

CORPORATE THEME: A QUALITY COUNCIL DELIVERING QUALITY SERVICES

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Date reported to Policy Unit: 29-Apr-05
Date reviewed by Corporate Team: 10-May-05
Date reviewed by Executive: 24-May-05

OBJECTIVE OQ1:

Develop our performance management processes to ensure that our policies, procedures and strategies are focused on delivering what our customers need, want and expect

OBJECTIVE OQ2:

Monitor our performance and compare with other organisations to continuously strive for excellence in service provision

Key Actions:

- Project 03-06 – “Improved Performance Management”. Will develop the processes to manage performance of corporate activities and service quality/efficiency
- Project 03-04 – “Co-ordination and control of the corporate programme” Will put in place the necessary processes to ensure that the council has strategic control and co-ordination of the corporate programme.

PROGRESS SINCE LAST REPORT

RAG Status

AMBER

Actions Completed

Impacts

- Corporate Team workshop held on developing a performance culture

- Greater awareness of issues and steer for improved processes

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

<ul style="list-style-type: none">• Project 03-06 closed by the Improvement Programme Board	<ul style="list-style-type: none">• No outcomes being delivered – planning being undertaken for the next phase
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CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
<ul style="list-style-type: none"> Output from the Corporate Team workshop will be used to develop Project Initiation Documentation for a follow-on project on performance management culture 	Senior Policy Officer	End June 05
STATUS OF PREVIOUSLY REPORTED ISSUES & RISKS		
[Note: An issue is something that is actually impacting delivery now & action is required; a risk is something that may impact delivery if no actions are taken in mitigation]		
Description	Actions taken	Status
ISSUES		
The review phase of this process needs to challenge managers to ensure that we deliver against the objectives of the corporate plan, and we can show tangible impacts/outcomes	Corporate Team managers participated in a workshop on performance management issues	Controls in place
Performance information is not being reported in a timely manner	Take into account in the re-scoped PID; greater use of automated system should help with this	Remains an Issue
RISKS		

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

CURRENT ISSUES & RISKS		
[Note: An issue is something that is actually impacting delivery now & action is required; a risk is something that may impact delivery if no actions are taken in mitigation]		
Description	Potential Impact	Action Required (by whom, by when)
ISSUES		
•		
RISKS		
•		

REVIEWERS COMMENTS
Policy Unit: Objective set at ‘AMBER’ because supporting project 03 06 has been closed – no outputs being delivered.
Corporate Team:
Portfolio Holder: Cllr Mike Ashbrook
Executive Committee:

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

OBJECTIVE OQ3: Undertake a major re-structure of the council during 2004/05 to ensure we have the best staffing structures possible to achieve our objectives for the community efficiently and effectively.

Key Actions:

- Project 03-19 – “Organisational re-structure”. Organisational review of the whole council, starting with its top-level management structure, to help deliver the council’s vision.

PROGRESS SINCE LAST REPORT		RAG Status	GREEN
Actions Completed		Impacts	
<ul style="list-style-type: none">• New Structures approved by Executive		Corporate Team in place by end Jan 05; below Corporate Team structure planned to be in place by Jun 05.	
<ul style="list-style-type: none">• Implementation Panel has considered assimilations and employees informed			
<ul style="list-style-type: none">• Key posts being fast-tracked			
<ul style="list-style-type: none">• Project team meeting regularly and issuing updates for staff			
<ul style="list-style-type: none">• Head of Sustainability and Nuclear Policy recruited			

ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
<ul style="list-style-type: none"> • Further report to Executive on outstanding issues 	J Stanforth/Corporate Team	Sept 05
<ul style="list-style-type: none"> • Make appointments to new and vacant posts giving priority to re-deployees 	J Stanforth	Commence April 05

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

STATUS OF PREVIOUSLY REPORTED ISSUES & RISKS <small>[Note: An issue is something that is actually impacting delivery now & action is required; a risk is something that may impact delivery if no actions are taken in mitigation]</small>		
Description	Actions taken	Status
ISSUES		
		Remains an Issue
RISKS		
		Controls in place
CURRENT ISSUES & RISKS <small>[Note: An issue is something that is actually impacting delivery now & action is required; a risk is something that may impact delivery if no actions are taken in mitigation]</small>		
Description	Potential Impact	Action Required (by whom, by when)
ISSUES		
RISKS		

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

REVIEWERS COMMENTS
Policy Unit:
Corporate Team:
Portfolio Holder: Cllr Mike Ashbrook
Executive Committee:

OBJECTIVE OQ4: Continue to develop our approach to Customer Service, putting the customer at the heart of everything we do and harnessing new technology to improve the access to and delivery of services

Key Actions:

- Project 03-14 – “Implementing Electronic Government”. Will ensure that we are using new technology, including regional and national developments, in ways that provide maximum benefit to citizens and customers.
- Continued implementation of Copeland Direct, linking to business process improvement across the council
- Complete and implement new customer service policies and procedures across the council, ensuring that we have high standards of service delivery which are clear and advertised to customers.

