

**CHIEF EXECUTIVE'S OFFICE**

**SERVICE PLAN**

**2008/09**

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# 1. Executive Summary

## **The Target Audience**

This Service Plan for Chief Executive's Office is aimed primarily at the staff working in Chief Executive's Office.

The plan makes close connections with both the draft Corporate Plan Annual Update 2008 – 2009 and the Unitary project plans for which officers in the Chief Executive's Office are responsible.

It links with similar plans from other directorates to provide a record of what we are planning to do in 2008/09, and what we achieved in the past year 2007/08. By making appropriate connections and joining up our efforts with other directorates, we achieve the best outcomes for people in Shropshire. Any weaknesses and details of where we fell short in achieving our targets in 2007/08 are also described.

Plans do not stand still, particularly in light of the transition to a new council in April 2009, and we will be regularly monitoring our progress in working towards the objectives and milestones set out. The Corporate Performance Management system includes regular reporting arrangements and auditing through the Corporate Support Services Scrutiny Panel and Member Champions receive regular reports on the relevant unitary projects.

## **Main Functions and Structure**

The main structure and functions of Chief Executive's Office are shown on pages 14-16 of this Service Plan.

The Chief Executive's Office contributes to the overall performance of Shropshire County Council by providing quality support services across all directorates through direct service delivery to local people, by providing a co-ordinating and facilitating role on overall performance and through joint working with partners.

## **Looking Forward**

The key focus for Shropshire County Council for the coming year is to ensure a smooth transition to the new authority in April 2009. The Chief Executive's Office is playing a key role in this process, with a senior officer seconded to the role of Unitary Programme Manager, the Head of Chief Executive's Office and 2 Heads of Service are members of the Joint Implementation Team and Senior Officers from the Chief Executive's Office are working on 5 Unitary Projects:

- Staff transition
- Staff learning and development
- Member learning and development
- Performance management framework
- Communications plan

The major elements from these project plans are identified in the 2008/09 service plan which also includes other areas of improvement work which support the whole Council in moving ahead. Highlighting key areas for work we will:

- Establish performance management arrangements for Shropshire Council incorporating the new National Indicator Set (NIS).
- Development of a localised performance management framework.
- Continue to improve customer satisfaction, for example through implementing the improvement plan from the scrutiny review of complaints developing one central service for complaints handling.
- Develop a comprehensive equalities plan for Shropshire Council.
- Implement the action plan from value for money review of recruitment.
- Delivering the staff transition and staff learning and development projects for Shropshire Council.
- Develop, sign off and manage the performance of the Local Area Agreement 2008/11 and Corporate Plan 2008/09.
- Develop a draft Shropshire Council Corporate Plan 2009/10.
- Continue to implement and improve the Positive about Absence and Well-being strategy.
- Continue to inform and engage with the public, partners, stakeholders, members and staff as we move towards the new authority, ensuring high levels of awareness of the functions and duties of Shropshire Council.
- Produce an enhanced Direction of Travel Statement and preparation for Comprehensive Area Assessment (CAA).
- Support internal communication by launching eShrop – the new intranet for staff and Members of all 6 councils and producing 6 issues of the combined staff newsletter Talking Shrop.
- Build the reputation of Shropshire Council nationally as a flagship new unitary council.

## **Looking Back**

Looking back the Service Plan identifies some major achievements during 2007/08. Under the headings of the Core Values these include:

### **“Put our customer first”**

- A Workforce Planning (WP) Framework has been completed in December '07 and this will help to forecast future people needs for Shropshire County Council and our partners.
- The pilot Local Joint Committees have been well promoted and reported by the media. Challenge Panel members have been actively involved in one local meeting, supported by CExO officers, conducting an investigation on repairs to roads and pavements, resulting in improvements agreed to be funded by the local committee. This support will continue through 2008/09.
- An electronic consultation database has been developed and launched
- We have commissioned and completed an Ipsos MORI survey of all the LAA and Corporate Plan perception indicators. The results and action plans from this will inform the work of the citizen's panel through 2008/09.
- With Legal & Democratic Services we have completed a scrutiny review of complaints, with the final report being approved by Cabinet in October '07, to introduce a single complaints unit for the new unitary council from April 2009. This work will continue through 2008/09 in preparation for One Council in April '09.
- We have revised the format of our Annual Performance Report this year, making it shorter, to take into account feedback from some of our challenge panel members.
- We have continued to carry out user focus reviews on services and implemented a range of improvements for our customers as a result, ranging from speedier service delivery, improved take up or usage and improved communications in a wide range of services.

### **“Promote diversity”**

- The Comprehensive Equalities Policy 2007-2010 was approved by Council in September '07. This has been substantially revised to bring together all 6 strands of equality and actions around the community cohesion agenda.
- A Diversity Officer Group has been established across the Shropshire Partnership to outline local issues.
- Between April 2007 and January 2008 we have delivered 30 Equality and Diversity awareness sessions attended by approximately 300 delegates.

- We have established a Task and Finish Group commissioned by the Chair of the Corporate Support Services Scrutiny Panel, to investigate the needs of migrant workers and new emerging communities in Shropshire.
- The Stonewall Workplace Equality Index has recently shown that Shropshire County Council has moved upwards to 38<sup>th</sup> place from 80<sup>th</sup> place.

#### **“Always improve”**

- The Direction of Travel statement was submitted in September. This was accepted by the Audit Commission with no further evidence or inspection required. The Audit Commission judgment for direction of travel is again “improving strongly”.
- As part of the Shropshire Improvement Partnership (SIP) an integrated development programme for Members and officers has been produced and is now part of the LGR member development workstream.
- We supported preparations for the Joint Area Review and the Enhanced Youth Inspection in April 2008. The preparations of the Comprehensive Performance Assessment also scheduled for April 2008 were on track including a draft self assessment, prior to the inspection being cancelled on 31<sup>st</sup> January 2008.
- We have continued to support the delivery of Shropshire’s Local Area Agreement 2006/09. The LAA was reviewed by the Audit Commission in autumn ‘07 and the Government Office gave it a green ‘RAG’ rating – one of only 3 out of 9 in the West Midlands region. We took part in CLG’s pilot study for new LAAs. Together with our partners, we are developing a revision to the LAA, in line with the government’s new performance framework which will focus more strongly on local priorities, particularly our vulnerable communities and value for money, aligning targets with the National Indicator Set and CAA requirements.
- Support has been given to service directorates to develop the use of Performance Plus for performance management of service and team plans.

