

# **Corporate Improvement Plan**

## **Draft Update**

**V 3.2 January 2007**

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## ACTION PLAN

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## Monitoring Key

<b>White text / Grey shading</b>	Action completed
Black text / No shading	Action due to be completed
<del>Strikethrough Text</del>	Changes agreed / action deleted / deferred
<i>Italic Text</i>	New text inserted / new task agreed / new deadline

## CRITERION 1 – LEADERSHIP

(Lead Officer : Chris Elliott)

### 1a Leaders develop the mission vision and values and are role models of the Culture of Excellence.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
1a.1 Ensure managers and staff within the organisation are engaged with the Corporate Strategy and are developing services within their responsibility in line with it	Develop effective mechanisms for engaging managers and staff with the delivery of the Corporate Strategy	Consistent and systematic implementation and use of: <ul style="list-style-type: none"> <li>Portfolio Holder Statements</li> <li>Service Area Plans</li> <li>Team Operational Plans</li> <li>Performance Appraisals</li> </ul>	H	Corporate Strategy and Community Plan CIP 1.9Ians	Chief Exec	Annual Processes 2004 - 07	Staff time
1.a.2 Ensure that managers and staff within the organisation understand and support the new ways of working relating to: New customer principles New behavioral principles New operational principles New technology principles New partner or supplier principles	Develop effective mechanism for ensuring managers and staff, understand, support the new principles	<i>Prepare 1 side of A4 each month</i>  Use Team, Service and DMT meetings to discuss and sign up to new principles  Use other corporate communication devices to set out message, via an agreed plan	H	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Corporate Management Team  Chief Executive	<i>By March 2007 and then through to March 2008</i>	Staff time

**1b Leaders are personally involved in ensuring the organisation's management system is developed, implemented and continuously improved.**

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
1b.1 To ensure the management system enables leaders at all levels to undertake their role effectively	Ensure all teams will have an annual away day.	<p><i>As part of the review of the Performance Management Framework undertake an assessment of the extent to which Team Away Days have been used and following this build team away days in to process for preparing Service Area Plans</i></p> <p>Review effectiveness of recent system changes</p>	H	CIP 1.9	<p>Directors and Service Area Managers</p> <p>Policy and Performance</p>	<p>PMF Review complete by April 2007</p> <p>Partially complete 27<sup>th</sup> October 2006</p>	Staff time
1b.2 To ensure consistency between corporate strategy and new community plan	Review Corporate Strategy	Include Change Board and Senior officers in review of corporate strategy and proposals for alignment	M	CPA High Level Improvement Plan	Chief Exec	April 2005 June 05/ March 06	Staff Time
1b.3 To improve our willingness to take and stick to difficult decisions	Deliver priorities even where this requires difficult decisions	Develop improved and more transparent processes for setting priorities, allocating resources and actioning.	H	CPA High Level Improvement Plan	CMT	May 2005	Staff time
		Bring agenda item forward to CMT to evaluate and review processes				March 2007- March 2008	
1b.4 Ensure that new principles of working are translated into practice including resource allocations and working practices	To translate a statement of principles into actual practice	Use Business Process Re-engineering workshops/meetings in Planning, Housing, Benefits and Revenues and Environmental Health	H	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Trinity and Heads of Service	March 2007- March 2008	Staff time
		Use Catalyst team in other services to run similar workshops, meetings			Catalyst team		
		Through the Review of the Performance Management Framework ensure that principles become manifest in service area plans and team operational plans			CMT and SAMs		
		Integrate into People Strategy Include within the workforce development			Asst Chief Exec Personnel		

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
		plan					
1b.5 Ensure leaders are aware of resource management issues and are involved with appropriate actions	Provide regular reports to CMT	Regular CMT agendas to include a quarterly item on each of the following : <ul style="list-style-type: none"> <li>• Staffing</li> <li>• Finance</li> <li>• Technology</li> <li>• Risk</li> <li>• Emergency planning</li> <li>• Service planning</li> </ul>	?		Staffing : head of personnel Finance : Head of finance Technology : Head of ICT Risk : Audit Manager Emergency Planning : ACE (P&P) Service Planning : ACE (P&P)	April 2007	

