

WHAT DOES THE COUNCIL PLAN TO DO NEXT?

Action Plans for 2003/04

In this section we set out the action plans for the 2003/04 that will not only contribute to the longer term priorities set out earlier in this document in “What is the Council is trying to achieve?”, but we also provide detailed plans of other aspects of service developments that we will undertake in our drive for continuous improvement.

The action plans establish key actions, associated milestones and performance measures that will be reported on a quarterly basis to Corporate Management Team and Cabinet.

The plans are presented under the key aims of the Council.

Key Priorities

The action plans include details of the work programmed to take place to achieve the long term priorities identified on Page 11 and onwards of this document. They are highlighted to ensure they are easily identifiable.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR PROSPERITY							
★COUNCIL PRIORITY★							
P1	Asset Management: Successful completion of the Riverside Development in 2005.	Alan Gater Ext.: 2349	Complete land acquisitions. Select and appoint main contractor. Agree and consult on work programme.	Commence main construction works. Approval of Pedestrian Planning Order (PPO).	Monitor construction programme. Start Phase 2 letting programme.	Ongoing	Revitalise Hemel Hempstead town centre.
P2	Develop support for new and existing businesses and encourage their involvement in local affairs.	Chris Haynes Ext.: 7405	Monitor targets in Community Plan. Establish Business Support Agency (WENTA). Create a care and retention package.	Visit businesses according to programme.	Establish Business Forum Visit businesses according to programme.	Assess whether businesses feel they are being heard. Prepare joint Action Plans with Business Support Agency.	Representation of businesses in decision-making of Local Strategic Partnership Increase number of businesses participating in Business Forum. Local delivery of start-up advice (target 200 pa). Survival rate of new businesses
P3	Establish a new direction for heritage and tourism.	David Wass Ext.: 7439	Approve policy statement. Agree new Service Level Agreement with Dacorum Heritage Trust.		Assess the value of tourism to the local economy	Prepare Heritage & Tourism Action Plan.	Promote the Borough of Dacorum to visitors and residents.
P4	Establish a new direction for Town Centre Management.	Amanda Kentish Ext.: 7434	Commence partnerships in each town centre. Agree Action Plans.		With the Countryside Agency, complete Health Checks in Berkhamsted and Tring.	Review action and prepare new Action Plan.	Improve town centres service and increase customer satisfaction levels so that the majority are good or very good.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR THE FUTURE							
★COUNCIL PRIORITY★							
F1	Waste Strategy: Introduce Option 3 Quick, our new waste and recyclables collection scheme ensuring our services meet the highest environmental standards.	Brian Scott Ext.: 2355	Roll out in Apsley (part), Boxmoor (part), Bovingdon, Chaulden (part), Chipperfield, Felden & Kings Langley. Gain accreditation of ISO 14001	Roll out in Apsley (part), Bennetts End, Corner Hall, Leverstock Green & Nash Mills	Roll out in Boxmoor (part), Chaulden (part), Fields End, Gadebridge, Hemel Central and Warners End.	Roll out in Aldbury, Long Marston, Tring (East/West/Centre) & Wiggington	Increase target for domestic waste recycled from 12.5% in 2002/03 to 16.5% in 2003/04 to meet the target of the National Waste Strategy and Waste Strategy for Hertfordshire of 25% in 2005/2006. Gain accreditation to International Environmental Standard ISO 14001. Accreditation will support the requirements of our waste management licence. <i>BVPI 82 a & b, 86, 199, 84, 91</i>
F2	Increase satisfaction with street cleansing performance.	Brian Scott Ext.: 2355	Review operational methods	Report to Members with recommendations	Implement changes approved by Members		Increase satisfaction rates from 22% 2002/03 to 30% 2003/04. <i>BVPI 89</i>
F3	Reduce the amount of fly tipping.	Brian Scott Ext.: 2355	Introduce use of covert cameras to deter fly tipping.				Prosecution of illegal fly tippers. Average time to remove reported fly tips reduced from 1.9 working days in 02/03 to 1.5 03/04.
F4	Abandoned Vehicles.	Brian Scott Ext.: 2355		Work with the Police/DVLA to remove abandoned, untaxed and dangerous vehicles.			Average time to remove an abandoned vehicle will be 15 working days.
F5	Improve the proactive and sustainable management of the Council's landscaped areas (for the benefit of the community and the natural environment.)	Peter Snow Ext.: 2498	Best Value Review Improvement plan incorporated into service programme.	Complete appraisal of investment options for LHGC. (1)	Complete review of the Central Nursery. (2)	Pilot the creation of a local landscape management plan for the Area Working pilot in Grovehill. (3)	1- Member decision on investment in Little Hay Golf Course. 2- Member decision on the future of the Central Nursery. 3- Local Landscape Management Plan agreed with local community.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR THE FUTURE (CONTINUED...)							
F6	Local Plan/Local Development Framework: Respond to the Inspector's Report and adopt the Local Plan. Prepare for the replacement Local Development Framework.	Richard Blackburn Ext.: 2584	Respond to Inspector's Report.	Publish documents and invite representations Establish a timetable and targets.	Respond to Modifications. Establish a timetable for adoption.	Proceed to adopt Local Plan or prepare for inquiry.	SPR is being overtaken by preparation of a new Regional Spatial Strategy. The EIP has been postponed. Joint and other working commitments will be governed by Strategic countywide and regional needs, to which the Council must respond. The current programme is to contribute to the RSS for its possible publication. <i>BVPI 188, 200</i>
F7	Structure Plan Review.	Richard Blackburn Ext.: 2584	Respond to Structure Plan Deposit consultation	Meet joint working and other targets for the remainder of the year.			To engage in the Structure Plan review to achieve the correct strategic planning framework for Dacorum to 2016.
