource Management Strategy into a Pay and Workforce Strategy, and implement the Audit Action Plan – Review of People Management (2004) 	March 2007	Chief Executive S Taylor	Competing demands on HR resources has meant that this target has not been met in this year. The new pay and grading structure is due to be implemented in April 2008. It is anticipated that the Workforce Strategy will be completed by Nov 2007
		<ul style="list-style-type: none"> Achieving IIP status 	Autumn 2006	Chief Executive S Taylor	Competing demands on HR resources has meant that this target has not been met in full this year. IIP status has been achieved by CC(D)S. A new target for accreditation for the rest of the Council will be set for next year, but it is still undecided if this will be en bloc or in phases. The Learning and Development Officer will lead on this project once recruitment has been completed in april 2007.
		<ul style="list-style-type: none"> Reduce average days lost due to sickness absence to 10 days per employee 	March 2007	Chief Executive	This target has not been met – Final figure for 2006/7 still not available
		<ul style="list-style-type: none"> 100% of EDPA's and DAP's complete 	May 2006 November 2006	Chief Executive	Ambitious target. A more realistic target of 95% has been set for 2007/8. Outturn figure nearer 80%. Alternative indicator being considered for 2007/8 in respect of staff satisfaction

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6. A streamlined management structure which is better positioned to deliver council priorities and respond to the changing local government agenda	6.1 Reviewing senior management and service head structures and pay scales	<ul style="list-style-type: none"> Service Head re-structure complete and agreed by Members. Need to complete Cultural Services restructure 	August 2006	CD (Regen.) D Owen	Final part of the re-structure -Cultural Services - was agreed at Personnel Committee January 2007	
		<ul style="list-style-type: none"> Complete workforce job evaluation exercise 	Jan 2007	Chief Executive	Competing demands on HR resources has meant that this target has not been fully achieved in this year. The job evaluation interviews are due to be completed by August 2008.	
7. Customer focussed staff, a culture which fosters innovation, learning and encourages staff to contribute to the development of new ways of service delivery.	7.1 Implementing a Customer Service approach across all Council Services	<ul style="list-style-type: none"> All possible telephone and face to face services delivered through Customer Contact Centre 	3 Phase approach to be completed by 2007. Face to Face to open by March 2007	CD (F&P) J Allder	Services continue to be integrated into the Customer Service Centre in accordance with the amended timetable. Full completion of integration of services has now been rescheduled for a phased integration over the next 18 months. Contracts for developing the Face to Face facilities have been approved and a completion date of Sept 2007 has been agreed.	
		<ul style="list-style-type: none"> 100% of customer facing staff in receipt of accredited customer service training 	March 2007	CD (F&P) J Allder	All services that have been integrated into the CSC have received customer care training. A new Customer Care Charter has been developed and rolled out that sets out expected service standards. For those services not already integrated into the CSC, a revised, phased, 2 year approach for customer service training has now been agreed to begin in 2007/8 in line with the integration of remaining services into the Customer Service Centre	

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	7.2 Developing Customer Service Standards for all services	<ul style="list-style-type: none"> Service standards developed for all Phase 1 services as they are integrated into the Customer Service Centre and used to evaluate service performance 	Throughout year in accordance with agreed timetable for Phase 1 services	CD (F&P) J Allder		
	7.3 Review existing cross service officer working groups	<ul style="list-style-type: none"> Review completed by Innovation and Best Practice Forum 	Sept 2006	Chief Executive		Now no longer a priority for the current year– the need for a review will be considered next year
	7.4 Rationalisation of Council accommodation	<ul style="list-style-type: none"> Recommendations of Accommodation Review Implemented 	Oct 2006	CD (Regen.)		
	7.5 Valuing and supporting our staff and celebrating good performance and reviewing working arrangements	<ul style="list-style-type: none"> Rising levels of satisfaction as determined by employee surveys 	Jan 2007	Chief Executive		Next staff survey due June 2007 with results known in July.
<ul style="list-style-type: none"> Number of national awards for excellence applied for (Charter Mark, APSE etc) 		March 2007	Chief Executive		Charter Mark achieved for Benefits & Revenues Service RMS has achieved ISO 9002 Quality Accreditation (the rest of the Service has already achieved it). Sheltered Housing Service achieved Accreditation from the Centre for Sheltered Housing Studies (CSHS).	
<ul style="list-style-type: none"> Flexible/home working arrangements reviewed and trial scheme in place. 		Sept 2006	Chief Executive S Taylor		Pilot scheme participants identified. The outcomes of the pilot will be fed into the accommodation options report Summer 2007	

