

**Making
it
Happen**



MAKING IT HAPPEN - KEY AIM : COMMUNITY LEADERSHIP

We cannot do all of this on our own. We need to deliver our own services effectively and work with others towards a BetterBorough.



**Andrew Williams,
Leader of the Council**

Last year our new decision making structure was brought in, having been submitted to the government in June. A lot of learning about new roles and how the new system can be modified to perform even better has been achieved. Much work was also done to consult with our residents to help clarify how they want Dacorum to be in the future. This is a significant step in the progress towards our community plan.

This year will see the BetterBorough Community Plan start to develop into a practical set of actions which the Borough Council and our colleagues on the Local Strategic Partnership can help deliver. This will be the culmination of a lot of work to identify the vision of our community over how they would like the Borough to be in ten years' time.

We will have regular meetings with members of Management Team and relevant Heads of Service to keep up to speed with progress. The new performance management system will also ensure that we are able to celebrate achieving our commitments and to work with officers to find ways to help meet targets where we are not doing so.

We will make it happen by:

- Working with everyone: individuals, with local groups and with other organisations in the public and private sector. Together we will develop and share a set of aims that we can work towards as a community.
- Making sure all the services we manage are provided in a way that gives Best Value to the people who pay for them. Our residents expect the highest standards of quality and cost effectiveness. We aim to Make it Happen.



**Margaret Griffiths
Cabinet member - Resources**

Last year the Council agreed to investigate a Public Private Partnership as its preferred option for Support Services following their Best Value Review. A significant amount of work has followed that decision to ensure that we are best placed to get the most out of a potential partnership.

This could be a year of significant change in the way the Council's support services are managed. By the autumn we will know if we are going to enter into a Public Private Partnership and which company we will work with. This decision will shape the future direction of a wide range of services.

How we did in 2001/2:

- Work towards completing a community plan in Dacorum.
A lot of work has been done on this, including consultation on community priorities in the recent BetterBorough survey. A local Strategic Partnership has been established and a draft Community Plan will be complete by June 2002.
- Send our draft constitution to the Secretary of State by 30 June 2001. Start our new political structure as a pilot for 1st September 2001.
Achieved. The new structure is being reviewed to make it more effective.
- Look at models for area working to see how the needs of people in local areas are responded to.
We have commissioned a major piece of research into options and ideas for area working. We will be running pilot schemes in 2002 to work out the best model for linking our communities to the Borough Council more effectively.

We also:

- Launched the Council's Key Aims, Four Fors and Making It Happen at a number of major staff workshops around the Borough.
- Completed 5 Best Value reviews and had 3 Best Value inspections.
- Developed and introduced a corporate performance management framework.
- Revised and integrated service and financial planning, and trained 120 people in service planning techniques.
- Used a wider range of consultative techniques to find out what the public thinks.
- Submitted a successful IEG statement to Government and secured some funding.
- Had a re-review by the Improvement and Development Agency, which found improvements across many areas since the last visit.
- Published a wide range of documents to tell people what we do, including 3 editions of Dacorum Digest.
- Trained 12 staff as EFQM (European Foundation of Quality Management) Assessors.

In working towards our goals in 2002/03 we will:

**MAKING IT HAPPEN
THEME 1 - COMMUNITY PLAN
STRATEGIC SPONSOR - LAURA MCGILLIVRAY
CO-SPONSOR - JAN HAYES GRIFFIN
PORTFOLIO HOLDER – LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
1.1 To have established a Local Strategic Partnership	Laura McGillivray		Partnership launched by July				Local Strategic Partnership established	
1.2 To have produced a Community Plan for Dacorum	Laura McGillivray	Draft Community Plan by June	Community Plan launched by September		Review progress	BVPI 1	Community Plan for Dacorum	
1.3 To have consulted on boundaries for the introduction of Area Working	Ifor Jones	1. Consult Parish and Town Councils 2. Establish working party of Hemel Councillors to consider the town boundaries and ways of area working						
1.4 Run two Area Working pilot schemes.	Ifor Jones	Identify pilot areas and develop terms of reference	Establish	Operate projects			Area working Pilot schemes operational including service improvements and opportunities for local participation	Establish as part of the terms of reference