#### **“Care for staff”**

- The 8 point positive about absence and wellbeing strategy continues to be implemented across the authority, with focussed action plans in 3 services. Impact is being seen and this approach will continue through 2008/09.
- We have carried out our second staff survey, which shows that 55% of staff feel proud to work for Shropshire County Council, which is 5% higher than the other county councils that took part in the survey.
- Seventeen employment placements have been made for people with a disability and a pilot scheme has been launched for supported places for people with a disability.
- A range of health promotion activities have taken place, including a programme of 8 Health and Wellbeing days held around the county and targeted health promotion interventions such as well woman/man clinics and safe travel.

- We have concluded a Managing People Protocol and put in place arrangements to manage vacancies as they arise between the six councils.

#### **“Demonstrate value for money”**

- We supported the Value for Money reviews through providing performance benchmarking data and offered an effective challenge role to the final update reports presented to Commissioning and Performance Panel in February ‘08.
- We are improving value for money through shared services: we provide Human Resource services to Oswestry Borough Council; we have completed a Service Level Agreement with NSDC for the performance management service; we have provided Equalities and Diversity project management for the PCT.
- As part of Price Waterhouse Cooper’s Steering Group, we continue to contribute to the development of benchmarking tools including a Value for Money pilot.

#### **“Communicate openly and honestly”**

- Shropshire County Council's quarterly community magazine 'Shropshire' has continued to build on the strength of its content and interest, in particular with other public services and partner organisations keen to contribute and utilize this medium to communicate with Shropshire people. A focused approach to communicating value for money has been implemented, e.g. specific value for money messages have been communicated in three issues of Shropshire.
- The website has been re-launched with improved navigation. Both use and satisfaction with the site continue to improve.
- Our communications team is working closely with communications officers in all the district councils, using staff intranets and other channels, to ensure that all council staff across Shropshire receive accurate, prompt information about the transition to a unitary council.
- We have produced a combined staff newsletter, “Talking Shrop” for all six councils.

## 2. Shropshire County Council Vision and Core Values

### Vision

To improve significantly the quality of life for Shropshire people.

### Our Core Values:

How we do things is important to us -  
in everything we do we will do our very best to:

1. Put our customer first
2. Promote diversity
3. Always improve
4. Care for staff
5. Demonstrate value for money
6. Communicate openly and honestly

**Our Aims and Priorities 2006-2011  
Update 2008-2009**

Our Aims		Our Priorities for Improvement	Outcomes for Shropshire people
<b>1. We will work with others to deliver joined up, affordable, accessible and quality services</b>	1	Developing one-door access to services	Improving the quality of life for rural communities by facilitating access to services locally
	2	Developing the capacity of local services and partners to deal with domestic violence	Improving access to domestic violence services
	3	Achieving an improved and integrated waste management service through the Shropshire Waste Partnership and the Private Finance Initiative contract	Improving the quality of the environment in which people live
<b>2. We will create and protect a healthy, independent and safe way of life for all</b>	4	Working for and with older people - promote independent living and assist people to remain in their own homes	Improving the quality of life and independence of older people
	5	Tackling the fear of crime	Reducing fear of crime and anti-social behaviour
	6	Enhancing the provision of prevention services for children and young people through a system of coherent multi-agency working	Meeting the needs of children and young people
	7	Reducing substance misuse	Reducing the harm caused by illegal drugs
	8	Delivering services for children and young people with special and complex needs	Improving the lives of children and young people
<b>3. We will work with all our communities and keep them connected</b>	9	Developing sustainable rural transport solutions	Improving access to services and work for local people - enabling people to live their daily lives
	10	Ensuring that we effectively involve children and young people in the development of services	Involvement of children and young people in local democracy to improve the quality of decision making and to begin habits of democratic involvement

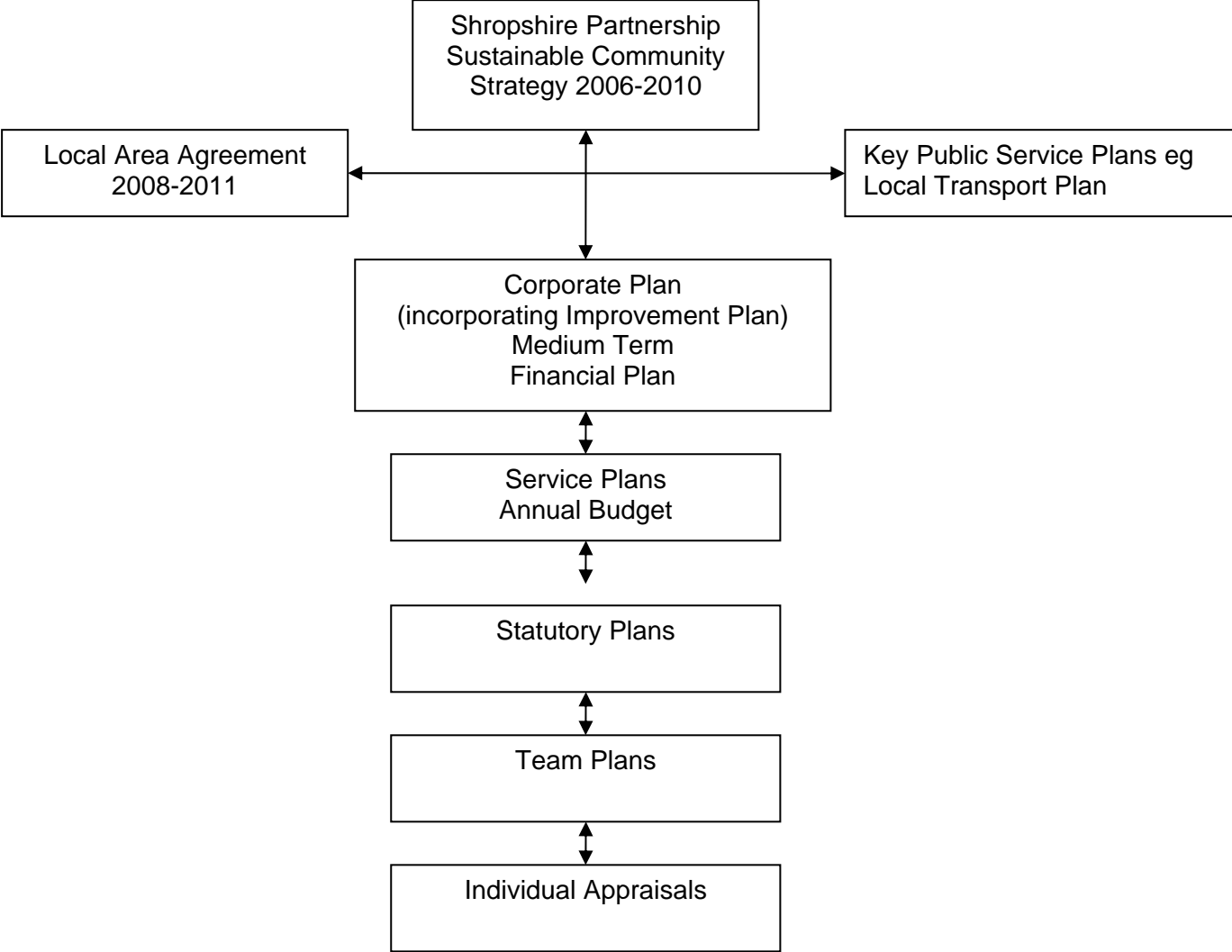
Our Aims		Our Priorities for Improvement	Outcomes for Shropshire people
<b>4.</b> <b>We will safeguard and strengthen Shropshire's unique environment</b>	11	Developing the economic vitality of the county by building on our strengths and developing new high technology and knowledge intensive sectors	Increasing growth and sustainability of enterprise and businesses
	12	Managing our environment to conserve its beauty and natural resources whilst achieving high quality development	Building a successful economy whilst protecting the environment
	13	Promoting energy efficiency, increased use of renewable energy and reduced carbon emissions	Sustainable low carbon communities with strengthened economic capability
<b>5.</b> <b>We will always carry out our core duties - to educate, to care, to keep Shropshire moving</b>	14	Protecting adults at risk: by supporting people with complex learning and other disabilities in community settings	Improving quality of life and independence of vulnerable adults. Improved health of the population, increased life expectancy and reduced health inequalities.
	15	Maintaining the condition and improving the safety of Shropshire's roads	Safe and well maintained roads
	16	Improving the quality of our service provision and the education achievement of pupils in our schools	Raising achievement at all Key Stages in maintained schools and early years settings
	17	Developing opportunities for 14-19 year olds to access a curriculum appropriate to their needs including access to vocational qualifications and experiences	Enhanced life chances for all young people
	18	Developing services to enhance the delivery of the Youth Offer	Ensuring young people have access to opportunities and experiences as set out the Youth Offer for Shropshire
	19	Safeguarding children	Children safe from harm, neglect and abuse

