South Cambridgeshire District Council

Community & Customer Services

SERVICE PLAN (DRAFT)

Appendix B - Improvement Plan

2010/11 to 2012/13

INVESTORS IN PEOPLE

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team				
(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				

Relevant Council Aim: We Are Committed To Being A Listening Council, Providing First Class Services Accessible To All

Relevant Council Approaches:
- Listening to and engaging with our local community
- Working with voluntary organisations, Parish Councils and Cambridgeshire County Council to improve services through partnership
- Making South Cambridgeshire District Council more open and accessible
- Achieving improved customer satisfaction with our services
- Ensuring that the Council demonstrates value for money in the way it works

Service Objectives: (1) Support the development, achievement and review of the Council's strategic objectives through policy planning, corporate consultation, scrutiny, performance management and improvement
(2) Promote equality and diversity, targeting resources to those in greatest need
(3) Improve customer services to achieve excellence in all aspects of SCDC's relationships with its customers.

Improvement or Change Objective - **PERFORMANCE**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.2.1 Ensure that the authority has a fit-for-purpose, effective framework for managing performance.	(1) Develop a consolidated Performance Management Framework (2) Develop and distribute Performance Manual to all relevant Officers (3) Establish regular meetings with CAAL (4) Carry out relevant actions within the Performance Improvement Strategy as set out in the action plan	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** SCDC manages performance in a timely and robust manner **Risks:** None significant **Other services affected:** All	**Mar 2011 (all)**	**Richard May / Ian Salter**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
1.2.2 Ensure that the authority is able to respond to national deadlines for the submission of performance information.	(1) Develop programme of monthly performance meetings, linked with Performance Improvement Group (PIG) (2) Develop database of all National Indicators and key local indicators, setting out responsible officers for audit purposes (linked to CorVu) (3) Develop and distribute a PI Manual for members	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** National Indicator Set is embedded at SCDC **Risks:** Restriction on CorVu developmental capacity due to lack of ICT support **Other services affected:** All	**(1) Apr 2010** **(2) May 2010** **(3) July 2010**	**Richard May Ian Salter**
1.2.3 Promote the effective use of performance information within service areas and ensure that current information produced is fit for purpose and relevant	(1) Review template for integrated performance reports; (2) Review existing performance monitoring arrangements and performance measures for all service areas; (3) Carry out audit spot checks of 2009/10 performance indicators.	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** SCDC monitors its performance effectively **Risks:** None significant **Other services affected:** All	**(1) Jun 2010** **(2) Jul 2010** **(3) Jul 2010**	**Richard May / Ian Salter (Internal Audit)**
1.2.4 Respond to the national performance agenda and ensure that the authority is prepared for and responding to the Comprehensive Area Assessment (CAA) process	(1) Develop CAA Improvement Plan in response to 2008-09 assessment (2) Develop a CAA Framework for the Council (3) Carry out corporate self-assessment for 2009-10 assessment covering all key lines of enquiry (4) Develop programme of service area self assessments and case study evidence base for 2009-10 submission.	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** The Council is self-aware of its good practice and areas for improvement and performs better in future inspections. **Risks:** Capacity in other services to support corporate exercises **Other services affected:** All	**(1) Apr 2010** **(2) Apr 2010** **(3) Jul 2010** **(4) Jul 2010**	**Richard May**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team				
(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
1.2.5 Ensure that all service areas have regard to Value for Money (VFM) principles and undertake an assessment of their VFM performance	(1) Develop a corporate VFM self assessment template (2) Carry out VFM self-assessments for all service areas to feed into CAA and Use of Resources self-asessments	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** SCDC is able to demonstrate VFM in service delivery and plan future service delivery having regard to a reliable VGM evidence base. **Risks:** Capacity in other services to support corporate self-assessments **Other services affected:** All	**(1) Apr 2010** **(2) Jul 2010**	**Richard May / Paul Knight**
1.2.6 Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring and improvement tool	Develop a post-implementation action plan to maximise the effectiveness of the system.	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** The Council achieves maximum value from its software which is used as a tool for continuous improvement in performance. **Risks:** Capacity in ICT to provide technical system support following restructure **Other services affected:** All	**July 10**	**Paul Knight / Ian Salter**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
1.2.7 Ensure that all service areas are comparing their performance with comparable organisations to determine both relative performance and value for money	(1) Review existing benchmarking groups to ensure that they are relevant and fit for purpose (2) Investigate possible new benchmarking groups relating to specific service areas to increase the quality and validity of comparisons	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** SCDC maintains an overview of how it is performing against local, regional and national benchmarking standards through a central resource overseen by the policy and performance team. **Risks:** None significant **Other services affected:** All	(1) May 2010 (2) May 2010	**Richard May / Ian Salter**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective - **POLICY**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.3.1 Ensure that the Council has a fit for purpose Corporate Plan outlining its priorities for 2010-2011.	(1) Agree the 2010-11 Corporate Plan (2) Monitor Performance against Corporate Plan priorities on an on-going basis	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** As per objective. **Risks:** None significant **Other services affected:** All	**Apr 2010**	**Paul Howes / Richard May**
1.3.2 Ensure the authority is aware of the consequences of, and able to respond to changes in, local, sub-regional and national policy.	(1) Develop a horizon-scanning function (2) Develop new policy framework (3) Review all Council policies and strategies to ensure they are fit for purpose, relevant and up-to-date	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** As per objective. **Risks:** None significant **Other services affected:** All	**(1) Apr 2010** **(2) May 2010** **(3) Jun 2010**	**Richard May / Paul Knight**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team
(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)