**MAKING IT HAPPEN
THEME 2 - SUPPORTING MEMBERS
STRATEGIC SPONSOR - PAUL WALKER
CO-SPONSOR - CHRISTINE FISHER
PORTFOLIO HOLDER – RESOURCES/LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
2.1 To support members	Jim Doyle	By end of April develop a comprehensive member development programme. Implement the programme from May onwards		During November undertake a review of the programme	By February establish the programme for 2003/04	Level of satisfaction by Members already. Programme % level of effectiveness/ usefulness	Completion of training sessions and an attendance level of 60% at capacity	
2.2 Adoption of Model Code of Conduct for Members	Steve Baker	Adoption by full Council on May All Councillors to give undertaking to observe the Code by end of June	Ongoing monitoring	—————→			Adoption of Model Code. All Councillors have given undertakings	End of June

**MAKING IT HAPPEN
THEME 2 - SUPPORTING MEMBERS
STRATEGIC SPONSOR - PAUL WALKER
CO-SPONSOR - CHRISTINE FISHER
PORTFOLIO HOLDER – RESOURCES/LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
2.3 Review of electoral registration systems and the conduct of elections	Jim Doyle	1. Identify problem areas. 2. Compare with practice at other authorities 3. Review establishment and take appropriate steps	1. Draft recommendations for change 2. Consult with stakeholders on draft recommendations	Final report to Cabinet	Implement Changes		ERU established. Improved election procedures in place.	Process completed before elections in May 2003
2.4 Review Constitution	Steve Baker	Report to Cabinet in April. Adopted by Council in May Revised Constitution published			Prepare for Review in 2003/04		Review complete and revised Constitution published	1 May 2002 Further reviews annually

**MAKING IT HAPPEN
THEME 3- BEST VALUE
STRATEGIC SPONSOR - CHRISTINE FISHER
CO-SPONSOR – HILARY MITCHELL
PORTFOLIO HOLDER - LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
3.1 Performance Management								
3.1.1 Maintain and raise awareness of effective corporate performance management system	Hilary Mitchell/ Matt Hamilton	Start on programme of training of officers and Members in aspects of PM. Review in light of annual performance report	Revise and reissue guidance as necessary. Continue training of groups	Monitor operation of Corporate Performance Management Framework. Continue training	→	Number of training/ awareness sessions held; % feedback satisfactory	Performance Management Framework being used effectively; Portfolio Holders receiving good performance information; level of awareness of PM raised	8 training sessions offered by 31/3/03. More than 60% satisfaction
3.2 Best Value								
3.2.1 Respond to changes in the national arrangements for Best Value to ensure that the Council's guidance for managers complies, is used and achieves robust and consistent results	Hilary Mitchell/ Joe Vasey	Consider implications of White Paper and draw up proposals. Re-issue DBC Best Value Guidance	Monitor progress of Best Value processes and report final performance management	BVPP Project Plan in place and under way	Publish BVPP by 31.03.03 Respond to External Auditor's report	Publication on time. Good external Audit paper	More widespread understanding of Best Value, and its benefits in managing services	

**MAKING IT HAPPEN
THEME 3- BEST VALUE
STRATEGIC SPONSOR - CHRISTINE FISHER
CO-SPONSOR - PAUL WALKER
PORTFOLIO HOLDER - LEADER**

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
3.2.2 Develop and deliver a programme of training for Best Value appropriate for groups of Councillors and officers to ensure greater awareness of its importance and more effective implementation.	Hilary Mitchell Joe Vasey	Develop and deliver a programme of training for Best Value	Continue training. Revise Council's BV guidance as required. Review effectiveness of training			Number of trainees in Best Value. % of satisfaction with training developed	More widespread understanding of Best Value, and its benefits in managing services	6 training sessions offered by 31.3.03. More than 60% satisfaction
3.3 Service and Financial Planning								
3.3.1 Developing Service and Financial Planning	Hilary Mitchell/ Dave Kirk	By April review guidance and identify improvements. Produce improved guidance	Provide training to service planning teams	By October develop draft Service Plans	By February budget set and Service Plans completed. All appraisals conducted by February	Number of training sessions held % satisfaction of attendees to training and of completion of Service Plans	Create ownership and understanding of benefits of Service/Financial Planning	2 full training sessions held. 3 refresher training sessions by 31.8.02. 60% satisfaction 100% completion of Service Plans by 31.3.03


