

CORPORATE IMPROVEMENT BOARD

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Monday, 10 September 2007

Time: 10.00 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Minutes of the previous meeting held on 14th May, 2007 (herewith) (Pages 1 - 4)
4. Matters Arising.
5. Performance Clinics (report herewith) (Pages 5 - 15)
6. Corporate Improvement Plan (report herewith) (Pages 16 - 49)
7. CPA Director of Travel (Matt Gladstone to report)
8. Terms of Reference (Matt Gladstone to report)

CORPORATE IMPROVEMENT BOARD
Monday, 14th May, 2007

Present:- Councillor Sharman (in the Chair); Councillors Wardle and Wyatt.

43. MINUTES OF THE PREVIOUS MEETING HELD ON 12TH MARCH, 2007

Resolved:- That the minutes of the meeting held on 12th March, 2007 be approved as a correct record.

44. MATTERS ARISING

With regard to Minute No. 41 (Links with Our Future Work), it was noted that the recommendations from the Our Future groups were being pulled together. Some of the Our Future groups would continue to meet. It was also noted that mini project groups were likely to be established.

45. CHILDREN'S ANNUAL PERFORMANCE ASSESSMENT (APA)

Deborah Johnson, Performance and Quality Officer, reported briefly on the latest position in respect of the above. It was noted that this was the third year of this type of assessment but the goalposts had again changed with changing guidelines.

Deborah outlined the requirements of the assessment and indicated that options were being considered on how best to evidence the information. It was proposed to continue with the self assessment to assist with the evidence.

A full APA would be submitted, together with a refresh of the Plan.

Deborah outlined the work this year of the Performance Team and the pooling of additional information for the assessment. The focus was on last year's JAR and developments therefrom.

It was noted that the self assessment had to be submitted by 14th June, 2007 and that the APA meeting would take place at the beginning of October, 2007 to check if we had scored ourselves correctly.

A final version would be submitted to Corporate Management Team.

Resolved:- (1) That the information be received.

(2) That a summary of the submission be made available for Members.

46. CORPORATE IMPROVEMENT PLAN

Lorna Kelly, Corporate Improvement Manager, presented briefly the submitted draft Plan indicating that the Plan was to be submitted to

Corporate Management Team in a fortnight then to Cabinet on 6th June, 2007.

It was noted that information was still awaited in respect of Workforce Strategy, Workforce Development and Working in Partnership – Older People.

Discussion and a question and answer session ensued and the following issues were covered :-

- Rural Strategy
- KLOE's
- improving partnership performance
- Procurement issues e.g. BVPI 8
- Local Code of Governance
- Council Tax collection by direct debit
- access to services on the Web
- Customer Service Centres
- national awards
- Charter Mark
- housing and health outcomes
- employment rates for the over 50s
- working arrangements with the PCT

Resolved:- (1) That the information be noted and any comments be forwarded to Lorna Kelly.

(2) That Lorna Kelly liaise with Sarah McCall and David Finch in respect of the procurement issues now raised.

47. PERFORMANCE MANAGEMENT EVENTS

Matt Gladstone, Assistant Chief Executive, reported that the two events held recently at Hellaby Hall had generated huge interest, been very well attended and been a resounding success. Income had been raised and it was felt that the events had impacted positively on the recruitment to the post of Director of Policy and Performance.

There had been positive impacts in terms of :-

- publicity and promotional work
- developmental advantages for the Team
- staff morale booster
- good networking

A further performance management event was scheduled for 13th June, 2007 and it was proposed a similar event, focussing on preparing for corporate assessments, was held for authorities scheduled for an assessment in the next year.

Resolved:- (1) That the information be noted and welcomed.

(2) That feedback from the events be provided to Members.

48. PERFORMANCE CLINICS

Lorna Kelly, Corporate Improvement Manager, presented briefly the submitted report indicating the performance clinics that had been arranged following analysis of the relevant Direction of Travel data pack performance which had highlighted that a number of key performance indicators showed a decline in quartile position or had remained static in the third or worst quartile for the past two years,

It was pointed out that a summary report was to be submitted to Corporate Management Team and Cabinet in early June, 2007.

Resolved:- That the information be noted.

49. DATA QUALITY MANAGEMENT 2007

Lorna Kelly, Corporate Improvement Manager, presented briefly the submitted report relating to the above.

The report covered :-

- background position
- overall management arrangements last year rated as 3 out of 4 (performing well)
- table highlighting how KPMG had rated each of the five themes assessed as part of the data quality management arrangements assessment
- the approach this year
- changes to the process :
 - more robust on site audits
 - changes to KLOE's
- timetable for this year's data quality audits
- interview guidance

Resolved:- That the information be noted.

50. MEMBERSHIP

Pursuant to Minute No. 41(2) of the meeting held on 12th March, 2007, further consideration was given to the future membership of the Board.

Resolved:- That, in addition to extending the membership to include the Cabinet Member for Children and Young People's Services and two scrutiny members, the Chair of the Audit Committee also be included in the membership.

51. FUTURE MEETINGS

Resolved:- That future meetings continue to be scheduled on a two monthly basis on Mondays at 10.00 a.m.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Corporate Improvement Board
2.	Date:	10th September 2007
3.	Title:	Performance Clinics
4.	Directorate:	Chief Executive's

5. Summary

Over the last year Corporate Performance Clinics have continued throughout authority to drive up performance in areas identified as being of concern through the quarterly reporting process.

A total of 12 Performance Clinics have been held since October 2006. This report provides an overall update on the action/outcomes resulting from the performance clinics and also makes recommendations for future performance clinics to be held in the next few months.

6. Recommendations

Corporate Improvement Board Meeting note the progress made at the performance clinics and note proposals for further clinics.

7. Proposals and Details

CMT and Cabinet discussed the performance clinics as part of their consideration of the 2006/07 year end performance report. It was agreed that a specific report on the outcomes of previous performance clinics, and suggested future performance clinics would be produced.

Performance Clinics Update

Throughout 2006/7 the following performance clinics have been held to drive performance in the following areas:

- Transportation Costs
- Local Transport Plan (Officer Meeting)
- Lifelong Learning
- Safer Rotherham Partnership (SRP)
- Customer Complaints
- Adult Social Services (Officer Meeting)
- BVPI 2a – Equalities Standard
- BVPI 8 – Invoice processing
- BVPI 11a – % of top paid 5% of staff who are women
- BVPI 11b – % of top paid 5% of staff who are from an ethnic minority
- BVPI 11c – % of top paid 5% of staff who have a disability
- Housing Benefit Claims

Action taken following performance clinics and the impact the clinics have had on performance is detailed in Appendix A.

Suggested Performance Clinics

The table below highlights the performance measures that CEX P&Q Team recommend are subject to a performance clinic in August / September 2007. These have been identified through analysing the CPA DOT pack, the 2006/07 outturn data and the 2007/08 quarter 1 performance.

It is recommended that clinics are held in the following areas with the relevant Director, Cabinet Member, Deputy Leader, PI Manager, Directorate Performance Officer.

BVPI Reference and Definition	Reason for Performance Clinic
BV204 – The percentage of planning appeals allowed	Percentage of planning appeals allowed in the first quarter is 50% and the target was set at 26%
Percentage NEETS (Young People Not in Education, Employment or Training)	LAA stretch target is not being achieved – this will be subject to a performance clinic organised by the local strategic partnership
<u>Number of admissions of supported residents aged 65+ to residential and nursing care (PAF C72)</u>	This indicator although new last year initially showed a very strong improvement at the end of the first quarter its position is back to where it was at the same point last year.

<u>Number of vulnerable people accessing supported accommodation (PAF C32)</u>	This LAA stretch target has continued to decline despite strong Directorate action and performance clinics organised at directorate level. A corporate performance clinic is recommended to assess whether there are any further strategic issues to cover. This indicator will also be subject to a detailed data quality audit by Internal Audit as part of there annual round of audits.
Employment Rate	This indicator has shown a marked downturn in performance and has now dropped from a position of being above than the national average to 2.4% below it.

8. Finance

No specific implications for the recommended performance clinics.

9. Risks and Uncertainties

Performance management is key to the effective delivery and provision of services. It is also a specific area within the CPA framework. The performance clinics are recommended as the measures are at risk of affecting the CPA service block scores.

10. Policy and Performance Agenda Implications

CPA is fundamental to this area of work. The framework will have a significant impact upon the council's policy, performance and service improvement agenda.

The clinics recommended feature CPA related performance as well as key priorities within the community strategy and corporate plan.