F8	Development Control – Continually improve performance to meet Government targets.	David Noble Ext.: 2580	Continue upward trend in performance.	Continue upward trend in performance.	Continue upward trend in performance.	Continue upward trend in performance.	Overall performance improvement on 2002/03 to meet/exceed government targets. <i>BVPI 106, 109a,b,c, 111, 179</i>
F9	Enforcement Review – Explore potential for a cross cutting review / joint working opportunities for Council enforcement services.	Graham Winwright Ext.: 2583		Scope review workshop	Agreed project plan for review	Implement targets from project plan	Move towards a fully integrated enforcement service for all Council functions, including Planning, Building Control, Environmental Health.
F10	Car Parking: Implement a new parking strategy for Dacorum.	Brian Scott Ext.: 2355	Consider objections to Traffic Orders. Submit application for SPA (Special Parking Area)	Successful SPA application.	Implement Council run parking enforcement, car park charges and residents parking areas.	Monitor performance of new parking regime. Meet financial targets.	Successful implementation of parking scheme by October 2003.
F11	Building Control – Establish better methods of measuring our performance.	John Gavin Ext.: 2578	Draw up revised set of PIs to accurately reflect the cost effectiveness of the service.	Increase work in progress inspected within 6 weeks from 40% to 60%	Increase work in progress inspected within 3 months from 64% to 80%	Application and income per Officer to be in the top quartile of the benchmarking club	Improve performance and efficiency by reducing unit costs and increasing PI performance.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR LIVING							
L1	Bring about greater sensitivity and response to local areas in Dacorum	Ifor Jones Ext.: 2496	Commence two area working pilots Rural and Urban.		Review of pilot schemes – outcomes.	Paper to Cabinet with initial assessment of pilots and strategy for future of Area Working	Number of people in the Pilot areas who feel their priorities have been tackled positively. Number of people who have the opportunity to be involved in a local forum.
L2	To provide a high quality inclusive sports service that is sustainable economically in the long term	Sue Kinghorn Ext.: 2796		Council decision on the transfer to Trust status and agree start date.			Maintain customer satisfaction ratings at present levels and then increase by 5% in 2004/5. Reduction in running costs while maintaining service levels and quality.
L3	Improve the quality of life through care, play and youth services for Children and Young People working with partner organisations	Val Ansell Ext.: 2611	Develop a Children and Young People's Partnership.	Scope Best Value Review.	Launch Partnership Agreement.	Complete Best Value review.	Increase the provision of care places from 12,000 to 14,600. To increase attendance at Adventure Playgrounds for open access play from 83,000 sessions to 85,000. Increase Youth opportunities from 3,000 to 4,000 attendance's.
L4	Enable and support vulnerable people to live independently through the provision of high quality care services	Brian Trainor Ext.: 2783	Implement Best Value Review Improvement plan.	Develop with members a clear position vs. returning people to independent living. (1)	Develop marketing strategy for promoting volunteering. (2)	Report outcomes of implementing the Imp. Plan.	1 - Enable more vulnerable people to live independently. 2 - Increase opportunities to volunteer and support the community.
L5	To clarify and commit to the proposals for a new arts venue and continue to provide a high quality sustainable Arts and Entertainment service in the Borough	Sara Railson Ext.: 2093	Launch the Arts & Entertainment Strategy. (1) Commence Best Value Review. (2)	Prepare options appraisal for new venue and clarify funding issues. (3)		Review outcomes arising from implementation of Strategy. (1) Complete Best Value Review and Imp. Plan. (2)	1. and 2. Set baseline for monitoring success of the Strategy in meeting customer needs and future options for service delivery. 3. Clear Council direction and commitment at the highest level to the proposal for a new arts venue.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR LIVING (CONTINUED...)							
L6	Implement the Cultural Strategy	Sue Kinghorn Ext.: 2796	Set up arrangements for monitoring action plans.		Conduct stakeholder consultation on outcomes of Strategy.	Review outcomes of Strategy and revise action plans.	Baseline measures in place to measure: Increased participation by all sectors of the community in cultural activities. Improving the range and quality of cultural services and activities. <i>BVPI 114</i>
L7	Health – ensure that the public's views are heard in the review of acute service	Hilary Mitchell Ext.: 2344	Agree response to statutory consultation	Establish Scrutiny of Health Service		Review of health Scrutiny Management	Responses made to health bodies during the year
FOR EVERYONE							
★COUNCIL PRIORITY★							
E1	Improve services for existing Council tenants	Colin Farrar Ext.: 2427	Develop revised HRA Business Plan Agree Long term Maintenance Strategy	Implement changes to reduce void turnaround times. (1) Develop and introduce strategic partnership for planned and cyclical maintenance work. (2)	Agree and implement the Sheltered Housing Best Value Review. (3) Undertake options appraisal on future management of Council's Housing Stock. (4)	Evaluate Choice based lettings pilot. (5) Completed work programme to bring all current non-decent homes up to standard. (2)	<ol style="list-style-type: none"> 1- Maximise availability of affordable housing to tenants by reduction in void turn around times to 25 days. 2- 100% of Dwellings meet decent homes standard. 3- Tenants will have fairer, more consistent level of services across all elderly persons dwellings in the Borough and a service that is sustainable economically in the long term. 4- Clear Long term plan for future management of the Council's Housing stock. 5- Customer satisfaction with improved choice of dwellings to be evaluated post pilot, and rates of transfers to be monitored to assess impact year on year .