**MAKING IT HAPPEN
THEME 4 - IMPROVING CUSTOMER SERVICE
STRATEGIC SPONSOR - JAN HAYES-GRIFFIN
CO-SPONSOR - PAUL SPENCER
PORTFOLIO HOLDER - RESOURCES**

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
4. Implementing our E/Govt “Customer First” Strategy:								
4.1 Strategic Leadership and Managing Change	Jan Hayes-Griffin	Establish E/Govt Steering Group and Project Teams Clarify with PPP partners areas for action and "inter-operability/compatibility" criteria	Establish programme of staff awareness seminars about E/Govt and E/Govt champions throughout the organisation		Begin discussions with PPP partner on development of One Stop Shop/Call Centre/CRM System		Clear programme of E/Govt work that underpins/is compatible with the proposals of any future PPP partner. Better understanding throughout organisation about E/Govt.	Clear project plans for key projects. Six E/Govt awareness seminars for Managers and front line staff.
4.2 Working with Partners	Jan Hayes-Griffin	Continued working with HCC and Districts on common standards/interface for E/Govt	Explore opportunities for joint working with LSP partners on E/Govt projects				Membership of HCC Joint E/Govt Steering Group and representation on HITMAN to develop common standards and joint working with other LA's	Establish pilot info projects with <ul style="list-style-type: none"> • Police • Health by 2003

**MAKING IT HAPPEN
THEME 4 - IMPROVING CUSTOMER SERVICE
STRATEGIC SPONSOR - JAN HAYES-GRIFFIN
CO-SPONSOR - PAUL SPENCER
PORTFOLIO HOLDER - RESOURCES**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
4.3 Implementing Key E/Govt projects:	Judith Richardson/ Anton Heyworth-Dunn	<p>Establish Plan to implement new Member Info systems</p> <p>Establish approach to electronic access to Electoral Register</p> <p>Establish corporate responsibility for data and information</p>	<p>Relaunch of Website</p> <p>Introduce DIP in Housing Dept</p>	<p>Implement the integrated Revenue and Benefits System by October</p> <p>Introduce NLPG system</p> <p>Identify future areas for DIP roll out</p>	<p>Complete corporate area based info/GIS feasibility study</p>	<p>BVPI 157</p> <p>Link to National Electoral Register Hub by December</p>	<p>Key building blocks of E/Govt in place by end of 2003</p> <p>Progress on the collection and storing of area based information</p>	<p>Achieving Government target of 100% by 2005 for electronic delivery</p> <p>Migration off mainframe by Dec 2003</p> <p>Meeting Electoral Register targets by end of 2002</p> <p>Meeting NLPG National targets by end of 2002</p>

**MAKING IT HAPPEN
THEME 5 – ORGANISATIONAL DEVELOPMENT
STRATEGIC SPONSOR - PAUL WALKER
CO-SPONSOR – RON DOWN
PORTFOLIO HOLDER - RESOURCES**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
5. Organisational Development								
5.1. Implement Single Status for those employees within the scope of the agreement	Ron Down	Provisional evaluation of 500 posts complete	Modernisation of posts, new pay structure and agreement on new contractual terms by 25 August 2002	Review of outcomes of Single Status project and identify learning points for future projects		BVPI 11a/11b BVPI 12 BVPI 4/15/16/17	Employees within the scope will be paid under the same pay system	Implementation of Single Status Scheme by 25 August 2002
5.2 Achieve Investors in People (IIP)	Sharon Allen	Send letter of commitment			Preliminary Assessment by the Learning Skills Council by January 2003		Having a well trained and developed workforce within a culture of improvements and achieving the IIP Award	IIP achieved June 2003
5.3 Managers Development Programme	Sharon Allen	 All Service Managers (3rd Tier) to attend programme					Service Managers behavioural competency framework established to help them prosper in the changing and challenging Local Government environment	