11. Background Papers and Consultation

N/A

Contact Name :

Matthew Gladstone, Assistant Chief Executive, ext 2791
Lorna Kelly, Corporate Improvement Manager, ext 2764

Appendix A – Performance Clinic Summary

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
<p>Safer Rotherham Partnership (SRP)</p>	<p>This clinic covered a number of areas relating to the SRP following analysis of 06/07 quarter 1 performance:</p> <p>BV 174 and 175 Racial Incidents – These indicators were looked at as performance highlighted a concern in the embedment of the racial incidents reporting strategy</p> <p>BV 127a Violent crime per 1,000 population – performance highlighted an increase in violent crime in comparison to previous years and projected outturn was off target.</p>	<p>5th October 2006</p>	<p>Racial Incidents (BV174/175) Remedial action taken:</p> <ul style="list-style-type: none"> Improved understanding of trends to inform targeting high risk areas Improved reporting, monitoring and support mechanisms through implementation of the racial incidents reporting strategy. <p>Violent Crime (BV127a) Work has been conducted during the year to implement the new Performance Management Framework for Safer Rotherham Partnership.</p> <p>Further clinics have been held over the last three months focussing on the key contributor areas making an impact on this indicator; the Town Centre, domestic violence and the interchange.</p> <p>The Safer Rotherham Partnership has identified that two of its three priorities for 2007/08 should be the Night Time Economy and Domestic Violence.</p> <p>Domestic Violence has been identified as a major influence on this indicator. The SRP have put in place a Domestic Violence (June 2007) which focuses on support, prevention and reduction over the next three years.</p> <p>A remedial action plan has been put in place for 07/08 along with the implementation of Priority Task and Finish Groups. In May 2007, Reduction of Common Assault and Acts of Violence are both on track to achieve their targets and further improve on last years performance.</p>	<p>BV 174 2005/06 outturn = 123.64 2006/07 outturn = 73.36</p> <p>BV 175 2005/06 outturn = 100% 2006/07 outturn = 100%</p> <p>Both these indicators achieved their year end targets. Reports of racial incidents are now DOWN compared to 05/06 and 100% of incidents remain to be actioned.</p> <p>BV 127a 2005/06 outturn = 21.8 2006/07 outturn = 22.2 This indicator showed a slight decline and narrowly missed its target by 0.4. However Common assaults have been reduced by 32 per cent and Acts of violence in licensed premises are DOWN by three per cent</p>

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
	<p>BV 128a Vehicle crime per 1,000 population – performance highlighted an increase in vehicle crime compared to previous years and projected outturn was off target.</p>		<p>Vehicle crime (BV 128a)</p> <p>The Safer Rotherham Partnership has held further clinics, in particular with regard to Vehicle Interference over the last three months with a remedial plan in place to improve performance. Key actions over the next 12 months:</p> <ul style="list-style-type: none"> • Work in partnership with Housing Market Renewal team to ensure that off road parking issues are considered. • JAG to ensure that resources for partnership days e.g. number plate screws at the last impact are fully maximised so that the NAGs have the tools to do the job. • Set up multi-agency meeting to resolve the hot spot at Hellaby. • Communicate the vehicle crime hotspots on the website. • Consider increasing the use of PPOs for autocrime offenders, ensuring connections to NOMs and YOT. <p>May 2007 indicate further reductions have been made so far this year with regard to vehicle thefts and theft from a vehicle.</p>	<p>BV 128a 2005/06 outturn = 14.5 2006/07 outturn = 15.7 This indicator missed year end target by 2.7 and there has been substantial improvements in key areas of this indicator such as:</p> <ul style="list-style-type: none"> • Thefts of vehicles have been reduced by 35 per cent. • Thefts from vehicles have been reduced by five per cent.
<p>Transportation Costs</p>	<p>Concerns relating the high level of transportation arose following a base budget review meeting on Adult Services. Similar concerns have also been expressed relating to these costs at the Corporate Improvement Board meeting held in September 2006.</p>	<p>1st November 2006</p>	<p>In relation to the Central Transport Unit (CTU) actions the update is as follows:</p> <p>Engagement with Social services; There are still issues around this action. The social service fleet continues to get older and is now costing £10k per month for their scale of rates (SOR) vehicles which is over half of the council fleet costs for SOR vehicles. Under the terms of the RMBC/Translinc contract this is a cost which should be diminishing. Meals on wheels spot hire vehicle fleet costs remains greater than that of a contract hire fleet.</p> <p>Driver attitude: There have been improvements in this area. A specific course relating to driver attitude has been designed and delivered. The number of speeding fines/traffic offences has decreased considerably over the last 12 months. Indeed over the same period as last year we show a 65% reduction 9 against 26 offences. However there is a lack of compliance with health and safety issues. Discussions between CTU and H&S with regard to</p>	<p>Alongside this performance clinic a scrutiny review of Transportation of Vulnerable People and the report has nearly finished it's route through the political process. The recommendations were endorsed by the Democratic Renewal Scrutiny Panel and by the Performance and Scrutiny Overview Committee. Currently the Review Group are awaiting the response from Cabinet to the recommendations to find out what action will be taken in the light of them.</p> <p>There are still a number of issues to actions in relation to the authority's transportation costs which need to be addressed.</p>

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
			<p>formalised H&S and Transport safety compliance inspections have been held but enforcement is an issue.</p> <p>Drivers hours compliance: Improvements have been made in this area, however waste management is still an area of non compliance with regard to the collection of trade waste. The issue of drivers hours must also be taken on board as two shift patterns do not fit in with EU drivers hours legislation. Implementation of digital tachograph training continues apace. Clinical waste is now compliant with regard to the carriage of dangerous goods legislation.</p> <p>Insurance accident reporting: We are now identifying Road traffic accidents RTA's as opposed to any vehicle related damage the issue of driver debriefing post accident etc is still an area which needs development and possibly more resources.</p> <p>Resources: The cost of the CTU has remained stable and therefore in real terms gone down for the past two years. There is potential for another driver trainer/enforcement officer to assist with issues above.</p> <p>Requirements for continued control of 2010 fleet: Much of the CTU resource is applied to this area as 2010 have over half the fleet vehicles albeit 3.5ton van size. Much of 2010 fleet is now on contract hire through Translinc. However spot hire is increasing due apparently to more work being taken on. Work is under way to integrate 2010 into the RMBC fuel system, CTU will then oversee their Eastwood fuel supply and be able to audit their fuel correctly for them.</p>	
Local Transport Plan (LTP)	The LTP score is a contributor to the Environment CPA service block and concerns had been expressed regarding the progress on the LTP1 Core Targets and whether they had been achieved (4 of 9), No clear evidence (2 of 9), Not achieved (1 of 9) and Not achieving but improving (2 of 9).	8 th November 2006	<p>The Clinic considered the new targets in LTP2 (2006-2011) which was submitted in March 2006. These targets are now much more realistic but it will still be a challenge to achieve them.</p> <p>The next review of progress will take place in 2008 to inform the submission of the next Progress Report to DfT. Then it is anticipated that annual reports will be submitted to DfT. The progress reports will be approved by the SY Planning and Transportation Steering Group and Cabinet Member prior to submission.</p>	LTP Score remains to be rated as FAIR – however LTP2 targets are much more realistic and progress against these targets are being closely monitored.

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
Lifelong Learning	<p>This clinic was initiated by the Strategic Director due to the following concerns relating to educational attainment:</p> <ul style="list-style-type: none"> • 2006 results are disappointing across all subject areas • Girls outperform boys in all areas except maths • The gap compared to the national average widened in 2006 • The position in 2006 is the same as the 2004 position in English and Maths; 1% below the 2004 results in Reading; 1% below the 2005 results in Writing, and 2% below the 2004 results in Science 	24 th January 2007	<p>CMT have received quarterly reports on the school improvement service and progress being made across all key stages. A report supporting presentation was presented to CMT on 11th June 2007 setting out a wide range of initiatives and actions to improve school performance throughout Rotherham including:</p> <ol style="list-style-type: none"> 1. leadership structure within the school improvement team requires more strategic focus - The Service has been renamed as School Effectiveness Service with a slimmer leadership team of 3 (from 7) and the organisational structure remodelled to match the strategic needs of the school system. 2. shared learning needed - a taskforce of the best performing headteachers has been set up to identify best practice, investigate trends of improvement, research key issues - The Transformation Group of Primary and Secondary Heads has met regularly since March and designed a dynamic strategy for Primary schools in which 30 schools will work in focussed partnership from September 2007 to achieve excellence in provision. 3. greater dialogue, support and contact required with headteachers - The Learning without Limits initiative continues to strengthen with Heads from all Phases working alongside LA officers to determine policy, strategy and delivery for all schools 4. development of an action/improvement plan highlighting the key issues above [plus others as identified in the service] – The Priorities for the improvement of all schools are now embedded in The Partnership Plan 2007/8 which has been constructed by Heads with the LA and forms the basis of the School Effectiveness Service's work <p>An update report is to be presented to Corporate Management Team and Members in September 2007 on progress against the action plan.</p>	The schools only take SATs and GCSE once a year. These tests are externally marked and the 2007 results won't be available until late September 2007.

