

Service Review 2007 – 2008

Performance Improvement

Corporate Plan Delivery

Support the development of the one year delivery plan.

Have used Covalent to produce a one year delivery plan based on the 07/08 dates this has been reported to executive (Sept 04). This work will take place each year.

Implement project plan and actions against Equality and Diversity standard.

Part of the Equality & Diversity Project Group and play a lead role in training staff in EIA's and supporting the departments in starting their EIA's.

Adopt commitments within the Cumbrian Agreement into all performance planning.

Part of the LSP Performance Group which is looking at all performance measures.

Support improvements in Customer focus

Play a lead role in the Customer First Group. We are currently developing a project plan with managers and departments.

Create and maintain a medium term Corporate Plan

On going work.

Survey customer satisfaction

Jointly procured with Allerdale, Carlisle and Barrow a BVGUSS tracking survey, which was posted to a random sample of customers at the beginning of October. This will be a yearly exercise.

Develop the IT based performance monitoring system to meet all Performance management needs.

Developing Covalent to provide a comprehensive performance management system. The system contains objectives from the Corporate Plan and all Service Plans along with BVPIs, Audit recommendations and Risks.

Develop and implement action plan to improve the quality of data collection systems and processes.

Data Quality Policy and action plan currently being produced in conjunction with Corporate Team.

Put in place an assurance framework that maps the strategic objective to risks, controls and assurance.

We are currently developing the Risks module within Covalent.

Number of staff and roles

Performance Improvement Manager To enable the Council to improve its performance and efficiency by providing policy and performance support to members, Corporate Team and managers.

Policy & Performance Officer The Policy & Performance Officer works corporately to focus services on improving the quality of service through the use of performance management and in compliance with the central government audit and inspection programmes.

Policy & Performance Assistant To contribute to the Council's improvement in performance through researching good practice and policy developments, and supporting performance management procedures.

Other Staff Policy & Performance relies on all departments to supply them with information for various audits and inspections. We also rely on internal audit to support our data quality work.

Annual Budget

Issues with the current budget:

- There is no Printing, Stationery or Postage budget.
- No budget for BVPP summary (£4,000)

The department to date has a £8,000 under spend due to staff vacancies however; £4,000 will be used for the BVPP summary. I therefore request for the remaining money to be carried over and built into next year's budget.

I am unable to make any further budget savings but would also request that you look at the level of savings to be found in the Policy & Performance Section. We have to save £5,213 however I only have £19,027 of operating costs. £4,000 of this is to pay for the Covalent Licence and £10,000 of this is money assigned to the Customer First Project leaving £5,027.

Income Levels

None at present.

Savings Potential

No savings have been identified. However, we may be able to help other departments create non-cashable savings by assisting them in improving their data collection processes.

SERVICE REVIEW OCTOBER 2007
HEAD OF FINANCE & BUSINESS DEVELOPMENT AND ACCOUNTANCY
CORPORATE PLAN DELIVERY

Statutory role: Financial Administration is a mandatory requirement as laid down in statutes.

- Key role:
- Ref. 2.7 Strong Financial and Asset Management.
 - Ref. 2.7.4 Develop financial management system to become a desktop tool for managers to manage/monitor and predict their budget.
 - Ref. 2.7.5 Put in place an assurance framework that maps the strategic objectives to risks, controls and assurance.

- Assist with:
- [1.1.1] Develop a series of 1 year delivery plans.
 - [1.1.2] ... Produce and submit a catalogue of formal responses to Government white papers and formal consultation exercises.
 - [1.1.7] Undertake a review of organisational effectiveness and support improvements in achieving VFM, Customer Focus & Continuous Improvement.
 - [1.1.11] ... Ensure that the Council has a clear and strong set of plans, engaging services across the Council in delivering regeneration objectives.
 - [1.3.9] Neighbourhood Management delivery: governance structures will be put in place giving opportunities for greater participation by the community, working with agencies to identify and address local needs.
 - [2.1.4] Run a series of out-reach consultations and workshops on policy issues with local people.
 - [2.1.5] Provide feedback to the Community on consultation outcomes and actions taken as a result.
 - [2.1.6] Work with Town Councils, Parish Councils and Parish meetings to develop their role as champions of local committees.
 - [2.3.4] Take a lead in setting an example to other employers:
 - Encourage take up of learning opportunities amongst CBC staff
 - Provide opportunities for staff progression to take up hard to fill vacancies
 - Develop new trainee schemes.
 - [2.5.3] Broaden access to and delivery of services using appropriate new technology ...
 - [2.5.6] Service areas will improve delivery to meet customer needs.
 - [2.6.7] Develop and implement action plan to improve the quality of data collection systems and processes.
 - [3.6.2] Provide plans for new built public leisure facilities within the Pow Beck Valley area of Whitehaven.

SERVICE REVIEW OCTOBER 2007
HEAD OF FINANCE & BUSINESS DEVELOPMENT AND ACCOUNTANCY

All of the above will include:-

- Safeguarding the Council's assets (financial and physical)
- Maintaining robust systems for recording financial transactions (including commitments)
- Income maximization and cash flow management
- Governance (internal financial control)
- Financial reporting / government statistical returns
- Calculating the annual budget, including the capital programme, and overseeing preparation of the medium term financial strategy
- Budget monitoring and control
- Financial planning

NUMBER OF STAFF AND ROLES

In addition to the Head of Finance & Business Development, there is a total of 14.5 staff on the current establishment. 2.5 posts are vacant, an additional post is vacant due to providing maternity leave cover and not back-filling the post and a further 1 post-holder is on long term sick leave as at 25/10/07.

1 Accountant, 2 Senior Accountancy Officers, 1 Accountancy Technical Officer – Management Accounts, budget build, budget monitoring

1 Senior Accountancy Officer, 1 Accountancy Technical Officer, 1 Financial Services Technical Officer, – Capital Accounting, Treasury Management, Control Accounts, Final Accounts, Insurance administration, grant claims co-ordination, VAT returns, Parish Precepts.

1 Admin Support Officer – Sundry Debtors administration,
Concessionary travel administration.

1 Admin Support Officer - Creditor payments administration.

1 Admin Support Officer - Public Buildings administration, admin support.

1 Accountancy Services Manager [vacant]
1 Accountant [vacant]
Senior Accountancy Officer 0.5 FTE – vacant
Senior Accountancy Officer - vacant - long term sick leave
Accountancy Technical Officer - vacant whilst post-holder acting up for
Senior Accountancy Officer on maternity leave.

SERVICE REVIEW OCTOBER 2007
HEAD OF FINANCE & BUSINESS DEVELOPMENT AND ACCOUNTANCY

Also required from other departments:

All Budget Managers and Budget Holders –

Information for budget build, monthly management accounts and final accounts.
Authorisation of purchase orders (& invoices where invoice does not match the original order).

Regeneration

Project Officers - To submit evidence for grant claims.

Revenues & Benefits:

Revenues & Benefits Officers - reconciliation of the Academy system to the TASK system.

Cashiers - Processing direct credits to the Council's bank accounts.
Resolving queries on Bank reconciliations.

Copeland Direct officers: - Re Concessions – receive NOW card applications, check evidence then pass to Accountancy to process.

Policy & Performance:

Payroll Section – Resolving queries on reconciliation of payroll to the TASK system.

All Departmental Admin Support Officers:

- Input of Sundry Debtors invoices.
- Input of Purchase Orders

Business Development:

- IT technical support.

**SERVICE REVIEW OCTOBER 2007
HEAD OF FINANCE & BUSINESS DEVELOPMENT AND ACCOUNTANCY**

ANNUAL BUDGET 2007/08

Accountancy:

	£	
Employees	338,621	
Car Allowance / Mileage	1,126	
Supplies & Services	33,979	[includes £7,723 insurance recharges]
Capital Financing	20,938	[Debt payments]
Support Services recharges	167,653	
Total expenditure	562,317	
(To be recharged to services)		

Head of Finance & Business Development:

	£	
Employees	99,963	[Includes 1 Admin Support Officer £18,720 & 1 Admin Support Officer £16,680]
Car Allowance / Mileage	614	
Supplies & Services	12,224	[includes £3,252 insurance recharges]
Support Services recharges	51,720	
Total expenditure	164,521	
(To be recharged to services)		

SERVICE REVIEW OCTOBER 2007
HEAD OF FINANCE & BUSINESS DEVELOPMENT AND ACCOUNTANCY

INCOME LEVELS

No capacity to raise income e.g. by carrying out work for external parties.

SAVINGS

£000

Savings Identified (at 08/09 costs):

Accountancy / Head of F & BD Budget:

Senior Accountancy Officer (0.5 FTE)	16	[vacancy]
Senior Accountancy Officer	31	[vacancy]
Audit (equalise hours / grade)	-4	

43
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This team fits into the "Squeeze" category.