## Our top priorities are:

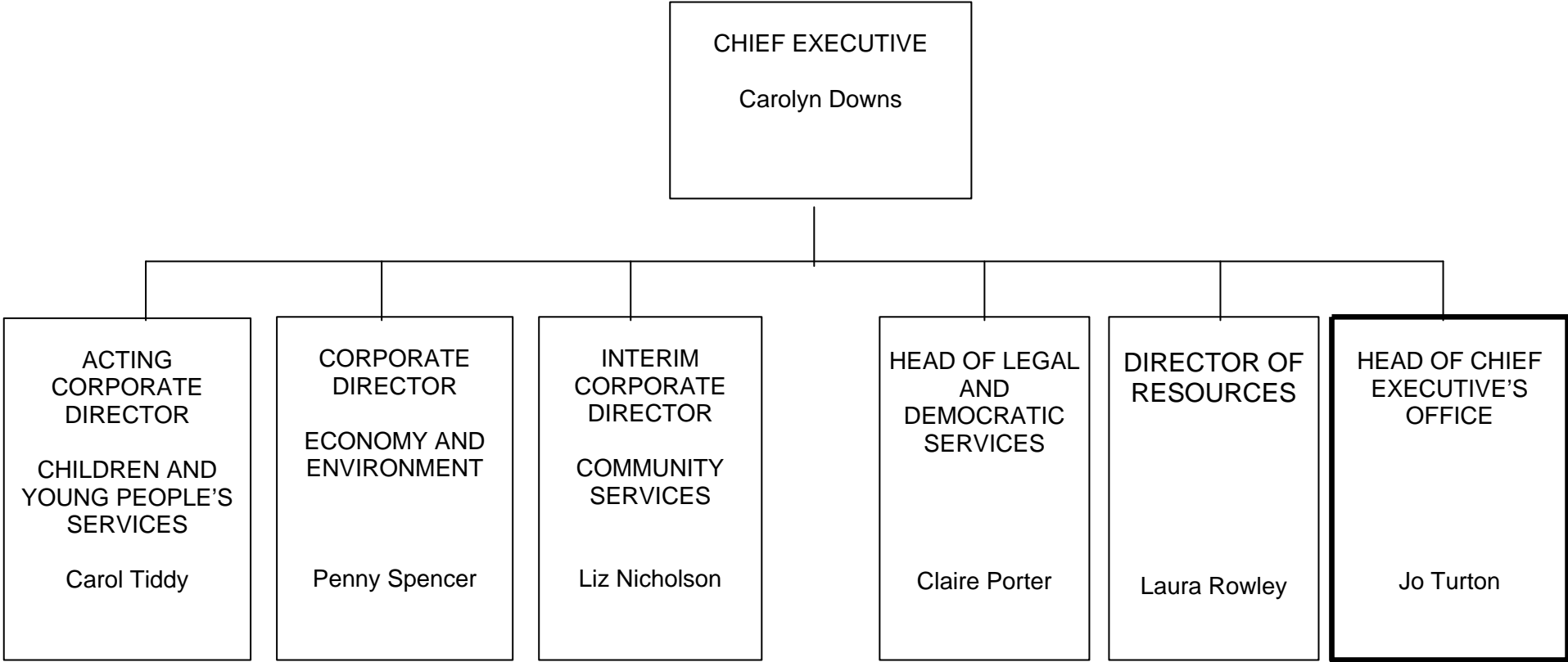
<b>1</b>	<b>Developing one-door access to services</b>
<b>3</b>	<b>Achieving an improved and integrated waste management service through the Shropshire Waste Partnership and the Private Finance Initiative contract</b>
<b>8</b>	<b>Delivering services for children and young people with special and complex needs</b>
<b>14</b>	<b>Protecting adults at risk: by supporting people with complex learning and other disabilities in community settings</b>
<b>Core Values</b>	<b>* Responding to the Local Government White Paper, including proposals for One Council for Shropshire</b>