### 1c Leaders are involved with customers, partners and representatives of society.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
1c.1 To further support and develop the LSP	To develop the Community leadership role for the LSP	Produce a Community Plan with the support of all partners	M	Corporate Strategy	Chief Exec	Feb 2005	Staff Time
	To develop stronger links between Council and Community	Review LSP structure		CPA High Level Improvement Plan	Chief Exec	Dec 2005	Staff Time
1c.2 Greater clarity in the consultation on, and communication of priorities and non-priorities. (specifically with	To achieve better understanding/awareness by the wider community and staff of the Councils priorities and non-priorities	Complete Best value review of Communication and implement proposals	M	CPA High Level Improvement Plan	Policy & Performance	March 2005	Staff Time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
the wider community)		Develop mechanisms to allow for improved consultation on priorities and their communication				March 2006	
		Develop mechanisms to feed consultation results into Service Area Plans and the budget process				July 2005 <i>Deferred</i> July 2006	
1c.3 Systems Partners/Suppliers positively respond to the Council's new principles on ways of working	To ensure that partners/suppliers are aware of the Council's new principles on ways of working as they affect them and are able to respond positively to them	Identify key partners/suppliers and inform them of new approach Ensure that in engagement they understand the new principles and what it means to them Ensure that they can respond positively to the new ways of working	L	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Director CIA	March 2005 October 2005 October 2006  March 2007- March 2008	Staff time

#### 1d Leaders motivate, support and recognize the organisation's people.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
1d.1 Value and motivate the staff who work for Warwick District Council	To introduce reward, recognition and awards related to the Council's values	Development of approach to pay and reward (see 3e)	M	Corporate Strategy  CIP 1.9I	Chief Executive and Assistant Chief Exec (Personnel)	April 2005	Staff time
1d.2 Leaders seen to be valuing and motivating staff	Use the pay and reward framework to develop methodology for recognition	Approve pay & reward framework  Review quarterly	M	People Strategy	Asst Chief Exec (Personnel) plus CMT	April 05 quarterly	Staff time plus team awards plus staff suggestions

## CRITERION 2 – POLICY AND STRATEGY

(Lead Officer : John McGowan)

2a. Policy and Strategy are based on the present and future needs and expectations of stakeholders

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
No actions							

2b. Policy and Strategy are based on information from Performance measurement, research, learning and creativity related activities

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
2b.1 To ensure benchmarking with best in class is consistently used to inform policy and strategy development	Review and refocus benchmarking strategy, to include distinction between statistical and process benchmarks	Focus benchmarking on fewer areas of average costs and poor performance  Undertake EFQM assessment through Midlands Excellence	L	BV Review Guide  Bench-marking guidance  CIP 1.9	Policy and Performance	March-2006  <i>September 2007/08</i>	Staff time

2c. Policy and Strategy are developed, reviewed and updated

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
2c.1 Improve procurement practices	Review Procurement Strategy	See section 4b below					

**2d. Policy and strategy are developed through a framework of key processes**

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
Recent changes to key processes to continue to be embedded and reviewed as appropriate - no significant high level improvements planned							

**2e. Policy and strategy are communicated and implemented**

RESULT/OUTCOME		APPROACH		DEPLOYMENT			
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
2e.1 Ensure that new principles of working relating to: <ul style="list-style-type: none"> <li>• New customer principles</li> <li>• New behavioural principles</li> <li>• New operational principles</li> <li>• New technology principles</li> <li>• New partner or supplier principles</li> </ul> are effectively communicated to understood by all staff	To devise a strategy for communicating to all staff the principles on new ways of working	A Communication plan will be agreed and then implemented	H	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Chief Executive & Director CIA	January 2005 to March 2006  March 07-08s	Staff time
2e.2 Ensure the contents and commitments of the new Community Plan are communicated to and understood by all staff	To devise a strategy for communicating to all staff the detail of the new community plan	A Communication plan will be agreed and then implemented	H	Community Plan 2020	Policy & Performance	July 2005	Staff Time

## CRITERION 3 – PEOPLE

(Lead Officer : Karen Pearce)

### 3a. People Resources are planned, managed and improved

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
3a.1 Manage staff resources and succession planning through the workforce plan to avoid over reliance on the enthusiasm and over commitment of staff	Ensure staff capacity is maintained to achieve priorities	Evaluation of effectiveness of monthly officers meetings structure  Quarterly review of HR issues related to the workforce plan to be held with CMT	M	CPA High Level Improvement Plan  People Strategy	Members Services  Personnel & CMT	April 2005 <del>December 2005</del> Achieved (Audit report 15/08/05)  Quarterly commencing 2005	Staff Time
	Maintain staff morale	Evaluate staff survey undertaken in Nov 2004 and develop an action plan.  Implement actions from pay and reward framework.(see 1d.2)		People Strategy	Personnel	Jan 2005  April 05	Staff Time
	Reduce sickness absence	Performance monitoring followed by management action.  Evaluate current support processes (occupational health / counseling etc)		People Strategy	Service Area Managers & Team Leaders  Personnel	Quarterly Report to CMT  March 2006	Staff Time

### 3b. People's knowledge and competencies are identified, developed and sustained

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
3b.1	Identify and meet	Produce Workforce Development Plan	M	People Strategy	Personnel	April 05	Staff time &