29/10/07

**SERVICE REVIEW OCTOBER 2007
HEAD OF FINANCE & BUSINESS DEVELOPMENT AND ACCOUNTANCY**

**SUMMARY OF SAVINGS FOR THE WHOLE OF FINANCE & BUSINESS
DEVELOPMENT**

	£000
Savings Identified (at 08/09 costs):	
Accountancy / Head of F & BD Budget:	
Senior Accountancy Officer (0.5 FTE)	16 [vacancy]
Senior Accountancy Officer	31 [vacancy]
Audit (equalise hours / grade)	-4
Business Development	
Project Manager	33 [vacancy]
Agency	35
Supplies	34
Public Buildings	25
Admin Buildings	5
Land Management	5
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Total Savings	180
Target Savings for Finance & Business Development	76
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IDENTIFIED SAVINGS OVER TARGET	104
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Proposal to reinvest efficiency savings:	
IT Manager	54
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SURPLUS SAVINGS OVER TARGET	50
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29/10/07

GIS Service Review 2007-08

Service Area / Department

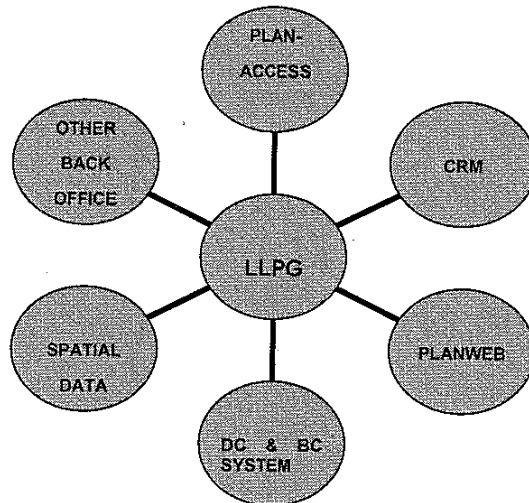
GIS/Information Management, part of Policy & Performance

Service Purpose

The contribution that having a geographic information capability for displaying and recording spatial information has huge potential for many of the Council's systems. At present it is mainly used with management systems recording development information. However there are plans to link it to customer service, website and front-line service systems, such as waste management.

The value of GIS is in giving customers greater access to view service information, sharing spatial information across the organisation and using data displayed geographically to make policy and management decisions.

GIS Links to Other Corporate Systems



Corporate Plan Delivery

Corporate Objectives that are supported through GIS:

1.1.7 - Undertake a review of organisational effectiveness and support improvements in achieving: Value for money, Customer focus, Continuous Improvement.

- Improve existing CBC applications by incorporating GIS. An example is that within Land Charges where system is provided using GIS to allow one-stop access to required data. This will save time spent looking in many different paper files if the data is in a digital

format and quick to access. All information accessed centrally, therefore no information is missed or overlooked when making decisions and processing work. Incorporate GIS in order to help deliver e-government initiatives such as the CRM system. Increased output for reduced input.

- Facilitate departmental workflows through GIS. A GI Audit can be quickly done and shared with internal customers. Metadata catalogue as end product of this. This can then be used as basis upon which departmental responsibility for datasets is allocated, therefore helping to maintain datasets and keep up to date. This also improves awareness of GIS by showing what data is currently available if it is up-to-date and fit for purpose, which will therefore provide more-informed decision-making. The metadata catalogue also feeds into FOI requirements and forthcoming legislation such as INSPIRE.
- Evaluate GIS software on a technical and financial basis. Savings possible through the rationalisation of GIS licensing and thereby the reduction of licensing costs, whilst continuing to provide equal levels of access to GIS users for example : switch to floating licence system.

2.5.3 - Broaden access to and delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.

- Develop corporate GIS system in order to benefit CBC employees and through data integration across departments. Improved efficiencies due to time savings gained by not duplicating data and work. Example is LLPG system where new addresses and address changes are shared between different departmental systems as seen in diagram above.
- Monitor external developments in the GIS world. This helps to keep up-to-date with legislation, software developments, adopted standards etc and deal with any implications or opportunities created by these.

2.5.5 - Extend the services delivered through a single point of contact for all our customers

- Provide mapping and accurate, up-to-date information to the public via the council internet. Provides service to external customers. Meet e-government service targets through services such as 'Where's my Nearest?', improved accessibility to council services and provision of neighbourhood information such as schools, doctors, dentists etc. Will also provide other information such as planning, building control applications, constraints data, historical mapping in the near future.

2.5.6 - Service areas will improve delivery to meet internal and external customer needs.

- Liaise with external organisations and meet information provision requirements. LLPG data sent externally on daily basis and risk of incurring fines by the NLPG possible if this is not adhered to. Also LLPG data can be used in conjunction with other services e.g. council tax to recoup monies and also to support NLIS. Maintenance of the LLPG also supports the delivery of a Corporate Gazetteer and provides a GIS service to all council departments and also the public. Provide information to the Connected Cumbria Partnership hub.
- Provide CBC employees with access to up-to-date information via applications such as PlanWeb. Provide service to internal customers and savings made through improved data quality and efficiency gains in terms of time spent retrieving data.

2.6.7 Develop and implement action plan to improve the quality of data collection systems and processes.

- Increase GIS awareness and knowledge throughout CBC. Provide workshops and training for internal users of the GIS software PlanWeb and MapINFO. Arrange external presentation by other GIS Officers throughout Cumbria councils to Corporate Team.
- Act as main GIS contact and provide expert GIS support and advice to CBC colleagues on issues such as best practice in data capture, copyright issues, data standards etc. Improved data quality and improved adherence to required standards, for instance BS7666 for the LLPG database.
- Improve data security. Data needs to be made read-only in order to maintain the security and integrity of the data since at present this can be edited or deleted by anyone. Centralisation of data location to increase ease of management. Backup procedures put in place also.
- Improve the knowledge of CBC employees with regards to GIS and how to access data and information this way and improve efficiencies in the working methods of internal customers as a result. Utilise GIS User Group as a mechanism for disseminating information and receiving departmental feedback.

No. of staff and roles

GIS

GIS reports to Policy & Performance via the Head of Policy and Performance. It comprises the following staff:

Role	Number	Status	Name
GIS/Information Management Officer	1	Fixed term contract (end 31 st March 2008)	Julia Jackson (Full time)

Reliance on other departments

GIS is dependant on a number of other departments, as shown below:

DEPARTMENT	DEPENDENCY
IT	Provision of IT support and access to servers etc. Technical assistance with issues relating to the GIS software.
Legal & Democratic	Creation of LLPG data by LLPG on regular basis which is made accessible to public and internal departments.
Regeneration	Supply and update of Ordnance Survey data via OSLO.

Annual Budget

The approved budget for 2007/08 comprises the following elements:

ITEM	BUDGET (£)
Staff salaries (PO35-38)	£27,492.00

TOTAL DIRECT COSTS	
Postal Address File (PAF) Royalties payment	£3750.00
Software Licensing	£16,607.00
TOTAL EXPENDITURE	£47,849.00

Income levels

None currently, although there is growing potential to sell information collated using GIS techniques to organisations outside of CBC - e.g. such as information on land use e.g. green areas, open spaces etc.

Savings potential

The non-salaries element of the GIS budget is £20357 (for software licensing and royalty payments only).

There are potential savings to be found from licensing costs either by reducing the number of MapINFO licences or by switching to a 'floating' or concurrent licensing system. There is currently no option for reducing costs with any of the other licensing or royalty fee arrangements.

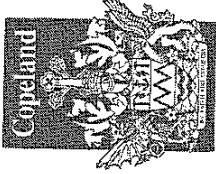
Possible efficiency savings are as yet unquantified and depend on progress with mainstreaming GIS. It is anticipated that if the necessary work can be done, the efficiency would arise from year 2 onwards.

YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)
To be confirmed	To be confirmed	To be confirmed

The post of GIS/Information Management Officer was vacant for five months in 2007/8 producing an underspend of approximately £11,500. £5000 of this underspend could be put forward in lieu of an efficiency gain for 2008/9.

Service Plan 2007/08

BUSINESS DEVELOPMENT REVIEW OCTOBER 2007



1. Service Description

The Council's vision statement is:

Copeland Borough Council – leading the transformation of West Cumbria to a prosperous future.

To support the delivery of this vision, the aims of this Service are to:

- **ICT**

Enable, facilitate, support and develop provision of Council services
Maintain and update information computer technology equipment, infrastructure and systems for Council staff and Members
Establish, maintain and develop Council website facilities

Support introduction of the ICT based systems, retain records, maintain in support to providers.

- **Property**

Manage, maintain, obtain and dispose of the Councils property within the financial resources available to maximize delivery of the Council's Objectives.

Provide Professional Construction Management Services for projects within the Capital Programme; on time to specification and within cost.
Provide support to services corporately through provision of professional expertise, advice and assistance.

- **Procurement**

Implement the Procurement Strategy and ensure efficient procurement.
Provide support and expertise to Service units for all levels and types of procurement.
Provide standard documentation for project management and contracts.

- Consider sustainability implications for local businesses

Our customers are:

- Internal – Service Units, staff, Members
- External – Partners, Businesses, Suppliers, Customers, members of the public.

