Leadership and vision
Lead: Chief Executive

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
Consultation and Engagement	Positive PR stories produced and published to media. Managing positive feedback and publicising our good news. Failure demand. Identify and address to avoid poor customer service. Right first time approach to customer service. Budget survey completed. Consultation strategy completed.	More responsive services to community needs and views. Greater understanding of the drivers of customer satisfaction. Positive PR in local media.	MPG Oversight Customer Insight	CMT	Report completed by December 2009 Action Plan developed Mar 2010	Exploring alternative ways to capture needs and satisfaction following withdraw of Place Survey requirements.
Equality Framework	To develop and embed a modern equalities approach.	Obtain "Achieving" level from equalities inspection.	Equalities Steering Group (ESG)	DG	Meeting Action Plan milestones	
Housing Strategy/Statement	Review Housing Strategy	Local vision for housing	MPG oversight consultancy support obtained.	HR		Housing Strategy Statement approved at March CSA. .To be reviewed during year to reflect 'new' Council and further guidance from coalition Government.
Annual Report	Include information on the Council's environmental footprint, how this is measured and the accuracy of the underlying data This document needs to be available on the website, Q	Relevant data explained as appropriate.	Communities/Policy	HR/DP	Report approved Nov. 2009. Distributed Dec. 2009.	Completed. Work on 2010 report commenced. Based on people & Place (i)To be website based. (ii)Environmental

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	Drive and for tweeting					data to be included.
Partnership Working	Data Quality issues relating to key partners to be assessed	Partnership approach to data quality agreed.		KA	Information Strategy for Melton approved March 2010. Data Quality approach reviewed with Partners June 2010.	Linked to "Total Place" and County Single Service Research and Intelligence
Develop Partnership Strategy	The Council makes use of Partnership Working in key areas. Council modernises its approach based on the Big Society potential implications	Overarching Strategy produced		LA	Strategy approved – Revised target with CEO taking task – April 2011	New Build approach agreed. Partnership approach linked to Big Society.
Demonstrate a strategic approach to workforce planning and evaluate whether and how joint workforce planning might benefit service users Implement cascade restructure and incorporate generic competency based job descriptions where appropriate.	Flexible, able skilled and effective workforce. Recruitment and retention of key staff with key skills.	HR staff. Managers.	AT	- Initial Consultation with TUs Sept 09. - Management Team approval Dec 09. - Further TU consultation on final document Dec 09 JSWG - Job descriptions and person specs to be reviewed in line with strategy. Jan 2010 onwards. - Appraisal scheme reviewed and managers advised /trained re new	Workforce Planning Strategy has been prepared and consulted on with recognised trade unions. Agreed by JSWG Sept 09. Future workforce requirements constantly reviewed. Competency based generic job descriptions developed. Need to link to training plan. Admin generic job descriptions implemented as part of cascade	

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			requirements. April 2010		restructuring effective wef 1 June 2011.	
Progress and embed the Council's Efficiency agenda.	Embedded Efficiency Approach.	**Co-ordinated response to Efficiencies and VFM**	Efficiency Task Group (could disband this Gp after Elections due to guidance Central Services is developing) Change Team.	CMT	• Efficiency Strategy Reviewed Mar 2010 • Efficiency Programme Reviewed March 2010 • VFM Plan prepared Mar 2010	Away Day held 8 December 2009. Away Day Actions follow up with Policy Chairs Completed Completed
Revise Councils Performance Management regime to align with reduced resources, economic conditions and changed national performance framework.	Review of Councils Performance Management Approach	Effective, Efficient Performance Management Regime for the Council	Performance and Information Officer. Performance Coordinators	LA/AT	• Consultation discussions held • Alternative approaches designed linked to Corporate Plan • Proposed systems piloted/tested • Revisions agreed	Performance Management Task Group working through issues and opportunities
Review of Service Standards to develop outcome focused targets. A revised target has been set	Review of current standards.	Public have access to New Service Standards for Melton	MPG Oversight Heads of Service Performance Group	CMT	• Align with Good Standard of Service for Melton • Review in light of current Standards Mar 2011 • Produce New Standards April 2011. • Publish Standards July 2011. (for first	Members request Timetable extended Review February 2011 Service standards to be developed for 2011/12 usage • Areas for coverage

