

CPA IMPROVEMENT PRIORITIES					
Improvement Priority	Corporate Plan Key Aim	Corporate Plan Target (page ref)	Year 1 Milestone	Responsibilities (agreed by Council)	
DEVELOPMENT OF COMMUNITY STRATEGY	Community Leadership	Develop and implement the South Derbyshire Community Strategy through the SDLSP (pg 31) <i>Items not included in C/Plan are shown in italics</i>	South Derbyshire Community Strategy in place; SDLSP operating effectively and on a sustainable basis <i>Items not included in C/Plan are shown in italics</i>	Committee/CMT Lead/Service Plan Finance & Management/ Deputy Chief Executive/ Policy & Best Value	
MAKE THE ORGANISATION 'FIT FOR PURPOSE' IN THE LONG TERM	Improving services	Retain IIP status (pg 23)	Agree brief for a Human Resources Management Strategy	Finance & Management/ Chief Executive/ Human Resources	
		<i>Strengthen organisation and management capacity to deliver priorities</i>	Implement new organisation structure (post recruitment and retention review)	Ditto	
		<i>Ensure a robust approach to Performance Management is consistent across the organisation</i>	<i>Identify and assess competencies in key areas (e.g. performance management, problem solving, project management, innovation, management of change etc)</i>	TBA	
			<i>Quarterly reports to Members of performance against targets detailing corrective action where required</i>	Finance & Management/ Deputy Chief Executive/ Policy & Best Value	

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<p><b>SOUND AND SUSTAINABLE FINANCES LINKED TO PRIORITIES</b></p>	<p>Improving services</p>	<p>Items not included in C/Plan are shown in italics</p> <p>Maintain sound and sustainable finances (pg 23)</p>	<p>Items not included in C/Plan are shown in italics</p> <p>Produce three year financial strategy linked to the Corporate Plan</p> <p>Extend the current 'scoring system' for new spending to existing services and undertake a pilot project</p>	<p>Committee/CMT Lead/Service Plan</p> <p>Finance &amp; Management/ Chief Finance Officer/ Financial Services</p> <p>Finance &amp; Management/ Deputy Chief Executive/ Policy &amp; Best Value</p>
<p><b>CONSULTATION AND ENGAGEMENT</b></p> <p>NB: possible Best Value Review</p>	<p>Community Leadership</p> <p>Improving Services</p>	<p>Develop effective mechanisms for communication and consultation with local people and other stakeholders (pg 31)</p> <p>Lead work by LSP on Community Strategy consultation with "Hard to Reach" groups</p> <p>Improve communication and consultation across the organisation</p>	<p>Establish corporate Consultation Group (appropriately resourced and with brief to make early impact)</p> <p>Complete review of existing consultation strategy and current mechanisms for communicating with local people and other stakeholders</p> <p>Community Strategy Consultation outcomes reported to Council and incorporated into Council plans for 2005/08</p> <p>Introduce staff suggestion scheme</p> <p>Establish electronic notice board</p> <p>Promote inter service working (via task and finish groups)</p>	<p>TBA</p> <p>Finance &amp; Management/ Deputy Chief Executive/ Policy &amp; Best Value</p> <p>Finance &amp; Management/ Deputy Chief Executive/ Policy &amp; Best Value</p> <p>TBA</p>

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<b>EFFICIENT AND EFFECTIVE POLICY AND DECISION MAKING</b>	Improving services	Consolidate and develop the Council's political management arrangements (pg 23)	<p>Items not included in C/Plan are shown in italics</p> <p>Fully implement the 2002 Constitution Action Plan* (including review of support** for councillors)</p> <p>* includes 'roll out' of E&amp;D Cttee project to streamline decision making and strengthen policy development</p> <p>** support includes training and development, IT etc</p> <p><i>Establish regular meetings leading members and CMT - 'Management Group'</i></p>	<p>Committee/CMT Lead/Service Plan</p> <p>Overview/ Chief Executive/ Legal &amp; Democratic Services</p> <p>TBA</p>
<b>INVESTMENT IN COMMUNITY FACILITIES</b>	Improving services  Leisure Activities	<p>Develop and implement a Corporate Property Strategy (which sets out clear guidelines for the holding and maintenance of our capital assets) (pg 24)</p> <p>Develop a planned approach to the provision and maintenance of leisure and recreational facilities (pg 27)</p>	<p>Complete the Corporate Property Strategy (with an outcome of making all assets fit for purpose in 5 years)</p> <p>Commission a needs survey in accordance with Planning Policy Guidance Note 17 'Planning for Open Space, Sport and Recreation'</p>	<p>Finance &amp; Management/ Chief Executive/ Economic Development</p> <p>Environmental &amp; Development Services/ Deputy Chief Executive/ Planning Services</p>