Provide a brief description of the service area:

- *Business development is a section within Finance and Business Development Service Unit.*
- *The functions covered are Information Communications Technology, Property Maintenance and Disposal/Acquisition, and Procurement.*

2. Resources

2.1 Budget

The departmental budget for 2007/08 is:

Budget Category	Amount (£)
Recurring	
Business Development Property	£769,004
Public Building Fund	£180,046
Admin Buildings	£293,353
Land Management	£1,807,103
Community Buildings	£149,490
	£10,535
Non-recurring	
Procurement (Earmarked reserves excluded) (Disposals pot excluded)	£29,644
Capital	
Public Buildings - Maintenance Backlog	165,135
Land Management - Ph 2 Remedial Works to William Cliff Members - Portable Communications Devices	100,000
	15,000
Income	
Business Development	

(Copeland Homes extended SLA)	£11,328
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NB income shown, not expenditure – to provide extent of turnover.

2.2 Staffing

2.2.1 Current Staff Levels

The current staff establishment for Business development is 13. 3 posts are vacant, one of which will be filled in December 2007.

1 Business development Manager

Information Communications technology

- 1 Section leader (technical)
- 1 ICT technical officer
- 2 ICT Technical Support officers
- 1 Technical officer ICT
- 1 Section leader (system support)
- 1 ICT Project Manager/Officer (v)
- 2 ICT Technical officer (1 v)

Property

- 1 Surveyor/Contracts officer (v)
- 1 property Support Officer
- 1 Contract clerk/Clerical assistant

Procurement

0

Number of Core Funded Staff	Number of Externally Funded Staff	Number of Vacancies
13	0	2

17

2.2.2 Future Staffing Requirements

It is anticipated that, in order to deliver the objectives from the 5 year plan and the Cumbria Agreement targets while continuing to meet our statutory responsibilities, the team will require....

	Number of Core Funded Staff	Number of Externally Funded Staff
2008/09	13	0
2009/10	13	0

Note 1: The procurement officer post is for 12 months – will end September 2007, ideally this resource is required over a longer term to achieve objectives (not included above).

3. 2006/07 Service Plan Performance Summary

Service Plan Results	Percentage (%)
Service objectives successfully completed (5)	83
Service objectives not completed – stalled/delayed	0
Service objectives stopped/not achieved (1) CRM	17

Note 3: CRM objective not achieved as reliant on the Head of Service to progress, this has not yet been possible.

. Performance Indicators

4.1 BVPIs

The Service area contributes to the achievement of the following BVPIs:

PI no	Performance Indicator	2006/07		2007/08 Target	2008/09 Target	2009/10 Target
		target	forecast Mar 07			
156	Buildings Accessible to People with a Disability	88	90	89	90	90

4.2 Local PIs

The Service area works to achieve the following local PIs:

PI no	Performance Indicator	2006/07		2007/08 Target	2008/09 Target	2009/10 Target
		target	forecast Mar 07			
OD	A - % GIA in Cond. Cats A-D	20%	18%	18%	18%	18%
PM	B	78%	76%	76%	77%	78%
1	C	2%	4%	4%	3%	2%
	D	0%	2%	2%	2%	2%
	B - Backlog of maintenance: Total	£1.8m	£2.0M	£1.96m	£1.85m	£1.75m
	% in priority levels 1 -3:	11%	10%	10%	10%	9%
	2	60%	60%	60%	61%	63%
	3	29%	30%	30%	29%	28%
2	A - IRR for Industrial Property	N/A	N/A	N/A	N/A	N/A
	B - IRR for Retail Property	13.2%	13.2%	13.2%	13.2%	13.2%
	C - IRR for Agricultural	N/A	N/A	N/A	N/A	N/A
3	Mgt costs / sq m	£1.83	£1.80	£1.86	£1.91	£1.97
	B - Mgt costs / sq m - Non- Prop	N/A	N/A	N/A		
4	A - R & M costs /sq m - Op Prop	£13.97	£13.70	£14.10	£14.52	£14.96
	B - Energy & utility cost / sq m -	£6.80	£9.40	£8.16	£8.56	£9.00

	Op Prop						
C	- Water costs / sq m – Op Prop	£2.01	£2.01	£2.01	£2.01	£2.01	£2.01
D	- CO ₂ emissions in T /sq m – Op Prop	0.0584	0.0584	0.0584	0.0584	0.0584	0.0584
5	A - % capital projects +/- 5% outturn	100%	100%	90%	90%	90%	95%
	B - % capital projects +5% timescale	100%	100%	90%	90%	90%	95%
	N B Only one project year 2005/6						

Note 4: Through introduction of the ICT Strategy PI's will be developed. To be included in monitoring when provided.

Note 5: A set of property PI's has been agreed, the consultant is in the process of completing the document. These will be included in monitoring when provided.

4.3 Cumbria Agreement Targets

The Service area contributes to the achievement of the following Cumbria Agreement targets:

Outcome/ sub outcome	Indicator	Baseline 2006/07	2007/08 Target	2008/09 Target	2009/10 Target
No direct link					

5. Corporate Plan Objectives

The Service is committed to achieving the following generic corporate objectives:

Ref:	Lead Service	Action	Outcomes (measurable)	Target Date
1.1.1	Corporate Team	Embed a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.	Be recognised as a credible organisation that delivers on its commitments.	Annual
2.3.4	Corporate	Take a lead in setting an example to other	Staff retention	

		employers:	More effective use of human resources Providing leadership to other employers	2007
		<ul style="list-style-type: none"> Encourage take up of learning opportunities amongst Copeland Borough Council staff Provide opportunities for staff progression to take up hard to fill vacancies Continue apprentice schemes Embed new trainee schemes. 		2008
2.4.3	All services	Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	Copeland Borough Council will achieve Level 3 of the Equality and Diversity Standard. Departments will consider equality and diversity and social inclusion issues within all of their activities, both internal and external.	Ongoing 2008
2.5.6	All services	Service areas will improve delivery to meet internal and external customer needs.	Improved customer service and BVPs in top quartile.	2009
2.6.2	Policy & Performance	Create annual officers training and development plan to meet corporate objectives.	Training programmes completed and qualifications achieved.	Annual April 2008
2.6.5	Policy & Performance	Implement effective performance management system for all staff.	Staff will have objectives linked to the corporate plan and will be monitored against them.	July 2007
3.2.1	All Services	Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process.	Identification areas of good practice and gaps; report recommendations identified.	
3.2.2	All Services	Close gaps found in S17 audit.	Improved delivery of services, ensuring that they meet S17 requirements.	July 2009

In addition, the Service will lead on or be strongly supporting the following 5 Year Plan objectives:

Ref:	Lead Service	Action	Outcomes (measurable)	Target Date
2.7.3	Finance & Business Development	Annual Review of the Asset Management Plan and the Capital Strategy.	Performance measures to evaluate the Council's asset base and its contribution to corporate objectives.	July 2007
3.1.2	Regeneration	Support the development of sustainable local	Increase the number of jobs in SME's.	2008

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2.5.5	Customer Services	businesses. Extend the services delivered through a single point of contact for all our customers.	Increase business registrations in the Borough. Continued improvement in customer service.	2012
2.5.3	Customer Services	Broaden access to and delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.	Back office services delivered through shared services, where appropriate. Frontline services are delivered through Copeland Direct. Planned efficiencies achieved. Visitor and resident satisfaction surveys will show year on year improvement.	to 2012
2.7.4	All Services	Strongly support development of financial management system to become a desktop tool for managers to manage/monitor and predict their budget.	Improving efficiency and effectiveness for all managers in financial areas.	

6. Service Objectives for 2007/08

The key service objectives for the year are shown below, including their relation to the 5 Year Plan and Cumbria Agreement aims:

No	Objective	Priority (1 to...)	Financial implications*	Resource implications**	Which 5 year plan aim/actions linked to?	Which BVPIs/ local PIs/ Cumbria Agreement targets does this link to?
1	Embed the Procurement Strategy.	4	Increased efficiency, financial savings	Use PO resource in post for 12 months only	3.1.2 3.1.3	Gershon savings
2	Develop the EPiC shared service through the first year of inception relating back to the Business Case, and further approvals required from CLASB.	3	Increased efficiency, financial savings	Use PO resource in post for 12 months only	3.1.2 3.1.3	Gershon savings
3	Install the IDeA marketplace portal, Quick Start, plus programme subsequent full 'punch in' facility.	3	Increased efficiency, financial savings	Use PO resource in post for 12 months only	3.1.2 3.1.3	Gershon savings
4	Develop the ICT Strategy	1	Will reduce wasted abortive time and money through improved controls	Service Units to exercise project management techniques	2.5.3 2.5.4 2.5.5 2.5.6	
5	Prepare Asset management Plan and capital Strategy	5	Can influence future activities	Within Service unit remit, requires timely input from Regeneration.	2.7.3	

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6	Retain flexibility within ICT to provide resources for new initiatives like new CRM, improving the website, e forms, cash receipting, paperless payment, customer complaints system, etc.	6	To assist development of Council services	Described earlier within limits	Generally	
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* Is the objective covered from existing budgets? What are the implications for future budgets - e.g. capital, staffing, IT requirements, partnership working etc?
 **Can the objective be met from existing resources? What additional support may be needed from other Corporate Services to achieve this objective - e.g. HR, Communications? Has this been agreed with the department identified?