		Identify competency & skills requirements  Undertake Investors In People review  Support achievement of west midlands member development charter			Service Area Managers  Personnel  Asst CE (Personnel) & Asst CE (Members Services)	March 06  <del>June 05</del> March 06  March 08	
3b.2 To ensure that training needs necessary for implementation of principles of new ways of working are met	As above specifically relating to introduction of new principles	As above specifically relating to introduction of new principles.  Use of appraisal Process	H	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Personnel  All Managers	Sept 2007	As above

### 3c. People are involved and empowered

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
3c.1 To develop more consistent commitment to change	Successful delivery of current change (IEG programme)	Support staff in the changes by making more effective use of Catalyst Team/Change Partner	H	CPA High Level Improvement Plan	Director CIA	Dec 2005	Staff Time
		Joint use of consultation process with Unions		People Strategy	Personnel	Throughout Change Process	HR Staff time & change support process for individual staff.
3c.2 Ensure that principles of new ways of working relating to: • New customer principles	Translate principles into practice in meaningful way for staff	Use Business Process Re-engineering workshops/meetings in Planning, Housing, Benefits and Revenues and Environmental Health	H	Overarching Principles/ Design Intent from first round of Business Process Re-engineering	CMT and SAMs	March 07 to March 08	Staff time plus cost of BPR work and training
		Use Catalyst team in other services to run similar workshops, meetings			Catalyst		

		Ensure that principles become manifest in service area plans and team operational plans			CMT and SAMS		
		Build into People Strategy Develop an appropriate training programme to support staff			Asst Chief Exec (Personnel)		
		Managers to revise working practices			SAMS		

### 3d. People and the organisation have a dialogue

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
3d.1 Develop an approach to ensure staff feedback is used to inform future actions	Develop a clear approach to the gathering and analysis of staff feedback	Undertake staff survey	M	People Strategy CIP 1.9I	SMST and Asst Chief Exec (Personnel)	Nov-04 <i>Completed</i>	Budget for undertaking survey and staff time
	Implement initiatives as a result of staff feedback	Implementation of action plans as a result of staff survey analysis		Analysis of survey CIP 1.9I	Asst Chief Exec (Personnel) and Directors	<del>Jan-05</del> ? <i>September 05</i>	As required
	Communicate results and planned actions to all staff	Warwick Update Intranet Progress CMT reports		Communications Strategy CIP 1.9I	Asst Chief Exec (Personnel) and Communication Officer	Month after each survey and then on a monthly basis from Jan 05 ?	Staff time
3d.2 Appropriate communication channels throughout the council which also facilitate knowledge sharing (See also 4e, 5b.1 and 5a.2)	Develop comprehensive internal communications policy	Via BV Review of communications action plan	H	People Strategy CPA Report	Communications officer	April 2005 onwards	To be determined

3e. People are rewarded, recognised and cared for

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
3.e.1. To ensure reward and recognition measures are consistently applied and aligned to corporate priorities  (see also 1d)	Develop the Council's approach to Pay and Reward	Analyse staff survey data. Evaluate current benefits. Determine 'gap' in current approach  Quarterly review of Pay & Reward Framework	M	People strategy and staff survey  CIP 1.9  People Strategy	Assistant Chief Exec (Personnel)  Asst Chief Exec (Personnel)	Dec-04 March 2005  Quarterly from Dec 04	Staff time  Potential re-alignment of budgets