Improvement or Change Objective - **POLICY**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.3.3 Ensure a comprehensive and consistent approach to service planning across the authority	(1) Develop updated service plan template (2) Roll out updated template to whole authority, including appropriate publicity, to be used to draft 2011-14 service plans	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** Service plans provide a consistent means of identifying service priorities and how they link to organisational objectives. **Risks:** None significant **Other services affected:** All	**(1) May 2010** **(2) Sept 2010**	**Paul Howes / Richard May**
1.3.4 Improve services through the completion of a programme of service reviews	(1) *Develop programme of future service reviews – link with VFM action (1.2.5 above)* (2) Review and refresh corporate Project Management methodology; (3) Carry out structured training programme on refreshed Project Management methodology	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** As per objectives **Risks:** None significant at this stage **Other services affected:** All	**(1) Sep 2010** **(2) Sep 2010** **(3) Mar 2011**	**Richard May / Paul Knight**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective - **CONSULTATIONS**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.4.1 Ensure the authority has a fit-for-purpose strategy outlining a corporate approach to consultations	(1) Develop consultation strategy (2) Develop consultation toolkit (3) Develop consultation database, allowing interactive record of all consultation activity occurring within the authority to be kept and publicised (4) Develop corporate stakeholders' list	**Additional Resources Required:** None **Outputs:** See actions and objective **Outcomes:** SCDC uses timely and up-to-date consultation results to assess its current and develop future service improvements. **Risks:** None significant **Other services affected:** All	**(1) July 2010 (2) July 2010 (3) Sept 2010 (4) Sept 2010**	**Richard May / Paul Knight**
1.4.2 Establish a representative group across the authority to co-ordinate and centralise the Council's approach to consultation	(1) Set up corporate consultations working group to ensure corporate ownership of consultation activity (2) Appoint consultation 'champions' in each service area	**Additional Resources Required:** None **Outputs:** See actions and objective **Outcomes:** SCDC uses timely and up-to-date consultation results to assess its current and develop future service improvements. **Risks:** Lack of engagement from service areas **Other services affected:** All	**(1) July 2010 (2) July 2010**	**Richard May / Paul Knight**
1.4.3 Investigate the use of Citizens' Panels as a key means of carrying out consultation with the public	Carry out a review of the costs and benefits of a citizens' panel, to inform a decision on whether the authority should progress in setting one up	**Additional Resources Required:** None **Outputs:** See actions and objective **Outcomes:** SCDC uses timely and up-to-date consultation results to assess its current and develop future service improvements. **Risks:** Lack of engagement from service areas **Other services affected:** All	**Sept 2010**	**Richard May / Paul Knight**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – **COMMUNITY INTELLIGENCE**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.5.1 Promote the effective use of community intelligence within the authority to ensure that current information produced is fit for purpose, relevant and reduces potential duplication	Carry out a review of existing community intelligence arrangements for all service areas	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** More effective and informed policy development and service planning across the organisation. **Risks:** None significant **Other services affected:** All	**July 2010**	**Richard May / Paul Knight**
1.5.2 Provide the authority with a dedicated service covering all aspects of community intelligence data	(1) Set up a dedicated e-mail address for community intelligence enquiries (2) Develop 'self-help' pages on Insite covering all available data sources relating to the authority (3) Compile register of advice given to service areas and external agencies / individuals	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** More effective and informed policy development and service planning across the organisation. **Risks:** None significant **Other services affected:** All	**(1) May 2010** **(2) Sep 2010** **(3) Ongoing**	**Richard May / Paul Knight**
1.5.3 Maximise the effectiveness and value of GIS to Community and Customer Services and the authority as a whole	Work with colleagues in Corporate Services to put in place a corporate GIS action plan for 2011-12	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** More effective use of the GIS resource as a key component of the Council's community intelligence resource. **Risks:** None significant **Other services affected:** All	**Mar 2011**	**Richard May / Paul Grainger**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – **COMMUNITY INTELLIGENCE**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.5.4 Ensure that community intelligence work is coordinated throughout the district, maximising economies of scale and reducing duplication of effort	Investigate development of an intelligence-sharing protocol/understanding with the county council and other key LAA/LSP and other external partners	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** More efficient and effective and informed policy development and service planning across the organisation and its key partners. **Risks:** None significant **Other services affected:** All	**Mar 2011**	**Richard May / Gemma Barron**
1.5.5 Ensure that the authority has access to the most up-to-date, relevant and useful information available	(1) Produce South Cambridgeshire Area Profile (2) Produce a State of the District report as the basis for service planning for the following year (3) Produce Ward profiles for all wards of the district	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** More effective and informed policy development and service planning across the organisation. **Risks:** None significant **Other services affected:** All	**(1) Apr 2010** **(2) May 2010** **(3) Mar 2011**	**Richard May / Paul Knight**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – **CUSTOMER SERVICES / FEEDBACK**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.6.1 Ensure that the authority has up-to-date and fit for purpose feedback procedures in all areas	(1) Carry out a review of the Customer Feedback procedure (2) Produce and distribute a complaints procedure	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** Relevant procedures enable feedback to drive 'you said, we did' culture of performance improvement **Risks:** None significant **Other services affected:** All	**(1) Jul 2010** **(2) Jul 2010**	**Richard May / Customer Services Co-ordinator**
1.6.2 Ensure that the authority has access to the most up to date, relevant and useful reports available	Produce quarterly and annual reports for Portfolio Holder, EMT and CSE Assurance Group consideration	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** Future improvements have a firm evidence base in accurate, timely and relevant information **Risks:** None significant **Other services affected:** All	**Jul 2010, Oct 2010, Jan 2011 (Apr 2011)**	**Richard May / Customer Services Co-ordinator**
1.6.3 The authority achieves corporate Customer Service Excellence (CSE) accreditation	Achieve accreditation for the whole authority through the work of the CSE Project Group and associated action plan	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** SCDC demonstrates customer service excellence and uses this as a platform for further improvements **Risks:** The project will have its own risk log **Other services affected:** All	**Mar 2011**	**Richard May / Customer Services Co-ordinator**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – **SCRUTINY AND OVERVIEW**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.7.1 Scrutiny and Overview Committee exercises increased powers and duties effectively, arising from the Local Government and Public Involvement in Health Act 2008 and Police & Justice Act 2007	Scrutinise Crime and Disorder Reduction Partnership (CDRP) and allow CDRP challenge to SCDC performance in respect of crime and disorder issues at least once per year.	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** The Council works more effectively in partnership to reduce crime and the fear of crime **Risks:** Failure to scrutinise constructively **Other services affected:** Potentially all	**Mar 2011**	**Richard May / Jackie Sayers / Phil Aldis**
1.7.2 The establishment of a regional forum to enable the sharing of best practice and provide a regional voice for scrutiny and overview to influence the national agenda.	Assist in the co-ordination and set-up of a regional association, including holding an annual scrutiny conference: The network arranges and holds quarterly meetings and an annual conference	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** SCDC at the forefront of developing and implementing good scrutiny practice **Risks:** None significant **Other services affected:** Potentially all	**Mar 2011**	**Richard May / Jackie Sayers**