7. Action Plans

In this section the actions are listed that will be taken to achieve the objectives listed in Section 6 above. The outcomes should show any links to the BVPIs, PIs or Cumbria Agreement targets referenced earlier in the document.

Objective 1: Embed the Procurement Strategy.

No	Action Title	Description	Expected Outcomes	Lead Officer	Start Date	End Date
1.1	Procurement Strategy	Implement Action plan subject to approval by Executive march 2007. To be monitored by OSC.	Increased efficiency, reduced spend.	CL	01 04 07	31 03 08

Objective 2: Develop the EPiC shared service

No	Action Title	Description	Expected Outcomes	Lead Officer	Start Date	End Date
2.1	Develop the EPiC shared service	Monitor progress against business plan objectives	Increased efficiency, reduced spend.	CL	01 04 07	31 03 08

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Objective 3: Install the IDEa Marketplace

No	Action Title	Description	Expected Outcomes	Lead Officer	Start Date	End Date
3.1	Implement Quick Start	In place for all procurement reps to use	Better choice, more suppliers leading to amalgamation of supplier contracts lower costs	CL	01 04 07	31 09 07
	Move to 'punch in'	Enable full market place facility	Additional range of suppliers. Link through fms. Better control, better choice better prices.	CL	31 09 07	31 03 08

Objective 4: Develop the ICT Strategy

No	Action Title	Description	Expected Outcomes	Lead Officer	Start Date	End Date
4.1	ICT Strategy	Implement Action Plan items 1 to 19 subject to approval by executive in April 2007. To be monitored by OSC.	Co-ordination of projects, establish robust procedures and monitoring.	CL	01 04 07	31 03 08

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Objective 5: Asset Management Plan and Capital Strategy

No	Action Title	Description	Expected Outcomes	Lead Officer	Start Date	End Date
5.1	Asset Management Plan	Prepare annual plan confer with regeneration	Confirm robust management of property to meet local demands.	CL	01 05 07	31 07 07
5.2		Meet or exceed the income of £300,000 from sales of property.	Generate capital receipts to supportability to provide Council Services	CL	01 05 07	31 03 08
5.3		Review leased property, dispose where appropriate, reduce maintenance liabilities otherwise.	Reduce costs in the medium term	CL	01 05 07	31 12 07
5.4		Review garage sites, improve.	Improve appearance environmental conditions	CL	01 05 07	30 09 07
5.5		Review Service unit property holdings and rationalise.	Reduce costs in the medium term	CL	01 05 07	30 06 07
5.6		Agree set of Performance indicators with Capita for estates services.	Will contribute to continuing improvement			

8. Proposals for Meeting the Efficiency Agendas 2007/08 and 2008/9 Onwards

The Service will support the Council to meet its Gershon efficiency agenda in 2007/08 by:

Efficiency identified	Target saving 07/08	How can it be measured?	Lead officer	Cash/ noncash?
Use of MFD's, change in paper supply basis,	£50,000 -	Service units will be the	CL	Both cash and

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<p>elimination of desktop printers. Bringing quality printing in-house.</p>	<p>£60,000 max</p>	<p>beneficiaries and will need to identify the savings/efficiencies £5,000 reduction in budget for printer ink already made to budgets, further to be assessed when final results known.</p>	<p>efficiencies</p>
<p>Use of IDeA Marketplace</p>	<p>Inc below</p>	<p>Quick Start may generate savings – these will be difficult to quantify. Punch in will enable costs to be better controlled and monitored. System needs to run for some time for statistics to be generated. Service units will be the beneficiaries and will need to identify the savings/efficiencies. Procurement officer will be monitoring new opportunities against current costs to prove reductions and should be able to control maverick spend.</p>	<p>Both cash and efficiencies</p>
<p>Procurement Strategy/Shared Service</p>	<p>£10,000</p>	<p>Through application of Action plan. Limited resources a consideration. Service units will be the beneficiaries and will need to identify the savings/efficiencies.</p>	<p>Both cash and efficiencies</p>

Systems inventory	£5,000	Licences can be assessed on a corporate basis to review and/or reduce. Maintenance contracts can be reviewed to meet current requirements	ME	Both.
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The Service will support the Council to meet the target saving of 3% per annum from 1 April 2008 by:

Efficiency identified	Target saving 08/09	How can it be measured?	Lead officer	Cash/ noncash?
Use of MFD's, change in paper supply basis, elimination of desktop printers. Bringing quality printing in-house.	£50,000 - £60,000	Ongoing annual reduction	CL	Both cash and efficiencies
Use of IDeA Marketplace	Inc below	Ongoing annual reduction	CL	Both cash and efficiencies
Procurement Strategy/Shared Service	£48,000	Appraisal of Service unit costs and savings to be made with adjustment to budgets	CL	Both cash and efficiencies
Systems inventory	£10,000	Reductions made available in previous year will be ongoing	ME	Both.

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9. Risks

In this section the service should identify any risks to the achievement of the objectives or actions.

Id	Description	Impact score	Likelihood score	Target Impact score	Target Likelihood Score	Effect if risk occurs	Controls in place to deal with risk	Is risk controlled ?	Owner
1	Inability to implement IT Strategy	3	3	3	3	Benefits will not be realised	Seek Corporate team visible buy in	No	CL
2	Reliance on single person specialism	2	2	2	2	Lack of cover ability to perform - sickness or staff leaving	Improve backup from other staff	Yes	CL
3	Systems inventory not effectively completed	1	1	1	1	Details not obtained lack of full information reducing ability to manage	See I service unit contributions	yes	CL
4	Inability to implement Procurement Strategy	3	3	3	3	Temporary post not sufficient for delivery	Action plan prepared but can it be delivered?	No	CL
5	Inability to obtain buy in from all to Procurement Strategy	2	2	2	1	benefits savings efficiencies will not be realised	Seek Corporate team visible buy in	Yes	
6	Inability to fully develop IDeA from Quick Start	3	2	2	1	Full control and monitoring not available, savings not achieved	Negotiating with parties to achieve satisfactory result	Yes	CL
7	Strength of MFD proposals weakened	2	3	1	2	All efficiencies will not be recognised	Seek Corporate team visible buy in	No	CL
8	Asset management plan input for Regeneration late/not provided	2	2	1	1	Delay as for 2005/6	Management to assist - regeneration to be asked for positive commitment	No	CL
9	Implications of Retiring staff	2	2	1	1	Loss of knowledge, need to recruit	Consider in good time. Seek options, implement recruitment	Yes	CL
10	Restricted training budget	4	4	3	3	Training not effective	Funding required from S U budgets	No	CL

Scoring the Risk

Impact	Likelihood
1	Unlikely
2	Possible
3	Likely

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CORPORATE PLAN DELIVERY

Non Statutory role:

5 Year Plan Contributions - IT involvement

NOTE: Due to the way in which the Corporate plan it is prepared it is not easy to identify ICT input - ICT enables virtually every activity undertaken - it operates in the foreground to provide and maintain web site, Customer relations management, other software systems, and in the background to provide and maintain communications through website, e-mail and telephone, and to provide infrastructure, servers, security, storage and the like to support all Council activities.

Aims/Actions	Lead Service	IT involvement
1.1 Leading local change; influencing national and regional change		
1.1.1 Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.	Corp Team	
1.1.2 Continue to monitor and review Government policy and lobby for the interests of Copeland. Produce and submit a catalogue of formal responses to Government white papers and formal consultation exercises	Corp Team	

<p>1.1.3 To work conjointly with the other authorities in Cumbria to improve the system of local government for Cumbria</p>	<p>Leader / Chief Executive, LG White Paper Working Group</p>
<p>1.1.4 Adopt commitments under local area agreements into all of the Council's performance planning. Agree priorities for local area agreements for Copeland and strive to meet the Government's local area agreement targets.</p>	<p>Corp Team</p>
<p>1.1.5 Further develop and deliver an improvement action plan; invite the Audit Commission to undertake a re-assessment.</p>	<p>P&P</p>
<p>1.1.6 Undertake a review of governance and constitutional issues.</p>	<p>Legal and Democratic Services</p>
<p>1.1.7 Undertake a review of organisational effectiveness and support improvements in achieving:</p> <ul style="list-style-type: none"> • Value for money • Customer focus • Continuous improvement 	<p>P&P</p>
<p>1.1.8 Implement the IDEAs ethical governance framework.</p>	<p>Legal & Democratic</p>
<p>1.1.9 Provide responses to key national and regional consultation within the stated deadline. Initiate a database of Council responses to nuclear consultation and annually review the effectiveness of the response</p>	<p>Nuclear</p>
<p>1.1.10 Take a lead role in advising government and related bodies on local communities and national nuclear policies. Seek to influence policy to the benefit of Copeland residents.</p>	<p>Corporate Director Economic Prosperity and Sustainability</p>