**CRITERION 4 – PARTNERSHIPS AND RESOURCES**

**(Lead Officer : Mary Hawkins)**

4a External partnerships are managed.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
4a.1 Ensure existing partnership provide added value to the priorities of the Council (text transferred from 1c above)	Review added value of existing partnerships.	Monitor Service Level Agreements with organization to whom we provide funding of over £5000 on a quarterly basis to ensure they deliver on the Council's priorities	M	Calendar of Community Liaison Meetings  CIP 1.9	Strategic Director Community Resources	Quarterly From January 2005 Completed	Staff time
		Undertake a Best Value of Partnership working to assess the extent to which current partnerships add value to what we are doing and to recommend changes to our partnership working  <i>It has been agreed not to undertake this review but instead to develop a partnership policy and apply</i>			Policy and Performance	By Dec 2005	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
		<i>to a number of partnerships to be reviewed annually</i>					
		Seek to focus more partnership working through the Local Strategic Partnership and target effort and resources at those partnership that provide the greatest added value			Chief Executive	March 07 - 08	Staff time
4a.2 To play an effective role as a Community Leader and to ensure all partnership operate efficiently and contribute effectively to the Council's Corporate Priorities	Rationalisation of partnership working	Undertake and Best Value Review of Partnership working	M		Policy and Performance	Complete Dec-2005  It has been agreed not to undertake this review but instead to develop a partnership policy and apply to a number of partnerships	Staff time
		<del>As part of the Best Value Review adopt strategy for the development and management of partnerships which will deliver:</del> <ul style="list-style-type: none"> <li>• <del>Better integrated and more responsive working relationships</del></li> <li>• <del>Greater synergy,</del></li> <li>• <del>improved processes and added value</del></li> </ul> It has been agreed not to undertake this review but instead to develop a partnership policy and apply to a number of partnerships		Strategy Document  CIP 1.9	Chief Executive / Policy and Performance	December 2005	Staff time
	In conjunction with LSP Partners develop a Community Plan for the District which is based on community consultation and which links in with (informs?) the Council's priorities	Develop and agree an approach implementing and monitoring the Community Plan including reviewing the Corporate Strategy, setting targets and putting in place a performance monitoring system for the Plan	M	LSP Proposals  CIP 1.9I	Policy and Perf	March 2005	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
4a.3 Evaluate existing and new IT Systems Partners/Suppliers in relation to the Council's principles on new ways of working	To ensure that partners/suppliers are aware of the Council's new principles on ways of working as they affect them and are able to respond positively to them	Identify key partners/suppliers and inform them of new approach Ensure that in engagement they understand the new norms and what it means to them Ensure that they can respond positively to the new ways of working Ensure prospective new partners/suppliers are similarly informed  Key requirements built into procurement review	L	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Strategic Director CIA, Head of IT and IEG Programme Manager  Strategic Director – Community Resources	March 07 - 08	Staff time

#### 4b Finances are managed.

N.B. link to 2c (using finance to support and develop strategy)

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
4b.1 Align the Council's budget with the Corporate Strategy	Ensure SAPs include a full assessment of the resource implications of both existing and proposed work/projects	Review the SAP development and approval process to enable a clearer distinction to be made about the dual role of SAPs (mechanism for bidding for resources and basis for performance management). This should include a further review of the need to identify and challenge resources (funding and time) that are allocated to core activities	H	SAP proposals  CIP 1.9I	Director - CR	Feb – Sept 2005	Staff time
		Review format and role of team operational plans and develop revised proposals for 2006/2007		SAP Proposals and workshop	Policy and Perf	Feb—Sept 2005 Dec-2005 Dec 2006	Staff time
4b.2 Reduce the risk of being over-ambitious in relation to financial constraints	Ensure ambitions are achievable within financial constraints	Assess and implement the impact <ul style="list-style-type: none"> <li>of being debt free;</li> <li>of being assessed as able to meet the decent homes standards; and</li> <li>the opportunities of the prudential borrowing framework.</li> </ul>	H	CPA High Level Improvement Plan	S151 Officer / SAMs	<ul style="list-style-type: none"> <li>Continuously</li> <li>December 05</li> <li>Continuously</li> </ul>	Staff time
4b.3	To ensure we	Review Financial and Procurement Strategy	H	CPA High	Director CR	Dec 2005	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
To review the Council's approach to financial capacity	allocate sufficient resources to deliver priorities (Achieve 85% of Corporate Strategy Targets by 2007)	Learn from 2004/5 SAP process to ensure it effectively challenges existing core expenditure		Level Improvement Plan	Policy and Perf	May 2005	
		Implement the E government programmes to deliver savings and to improve services within existing resources			Director CIA	Underway and ongoing	
4b.4 A modern approach to procurement – compliant with Government expectations which results in more efficient and better co-ordinated procurement practices	The need to improve consistency and invest in new approaches to procurement	Review procurement strategy in the light of the Procurement Health Check (incorporating an e-procurement element and the principles of new ways of working)) and implement a procurement action plan - <i>new strategy agreed at June Executive</i>	H	CPA High Level Improvement Plan Procurement plan	Strategic Director (Community Resources)	September 2004 By Dec 2005 June 2006	Staff time
				IEG 3 Statement CIP 1.9I Overarching Principles/Design Intent from first round of Business Process Re-engineering IDEA Procurement Fitness Check			
		Set up a cross-departmental team to develop plans for CMT to approve		IEG3 Statement	Strategic Director (Corporate Resources) leading the team	March 07-08	Staff in Directorates and additional support required from Policy

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
		Incorporate processes agreed into WDC annual service plan reviews		Service Plans CIP 1.9I	Policy and Performance (BV Guide) and Service Area Managers (SAPs)	March 07-08	Staff time
4b.5 To ensure a more robust approach to contract management	To introduce partnership style contracts where appropriate to maximize value for money	Identify appropriate contracts and develop proposals for CMT and Executive to approve	H	CPA Feedback Report - Para 49 and Para 54	Strategic Director (Community Resources)	Dec-2005 Dec 2006	Staff time
		Ensure effective contract management is included within the review of the approach to Procurement				March 07-08	
4b.6 Further improve financial management by learning from good practice	Decide on appropriate use of benchmarking and implement	Agree at CMT and then implement	H	EFQM 2002	Director CR and ACE Policy and Perf	CMT – <del>Mar/Apr</del> July 2005	Staff time
	Consider what incentives can be introduced for services who make savings	Agree at CMT and then implement	L		Director CR	March 07-08	Staff time
4b.7 Monitor delivery of financial plans for decent homes achievement	Finalise key model inputs which require monitoring	Understanding and testing the current model, updating for changes	H	Annual Audit Letter	Strategic Finance Manager/Head of Housing/Strategic Director (Corporate Resources)	December 2005 and annually thereafter	Staff time