**MAKING IT HAPPEN
THEME 5 – ORGANISATIONAL DEVELOPMENT
STRATEGIC SPONSOR – PAUL WALKER
CO-SPONSOR – RON DOWN
PORTFOLIO HOLDER - RESOURCES**

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
5.4 Further Implementation of the Employment Information System Module 3	Ron Down		By July the new payroll system for monthly salaries in place. From August managers have access to the data on a read only basis	Managers able to access the system. Administrators able to input data directly			Managers to have access to accurate management information about their employees. Corporate reports will be automatically generated	
5.5 Introduce enhanced payroll system that will dovetail with Employment Information System	Anton Heyworth-Dunn	System introduced initially for salaries. Wages introduced in May	Ensure links with Single Status implementation				A fully integrated payroll system that links effectively with Employee Information Systems	
5.6 Introduce new Revenues and Benefits software	Anton Heyworth-Dunn	System introduced. Data transferred from existing system	Training for staff in use of new system. Integrate with in-house and Orchard systems	Input Housing Benefits Data System live October 1st			A fully integrated revenues and benefits management system	

**MAKING IT HAPPEN
THEME 6 – CORPORATE GOVERNANCE
STRATEGIC SPONSOR - PAUL WALKER
CO-SPONSOR – CHRISTINE FISHER
PORTFOLIO HOLDER - LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
6. Corporate Governance								
6.1. Develop Overview and understanding of Corporate Governance	Christine Fisher	Produce Local Code of Corporate Governance by April Undertake a light review of Corporate Governance	Identify key actions and agree implementation plan		Undertake light review and identify key priorities by February	Local Code produced Review complete	Local Code understood and owned by members of staff Ongoing review of progress and recognition of any further improvements	

**MAKING IT HAPPEN
THEME 7 - FINANCIAL MANAGEMENT
STRATEGIC SPONSOR – PAUL WALKER
CO-SPONSOR – RICHARD MICKLEWRIGHT
PORTFOLIO HOLDER - RESOURCES**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
7. Financial Management								
7.1 Develop Corporate Risk Management Strategy	Christine Fisher/ Richard Micklewright	Draft Strategy	Cabinet approval	Implement Risk Management Action Plan			Clear guidance and procedures to avoid unnecessary risk	
7.2 Develop Financial Regulations	Bob Miller/ Richard Micklewright	Revise Procurement Policy and authorisation on Limits	Complete all other financial action plan items				Financial Regulations and all other financial issues in the new Constitution fully aligned to new structures	
7.3 Implement 5 year Financial Budgeting and Planning Framework	David Kirk	New 5 year plan drafted and agreed by Cabinet	Complete Action Plan for Approved financial framework	Update plan for 03/04 Budget	→		Complete Action Plan linking 5 year financial planning to Service Plans	

**MAKING IT HAPPEN
THEME 7 - FINANCIAL MANAGEMENT
STRATEGIC SPONSOR – PAUL WALKER
CO-SPONSOR – RICHARD MICKLEWRIGHT
PORTFOLIO HOLDER - LEADER**

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
7.4 Treasury Management - critically examine Policy with a view to external fund management and longer term investments	Robbie File	Report current policy to Cabinet and confirm action taken	Discuss how action plan be delivered with chosen partner	Implement action plan with chosen partner			Maximise income available without increasing the risk to DBC	
7.5 Implement improved monthly and quarterly financial performance management reporting linked to appropriate Service Managers	Robbie File	Fully implemented within the constraints of existing systems			Review performance reporting		To achieve quick meaningful figures and summaries until a more comprehensive IT system is implemented	
7.6 Introduce new IT Systems at service level (see also Theme 4 - Making it Happen)	Graham Cox/Mark Haslam/ Dave Kirk	Implement payroll system	Dual run Revenues and Benefit Systems	Full use of Revenues and Benefits Systems		BVPI 8 /9 /10/ 77	3 key services will have migrated from mainframe on to modern systems	
7.7 Review of Fees and Charging Policy	Dave Kirk	Assess current position	Identify opportunities for changing charges	Present within budget options	Council to endorse any proposed changes	Number of changes in charges		