PROGRESS SINCE LAST REPORT

RAG Status

GREEN

Actions Completed

Impacts

Four projects established: PIDs agreed.

Flow of information about progress and problems now available

IEG project manager appointed on 12 month contract

Reduce demand on IT section and focus work on IEG

ACTIVITIES PLANNED IN NEXT PERIOD

Actions Planned

By Whom

By When

By the end of the next period the programme and project management structure fully completed and all details, including monitoring information, available on the intranet.

Project Leaders

June 05

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

STATUS OF PREVIOUSLY REPORTED ISSUES & RISKS		
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Description	Actions taken	Status
ISSUES		
Shortage of resource in ICT service.	Additional resource obtained on short term basis and draft 2005/06 budget puts longer term financial provision in place.	Controls in place
Low staff morale caused by changes to the ICT service resulting from the re-structure and review of ICT provision.	Restructure agreed and communicated Business Development Manager had meetings with all staff to discuss proposals and to plan for changes.	Controls in place
RISKS		
Insufficient resource within service departments to take forward changes in their services and manage individual projects.	Working to better identify and allocate the resources needed within the project plans but lack of capacity remains a potential risk.	Remains a risk
CURRENT ISSUES & RISKS		
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Description	Potential Impact	Action Required (by whom, by when)
ISSUES		
RISKS		

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

REVIEWERS COMMENTS
Policy Unit:
Corporate Team:
Portfolio Holder: Cllr Norman Williams
Executive Committee:

OQ5- No further action – project to move to new council offices completed

OQ6: Take an active role in supporting the West Cumbria Partnership to develop and implement the Community Strategy for West Cumbria.

OQ7: Respond to the Government on Regional and Local Government Structures and, regional government goes ahead, help to implement a new structure combining local authorities

OQ8: Review and develop our procurement policies and procedure.

OQ9: Implement annual revenue saving measures totalling approximately £900,000 for 2005/06 in a way that allocates resources according to council priorities (note: total required savings subsequently reduced to £573k)

OQ10: Develop and implement our Asset Management Plan to gain maximum benefit from the council's land and property assets

OQ11: Review our financial control arrangements to ensure we continue to manage our financial resources effectively

OQ12: Apply project management techniques to ensure that improvement programmes are run efficiently, and that they deliver as planned

OQ13: Harness the talent within our organisation to develop improved ways of working

OQ14: Maximise capacity within our organisation, and unlock additional capacity from partnership arrangements

OQ15: Take calculated risks where significant benefits are likely to arise and manage these risks effectively

OQ16: Improve the way we communicate and consult with the people of Copeland

PROGRESS SINCE LAST REPORT

OQ6		RAG Status	AMBER
Actions Completed	Impacts		
<ul style="list-style-type: none"> Report from Neighbourhood Renewal Unit (NRU) on the West Cumbria LSP indicates that there are significant areas for 	<ul style="list-style-type: none"> Action plan to respond to NRU findings to be signed off by the LSP Board in May 05 		

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

development in delivery and performance management		
ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
OQ6		
<ul style="list-style-type: none"> Programme of workshops to address areas for development 	Neighbourhood Renewal Unit	End July 05

OQ7 – No further action due to Government decision to postpone local government reorganisation

PROGRESS SINCE LAST REPORT		
OQ8	RAG Status	GREEN
Actions Completed	Impacts	
<ul style="list-style-type: none">E-procurement suppliers project plan completed and being implemented	<ul style="list-style-type: none">Links to procurement strategy and IEG requirementsTo identify supplier needs and involvement	
ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
OQ8		
Further meeting of the Procurement board scheduled – wish to have restructure approved – note position of procurement officer in new structure and appointment critical to making progress. As procurement should be a natural process inbuilt	Procurement Board	End June 05

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

there is a question about the need for a ‘board’ feedback on this is requested.		
Extension of the Procurement Card pilot – under review, seeking to improve or use alternative, or otherwise.	Procurement Group	June 2005
A project plan exists, it is considered essential that the procurement officer contributes to, takes ownership of, and delivers the project through the PID	Chris Lloyd	June- July 2005
E-procurement suppliers project plan underway Procurement card pilot completed and being evaluated. Other options being considered	Paul Robson Chris Lloyd	End April 05 Mid may 05