1.1.11	Take a lead role in the development of regeneration and economic development strategy and delivery in West Cumbria. Ensure that the Council has a clear and strong set of plans, engaging services across the Council in delivering regeneration objectives.	Chief Executive/ Corporate Director Economic Prosperity and Sustainability	
1.2	Providing clear direction		
1.2.1	Create and maintain a medium term Corporate Plan which sets out the vision, priorities and objectives for the Council.	Corp Team	
1.2.2	Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans.	Corp Team	D
1.2.3	Adopt and cascade communication strategies for corporate improvements, including communications tools for staff, members and stakeholders	P&P	B
1.2.4	Develop measures in the Corporate Plan for issues that Copeland can only influence (i.e. in the Local Area Agreement and Sustainable Communities Strategy)	P&P	
1.3	Strong strategic partnerships		
1.3.1	Produce a definitive list of active strategic partnerships and devise the appropriate support and feedback mechanisms for them.	Corp Team	B
1.3.2	Develop an action plan with partners to achieve 'Green Light' accreditation from the Government Office North West for the West Cumbria Strategic Partnership.	Chief Exec	
1.3.3	Adopt a new Sustainable Communities Strategy and a new neighbourhood renewal strategy. Devise and implement local delivery plans.	Chief Exec	
1.3.4	Develop, along side our internal system, a performance management framework for partnership working.	P&P	B
1.3.5	Review and revise partnership working from the recommendations and priorities of the Masterplan.	Corp Team	
1.3.6	Develop new strategies and programmes in response to the requirements of the approved Masterplan.	Corp Team	

1.3.7	Work with the Lake District National Park Partnership to deliver its vision and aims.	Chief Exec	
1.3.8	Work with the Cumbria Strategic Partnership to deliver its strategic programme.	Exec Board	
1.3.9	Neighbourhood Management delivery: governance structures will be put in place giving opportunities for greater participation by the community, working with agencies to identify and address local needs.	Corp Team	
2.1	Creating opportunities for community involvement		
2.1.1	Democracy projects will be developed to raise participation in local issues.	Legal & Democratic	
2.1.2	Implement an area committee structure and a programme for listening to the views and concerns of people; involving people in local decision-making and encouraging local activity.	Chief Exec	B
2.1.3	Review the use of local facilities to ensure that they meet the needs of the community in a sustainable way.	Cust Services/ L&ES	
2.1.4	Run a series of out-reach consultations and workshops on policy issues with local people.	Corp Team	
2.1.5	Provide feedback to the Community on consultation outcomes and actions taken as a result.	Chief Exec	B
2.1.6	Work with Parish Councils to develop their role as champions of local committees.	Chief Exec	D
2.1.7	Promote quality parish status within the Borough.	Legal & Democratic	
2.1.8	Develop a local forum for the town of Whitehaven through consultation.	Chief Exec	B
2.1.9	Make more use of the Community Gateway and the WCSP to make direct links between the communities' views and the Council's services.	Chief Exec	B
2.1.10	Implement the Statement for Community Involvement.	Regen	B
2.2	Regenerating Copeland		
2.2.1	Implementation of the Whitehaven Regeneration Programme.	Regen	

2.2.2	Programme management of regional Development Agency regeneration initiatives such as the Market Town Initiatives (MTIs) in Millom and Egremont and the Coalfield Communities Campaign.	Regen	
2.2.3	Support delivery of regeneration in North East Copeland, linked to WLR investment programme.	Regen	
2.2.4	Evaluation of options to develop a regeneration programme for MTIs post 2008, linked to WLR investment programme.	Regen	
2.2.5	Evaluation of options to develop a new Coalfield Regeneration Programme post 2008 linked to Coalfield Communities Campaign and NWDA Single Programme outcomes	Regen	
2.2.6	Review Economic Development / Regeneration Strategy in light of the West Cumbria Masterplan to achieve better engagement with businesses / employers	Regen	
2.2.7	Contribute to the West Cumbria Delivery Team for regeneration projects	Regen	
2.2.8	Develop structure for support of the Cumbria Agreement economic and enterprise block	Regen	
2.2.9	Maximise external funding, in the context of the achievement of corporate objectives, and within the resources of the Council and partners to deliver.	Regen	
2.2.10	Secure resources to implement sustainable regeneration through appropriate strategic procurement.	Corporate Director Economic Prosperity and Sustainability	
2.2.11	Provide top quartile service in Development Control and Building Control.	Regen	C
2.2.12	Enhance the architectural and historic environment in our towns.	Regen	
2.2.13	South Whitehaven Neighbourhood Management Board – working with the community to improve public service delivery.	Regen	

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2.2.14	Secure resources to contribute to long term sustainability in recognition of the role the borough plays in hosting radioactive waste for the nation.	Corporate Director Economic Prosperity and Sustainability	
2.3	Improving skills and education; retaining skills		
2.3.1	Appoint a 'Champion' for learning	Corp Team	
2.3.2	Sports and arts development in schools	L&ES	
2.3.3	Work with partners to encourage business to support their staff to take up learning opportunities	Regen	
2.3.4	Take a lead in setting an example to other employers: <ul style="list-style-type: none"> Encourage take up of learning opportunities amongst Copeland Borough Council staff Provide opportunities for staff progression to take up hard to fill vacancies Continue apprentice schemes Deve 	Corp Team	B
2.3.5	Work with funding and delivery agencies to ensure that learning services are meeting the needs of the community in Copeland; particularly those in disadvantaged areas and groups, and in community accessible locations.	Regen	D
2.3.6	Work with partners to raise the standard in educational institutions.	Corp Team	
2.3.7	Address with learning funders and providers key target areas such as skills for life	Regen	
2.3.8	Address with learning funders and providers skills needs to contribute to reducing worklessness	Regen	
2.3.9	Establish skills plans for Copeland residents to benefit from new employment opportunities, inside the Borough or in the rest of west Cumbria and Furness.	Regen	
2.4	Equality of opportunity		
2.4.1	Diversity and race equality scheme reviews completed.	Legal and Democratic	
2.4.2	Copeland and Cumbria Equality and Diversity groups will develop an action plan to improve the Attitude Survey results.	Legal and Democratic	

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2.4.3	Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	All services	
2.4.4	Develop action plans to help local residents access the benefits they are entitled to..	Revenues and Benefits	B
2.4.5	Respond to the statutory guidance in relation to children and young people and the Every Child Matters Green Paper when the guidance is produced.	Leisure and Environmental Services & Regeneration	
2.5	Customer focussed		
2.5.1	Survey customer satisfaction and stakeholder perception at agreed frequency	Customer Services	B
2.5.2	Implement an action plan arising from customer survey results	Corporate	B
2.5.3	Broaden access to and delivery of services using appropriate new technology, to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.	Business Development, Customer Services	A
2.5.4	Respond to community/parish plans; and accepting that one size does not fit all, act to distinguish between service delivery in different localities.	Corporate Team	C
2.5.5	Extend the services delivered through a single point of contact for all our customers.	Customer Services	A
2.5.6	Service areas will improve delivery to meet internal and external customer needs.	All services	C
2.5.7	Service delivery to DWP performance standards.	Revenues and Benefits	C
2.5.8	Execute a communications plan which seeks to explain policy, challenge views, and stimulate response in the community and customers.	Corporate Team	C
2.6	Effective performance management and culture		
2.6.1	Create and deliver annual Member development programme, based on competencies	Legal and Democratic Services	C
2.6.2	Create annual officers training and development plan to meet corporate objectives.	Policy & Performance	

2.6.3	Implement Pay and Workforce Strategy to meet business needs.	Policy & Performance	
2.6.4	Complete the Centre for Public Scrutiny's self-evaluation framework and draw up action plan for implementation.	Legal and Democratic Services	
2.6.5	Implement effective performance management system for all staff.	Policy & Performance	
2.6.6	Develop the IT based performance monitoring system to meet all performance management needs and improve data quality.	Policy & Performance	C
2.6.7	Develop and implement action plan to improve the quality of data collection systems and processes	Corporate Team	C
2.7	Strong financial management		
2.7.1	Develop integrated medium term financial planning into corporate and service planning processes.	Finance & Business Development	C
2.7.2	Develop a robust budget model to assess future projections and risk assessments.	Finance & Business Development	
2.7.3	Review and integrate the Asset Management Plan and the Capital Strategy.	Finance & Business Development	
2.7.4	Develop financial management system to become a desktop tool for managers to manage/monitor and predict their budget.	Finance & Business Development	C
2.7.5	Put in place an assurance framework that maps the strategic objectives to risks, controls and assurance.	Finance & Business Development	
2.7.6	Deliver an effective audit and fraud prevention process suitable to the needs of the corporate plan and in line with the CIPFA code of practice.	Finance & Business Development	
3.1	Sufficient and diverse job opportunities		
3.1.1	Ensure sufficient employment sites and buildings available.	Regeneration	D
3.1.2	Support the development of sustainable local businesses.	Regeneration	D
3.1.3	Market Copeland opportunities to potential new employers.	Regeneration	D