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					year of new administration at least)	• Links to Customer Service indications of Customers service concerns • Standards to be developed in these areas
Development of Cultural approach of staff and partners to locality joint problem solving and service improvement	• MBC staff continue develop joint problem solving approach • MBC staff empowered to show leadership to others • Development of problem solving around New Ways of Working	Vision for New Build	• Champions Group • MBC staff • New Ways of Working Group	LA/KA/CAM	• Staff further able to jointly problem solve • Empower to show leadership • New Teams working well	
Implement strategic commissioning framework	New Strategic Commissioning Framework and Group to be launched in January 2010. Approach to underpin future outcome commissioning and funding.	Strategic Commissioning approach achieves good score in Use of resources and delivers improvements in other outcomes.		LA	December 2010	Strategic Commissioning Group established at County level. To be reviewed in light of Countywide approach. Development still ongoing
Developing Local approach to "Big Society"	Understanding the "offer" developing at Countywide and local level	Community empowered to influence and as appropriate deliver services	HoS (at this stage)	LA	Development of internal understanding, support and offer	Discussions to be held post election
Management and oversight of national funding arrangements for Local Government	Participate in national consultations and awareness raising for the Review	Proper Finance Approach for Local Government Finance	DG/CMT	DG	Understanding of initial approaches	First decrements reviewed

Improving Services
Lead: Strategic Director (CAM)

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
Develop Action based Corporate Plan for the key [People and Places & well-run council] themes.	Review Priority Action Plans – these need to tie in with the Corporate Plan and be updated fully Links to Performance Management Review to be made	Route Map for delivery or Corporate Priorities	HoS Performance Group	CMT/Hos DP/HR to report back to MT on plans	Revised Plans	Responsibilities identified. "People"/"Places" "A Well Run Council" Revised Corporate Plan to be presented to PFA (20/4/11) for 2011/12 (minimum)
ICT Services Transformation	Review ICT Service delivery and develop fit for purpose service	Improved service delivery to users Affordable and cost effective service	Shared service delivery with Leics CC External partners ICT Client Manager, ICT Programme Manager Additional resources funded from insurance claim.	DG/CAM/KA/CS/ GS	Review current service performance Evaluate options Implement Desired option Implement ICT best practice	Detailed planning for New Build underway Improved service desk in place LCC contract renegotiation in place. All PC's laptops use standard build Centralised patching and update facilities in place Training: Early intervention/ prevention important. SOCITM Review

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
						taking place to plan for the future.
HRA Improvement Plan	Progress an complete actions identified in the HRA [Repairs & Maintenance]Improvement Plan	Housing Repairs service is delivered in a effective and vfm way with relevant budget, system and contract controls in place	Existing resources	HR	Improvement Plan approved March 2010. High Priorities 1-3 months Medium priorities 3-6 months	Monthly monitoring of plan. Report to CSA Committee made. New Tasks added. Remains on course.
Delivery of the planned extension to the range of accommodation options for older people with intensive support needs. (CQC)	• Extra care strategy going to Cabinet in December 2009. • New Team Manager appointed to take forward housing agenda for older people. • Plans at an early stage to develop a number of sites for new extra care schemes.	Roll out extra care strategy in 2010.		HR	2010 Continues into 2011	Housing Landlord Services Task Group established. Option of developing Silver Dale/Catherine Daly into 'Flagship' extra care facility still being progressed.
Further development of the quality assurance of safeguarding adults activity, including evidence of the impact of quality assurance on safeguarding outcomes (CQC)	• There has been a case file audit exercise undertaken on a number of safeguarding investigations, by managers in various Adult Social Care teams. This a valuable exercise, and reported to the Departmental Safeguarding Governance Group who agreed this would be rolled out as a regular auditing tool. • The department is working with the regional project worker to improve quality assurance processes.	• Safeguarding Adults Manager, in consultation with Multi-Agency group to review systems to ensure service users are able to feed back on their experience.		HR		Affected in part by Government announcement. Districts approach being developed Personalisation of services with LCC to be included within Plan.