## CPA IMPROVEMENT PRIORITIES

Improvement Priority	Corporate Plan Key Aim	Corporate Plan Target (page ref)	Year 1 Milestone	Responsibilities (agreed by Council)
<b>SERVICES TO THE TENANTS OF COUNCIL HOMES</b> NB: possible Best Value Review (All Landlord services and/or repairs and maintenance service)	Good quality homes	Achieve the 2004 Decent Homes targets for Council homes and make significant progress towards the 2010 target (pg 26)	<p><i>Items not included in C/Plan are shown in italics</i></p> <p>Complete key stages in the option appraisal for Council homes</p> <p>Achieve target set for the proportion of homes that are decent</p> <p>Achieve 'fit for purpose' Housing Strategy and HRA Business Plan</p> <p>Open 'Customer First' Contact Centre</p>	<p>Committee/CMT Lead/Service Plan</p> <p>Housing &amp; Community Services/ Director of Community Services/ Housing Services</p> <p>Ditto</p> <p>Ditto</p>
<b>IMPROVING OUR CUSTOMER FOCUS</b> NB: possible Best Value Review	Improving services	<p>Implement the 'customer First' initiative which will provide a single point of access for initial enquiries from 8.00am to 8.00pm every day (pg 23)</p> <p>Set clear service standards in consultation with service users (pg 23)</p>	<p>Establish service standards for key service areas</p> <p>Assess key frontline services against DEFRA rural service standards and Countryside Agency's rural proofing checklist</p>	<p>Finance &amp; Management/ Chief Finance Officer/ Customer Services</p> <p>Finance &amp; Management/ Chief Finance Officer/ Customer Services</p> <p>TBA</p>

## CPA IMPROVEMENT PRIORITIES

### YEAR 1 MILESTONES - OUTPUTS AND OUTCOMES

IMPROVEMENT PRIORITY	YEAR 1 MILESTONE	OUTPUT	OUTCOME
DEVELOPMENT OF COMMUNITY STRATEGY	South Derbyshire Community Strategy in place; SDLSP operating effectively and on a sustainable basis	<p>South Derbyshire Community Strategy approved December 2004; first monitoring report September 2005 (and in each year thereafter)</p> <p>Funding bids made for SDLSP projects (as appropriate)</p> <p>Annual review/report on the operation and performance of the SDLSP (including funding from partners and other agencies)</p>	<p>A clear vision for South Derbyshire that is shared across the community and amongst partner organisations; 'joined up' service delivery and more effective partnership working; adequately resourced and sustainable partnership</p> <p>Ditto</p> <p>Ditto</p>

IMPROVEMENT PRIORITY	YEAR 1 MILESTONE	OUTPUT	OUTCOME
<p><b>MAKE THE ORGANISATION 'FIT FOR PUPOSE' IN THE LONG TERM</b></p>	<p>Agree brief for a Human Resources Management Strategy</p> <p>Implement new organisation structure (post recruitment and retention review)</p> <p><i>Identify and assess competencies in key areas (e.g. performance management, problem solving, project management, innovation, management of change etc)</i></p> <p><i>Quarterly reports to Members of performance against targets detailing corrective action where required</i></p>	<p>Brief agreed in consultation with stakeholders (managers, employees, trade unions and members)</p> <p>New structure in place by agreed deadline</p> <p>Competencies identified (linked to national standards); assessments completed via PDR process; Corporate Training Plan finalised</p> <p><i>Quarterly reports to members detailing actual and projected performance with recommendations for corrective action where projections fall short of target</i></p>	<p>Council recognised as a good employer; staff feel valued and satisfaction levels are high; the organisation is 'fit for purpose' with management and operational capacity to deliver priorities; training and development supports business needs</p> <p>Ditto</p> <p>Ditto</p> <p><i>Improved and improving performance</i> <i>Members more aware of performance levels and issues</i> <i>Significant increase in targets met in year and corrective action in year for indicators projected to fall short of target</i></p>
<p><b>SOUND AND SUSTAINABLE FINANCES LINKED TO PRIORITIES</b></p>	<p>Produce three year financial strategy linked to the Corporate Plan</p> <p>Extend the current 'scoring system' for new spending to existing services and undertake a pilot project</p>	<p>Financial Strategy produced (in consultation with key stakeholders); widely promoted</p> <p>Review of existing scoring system completed; community priorities established; mechanism to undertake assessment agreed; application</p>	<p>Stable and sustainable finances; stakeholders involved in setting priorities and aware of outcomes; priorities resourced</p> <p>Resources realigned to meet new or emerging priorities</p>