**MAKING IT HAPPEN
THEME 8 – PUBLIC PRIVATE PARTNERSHIP
STRATEGIC SPONSOR – PAUL SPENCER
CO-SPONSOR - PAUL WALKER
PORTFOLIO HOLDER - LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
8. PPP								
8.1 Implement a PPP for Support Services to:	Paul Spencer	<p>Complete access period</p> <p>Receive 3 completed bids</p> <p>Evaluate bids and select “preferred provider”</p>	Commence PPP contract	Monitor contract performance	→	<p>Contract started</p> <p>Clear timetables set for :</p> <ul style="list-style-type: none"> - Investment in ICT - Service Improvements - Savings 	<ul style="list-style-type: none"> - Achieve significant investment in ICT - Improve customer access to services - Set clear service improvement targets for all support services - Achieve at least 2% savings per year 	

MAKING IT HAPPEN
THEME 9 - CAPITAL STRATEGY AND ASSET MANAGEMENT
STRATEGIC SPONSOR – PAUL WALKER
CO-SPONSOR – RICHARD MICKLEWRIGHT
PORTFOLIO HOLDER - RESOURCES

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
9. Capital Strategy and Asset Management								
9.1 Finalise Capital Strategy Action Plan and revise strategy for 03/04	David Kirk	Develop corporate criteria for appraisal of all capital projects	Submit revised capital strategy to DTLR				Better alignment of capital programme to corporate priorities	Capital Strategy submitted by 1.07.02. Criteria for capital programme in place
9.2 Asset Management	Alan Gater	Establish corporate Prop Review process and agree priority programme Raise awareness amongst Service Managers	Begin Year 1 review programme	Develop guidance to integrate Prop Review process into BVR/Service Planning for 2003/4		BVPI 180a	Better rationale for capital/revenue investment in Council assets and/or realisation of assets to support capital programme	Programme of reviews in place and integrated into BVR/Service Planning process
9.3 Fleet Management Review	Alan Gater	Establish Review Group and agree Terms of Reference		Begin Review process Identify best practice on fleet management elsewhere	Complete review and incorporate into Review of Stores/Depots		Clearer specification of fleet requirement by service users. Decision of best approach to procurement of new fleet. Decision on future fleet maintenance arrangements	Completion of Review by Jan/Feb 2003


MAKING IT HAPPEN
THEME 9 - CAPITAL STRATEGY AND ASSET MANAGEMENT
STRATEGIC SPONSOR – PAUL WALKER
CO-SPONSOR – RICHARD MICKLEWRIGHT
PORTFOLIO HOLDER - RESOURCES

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
9.4 Review of Stores/Depots	Jan Hayes-Griffin	Review of stores throughput and turnover	Desktop physical feasibility study on merger of Cupid Green and Paradise sites	Clarify need for future of ELE site for waste strategy	Report on future of two sites and options for future delivery of stores service		Possible rationalisation of Depots and development of new stores service	Completion of review by March 2003

**MAKING IT HAPPEN
THEME 10 – INTERNAL AUDIT
STRATEGIC SPONSOR - PAUL WALKER
CO-SPONSOR - CHRISTINE FISHER
PORTFOLIO HOLDER - LEADER**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
10. Internal Audit Work Programme								
10.1 Deliver the 2002/03 Internal Audit Plan	Bob Miller	Completion of 23% of the Internal Audit Plan	Completion of 45% of the Internal Audit Plan	Completion of 68% of the Internal Audit Plan	Completion of 90% of the Internal Audit Plan	(Local I/A 01) The percentage of programmed audit projects completed within the financial year	The Council's Management Team can place reliance on their systems of control and any weaknesses found have been strengthened.	90% (2002/03)
10.2 Implement the re-focussed anti-fraud & corruption Prosecution Policy	Bob Miller	Punitive action, in accordance with the Prosecution Policy.	—————→			BVPI 76 (Local I/A 03) To prosecute, administer a penalty or to issue an official caution to persons defrauding the Council.	Fraud diminishes thereby freeing up public funds plus it acts as a deterrent to would-be fraudsters.	

