

## Improving Services

Lead: Strategic Director (CAM)

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress @ 28/11/11
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  Resilient service	Shared service delivery with Leics CC  Enhanced internal resources  Internal changed & IT resources	DG/CAM/KA/CS/CC	Funding identified and support from SOCITM commissioned  Revised Job Descriptions & Person Specs  Review of systems administration split & review resource allocation in line with decision made  Adoptions of SLA's  Implementation of SOCITM operational recommendations  Select & implement option for future	LCC contract renegotiation in place.  MOU being progressed.  SOCITM undertaking further work.  Funding identified to commence review of systems administration work & job descriptions and skills to be reviewed.  Funding approved for additional IT resource. Options presented to MT and

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					<p>service delivery</p> <p>Reduced calls to helpdesk in line with contract</p> <p>Revised IT Strategy adopted</p>	Members.
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	<p>Improvement Plan approved March 2010.</p> <p>High Priorities 1-3 months</p> <p>Medium priorities 3-6 months</p>	<p>Monthly monitoring of plan. Report to CSA Committee made.</p> <p>New Tasks added. Remains on course.</p>
Delivery of the planned extension to the range of accommodation options for older people with intensive support needs. (CQC)	<ul style="list-style-type: none"> <li>Extra care strategy going to Cabinet in December 2009.</li> <li>New Team Manager appointed to take forward housing agenda for older people.</li> <li>Plans at an early stage to develop a number of sites for new extra care schemes.</li> </ul>	Roll out extra care strategy in 2010.		HR	Continues into 2011	<p>Housing Landlord Services Task Group established.</p> <p>Option of developing Silver Dale/Catherine Daly into 'Flagship' extra care facility still being progressed.</p>
Further development of the quality assurance of safeguarding adults activity, including evidence of the impact of quality assurance on safeguarding outcomes (CQC)	<ul style="list-style-type: none"> <li>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.</li> <li>The department is working</li> </ul>	<ul style="list-style-type: none"> <li>Safeguarding Adults Manager, in consultation with Multi-Agency group to review systems to ensure service users are able to feed back on their experience.</li> </ul>		HR		<p>Affected in part by Government announcement.</p> <p>Districts approach being developed</p> <p>Personalisation of services with LCC to be included within Plan.</p>

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	<p>with the regional project worker to improve quality assurance processes.</p> <ul style="list-style-type: none"> <li>• Ensure LDF Policy content provides good basis for negotiating and securing the correct number and type of affordable dwellings</li> </ul>					
<p>Ensure partners are working with the new <b>neighbourhood management</b> arrangements and they are having an impact on outcomes.</p> <p>“In [<i>the</i>] 19 priority neighbourhoods it is too early to see the impact [<i>of partners working closely together</i>] on the well-being of people who live in them”.</p>	<p>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</p>	<ul style="list-style-type: none"> <li>- Targets to be established through new process to measure/monitor impact of NM through basket of measures.</li> <li>- progress with embedding nm is reviewed</li> <li>- Increased partner and commissioner awareness of neighbourhood structures.</li> </ul>	Neighbourhood Management Teams and workers	HR/LA LA/KA/HR		<p>MCP has agreed the priorities for the Neighbourhood Management areas.</p> <p>Progress Review Template for each area being used.</p> <p>Self assessment of NM took place. Milestones completed. Regular reports to MCP in place.</p> <p>Neighbourhood Management Statement produced for all Districts to Councils to use position for future activity.</p> <p>Neighbourhood Management Statement to be presented to</p>

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						funders.
<p>Increase the number of new homes that people can afford to rent or buy.</p> <p>Ensure there is more affordable housing in rural areas. (*Content needs to be thinned out)</p>	<p>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 initiatives emerging to increase supply.</p> <p>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.</p> <p>Pursue opportunities for sharing skills and expertise to better equip the partnership in responding flexibly to limited lifetime initiatives.</p> <p>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.</p> <p>Identify planning policy constraints and actions that could remove or diminish them to better facilitate rural affordable housing schemes</p>	<p>NI 155 – Increase number of affordable homes delivered to 1470 – LAA2 priority (target being reviewed)</p> <p>Agreement of a rural affordable housing target to form a subset of the overall NI 155 affordable housing target that is part of the Leicestershire LAA</p> <p>Delivery of rural affordable housing target within LAA 2008 – 11 period.</p> <p>Inclusion of rural affordable housing target in the Local Investment Plan to be agreed with HCA</p> <p>Affordable Housing and Exception site policies in LDF</p>	MLDF Resources and Team	HR/DP [HPIG]) NB		<p>Affected by national downturn and Kickstarts Grants. LAA targets reviewed downwards.</p> <p>To review in light of recent announcements: New Homes Bonus.</p> <p>Wider/Strategic approach to be developed.</p> <p>Awareness training for members completed.</p> <p>Consideration by MLDF Task Group/REEA and ongoing. Neighbourhood plans being developed.</p>