\* to be updated through the Corporate Plan update 2008/09

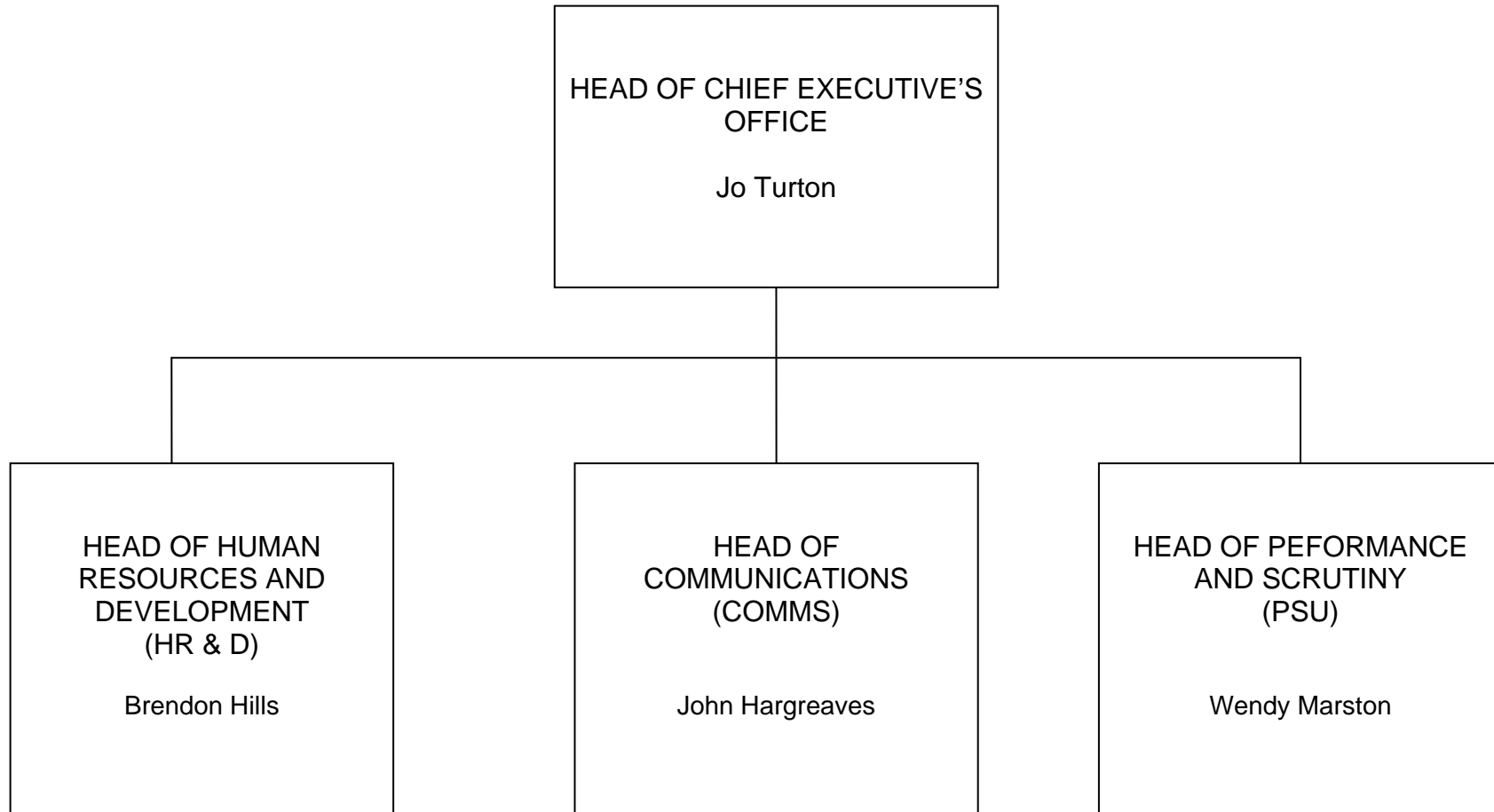
### 3. Shropshire County Council Planning Process



# 4. Management Structure Chart



## Chief Executive's Office



## Chief Executive's Office

### Communications Unit

- **Communications and Consultation** – develop strategic framework for the internal and external communications activity of the council, to inform and support the delivery of the council's visions and core aims. Work with Legal and Democratic Services to develop policies to deliver locality working and parish plans. Work with IT Services to deliver the website and intranet.
- **Printing Services** - Provides design, printing, reprographics and finishing services.
- **Design Team** - Provides a comprehensive graphic design service to Shropshire County Council and its partners, offering advice and support and managing whole projects where required.
- **Locality working** – supports officers and Members to effectively engage with and involve customers and local communities.

### Human Resources and Development

- **People Management-** To improve the delivery of services and performance through the development of strategies, policies, advice and development activities to enable the effective management of people.
- **Employee Relations** – To promote the effective management of the county council's informal and formal relationships with its workforce and contribute to the improvement of services through the promotion of improving the experience of employees at work.
- **Organisation Development-** Developing leadership capacity of officers and members; supporting change management through personal development; enhancing communications to support Shropshire County Council as the 'learning organisation' it is known for; encouraging innovative practice; corporate training delivery.
- **Health & Safety** – Provides advice on integration of health and safety into Service Plans to ensure a consistent and co-ordinated approach to managing risk across all services.
- **Occupational Health-** Promotes the positive attendance, health and well-being of Shropshire County Council staff.
- **Shropshire Recruitment Team** – Provides recruitment services to applicants for County Council vacancies.

## **Performance and Scrutiny Unit**

- **Corporate Performance Management and Scrutiny** - are key elements of this Government's modernising agenda which focuses on improving performance for councils. The unit supports the corporate performance management framework, including the delivery of the improvement plan and supports scrutiny across Shropshire County Council.
- **Equalities and Diversity** - Leading on the development of policies to deliver appropriate services to diverse communities across the county.
- **Corporate Policy** - Managing, co-ordinating and supporting the council's corporate and community planning.
- **Local Area Agreement** – Supporting the delivery of the Local Area Agreement, including providing performance management reports to the Leadership Board, co-ordinating the delivery planning process and producing Annual Review and Refresh information to Government Office West Midlands (GOWM) and the department for Communities and Local Government (CLG).
- **Unitary Programme Management** - Managing, co-ordinating and supporting the unitary programme to ensure a smooth transition to the new Shropshire Council in April 2009.

