

2010/11 Improvement Plan

Implementation Status

Q2 Apr-Sept 2010

R	Little or no progress has been made to date. Target date likely to be missed. Intervention needed
A	Some progress has been achieved but concerns about ability to meet completion date. Monitor
G	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
Policy & Performance - Performance									
1.2.1	Performance Management Framework	G	Ensure that the authority has a fit-for-purpose, effective framework for managing performance	Mar-11	(1) Develop a consolidated Performance Management Framework (May-10) (2) Develop and distribute Performance Manual to all relevant Officers (May-10) (3) Establish regular meetings with CAAL (Ongoing) (4) Carry out relevant actions within the Performance Improvement Strategy as set out in the action plan (Ongoing)	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	G	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 (Apr-10) (2) Develop database of all National Indicators and key local indicators, setting out responsible officers for audit purposes (May-10) (3) Develop and distribute a PI Manual for members (Jul-10)	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	(1) Review template for integrated performance reports (Jun-10) (2) Review existing performance monitoring arrangements and performance measures for all service areas (Jul-10) (3) Carry out audit spot checks of 2009/10 performance indicators (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Performance Information Officer Internal Audit	Within existing resources	Action (1) complete. Action (2) on schedule. Internal Audit have rescheduled action (3) to Feb-11
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	(1) Develop CAA improvement plan in response to 2009/10 assessment (Apr-10) (2) Develop CAA framework for South Cambridgeshire District Council (Apr 10) (3) Carry out corporate self assessment for 10/11 covering all aspects of CAA KLOE's (Jul-10) (4) Develop programme of service area self assessments and case study 'evidence base' (Jul -10) (5) Annual Improvement Plan & Self-Assessment submitted as part of 10/11 CAA (Mar-11)	Corporate Manager – Community & Customer Services	Corporate Manager – Community & Customer Services Policy & Performance Manager	Within existing resources	Action (1) & (2) complete. Actions (3), (4), (5) not to be completed due to the Governments Decision to abolish CAA.
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	(1) Develop corporate VFM self assessment template (Apr-10) (2) Carry out VFM self assessments for all service areas to feed into service planning process (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Senior Policy & Performance Officer	Within existing resources	Action (1) complete. Action (2) will continue to be pursued, contributing to the organisations desire for increased efficiency through the service planning process.
1.2.6	CorVu Development	G	Facilitate the further development of CorVu into a fit for purpose, comprehensive performance monitoring/improvement tool	Jul-10	(1) Develop a post implementation action plan to maximise the effectiveness of the system (Jul-10)	Corporate Manager – Community & Customer Services	Senior Policy & Performance Officer Performance Information Officer	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 (May-10)</p> <p>(2) Investigate possible new benchmarking groups relating to specific service areas to increase quality and validity of comparisons (May-10)</p>	Corporate Manager – Community & Customer Services	<p>Policy & 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
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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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Policy & Performance - Policy									
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 (Apr-10) (2) Monitor performance against Corporate Plan priorities on an on-going basis (Mar-11)	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 (Apr-10) (2) Develop new policy framework (May-10) (3) Review all Council policies / strategies to ensure they are still fit for purpose, relevant and up to date (Jun-10)	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 (May-10) (2) Roll out updated template to whole authority, including appropriate publicity, to be used to draft 2011-14 service plans by (Sep-10)	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 (Sep-10) (2) Review and refresh corporate Project Management methodology (Sep-10) (3) Carry out structured training programme on refreshed Project Management methodology (Mar-11)	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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Policy & Performance - Consultations									
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 (Nov-10) (2) Develop Consultation Toolkit (Nov-10) (3) Develop Consultation database, allowing interactive record of all consultation activity occurring within the authority to be kept/publicised (Dec-10) (4) Develop a corporate stakeholders list (Dec-10)	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 (Sep-10) (2) Appoint Consultation 'Champions' in each area (Sep-10)	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 (Sept 10)	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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Policy & Performance - Community Intelligence									
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 (Jul-10)	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 (May-10) (2) Develop 'self help' pages on the intranet covering all available data sources relating to the authority (Sep-10) (3) Compile register of advice given to service areas and external agencies/individuals (Mar-11)	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 (Mar-11)	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 (Mar-11)	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 (Apr-10) (2) Produce a 'State of the District/Nation' report (May -10) (3) Produce ward profiles for all wards of South Cambridgeshire District Council (Mar-11)	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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Policy & Performance - Customer Services/Feedback									
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 (Mar-11)	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 (Dec-10)	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 (Mar-11)	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 (Mar-11)	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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Policy & Performance – Scrutiny & Overview									
1.7.1	Scrutiny & Overview	G	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 (Mar-11)	Corporate Manager – Community & Customer Services	Policy & Performance Manager Scrutiny Development Officer	Within existing resources	Action completed in September 10.
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