

Leadership and vision

Lead: Chief Executive

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress
Declining satisfaction results	Full report on 2008/09 Place Survey	More responsive services to community needs and views. Greater understanding of the drivers of customer satisfaction.	MPG oversight	CMT	Report completed by December 2009 Action Plan developed Mar 2010	Completed MPG Nov 2009. Completed
Equality Framework	Equality mapping Equality issues are integral to the council's performance and strategic aims.	Knowing our communities Place shaping, leadership, partnership and organisational commitment	Equalities Steering Group (ESG)	ACE (CW)	Data held Reviewed ESG to determine next steps Framework review approved by PFA	Population mapping exercise carried out with VAM and LEMP in 2008 to identify eastern European newcomers to Melton Borough. Undertaken through businesses. Response disappointing. Completed.

Equality Framework	Robust process for equality impact assessments (EqIAs) and the implementation of action plans Involvement of groups who may experience disadvantage and inequality.	Responsive services and customer care Community engagement and satisfaction	ESG HoS Performance Group	ACE (CW)	Progress under current system reviewed. Timetable Revisited. Data held reviewed Involvement Strategy	Population mapping exercise carried out with VAM and LEMP in 2008 to identify eastern European newcomers to Melton Borough. Undertaken through businesses. Response disappointing.
Single Equality Scheme	Update Race, Gender and Disability Equality Schemes	Promote equality issues	Consultancy Support	ACE (CW)	Schemes updated and reviewed by March 2010	Completed consultation. Draft approved by PFA March 2010
Equality Framework	Achieve level 3 in the equality standard for local government			ACE (CW)	Review position and steps needed following update of Schemes.	
Housing Strategy	Review Housing Strategy	Local vision for housing	MPG oversight consultancy support obtained.	ACE (CW)/HSED		Timetable approved. Actions commenced.
Annual Report	Include information on the Council's environmental footprint, how this is measured and the accuracy of the underlying data	Relevant data explained as appropriate.	Policy and Performance	ACE (CW)/HSSE	Report approved Nov. 2009. Distributed Dec. 2009.	Completed. Work on 2010 report commenced.

Partnership Working	Data Quality issues relating to key partners to be assessed	Partnership approach to data quality agreed.		CD (KA) /HSED	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
Corporate Governance	Ethical Awareness Training to be delivered to staff Good reliance to be placed on the work of internal audit by external audit	Staff have understanding of ethical issues. External Audit reliance	Monitoring Officer Corporate Governance Group	CD (CAM) HFS	Ethical hours completed. Audit Plan completed in timely and efficient manner.	Completed. Annual Governance statement. Approved. Review of role of OSA Committee commenced. No major issues identified by external audit during their review. Awaiting interim report as some minor issues raised. Annual Governance Statement approved. Review of role of OSA Committee commenced.

Workforce planning	<p>Demonstrate a strategic approach to workforce planning and evaluate whether and how joint workforce planning might benefit service users</p> <p>Consideration be given to the development of a total rewards statement for staff</p>	Flexible, able skilled and effective workforce. Recruitment and retention of key staff with key skills.	HR staff. Managers.	<p>ACE (AT)</p> <p>ACE (AT)</p>	<p>-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 requirements. April 2010</p>	<p>Workforce Planning Strategy has been drafted and consulted on with recognised trade unions. Agreed by JSWG Sept 09.</p> <p>Future workforce requirements constantly reviewed.</p> <p>Work to commence on this as part of the outcomes of the Workforce Strategy.</p>
Develop Partnership Strategy	The Council makes use of Partnership Working in key areas.	Overarching Strategy produced		CMT	Strategy approved – Mar 2010	Remains outstanding. New Build approach agreed.