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
Customer Complaints	Receipt of the Audit Commissions DOT pack highlighted the 05/06 outturn in relation to ombudsman average number of days to respond to complaints is bottom quartile at 36 days (35.8 days) and had declined from 29 days the previous year.	9 th May 2007	<p>Action Plan developed to improve corporate complaints mechanisms include actions:</p> <ul style="list-style-type: none"> • Conduct training for officers and members in complaints handling • Review terms of reference of the complaint officer forum • Improve succession planning • Improve equality and diversity information from customers to improve complainant profiling • Introduce LPI to measure performance against LGO responses • Launch new corporate complaints system to track performance against the 28 calendar day target • Process now in place to ensure that the Assistant Chief Executive can quality assure and sign off directorate responses to the Ombudsman <p>A further Performance Clinic about complaints is to be arranged after completion of the review and a report to CMT and to Cabinet October 2007, with the results of the review and the recommended way forward for the Council in dealing with complaints.</p>	<p>2005/06 outturn = 35.8 days 2006/07 outturn = 34.7 days</p> <p>Performance has shown a slight improvement but still remains bottom quartile.</p> <p>A joint member and officer group are to undertake a fundamental review of the complaints process and procedures – this is a Year Ahead Commitment for 2007/08.</p>
Adult Social Services (Officer Meeting)	<p>PAF C32 – Older people helped by the council to live at home was showing a decline in quarter 1 06/07 and this measure is a stretch target within the LAA. The gap between target and Q1 performance 520 people</p> <p>PAF C72 - Admissions to residential care of older people as at Qtr 2 (123) already off target (120) and remains in Band 1</p>	3 rd November 2006	<p>A number of actions have been implemented to improve PAF C32:</p> <ul style="list-style-type: none"> • The capacity of the intake team increased by 2.5 WTE to tackle backlog of assessments. • Robust benchmarking with other LA's has been completed • A review of all service users in receipt of equipment with an ongoing maintenance cost and incorporate in the count for this indicator is being conducted, the improvement from this initiative will become evident by September. These service users will then receive a regular review of their needs. 	<p>PAF C32 2005/06 outturn = 86.75 2006/07 outturn = 80.20</p> <p>Performance in 06/07 shows a decline and to improve this measure is now a Year Ahead Commitment for 07/08</p>

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
			<p>A number of actions have been implemented to improve PAF C72:</p> <ul style="list-style-type: none"> • Resource Allocation Panel in place focussing on residential care admissions with regular reports to DMT. • Regular clinics to maintain focus on performance held. • In-year QA checks conducted to improve outturn predictions. • Visioning event organised to facilitate innovative thinking for sustainable solutions. • Short, medium & long term action plans in place for the improvement in performance of this indicator. 	<p>PAF C72 2005/06 outturn = 130 (Band 1) 2006/07 outturn = 106.89 (Band 3)</p> <p>Monthly monitoring is now in place for both these measures.</p>
BVPI 2a – Equalities Standard	Performance Clinic initiated by the Head of Equalities and Cohesion following initial concerns expressed in achieving level 4 of the equality standard by March 2007 which was also a key year ahead commitment.	17 th November 2006	<p>An action plan to achieve Equality Standard Level 4 by 31 March 2007, was approved by CMT and Cabinet by December 2006. This included actions to address the recommendations of the Performance Clinic. The Performance Clinic helped focus attention on the critical areas for improvement to achieve Level 4. Directorates responded by making sufficient improvements to enable the Council to declare achievement of Level 4 by the target date.</p> <p>Continuing action is still required however, and Directorate Equality Officers/Co-ordinators are currently working together to propose recommendations for CEDSG, CMT and Cabinet to achieve Equality Standard Level 5.</p>	<p>2005/06 outturn = Level 3 2006/07 outturn = Level 4</p> <p>Rotherham MBC have declared achieving Level 4 as at 31st March 2007</p>
BVPI 8 – Invoice processing	A performance clinic on this indicator was convened following poor performance during the first 2 quarters of 2006/07 although quarter 3 has seen an improvement in performance. Performance against BVPI 8 dropped radically and was scheduled to miss the 06/07 target by 5.77%.	26 th January 2007 20 th March 2007	<p>Following the performance clinic a number of actions have been undertaken to improve performance on this indicator.</p> <p>Work is ongoing to resolve the problem with Cedar which prevented the Reminders to authorisers to Goods Received Notifications (GRN) working correctly. A reminder at initial system log on for requisitioners and authorisers to GRN is currently being implemented.</p> <p>Almost all Directorates now have meetings between champions, buddies, requisitioners and attendees from Procurement in Directorates meetings in place.</p> <p>Names of staff repeatedly not GRNing are now monitored and additional work is ongoing to develop automated monthly reports on late GRNed invoices by Directorate.</p>	<p>2005/06 outturn = 91% 2006/07 outturn = 91%</p> <p>This indicator missed its year end target by 4.90% and the 06/07 actual is placed in the 3rd quartile.</p>

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
			<p>Benchmarking of top quartile LAs using Cedar to be undertaken and enquiries made where lessons can be learnt. Jill Dearing confirmed that a benchmarking process had been undertaken; this identified local authorities that currently use Cedar and their performance in respect of BVPI 8.</p> <p>Consideration to be given to providing Champions with weekly reports of invoices where second reminders to GRN had been sent. Jill Dearing confirmed that the Client had submitted a change request for GRN reports to be sent to Champions. RBT are providing a preliminary response to the change requests.</p>	
Housing Benefit Claims	<p>Following receipt of the Audit Commissions CPA DOT data pack 2 Housing Benefits Claims had shown a decline in quartile positions:</p> <p>BVPI 78a - HB Claims – Average time to process new claims this indicator had slipped from best quartile to 2nd quartile</p> <p>BVPI 78b - Housing Benefit Claims: Average time to process changes of circumstances this indicator had slipped from best to worst quartile</p>	17 th May 2007	<p>BVPI 78a</p> <ul style="list-style-type: none"> All new claims are 'sifted' within 3 days of being received. Over 95% of new claims are processed within 14 days of receipt of all supporting information. Reminders letters are issued to all customers at 14 days. Performance across all new claims is measured weekly. New staff targets have been introduced as part of the 2007 PDR process. <p>BVPI 78b</p> <ul style="list-style-type: none"> A 'sifting' regime was introduced February 2007 – immediately reducing sifting times from 18 days to 3 days (Performance Standards target is 7 days). Query letters amended requesting information within 14 days as opposed to the previous 1 month. Introduction of a 'priority work tray' for customer service staff to escalate work into the back office. Performance is measured weekly. New staff targets have been introduced as part of the 2007 PDR process. 	<p>BVPI 78a 2005/06 outturn – 27 days 2006/07 outturn – 27.8 days</p> <p>Performance shows a decline and did not meet the year end target of 27 days</p> <p>Quarter 1 07/08 performance – 26.76 days.</p> <p>BVPI 78b 2005/06 outturn – 19.8 days 2006/07 outturn – 19.7 days</p> <p>Performance shows an improvement but did not meet the year end target of 7 days</p> <p>Quarter 1 07/08 performance – 9.53 days</p>

Performance Clinic	Reason for Clinic	Date of Clinic	Update on progress	Outcome (performance data)
<p>BVPI 11a -% of top paid 5% of staff who are women</p> <p>BVPI 11b - % of the top 5% of local authority staff who are from an ethnic minority</p> <p>BVPI11c - % of the top 5% of staff who are from an ethnic minority</p>	<p>Following receipt of the Audit Commissions CPA DOT data pack this indicator had slipped from best quartile to 2nd Quartile</p> <p>Following receipt of the Audit Commissions CPA DOT data pack this indicator had remained in the 3rd quartile</p> <p>NOTE: It is important to note that the definition used in the CPA data pack differs slightly from the BVPI definition.</p>	10 th July 2007	<p>The key contributor to the decline in these indicators is due to the recent redrawing of the pay line for top 5% earners and a number of key officers leaving the organisation in the last year.</p> <p>A number of initiatives have been put in place to improve these indicators:</p> <ul style="list-style-type: none"> • Introduced a standard statement on all adverts for posts at PO10 or above to encourage applications from BME, female and disabled individuals • Management Development programme in partnership with Leeds Met University to support staff in developing management skills to enhance their ability to progress to jobs in the top 5% • Involvement in SY Projects – Talent Management and Workforce Planning • Directorates receive improved performance data relating to each element of BVPI 11 • The Investors In Education initiative which involves the council working with young people to think about potential careers 	<p>In relation to the BVPI 2006/07 outturn 2 measures showed a decline and one improved.</p> <p><u>BVPI</u> BV11a - Decline 2005/06 outturn – 42.12% 2006/07 outturn – 41.78%</p> <p>BV 11b – Decline 2005/06 outturn – 4.51% 2006/07 outturn – 1.27%</p> <p>BV 11c - Improved 2005/06 outturn – 2.65% 2006/07 outturn – 2.99%</p> <p><u>CPA</u> BV11a - Declined 2005/06 outturn – 84 2006/07 outturn – 80</p> <p>BV 11b – Decline 2005/06 outturn – 100 2006/07 outturn – 45</p> <p>BV 11c - Improved 2005/06 outturn – 14 2006/07 outturn – 16</p> <p>Based on existing quartile data for CPA purposes BVPI 11 C has moved up a quartile. In relation to CPA outturn 1 measure showed an improvement and 2 declined.</p>

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Corporate Improvement Board
2.	Date:	10th September 2007
3.	Title:	Corporate Improvement Plan
4.	Directorate:	Chief Executive's

5. Summary

The Corporate Improvement Plan was initially developed in summer 2005 to help focus the council on its capacity to ensure it can deliver its corporate priorities, provide the best possible services to the public and achieve an improved corporate assessment rating.