IMPROVEMENT PLAN: Community and Customer Services: Policy and Performance Team (To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – **EQUALITIES AND DIVERSITY**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.8.1 The Council achieves compliance with the equalities legislative framework	Carry out necessary review, development and implementation of the Council's various equality schemes. 1. Comprehensive Equalities Policy 2009-12 2. Disability Equality Scheme 2009-12 3. Gender Equality Scheme 2010-13 4. Race Equality Scheme 2008-11 5. Gypsy and Traveller Community Strategy 2009-12	**Additional Resources Required:** potential costs in further work commissioned from consultant; potential future costs in implementing the schemes. **Outputs:** Required equality schemes **Outcomes:** Legal Compliance and improved equality outcomes**.** **Risks:** Risk of challenge before compliance achieved**.** **Other services affected:** all services will be affected through the need to deliver services in compliance with the schemes.all	March 2011, but individual target dates in Equalities Implementation Action Plan	**Richard May / Paul Williams**
1.8.2 Draw up and implement a programme of Equality Impact Assessments (EQIA)	2010/11 will focus on low risk EQIAs. Additionally, all new and revised policies and services will be impact assessed as a matter of course. Any report presented to Cabinet or Council without an EQIA will not be considered. 1. Equalities Project Officer to continue to support EQIAs 2. Provide additional capacity for EQIAs through training staff. 3. Support programme of EQIAs. 4. Develop arrangements for consultation support for EQIAs 5. Develop and circulate standard Council monitoring form	**Additional Resources Required:** *Equalities Impact Assistant* **Outputs:** Completed EQIAS **Outcomes:** improved equalities outcomes; reach "Achieving" level of equality framework **Risks**: Services cannot allocate capacity to carry out assessments. Failure to resource EQIA process following expiry of Equalities Project Officer fixed term **Other services affected:** all	March 2011	**Richard May / Paul Williams**