Develop Council's approach to Efficiencies	Embedded Efficiency Approach.	Co-ordinated response to Efficiencies and VFM	Efficiency Task Group. Change Team.	CMT	<ul style="list-style-type: none"> • Efficiency Strategy Reviewed Mar 2010 • Efficiency Programme Reviewed March 2010 • VFM Plan prepared Mar 2010 	<p>Away Day held 8 December 2009.</p> <p>Completed</p> <p>Completed</p>
Corporate Governance	Annual report to full council on standard and ethical matters	Members have an understanding on progress with standards	Monitoring Officer	CAM/Chairman of standards Committee	<ul style="list-style-type: none"> • Report to Full Council July 2010 	In progress
Review of Service Standards	Review of current standards.	Public have access to New Service Standards for Melton	MPG Oversight	CMT	<ul style="list-style-type: none"> • Align with Good Standard of Service for Melton • Review current Standards Mar 2010 • Produce New Standards April 2010. • Publish Standards July 2010. 	<p>Members request</p> <p>Timetable extended</p> <p>Review September, 2010 in light of known budgetary position.</p>

Improving Services

Lead: Corporate Director (CAM)

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress
Corporate Priorities	Review Priority Action Plans	Route Map for delivery or Corporate Priorities	HoS Performance Group	CMT/Hos	Revised Plans	Responsibilities identified.
Value For money	Maintain benchmarking as a tool with a number of services selected each year	New Corporate Plan Priorities Service standards determined by Value for Money requirements	HoS Performance Group	Management Team	September 09 – each service area to complete Vfm analysis using Audit Commission data as benchmarking baseline.	All service areas have completed their assessments. Results are being used to inform Member discussion regarding priority service areas in December 09. Completed. Further review in light of new benchmarking. VFM activity fed into efficiency Budget Action Plans.
Key actions from CAA	Action planning to address key issues from CAA	Issues from Sub-regional assessment addressed	Settled once reviewed	Management Team/HSED (Housing)	CAA document published December 2009	Draft still receiving comments.
Embedding People/Place approach to improving services	People/Place Board set up with clear responsibilities and delivery structure in place	Services targeted around vulnerable people/places	Partner's resources aligned to P&P	HSED	People & places Board set up June 2009. Delivery structure	Milestones to date have been met.

			approach.		agreed Sep 2009. People & Place Board performance management arrangements developed.	
Key Actions from Ofsted Inspection	Develop SEF for Ofsted inspection 12-15 th November. Record and identify areas for improvement for children centre services	'Every child matters outcomes' met. Supported Vulnerable families.	£300,000 p.a. to deliver children centre services	HSED	SEF completed November 2009-11-26 Support Inspection process. Receive report and develop action plan	Good report received. Action Plan to meet report requirements in place.
Issues from Economic Downturn	Understand issues affecting Melton from Economic Recession. Review priorities/activities to mitigate issues, continuously review.	Targeted resources to services impacted	Internal/External resources targeted.	Management Team/HSED (community impact)	Review document developed June 2009. Corporate Plan agreed Sep 2009. Review of impact March 2010	Milestones to date completed. Future Jobs Fund pursued. To come to a conclusion December 2010. Town centre research and benchmarking sharing good results.
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 Head of ICT, ICT Programme	Head of ICT	Review current service performance Evaluate options Implement Desired option Implement ICT best practice	Short term preferred option selected – support from LCC Improved service desk in place All PC's laptops use standard build

			Manager Additional resources funded from insurance claim.			Centralised patching and update facilities in place
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	HSED	Improvement Plan approved March 2010. High Priorities 1-3 months Medium priorities 3-6 months	Monthly monitoring of plan. Report to CSA Committee made.
Recommendations from Audit Reports	Agree actions and timescales from internal audit reports [specifically, revenue, benefits and sundry debts]	Although all areas have improved from previous audits, implementation of actions will embed improvements	Existing resources	HSED	In line with timescales agreed in audit reports	Reports to be agreed in May 2010. Further reviews June 2010 September 2010.
Key actions from CAA (as set out below)	Action planning to address key issues from CAA.	Issues from Sub-regional assessment addressed.	Settled once reviewed.	Management Team/HSED.	CAA document published December 2009.	Actions/improvements listed below.
Reduce waiting time for home adaptations. <i>"In some districts physically disabled adults wait too long for adaptations that they need to help them live independently at home."</i> District councils to make	<ul style="list-style-type: none"> Implement all district improvement plan for the delivery of Disabled Facilities Grant's (DFGs) and adaptations in the social housing stock. Implement supporting LLR RIEP project. Project will include:- "As is" assessment of 	New county wide service standards to be identified and agreed Waiting time improvement target to be established by project group Deliver		HR (RB)/JW/(VC)	March 2010 April 2010 April 2010	This section to be reviewed. Study ongoing. Data collected to compare authorities and identify good practice.