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR EVERYONE							
E2	Develop the Strategic Housing functions of the Council	Colin Farrar Ext.: 2427	Commission Housing Needs Survey. (1) Agree Homeless Strategy and implementation. (2) Begin extended opening of Dacorum Emergency Night Shelter (DENS). (2)	Develop and publish robust Housing Strategy.	Complete Housing needs survey. (1)		1- Baseline of housing needs identified and targets set for Affordable Housing – Key Worker Housing – Special Needs housing. 2- Improvements to time taken to accommodate homeless people and maintain this within 30 days guidance. and to the service overall. DENS extended opening from temporary service (Dec – March) to permanent 52 week service. 3- Achieved target of 100 new affordable dwellings. BVPI 62-66a,74-75,174, 175,177, 183-185
Ongoing work on affordable housing. (3)							
E3	Community Safety	Catherine Symes Ext.: 2782	Undertake an audit of Community safety activity at DBC. Identify gaps in service.	Crime and Disorder Plan in place.	Compile a quarterly report on all aspects of community safety.	Compile a quarterly report on all aspects of community safety.	<i>BVPI 126, 127, 128</i>
E4	To promote social inclusion and community cohesion across Dacorum.	Ifor Jones Ext.: 2496	Develop Social Inclusion project in Area Working Pilots to test partnership approach. (1)	Develop partnership structure through conference. (1)	Evaluate social inclusion pilots and agree strategy at Cabinet and LSP. (2)		1. Ongoing Social Inclusion Partnership established. 2. Local Social Inclusion priorities identified and monitoring arrangements in place to measure impact. <i>BVPI 156, 164</i>