## 6. Areas not achieved in 2007/08

A detailed 6 month review of the 2007 – 08 Service Plan was produced for Corporate Support Services Scrutiny Panel in December 2007. Below is a summary of those areas of work which we did not achieve or where the completion date has been amended for example due to LGR. These areas have been reviewed and where appropriate are included within the 2008 – 09 Service Plan or within team plans.

Details of these actions are outlined below:

- a. IT and Web Development projects for Chief Executive's Office have been deferred because of LGR. For example, an application to achieve the Crystal Mark for use of plain English in March 08 will now be postponed. An application will be made for the One Council website by summer 09.
- b. Delivery of corporate training to Parish Council Chairs on engaging hard to reach groups and the Local Joint Committee pilots was due to take place in January 2008, but has been postponed at the request of SALC until later in 2008.
- c. A marketing plan for Shropshire Customer First points and Customer Service Centre (CSC) will be developed as part of an ongoing Unitary awareness programme through 2008/09.
- d. Further improvement in overall customer satisfaction in the Chief Executive's Office was to be measured through a follow up internal satisfaction survey planned for December 07; this has not been progressed due to other priorities.
- e. The scrutiny member annual evaluation of the contribution of permanent co-optees was planned for Feb 08 with a report to PSMG in March 08. This work has not been progressed due to other priorities, although a corporate forum involving members and co-optees has been held.
- f. Implementation of phase 2 job evaluation will continue into 2008/09 because of ongoing discussions with the unions.
- g. The new unitary authority is targeted to achieve level 2 of the Equality Standard by April 2009 and level 3 by April 2011, so work on achieving level 4 for SCC is no longer being progressed.
- h. The Corporate Plan 2008/09 and LAA will not be agreed by 1<sup>st</sup> April 2008. This work has been delayed due to the final technical guidance on the National Indicator Set (NIS) for 08/09 not being released by government until 1<sup>st</sup> April 2008 and therefore the LAA will not be signed off until June 2008.

## 7. Health & Safety Action Plan for 2008/09

Shropshire County Council is responsible for providing a safe and healthy environment for all its employees, visitors and service users. We will ensure that:

- All staff within Chief Executive's Office should have an awareness and understanding of the Health & Safety issues that are likely to affect them as they carry out their work so they can protect themselves against avoidable injury.
- All staff share a responsibility for ensuring premises being used for County Council business are safe for colleagues, service users and visitors. Training at an appropriate level of Health & Safety should be undertaken by all staff within Chief Executive's Office.
- Health & Safety issues will be monitored by Chief Executive's Office – Resources Health, Safety & Welfare Group representative who will report into the Chief Executive's Office Management Team.

Key Objectives for 2008/09 are:

Service Objective	Success Criteria	Lead Officer/Group
1. Ensure that CExO is represented at, contributes to and provides information for the Resources Health & Safety Group, the Health and Safety Forum and the Health, Safety and Welfare Group.	CExO Management Team receives feedback from Resources Directorate, Legal and Democratic Services, and Chief Executive's Offices Health & Safety Group and feedback from the Health, Safety & Welfare Committee. Health, Safety and Welfare Group receives information about CExO as required.	Chief Executive's Office Management Team & Louise Evans
2. Ensure implementation of the Corporate Health & Safety Policy as it relates to CExO.	Carry out annual Safety Audits.	Chief Executive's Office Management Team & Louise Evans
3. Ensure all staff in CExO have appropriate level of Health & Safety training.	Regular monitoring of staff through appraisals to identify areas where training is needed re health and safety.	Chief Executive's Office Management Team & Louise Evans
4. Ensure all Accidents, Near Misses and Violent Incidents are reported.	Provide HR & Development – Health & Safety Team with monthly report of all Accidents, Near Misses and Violent Incidents occurring in Resources Directorate.	Chief Executive's Office Management Team & Louise Evans

## 8. Equalities Action Plan for 2008/09

The Chief Executive's Office provides support to all services within the Council.

The Chief Executive's Office is committed to, and it is important that our staff understand, equality of opportunity in terms of employment and service delivery. Performance on equality issues will be measured by the Strategic Equalities Group, Corporate Support Services Scrutiny Panel and with Directorate Service Plans.

Key areas of work on equalities and diversity which appear in Section 5 of this plan in "Service Planning – What we are planning to do in 2008/09?" demonstrate how this is mainstreamed into the work of the Council through our second core value of 'Promoting diversity'.

Key objectives detailed in Section 5 include:

- Completing the scrutiny Task and Finish Group on migrant workers, agreeing and implementing an action plan.
- Drawing together evidence from across all councils to form new policies for race, disability and gender for the new authority.<sup>1</sup>
- Developing a Comprehensive Equality Policy for the Shropshire Council.
- Devising a framework for managing Equalities and Diversity performance information.
- Completing Job Evaluation phase 2.
- Reviewing the pilot training placement scheme for disabled adults, agreeing and implementing an action plan.

## 9. Programme Of Equality Impact Needs Assessment

Policy, Function, Procedure		2006/07 planned	2006/07 completed	2007/08 planned	2007/08 completed	2008/09 planned
Organisation Development Strategy	HR and D					•
Member and officer development programme	HR and D					•
Shropshire Council Employment Policy and Terms	HR and D					•
Workforce Planning Framework	HR and D			•	Y	
Recruitment and Selection	HR and D			to be reviewed in line with Vfm study	Y	
Policy response to Pensions Regulations	HR and D			•	Y	
Performance Management for local areas	PSU					•
Shropshire Council Comprehensive Equalities Policy	PSU					•
Improvement plan from T&F group on Migrant Workers	PSU					•
Local Area Agreement 2008 – 2011	PSU					•
Draft Corporate Plan 2009 - 2010	PSU					•
Scrutiny Complaints review	PSU			•	Y	
Tension Monitoring Framework	PSU			•	Y	
NSDC service level agreement	PSU			•	Y	
Equalities Policy and Action Plan	PSU	•	Plan due June 07	•	Y	
Corporate Plan 2006/09	PSU	•	Y			
Performance Management: New IT System	PSU	•	Y			
Local Meeting Pilots	Comms			•	Y	
Participation Database	Comms			•	Y	
Web Site	Comms	•	Y			
Community Newspaper	Comms	•	Y			

## 10. Organisation Development and Learning Action Plan

### Introduction

It is the Council's policy to ensure that its staff are equipped to meet the demands placed upon them both now and in the future. These needs may be personal or professional. Some may arise from the introduction of new policies or initiatives or from a need to reinforce existing ones. Some may be organisational, helping the council to meet its needs for staff in the future. Individual needs will vary and this is why the Council places emphasis on the identification of individual development needs as part of the appraisal process.