<p>sure the services are fairer across the county and to speed up the delivery and fitting of adaptations.</p>	<p>current services/customer satisfaction</p> <ul style="list-style-type: none"> • Developing a new countywide service standard • Value for Money exercise • Developing new countywide DFG/Adaptation policy • Maximising funding opportunities and streamlined procurement • New partnership structure to deliver improvement plan • Engage housing association partners in delivery of adaptations to their stock 	<p>improvement plan</p>				<p>Final report awaited with contents unknown. Possibly recommendations to improve practices and/or a degree of shared service.</p>
<p>Delivery of the planned extension to the range of accommodation options for older people with intensive support needs. (CQC)</p>	<ul style="list-style-type: none"> • 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. 	<p>Roll out extra care strategy in 2010.</p>		<p>HR</p>	<p>2010</p>	<p>Housing Landlord Services Task Group to be established 23/6/10</p>
<p>Delivery of planned developments towards personalised provision for all people using adult social care in Leicestershire. (CQC)</p>	<ul style="list-style-type: none"> • Planning is on going for a larger pilot in North West Leicestershire. It is expected that 400 people will go through this process in the next 6 	<ul style="list-style-type: none"> • Viability of new customer pathway to be confirmed. • Financial sustainability of 		<p>HR</p>		<p>Housing Landlord Services Task Group to be established 23/6/10.</p>

	<p>months. The pilot starting in February will test the new customer pathway including RAS and Support Planning..</p> <ul style="list-style-type: none"> • Work is ongoing with back office functions to make fit for pilot. • Joint work with Customer First in order to align processes. 	<p>RAS to be established.</p> <ul style="list-style-type: none"> • New business processes to be fully tested. • New model of organisational structure to be identified 				
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"> • 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. 	<ul style="list-style-type: none"> • 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.
Improve performance of childminders in making sure children are safe and well-protected from harm.	Restructure Early Learning and Childcare Service by March 2010 to provide increased support to childminders from extra policy provision, support through childminder network,	Increase % of childminders with high scores for child protection.		HR (RB)	April 2011	

	training and addressing any others issues raised in Ofsted reports such as child protection.					
<p>Ensure partners are working with the new neighbourhood management 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"> - Targets to be established through new process to measure/monit or impact of NM through basket of measures. - progress with embedding nm is reviewed - Increased partner and commissioner awareness of neighbourhood structures. 		HR	<p>Process in place by March 10 with 1st report by December 2010</p> <p>Report by September 2010</p> <p>December 2010</p>	<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 to take place May-Aug 2010. Milestones completed.</p>
<p>Ensure sufficient availability of Gypsy and Traveller sites to meet demand.</p> <p>Take action to reduce tensions between travellers and settled community.</p>	<p>Include sites for gypsies and Travellers as part of local Core Strategies and Development Plan Agree work programme over the next 2 years. Ensure policies through the Local Development Framework (LDF) process are fit for purpose and can be sustained through public examination. Pace of new site delivery influenced by LDF work programmes of each Local Planning</p>	<p>Produce an Housing Market Area (HMA) wide position statement on overall supply as at March 2010.</p> <p>Annual monitoring of sites indicating progress against the minimum additional pitch requirements as set out in the East Midlands Regional</p>		CW	<p>April 2010</p> <p>December 2010</p> <p>Ongoing</p>	<p>Completed.</p>