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
FOR EVERYONE (CONTINUED...)							
E5	Enable and support residents to help one another and to be active in their local communities	Ifor Jones Ext.: 2496	Complete Best Value Review of Community Involvement		Implement Improvement Plan	Set key performance indicators and collect baseline data to enable monitoring of strategy impact.	Provide an increased no. of community activities. Empower people through local training and capacity building to access employment opportunities. % of adults surveyed who feel they can influence decisions affecting their local area. Increase the no. of volunteers and volunteering opportunities across the Borough.
E6	Equalities : Attain Level 1 of the Equality Standard for Local Government	Christine Joseph Ext.: 2258	Produce a corporate Level 1 service equality audit and assessment framework	Conduct service policy and practice assessments	Conduct service policy and practice assessments	Corporate Review of Council performance against the requirements of Level 1	Attain Level 1 by the end of 2003/4 <i>BVPI 2</i>
E7	Implement the Race Relations (Amendment) Act 2000	Christine Joseph Ext.: 2258	Produce three year programme of service racial equality reviews and assessments	Develop racial equality assessment framework	Implement Year 1 programme of service racial equality audits and assessments	Implement Year 1 programme of service racial equality audits and assessments	Year 1 service racial equality audits completed

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
MAKING IT HAPPEN							
★COUNCIL PRIORITY★							
M1	In conjunction with key partners, to develop a new Civic Zone, comprising: <ul style="list-style-type: none"> - Integrated Public Service Centre - Arts and Entertainment Centre, Library and College of Further Education - Health Zone - Office accommodation 	Jan Hayes-Griffin / David Wass Ext.: 2352 / 7439	Public consultation on concept and potential sites.	Develop Business Case. Establish partnership board and secure partnership agreement.	Detailed feasibility study complete. Procurement route agreed.	Finalise design and development brief.	Jointly agreed development brief and partner commitment secured.
M2	To continue working towards meeting the national E-Government targets, primarily through: <ul style="list-style-type: none"> • Transforming customer access which will include implementing CRM technologies and improved voice facilities. • Working with all Hertfordshire districts and the County Council to implement a Community Portal for Hertfordshire. • Introduction of a new Financial Management System. • Introduce Land and Property Database in support of National Infrastructure Projects. • Expansion of Electronic Document management Store(EDMS) System. 	Paul Spencer Ext.: 2585	Investigate Customer Relationship Management (CRM) systems and software. Assist in drawing up specification for Community Portal project. Investigate new FM system.	Prepare IEG3 statement Procure CRM software and systems Determine elements of project most relevant to Dacorum Select FM system and begin to plan implementation	Submit IEG3 statement Implement, monitor and maintain CRM software and systems ahead of phase 2 roll-out. Implement software and standards Continue implementation of FMS	Support roll out of CRM software and systems to additional services Training and go live on new FMS	Positive judgement from ODPM, and award of capital grant (if available). Significant improvement in how easily our customers can access Council services. BVPI 157 target improvement from 47% (2003/03) to 75% in 2004/05. Better financial control systems, and improved financial monitoring information for managers.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
MAKING IT HAPPEN							
★COUNCIL PRIORITY★							
M3	Increase the opportunities for conducting business electronically by expanding the web-site	Louise Oughton Ext.: 2507	Review Website with Web Development group. Develop Action Plan to map way forward.	Monitor Action Plan progress. Publish guidelines and put quality control mechanisms in place.	Monitor Action Plan progress.	Review for 2004/05 Residents Handbook. Monitor Action Plan progress.	Increase awareness and adherence to publishing guidance. Network of publishers and editors in place. Increased use of DBC website.
M4	Finance and Managing Down the Budget	Richard Micklewright Ext.: 2979	Establish Members overall priorities Establish budget parameters and guidance for 2004/05 budgets	Clearly publish budget strategy Produce detailed 3 year budgets in line with Member priorities.	→	Finalise budget and issue Council, Council tax demands	<i>Council has a clear budget strategy, is able to spend within its means, and is focussing resources on the main priorities of the local community.</i> BVPI 8, 9, 10, 76, 78a, 78b, 78c, 79a, 79b, 86, (87), 107 All fees and charges to be in top quartile from 1 April 2004.
			Carry out review of fees and charges. Carry out review of unused/ underused budgets.	Subject to availability, trial Zero Based Budgeting process on area(s) selected by CMT/ Members	Subject to resource availability, trial Value for Money study for area(s) selected by CMT/ Members	→	
M5	To progress the Council's Community Planning role by enabling and supporting the Local Strategic Partnership.	Christine Fisher Ext.: 2333	Community Plan reviewed and updated. Establish key targets for each theme.	Programme to strengthen '2 nd tier' partnerships for theme areas and assess LSP membership.	Introduce performance management system to monitor delivery of themes.	Conference to review outcomes in line with the vision. Draft Community Plan 2004 onwards, to consultation.	Report on the number and range of initiatives developed by the LSP that make a difference to local communities. <i>BVPI 1</i>
			LSP – Special Projects Work – Action against Drugs; Area Working ; Corporate Responsibility (business) and DENS.				