### Budget

The development budget for the year is monitored by the Head of Human Resources and Development (HR&D).

### Methods of Development

Shropshire County Council has an effective/excellent Leadership and Management Development Framework which includes coaching, mentoring, action learning, shadowing and experiential learning events. There is also a comprehensive Corporate Training Programme for employees as well as traditional training courses for work related skill development

### Applications for External Development Activities

Employees apply to attend courses identified in their personal development plan at appraisal.

### Evaluation of Development Activities

Managers are expected to follow up on attendance on courses or other learning activities to assess improvements in work performance.

Service Objective	Success Criteria	Lead Officer
<p><u>All Members of Staff</u></p> <p>Consideration of particular areas of needs: managing performance, customer service, equalities and diversity awareness – these areas may be met through support and advice from managers or through a programme of work/attendance on courses.</p>	<p>People who are working towards achieving their potential and 'ready, willing and able' to perform their role.</p>	<p>Brendon Hills</p>

## 11. Review Programme 2007/08 and 2008/09

<b>Reviews</b>				
<b>Review</b>	<b>Details of Service</b>	<b>Progress to Date (if 200708)</b>	<b>O/S Tasks Completion Date</b>	<b>Contact Details</b>
Review of Migrant Workers	Member led task and finish review of Migrant Workers		Interim report to CSSSP April 08 with 6 monthly reports thereafter	Jo Turton
Review of Complaints handling	Member led task and finish review of Complaints.	Final report and recommendations agreed by Cabinet Oct 07.	Implementation plan in progress – quarterly reporting through 2008/09.	Claire Porter
Equality and diversity review	Member led task and finish review of Hate Crime	Protocol launched across Partnership Nov 06	Task and Finish group to meet at intervals to follow progress on the recommendations made.  Six monthly progress report to CSSSP.	Jo Turton
Recruitment (completed)	Value for Money Review	Final report presented to Cabinet December 06	Progress reported to Scrutiny May – Nov 06  Final update reported to Commissioning and Performance Panel Feb 08.	Brendon Hills

## 12. Communication Plan for 2008/09

Chief Executive's Office (CExO) provides support to all services within the Council. Among its responsibilities are the development and co-ordination of council-wide communications and consultation, and the provision of advice and support to communicators within directorates and across district / borough councils.

The Communications Plan for 2008-09 focuses on the following key objectives:

- Informing the public and stakeholders of the duties, functions and services of the new council.
- Encouraging public participation in local democracy.
- Encouraging participation in elections for the new council.
- Informing and engaging staff and members across all councils on the transition to the new council.
- Supporting the reputation build of the new council regionally and nationally.

## 5. Service Planning – What we are planning to do in 2007/08?

Outlined below are the key areas of work the Chief Executive's Office will undertake to support the Council's Improvement Plan. Further information outlining ongoing work is detailed within each of the unitary project plans and team plans.

SCC priority	Key Objective	Milestones	Key measures of success	Deadline for completion	Lead officer	monitoring arrangements	EINA Y/N	Risk rating
Put our customer first	Workforce Planning (WP) Framework. To forecast future people needs for Shropshire Council and	Key Performance Indicators devised, agreed, implemented and monitored. Work with the Shropshire Partnership to identify how workforce planning can be implemented across partners and pan-Shropshire.	Corporate Performance Health Measures Reports include KPI information.	Implemented for 31 March 2009.	Head of HR&D	CMT Report	N	4
	Customer satisfaction with recruitment activities is further improved	Undertake follow up customer satisfaction survey (Recruiting Managers and Applicants for vacancies) and respond to feedback to ensure improved service provision	KPIs meet target/show positive direction of travel	30 April 2008	Head of HR&D	CMT Report	N	2
	Develop Performance Management at a local level	Formulate standard approach to cover priority setting, performance reporting, further action, evaluation Establish which NIS measures can be disaggregated to Area/ LJC level Ensure that performance management structures and resources are programmed so that roll-out can be achieved in a robust way	Produce a set of performance documents which can be adapted to individual LJC requirements Regular feedback/evaluation of process from the LJC and officers involved Timetable for roll-out and 'mini' project plans for each local area.	31 October 2008 31 December 2008 31 May 2009	Head of PSU	JIT IE	Y	8
	Manage complaints corporately to improve satisfaction with complaints handling	Regular reporting on complaints data to senior managers and to members Review external providers' complaints systems and complaints received on a regular basis Reduce time taken to respond to complaints Review all procedures to ensure consistency for the public wherever possible, including aligning timescales for complaints handling Ensure all relevant staff and members are adequately briefed on complaints handling as part of the transition to unitary, and that training is established for appropriate staff on corporate complaint for the new council. Implement appropriate structure for complaints handling	quarterly reports to DMTs half yearly reports to scrutiny panels Directorates to ensure all external providers' complaints systems meet council standards Baseline and targets set consistent procedures in place for all services training in place Implementation as part of the transition to One Council	quarterly in 2008/09 30 September 2008 31 March 2009 31 March 2009 31 March 2009 30 April 2009	Head of Chief Exec Office Head of Legal & Democratic Services	DMTs Scrutiny JIT IE	N	6
	User Focus Reviews	Continue to co-ordinate programme of user focus reviews for 2008-09	Interim report on progress and recommendations agreed Service reviews completed and improvements to services from user perspective identified.	01 October 2008 31 March 2009	Head of PSU	CMT	N	4