#### 4c Buildings equipment and materials are managed.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
4c.1 Maximising the investment return or community benefit on properties	Undertaking a comprehensive review of the current use of land and buildings owned by the Council	Assess potential to increase investment return or community benefit as part of the review	M	Asset Management Plan CIP 1.9I	Property Services	Annual update in October 2005 <i>Underway March 2007-09</i>	Staff time
4c.2 Reducing costs of buildings	Optimising consumption of utilities	Review of effectiveness of the Council's Energy Procurement and Management Policies.	L	EP and EM policy documents CIP 1.9I	Energy Manager	Dec-2005 <i>Underway June 2006</i>	Staff time
	Greater rationalization of office accommodation	Review use of space at Riverside House		CIP 1.9	Property Services / AMMSG / CMT	Aug-2005 <i>Underway Dec 2006 – Sept 07</i>	Staff time
4c.3 Effective Management of buildings, equipment and materials	Consider how benchmarking should be used in the management of property assets	Bring paper forward for discussion – then implement agreed approach	L	EFQM 2002	Head of Property	May-2005 <del>Dec-2005</del> <del>Dec-2006</del>	Staff time
	Review how policies are affecting energy consumption	Bring paper forward for discussion – Then implement any actions agreed				Head of Property	May-2005 <del>Dec-2005</del> <u>June 2006</u>

#### 4d Technology is managed.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
4d.1 Increase customer choice in terms of methods to access Council information and services and meet e-Government targets	Introduce new technology into priority areas and ensure Council processes / contact channels make efficient use of technology	Implement the IEG Programme with direct input from front line staff and with the support of the Catalyst Team and the Change Partner  Implement the remainder of the Customer Access Best Value Review Improvement Plan, especially the new CRM, document management and the content management system.	H	IEG PID  CIP 1.9  Customer Access Best Value Review Improvement Plan	IEG Steering Group and Catalyst Team  Strategic Director CIA – Customer Access Progress Team	2005 -2007	a) As identified in IEG Capital Programme b) Project Manager and Catalyst Team time
	Ensure that new technology is used in accordance with principles of new ways of working	The introduction of new technology is accompanied by appropriate changes to working practices via Business Process Re-engineering activity		Overarching Principles/Design Intent from first round of Business Process Re-engineering	CMT, SAMS, IEG Steering Group and Catalyst Team		
4d.2 Ensure information is robust and appropriate plans are in place in the event of major difficulties	Develop a disaster recovery plan for IT	Develop a disaster recovery plan for IT	M	Corporate Governance Plan  CIP 1.9I	Head of IT	2005/2006	Staff time

#### 4e Information and knowledge are managed.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
4e.1 More consistent sharing of learning across all areas of the	Develop greater awareness of best practice across all units	Improve the Website and Intranet	H	CPA High Level Improvement Plan	CMT, SAMS Policy and IT	Oct 2005	Staff time
		Introduce more effective approach to knowledge management			Policy	2007-08	Staff time

## CRITERION 5 – PROCESSES

(Lead Officer : Chris Elliott)

### 5a Processes are systematically designed and managed.

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
5a.1 To design and manage customer facing processes to enable effective, efficient and focused service delivery and improvement to take place	Promote the approach set out in the IEG Programme Initiation Document and the principles of new ways of working as the mechanism for delivering improved processes	Regular communication with staff about the work of the Catalyst Team <i>organizational change issues</i> using Warwick Update and other communication methods set out in the Communications strategy	H	IEG PID CIP 1.9  Overarching Principles/Design Intent from first round of Business Process Re-engineering	Chief Executive	March 07	Staff time
		In conjunction with Service Area Managers stress the importance of process redesign and principles of new ways of working amongst staff with an input in to the key processes			IEG Programme Manager / Catalyst Co-ordinator/SAMS	Underway, but need to continue through to <del>March 2005</del> March 2007-08	Staff time
	Identify and re-engineer priority systems for improvement based on the principles of new ways of working	Implement high priority IT projects: <ul style="list-style-type: none"> <li>• Electronic payments</li> <li>• Northgate Front Office</li> <li>• Planning (II)/Land charges;</li> <li>• Document Management (partially done);</li> <li>• Web site and internet security</li> <li>• Housing (partially done)</li> <li>• BACS Transmission</li> <li>• Desktop refresh</li> <li>• Planning / land charges data capture</li> </ul> And Medium priority projects <ul style="list-style-type: none"> <li>• Waste management</li> <li>• Property</li> <li>• Council tax and Benefits</li> <li>• Flex Leisure booking system</li> <li>• Grounds maintenance (partially done)</li> </ul>			IEG Programme Steering Group and Programme Manager, Head of IT	March 2007	Officer time (IEG Steering Group) Agreed IEG Capital Programme