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IMPROVEMENT PRIORITY – Efficiency and Use of Resources					
8. The Council is effective in using its resources to improve the quality of life for people who live, work and visit our district	8.1 Demonstrating that the services we provide give Value for Money in the following ways :-	▪ Decisions are routinely challenged on VFM grounds. Issues raised in Audit Commission VFM profiles are recognised, unpacked and addressed.	Dec 2006	CD (F&P)	VFM profiles approach superceded by Councils in house development of VFM procedures and templates. Included in 4 th quarter PRT reports.
		▪ Efficiency and VFM included in Corporate Training Programme for both Members and Senior Managers.	Sept 2006	CD (F&P)	Basic member finance training has been undertaken instead this year at members request. Efficiency and VFM is now included in next years corporate training programme.
	8.2 Developing a culture that ensures that resources are used efficiently	▪ Cyclical resource and performance management processes are in place to optimise the use of resources (all types) to deliver priorities and strategic objectives.	July 2006	CD (F&P)	
		▪ Poorer services have benefited from investment	March 2007	CD (F&P)	
		▪ Internal reviews and scrutiny reports have led to VFM improvements.	March 2007	CD (F&P)	
		▪ Managers and members receive regular reports on managing costs as well as quality.	July 2006	CD (F&P)	VFM reporting template developed and included in the 4 th Quarter PRT monitoring.

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		<ul style="list-style-type: none"> Unit cost comparisons for key services are in place that drive service improvements. 	Oct 2006	CD (F&P)		This has been developed in some services on a piece meal basis only for certain services.
		<ul style="list-style-type: none"> Business Case/Option appraisal is applied systematically to executive decision making 	Sept 2006	CD (F&P)		
	8.3 Developing and implementing smarter procurement techniques to generate efficiency gains.	<ul style="list-style-type: none"> Generate efficiency gains through e-procurement initiatives. 	Throughout Year	CD (F&P)		Delayed to next year as part of the implementation of a new Financial Accounting system
		<ul style="list-style-type: none"> Use of partners and collaborative working to bring about efficiency gains. 	Throughout Year	CD (F&P)		
		<ul style="list-style-type: none"> Significant resources (cash) have been released for Council priorities through smarter procurement and other (community) benefits. 	Throughout Year	CD (F&P)		Implementation of the 3 year Procurement Strategy has generated still immediate savings that have been reinvested into service improvements as part of the 2007/8 budget process.

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	8. 4 All key personnel trained in delivering effective programme and project management.	<ul style="list-style-type: none"> Programmes and projects are routinely delivered successfully to time, cost and quality. 	March 2007	CD (F&P) N Muschamp	
IMPROVEMENT PRIORITY – Performance Management					
9. A Streamlined Performance Management Framework which enables the Council to maximise focus and impact on delivering priorities	9.1 Implementing a revised Performance Management Framework	<ul style="list-style-type: none"> Revised framework implemented 	July 2006	CD (F&P) R Tulej	
	9.2 Producing a document which outlines the framework and clarifies individual roles and responsibilities within the Performance Management Framework	<ul style="list-style-type: none"> Produce definitive PM framework document 	June 2006	CD (F&P) R Tulej	
		<ul style="list-style-type: none"> Incorporate new section on arrangements to ensure the quality of our published performance information into the existing Data Management Policy 	August 2006	CD (F&P) R Tulej	
		<ul style="list-style-type: none"> Train all key staff involved in collecting published performance data in their duty to ensure data quality 	January 2007	CD (F&P) R Tulej S Taylor	Audit Commission contracted to deliver training to key staff in May 2007 with parallel sessions arranged for members of Cabinet and Budget & Performance Panel.

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10. The Council actively manages its performance, reviewing positive outcomes for the community and assessing performance against objectives.	10.1 Providing real time performance information to our members and Senior managers on a quarterly basis	<ul style="list-style-type: none"> Roll out Escendency performance management system across the authority. All services using the system to actively monitor performance 	June 2007	CD (F&P) R Tulej	<p>All services will be using Escendency by the end of June 2007 with the possible exception of HR. It is likely that HR will be integrated following the completion of the Fair Pay project.</p> <p>Pilot Neighbourhood performance management approach in West End of Morecambe</p>
	10.2 Effectively monitoring performance information at all levels of the organisation	<ul style="list-style-type: none"> Existing KPIs reviewed & aligned to Council's stated priorities as part of Corporate Planning process Business Plan format revised to reflect changes to PM framework and KPIs monitored quarterly 	May 2006	CD (F&P) R Tulej	
			July 2006	CD (F&P) R Tulej	