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
Ensure partners are working with the new **neighbourhood management** arrangements and they are having an impact on outcomes. "In [*the*] 19 priority neighbourhoods it is too early to see the impact [*of partners working closely together*] on the well-being of people who live in them".	Implement plans for stronger performance management arrangements for priority neighbourhoods including agreed basket of measures. Carry out review of Neighbourhood Management through Self Assessment and Challenge process against agreed critical success factors. Implement promotion plan to ensure key LAA partners are aware of potential of neighbourhoods to support delivery	- Targets to be established through new process to measure/monitor impact of NM through basket of measures. - progress with embedding nm is reviewed - Increased partner and commissioner awareness of neighbourhood structures.	Neighbourhood Management Teams and workers	HR/LA LA/KA/HR	Process in place by March 10 with 1st report by December 2010 Report by September 2010 December 2010	MCP has agreed the priorities for the Neighbourhood Management areas. Progress Review Template for each area being used. Self assessment of NM to take place May-Aug 2010. Milestones completed. Regular reports to MCP in place. Neighbourhood Management Statement produced for all Districts to Councils to use position for future activity. Neighbourhood Management Statement to be presented to funders.
Increase the number of new homes that people can afford to rent or buy. Ensure there is more affordable housing in rural areas. (*Content needs to be thinned out)	Pursue alternatives to deliver affordable housing such as the availability of New Growth Point funding, the Homes and Communities Agency (HCA). Kick Start LAA New Build programme and any new	NI 155 – Increase number of affordable homes delivered to 1470 – LAA2 priority (target being reviewed)	MLDF Resources and Team	HR/DP [HPIG]) NB	April 2011	Affected by national downturn and Kickstarts Grants. LAA targets reviewed downwards.

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
	initiatives emerging to increase supply. Through the new governance structures all local authorities in the sub region to aim to deliver economic development within the sub region and agree priorities for funding having particular regard to the delivery capability of available sites. Pursue opportunities for sharing skills and expertise to better equip the partnership in responding flexibly to limited lifetime initiatives. Implement project focussing on increasing the delivery of new housing (affordable and market). Challenge existing ways of working to find new approaches that are more effective. Identify planning policy constraints and actions that could remove or diminish them to better facilitate rural affordable housing schemes Improve parish based housing needs surveys and access to secondary data to establish local housing need Assessment of land holdings across sectors that could bring forward affordable housing	Agreement of a rural affordable housing target to form a sub-set of the overall NI 155 affordable housing target that is part of the Leicestershire LAA Delivery of rural affordable housing target within LAA 2008 – 11 period. Inclusion of rural affordable housing target in the Local Investment Plan to be agreed with HCA				To review in light of recent announcements: New Homes Bonus. Wider/Strategic approach to be developed. Awareness training for members in hand (post election)

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
	including use of landowner incentives Take a strategic approach to commissioning rural housing enabling Develop performance management arrangements to monitor and report against rural housing targets Awareness raising, training and the provision of toolkits for Elected Members and Parish Councils					
Reduce the amount of waste sent to landfill. *"The total amount of waste collected is reducing but too much is still sent to Landfill."*	Complete construction work on new Mechanical Biological Treatment facility at Cotesbach and aim to be operational by autumn 2010. This will treat up to 50,000 tonnes of residual waste and up to 80% of this material will be diverted from landfill Progress procurement process to deliver new waste treatment facilities from 2015 onwards. The authority has been successful in obtaining £86.6m of PFI credits to assist with funding this project.	NI 192 – Increase the percentage of household waste sent for reuse, recycling and composting to 50.25% – LAA2 By 2015 only a small proportion of Leicestershire's residual waste to still be sent to landfill	Waste Management Team Verdant	JW	March 2011 2010/11 performance assessed	Monitored through Performance Indicators. To be revised and linked to the efficiency approach. Review underway facilitated by T Group. Meetings with Verdant have been arranged.
Improve and streamline public access to services through an inter-agency approach. *"Contacting and obtaining*	Decision to include access to Services in Total Place pilot ensures high priority commitment from all partners in defining a new operating model.	Final Total Place report will set out recommendations and define measurable success	Countywide Team Internal Resources as asked	MT LA/KA	Report to Treasury on 5th February 2010. Implementation timetable defined in the report.	Melton continuing its participation in "Total Place". Contributions to the

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public services isn't always as straightforward and streamlined as it could be. What is available varies and finding information and services over the internet is not as easy as it should be. For example it is difficult to find a link to [Care on Line] from almost all of the district council websites."	Working Party established to define vision for Leicestershire and to develop solutions. Final report on solution definition due for issue to Treasury on the 5th February 2010.	criteria relevant to each individual solution.