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
		<ul style="list-style-type: none"> <li>Environmental Health</li> <li>Financial Management and e-procurement</li> <li>Licensing</li> <li>Electoral Register</li> <li>RIPA</li> </ul>					
		<p>With the aid of an external partner process mapping and redesign will take place through a series of staff workshops utilizing the knowledge and ideas of those directly involved with the processes/services in</p> <ul style="list-style-type: none"> <li>Planning and Land Charges</li> <li>Housing</li> <li>Benefits and Revenues</li> </ul>			IEG Steering Group, Catalyst Team and Trinity	<p>January – March 2005</p> <p><i>Underway through to March 2007</i></p>	Officer Time and cost of BPR work
		<ul style="list-style-type: none"> <li>Environmental Health</li> </ul>				<p>Sept 2005- Dec 2005 <del>Dec 2006</del> <i>Deferred March 08</i></p>	
		<p>With the aid of in house staff process mapping and redesign will take place through a series of staff workshops utilizing the knowledge and ideas of those directly involved with the processes/services in</p> <ul style="list-style-type: none"> <li>Leisure</li> <li>Finance</li> <li>Property</li> <li>Other service areas</li> </ul>		CPA report	IEG Steering Group, Catalyst Team	<p>April 2005 to By December 2008</p>	Staff time
		Undertake a Council wide review of administrative support arrangements			Director CIA, Asst Chief Execs – Personnel and Member Services	<p>January 2005 to Dec 2005</p>	Staff time
		Undertake a review of the arrangements for the management of services dealing with aspects of the public realm			Chief Executive	<p>March 0- Sept 08</p>	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
	Identify other areas of IT development in order to meet the Government's IEG service Priority Outcomes, the Council's needs arising from principles of new ways of working and those of the Warwickshire Online Partnership's	IEG Steering Group to undertake gap analysis on Government's service priority outcomes versus present position  Discussion to be undertaken with Warwickshire Online Partnership		IEG4 Requirements and Service Priority Outcomes; IEG Programme PID	IEG Steering Group	By January 2005	
		Future needs assessment undertaken by IEG Steering Group in light of principles				March 2005	Staff time
	To complete the implementation of Customer Access Best Value Review Improvement Plan	Review , report on update on improvement plan after first 6 months of implementation and amend where necessary. In particular,		Customer Access Best value Review Improvement Plan	Strategic Director – CIA, Customer Access Progress Team	December 2004	Staff time
		<p>1. Programmed expansion of customer service centre is achieved by carrying out the agreed implementation plan but including:</p> <ul style="list-style-type: none"> <li>regular meetings with service areas;</li> <li>service areas undertake necessary preparatory work, including staff restructures to allow for transfer of resources;</li> <li>good practice note and use of technology note is circulated to all SAMs;</li> <li>feedback on success of services already transferred is publicized to rest of Council</li> </ul> <p>2. Programme for improvement of one stop shops is achieved by:</p> <ul style="list-style-type: none"> <li>Agreeing with WCC a PID for joint project;</li> </ul> <ul style="list-style-type: none"> <li>Agree test locations; revised staff/management proposals; IT linkages; building works and layouts; marketing and badging.</li> </ul>		Customer Services Manager (Phones) and SAMS	From November 2004	Staff time	
			Strategic Director - CIA, Head of Revenue and Customer Services, Customer Services Manager	January 2005	Staff time		
					January 2005		

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
		<ul style="list-style-type: none"> <li>Bringing together of Benefits and Housing frontline services in Riverside house</li> </ul> <p>3. The Web site will become the main tool for service delivery of transactions and information by:</p> <ul style="list-style-type: none"> <li>Appointment of a post to lead day to day work on its continuing development</li> <li>Each service area taking responsibility for updating its pages on an as least weekly basis</li> <li>promoting web site to public;</li> <li>Achieving 'T' rating</li> </ul> <p>4. Undertaking a learning stage of document management for Planning and then rolling out across the whole authority by establishing a new document management centre and using current staff temporarily for 6 months.</p>			(OSS)  As above plus Head of Housing	April 2005	
					Strategic Director – CIA, Communications and Information Officer, Customer Services Manager, SAMS	November 2004 to 2005 Dec 07	Staff time  Staff time plus cost of new post
					Strategic Director - CIA, Head of Planning, Head of Revenue and Customer Services	July August 2005	Cost of alterations to building, staff time back filling - £16,000
5a.2 Design and manage the corporate processes associated with communication with and information to members and staff to enable effective policy and decisions to	Define the process for Corporate Communications and management and ensure this operates effectively and consistently across all Service Areas.	Review approach to internal Communications through the Communications BVR and implement outcomes of the review	H	Communications Strategy CIP 1.9I	Lead – ACE Policy and Perf	Report to Executive March 2005	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
be made and implemented							
5a.3 More effective integration of risk, financial and performance management	Further review the management processes to achieve better integration of performance finances and risk	Learn from the 2005/2006 SAP process to develop proposals which achieve better integration of financial monitoring and management, performance management and risk management	H	CPA High level improvement plan SAP workshops	Director CR Policy and Performance	By August 2005	Staff time
		Embed risk management in management of performance including more regular risk reviews		CPA High level improvement plan	Audit & Risk Manager Policy and Perf	By August 2005	Staff time
5a.4 Consistent and robust approach to risk management throughout	Total embedding risk management culture	Match up current service risk registers to new service areas and introduce more consistency in scoring	M	CPA High Level Improvement Plan	Audit & Risk Mngr	Sept 2005	Staff time
		Implement process to monitor risk controls are in place			Policy and Perf		
		Make more effective use of risk registers in Service Area Planning to make process robust					
5a.5 To ensure that the organisation meets the provisions of the Freedom of Information Act 2000 and the Data Protection Act 1998  (see also 5e.2)	Develop effective mechanisms for meeting the legislative requirements	Production of information policy and procedures to be followed	H	Freedom of Information Act 2000 Data Protection Act 1998	Information Agenda Steering Group	March 2005	Staff time
	Ensure that staff are able to recognise requests received in accordance with the Acts and know how to respond	Through awareness training for all staff and Members of the Council			Information Agenda Steering Group	March 2005	Staff time
	Maintain the profile of the legislation at a high level	Through contact with the information co-ordinators in business units			Information Agenda Steering Group	Each month during 2005 <i>CMT decided this</i>	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT			
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources	
		Through reviews at monthly directorate meetings  Include Freedom of Information within the corporate induction programme		Protection Act 1998	Directors and Business Unit Heads  Assistant Chief Exec (Personnel)	<i>was no longer necessary after first few months of review</i>  From January 2005		
	Investigate the level of resources required to respond to requests under the Acts	Through researching actions taken by other local authorities, including those in the Irish Republic  Information co-ordinators to assess each service area to determine what resources were required			Information Agenda Steering Group  Information co-ordinators	March 2005		Staff time
	Risk assessment	Each business unit to carry out a risk assessment in relation to FOI and DPA to determine key risk areas. This should be managed as set out in 5a.2 and 5a.3 above			Business Unit Heads	By June 2005 <i>Deferred as it will be dealt with as part of Document Mgt</i>		Staff time
5a.6 Reduce the number of BVPIs that are amended or qualified	More accurate collection, calculation and reporting of BVPIs	Training/advice for PI owners from Audit Commission along with support fro Policy and Performance at the time of collecting data collection of	M	BVPP & Results review & Audit of BVPIs	Policy and Performance	April 2005	Staff time	
		Ensure data relating to BVPIs is signed off by appropriate manager prior to publication in the BVPP					Staff time	

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
5a.7 Clarify who is held accountable for the achievement of PI targets (i.e. when is it the PI owner, the Service Area Manager, the Director, the Portfolio Holder)	Develop clear guidelines to clarify responsibilities	Include information on the online performance management system and provide support to responsible staff to enable them to use the system effectively	H	BVPP & Results review & Audit of BVPIs	Policy and Performance	April 2005	Staff time

**5b Processes are improved as needed using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders.**

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
5b.1 To engender a spirit of innovation and learning across the organisation	Involve staff in developing Service Area Plans and processes	Involve staff in IEG Programme through the work of the Catalyst Team	H	IEG PID CIP 1.9I	IEG Steering Group and Catalyst Team	2005 – 2006	See 5a.
		Capture staff ideas for SAPs at annual team away days and team meetings by making innovation for Service Area Plans a standard item on away day agendas (see 1b.1 above)		Programme of meetings SAPs proposals CIP 1.9	Service Area Managers	May – Sept 2005 <i>Partially Complete Sept 06</i>	Staff time
	Ensure the organization is aware of and open to ideas from outside the Council	Capture and consider ideas for the IEG Programme through benchmarking and work with external partners e.g. WOLP, SMART region		IEG PID and Project PIDs CIP 1.9	IEG Steering Group and Project Teams	Underway and continuing	Cost of Change Partner Contract
5b.2 More consistent management of	Improve monitoring of the outcomes of the BVRs	Develop and integrate a systematic robust and consistently deployed approach to reporting for all BVR improvement plans (as part of the	H	CPA High Level Improvement	Policy & Performance Team	April 2005	Staff time