Over the past few months there have been a number of internal and external issues that need to feature within the Corporate Improvement Plan to guide the council in its priority to become an excellent authority but also to prepare the council for the forthcoming changes in local government.

This report highlights the rationale for revising the Corporate Improvement Plan which was approved by CMT in August 2007 and is attached at Appendix A.

6. Recommendations

The Corporate Improvement Board consider the refreshed Corporate Improvement Plan and reporting mechanisms.

7. Proposals and Details

Background Information

The Corporate Improvement Plan was initially developed in summer 2005 to help focus the council on its capacity to ensure it can deliver its corporate priorities, provide the best possible services to the public and achieve an improved corporate assessment rating. Many of the actions contained within the initial Corporate Improvement Plan have now been completed and the council did achieve an improved corporate assessment rating in 2006.

Recent changes in local government, within the council and the need to achieve an 'excellent' CPA rating in February 2008 have prompted the need to refresh the corporate improvement plan to guide specific improvement activities.

Revisions to the Corporate Improvement Plan

The Corporate Improvement Plan has been refreshed to include any existing outstanding actions from the previous plan but takes into consideration:

- Requirements of the White Paper – Strong and Prosperous Communities
- Our Futures Initiative
- Corporate Assessment recommendations
- CPA Service Block issues
- Employee opinion survey findings
- Quality of life findings / BVPI user satisfaction findings
- Local Area Agreement (LAA) requirements
- Use of Resources outcome
- Data Quality Findings

However it is important to note that the Our Future initiative and the White Paper Implementation Plan both currently have separate governance arrangements due to their importance. Therefore this plan only provides high level reporting on these issues.

Consultation

The refresh of the Corporate Improvement Plan has been influenced through consultation and inputs from service directors, the Corporate Improvement Board and directorate performance and quality officers.

Reporting Mechanisms

Progress on the corporate improvement plan will be reported to both CMT and subsequently to the Corporate Improvement Board on a 2 monthly basis. As new guidance relating to the White Paper is introduced the plan will also be subject to ongoing amendment. An update on progress against this plan is currently being obtained.

8. Finance

The plan currently includes a number of areas which will generate efficiency savings in line with gershon requirements eg workforce development, procurement. However, other areas may need further investment to drive further improvements in performance.

9. Risks and Uncertainties

CPA and the White Paper are key drivers and it is important the council is well prepared for any future changes. A specific risk register is in place which tracks issues regarding the council's priority to achieve excellent status.

10. Policy and Performance Agenda Implications

Many of the areas, particularly CPA, LAA and the White Paper which are proposed for inclusion in the Corporate Improvement Plan are fundamental to this area of work and will have a significant impact upon the council's policy, performance and service improvement agenda.

11. Background Papers and Consultation

Rotherham MBC Corporate Assessment Report
Strong and Prosperous Communities – The Local Government White Paper

Contact Name:

Matthew Gladstone, Assistant Chief Executive, ext 2791
Lorna Kelly, Corporate Improvement Manager, ext 2764

Appendix A

Rotherham MBC - Corporate Improvement Plan 2007-10

Sections	Priority Area (Objective)	Page(s)
Ambitions	1. CPA Score	2
	2. Corporate Plan / Community Strategy	4
	3. Rotherham Partnership / LAA	5
	4. Children & Young Peoples Partnership	6
	5. Organisational Development - Our Future	6
	6. White Paper	7
Political Leadership & Management	1. Scrutiny	12
Governance Arrangements	1. Code of Corporate Governance	13
	2. Internal Audit	13
	3. Financial Management	14
	4. Risk Management	15
	5. Partnership Working	15
Consultation, Communication and Community Involvement	1. Quality Consultation	16
	2. Internal/External Communication	16
Performance Management	1. Data Quality	17
	2. Performance Management Framework / Reporting	18
Workforce Strategy	1. Leadership Development	19
	2. Workforce Skills & Capacity	20
	3. Organisational Development	21
	4. Resourcing	22
	5. Pay & Reward	23
Operational Efficiency and Value for Money	1. Efficiency Savings / Value for Money	24
	2. Base Budget Review	24
	3. Procurement	25
Quality Services	1. Access to Services	25
	2. Fairness	27
	3. National Awards	27
	4. Complaints	28
Working In Partnership	1. Health in the Borough	28
	2. Older People	30
Other Areas	1. Delivery of rural strategy	31
	2. Decent homes standard	31

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
1. Ambitions: CPA Score						
Achieve 'excellent' CPA score by February 2008	Direction of Travel: Produce and submit annual Direction of Travel Statement and obtain maximum score of 4 out of 4	December annually	DOT assessment score of 4 out of 4 – Improving Strongly		Assistant Chief Executive	
	Improve DOT performance indicators	December annually	More than 70% of PI's showing an improved direction of travel % of indicators in TQ			
	Use of Resources: Review UOR Framework to ensure improvements from previous year are being implemented	Ongoing	Action Plans in place and are delivering to targets		Strategic Director Finance / Assistant Chief Executive	
	Submit Use of Resources self-assessment to obtain a maximum score of 4	October annually	UOR score 4/4			<ul style="list-style-type: none"> Initial UOR Self Assessment currently being developed
	Ensure delivery of Corporate Improvement Plan	Ongoing	% of actions completed or on target		Assistant Chief Executive	<ul style="list-style-type: none"> Corporate Improvement Plan to be submitted to CMT 6th August 2007 and Corporate Improvement Board 10th Sept 2007
Service Blocks: Culture Block - Reduce the number of PI's in the lower threshold to 2	February 2008	Service Block score 3 out of 4		Strategic Director EDS	<ul style="list-style-type: none"> Work currently ongoing within EDS to obtain ISO9000 to reduce the number of PI's in the lower threshold to 1 	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
2. Ambitions: Corporate Plan / Community Strategy (links to White Paper: Strategic Leader and Place Shaper)						
Review and refresh Corporate Plan and Community Strategy in response to the potential demands of the forthcoming Local Government Bill and Statutory Guidance by March 2008 and ensure they are well understood by staff and partners and performance managed effectively	Develop Sustainable community Strategy which reflects the views of partner agencies and alignment of NRS	October 2007 March 2008	Commence refresh Refreshed strategies in place		LSP Manager	
	Refresh Corporate Plan to reflect council contribution to Borough vision	October 2007 March 2008	Commence refresh Refreshed strategies in place		Assistant Chief Executive	
	All service plans are quality assured and clearly identify how Council services help achieve community strategy / Corporate Plan	April 2008 and annually	100% of plans QA'd		All Strategic Directors / Assistant Chief Executive	
	Commence 6 monthly progress reporting on service plans	September 2007 March 2008 September 2008 March 2009 September 2009	Progress reports produced		All Directorates	
	Conduct PDR Audit to determine the number of PDR's effectively conducted and test understanding of strategies	October 2008	Increase in the % of PDR's effectively conducted		Assistant Chief Executive (HR)	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
3. Ambitions: Rotherham Partnership / LAA						
Ensure effective delivery of the Community Strategy and LAA and NRS and aim to obtain an improved rating of Rotherham Partnership by focusing on crime and health inequalities targets	Improve performance against all LAA Stretch targets to maximise performance reward grant	Quarterly reports Quarterly performance clinics April 2007 Half year report – November 2007 End of year report – April 2008	% of improved LAA stretch targets	Report produced	LSP Board and Stretch target leads	<ul style="list-style-type: none"> Issues have been identified with a number of stretch targets under performing these have been subject to performance clinics and reports to CMT and the LSP Board
	Address 100% of actions identified during GOYH assessment during Autumn 2006	December 2007	% of actions identified Improved LSP rating		Strategic Directors as appropriate (council arrangements) / LSP Manager (partnership arrangements)	
	Improve performance relating to crime indicators including violent crime through performance monitoring, performance clinics, strengthened SRP structures and revision of community safety PI suite	June 2007 July 2007 December 2007 March 2008 Quarterly reports April 2007 Half year report – November 2007 End of year report – April 2008	Performance clinics held for all 3 critical areas Task and Finish groups in place for priority areas SRP Structures and PI suite revised % of Safe delivery Plan actions implemented BVPI 127a Violent crime per 1,000 population 22.1 – 2007/08 22.0 – 2008/09 21.9 – 2009/10	Complete Complete	Safer Rotherham Partnership LSP Board	<ul style="list-style-type: none"> Performance targets agreed by the SRP in June 2007 2006/07 actual 232 sexual offences – a reduction of 14% on previous year.