3.1.4	Develop opportunities in the nuclear sector.	Regeneration/Nuclear and Sustainability	
3.1.5	Secure and develop the number of jobs in the health sector.	Regeneration	
3.1.6	Increase tourism, culture and leisure spend through the Borough.	Regeneration/Cultural Services	C
3.1.7	Increase employment in town centre retail and service activity.	Regeneration	
3.2	Safer Copeland		
3.2.1	Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities; through an audit process.	All Services	
3.2.2	Close gaps found in S17 audit.	All Services	
3.2.3	As a key partner in the Crime and Disorder Reduction Partnership (CDRP), support partners and receive assistance of partners in reducing levels of crime and fear of crime; including survey of fear of crime.	Community safety	
3.2.4	Communications strategy for CDRP.	CDRP	
3.2.5	Develop structure to identify resources used/required to reduce crime and fear of crime; and benefits of actions taken.	CDRP	
3.2.6	Work with partners to identify people (particularly young people) on the edge of criminality and provide diversionary activity.	CDRP	
3.2.7	Address with partners the skills needs of offenders, those on the edge of criminality	CDRP	
3.2.8	Ensure that emergency planning procedures are constantly up to date and effective in accordance with the Civil Contingencies Act.	Legal and Democratic Services	C
3.2.9	Work to help the resettlement of offenders in accordance with the National Community Safety Plan.	CDRP	
3.3	Quality Living Environment		
3.3.1	Work will be undertaken to ensure those areas subject to heavier concentrations of litter and detritus are cleaned more frequently.	Waste Management/Open Spaces	

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3.3.2	Parks and open spaces will build upon successes, working with the community, to improve the quality and access to our green spaces	Open Spaces	
3.3.3	Share information and use the powers made available through the Clean Neighbourhoods and Environment Act 2005, Local Government Act, Crime and Disorder Act 1998 and Anti Social Behaviour Act 2005 to take action against those who litter, fly tip and allow	Open Spaces/ Waste Management	
3.3.4	Make CBC waste management practices more sustainable by increasing recycling rates and working with residents to reduce per capita waste production. Continue to work with the Cumbria Waste Partnership.	Waste Management	
3.3.5	Local development framework in place: <ul style="list-style-type: none"> • Core strategy • Action area plans • Supplementary planning documents 	Regeneration	
3.3.6	Maintenance and improvement of street scene. Investment in public realm and accessibility.	Environment, Leisure & Regeneration	
3.4 Sustainability			
3.4.1	Home energy conservation plans and tackling fuel poverty	Nuclear and Sustainability	
3.4.2	Prepare an implement an environmental sustainability programme	Nuclear and Sustainability	
3.4.3	Demonstrate the Councils commitment to the environment by achieving environmental management accreditation	Nuclear and Sustainability	
3.4.4	Develop and implement a green policy for the Council.	Corporate Team	
3.5 Quality housing			
3.5.1	Work in partnership with RSL's to ensure decent homes target is reached by 2010.	Regeneration	
3.5.2	Review the service provided by the Home Improvement Agency.	Regeneration	

<p>3.5.3 Ensure balance of housing stock to meet local needs through:</p> <ul style="list-style-type: none"> • Contributing to delivery of Housing Market Renewal • Local Development Framework policies • Inputting to Regional Spatial Strategy • Housing Grants policy • Working with housing providers • Ar 	Regeneration	
3.5.4 Providing a good housing advice service of vulnerable people, while looking to reduce the level of homelessness.	Regeneration	
3.5.5 Improve support to people with disabilities and older people to live independently.	Regeneration	
3.6 Leisure and culture		
3.6.1 Develop interest and capacity amongst Copeland residents to take forward arts and sports activities after Copeland led start up projects, including organisations not traditionally involved in sports or arts activities.	Cultural Services	D
3.6.2 Provide plans for new built public leisure facilities within the Pow Beck valley area of Whitehaven.	Cultural Services	
3.6.3 Endeavour to have new built public leisure facilities completed.	Cultural Services	
3.6.4 Capture the interest and inspiration generated by London hosting the 2012 Olympic and Paralympic Games to ensure that Copeland benefits from the UK wide programmes and legacy initiatives as they develop.	Cultural Services	
3.6.5 Remove barriers to participation in sports and arts events at all levels for communities in Copeland.	Cultural Services	
3.6.6 Build on current skills development initiatives and position Copeland as a destination of choice for learning establishments to facilitate workforce development in arts and sports.	Cultural Services	
3.7 Improving Health		
3.7.1 Lobby for accessible primary health care facilities for the people of the borough.	Corporate Team/Members	
3.7.2 Challenge any proposed reduction in the nature and quality of health care services in the borough through links with the West Cumbria Partnership and County Council Health Scrutiny.	Corporate Team	

3.7.3	Encourage people to participate in active lifestyles	L&ES	
3.7.4	Develop policies and actions to improve the health of Copeland Borough Council's employees.	Corporate Team	D
3.7.5	Support partnership working to reduce health inequalities.	Corporate Team	
3.8	Flexible Transport Infrastructure		
3.8.1	Submissions to RSS panel and Government for infrastructure improvements. Submissions to RSS panel and Government for	Regeneration	
3.8.2	Submissions to Government as part of the West Cumbria Masterplan	Regeneration	
3.8.3	Coordination of regeneration programmes with infrastructure improvements via Local Transport Plan.	Regeneration	
3.8.4	In partnership with Cumbria County Council and others seek to ensure that all households are within 30 minutes of our key service towns by public transport.	Regeneration	
3.8.5	Work through the Road Safety Partnership to take direct actions to tackle no. of Killed and Seriously Injured (KSI) casualties	Regeneration	
3.8.6	Carry out a review and develop an action plan to provide appropriate flexible transport to places of employment	Regeneration	

IT to:

- A lead development
- B provide infrastructure
- C Contribute within project team
- D Provide watching brief

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Service Review 2007-08

Service Area / Department

Policy & Performance / Process Improvement Team

Corporate Plan Delivery

The Process Improvement Team has been in place since November 2005. At that time, the Corporate Team stated the aim of the PIT was to assist the Council to:

- Focus on the customer, and as a result deliver a better overall service
- Release resource to areas of priority
- Build capacity within the services
- Learn from and apply best practice
- Meet its Gershon targets

These aims are still relevant, particularly in facilitating the Council's objectives with respect to the Strong and Prosperous Communities White Paper. They are also in line with DCLG guidance as to how this is to be achieved, as set down in the Business Improvement Package document (published by DCLG in March 2007).

The team has funding until 31st March 2008 to support 3 full time equivalent (FTE) members, comprising the team leader and three process improvement officers (2 FTE). The team reports to the head of Policy and Performance via the Performance Improvement Manager.

The work of the PIT impacts on the following elements of the Corporate Plan / Best Value Performance Plan 2007-2012:

- 1.1.7 - Undertake a review of organisational effectiveness and support improvements in achieving: Value for money, Customer focus, Continuous Improvement.
- 2.1.3 – Review the use of local facilities and services to ensure that they meet the needs of the community in a sustainable way.
- 2.5.3 - Broaden access to and delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.
- 2.5.5 – Extend the services delivered through a single point of contact for all our customers
- 2.5.6 - Service areas will improve delivery to meet internal and external customer needs.

In doing the above, the PIT works across the Council within and between the various service units firstly, to identify areas for improvement and secondly, to develop and implement workable solutions that deliver savings to the organisation.

These savings may be:

- 'non-cashable', for example: improved data quality, reduced waste, efficiency gains i.e. increased output for same input or same output for reduced input, or
- 'cashable', ie they result in either a direct saving on expenditure and/or an increase in revenue, for example the PIT has identified possible cashable efficiencies of £60k in implementing the Alternative Payment Arrangement project.

The team uses a team-based workshop approach to undertaking improvement projects. This has proved to be successful in that:

- The projects are 'owned' by the process stakeholders
- The team approach promotes innovation
- The improvement process is quicker than the SPRINT methodology that was previously used
- The improvement process has developed to include elements of best practice from other approaches, eg Vanguard consulting

In addition to undertaking improvement projects, the PIT has a role, identified in its service plan, in transferring improvement tools and techniques to service unit staff. To date this has been done informally as part of the projects we have undertaken. However, some work has now been undertaken looking at how this skills transfer could be formalised through specific training. Plans to implement these proposals are currently being discussed with the Head of Policy and Performance.

No. of staff and roles

PIT

The PIT reports into the Head of Policy and Performance via the Performance Improvement Manager. It comprises the following staff:

Role	Number	Status	Name
Process Improvement Team Leader	1	Fixed term contract (end 31 st March 2008)	Bob Gerry (Full time)
Process Improvement Officers	2 FTE	Permanent staff	Michael Dean (Full time) Sue Blair (20 hrs/week) Alison LeJeune (15:25 hrs/week)

Reliance on other departments

The PIT is dependant on a number of other departments, as shown below:

DEPARTMENT	DEPENDENCY
IT	Provision of IT solutions identified during process improvement projects
Audit	Review of proposed process improvements to ensure necessary checks and balances are in place and compliance with financial regulations
Human Resources	Provision of specialist guidance where proposed process improvements may have an impact on organisational structure and/or individuals' roles

In addition to the above, the PIT relies on the various service units committing staff to the improvement projects.