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
implementation of Best Value Review Improvement Plans		Performance Management Framework). Link outcomes of BVRs into SAPs		Plan	CMT agreed that, as BVRs were no longer required, this action was not necessary		
5b.3 More consistent use of Performance information to sustain focus and achieve continuous improvement	Embed use of new online performance management system to achieve consistent management through performance	Promote the importance of the online performance management system and the effective use of the information in it	H	CPA High Level Improvement Plan	Policy & Performance Team	Each Quarter in 2005 <i>Continuing</i>	Staff time
5b.4 Improved effectiveness in holding portfolio holders to account for performance and decisions	Scrutiny role in operating as select committees to become established	Utilise the joint CMT/Scrutiny Chairs meeting to develop the role of Scrutiny	H	CPA High Level Improvement Plan	<i>Director-CIA CMT</i>	July 2005	Staff time
		Provide support and training for members of Scrutiny to develop the role					
		Change Board and Scrutiny Chairs to hold a joint meeting to review Scrutiny Process and Structure					
		Implement agreed outcomes from the Change Board / Scrutiny review					

**5c Products and services are designed and developed based on customer needs and expectations.**

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources

5c.1 Ensure process changes deliver more effective or more efficient services for customers	Ensure customer needs and expectations are central to the IEG Programme and other aspects of the Councils work	With external input, Catalyst Team to run workshops which focus staff ideas on customer needs rather than staff needs	H	IEG PID	Catalyst Team	Partially done 2005 – 2008	See 5a.
		Apply principles of new ways of working to service process re design		Notes of Project Workshops			
		Implement remainder of Customer Access Best Value Review Improvement Plan		CIP 1.9			
5c.2 To ensure more consistent use and awareness of customer service standards	Explore ways of promoting existing service standards better.  Ensure all service areas have appropriate service standards	Review customer service standards, agree Council wide approach, develop training and awareness programme.	M	Overarching Principles/Design Intent from first round of Business Process Re-engineering	Trinity, Catalyst, SAMs	2007-08	Staff time
				Customer Access Best Value Review Improvement Plan	CMT, SAMs, Customer Access Progress Team	Underway 2005-2008	Staff time plus resources identified in the review
				CPA Feedback Report - Para 53	Head of Revenue And Customer Services, Asst Chief Exec Personnel	Dec 2007	Staff time

**5d Products and services are produced, delivered and serviced.**

RESULT/OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources
No actions							

**5e Customer relationships are managed and enhanced.**

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
What is the objective	Task	How will we achieve it	Priority	Source document	Who will do it	When	Resources

RESULT / OUTCOME		APPROACH			DEPLOYMENT		
5e.1 Increase level of public understanding of and involvement in Council activities	Improving communications outside the organisation (see also 2a)	Review the external Communication Strategy through the Communications BVR	M	Communication strategy CIP 1.9I	Communications Officer	March - July 2005	Staff time
		Implement the remainder of the Customer Access BVR Improvement Plan (see 5a and 5d above) – especially the expansion of the customer service centre, introducing document management, enhancing the web site and more and better one stop shops		CABVR Improvement Plan CIP 1.9	Strategic Director CIA, Customer Access Progress Team	Dec-2005 Underway - March 2007	Staff time
	Market the Council better	Part of review of Communication strategy		Communication strategy CIP 1.9I	Policy & Performance Team	March 2005	Staff time
5e.2 To ensure we are open in our dealings with the public subject to the need to preserve confidentiality where it is appropriate to do so	Improve awareness amongst staff and members of the impact of Freedom Of Information legislation	Prepare corporate advice on Freedom Of Information and distribute to staff Training on Freedom Of Information for staff and members	H	Corporate Governance Plan CIP 1.9I	Assistant Solicitor–Legal	December 2004	Staff time
		Include Freedom Of Information in the member and staff induction programmes (see also 5a.5)		Corporate Personnel Manager	Jan 2005	Staff time	
		Report to Standards Committee on Freedom Of Information implementation		Corporate Governance Plan CIP 1.9I	Assistant Solicitor–Legal	March 2005	Staff time
5e.3 Better understanding of service failures and customer needs and expectations  Improved satisfaction amongst complainants	Review application and integration of Corporate Complaints Procedure and use of service standards.	Develop and integrate a systematic, robust and consistently deployed approach for collating and reporting complaints (funding for the purchase of Flare system approved)	M	CPA High Level Improvement Plan	Members Services	July-2005 <del>Sept-05 – Sept-06</del> Underway	Staff time & funding for IT system