SCC priority	Key Objective	Milestones	Key measures of success	Deadline for completion	Lead officer	monitoring arrangements	EINA Y/N	Risk rating
Promote Diversity	Promote equality and diversity in employment and develop a Comprehensive Equality Policy and robust performance management arrangements for the new Council	<p>Devise framework for managing E&amp;D performance information</p> <p>Undertake a review of the action plans for the Gender Equality Scheme (GES), Disability Equality Scheme (DES) and Race Equality Scheme (RES).</p> <p>Comply with requirements to produce equality monitoring information via the Annual Diversity Monitoring Report.</p> <p>Regular performance reports taken to SEG and Equalities Forum</p> <p>Final evaluation of Pilot Placement Scheme for Disabled People,</p> <p>Complete the Stonewall Workplace Equality Index</p> <p>Complete an Equality Data refresh exercise</p> <p>Set up a cross-Shropshire councils working group to draw together evidence to form new corporate policies for race, disability and gender producing a comprehensive equalities policy for new Council</p>	<p>Report to SEG/Equalities Forum with recommendations</p> <p>Report on the outcomes of the action plans</p> <p>Annual Diversity Monitoring Report published</p> <p>Quarterly reports</p> <p>Target of 10 placements achieved</p> <p>Improve our Index position of 38th</p> <p>The exercise achieves an increase in the data we hold on the workforce</p> <p>New comprehensive policy/scheme for Shropshire Council agreed</p>	<p>30 June 2008</p> <p>30 June 2008</p> <p>30 June 2008</p> <p>quarterly 2008-09</p> <p>01 December 2008</p> <p>01 January 2009</p> <p>01 March 2009</p> <p>30 September 2009</p>	Head of HR&D Diversity Officer	SEG CMT PMF Project Executive JIT IE	N	4
	Ensure equality in the pay arrangements for the Council's workforce	JE Phase 2 results implemented and Terms and Conditions changed.	Change to Terms and Conditions accepted by majority of employees. Appeal process completed. Finalisation of JE related issues and contract amendments.	<p>July 2008</p> <p>December 2008</p> <p>January 2009</p>	Head of HR&D	EJCC Cabinet Council	N	6
	Task and Finish Group on Migrant Workers	Interim Report agreed by CSSSP April 08 Final report, recommendations and action plan to achieve the Terms of Reference is agreed to be implemented by the Shropshire Partnership	A detailed mapping exercise on the migrant population in Shropshire produced. Final report and action plan detail: · how new arrivals can integrate with local communities; · the responsibilities of employers, recruitment and employment agencies and landlords; · a better understanding of local difficulties and tensions and how they can be minimised; · how the diverse needs of new residents can be met, if necessary by modifying services'.	01 October 2008	Diversity Officer	CSSSP Cabinet	Y	6

SCC priority	Key Objective	Milestones	Key measures of success	Deadline for completion	Lead officer	monitoring arrangements	EINA Y/N	Risk rating
Always Improve	Effective Management of Unitary Programme	Robust programme management reports. Undertake remedial action as and when required.	Key workstreams delivered on target in line with project implementation plan.	April 08 July 08 Sept 08 October 08 January 08 March 08	Joint Programme Managers (secondment of Head of PSU & Oswestry BC Director of Corporate Services / Deputy Chief Executive)	Sub Committees Review Panel	N	8
	Recruitment and Retention is improved and meets the organisations current and future needs	Deliver the Improvement Plan for recruitment  Processing of Contracts of Employment integrated into one unit. Processing of Criminal Records Bureau (CRB) checks integrated into one unit whilst ensuring safeguarding remains in place. Process CRB checks for other organisations (Umbrella Body Services)	On-line application form re-launched, register for applicants in place Plan to implement a single integrated CRB and Contracts processing team  Managing requests for Umbrella Body Services within the CRB guidance.	Dec-08  Jun-08  Apr 08 - Mar 09	Head of HR&D	CSSSP CMT	N	6
	Successfully transfer the workforce from all 6 councils into the new Shropshire Council	Produce and maintain organisational charts and establishment lists for new council Update and maintain establishment lists for existing councils  Redeployment Register devised and operating  Recruitment Protocol (Version 3) produced and agreed  Devise arrangements to assimilate people to posts. Confirm assimilation and notified all employees. Produce and issue letters (4 phases)  Transfer of staff as per the Staffing Regulations is complete and transfer lists signed off.	Structures are signed off.  Management information on establishment readily available for JIT/IE Redeployment register established. Management information on redeployment is available. Employees are successfully redeployed when required Recruitment Protocol signed off  All staff are successfully assimilated to a post in the new structure. Letters issued to postholders All staff successfully transferred, and services being delivered	01-Apr-08  ongoing to 31/03/2009  Mar 08 - Apr 09  30-May-08  31-Oct-08  31-Mar-09	Head of HR&D	JIT Resources Committee IE	N	10
	Ensure appropriate communication and consultation arrangements are completed relating to the transfer of the workforce	Framework for formal consultation with TUs and employee representatives are established and working across 6 authorities to manage employment issues in run up to LGR.	Forward Plan of issues for consultation is developed. Issues are consulted upon appropriately. Individual consultation arrangements take place.	May 2008  May 08 - March 09 May 08 - March 09	Head of HR&D		N	4
	Employment policy and terms and conditions for Shropshire Council are available	Terms and Conditions are developed	IE agree to proposed policy Terms and Conditions for Shropshire Council. EJCC sign off policies. Employee Handbook updated and readily available for all employees	October 2008  November 2008 March 2009	Head of HR&D		Y	8

SCC priority	Key Objective	Milestones	Key measures of success	Deadline for completion	Lead officer	monitoring arrangements	EINA Y/N	Risk rating
Always Improve	Health & Safety arrangements updated for Shropshire Council	Shropshire Council is safeguarded from risk of prosecution by Health & Safety Executive for failure to have up to date Health & Safety Policies.  Continue to implement the three year improvement programme (April 2007 - March 2010)	Health & Safety Policy and arrangements up to date. New Directorates have clear arrangements / leadership and co-ordination for management / monitoring of Health & Safety.  Improvement plan completed for year two. On target to achieve CHaSPI score 8.5 or above at the end of the programme	31-Mar-09  31-Mar-09	H&S Manager	Health and Safety Forum and Health, Safety and Welfare Group	N	12
	Create a 5 yr Organisational Development Strategy May 08- May 13 including designing and delivering a Member and Officer Development programme.	Local Joint Committee development days  Design a Member Induction programme, consulting with District and Boroughs  Identify needs, making recommendations for timely and appropriate key change interventions recognising the concentrated time period.  Design an Officer Induction framework, consulting with District and Boroughs.  Map out key stakeholder groups for a) consultation and b) making operational links  Shropshire Improvement Programme implementation	Chairship and support officer role operating effectively, as measured by public perception  Members aware of roles and responsibilities, having clear information about structures, services and key contacts. Providing baseline to develop a full needs led Member Development programme in June 2009.  Development of a dynamic strategy from which operational plans are effectively delivered measured by public's perception of successful delivery of services .  All staff and Managers are welcomed & have sufficient information & knowledge for immediate integration and recognition of development needs.  Validation and viability of the strategy  Full Integration into development programmes of new council	01-Jun-08  01-Jun-08  01-Jun-08  01-Sep-08  30-Sep-08  01-Dec-08	Head of Legal & Democratic Services Head of HR&D	CMT JIT Resources Committee IE	Y	8
	Develop, sign off and manage performance of the new Local Area Agreement	Ongoing negotiation of draft outcomes, indicators and targets: Formal Submission of LAA to Government Office  Create structures on PerformancePlus for new LAA to reflect blocks and delivery groups  Link the new LAA structure to existing performance frameworks at SCC, NSDC and SSSDC 1st report on new LAA Negotiate annual review of the LAA LAA Quarterly reports	Formal submission of LAA  LAA framework on PerformancePlus with associated reports  Links from LAA to other frameworks shown on PPlus  Quarter Two report 2008/09 Annual review LAA agreed Ongoing performance reports	01 June 2008  30 June 2008  30 June 2008  22 October 2008 31 March 2009 Quarterly ongoing	Head of Chief Executives Office	CMT Cabinet IE Council Leadership Board	Y	8