IMPROVEMENT PRIORITY	YEAR 1 MILESTONE	OUTPUT	OUTCOME
CONSULTATION AND ENGAGEMENT	<p><i>Establish corporate Consultation Group (appropriately resourced and with brief to make early impact)</i></p> <p>Complete review of existing consultation strategy and current mechanisms for communicating with local people and other stakeholders</p>	<p><i>Group established; 'member champion' identified; 'quick wins' delivered</i></p> <p>Revised strategy in place (including consideration/review of the use and application of existing mechanisms (e.g. Citizen's Panel); the use of e-gov. solutions; opportunities for joint working across the Council and with partner organisations identified; member and employee development needs identified</p>	<p>Effective delivery of consultation/engagement objectives</p> <p>Local people (in particular hard to reach groups) better informed about the work of the Council and saying they feel more involved in decision making; service planning and delivery based on better 'intelligence' about what local people want;</p>
	<p><i>Introduce staff suggestion scheme</i></p>	<p><i>Scheme in place</i></p>	<p><i>Organisation-wide climate for innovation and service improvement promoted; organisational learning encouraged; joined up service delivery</i></p>
	<p><i>Establish electronic notice board</i></p>	<p><i>Notice board fully operation and used by members and employees</i></p>	<p><i>Ditto</i></p>
	<p><i>Promote inter service working (via task and finish groups)</i></p>	<p><i>Working groups established in priority areas (subject to agreed guidelines on number and reporting arrangements)</i></p>	<p><i>Ditto</i></p>
	<p><i>Community Strategy Consultation outcomes reported to Council and incorporated into Council plans for 2005/08</i></p>	<p><i>Report to Council / committees informing of consultation results</i> <i>Revised plans and priorities where appropriate</i></p>	<p><i>Improved Council plans and services which reflect the views of the community and communities of the district</i></p>

IMPROVEMENT PRIORITY	YEAR 1 MILESTONE	OUTPUT	OUTCOME
EFFICIENT AND EFFECTIVE POLICY AND DECISION MAKING	<p>Fully implement the 2002 Constitution Action Plan* (including review of support** for councillors)</p> <p><i>Establish regular meetings leading members and CMT - 'Management Group'</i></p>	<p>Outstanding actions completed (including roll out of E&amp;D project to streamline decision making and strengthen policy development); support needs of members (including training and development, IT etc) established and delivery programme agreed and resourced.</p> <p><i>Group formally constituted; programme of meeting established and underway</i></p>	<p>More efficient and effective decision making; members actively involved in policy development and review and performance management; members adequately supported and able to contribute fully to the work of the Council</p> <p>Members leading the policy agenda and working constructively with senior management in delivering priorities</p>
INVESTMENT IN COMMUNITY FACILITIES	<p>Complete the Corporate Property Strategy (with an outcome of making all assets fit for purpose in 5 years)</p> <p>Commission a needs survey in accordance with Planning Policy Guidance Note 17 'Planning for Open Space, Sport and Recreation'</p>	<p>Strategy completed (with express linkages to the Asset Management and the Capital Strategy)</p> <p>Study commissioned and results evaluated</p>	<p>Investment needs of corporate property portfolio for maintenance and/or improvement clarified; structured approach to the holding/disposal of assets in place</p> <p>Planning and maintenance of new and existing facilities (including resource allocations) now based on robust assessment of needs and opportunities.</p>
SERVICES TO THE TENANTS OF COUNCIL HOMES	<p>Complete key stages in the option appraisal for Council homes</p> <p>Achieve target set for the proportion of homes that are decent</p> <p>Achieve 'fit for purpose' Housing Strategy and HRA Business Plan</p>	<p>Key stages completed by April 2005</p> <p>Number of non decent homes reduced by one third (2001/04); progress made on 2010 target</p> <p>Robust strategy and business plan produced (within timetable set by Government Office)</p>	<p>Future management and maintenance of the Council's housing stock determined; tenants' aspirations being met</p> <p>All Council homes are wind and weather tight, warm, energy efficient and with modern facilities</p> <p>Greater and clarity and certainty in delivering housing services; priorities defined and resourced; more informed partnership working</p>



IMPROVEMENT PRIORITY	YEAR 1 MILESTONE	OUTPUT	OUTCOME
IMPROVING OUR CUSTOMER FOCUS	<p>Open 'Customer First' Contact Centre</p> <p>Establish service standards for key service areas</p> <p>Assess key <i>frontline services against DEFRA rural service standards and Countryside Agency's rural proofing checklist</i></p>	<p>Centre opened and widely promoted; programme for new services to be included established</p> <p>Service standards set in consultation with service users; standards incorporated in Service Plans and widely publicised</p> <p>Assessments completed (<i>in consultation with stakeholders</i>)</p>	<p>Improved access to information and Council services for local people</p> <p>Platform on which to plan and deliver delivering high quality customer focussed services in place</p> <p><i>Demonstrably fair and equitable services, accessible to all</i></p> <p>ct</p>

IMPROVEMENT PANEL

PROPOSED TERMS OF REFERENCE

To regularly monitor and review the Council's performance, in particular

- Progress on the Council's Improvement Priorities
- Best Value Performance Indicators and other local performance measures or indicators
- Achievement of milestones and targets within the Corporate Plan and Service Plans
- Progress on the Council's Key Projects.

To make recommendations to Council, Policy Committees and Corporate Management Team regarding actual or potential issues regarding failure to achieve planned outputs or outcomes.

To report regularly to Finance and Management Committee on overall improvement on all Council plans, policies and services.