PROGRESS SINCE LAST REPORT

OQ9

RAG Status

GREEN

Actions Completed

Impacts

- Budget approved by Council in March 2005

- Ongoing requirement for future years budgets and requirements linked to Gershon

ACTIVITIES PLANNED IN NEXT PERIOD

Actions Planned

By Whom

By When

OQ9

Revised budget to be approved by executive following restructure

Sue Borwick

June 05

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

PROGRESS SINCE LAST REPORT		
OQ10	RAG Status	GREEN
Actions Completed	Impacts	
<ul style="list-style-type: none">Property sales ongoing including two major – 19/20 Irish Street and 23 Roper Street – related to PFIDisposal opportunities reviewed against restrictions within new Local Plan.Appropriated property disposals commenced.Disposals to be enhanced through seeking planning approvals prior to sale.	<ul style="list-style-type: none">Reduced property portfolio, generation of Capital receipts.	
ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
OQ10		
<ul style="list-style-type: none">Focus on disposals; income as capital receiptsDisposals to be enhanced through seeking planning approvals prior to sale.Consideration to be given to sale of leased properties where appropriate.	<ul style="list-style-type: none">Business Development manager	<ul style="list-style-type: none">April 2005, ongoing.

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

OQ11- No further action – project complete; improvements delivered and sustained

OQ12- No further action – project complete; supporting project suspended

PROGRESS SINCE LAST REPORT		
OQ13	RAG Status	AMBER
Actions Completed	Impacts	
<ul style="list-style-type: none">Research ongoing into pay & workforce strategies	<ul style="list-style-type: none">Pay & workforce strategy will be developed in the light of this research	
ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
OQ13		
Delayed employee development interviews to take place May-July 2005 to gather information about training needs, which will feed training plan	Head Policy & Performance	New target date July 2005

PROGRESS SINCE LAST REPORT		
OQ14	RAG Status	AMBER
Actions Completed	Impacts	

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

<ul style="list-style-type: none">Identifying potential partners for IT	<ul style="list-style-type: none">Responding to the need to improve ICT services	
<ul style="list-style-type: none">Personnel Manager has attended various events on Workforce Planning	<ul style="list-style-type: none">Better understanding of Workforce planning	
ACTIVITIES PLANNED IN NEXT PERIOD		
Actions Planned	By Whom	By When
<ul style="list-style-type: none">Awaiting information from region and nationally;Corporate Team to agree approach	<ul style="list-style-type: none">Head of Policy & Performance	<ul style="list-style-type: none">Now July 2005

OQ15- No further action – project complete; supporting project suspended

PROGRESS SINCE LAST REPORT			
OQ16		RAG Status	GREEN
Actions Completed		Impacts	
• Continued progress on Council publications		• Increased awareness of need for communicating with public	
• More press briefings taken place		• Building understanding of Council policy and operations	
ACTIVITIES PLANNED IN NEXT PERIOD			
Actions Planned		By Whom	By When
OQ16			
• Appointment of Communications Manager		Head of Policy & Performance	31-Aug-05
• Completion of Communication Strategy		Head of Policy & Performance	31-Oct-05

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

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STATUS OF PREVIOUSLY REPORTED ISSUES & RISKS		
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ISSUES		
OQ10 – A Planning Policy document has been issued relating to the new Local Plan. This essentially prevents the Council from disposing of a number of larger brownfield sites pending a planning enquiry (estimated delay 12 months). This will significantly reduce potential income from sales	The Local Plan Inquiry is in Sep-05 and Final Approval anticipated in Jan-06. However, the consultation on the 2 nd Deposit Version of the Local Plan will be completed by Jul-05 and it will be possible to review our restrictive interim policy at that stage. The budget this year assumes a capital receipt from asset disposal of £300k. Efforts are being concentrated on smaller disposals related to land remaining from the housing stock transfer and progress will be reviewed in Jul-05.	Remains a risk
RISKS		
OQ11 – Completion of the CIPFA FM Model will require significant resources from within Finance and Policy Unit, but these resources are stretched because of other issues.	Going to the Cumbrian Chief Finance Officers Group in Jun 05 to consider a countywide response. CIPFA survey on use and issues is being undertaken	Controls in place
CURRENT ISSUES & RISKS		
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ISSUES		

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

RISKS		

CORPORATE PLAN PERFORMANCE MONITORING – MAY 2005

REVIEWERS COMMENTS
Policy Unit:
Corporate Team:
Portfolio Holders: Cllr Elaine Woodburn (Objectives OQ6, OQ9) Cllr Mike Ashbrook (Objectives OQ7, OQ12, OQ13) Cllr Norman Williams (Objectives OQ8, OQ10, OQ11, OQ14, OQ15, OQ16)
Executive Committee: