

RIBBLE VALLEY BOROUGH COUNCIL

REPORT TO

POLICY AND FINANCE COMMITTEE

Agenda Item No.

meeting date: 29 July 2008
 title: Comprehensive Performance Assessment Improvement Plan
 submitted by: Chief Executive
 principal author: Michelle Haworth – Corporate Policy Officer

1 PURPOSE

1.1 To seek approval of the Comprehensive Performance Assessment (CPA) Improvement Plan.

2 RELEVANCE TO THE COUNCIL'S AMBITIONS AND PRIORITIES:

- Council Ambitions: The Comprehensive Performance Assessment report is the key document produced at the end of the CPA process. The Improvement Plan is developed out of the findings of the inspection and as such impacts strongly on our Ambitions, Priorities and future plans. We require an Improvement Plan to ensure continuous improvement in areas which will in turn ensure we meet our ambitions and priorities.
- Community Objectives:
- Corporate Priorities:
- Other Considerations:

3 BACKGROUND

3.1 Our final CPA report was published in May 2008 and this has been used to develop an Improvement Plan. This Plan now needs to be approved, implemented and monitored to ensure we make continuous improvement.

3.2 A meeting is still to be arranged to discuss our Improvement Plan with the Lead Inspector and possibly our Relationship Manager from the Audit Commission.

3.3 Following the CPA the Council identified a number of key themes for improvement.

- Equality and Diversity
- Performance Management:
 - To ensure actions and targets are robust and SMART and priorities have robust long-term outcome-focused targets
 - To ensure performance management arrangements are developed with the LSP
 - To extend the use of benchmarking
 - To improve the collection, accuracy, ownership and use of performance data and information
- Ownership of Risk Management
- Scrutiny arrangements
- Workforce Planning
- Member training

3.4 The following table details our Improvement Plan, which was drawn up in response to our CPA report. It sets out our priorities for improvement at both corporate and service levels, how we

plan to achieve them and relates closely with our Corporate Performance and Improvement Plan and Service Plans.

4 RISK ASSESSMENT

4.1

- Resources: None.
- Technical, Environmental and Legal: None
- Political: None
- Reputation: The authority has been assessed as 'good'. There might have been some damage to the Council's reputation had we been assessed as 'weak' or 'poor' or remained 'fair'. However, we now need to address our identified areas of weakness.

5 RECOMMENDED THAT COMMITTEE

- 5.1 Consider and approve the Council's CPA Improvement Plan.

Michelle Haworth
Corporate Policy Officer

For further information please ask for Michelle Haworth, extension 4421

CPA Improvement Plan July 2008



| Action Code | Action Title | Expected Outcome | Status Icon | Due Date | Completed Date | Milestone Description | Milestone Due Date | Milestone Completed | Managed By | Assigned To |
|-------------|---|---|-------------|------------|----------------|--|--------------------|---------------------|-----------------------------|-----------------------------------|
| CPA-01 | To publicise and communicate Member Champions and roles | Member Champions roles are transparent and communicated | | 31/03/2009 | | | | | David Morris | Lynne Calver |
| CPA-02 | Ensure data is collected about, and analysed, of the needs of all minority groups | The needs of all minority groups are met | | 31/03/2009 | | Ensure citizen panel is representative of all minority groups | 31/12/2008 | No | Michelle Haworth | Michelle Haworth; Rebecca Midgley |
| | | | | | | Ensure responses to surveys are analysed to ensure the needs of all minority groups are assessed | 31/03/2009 | No | | |
| CPA-03 | Equality and Diversity Steering Group to develop a project plan to develop and embed an action plan | Level 2 of the Equality standard achieved | | 31/03/2010 | | | | | David Morris | Michelle Smith |
| CPA-04 | Ensure all service plan and Corporate Plan action plans (and any others monitored through the performance management system) are robust and SMART | All plans to have SMART and robust actions | | 31/03/2009 | | | | | Jeff Fenton | Michelle Haworth |
| CPA-05 | Ensure all priorities have robust long-term outcome-focused targets | All priorities to have robust long-term focused targets | | 31/03/2009 | | Ensure all priorities in the CP&IP have robust long-term outcome-focused targets | 31/07/2008 | No | Stewart Bailey; Jeff Fenton | Michelle Haworth; David Ingham |
| | | | | | | Ensure all priorities in the SCS have robust long-term outcome-focused targets | 31/12/2008 | No | | |

| Action Code | Action Title | Expected Outcome | Status Icon | Due Date | Completed Date | Milestone Description | Milestone Due Date | Milestone Completed | Managed By | Assigned To |
|-------------|--|---|---|------------|----------------|--|--------------------|---------------------|--|--------------------------------|
| CPA-06 | Develop performance management arrangements with the LSP | Well developed performance management arrangement with partners ensuring that actions and targets of the Sustainable Community Strategy are delivered |  | 31/03/2009 | | Ensure action plans and PI's are monitored and reported | 31/03/2009 | No | Stewart Bailey; Jeff Fenton | Michelle Haworth; David Ingham |
| | | | | | | Ensure all SCS actions are SMART, robust and have long-term outcome-focused targets | 31/12/2008 | No | | |
| | | | | | | Ensure all SCS actions are uploaded onto Covalent | 31/03/2008 | Yes | | |
| | | | | | | Ensure relevant PI's (NI's) are set up on Covalent and used to monitor progress | 31/05/2008 | Yes | | |
| CPA-07 | Look to extend the use of benchmarking where appropriate and to include in service plans | Benchmarking is more consistent across service areas and used to improve services |  | 31/03/2009 | | CEX's department visited another authority to learn from best practice | 31/03/2009 | No | Stewart Bailey; John Heap; David Morris; Marshal Scott | Michelle Haworth |
| | | | | | | Community Development department visited another authority to learn from best practice | 31/03/2009 | No | | |
| | | | | | | Development department visited another authority to learn from best practice | 31/03/2009 | No | | |
| | | | | | | Resources department visited another authority to learn from best practice | 31/03/2009 | No | | |
| CPA-08 | Improve the collection, accuracy, ownership and use of performance data and information | All performance data is accurate, 'owned' and used |  | 31/03/2009 | | Carry out a review of all services and the performance information that is used | 31/12/2008 | No | Jeff Fenton | Michelle Haworth |
| CPA-09 | Ensure there is ownership of Risk Management by all service managers | All service managers have ownership of Risk Management |  | 31/03/2009 | | Carry out further Risk Management Training | 30/04/2008 | Yes | David Morris; Marshal Scott | Amy Gaskell; Michelle Smith |

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|-------------|--|--|---|------------|----------------|--|--------------------|---------------------|--|---|
| | | | | | | Ensure Risk Management is addressed through all performance appraisals with service managers | 31/03/2009 | No | | |
| CPA-10 | Improve scrutiny arrangements | Scrutiny arrangements are improved |  | 30/06/2008 | 24/06/2008 | Look at reducing the number of Overview and Scrutiny Cttees to ensure the committee is more focused | 30/04/2008 | Yes | David Morris | David Morris |
| | | | | | | Set up a working group to look at current Overview and Scrutiny arrangements and suggest improvements for the future | 30/04/2008 | Yes | | |
| CPA-11 | Work with Team Lancashire to deliver benefits of shared services | Shared services delivers benefits |  | 31/03/2009 | | Shared service developed within Team Lancashire | 31/03/2009 | No | David Morris | Jeff Fenton |
| CPA-12 | Ensure all initial performance appraisals are completed across all services of the Council | 100% of performance appraisals are completed |  | 31/03/2009 | | Completed in Community Development Services | 31/03/2009 | No | Stewart Bailey; John Heap; David Morris; Marshal Scott | Mark Edmondson; Jeff Fenton; Colin Hirst; Peter Hothersall; Chris Hughes; Graham Jagger; John Macholc; Jane Pearson; Diane Rice; James Russell; Michelle Smith; Rachael Stott |
| | | | | | | Completed in Corporate Services | 31/03/2009 | No | | |
| | | | | | | Completed in Development and Building Control Services | 31/03/2009 | No | | |
| | | | | | | Completed in Environmental Health Services | 31/03/2009 | No | | |
| | | | | | | Completed in Financial Services | 31/03/2009 | No | | |
| | | | | | | Completed in Forward Planning Services | 31/03/2009 | No | | |
| | | | | | | Completed in Housing Services | 31/03/2009 | No | | |
| | | | | | | Completed in HR Services | 31/03/2009 | No | | |
| | | | | | | Completed in IT Services | 31/03/2009 | No | | |

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|-------------|---|---|---|------------|----------------|--|--------------------|---------------------|----------------|----------------|
| | | | | | | Completed in Legal Services | 31/03/2009 | No | | |
| | | | | | | Completed in Revs and Bens Services | 31/03/2009 | No | | |
| | | | | | | Completed in Street Scene Services | 31/03/2009 | No | | |
| CPA-13 | Develop a Workforce Plan | Workforce Plan developed |  | 30/09/2008 | | Approved by Personnel Cttee | 30/09/2008 | No | David Morris | Michelle Smith |
| | | | | | | Draft to CMT | 31/07/2008 | No | | |
| CPA-14 | Make improvements to member training | Improved Member training allowing members to fulfill their roles more effectively |  | 30/11/2008 | | Carry out a member training needs assessment | 30/11/2008 | No | David Morris | Michelle Smith |
| | | | | | | Develop a member training register | 30/09/2008 | No | | |
| CPA-15 | Implement Section 17 of the Crime and Disorder Act by inserting a reference in all relevant documents | All Council documents make reference to Section 17 of the Crime and Disorder Act |  | 31/03/2009 | | | | | David Morris | Jeff Fenton |
| CPA-16 | Work in partnership with Lancashire Declaration for Climate Change | |  | 31/12/2008 | | | | | Stewart Bailey | Colin Hirst |

| Action Status | |
|---|---|
|  | Completed |
|  | Assigned; In Progress |
|  | Unassigned; Check Progress; Not Started |
|  | Overdue |
|  | Cancelled |