

Delivery plan

Theme				Goal			
Leisure & Environment				Clean and safe streets and public places with the Council maintaining and enforcing high standards of cleanliness throughout the borough.			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
<p>1. Deliver a proactive legal advice and support service and for cases involving anti-social behaviour by:</p> <ul style="list-style-type: none"> • Making general legal advice, guidance notes and case law analysis available on the Intranet • Undertaking work to meet the targets set out in the Risk Management directorate's customer service standards • Providing support and ideas for dealing with anti-social behaviour through legal processes in more innovative ways. 	Head of Legal Services	Apr 07	Mar 08				RM3 RM4 RM5
<p>2. Develop and deliver responsive legal advice and action to support the enforcement activities of the new Street Management Team by agreeing internal protocols and performance measures with clients and meeting these targets.</p>	Head of Legal Services	Apr 07	Apr 08				RM3 RM4 RM5
<p>3. To support the completion of the service level agreement for the decriminalised parking enforcement arrangements by providing responsive legal advice.</p>	Head of Legal Services	Apr 07	Apr 08				RM5

Theme				Goal			
Leisure & Environment				A sustainable Borough which minimises waste and increases recycling			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
I. Support the design and tendering of a new waste and recycling service by providing informed and timely legal advice.	Head of Legal Services	tbc	tbc				RM5

Theme				Goal			
Housing & Health				High performance on housing repairs and rent collection and secure at least a 2 star rating for our Housing Service			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Through the implementation of the Improved Performance Management project, set up and maintain support for Housing in identifying and monitoring performance information against indicators and customer standards, benchmarking activity against other organisations and identifying improvements and efficiency savings.	Director of Risk Management	Apr 07	Mar 08				To be monitored against project milestones.
2. Continue to improve legal support service response times in respect of contested rent arrears, possession, sundry debts and legal advice services in support of the housing management function.	Head of Legal Services	Apr 07	Mar 08				RM3 RM4 RM5
3. Provide or procure specialist legal advice to support the creation of the ALMO	Head of Legal Services	Dec 06	July 07				RM3 RM5

Theme				Goal			
Development & Regeneration				Sustain Charnwood's economy by ensuring that the Borough remains attractive to investors and residents alike through the conservation and enhancement of the natural and built environment and promoting excellence in design and public art.			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Produce and negotiate with developers Section 106 agreements to support the delivery of balanced communities and promotion of community cohesion.	Head of Legal Services	Apr 07	Mar 08				RM3
2. Provide a conveyancing service to support the disposal and purchase of land by the Council.	Head of Legal Services	Apr 07	Mar 08				RM3
3. Continue to improve the delivery of Legal support to the Development Control Service by implementing and monitoring new means of delivery agreed with the client either through internal or external provision or a combination of both.	Head of Legal Services	Apr 07	Mar 08				RM2 RM3 RM4 RM5

Theme				Goal			
Development & Regeneration				Promote Loughborough as a sub regional centre and a magnet for high skilled employment and investment			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
I. Provide or procure ongoing specialist legal advice to support key regeneration projects such as: <ul style="list-style-type: none"> • Loughborough Eastern Gateway • Dishley Grange • Baxter Gate redevelopment • Loughborough Inner Relief Road (to be funded as part of the costs of each project).	Head of Legal Services	Apr 07	Mar 08				RM3

Theme			Goal				
Customers & Partners			Improve customer satisfaction from the people who receive our services through thoroughly understanding their requirements and involving them in service improvement				
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Provide complete and timely responses to complaints made to the Local Government Ombudsman through utilising the Council's Customer Relationship Management software to monitor the progress of responses and providing guidance to staff on the Ombudsman's requirements where necessary.	Standards and Monitoring Support Officer	Apr 07	Mar 08				Key RM 12
2. Respond to requests for information under the Freedom of Information Act 2000 within 20 working days and subject access requests under the Data Protection Act 1998 within 40 days to comply with statutory timescales. Provide training and guidance to Council staff on Data Protection and Freedom of Information issues where necessary.	Standards and Monitoring Support Officer	Apr 07	Mar 08				Key RM 13 Key RM 14 Key RM new 3
3. Establish arrangements for implementing new statutory powers for the local sifting and investigation of complaints about members' conduct including exploring opportunities for sharing resources with other authorities.	Standards and Monitoring Support Officer	Jan 06	Mar 08				none
4. Incorporate customer service standards into Directorate Scorecards and develop a system for monitoring performance against these and advising Directorates on addressing any issues identified in achieving the standards.	Head of Performance and Audit	Jan 07	Mar 07				PA 9

Theme				Goal			
Customers & Partners				Improve customer satisfaction from the people who receive our services through thoroughly understanding their requirements and involving them in service improvement			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
5. Develop a customer-focused proactive insurance and risk management service to meet the needs of customers by: <ul style="list-style-type: none"> • Agreeing internal and external insurance service standards and establishing measurement and monitoring arrangements to ensure these are met; • Establishing, implementing and monitoring protocols and procedures for providing insurance and risk advice to services; • Making general insurance information, policy details, guidance notes and risk management advice available on the intranet and web 	Head of Performance and Audit	Jan 07	Apr 07				PA10 PA11
		Apr 07	Nov 07				
		Jan 07	Mar 08				
6. Delivering more flexible and responsive legal services to enable Directorates to meet customer expectations by carrying out training and development of staff to enable them to fulfil their new roles following the implementation of the restructure.	Head of Legal Services	Jan 07	Aug 07				RM3
7. Provide better information on case progress to enable client directorates to meet customer expectations by developing monthly reports to Directorates showing progress on legal cases.	Head of Legal Services	Apr 07	July 07				RM3