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	<p>Improve parish based housing needs surveys and access to secondary data to establish local housing need</p> <p>Assessment of land holdings across sectors that could bring forward affordable housing including use of landowner incentives</p> <p>Take a strategic approach to commissioning rural housing enabling</p> <p>Develop performance management arrangements to monitor and report against rural housing targets</p> <p>Awareness raising, training and the provision of toolkits for Elected Members and Parish Councils</p>					
<p>Reduce the amount of waste sent to landfill.</p> <p><i>"The total amount of waste collected is reducing but too much is still sent to Landfill."</i></p>	<p>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</p> <p>Include recycling implications in negotiations on revisions to waste contract and other changes to services.</p>	<p>NI 192 – Increase the percentage of household waste sent for reuse, recycling and composting to 50.25% – LAA2</p> <p>By 2015 only a small proportion of Leicestershire's residual waste to still be sent to landfill</p>	<p>Waste Management Team Verdant</p>	<p>JW</p>		<p>Monitored through Performance Indicators.</p> <p>To be revised and linked to the efficiency approach.</p> <p>Review underway. Meetings with Verdant in 2011 commenced and ongoing.</p>

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	Progress procurement process to deliver new waste treatment facilities from 2015 onwards.					
<p>Improve and streamline public access to services through an inter-agency approach.</p> <p><i>“Contacting and obtaining 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.”</i></p>	<p>Decision to include access to Services in Total Place pilot ensures high priority commitment from all partners in defining a new operating model. Working Party established to define vision for Leicestershire and to develop solutions. Final report on solution definition due for issue to Treasury on the 5<sup>th</sup> February 2010.</p>	<p>Final Total Place report will set out recommendations and define measurable success criteria relevant to each individual solution.</p> <p>Steering Group working to implement the recommendations in Partnership across Leicestershire</p>	<p>Countywide Team Internal Resources as asked</p>	<p>MT LA/KA</p>	<p>Report to Treasury on 5<sup>th</sup> February 2010. Implementation timetable defined in the report.</p>	<p>Melton continuing its participation in “Total Place”.</p> <p>Contributions to the A2S Agenda to be included.</p>
<p>Implement improvements in Citizen Insight and customer intelligence</p>	<p>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.</p> <p>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</p>	<p>Support delivery of priority outcomes in priority neighbourhoods through basket of measures.</p>	<p>Customer Insight Officer LCC Support/ Contribution</p>	<p>AT</p>	<p>Priority Projects Completed</p> <p>Equalities Monitoring system implemented.</p> <p>Imbed mosaic customer segmentation across the organisation to inform all service area activity.</p>	<p>Four Priority Projects commenced and completed.</p> <ol style="list-style-type: none"> <li>1. Access to Services</li> <li>2. Teenage Pregnancy Two in Partnership with LCC.</li> <li>3. Council Tax &amp; Housing Arrears</li> <li>4. Childhood Behaviour</li> </ol> <p>A further two planned.</p>

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	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)					<p>5. Website improvement</p> <p>6. Homelessness</p> <p>Insight impacting upon work carried out in a positive fashion.</p> <p>Through Mosaic detailed work has been produced to inform customer access to services understanding.</p>
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		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 opportunities to be explained.	Improved life chances for families with Complex Needs	Communities Teams	LA/KA	<ul style="list-style-type: none"> <li>• FIP status on Inspection</li> <li>• Maintenance of FIP service</li> <li>• Continued</li> </ul>	<ul style="list-style-type: none"> <li>• Green status achieve on Inspection</li> <li>• Funding bids being submitted.</li> </ul>

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					development of approach to vulnerable people	