

## 2010/11 Improvement Plan

### Implementation Status

Q2 Apr-Sept 2010

<b>R</b>	Little or no progress has been made to date. Target date likely to be missed. <b>Intervention needed</b>
<b>A</b>	Some progress has been achieved but concerns about ability to meet completion date. <b>Monitor</b>
<b>G</b>	The improvement action has been completed or on track to meet completion date.

### Community & Customer Services

Action Number	Challenge identified	Status	Action	Completion Date	Milestones	Accountable Officer	Responsible	Additional Resources?	Progress Update 1 - July 2010
<b>Policy &amp; Performance - Performance</b>									
1.2.1	Performance Management Framework	<b>G</b>	Ensure that the authority has a fit-for-purpose, effective framework for managing performance	Mar-11	(1) Develop a consolidated Performance Management Framework ( <b>May-10</b> ) (2) Develop and distribute Performance Manual to all relevant Officers ( <b>May-10</b> ) (3) Establish regular meetings with CAAL ( <b>Ongoing</b> ) (4) Carry out relevant actions within the Performance Improvement Strategy as set out in the action plan ( <b>Ongoing</b> )	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services  Policy & Performance Manager  Performance Information Officer	Within existing resources	Action (3) complete but now ceased in light of the Governments decision to abolish CAA.
1.2.2	Embed National Indicator Set	<b>G</b>	Ensure that the authority is able to respond to national deadlines for the submission of performance information	Mar-11	(1) Develop programme of monthly performance meetings, linked with Performance Improvement Group ( <b>Apr-10</b> ) (2) Develop database of all National Indicators and key local indicators, setting out responsible officers for audit purposes ( <b>May-10</b> ) (3) Develop and distribute a PI Manual for members ( <b>Jul-10</b> )	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Performance Information Officer  Senior Policy & Performance Officer	Within existing resources	Action (1) & (2) complete.  Action (3) delayed until Government confirms new PI set. Target amended to Mar 11.

1.2.3	Effective Performance Monitoring	G	Promote the effective use of performance information within service areas and ensure that current information produced is fit for purpose and relevant	Feb-11	<p>(1) Review template for integrated performance reports <b>(Jun-10)</b></p> <p>(2) Review existing performance monitoring arrangements and performance measures for all service areas <b>(Jul-10)</b></p> <p>(3) Carry out audit spot checks of 2009/10 performance indicators <b>(Mar-11)</b></p>	Corporate Manager – Community & Customer Services	<p>Policy &amp; Performance Manager</p> <p>Performance Information Officer</p> <p>Internal Audit</p>	Within existing resources	<p>Action (1) complete.</p> <p>Action (2) on schedule.</p> <p>Internal Audit have rescheduled action (3) to Feb-11</p>
1.2.4	Comprehensive Area Assessment	Removed	Respond to the national agenda and ensure that the authority is prepared for and responding to the CAA inspection process	Mar-11	<p>(1) Develop CAA improvement plan in response to 2009/10 assessment <b>(Apr-10)</b></p> <p>(2) Develop CAA framework for South Cambridgeshire District Council <b>(Apr 10)</b></p> <p>(3) Carry out corporate self assessment for 10/11 covering all aspects of CAA KLOE's <b>(Jul-10)</b></p> <p>(4) Develop programme of service area self assessments and case study 'evidence base' <b>(Jul -10)</b></p> <p>(5) Annual Improvement Plan &amp; Self-Assessment submitted as part of 10/11 CAA <b>(Mar-11)</b></p>	Corporate Manager – Community & Customer Services	<p>Corporate Manager – Community &amp; Customer Services</p> <p>Policy &amp; Performance Manager</p>	Within existing resources	<p>Action (1) &amp; (2) complete.</p> <p>Actions (3), (4), (5) not to be completed due to the Governments Decision to abolish CAA.</p>
1.2.5	Value for Money (VFM)	G	Ensure that all service areas have regard to VFM principles and undertake an assessment of their VFM performance	Mar-11	<p>(1) Develop corporate VFM self assessment template <b>(Apr-10)</b></p> <p>(2) Carry out VFM self assessments for all service areas to feed into service planning process <b>(Mar-11)</b></p>	Corporate Manager – Community & Customer Services	<p>Policy &amp; Performance Manager</p> <p>Senior Policy &amp; Performance Officer</p>	Within existing resources	<p>Action (1) complete.</p> <p>Action (2) will continue to be pursued, contributing to the organisations desire for increased efficiency through the service planning process.</p>
1.2.6	CorVu Development	G	Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring/improvement tool	Jul-10	<p>(1) Develop a post implementation action plan to maximise the effectiveness of the system <b>(Jul-10)</b></p>	Corporate Manager – Community & Customer Services	<p>Senior Policy &amp; Performance Officer</p> <p>Performance Information Officer</p>	Within existing resources	Action plan in place.

1.2.7	Benchmarking	G	Ensure that all service areas are comparing their performance with comparable authorities to determine both relative performance and VFM	May-10	<p>(1) Review existing benchmarking groups to ensure that they are relevant and fit for purpose <b>(May-10)</b></p> <p>(2) Investigate possible new benchmarking groups relating to specific service areas to increase quality and validity of comparisons <b>(May-10)</b></p>	Corporate Manager – Community & Customer Services	<p>Policy &amp; Performance Manager</p> <p>Performance Information Officer</p>	Within existing resources	Actions (1) & (2) have been completed as part of the CSE work plan and Vfm self assessment element of service planning
The above improvement actions meet the organisation's aim of being a listening council, providing first class services accessible to all.									

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<b>Policy &amp; Performance - Policy</b>									
1.3.1	Corporate Plan	G	Ensure that the authority has a fit for purpose Corporate Plan outlining its priorities for 10/11	Mar-11	(1) Agree Corporate Plan for 10/11 ( <b>Apr-10</b> )  (2) Monitor performance against Corporate Plan priorities on an on-going basis ( <b>Mar-11</b> )	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services  Policy & Performance Manager	Within existing resources	
1.3.2	Policy Review	G	Ensure that the authority is aware of the consequences of and able to respond to changes in local, regional, sub-regional and national policy	Jun-10	(1) Develop 'horizon scanning' function ( <b>Apr-10</b> )  (2) Develop new policy framework ( <b>May-10</b> )  (3) Review all Council policies / strategies to ensure they are still fit for purpose, relevant and up to date ( <b>Jun-10</b> )	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	Action (1) complete.  Actions (2) & (3) completed by Aug-10.  Delays resulting from delayed recruitment of SPPO
1.3.3	Service Planning	G	Ensure a comprehensive and consistent approach to service planning across the authority	Sep-10	(1) Develop updated service plan template by ( <b>May-10</b> )  (2) Roll out updated template to whole authority, including appropriate publicity, to be used to draft 2011-14 service plans by ( <b>Sep-10</b> )	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services  Policy & Performance Manager	Within existing resources	Action (1) and (2) complete.
1.3.4	Service Review	G	Improve services through the completion of a programme of service reviews	Mar-11	(1) Develop programme of future service reviews ( <b>Sep-10</b> )  (2) Review and refresh corporate Project Management methodology ( <b>Sep-10</b> )  (3) Carry out structured training programme on refreshed Project Management methodology ( <b>Mar-11</b> )	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services  Policy & Performance Manager  Senior Policy & Performance Manager	Within existing resources	Actions (3) on schedule.  Action (2) complete.  Action (1) being considered as part of EMT approach to budget saving process.
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<b>Policy &amp; Performance - Consultations</b>									
1.4.1	Consultation Strategy	G	Ensure that the authority has a fit for purpose strategy that outlines the corporate approach to consultations	Dec-10	(1) Develop new Consultations Strategy ( <b>Nov-10</b> ) (2) Develop Consultation Toolkit ( <b>Nov-10</b> ) (3) Develop Consultation database, allowing interactive record of all consultation activity occurring within the authority to be kept/publicised ( <b>Dec-10</b> ) (4) Develop a corporate stakeholders list ( <b>Dec-10</b> )	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	All actions on schedule.  Draft Consultation Strategy complete. Work on-going with Partnerships team to ensure consistency with community engagement work being undertaken.
1.4.2	Consultation Working Group	G	Establish a representative group across the authority to co-ordinate and centralise the authorities approach to consultation	Jul-10	(1) Set up corporate consultations working group to ensure corporate ownership of consultation activity ( <b>Sep-10</b> ) (2) Appoint Consultation 'Champions' in each area ( <b>Sep-10</b> )	Corporate Manager – Community & Customer Services	Policy & Performance Manager	Within existing resources	PIG now includes consultation within remit. Needs formalising.  Representatives of PIG are consultation champions
1.4.3	Citizens Panel	G	Investigate the use of Citizens Panels as a key means of carrying out consultation with the public	Sep-10	(1) Carry out review of the costs / benefits of a citizens panel, including benchmarking, to inform a decision of whether the authority should proceed in setting one up ( <b>Sept 10</b> )	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	Review complete. Due to report to SMT to determine way forward.
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<b>Policy &amp; Performance - Community Intelligence</b>									
1.5.1	Community Intelligence Arrangements	G	Promote the effective use of community intelligence within the authority to ensure that current information produced is fit for purpose	Jul-10	(1) Carry out a review of existing community intelligence arrangements for all service areas <b>(Jul-10)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	Action (1) completed through CSE self-assessment process.
1.5.2	Enquiries Service	G	Provide the authority with a dedicated service covering all aspects of community intelligence data	Mar-11	(1) Set up dedicated e-mail address for community intelligence enquiries <b>(May-10)</b>  (2) Develop 'self help' pages on the intranet covering all available data sources relating to the authority <b>(Sep-10)</b>  (3) Compile register of advice given to service areas and external agencies/individuals <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	Action (1) complete.  Actions (2) & (3) on schedule
1.5.3	Geographical Information Systems (GIS)	G	Maximise the effectiveness and value of GIS to CCS and the authority as a whole	Mar-11	(1) Work with colleagues in Corporate Services to put in place a corporate GIS action plan for 2011-12 <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager	Within existing resources	On schedule.
1.5.4	Relationships with other units within the authority and external agencies	G	Ensure that community intelligence work is coordinated through the district, maximising economies of scale and reducing duplication of effort	Mar-11	(1) Investigate development of an intelligence-sharing protocol/understanding with the county council and other key LAA/LSP and other external partners <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Partnerships Manager	Within existing resources	On schedule.
1.5.5	Provision of timely, high quality information	G	Ensure that the authority has access to the most up to date, relevant and useful information available	Mar-11	(1) Produce South Cambridgeshire Area Profile <b>(Apr-10)</b>  (2) Produce a 'State of the District/Nation' report <b>(May -10)</b>  (3) Produce ward profiles for all wards of South Cambridgeshire District Council <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Corporate Manager  Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	Actions (1) & (2) complete.  Action (3) on schedule.
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<b>Policy &amp; Performance - Customer Services/Feedback</b>									
1.6.1	Customer Feedback Procedures	G	Ensure that the authority has up to date and fit for purpose feedback procedures in all areas	Mar-11	(1) Review the Compliments, Comments and Complaints Policy after one years operation of revised policy <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Customer Service Co-ordinator	Within existing resources	On schedule.
1.6.2	Provision of timely, high quality information	G	Ensure that the authority has access to the most up to date, relevant and useful reports available	Dec-10	(1) Review current reporting mechanisms and timescales in respect of Portfolio Holder, SMT, EMT and Service First groups <b>(Dec-10)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Customer Service Co-ordinator	Within existing resources	On schedule.
1.6.3	Customer Service Excellence	G	The authority achieves corporate Customer Service Excellence (CSE) accreditation	Mar-11	(1) Achieve accreditation for the whole authority through the work of the CSE Project Group and associated action plan <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Customer Service Co-ordinator	Within existing resources	Project on schedule.
1.6.4	Contact Centre	G	Review the Contact Centre contract as a basis for strategic decisions regarding future service arrangements following the expiry of the present contract in December 2012	Jun-11	(1) Outputs of Contact Centre review project reported to Cabinet with firm recommendations for future service provision <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Senior Policy & Performance Officer	Within existing resources	On schedule.  Review now expanded to look at Customer Contact in the wider sense therefore completion date revised to June 2011.
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<b>Policy &amp; Performance – Scrutiny &amp; Overview</b>									
1.7.1	Scrutiny & Overview	<b>G</b>	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	Mar-11	(1) Scrutinise Crime and Disorder Reduction Partnership (CDRP) and allow CDRP to challenge SCDC performance in respect of crime and disorder issues at least once per year <b>(Mar-11)</b>	Corporate Manager – Community & Customer Services	Policy & Performance Manager  Scrutiny Development Officer	Within existing resources	Action completed in September 10.
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