Steering Group working to implement the recommendations in Partnership across Leicestershire | | | | A2S Agenda to be included. |
| Implement improvements in Citizen Insight and customer intelligence | Develop comprehensive segmentation types at household level for all 19 identified priority neighbourhoods. Build a deep understanding of vulnerable households, their behaviour, preferences and needs, maximising the use of available partner data alongside other publicly available data.
Use customer insight and social media tools and techniques as appropriate and link to existing neighbourhood management structures in order to change customer experiences and behaviours and to make a significant positive difference for the most vulnerable households within the identified customer segment groups. (Emphasis on addressing multiple relevant LAA issues for particular customer segment types) | Support delivery of priority outcomes in priority neighbourhoods through basket of measures. | Customer Insight Officer LCC Support/ Contribution | AT | Priority Projects Completed | Three Priority Projects commenced. One in Partnership with LCC. Insight impacting upon work carried out in a positive fashion.

Through Mosaic detailed work has been produced to inform Access to services report. |

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Improve use of social marketing techniques and more joined up strategic partnership communications – HR to update then pass to AT for comments	Total Place to pilot using social marketing to reduce young people's substance misuse. Also small pilot on smoking cessation targeted at Bangladeshi community in Loughborough. County Council communications function restructure to deliver more strategic approach to communications. Change Programme to review partnership communications and engagement function from April 2010. Implement sub-regional communications protocol for MAA	Underpins delivery of LAA2 targets reliant on behaviour change. Improved satisfaction with area as a place to live and in residents feeling informed		AT/HR	Council Policy approved Feb 2011 Roll out and communication March/April 2011	In progress
Community Budgets: Maintenance of the MBC role in delivery of services to families with complex needs	Maintenance of MBC role with families in the localities Funding approved	Improved life chances for families with Complex Needs	Communities Teams	LA/KA	• FIP status on Inspection • Maintenance of FIP service • Continued development of approach to vulnerable people	• Green status achieve on Inspection • Funding assured (verbal) • Lottery Bid being submitted

New ways of working
Lead: Strategic Director (KA)

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
Fit for purpose accommodation Drivers: Improved service at lower cost. LAA Outcomes. Total Place Community Budgets Cashable savings. Replacement building	To learn from the existing arrangements in place and build on the successes for future developments.	Create an inspirational building to support culture change amongst council staff and partners. Building to offer one of the most advanced solutions anywhere in the country to support integrated and joined up partnership working using modern working practices to maximise efficiency. Borough Council staff will work alongside staff from partner organisations, in particular County Council, Health and Probation staff in an innovative "neighbourhood" environment. It will also support regeneration of the town centre.	Legal and Property New Build Team. CMT Change Team.	Strategic Director (CAM)	• Planning Application submitted. • Insurance Claim(s) settled. • Contractor appointed. • Planning Consent obtained. • New Build commenced. • New Build Completed • Cultural and change management implementation work commenced • Cultural and change management work completed	Planning Permission awarded. Insurance claims settled. Contractor awarded. Demolition/enabling works completed. Start on site July 2010. Building work on schedule for July occupation. Partners being prepared for new building
Enhanced Partnership Working Drivers: Improved service at lower cost. LAA Outcomes. Total Place Community Budgets	Increasing ability for the Council to deal with a range of cross-cutting issues by working more effectively in partnership.	More effective information sharing and problem solving to tackle root causes of issues. Better use of customer insight across the partnership.	Information Sharing: Sarah Goodwin, Jane Lang, Stewart Tiltman. IMAG Action Learning Set	Strategic Director (KA)	Build on children's centres approach. Develop Vulnerable People Group and consolidate neighbourhood management arrangements. Develop appropriate	Vulnerable People Group established and working very well. Neighbourhood management embedded and Neighbourhood management

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 31/03/11
Cashable savings. Early Intervention		A focus on the most important people and place related issues in an integrated and joined up way.	Customer Insight: Lucy Gleave People and Places Support: Head of Communities and staff		information sharing framework to support working arrangements in new build. Customer Insight resources maximised – Melton "product" produced on a regular basis to support work of partners and evidence for 'locality based commissioning'.	Statement agreed with other districts. Information sharing framework being developed – series of major workshops planned for spring/summer 2011. Melton insight work recognised as valuable at County level and by partners, e.g. teenage pregnancy work. Work continuing to try and increase overall resources focused on Melton insight work.
Business Development: Paper-light Drivers: Less demand on office space. Process Improvements. Resilience Improved service at lower cost.	To implement systems and processes that enable the organisation to work in a 'paper-light' environment to maximise efficiency in the functions of the workplace as well as maximising the storage and environmental benefits.	Significantly reduce the need for paper through the effective use of the scanning/electronic document and record management system. Major reductions in the need for space as part of the new building. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings.	Sarah Goodwin/ Rebecca Barker Project team drawn from middle managers from all parts of the organisation looking at opportunities to and barriers in the way of transferring to paper light ways of working.	Head of Regulatory Services	Baseline to be completed by end 2009. Investigatory phase Jan/Feb 2010. Implementation April 2010 onwards	Milestone 1 (baseline) completed in accordance with programme. Physical storage aspects on track for new building. Slow progress being made in rolling out EDRMS and scanning.