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
4. Ambitions: Children and Young Peoples Partnership						
To improve outcomes for Children and Young People	Development and introduction of a CYPS Joint Commissioning Framework and Strategy which includes the voluntary and community sector	September 2007 March 2008	Joint Commissioning Team established Joint framework and strategy in place		Strategic Director – Children and Young People’s Services	
	To have in place arrangements that produce integrated working at all levels, from planning through to delivery which satisfies the statutory children’s trust requirements	March 2008	Children’s Trust Arrangements in place via delivery of the integration of CYPS project Plan 2007/08		Strategic Director – Children and Young People’s Services	
	5. Ambitions: Our Future					
To implement the ‘Our Future’ Review work recommendations and deliver an OD strategy to ensure the Council can implement Government Agendas for change in Local Government over the next 3-5 years	Establish a programme office and formal programmes / projects arising from the Our Futures recommendations	July 2007	Programmes / Projects approval		Assistant Chief Executive	<ul style="list-style-type: none"> ▪ Draft programmes / projects proposed to CMT on 25th June 2007 ▪ Proposals submitted to Leaders Meeting 24th July 2007
	Ensure a robust mechanism in place for tracking, monitoring and reporting progress and outcomes of the Our future projects identifying and addressing areas of concern	August 2007	Project Management Methodology and governance arrangements in place		Assistant Chief Executive	<ul style="list-style-type: none"> ▪ Review of all corporate working groups currently being undertaken. ▪ Agreed that the Leader will chair a steering group to oversee the Our Future Implementation.
	Quarterly progress reporting to CMT and Cabinet Members	August 2007			Assistant Chief Executive	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
6. Ambitions: White Paper						
Responsive services and empowered communities: To ensure the delivery of more responsive services, extend choice and control and empower individuals and community groups as raised in the White Paper Strong and Prosperous Communities (Links to OF group 2)	Improve consultation and involvement of service users through development and introduction of a detailed community call for action	December 2007 March 2008	Community Call for Action Protocol in place Community Call for Action in force		Director of Housing and Neighbourhood Services	<ul style="list-style-type: none"> Links to Our Future Group 3 work
	Ensure multi agency neighbourhood charters are developed setting out local standards and priorities Implement strong area assembly leadership and lines of accountability	Summer 2007 March 2008	7 charters in place Introduce pilot neighbourhood charter with RNP		Director of Housing and Neighbourhood Services	<ul style="list-style-type: none"> Neighbourhood Management vision and plan agreed at LSP. Area Assembly a co-ordinator's group within each Area Assembly Partners involved in 7 Neighbourhood Action Groups tackling crime, ASB and fear of crime
	Improve capacity of Parish Council's to deliver better services and represent community interest	September 2008	Increased number of parish council's with quality status to 4		Director of Housing and Neighbourhood Services	
	Improve and provide more timely information on local services better inform decision making	September 2007 March 2008	Annual report on the performance of the Community Strategy (LAA) to citizens distributed All relevant performance data available via website briefing books		LSP Manager / Head of Communications and Marketing Principal Officer – Performance Management CEX	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
Strong Cities, Strategic Regions: To devolve powers and resources locally to work across boundaries on economic development (e.g. city regions) and the potential use of Multi Area Agreements (MAA's)	Respond to Draft Local Transport Bill Consultation relating to the reform of PTA's	7 th September 2007	Response forwarded		Service Director – Planning and Transportation	
	Inform, influence and respond to the issues arising from the Sub-National Review of Economic Development (July 07)	Numerous proposals and suggestions in the review, each with specific timescales	Responses to consultations and government guidance		Head of Policy and Performance - CEX Service Director - RiDO	
	Keep abreast of Government work on developing MAAs and inform, influence and respond as required.	Govt guidance on MAAs expected end 2007.	Response to Govt guidance		Head of Policy and Performance - CEX	
	Government to explore the establishment of statutory city-regions for transport and economic development. RMBC to be actively involved in Sheffield City Region.	Inform and influence this agenda and respond to consultations.	RMBC involvement in Sheffield City Region		External and Regional Affairs Manager - CEX	
	Local authorities to hold RDAs to account and approve the regional strategies (the "how" will emerge through consultation)	TBC by Government	Response to Govt consultation		External and Regional Affairs Manager - CEX	
A proposed duty for councils to write local economic evaluations	TBC by Government	Response to Govt consultation and/or new duty		Service Director - RiDO		

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
Local Government as a strategic Leader and Place-shaper; To have a common vision, shared values, mutual respect and mechanisms to agree priorities and monitoring arrangements with our partners which meet the requirements of government	Respond to LAA consultation paper for 09/10	Summer 2007	Response forwarded		LSP Manager	<ul style="list-style-type: none"> Consultation hasn't been received from DCLG as yet, however Rotherham have participated in the GOYH consultation networking meetings.
	Develop Sustainable community Strategy which reflects the views of partner agencies and alignment of NRS	October 2007 May 2008	Commence refresh Refreshed strategies in place		LSP Manager	
	Improve and integrate strategic planning procedures to integrate LDF and homelessness and housing strategies into the sustainable community strategy	May 2008			LSP Manager in liaison with Director of Planning and Transportation	
	Introduce new strategic commissioning guidance in line with requirements of government	April 2008	Commissioning guidance approved		Director of Performance, Planning and Information – CYP / Head of Policy and Performance - CEX	<ul style="list-style-type: none"> Links to Our Future Group 2 project
A New Performance Framework – CAA: To ensure that the council effectively implement the new performance management framework by 2009	Refresh LAA	June 2008	LAA signed by Minister		Head of Policy and Performance – CEX / LSP Manager	
	Rationalise the council's and partners key PIs included in the LAA and council's internal performance reporting framework	First phase by Quarter 1 2007/08 Second phase by Quarter 1 2008/09	Reduced number of indicators in 2007/08 reporting framework 200 PI'S including 35 specific improvement targets plus the statutory targets for childcare and	Completed	Head of Policy and Performance – CEX / LSP Manager	<ul style="list-style-type: none"> The PI's were rationalised as part of the first year refresh of the LAA. The second phase will start when the national indicator set has been finalised by central government. The revised national indicators are unlikely to be released until October 2007.

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
			educational attainment.			
	Respond to consultation relating to CAA	Ongoing	Consultation response forwarded		Head of Policy and Performance – CEX	<ul style="list-style-type: none"> ▪ Council responded to Audit Commission paper 'transition from CPA to CAA' in June 2007 ▪ CEX P&Q staff attended Audit Commission consultation events relating to introduction of CAA
	Develop and implement action plan relating to transition in consultation with all partners, community and voluntary agencies	March 2008	Action Plan approved		Head of Policy and Performance – CEX / LSP Manager	
	Raise awareness of the CAA amongst staff and partners	April 2008	M3 Managers Briefing Awareness session for partners CAA Update		Head of Policy and Performance – CEX	
Efficiency – transforming local services (Links to OF group 4)	Develop a strategy for shared services drawing upon the experience of RBT/BT, emerging best practice from the Cabinet Office and other organisations and assessing the implications of the CSR	December 2007	Strategy in place		CEX RBT / Assistant Chief Executive	
	Ensure 3 year financial settlements in place	To commence 2008 – 2011			Director of Service Finance	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
Effective, Accountable and Responsive Local Government: To remove barriers and create conditions that promote strong, accountable and responsive representation and leadership (links to OF group 1)	Develop the partnership role of cabinet in theme boards and scrutiny in performance management	TBC			LSP Manager / Head of Scrutiny and Member Development	
	That the terms of reference of the Standards Committee be revisited once the new responsibilities devolved from the Standards Boards of England are known	TBC			Tim Mumford	
	That a review be undertaken of the function and delegation of powers of the Planning Regulatory Board	September 2007			Director of Planning and Transportation	
	Consider / resolve political leadership model of the council as per the white paper requirements	Dec 2009 May 2010	Model identified Model implemented		Tim Mumford	
Community Cohesion: Ensure that the council engage with the cohesion agenda to create strong cohesive communities	To strengthen membership and governance arrangements of the existing cohesive communities groups	As per white paper implementation plan			Head of Equalities and Community Cohesion	
	To review governance arrangements for existing cohesive communities groups and strengthen involvement linkages to scrutiny	As per white paper implementation plan			Head of Equalities and Community Cohesion / Head of Scrutiny and Member Development	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	To develop and implement a Cohesive Communities Action Plan which takes account of national indicators, A8 immigration	TBC for implementation in 2009			Head of Equalities and Community Cohesion	
1. Political Leadership and Management: Scrutiny (links to Our Future Group 1)						
Further develop the role of Scrutiny within the council and the Council's role in respect of health scrutiny to ensure focus on health elements of Rotherham Alive	Ensure the delivery of the Self Evaluation for Overview and Scrutiny Action Plan	June 2008	% of recommendations implemented		Head of Scrutiny Services and Member Development	
	Undertake scrutiny reviews and ensure recommendations are accepted by Cabinet and implemented	March 2008 March 2009 March 2008 March 2009	Conduct at least 10 reviews pa Implement 80% of recommendations per year		Head of Scrutiny Services and Member Development	
	Hold capacity building day for elected members focusing on local health structures, health finance, commissioning and reducing health inequalities	July 2007	Capacity Building day held	Slipped	Head of Scrutiny Services and Member Development	<ul style="list-style-type: none"> The capacity building day is now going to take place on 28/09/07. Date was moved from July due to speakers availability and venue and the need to avoid August due to bank holiday.
	Agree a health scrutiny work programme and undertake at least 2 specific reviews	April 2008	2 reviews conducted		Head of Scrutiny Services and Member Development	
	Work with SY Health Scrutiny Committee on the 07/08 Annual Health Check responses for sub regional health trusts and produce agreed responses	April 2008			Head of Scrutiny Services and Member Development	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Member Development programme to be adopted to accommodate the expanding scrutiny role	April 2008	All relevant members to have received relevant training		Head of Scrutiny and Member Development	
1. Governance Arrangements: Code of Corporate Governance						
Strengthen Corporate Governance arrangements in line with external audit requirements and best practice with a focus on partnerships	Revise the Council's Local Code of Governance in line with up to date with Best Practice	May 2007	Local Code of Governance amended	Completed	Director of Audit and Governance	<ul style="list-style-type: none"> The Local Code of Governance was agreed by CMT and the Audit Committee in May 2007
2. Governance Arrangements: Internal Audit						
Review and implement improvements to Internal Audit so that it meets the required standards e.g. CIPFA	Deliver all key annual internal audit performance targets	Ongoing	100% of performance targets met	Ongoing	Director of Audit and Governance	
	Implement all recommendation relating to Internal Control from 2006 UOR	November 2007	Maintain a Use of Resources Score of 4 under the 2007 harder test		Director of Audit and Governance	
	Ensure that standards in the 2006 CIPFA Code of Internal Audit are met through self assessment and regular monitoring of action plan	July 2007	External Audit Assessment of whether CIPFA standards are met	Completed	Director of Audit and Governance	<ul style="list-style-type: none"> Ratified by KPMG Report

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
3. Governance Arrangements: Financial Management						
Strengthen the Council's approach to financial management to retain a good score under CPA UOR	Provide Budget Holders with financial management information and skills to ensure they are able to effectively undertake the financial management responsibilities required within their role	June 2007 November 2007	Training material in place 100% of budget holders to have received financial management training	Completed	Strategic Director – Finance	<ul style="list-style-type: none"> Financial Management training was produced in June 2007 and is currently being rolled out to all directorates.
	Further improve public involvement in the budget consultation process building on last years approach and further QOL survey to track success of engagement in budget process	August 2007	Approach approved by CMT QOL Survey Result		Strategic Director - Finance	
	Publish an updated medium term financial strategy (MTFS) that takes account of revised corporate priorities and in particular models the financial implications of both the proposed Priority A capital investment projects and the outcomes from the CSR 07 and Lyons Inquiry	Review Autumn 2007 Refresh March 2008	Updated MTFS in place	Ongoing	Strategic Director - Finance	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
4. Governance Arrangements: Risk Management						
Council identifies and manages all strategic and operational risks to improve risk mitigation	Implement an e training package for risk management	December 2007	Package available on intranet		Director of Audit and Governance	
	Refresh corporate risk register and strengthen associated risk management arrangements to improve risk mitigation	March 2008			Director of Audit and Governance	
	Risk registers are routinely used by staff and managers Councillors	Ongoing	Quarterly quality checks on risk registers	Ongoing	Director of Audit and Governance	
5. Governance Arrangements: Partnership Working						
Ensure the Council has effective governance arrangements in place by 2008 for all of its key private/public partnerships	Produce corporate guidance to assist services to improve governance arrangements of partnerships	September 2007	Guidance produced		Assistant Chief Executive / Director of Audit and Governance	
	Produce a register of 'significant partnerships' and Test the operation of governance arrangements and identify improvement opportunities	March 2008	Governance arrangements of 100% of key partners tested Report findings		Assistant Chief Executive / Director of Audit and Governance	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
1. Consultation, Communication and Community Involvement: Quality Consultation						
Improve consultation feedback into the community and strengthen and improve consultation, involvement, and engagement mechanisms to improve public perception of the council and service delivery	Identify and analyse all council consultation exercises	April Annually Sept Annually	Annual Plan produced /Annual review produced		Head of Policy and Performance - CEX	
	Conduct a review of how QOL Survey findings from 2007 have been utilised by services	September 2007	Review conducted and outcomes publicised		Head of Policy and Performance - CEX	
2. Consultation, communication and community Involvement: Internal/External communication						
To use effective communications and marketing to develop and maintain a positive reputation for the council, so that people feel informed about local affairs and levels of satisfaction within the Borough and the Council are raised by 5% and maintained	Conduct baseline assessment of all comms and marketing budgets across the council with a view to pooling resources	June 2007	Report findings to CMT	Complete	Head of Corporate Communications and Marketing	<ul style="list-style-type: none"> Initial assessment completed. Report presented to CMT for discussion on 25th June. Further report requested – to be presented August 2007.
	Align comms and marketing activity with corporate and business priorities in council wide plan	July 2007 (revise to October 2007)	Plan agreed	Some slippage reported	Head of Corporate Communications and Marketing	<ul style="list-style-type: none"> Initial report submitted to CMT identifying baseline and making recommendation for further improvement of Communications and Marketing on 25th June. Closely allied to pooling of budgets (above)
	Launch corporate identity guidelines	July 2007 (revise to October 2007)	Report and draft guidelines approved by CMT	Some slippage reported	Head of Corporate Communications and Marketing	<ul style="list-style-type: none"> Slippage on original timescale.
	Refresh and strengthen Corporate Communications and Marketing strategy	October 2007	Revised Strategy and model endorsed by Cabinet and CMT		Head of Corporate Communications and Marketing	<ul style="list-style-type: none"> Slippage on original timescale – some dependency on other actions above ref marketing budgets and delivery model
	Produce annual report for RMBC	October 2007 and every 12 months	Report produced and distributed to every household	On track	Head of Corporate Communications and Marketing	<ul style="list-style-type: none"> As in 2006, proposed that the annual report will be part of the autumn issue of Rotherham Council Matters.

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Develop single partnership community newspaper for Rotherham, funded by partner agencies, to replace Rotherham Council Matters	Spring 2008	Proposals agreed by RMBC and also LSP Board, newspaper launched and distributed to all households	On track	Head of Corporate Communications and Marketing/LSP communications leads	<ul style="list-style-type: none"> Initial report presented to CMT 25th June. Further report requested in August 2007
1. Performance Management: Data Quality						
Obtain a maximum 4 out of 4 rating for data quality by 2008	Develop and implement data quality strategy / statement	September 2007	Data quality strategy / statement published	Ongoing	Head of Policy and Performance – CEX	<ul style="list-style-type: none"> Data Quality Statement produced and approved by CMT – May 2007
	Ensure data quality checks are being conducted quarterly and reported as part of quarterly reporting to reduce the number of PI's with issues or reservations	June 2007 onwards	100% Quarterly reports to include section on data quality 0 PI's with issues or reservations			<ul style="list-style-type: none"> Quality assurance has been undertaken by Directorates, Chief Exec's P&Q Unit and will be supplemented by further checks conducted by internal audit on high risk indicators
	Raise awareness of data quality amongst PI Managers and relevant officers and partners	June 2008	100% of PI Managers and other identified officers received data quality training			
	Ensure all High Risk Indicators are subject to data quality checks	June 2007 June 2008 November 2007 November 2008	Quality assurance checks and identified actions reported to CMT on quarterly basis Unqualified BVPP audit opinion obtained		Head of Policy and Performance – CEX	<ul style="list-style-type: none"> High risk indicators currently being audited prior to KPMG audits in late July 2007