	<p>Authority (LPA).</p> <p>Monitor additional planned supply in relation to overall needs assessment, across HMA. Undertake effective consultation at the local level with Gypsy/Traveller representatives to better establish where, how and what kind of provision is required.</p> <p>Pro-active planning and development of social rented sites using housing enabling staff, housing providers and the Homes and Communities Agency (HCA). Inclusion of funding from April 2012 within the Local Investment Plan to be developed through the <i>Single Conversation</i>.</p> <p>Reduction in tensions between Gypsies and Travellers and settled communities by identification of suitable locations and authorised sites which will reduce the numbers of unauthorised developments and encampments. Secure sub regional collaboration between district, County and City councils through work undertaken with the Multi Agency Traveller Unit.</p>	<p>Plan</p> <p>Regular reviews of progress to the County Housing Board identifying what the assessed need is, the shortfall against that requirement and when that need should be met.</p> <p>An agreed proportion of additional pitches being on social rented sites in order to meet the needs of those not able to acquire and develop land from their own resources.</p> <p>Report progress to the working group established between members of the Leicestershire Together Strategic Board and representatives of the Leicestershire Working Together Group.</p>		<p>Simon McIntosh (LCC)</p>	<p>To be agreed</p> <p>Ongoing</p>	
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	Traveller awareness training to be held for all Councillors including Parish councils	To have improved relationships between Gypsy & Travellers and settled community				
Increase the number of new homes that people can afford to rent or buy.	<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</p>	NI 155 – Increase number of affordable homes delivered to 1470 – LAA2 priority (target being reviewed)		CW [HPIG])	April 2011	Affected by national downturn and Kickstarts Grants. LAA targets reviewed downwards.

	approaches that are more effective.					
Ensure there is more affordable housing in rural areas.	<p>Identify planning policy constraints and actions that could remove or diminish them to better facilitate rural affordable housing schemes</p> <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>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</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>		CW [HPIG])	<p>March 2010</p> <p>March 2010</p> <p>March 2011</p>	Project commenced.
Improve the percentage of residents who think they can influence decisions affecting their area	Develop a county wide Engagement Strategy and supporting promotional strategy that provides	NI4 - Increase residents perception of their ability to influence		MT	March 2011	Planning commenced.

<p><i>“Less than 3 out of 10 residents in the county think they can influence decisions affecting their local area which is below average.”</i></p>	<p>opportunities for residents to engage in and influence decisions and improve feedback of the results of consultation</p>	<p>decisions about their locality from 27.2% to 32.2%</p>				
<p>Increase the level of community volunteering.</p> <p><i>“Volunteering is below average nationally.”</i></p>	<p>Implement LAA2 delivery plans including marketing volunteering and providing easy pathways into volunteering. Developing capacity in voluntary organisations to involve volunteers through training, support and partnership development. Work with public and private sector employers to increase employee volunteering and develop Volunteering Strategy and district plans on volunteering.</p>	<p>NI 6 – increase people participating in regular volunteering from 23.6% to 28.6% – LAA2</p>		<p>HR</p>	<p>March 2011</p>	<p>Dealt with by Stronger Board of Leicestershire Together and VAL centrally. Voluntary Action Melton participating.</p>
<p>The number of accidental house fires has increased ...but is still lower than the national average.”</p>	<p>Leicestershire Fire and Rescue Service takes the following actions to reduce the number of accidental fires:</p> <ul style="list-style-type: none"> • adopting an intelligence led business model employing analysis of a wide range of available data sets • providing safety education advice and guidance and by aligning 	<p>The outcomes sought by these actions are to reduce the number of accidental fires in domestic properties per 10,000 properties to 11.7 in each of the following years: 2009/10, 2010/11 and 2011/12</p>		<p>HR</p>	<p>March 2012</p>	

	<p>its resources to the identified risk</p> <ul style="list-style-type: none"> • using social marketing tools and partnership working to better identify and reach out to the most vulnerable within our communities. <p>Implement Fire & Rescue Service programme of home fire safety checks, concentrating on those who are the most vulnerable such as older people</p>					
Improve District Council housing services.	<p>Improvement plan implementation in both Oadby & Wigston and Charnwood landlord services. Inspections in 2010 to identify progress and any actions needed.</p> <p>North West Leicestershire implementing radical change programme funded by a pump priming investment of £500k. New performance culture is driving improving service performance across the full range of services</p> <p>County Council and districts to deliver extra care housing to address the housing needs of older people, provide a broader range of</p>	<p>Service specific inspections in spring will determine current quality of service delivery and specific actions plans/targets for improvements.</p> <p>Targets for the delivery of extra care housing set in the Strategy to be met.</p>		HR	<p>Spring 2010.</p> <p>5 year programme</p>	

	<p>accommodation and release other housing units in the process. Strategy for the County to be launched in early 2010.</p> <p>Other main actions related to 'improve District Council housing services' to be clarified in discussion with the Audit Commission.</p>					Not now taking place.
<p>Ensure district councils meet the government's target to improve council homes to meet the decent homes standard by 2010.</p>	<p>BDC & HDC have stock transferred council housing to a Registered Social Landlord (RSL) to meet the Decent Homes Standard.</p> <p>NWLDC tenants voted against transfer council housing to RSL enable Decent Homes Standard to be achieved. An "improvement priority" system has been devised in consultation with tenants to guide the expenditure of limited funds.</p> <p>Charnwood has renegotiated the target for 2010 as a round 6 Arms Length Management Organisation. Due to the delay of ALMO funding CBC has made representations to the HCA</p>	<p>Decent Homes Standard in council housing is applicable to 5 of the 7 districts and will be met or has been met by end 2010 by MBC, H&BBC and O&WBC.</p> <p>NWLDC tenants have agreed an incremental approach to improvements dependent on funding.</p> <p>CBC awaiting funding confirmation (deadlines deferred several times) from CLG for ALMO to enable the decent</p>		HR	December 2010	Melton has achieved Decent Homes Standard. This was checked by auditors again March 2010.

	and GOEM. Major Repairs Allowance continues to concentrate on the provision of decent homes work, and a partnering agreement with a large contractor is in place to ensure maximum efficiencies are squeezed out of this programme. The targets that are possible within the current funding are being achieved.	homes programme to be implemented.				
Improve housing energy efficiency <i>"Too many privately-owned properties are not energy efficient."</i>	<p>Promote home energy efficiency amongst across tenures</p> <p>Target measures at homes occupied by vulnerable households experiencing fuel poverty</p> <p>Target measures at hard to treat properties that have poor home energy efficiency</p> <p>Maximise delivery of Warm Front grants to eligible households</p>	Reduce the average SAP rating of private sector properties		HR (RB)/JW (VC)	March 2011	£50,000 Decent Home Grant has been targeted at properties known to be the most deficient in insulation terms. This has been targeted based on intelligence of the areas with the highest proportion of deficient properties, backed up by door to door canvassing.
Make improvements to ensure less properties are in a poor condition and do not meet minimum standards.	<p>Maintain up to date information on private sector stock condition</p> <p>Identify neighbourhoods where non decent private sector properties are concentrated</p>	Reduce the number of non decent private sector homes occupied by vulnerable households		JW (VC)	March 2011	Synergies between Warm Front and Decent Homes requirements exploited in order to focus expenditure on those with the

	Target measures that will reduce the number of non decent private sector homes occupied by vulnerable households					greatest need and least ability to resource improvements. Scheme continues but effectiveness influenced by potential reductions in central government funding.
Take steps to ensure more private rented property is brought back into use.	Promote new residential use of empty private rented sector accommodation Identify problem private rented properties and take appropriate management and enforcement action Develop empty housing strategy and policies to bring empty homes into use and ensure that they are properly managed Work with landlords to address barriers and to bring more empty properties back into use.	Reduce the number of private sector rented homes that are vacant		JW (VC)	March 2011	Limited number of empty homes in the Borough, with most in private ownership. Limited examples of private rented properties benefitting from decent homes grant to facilitate additional good quality supply.
District Councils to implement a county-wide choice based lettings system to improve the way	All Districts plus Rutland County Council to implement project to develop a county wide Choice based lettings	Each authority to be operating a choice based lettings scheme		HR	December 2010	Approved by Committee. Implementation in hand.

district councils allocate their empty properties.	scheme. Project team in place and to implement.	within their district to improve accessibility and choice for customers, improve mobility across the county.				
Reverse increase in domestic abuse by repeat offenders.	An approach to develop further programmes to reduce offending by domestic abuse offenders is being developed with Police and Probation service, as part of the County's Multi-Agency Domestic Abuse Strategy. There are increased numbers of Group programmes and a new one to one programme	Target still to be agreed by new Group.		HR	March 2011	Community Safety Planning.
Improve public confidence in how successfully the police and other public organisations are dealing with crime and anti-social behaviour – currently lower than the national average.	Implement new Confidence Improvement Plan, monitored by the Community Safety Programme Board and LAA2 delivery plans. Key actions include - improving our response to reported crime & disorder, tackling ASB and low level crime effectively, tackling serious crime well and improving our communication with communities.	NI 21 – Improve handling of local concerns about antisocial behaviour and crime issues by the local council and police to 33% – LAA2 priority LI 7 – Satisfaction with the way the police and local council deal with anti-social behaviour – LAA2		HR	By March 2011	Community Safety Planning.
“There is scope to be more ambitious [in working to	Implement Carbon Management Plan and LAA2	NI 185 – Reduce CO2 emissions from County &		MT	LAA 2010/11; additional target 2013/14	Work in Progress. Milestones met.

<p>reduce the amount of carbon, councils produce from their own activities].” in cutting emissions and conserving energy.</p>	<p>Delivery Plan</p> <p>The 4% savings p.a. in the LAA for all authorities is well ahead of the targets required to help achieve Government targets. The County Council target of 30% reduction in emissions over 5 years from a 2008/09 base is considered to be very stretching. Within the context of current resource availability it is also considered to be the maximum feasible. We might be able to achieve more if Government commit to a long term funding programme.</p>	<p>District Councils operations by 7.84% (LAA). County Council target of 30% reduction over 5 years.</p>				
<p>Reduce the amount of waste sent to landfill. <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>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.</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>PE</p>	<p>March 2011</p>	<p>Monitored through Performance Indicators.</p>

Enhance population skill levels at degree level. <i>“Skills levels are higher than average except at degree level even though there are three good universities locally.”</i>	Increase the demand for high level skills to retain graduates from the three universities by providing appropriate career and placement opportunities. We will do this by attracting, creating and growing businesses that offer high value employment opportunities.	NI 165 – Increase the proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 4 or higher to 33.6% - LAA2		HR	April 2011	Business and Enterprise Group of the LAA.
Reduce the widening results gap between 16 year olds from deprived backgrounds and those who are better off.	Leicestershire gap at GCSE 31% compared with national gap of 27%. Continue to challenge schools re. outcomes for pupils of free school means (FSM). Intervention will be targeted at schools identified as having the widest gap between non-FSM and FSM at GCSE. Targets will be set for schools where gap is widest. Connexions advisers to work with pupils on FSM identified at risk. Issues to be raised with Secondary Headteachers at meetings.	NI 102, Local LAA2 priority Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 NI 105, Local LAA2 priority The Special Educational Needs (SEN)/ non-SEN gap - achieving 5 A*-C GCSE in English and Maths		HR	April 2011	Business and Enterprise Group of the LAA.
Develop a stronger numerical and outcomes focused evidence base on the impact that employment support	<ul style="list-style-type: none"> Our database has been developed to capture information about the employment status of people using services in 	Outcomes information i.e. individual stories and achievements are captured within		HR		Business and Enterprise Group of the LAA.

<p>services are having on people's employment opportunities, and their broader quality of life. (CQC)</p>	<p>line with N146.</p> <ul style="list-style-type: none"> • Significant work is in progress to support people with learning disabilities in preparation for work with targets being set for day services to ensure that people are able to achieve employment passports i.e. to have developed a CV, References, volunteering or work experience etc. • Employment is a key element for discussion in Person Centred Transitional Reviews that are being rolled out in special schools around the County. • Employment is a domain in the modernised Inclusion Support Service for people with mental health difficulties. 	<p>the person centred planning and review processes that are in place.</p>				
<p>Reduce increase in smoking rates and tackle smoking by pregnant mothers. <i>"Rates of smoking generally are relatively low but they are rising and too many pregnant mothers smoke ... in Leicestershire."</i></p>	<p>Form Tobacco Control Alliance (meeting 15 Jan 2010) Recruit Tobacco Control Coordinator Expand smoking cessation services, with specialist advisors, including for pregnancy and young people Enhance CQUIN scheme for smoking in pregnancy</p>	<p>NI 123 – Increase 16+ smoking quitters to 785 per 100,000 population– LAA2 priority</p> <p>12.1% increase in quitters by 2013/14</p>		<p>HR</p>	<p>Structures and systems by March-10</p>	<p>Early Years and Children's Centres Plans Work in Progress.</p>

	<p>New IT systems to improve data capture and reporting.</p> <p>Social marketing study to better understand hard to reach groups</p> <p>Commissioning review to ensure targeting of high quality services</p>					
<p><i>“Only 3 in 10 people think older people get what they need to help them live independently – although this is above the national average.”</i></p> <p>Take steps to improve the position.</p>	<p>Multiagency steering group set up to consider multi agency strategy for delivery and approach to advice and information for over 65s</p> <p>Research and consultation undertaken with over 65s to establish access needs and delivery preferences for advice and information services.</p> <p>Awareness raising campaign will be undertaken. Older persons month, September will be used to give information about services for older people to a wider audience than previously and will use a message to encourage awareness and engagement of the under 65s of services available.</p>	<p>NI 139 - Increase from 31.2% to 33% the number of people over 65 who say they receive help to stay independent – LAA2</p>		HR	<p>Draft strategy consultation August / September 2010</p> <p>September 2010.</p> <p>End of project December 2010</p>	<p>Melton supporting First Contact through officers.</p> <p>Melton supports “Community Spirit” approach of Rural Community Council.</p>
Reduce level of teenage	Research young people’s	NI 112 – Reduce		HR	Partner-	Local plans in

<p>pregnancies <i>“There are fewer teenage pregnancies than the average for England but ... numbers are rising and the gap with the rest of the country is reducing.”</i></p>	<p>views about sex & relationships education, contraception, teenage pregnancy, aspirations, etc. Improved data analysis and social marketing including seeking young people’s views on promotional materials. Continued focus on ‘hotspots’ through enhanced delivery plan.</p> <p>Improve contracting, delivery and awareness of sexual health services Complete health needs assessment for young people Establish LLR Sexual Health Needs and Commissioning Group Recruit ‘You’re Welcome’ project manager and set up steering group</p>	<p>under 18 conception to 20.9 per 1000 15 – 17 year old young women – LAA2</p>			<p>ship actions through to September 2010</p>	<p>place. Liaison at Leicestershire Together. Melton offered further discussions.</p>
<p>More young people say that they drink too much alcohol or have taken drugs than nationally. Partners have identified a target for a reduction in substance abuse but the target set for 2011 would mean levels remain worse than the current national figure.</p>	<p>Total Place project developing drug and alcohol proposals including around young people and prevention. RIEP project implementing training and identification of alcohol issues.</p> <p>Review of how young people’s substance misuse services are provided under way. Specialist services will be developed to meet the</p>	<p>Reduce substance misuse by young people to 11% - LAA2</p>		<p>HR</p>	<p>Tell us survey 2010</p>	

	<p>current needs of Leicestershire's young people</p> <p>Links to target to reduce hospital admissions caused by alcohol abuse.</p>					
<p>Reduce adult obesity <i>"Too many adults are overweight in Melton, Hinckley & Bosworth and North West Leicestershire and overall the numbers are rising."</i></p>	<p>Detailed review of obesity services undertaken. Obesity Strategy to be developed by Obesity Core Group, linked to existing Physical activity and Childhood Obesity Strategies</p>	<p>To be agreed by Obesity Core Group</p>		<p>HR</p>	<p>Obesity Core Group by March 2010</p>	<p>LAA Action Plan.</p>
<p>Improve healthy eating patterns amongst adults. <i>"Across the county fewer adults eat healthily than the national average. This is important because of the influence adults have on children's eating habits."</i></p>	<p>Review of obesity services has highlighted lower resource in healthy eating than in encouraging physical activity. Plans being developed through the Obesity Strategy</p>	<p>To be agreed by Obesity Core Group</p>		<p>HR/JW</p>	<p>Obesity Core Group by March 2010</p>	<p>LAA Action Plan.</p>
<p>Increase children who say that they participate in good quality physical education and sport to at least the level in similar areas.</p>	<p>Support and Intervention team has established Headteacher advocate programme to influence schools (primary and secondary) to timetable 2 hours of high quality PE during curriculum time per week. A scheme to recognise the schools involvement and achievement of the standard will be introduced.</p>	<p>NI 57 – increase children and young people's participation in sport – LAA2</p>		<p>HR</p>	<p>March 2011</p>	