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Business Development: Mobile working Drivers: Process Improvement. Improved service at lower cost.	Use of mobile devices to interact with customers in remote locations. Enables us to deliver services in customers' homes or in other convenient locations. Maximising the efficiency of officers who will be able to work 'out in the field' without the need for duplicating the recording of data.	Dealing with current and future challenges. Enhancing our customer focus & better understanding our customers. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings. Develop our internal & external self service offerings.	Existing resources.	Head of Communications/ Head of Communities	Phase 1 (outreach worker/Hsg repairs) end of march 2010. Pilot in other services (regulatory/Street scene) following implementation in housing repairs.	Mobile working solution delivered to revenues and benefits. Working effectively since May 2010. Excellent product for voids implemented. Confidence in product achieved after problematic start. Need to now focus on Housing Repairs inspections, estates management and allocations
Customer Focused Organisation: Access Strategy Channel Shift and Self Serve: Access Channels Drivers: Total Place Community Budgets Early Intervention Efficiencies Customer satisfaction	Through the development of a first class transactional website we will seek to ensure that we reduce the reliance on traditional more expensive channels such as the telephone and face-to-face, but seek to ensure that these continue to support those who are most vulnerable and in need. We will do this by ensuring that we develop further our understanding of the customer base, using techniques such as circles of need and customer journey mapping.	Better understanding of our customers. Higher levels of web self service with back office systems updated without dual keying. Better services designed and commissioned to meet customer needs. Better customer satisfaction. Working more effectively with partners as part of Total Place – joining services up and using access to services as a means of assisting with early interventions.	Stuart Oliver, Sarah Goodwin, Joe Collier, Lucy Gleave Total Place CS Task Group	Head of Communications	Customer Insight Work for access to services. Determine new face to face arrangements for new build. Web development including appropriate integration. Transactions on line. Marketing Plan developed Marketing Plan implemented. Customer service strategy aligned with Total Place work. Success measures defined and monitored. Improvements for services linked to	Customer insight work for access to services completed. New face to face arrangements post new build agreed. First tranche of on-line services implemented. High level marketing plan agreed. Draft customer service strategy framework agreed as part of Total Place. Working to develop a Melton pilot within the Access to Services programme – principle of this

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					death of a parent with dependent children and people experiencing financial difficulties.	agreed with funding. Discussions with Govmetric to understand how we can monitor customer experiences waste and recycling, focusing on single service transactions.
Customer Focused Organisation CRM and Service Redesign Drivers: Total Place Community Budgets Early Intervention Efficiencies Customer satisfaction	Use of CRM and back office systems to reduce avoidable contact and improve the customer experience by allowing more contacts to be resolved at the first point of contact. Service redesign to ensure that waste is eliminated from processes and that there is challenge as to whether we can deliver services in a better way to meet changing customer needs and expectations. Full integration between front and back office to avoid duel keying of data.	More efficient use of resources. Less failure demand and less dual keying. Improved customer experiences. Better customer satisfaction.	Stuart Oliver, Joe Collier, Dave Torbett Customer services and benefits teams Kevin Quinn. Apeira Northgate. Total Place Programme	Head of Communications	Benefits new claims process improved. Benefits change of circumstances process improved. ASB improvements in end-to-end experience for vulnerable people, based on Circles of Need work. Enhanced work on 'Change of Address' and 'Notification of Death' Exemplar site for use of CRM and integrated working.	Benefits new claims process implemented and working well. Benefits change of circumstances process being developed and tested. ASB process redesigned. Once case management system determined this work can be completed in next few weeks (ny April 2011) Northgate commissioned to work with us to ensure that we maximise the potential of their products to be integrated and be used at maximum efficiency.