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Address all recommendations identified in data quality audit report within agreed timescales	June Annually	100% of data quality recommendations implemented	Ongoing	Head of Policy and Performance – CEX	<ul style="list-style-type: none"> Awaiting feedback from KPMG following data quality audit
	Submit a quality self assessment and supporting evidence to external auditors	June 2007 June 2008 June 2009	Data Quality Rating 4 out of 4		Head of Policy and Performance – CEX	<ul style="list-style-type: none"> Data Quality Statement 2007 submitted. Initial audit being conducted by KPMG.
2. Performance Management: Performance Management Framework / Reporting						
Maintain and identify further improvements year on year to performance management arrangements and implement an integrated approach to performance and financial management in line with existing best practice	Implement quarterly reporting on service plans	Ongoing		Ongoing	Head of Policy and Performance CEX / Strategic Director Financial Services	
	Annual review of service planning framework	September 2007 September 2008 September 2009				
	Better align financial and performance quarterly reporting	December 2007	Reporting cycles aligned			
	Ensure all BIP's and SIP's have performance management details included	July annually commencing Q1 2007/08	100% of BIP's / SIP's contain performance management detail			
	Extend the use of the computerised performance management software within the council and amongst key partners (VAR, PCT, Police)	December 2007 December 2007	All 3 key partners to have access to Performanceplus 100% of council users identified as part of phase 2 to have P+ access	Ongoing	Head of Policy and Performance CEX	<ul style="list-style-type: none"> VAR have access to and are inputting data into performanceplus

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Develop and implement a rolling programme of performance management training for M2/3 Managers and other relevant staff	December 2007	E learning package in place % of M2 and M3 Managers attending training		Head of Policy and Performance CEX	
	Hold performance clinics challenge and action poor performance	March 2008 March 2009 March 2010	10 performance clinics held per annum		Head of Policy and Performance CEX	<ul style="list-style-type: none"> 3 performance clinics held to date in 2007/08 – BVPI 11 Workforce, BVPI 78 Benefits and Customer Complaints
1. Workforce Strategy: Leadership Development						
To develop senior managers and Elected Members to address identified needs and future “Strong & Prosperous Communities” agenda. To engender Leadership amongst the workforce, increasing Pride and employee perception	Undertake a risk assessment of Councillor surgeries	TBC			Head of Scrutiny Services and Member Development	
	Conduct Pilot of “@home in...” ward info grid based on Westminster project	December 2007				
	Participation in Leadership Academy	June 2008	12 additional members to have completed			
	Prepare submission & respond to Roberts Commission	Autumn 2007				
	E Mail IT training for Members continuation	May 2008	Reduction in overloaded e mail boxes			
	Talent Management Project & support for under-represented groups into senior management	March 2008	Bi-ennial employee perception measure (2008) of senior management		Assistant Chief Executive (HR)	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Development Centres – M3	May 2008	Increase in BVPI top 5%			
	Commence M2 Centres	February 2008	Development Centre attendance LPI			
	Review of management development programme content	March 2008	Development Centre outcomes			
	liP profile assessment of manager capacity	September 2007	liP profile – indicators 4 and 5			
	Maintenance of Exchange	March 2008 March 2009 March 2010	Bi-ennial employee perception measure – Proud		Assistant Chief Executive (HR)	
	Conduct HEART awareness raising	March 2008 March 2009 March 2010	LPIs –Reach-In, ESS			
	Develop job-specific competencies	March 2009	liP profile			
2. Workforce Development: Workforce Skills & Capacity						
To further develop management development programme, provide employee development in accordance with need, improve perception of learning and ensure consistent induction	Refresh management development modules in response to White Paper, add on further modules	March 2008 March 2009	Development Centre outcomes liP profile		Assistant Chief Executive (HR)	
	Audit of PDRs and learning need identification and recording & generic provider review	October 2007 October 2008	EOS figures liP review Audit data		Assistant Chief Executive (HR)	
	Conduct a Manager induction review & audit	December 2007	liP Audit results		Assistant Chief Executive (HR)	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
3. Workforce Development: Organisational Development						
To provide organisational structures fit for purpose, continue to improve sickness management, progress against the liP Profile standard, embed workforce planning, develop awareness of policies & increase flexible working	Organisational Structures:					
	Customer Service Centres - implementation & staff transfers & training				Strategic Director, Financial Services	
	Pools PFI - transfer of staff				Strategic Director, EDS	
	Annual reporting with LSP				Assistant Chief Executive, Policy & Performance	
	Introduce Organisational change management toolkit	September 2007			Assistant Chief Executive, HR	
	Sickness Management:				Assistant Chief Executive, HR	
	Conduct Stress e-learning & training	March 2008	Reduction in sickness absence BVPI 12 – 8.25 days by 2009/10			
Conduct Musculo-skeletal project	March 2008	EOS figures				
Increase Public health support	March 2008					
Increase Sickness management support	March 2008 March 2009					
liP review	June 2007 June 2009	liP report		Ongoing	Assistant Chief Executive, HR	<ul style="list-style-type: none"> Work completed currently awaiting formal sign off by external assessor. The final report is scheduled for Sept 07
Workforce Planning: Audit of workforce planning & development of return on investment	June 2007	Audit Completed		Completed	Assistant Chief Executive, HR	<ul style="list-style-type: none"> Initial work completed as part of the service planning process the outcomes will be incorporated in the September report to CMT

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Roll out PSe learning & development to support workforce planning	September 2007	Report to CMT covering audit and six monthly progress			
		October 2007	Audit of PDRs			
	Publicity re HR policies and flexible working options	December 2007	Passport measurement of learning EOS figures			
		March 2008	EOS figures		Assistant Chief Executive, HR	
		March 2009	Homeworking target – Our Futures			
4. Workforce Development: Resourcing						
Council regarded as Employer of Choice, with a balanced workforce. Recruitment/retention measures are responsive to need	Development of Employer of Choice advertising	March 2009	New data from Recruitment Management system to identify improvements and further development areas		Assistant Chief Executive, HR	
	Develop talent pool s for generic vacancies					
	Development of Recruitment portal (SY-wide?)					
	Introduce Equip 2	March 2010	BVPI 17a – 3.1%		Assistant Chief Executive, HR	
	Develop pre-employment training with JobCentre plus	March 2009	LPI young people		Assistant Chief Executive, HR	
	Support graduates within the workforce – case studies & development	March 2008				