Theme				Goal			
Customers & Partners				Promote community cohesion through a common vision and a sense of belonging for all our communities, the elimination of unlawful discrimination and the promotion of equal opportunities.			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
I. Develop the provision of legal support for the Licensing function to meet the new statutory requirements and in line with the arrangements already established by the client department to manage the licensing function, either through internal or external provision or a combination of both.	Head of Legal Services	Apr 07	Mar 08				RM 3 RM 5

Theme			Goal				
Customers & Partners			Revitalised local democracy and effective community engagement across the Borough				
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Provide a continuing programme of support on standards issues for parish and town councils to ensure high standards of conduct and confidence in local democracy through provision of advice to Clerks, publication of guidance on general issues of concern and a programme of visits to councils where this is requested by the parish or town council or recommended by the Standards Committee.	Standards and Monitoring Support Officer	Apr 07	Mar 08				Key RM 16 Key RM 7 Key RM new 2 Key RM new 4
2. Provide an ongoing programme of training and advice for officers and members, including those from parish councils on ethical standards issues and to take account of new members following the May 2007 elections.	Standards and Monitoring Support Officer	Apr 07	Mar 08				Key RM 7 Key RM 15 Key RM 16 Key RM new 1 Key RM new 3
3. Provide support, training and guidance to members and parish and town councils on the revised Members' Code of Conduct due for publication in 2007/8.	Standards and Monitoring Support Officer	Apr 07	Mar 08				Key RM new 2 Key RM new 4
4. Undertake an annual review of the Council's Constitution to ensure it is appropriate to the effective operation of the Council and reflects legal requirements and best practice.	Standards and Monitoring Support Officer	Jun 07	Nov 07				none

Theme				Goal			
Customers & Partners				Deliver shared outcomes for the community through business like arrangements with partners in county wide Local Area Agreements and the Charnwood Community Strategy Delivery Plan			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Through the implementation of the Improved Performance Management project, establish and maintain monitoring mechanisms for recording performance information required as part of the Local Area Agreement.	Head of Performance and Audit	Tbc	Tbc				To be monitored against project milestones.
2. Develop guidance and provide support in respect of governance issues relating to partnership working and the monitoring of performance and risks in relation to those partnerships.	Head of Performance and Audit	Apr 07	Sept 07				PA 9

Theme				Goal			
Learning & Innovation				Develop innovative ways of delivering services and information to the public and harness new technology to improve the way we conduct our business			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Maintain an up to date record of publicly available information through the Council's Publication Scheme and information asset register.	Standards and Monitoring Support Officer	Apr 07	Mar 08				none
2. Establish a framework to secure the efficient allocation of requests for legal work, including work to be undertaken by external legal advisers.	Head of Legal Services	Apr 07	Jun 08				RM3 RM 5

Theme				Goal			
Efficiency & Effectiveness				Become an 'Excellent Council' by continually improving the way we do business, setting challenging but realistic targets and effectively monitoring their performance			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
<p>1. Develop the authority's performance management framework and enable managers to focus and prioritise activity, measure performance and demonstrate continued improvement by:</p> <ul style="list-style-type: none"> • Further developing quarterly Directorate performance meetings, to identify areas for improvement and areas of concern and assisting in developing and monitoring of action plans to address concerns; • Ensuring that mechanisms are in place to enable the authority to demonstrate significant evidence of improvement for Comprehensive Performance Assessment re-categorisation. 	Head of Performance and Audit	Apr 07	Mar 08				PA1 PA2 PA3 PA4 To be monitored against project milestones.
<p>2. Develop the authority's risk management framework by:</p> <ul style="list-style-type: none"> • Embedding the operational aspects of the Assurance Framework to ensure risk management is part of day to day activities of the authority; • Through delivery of the annual Internal Audit and Performance Review programmes provide assurance over the adequacy and appropriateness of the countermeasures in place to manage the Council's risks. 	Head of Performance and Audit	Apr 07	Mar 08				PA7 PA8

Theme				Goal			
Efficiency & Effectiveness				Become an 'Excellent Council' by continually improving the way we do business, setting challenging but realistic targets and effectively monitoring their performance			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
3. Develop robust arrangements across the authority to meet Audit Commission requirements for quality of data used to generate performance information by: <ul style="list-style-type: none"> Producing a data quality policy and procedure notes; Establishing specialist support within the Performance and Audit team to provide guidance, information, training and support in relation to the generation of performance information and data quality issues; Undertaking an on-going risk based programme of data quality verification work. 	Head of Performance and Audit	Jan 07	Apr 07				PA3
		Jan 07	Apr 07				
		Apr 07	Mar 08				

Theme				Goal			
Efficiency & Effectiveness				Deliver value for money on all Council services			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
1. Develop an integrated programme of internal audit work and performance reviews to address: <ul style="list-style-type: none"> • Strategic and operational risks • Efficiency savings and performance improvement • Improved Value for Money 	Head of Performance and Audit	Jan 08	Mar 08				PA5 PA6 PA7 PA8
2. Ensure mechanisms are in place to achieve level 4 for Value for Money in the Use of Resources assessment by 2008/9.	Head of Performance and Audit	Apr 07	Dec 07				PA5
3. Introduce more effective arrangements for monitoring the implementation of recommendations from audit and performance reviews and assessing the level of identified savings that are realised.	Head of Performance and Audit	Sep 06	Jun 07				PA8

Theme				Goal			
Efficiency & Effectiveness				Deliver Key Projects on time and within budget			
Task	Responsibility	Start	Finish	Service Pressures (£000)			Performance measures
				07/8	08/9	09/10	
I. Undertake a programme of independent post-implementation reviews for key projects where concerns have been expressed or learning points identified to ensure objectives are met and benefits realised.	Head of Performance & Audit	Apr 07	Mar 08				PA7 PA8