Annual Budget

The approved budget for 2007/08 comprises the following elements:

ITEM	BUDGET (£)
Staff salaries	66298.00
Staff on costs	11859.00
Supplies and services	2500.00
TOTAL DIRECT COSTS	80,657.00
Service level agreements	21710.00
TOTAL EXPENDITURE	102,367.00
Recharges	102369.00
NET EXPENDITURE	- 2.00

The manageable element of the above is £2500.00 and can be controlled by simple monitoring and control of commitments.

Income levels

None currently, however the opportunity may exist to charge out for PIT services if and when we get involved with process work relating to shared services.

Savings potential

The non-salaries element of the PIT budget is £2500 (for stationery).

Potential savings to be found are £134

The following savings can be achieved:

YEAR 1 (£)	YEAR 2 (£)	YEAR 3 (£)
134	134	134

The role of the PIT will be in facilitating work within service department teams to implement change in order to realise the savings potential identified as part of their service reviews.



Copeland Borough Council

SERVICE REVIEW OF HUMAN RESOURCES SECTION

Prepared by Len Glead, Human Resources Manager

OCTOBER 2007

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1. Corporate Plan Delivery – What is the purpose of the service?
1.1 The Human Resources Team provides transactional personnel services and acts as an in-house consultancy, supporting Members, managers, and all employees who have people-management responsibilities, with advice and guidance on the full range of HR management matters. We are particularly concerned with:

- Payroll administration
- Recruitment
- Training and development
- Conditions of Service/Employee relations
- Pay and Workforce Strategy
- Human Resources policy
- Support for Sickness Absence Management
- Discipline and grievance handling
- In-house health and safety advice and guidance
- Support in relation to Dignity at Work
- Advice and counselling
- Corporate HR initiatives and statistics
- Administration of trainee schemes

1.2 The Council is a people-intensive business, and so the work of the HR team impacts on every aspect of its activities. Much of the activity in the areas listed above is reactive, and therefore difficult to plan. In addition to the on-going reactive workload, the following specific corporate objectives will require significant HR in-put in 2008 – 9 :

<p>1.1 Leading local change; influencing national and regional change Copeland will use its democratic mandate to lead local transformation for the benefit of the community, and will be seen as an influential contributor at national and regional level.</p>		<p>Lead: Chief Executive</p>	
<p>Key Measures:</p> <ul style="list-style-type: none"> We will seek to achieve external recognition of our excellence in service delivery and partnership working We will continue to secure the commitment and delivery by regional and national organisations to achieve a West Cumbrian economy at least as successful as the North West region. We will successfully influence change in national, regional and local policy through lobbying and responding to consultation. Achieving external recognition of excellence as a leading authority. 			
Ref:	Service	Action/Outcome	H.R. Team Contribution
1.1.4	Policy and Performance	Further develop and deliver an improvement action plan; invite the Audit Commission to undertake a re-assessment. Outcome (measurable): Improve the Council's CPA assessment, by 2008	The HR Team will lead the creation of a Pay and Workforce Strategy for the Council, to ensure that it has the right people in the right places at the right time, appropriately rewarded, in order to deliver the outcomes described in this Plan. A strategic approach to pay and workforce planning is an important pre-requisite for business success.

<p>1.2 Providing clear direction We will provide clear direction for our staff, fellow stakeholders and strategic partners through our policies and strategies.</p>		<p>Lead: Chief Executive</p>	
<p>Key Measures:</p> <ul style="list-style-type: none"> We will deliver on our corporate targets and improve them. We will monitor the perception of our staff through staff surveys and will respond effectively to the results. We will ensure that Members and officers deliver a consistent message both internally and externally. We will have measurable achievements in those areas of our corporate plan where Copeland can only influence. 			
Ref:	Service	Action	Target Date
1.2.2	Corporate Team	Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans. Outcome (measurable): Improvement in staff satisfaction and awareness of Council priorities at each survey.	The HR Team will respond to people-management issues emerging from the Staff Attitude Survey, and devise Action Plans accordingly. March 2008 & March 2011

<p>2.2 Regenerating Copeland We will have a sustainable economic and social environment.</p>		<p>Lead: Corporate Director Economic Prosperity and Sustainability</p>	
<p>Key Measures:</p> <ul style="list-style-type: none"> • Investment in economic and other infrastructure • Environmental improvement • Community development • An economically active community • Successful urban environments and communities • Successful rural communities 			
<p>Ref:</p>		<p>The H.R. Team Contribution</p>	
<p>Service</p> <p>Regeneration</p>	<p>Action</p> <p>All listed Actions</p>	<p>The HR Team will support the Regeneration Team in 2 main ways: Recruitment: By leading an innovative recruitment programme to ensure that the Department is fully up to strength and all posts are filled by high quality applicants. Productive Time: By supporting line managers in reducing high levels of sickness absence.</p>	<p>Target Date</p> <p>2008 and on-going</p>

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2.3 Improving skills and education; retaining skills We will work with partners to ensure that we have an adaptable, multi skilled workforce able to meet the needs of the future economy.		Lead: Corporate Director Economic Prosperity and Sustainability		
Key Measures:				
Ref:	Service	Action	The H.R. Team Contribution	Target Date
2.3.4	Corporate	<p>Take a lead in setting an example to other employers:</p> <ul style="list-style-type: none"> • Encourage take up of learning opportunities amongst Copeland Borough Council staff • Provide opportunities for staff progression to take up hard to fill vacancies • Continue apprentice schemes • Develop new trainee schemes. <p>Outcomes (measurable): Staff retention More effective use of human resources Providing leadership to other employers</p>	<p>A budget bid for a professionally qualified Training Officer will be revived.</p> <p>The H.R. Team will assist the Council to be an exemplar by recommending improvements to the corporate assessment of training needs, the training budgeting process, and the delivery of training and development. Improved ICT will be used to assist these improvements.</p> <p>Proposals will be made for appropriate Trainee Schemes, as part of the Workforce Development Plan.</p>	2008
2.3.7	Regeneration	Address with learning funders and providers key target areas such as skills for life	The HR Team will assist in the creation of an in-house Skills for Life programme for Council employees	2007/8

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2.4 Equality of opportunity		Lead: Corporate Director	
We will promote equal opportunity throughout Copeland.		Quality of Life	
Key Measures:			
<ul style="list-style-type: none"> We will have systems in place to ensure that the Council meets the national diversity agenda and Local Area Agreement targets. We will have narrowed gaps between disadvantaged wards and the average. There will be improved results from the Cumbria attitude survey. We will have increased awareness of council tax and housing benefit. We will meet our obligations under the Children's Act 2004 			
Ref:	Service	Action	The H.R. Team Contribution
	Legal and Democratic	All actions	The H.R. Team will actively participate in the work of the Copeland Equality and Diversity Group.
	All services	Implement project plan and actions against Equality and Diversity standard.	Reporting of performance statistics in relation to recruitment, training and other H.R. activities will be improved.
			Target Date
			2009
			2009

2.5 Customer focussed		Lead: Corporate Director	
We will be an adaptable Council responding to the expectations and needs of the customer in the services they require.		Quality of Life	
Key Measures:			
<ul style="list-style-type: none"> We will monitor the perception of stakeholders and customers through annual surveys and will respond effectively to the results. We will be aware of customer needs and aspirations and how we measures against them. We will respond to external change in a manner which gains customer understanding of the need for change. Public service delivery will be centred on individuals and businesses. We will deliver within a shared services framework. 			
Ref:	Service	Action	The H.R. Team Contribution
2.5.1	Customer Services	Survey customer satisfaction and stakeholder perception at agreed frequency	The H.R. Team subscribes to the view that "People who feel taken care of are better at taking care of others – therefore in a service business, your first customer is your employee". The team will therefore encourage the use of best practice in people-management throughout the organization, including flexible working arrangements and pay and reward strategy.

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2.6 Effective performance management and culture		Lead: Chief Executive		
We will use outcome based measures to understand and improve performance across the Council.				
Key Measures:				
<ul style="list-style-type: none"> We will deliver effective member and employee development. There will be an up to date framework/cascade down through the organisation from the Corporate Plan to individual objectives. We will have effective workforce planning in place. We will use accurate performance information. We will have targets with measurable achievements for all council service areas. All employees will have personal objectives linked to corporate objectives. 				
Ref:	Service	Action	The H.R. Team Contribution	Target Date
2.6.2	Policy & Performance	Create annual officers training and development plan to meet corporate objectives.	Note: All of the actions under this Theme are closely linked to the retention of the Council's Investor in People status, which is a personal objective for the Chief Executive. This in itself will be a major project. This is a core piece of work for the H.R. Team.	Annually April 2008
2.6.3	Policy & Performance	Implement Pay and Workforce Strategy to meet business needs. Outcomes (measurable): Pay and job evaluation complete; development and succession plans in place; reduction in hard-to-fill posts seen.	This is a major project for the H.R. Team. See 1.1.4 above	
2.6.5	Policy & Performance	Implement effective performance management system for all staff. Outcomes (measurable): Staff will have objectives linked to the corporate plan and will be monitored against them.	The H.R. Team will continue to support and improve the effectiveness of the Employee Development Process	2008
2.6.6	Policy & Performance	Develop the IT based performance monitoring system to meet all performance management needs and improve data quality.	The H.R. Team will optimise the use of the Covalent software, particularly in tracking performance against the Corporate Health P.I.'s	2008