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
MAKING IT HAPPEN (CONTINUED...)							
M6	Asset Management	Alan Gater Ext.: 2349	Review and reprioritise Property Review Programme	Complete condition surveys. Submit annual PIs to ODPM	Continue with revised property reviews	Assess findings to date with view to possible outcomes	Property needs in relation to delivery of various services <i>BV180</i>
M7	Implement new responsibility for alcohol licensing.	John Clarke Ext.: 2480	Consultation and Policy development. Explore opportunities for joint working with neighbouring local authorities.	Consultation and Policy development.	Finalise Policy and consider recruitment of staff.	Proposed start date for new responsibilities.	Implement new strategy under Licensing Act. Implement joint working strategy.
M8	Capital Strategy	Richard Micklewright Ext.: 2979	Commence review of Capital Strategy and, if appropriate, revision process	Conclude review/revision process and submit to ODPM by 31 st July 2003	Recommend capital strategy to Cabinet and Council for 2004-2005.		Positive judgement from ODPM. Clear capital programme, which matches the Councils overall priorities.
M9	Residents Survey	Caroline Fitz-Gibbon Ext.: 2504		Questions finalised. Mailing List prepared.	ODPM fieldwork takes place. Action plans developed.	Action plans monitored.	<i>BVPI 3, 4, 80, 89, 90, 119</i>
M10	Review of Corporate Management Team	Paul Walker Ext.: 2213	To Be Agreed				
M11	Communication & Consultation	Louise Oughton Ext.: 2507	Develop Communication Strategy. Re-launch Corporate Style Manual. Review Communications guidance and support for 04/05 Service Planning. Develop Citizens Panel to be more representative.	Implement Strategy. Review Communications Role. Run Communications Training.			