SCC priority	Key Objective	Milestones	Key measures of success	Deadline for completion	Lead officer	monitoring arrangements	EINA Y/N	Risk rating
Develop effective corporate performance reporting mechanisms in preparation for Shropshire Council and develop a draft Corporate Plan 2009/10	Corporate Plan quarterly reports highlight areas of concern and action required for improvement	Develop a performance management framework around the National Indicator Set (NIS) and other relevant indicators to support effective service integration	Quarterly report recommendations agreed by Cabinet and improvement in outcomes evidenced	Quarterly ongoing	Head of PSU	CMT Cabinet  JIT IE	N	6
		Set new priorities inline with Councillors and Directorates views	Enable collection of NIS data via PerformancePlus from DC/BCs where appropriate	01 June 2008				
		Implement an agreed consultation plan with staff, members, partners and public on Visions and Values	Bring together what performance information is collected beyond the NIS and find out how this data is collected	30 June 2008				
		Produce an enhanced Direction of Travel Statement	Priority setting guidance, workshop with Councillors, work with directorates to provide targets/ indicators for new priorities	30 June 2008				
		1st Draft of 2009/10 Corporate Plan	Create draft Vision and Values statement document	01 September 2008				
		Support developments of new Directorate service planning	Produce communications plan for new council's vision and values and priorities	01 October 2008				
		Final draft of Corporate Plan produced	Direction of Travel Statement accepted by the Audit Commission with no further evidence or inspection required.	30 September 2008				
		Research benchmarking information from other Unitary Authorities and continue negotiations with PWC around benchmarking club	Corporate Plan 1st draft agreed	30 November 2008				
			Create Service Planning guidance for new council's directorates	31 December 2008				
	Corporate Plan final draft agreed by IE	28 February 2009	Y					
Care for Staff	Continue to implement and improve the Positive About Absence & Wellbeing strategy.	Drive improvement in performance through robust case Management and coaching.	Reduce sickness absence& improve direction of travel towards target.	Ongoing	Head of HR&D	C&SSSP  CMT  CMT	N	8
		Increase capacity of OH to deliver Wellbeing days through partnership with, for example the PCT.	Smart use of resources available enabling positive response to increased demand measured by satisfaction.	01-Sep-08				
		Evaluate early impact of the Physiotherapy pilot	Early returns to work/support to stay at work/ reduced sickness absence.	01-Aug-08				
Demonstrate value for money	Provide support to the Value for Money review programme	Provide effective corporate challenge, performance information and benchmarking data as required.	Value for Money reports and improvement plans agreed	31 March 2009	Head of Chief Execs Office	Scrutiny C&PP Cabinet	N	4

SCC priority	Key Objective	Milestones	Key measures of success	Deadline for completion	Lead officer	monitoring arrangements	EINA Y/N	Risk rating
Communicate openly and honestly	Deliver actions in the Shropshire Council communications plan	<p>Inform the public and stakeholders of the duties, functions and services of the new authority, including articles in residents' magazine and other publications, information on website, press releases, 'it's coming' campaign, briefing sheets for partners and stakeholders..</p> <p>Deliver a single website for new council.</p> <p>Develop logo and branding for new council.</p>	<p>Plan is agreed with measures of success included</p> <p>Deliver plan</p> <p>Website developed.</p> <p>Information on all new services added.</p> <p>Website launched.</p> <p>New logo and branding agreed by IE.</p> <p>Branding guidelines produced.</p> <p>New logo and branding rolled out across all services.</p>	<p>Apr-08,</p> <p>Apr-09</p> <p>Apr-09</p> <p>July 08, Dec 08, Apr 09</p>	Comms Project Manager	Project Executive JIT IE	N	6
	Encourage public participation in local democracy mechanisms	Inform and engage the public in the new Local Joint Committees as they develop	<p>Attend meetings of planning and development group to ensure communications input.</p> <p>Execute media plan for meetings.</p> <p>Provide on going communications support for the delivery of local meetings</p>	<p>Jun-08</p> <p>As per meeting schedule</p> <p>Ongoing</p>	Head of L&DS Comms Project Manager	Project Executive JIT IE	N	6
	Encourage participation in elections for the new council.	Draw up and execute PR campaign	PR campaign agreed by Head of Comms	Oct-08	Head of L&DS Comms Project Manager	Project Executive JIT IE	N	6
	Inform and engage with staff and members across all councils on the transition to the new council.	<p>Deliver actions in the One Council communications plan including: briefing notes, staff briefings, intranets, staff newsletter articles</p> <p>Deliver a single intranet for new council.</p> <p>Deliver a single staff newsletter for new council.</p>	<p>Plan is agreed with measures of success included</p> <p>Deliver plan</p> <p>Intranet developed and launched.</p> <p>Information on new services added.</p> <p>Newsletter delivered to all staff every two months</p>	<p>Apr 08, Apr 09</p> <p>Jun-08</p> <p>May-08, Jul-08, Sep-08, Nov-08, Jan-09, Mar-09</p>	Head of Comms	Project Executive JIT IE	N	6
	Support the reputation-build of the new council regionally and nationally.	<p>Draw up and deliver communications plan for regional / national outlets.</p> <p>Draw up and deliver a marketing plan to ensure the new council is effectively marketed when contributing to national conferences, seminars etc.</p>	<p>Plan is agreed and implemented</p> <p>Plan is agreed and implemented</p>	<p>Apr-08</p> <p>Apr-09</p>	Head of Comms	Project Executive JIT IE	N	6