**MAKING IT HAPPEN
THEME 10 – INTERNAL AUDIT
STRATEGIC SPONSOR - PAUL WALKER
CO-SPONSOR – BOB MILLER
PORTFOLIO HOLDER - LEADER**

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
10.3 Monitor the implementation of the External Auditor's recommendations as detailed in his Management Letter	Bob Miller	By the end of April an action plan will be agreed by the delegated officers	Quarterly progress report to the Economic & Corporate Overview & Scrutiny Committee			n/a	In the next Management Letter, the External Auditor reports that corrective actions have taken place in a timely manner.	n/a
10.4 Consider joint working with other local authority internal audit services.	Bob Miller	To carry out a baselining exercise which will include consultation with stakeholders	To review the outcomes to establish the feasibility of joint working	To submit a report to the Council's Corporate Management Team and E&C O&S Committee the proposals.	Depending upon the outcomes, to implement the recommendations for an effective date of 1st April 2003	n/a	To take advantage of joint working arrangements where feasible from the next financial year	n/a

**MAKING IT HAPPEN
THEME 11 - COMMUNICATIONS
STRATEGIC SPONSOR - CHRISTINE FISHER
CO-SPONSOR – MIKE BROWNE
PORTFOLIO HOLDER - LEADER**

		Tasks/Milestones						
Key Service Aim	Lead Officer	1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003	Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
11.1	Raise awareness of Council aims and achievements	Mike Browne	BVPP summary published		BVPIs & update on BVPP summary published		Awareness of achievements against commitments (check in Viewpoint)	As 2002/03 unless legislation changes
11.2	Raise awareness of new political structures	Mike Browne	Handbook	Digest & Press event	Digest & Press event	Digest Article	Check awareness in Viewpoint	Repeat subject to Councillor agreement of coms priorities for 2003/04
11.3	Contribution to E-Government (dependent on outcome of PPP)	Mike Browne	Update accuracy of site	Working Group		Re-launch site	Achieving IEG	Services on-line (see Service Plan)
11.4	Improve flow of information to and from staff	Sarah Scott	CMT/Staff Roadshow Team Talk launch	Suggestion Scheme			Benchmark perception in next staff survey	
11.5	Improve the quality and co-ordination of consultation and communication	Mike Browne		Training		Training	Check perception of coms and consultation quality in Viewpoint	
11.6	Create new Citizens Panel	Caroline Fitz-Gibbon		Create new Panel		Use Panel for Viewpoint survey	Robust Panel meeting/ DTLR criteria	Use Panel at least once

**MAKING IT HAPPEN
THEME 12 – CORPORATE PROCUREMENT
STRATEGIC SPONSOR – PAUL WALKER
CO-SPONSOR – PHILIP BINNS
PORTFOLIO HOLDER - RESOURCES**

Key Service Aim	Lead Officer	Tasks/Milestones				Performance Indicator (incl. Ref.)	Outcomes	Targets 2002/3 (2005 if necessary)
		1 st Quarter April-June 2002	2 nd Quarter July – September 2002	3 rd Quarter October – December 2002	4 th Quarter January – March 2003			
Corporate Procurement								
12.1 Identify key savings throughout the Council	Philip Binns	Produce action plan to achieve savings	Implement plan	—————→		Achieve £200,000 (minimum savings in all areas)	Increased profile and role of Corporate Procurement Unit	Project future savings
12.2 Review of Stores at DBC	Philip Binns	-	Report on stock turnover and related issues	Make recommendations	Receive feedback on recommendations		Efficiency improvements	Strategic Plan for DBC Stores
12.3 Procurement Standing Orders	Philip Binns	Produce new Standing Orders	Review of compliance	—————→	Review Standing Orders	Incidents of non-compliance	Full compliance to the Standing Orders	
12.4 Implement Electronic Tendering	Philip Binns	Introduce by 1st May European Community Requirement				100% uptake for DBC tendering	European Community Compliance	Continued European Community Compliance