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
MAKING IT HAPPEN (CONTINUED...)							
M12	To review the future operational needs of the Council's depots and the possibility of rationalising sites/merging Cupid Green and Paradise depots.	Jan Hayes-Griffin Ext.: 2353	Assess future needs/current issues and feasibility study.	Staff and union consultation.	Project plan for implementation agreed.	Phase 1 implemented from March 2004.	Clear strategy for future needs, merged site provision and disposal of redundant site.
M13	Constitutional Review	Steve Baker Ext.: 2229	Update Constitution and circulate to relevant Officers and Members. Consult on operation of the Constitution since last review in May 2002	Report to Cabinet with results of the consultation. Cabinet to decide whether to recommend any proposals for change to the Council	Full Council to consider Cabinet's proposals (if any). Implement changes (if any) to the Constitution →		Council has an updated Constitution that operates to ensure that the aims and principles of the Council are given full effect.
M14	Ethics	Steve Baker Ext.: 2229	Update public register of Members' interests. Arrange training session on Code of Conduct and arrange further training as required. Report to Council on appointment of independent members to Standards Committee Monitor operation of the Code of Conduct. Provide information/ advice to Councillors on standards issues			→ → →	Every Councillor has received opportunity for training on Standards and is updated on Standards issues. Councillors have registered their interests. Operation of the Code of Conduct is monitored to ensure that it is being complied with.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
MAKING IT HAPPEN (CONTINUED...)							
M15	Organisational Development Strategy	Jan Hayes-Griffin Ext.: 2353	Establish OD Group	Draft strategy and agree actions and timescale	Monitor short-term action as part of CPA preparations		OD strategy in place and supporting management of change across the organisation.
M16	Risk Management	Christine Fisher ext 2500	Develop the Leadership Role	Create training programme & communications strategy	First draft risk plans	Final plus corporate plan produced.	Increased ownership and accountability of risk management.
M17	Successful Elections	Michelle Evans-Riches Ext.: 2633	Review processes regarding elections.	Report to Cabinet with Improvement Plan.	Seek alternative locations for polling stations.	Plan for European elections.	Modify processes to improve service.
M18	Corporate Procurement: improve the governance of procurement activity and start to move away from operational contract management to focus on strategic sourcing	Philip Binns Ext.: 2215	Prepare draft report on rules, regulations and procedures governing DBC procurement. Identify key category task groups to consolidate spends. Assess specialist procurement operations	Consult with CMT Consult with CMT and launch new task groups Consult with staff and users	Launch new regulations Task groups to submit their proposals to CMT Report results of consultation	Monitor and enforce new regulations Task groups to commence regular meetings and develop improvement plans Commence writing proposals for 2003/4	New Rules and regulations inter-linked with SLA's. User Task Groups will lead to cost reductions and efficiency improvements; reduced maverick spend. Concentration on key strategic procurement; less time spent on administrative tasks
M19	Achieve Investors in People Accreditation	Sharon Allen Ext.: 2109	Ensure all staff have had an appraisal. Continue raising awareness of IiP Council wide	Continue raising awareness and promoting IiP. Prepare for on-site assessment	Manage the on-site assessment and implement an improvement plan following feedback from assessors	Monitor and continue to implement improvement plan	Council successfully achieves Investors in People accreditation BVPI 11a,b,12, 14, 15,16, 17
M20	Members - Development Programme - Member Services	Jan Hayes-Griffin Ext.: 2353 Michelle Evans-Riches Ext.: 2633	Establish Member programme for roll-out over the year. Draft Consultation on agendas	Training on-going. Implement Consultation.	Training ongoing Report findings to HOS / members	Training on-going Implement changes	Programme delivered as scheduled. Increased take-up of training by members. Core programme attended by all members. To improve agenda quality.

Ref.	Action / Improvement	Lead Officer	Tasks / Milestones				Performance Indicator / Outcome
			1 st Quarter April – June 2003	2 nd Quarter July – Sept. 2003	3 rd Quarter Oct – Dec 2003	4 th Quarter Jan – March 2004	
MAKING IT HAPPEN (CONTINUED...)							
M21	Management Development Programme	Sharon Allen Ext.: 2109	Up to 4 th tier programme complete by June 30th	Evaluation to take place and new programme to be agreed by CMT and Heads of Service	Implement new programme	→	Improved staff capacity to respond to national modernisation agenda. Improved staff understanding of change agenda (to be demonstrated through staff attitude survey).
M22	Best Value, Service and Financial Planning & Performance Management	Hilary Mitchell Ext.: 2344	Review corporate frameworks and reissue guidance	Offer training and support to services in using processes	Draft service and financial plans produced early December	BVPP produced by 31 March 2004	Revised guidance produced; BVPP and summary published by 31 March 2004; quarterly reports produced.
M23	Best Value Review Programme	Hilary Mitchell Ext.: 2344	Revised programme agreed and 2003/04 reviews started	Programme reconsidered in the light of the CPA assessment; BV progress reported	BV progress reported	BV progress reported	BV review Programme published and progresses reported.
M24	Comprehensive Performance Assessment – prepare for assessment by	Hilary Mitchell Ext.: 2344	Complete self-assessment according to new guidance.	Consultation on self-assessment.	Prepare for onsite assessment.	Following onsite assessment, respond to report and develop improvement plan.	Assessment at “fair” or better; improvement plan produced.