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Improvement or Change Objective – **EQUALITIES AND DIVERSITY**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
1.8.3 Reach "Achieving" Level of Equality Framework	1. Finalise and publish the self-assessment 2. Further work to improve understanding of equality profile/mapping of the district. 3. Working with partners, maintain progress with the Equality Consultative Forum	**Additional Resources Required:** none **Outputs:** See actions **Outcomes:** SCDC is recognised as achieving good practice in respect of equalities and diversity. **Risks**: None significant at this stage **Other services affected:** all	June 2010	**Richard May / Paul Williams**
1.8.4 Improve Council capacity and structures for equalities	1. Investigate Member engagement methods for equality and diversity issues. 2. Develop equalities communication toolkit to provide corporate guidance 3. Develop and implement an equalities training and development plan	**Additional Resources Required:** None **Outputs:** See actions **Outcomes:** improved understanding and capacity for equality and diversity within the Council **Risks**: Lack of staff and member engagement in these initiatives **Other services affected:** all	1. Sep 10 2. Jul 10 3. Mar 11	**Richard May / Paul Williams**
1.8.5 Stonewall Workplace Equality index	To be identified following outcome of index result in Jan 2010	**TBA**	**TBA**	**TBA**

IMPROVEMENT PLAN: Community and Customer Services: Communications Team				
(To be used to set out plans of the service to address inescapable requirements and service developments or improvements)				
Improvement or Change Objective – **COMMUNICATIONS**	Actions	Supporting Information	Completion by Month	Responsible Officer(s)
Explore potential efficiencies through shared services.	Liaise with LAA partners on potential for shared services in printing, magazine distribution and content and web services	LAA partners asked to explore opportunities for shared services wherever possible.		**Georgina Hayward**
Achieve consistent communications through closer working of corporate communications, website and graphics	Liaise with service managers about improved processes for sharing information between corporate communications, website and graphics	Agree common protocol for key messages, website priorities and branding queries.		**Georgina Hayward**
Residents and partners recognise and value the services delivered by Council.	Exploit opportunities offered by social media through reviewing existing mechanisms, and developing and implementing and e-communications strategy.	Awaiting corporate access to social media (IT resolving)		**Georgina Hayward**