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Delivery of Investors in Education project	December 2007				
	Pathways for those on incapacity benefit	March 2009				
	Recruitment Management system	December 2007	RMS data		Assistant Chief Executive, HR	
	Conduct an exit interview review	November 2007	Audit report			
	To improve data available to support workforce planning, including recruitment management data and learning records	December 2008				
5. Workforce Development: Pay & Reward						
Implementation of Job Evaluation exercise, flexible pay & reward structure, single status	Phased implementation of new pay & grading system	July 2008	Implementation		Assistant Chief Executive, HR	
	Manage tribunal claims	December 2007	Outcome			
	Carry out pay audit	December 2007	Equalities Standard - level achieved			
	Development of job profiles and pathways	December 2007				
	Complete pensions review	April 2008	Implementation of discretions		Assistant Chief Executive, HR	
	Implement Total Reward	April 2010	Implementation		Assistant Chief Executive, HR	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
1. Operational Efficiency and Value for Money – Efficiency Savings/VFM						
To enable the Council to consistently deliver improved value for money by using existing methods and exploring new approaches – in order to achieve 3% cashable savings annually from 07/08 – 09/10	Produce an efficiency statement as required by ODPM timescales and in line with technical note	April 2007 July 2007 Mid Year Update	Forward Looking Backward Looking Mid Year Update	Completed Completed	Strategic Director Finance	<ul style="list-style-type: none"> Both returns completed and Rotherham has the second highest savings in proportion to the budget of Met Councils
	Produce a shared services strategy outlining how the council will delivery services jointly with others	December 2007	Strategy produced		Assistant Chief Executive / RBT	
	Roll out the Primary and Secondary KPMG VFM indicators across the authority to assist in identifying efficiencies and savings	April 2008			CEX P&Q Team	
Maintain or improve existing positive judgement for the VFM element under Use of resources section of CPA by 2008	Target high spend services	November 2007	Improve high spend VFM indicators		Director of Finance and Governance	
	Address any changes to UOR / VFM criteria	Ongoing	All revised criteria addressed	Ongoing	Director of Finance and Governance	
2. Operational Efficiency and Value for Money: Base Budget Review						
Fundamentally review the base budget for high spend cross cutting areas identify areas for disinvestment and the identification of efficiency savings by end of 2008	Conduct comprehensive reviews on high spend areas including Asset Management, Transport Costs and Customer Access to inform budget setting	November 2008	3 reviews completed		Assistant Chief Executive	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
3. Operational Efficiency and Value for Money: Procurement						
Secure and demonstrate procurement savings through the RBT partnership and joint working	Improve performance around the processing of invoices within 30 days	March 2008 March 2009 March 2010	BVPI 8 – 96.3 BVPI 8 - 97.0% BVPI 8 - 97.5%		Procurement Client/ RBT	
	Monitor savings achieved against targets in annual procurement plan	March 2008	Bought in Goods savings target achieved		Procurement Client/ RBT	
	Procurement Champions to ensure timely progression of proposed savings initiatives	March 2008	All savings initiatives agreed		Procurement Client/ RBT	
Improve efficiency of procurement processes and systems	Rollout use of procurement cards in Directorates	March 2008	Increase No of transactions via procurement cards		Procurement Client/ RBT	
	Rollout electronic ordering and invoicing with suppliers	March 2008	Reduce the number of paper-based transactions		Procurement Client/ RBT	
1. Quality Services: Access To Services						
Improve Access to the Council's Services	Review and develop the Council's Customer Access Strategy	October 2007	New Strategy in place		Customer Service Client Manager	
	Increase the % of authority buildings open to the public in which all public areas are suitable for, and accessible to disabled people	March 2008	BVPI 156 – Accessibility – 75% by 2007/08	Ongoing	Strategic Director EDS	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Web Improve the quality of the website In terms of design and accessibility	July 2007	Proposals for the improvement/re-design of the Council website developed. Increase in customer satisfaction with web site No. of external awards / accreditations received relating to the internet	Ongoing	Head of Communications and Marketing	<ul style="list-style-type: none"> ▪ An initial report has been presented to CMT with recommendations relating to: <ul style="list-style-type: none"> - raising satisfaction rates in line with performance - ensuring RMBC's communications are fit for purpose
	Open total of 6 customer centres by end of 2008	December 2008	All centres opened on time		Strategic Director Finance / Chief Executive RBT	
	Improve connectivity between front line and back office systems to ensure major services are included (corporate assessment): RBT to assess the current Siebel system and ensure that all requirements are and RBT to look at integration of Revenues and Benefits citizen contact into Siebel CRM.				Strategic Director Finance / Chief Executive RBT	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Improve footway condition in 2006/07 by diverting funding to this area (corporate assessment recommendation)	March 2008 and ongoing	BV 187 – % of the category 1, 1a and 2 footway network where structural maintenance should be considered – middle threshold		Strategic Director EDS	
2. Quality Services: Fairness						
Achieve compliance against national standards e.g. DDA, Equalities Standard, Commission for Race Equality	Achieve level 5 of the Equality Standard for Local Government by the end of 2008	Level 5 by December 2007 Validation by March 2008	BVPI 2a – Level 5		Equalities and Diversity Manager – CEX	<ul style="list-style-type: none"> Currently at level 4 and carrying out the work to demonstrate and ensure that the council has reached level 5. The target of December 2007 is looking tight in terms of the work involved and will be kept under review.
	Increase BME Representation within the Workforce	March 2010	Improve BV 17a from 2.8% to above national average		All Service Directors	
3. Quality Services: National Awards						
Continue to achieve national awards for quality each year	Promote , encourage and co-ordinate number of submitted applications for national awards (LGC, LGYH, MJ, Beacon) throughout the authority	March 2008	Minimum of 3 national awards won annually	Ongoing	Chief Execs Dept with Directorates	
	Seek to obtain council wide charter mark accreditation	Autumn 2008	Accreditation achieved		Customer Services Client Manager and CEX P&Q	
	Obtain ISO 9000 for Culture and Leisure	September 2007	Accreditation achieved	Ongoing	Strategic Director EDS	<ul style="list-style-type: none"> The assessment of culture and leisure has just been completed and the council is awaiting the final judgement.

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
4. Quality Services: Complaints						
To review and develop the councils customer complaints procedures to ensure fair, easy and timely administration of customer complaints received by the council and improve customer satisfaction	Review undertaken and a detailed action plan completed in consultation with all partners, community and voluntary agencies	November 2007	Implementation of new complaints system		Strategic Director – Financial Services / Customer Services Client Manager	
	Reduce the number of complaints to ombudsman	March 2008 March 2009	Median (17 - 28) TQ (Less than 16)			
	Reduce the number of days taken to deal with Ombudsman	March 2008 March 2009	Median (25 - 28 days) TQ (Less than 24 days)			
	Evaluate and action annual surveys in relation to customer satisfaction and quality of life	March 2008 March 2010	Increase Customer Satisfaction with Council Services QOL Survey – 47% BVPI 3 Overall Customer Satisfaction with the Council – TQ		Head of Policy and Performance – CEX / All Strategic Directors	
1. Working in Partnership – Health in the borough						
In conjunction with partners determine and implement specific actions to improve health within Rotherham so that Rotherham can meet the national health improvement and health inequalities targets by 2010	Implement the recommendations of the Affordable Warmth and Energy Strategy’,	March 2010	% of recommendations implemented - target 100%.		Head of Public Health / Director of Housing and Neighbourhood Services	
	Appointment of a smoking cessation manager from NR Funding (Corporate Assessment recommendation)		Appointment made	Completed		<ul style="list-style-type: none"> The PCT have a smoking cessation manager in post. The PCT used NRF to appoint a tobacco control officer, Khamis Al-alaway. Khamis coordinates activity

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
	Ensure that Rotherham MBC complies with Smokefree legislation and fulfils its responsibilities as an enforcing authority Implement and evaluate Smoke Free Rotherham	July 2007 April 2008	100% compliance with Smoke Free Legislation		Head of Public Health	
	Produce a BME Health Needs Assessment and implement the associated action plan	November 2007	HNA completed		Head of Public Health	
	Develop joint structures and approaches to public health: Agree Joint DPH post and set objectives	Summer 2007			Chief Exec / Head of PCT	
	Develop mechanisms to measure the Councils investment in housing on health outcomes	September 2007	Affordable investment plan for Sheltered Housing alongside the Decent Homes Programmes agreed		Director of Housing and Neighbourhood Services	
	Implement Public Health Strategy	March 2010	% of actions completed		Head of Public Health	
	Conduct data analysis and mapping of vulnerable households	March 2008	Mapping completed		Director of Housing and Neighbourhood Services	

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
2. Working in Partnership – Older People						
To improve outcomes for older peoples services through developing improved performance measures and improved co-ordination of older peoples services	Commence implementation of the revised older people's strategy	July 2007	Quarterly Updates on implementation to be produced	Ongoing	Director of Health and Wellbeing	
	Develop a joint work programme and common goals with the PCT for a three year period	March 2008	Joint programme in place		Director of Commissioning and Partnerships	
	Further develop older peoples indicators with regional and national groups around People helped to live at home, support to carers, intermediate care, equalities and equipment/adaptations for implementation in April 2008	30 th September 2007	Information collections to be confirmed		Director of Commissioning and Partnerships	
		31 st December 2007	Plans agreed for implementation			
To significantly improve our performance in relation to key indicators relating to number of Older People and Disabled People helped to live at home	March 2008 March 2009	Increase C29 (Disabled People) from 3 to 3.5 (2008) Increase C32 (Older People) from 83 to 97 (2008) (102 by 2009)		Director of Health and Wellbeing		

Objective	Key Actions	Target Date	Progress Measure	On Target	Accountability	Update
1. Other Areas - Rural Strategy						
Ensure delivery of the rural strategy	Complete consultation process.	March 2008	Consultation process completed (Sept 07)		Head of Policy and Performance - CEX	
	Assess and incorporate key priorities within refreshed community strategy, LDF and other strategic strategies.		Assessment completed and Rural issues and actions incorporated within appropriate strategies			
1. Other Areas - Decent Homes						
Implement Corporate Assessment Recommendation relating to Decent Homes Standard by 2010	Monitor progress of action plan to improve decent homes standard	March 2008	% of spend - 100% of agreed capital programme for 06/07		Director of Housing and Neighbourhood Services	<ul style="list-style-type: none"> ▪ In 2006/07 13.91% made decent and approximately 80% spend to date. ▪ Decent homes is monitored on a monthly basis and acknowledged as robust by KPMG review in December 2006. ▪ 2010 reported that 2006/07 programme is ahead of target, although there are concerns over potential £8m underspend and some audit queries to resolve through internal audit.
	Develop and implement a private sector investment plan to increase the proportion of vulnerable households living in decent homes in the private sector	March 2008	% made decent 17.3%			
		2010	70%			