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3.2 Safer Copeland By 2012 Copeland will be a safer place to live.		Lead: Corporate Director Economic Prosperity and Sustainability	
Key Measures:			
<ul style="list-style-type: none"> We will achieve a reduction in the level of crime in the Borough. We will increase the perception of safety levels in the Borough. 			
Ref:	Service	Action	Target Date
3.2.7	CDRP	Address with partners the skills needs of offenders, those on the edge of criminality Outcomes (measurable): Widen opportunities for offenders or those likely to offend	Ongoing
		The H.R. Team Contribution	
		The H.R. Team will encourage the Council to act as an exemplar in relation to the employment and training of ex-offenders	

3.4 Sustainability By 2012 every resident and business will be working to ensure that the impact of current activities on future generations will be minimised.		Lead: Corporate Director Economic Prosperity and Sustainability	
Key Measures:			
<ul style="list-style-type: none"> We will slow the number of young people leaving the Borough through the creation of more opportunities for them. We will sustain the increase in population. We will work with government and NGOs to conserve and enhance the natural environment. We will have sustainable rural communities. We will work with residents and businesses to reduce their environmental impact. 			
Ref:	Service	Action	Target Date
			On-going
		The H.R. Team Contribution	
		The H.R. Team will adopt a rigorous approach to office housekeeping in order to minimise energy wastage and production of waste paper.	

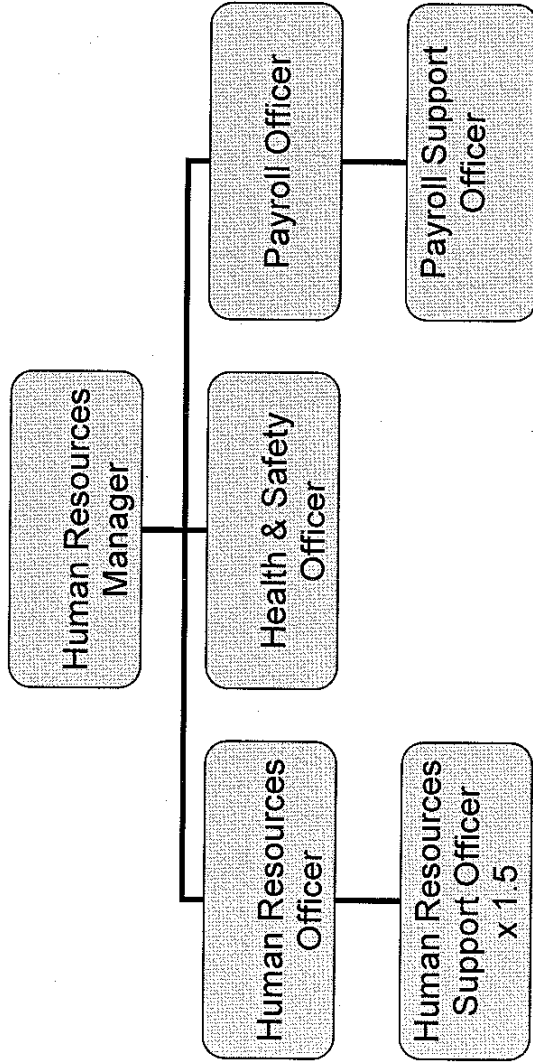
3.7 Improving health Every resident will have access to the healthcare they need		Lead: Corporate Director Quality of Life	
Key Measures:			
<ul style="list-style-type: none"> We will ensure that the average life expectancy will match the national average. The percentage of people reporting their health as 'good' will match the national average. We will retain hospital services in Whitehaven. 			
Ref:	Service	Action	Target Date
		Effective prevention of Work-related ill health	On-going
		The H.R. Team Contribution	
		The Health and Safety Action plan will deliver improved prevention of work-related ill-health through awareness training, particularly in relation to the prevention of stress.	

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2. Staff and their Roles

2.1 The establishment of the Human Resources Team is currently 7 staff (6.5 F.T.E.'s), as shown below:

(Head of Policy & Performance)



2.2 During 2007/8, to support the major Pay and Workforce Strategy project, the following additional support resources are also being funded from available budget:

- Temporary Human Resources Officer (3 days per week)
- Job Evaluation Consultant
- Human Resources Consultant (3 days per week)

2.3 Given that the HR Team is expected to plan and deliver the entire strategic and operational people-management agenda of a Council facing a wide-ranging change programme, the establishment shown at 2.2 above is almost certainly unrealistic. There has already been recognition that there should be more resource dedicated to the proper planning and implementation of the extensive training and development activities which will be required to transform Copeland, but previous budget bids for such resource have been rejected.

3. Annual Budget

3.1 The Human Resources Team operates with 3 budgets, which for 2007/8 total £627,222. This figure includes £150,000 which is a corporate reserve to fund the outcome of the pay and grading review; £98,498 which is the corporate training budget; and £112,636 of recharges. Excluding these corporate budgets, recharges and employee costs, the HR team's budget is £80,814.

The total budget is broken down as follows:

• Human Resources Holding Account	£430,359
Employee Expenses	134,448
Relocation/Interview Expenses	11,500 (demand and turnover driven)
Occupational Health Service	6,500
Long Service Awards	600

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Counselling Service	2,000 (demand driven)
DSE expenses	1,000 (legal obligation)
Legal & Professional Services	27,500
Subscriptions, Licences, etc.	14,234
Health & Safety	<u>13,500</u>
	<u>£211,282</u>
Pay & Workforce Strategy	150,000
Recharges	69,077
• Payroll Holding Account	£98,365
Employee Expenses	50,826
Supplies & Services	3,980
Recharges	43,559
• Corporate Training Budget	£98,498

3.2 Within the £80,814 p.a. budget identified in 3.1 above, the only significant controllable expense is the budget of £27,500 for legal and professional fees. This represents 34% of the total non-staff costs. This budget was originally provided to fund additional resources for project work, as well as specialist legal advice in the event of involvement in Employment Tribunal claims.

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3.3 Currently the team has access to earmarked reserves of £147,000 to fund activities associated with the Pay and Workforce Strategy/Job Evaluation/Single Status (not including implementation costs). Some of these funds are required to continue the buying-in of the resources referred to at 2.2 above, together with other related expenses such as the acquisition of pay-modelling software and associated costs. The ability to vire amounts from these reserves to other budget heads, including salaries, is required.

4. Income Levels

4.1 The HR Team has no sources of income other than internal recharges. Its activities do not lend themselves easily to income generation from outside the organization. There may be the possibility to generate small income streams by providing "bureau" services to other organizations in functions such as payroll and CRB vetting, but the amounts involved are likely to be minimal in relation to the resource requirements of providing such services.

5. Cost and Quality

5.1 Copeland has historically had the traditional local government approach to the HR function, seeing the HR team as a deliverer of transactional personnel services. The development in recent years of the national Pay and Workforce Strategy, with its heavy emphasis on Organisational Development, and the national recognition of the importance of change management have not been recognized by Copeland either in its structures or its resource allocation. The professional HR expertise is not positioned in the senior

management team, and the Council does not have a strategic approach to its management of human resources, although they constitute most of its cost base.

- 5.2 As a small District, the Council has faced the dilemma that it needs to control overhead costs, particularly as it has shrunk in size as an organization, following the Housing Stock Transfer, the formation of the Leisure Trust, and several other small-scale TUPE transfers. At the same time, it is a people-intensive business facing many people-management and organizational development challenges, and has a relatively weak management base resulting in poor standards of people-management by line managers, and consequent demands on the HR team for reactive remedial work. This has led to a tendency to aspire to Gold Standard HR management using Bronze Standard resources. This is not a scenario in which the skills of the team are well utilised, or the needs of the Council well served.

6. Savings potential

- 6.1 Based on past experience, the future of the HR Team at Copeland is likely to continue to lie with a "lean" establishment, supported by additional resources bought in to support specific projects.
- 6.2 The nature of the budget means that significant savings can only be achieved from the Legal and Professional Fees budget head. Reducing this to £13,750 would produce a saving of 5.2% in the overall budget (excluding the £150k "sinking fund", recharges, and the corporate training budget). Removing it completely would result in an equivalent saving of 10.4%.

7. "Invest to Save" opportunities

- 7.1 The dilemma referred to in 5.2 above may suggest that further investments in technology-based HR systems offer the prospect of freeing-up HR expertise using a business process re-engineering approach. There are now many software packages available to handle HR processes as diverse as performance appraisal and exit interviewing, which are currently relatively resource-demanding.
- 7.2 At the same time, HR and other resources are being stretched by on-going problems of employee turnover, attraction and retention. These problems generate large "hidden" costs, and are very damaging to organizational effectiveness. Investment in a major refreshment of Copeland's "Employer Brand", combined with appropriate investment in up-to-date recruitment methods (particularly e-recruitment) in order to attract top quality staff and stabilize the workforce would reap very large rewards. It may be possible to deploy some of the reserves referred to in 3.3 (above) into a number of projects designed to attack these crucial business issues.