	<p>In 2010-11 Sports Unlimited programme will focus on linking activity to 5 hr offer, healthy schools and the 2012 agenda. Free Swimming for 16 and under will be maintained and increased take up will be promoted through the availability of offer in 9 community school pools and District owned leisure centres.</p> <p>Delivery of 2012 sub-regional strategy will seek to establish a legacy for young people by increasing their participation in sport and physical activity and improving the take up of the Get set programme.</p>					
<p>“Overall, people are more active, but some districts do not do as well as others.” “People’s satisfaction with sports and leisure facilities is generally below average.</p>	<p>Free swimming for under 16s and over 60s schemes Continue to promote access to sport and recreation activities through the countywide Active Together programme. Establish Physical Activity Champions Group</p>	<p>NI 8 – Increase adult participation in sport & recreation to 80% - LAA2 priority. 6% increase in participation by 2013</p>		HR	<p>Free swimming in place Champions Group from December 2009</p>	<p>Free Swimming for Young People and Older People ended in Government announcements.</p>
<p>Reduce number of people killed and seriously injured on Leicestershire’s roads including North West</p>	<p>Continue to use a data led approach in order to target accident hotspots to further</p>	<p>LI 12 – reduce number of road casualties to 251 –</p>		HR	<p>March 2011</p>	

Leicestershire	<p>reduce the number of people killed and seriously injured on Leicestershire's roads.</p> <p>Develop and apply Marketing Analysis Segmentation Tool (MAST) analysis programme to support and inform casualty reduction strategy and report progress to road safety partnership board quarterly. (MTDP)</p> <p>Evaluate the outcome of the road safety projects that have been funded by Speed Awareness Workshops and report findings to the Leicester, Leicestershire Rutland Road Safety Partnership by spring 2011. (MTDP)</p> <p>Targeted use of capital resources at high priority improvement sites through LAA2 plan</p>	LAA2 priority.			Spring 2011	
Partners to target NHS and council money so that areas with poorer health or less healthy lifestyles are improved to the standard of the best in the county. <i>"There are some areas in the county where people tend not to live as long as others"</i>	Health inequalities Plan being developed focusing on Priority neighbourhoods. Targeting NHS Health Checks to those at highest risk. Targeted interventions to reduce smoking prevalence and to improve cancer mortality	Slope Index of Inequality (TBC)		HR/JW	Plan agreed by March 2010	

<p>Deliver more efficiencies through more single services between agencies.</p> <p><i>“Public services in Leicestershire are not making the savings they could if they delivered more of their services jointly. For some time they have been talking about what services they could share, but real progress is too slow.”</i></p>	<p>Public Service Board and Partner Change Board established to implement a Joint Partnership Change Programme of shared services over next three years.</p> <p>Agree a vision for effective multi-agency working at County, District and locality level</p> <p>Progress District Shared services proposals</p>	<p>Achieve LAA, MAA and new national efficiency targets</p>		<p>MT</p>	<p>April 2012</p>	
<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 5th February 2010.</p>	<p>Final Total Place report will set out recommendations and define measurable success criteria relevant to each individual solution.</p>		<p>MT</p>	<p>Report to Treasury on 5th February 2010. Implementation timetable defined in the report.</p>	<p>Melton continuing its participation in “Total Place”.</p>
<p>Improve public transport for people living in rural areas</p>	<p>Implement business plan for delivering travel information by July 2010. Approval for new model by December 2010. Deliver the marketing</p>	<p>Increase in the number of passenger journeys on rural transport</p>		<p>MT</p>	<p>2011</p>	

	<p>and publicity action plan during 2010/11.</p> <p>Link the work of the Accessibility Forum/ Strategy to emerging travel planning. Host Annual Forum in July 2010. Hourly daytime service within an 800 metre walk of 95% of all Leicestershire residents. Carry out reviews of demand responsive transport and other services in rural areas as part of the day to day core service delivery.</p> <p>Deliver the Wheels to Work pilot and work with the PCT on access to hospitals and the LAA Access to Services (training and employment) funding pilots in North West Leicestershire and Harborough</p>	(excluding the hourly network)				
<p>Ensure businesses in towns and villages are given the support needed to survive recession</p> <p><i>There is an increase in vacant shops in market towns and the closure of some stores.</i></p>	<p>Major regeneration sites identified in all main Market Towns through Town Centre Masterplans. Area Action plans will see the provision of larger retail units, including supermarkets in each centre, together with the provision of leisure facilities such as cinemas and community facilities for example the Bus Station</p>	<p>Increase number of businesses assisted.</p>		HR	<p>Ongoing with the exception of the BIDS which will go to the vote by March 2011.</p>	<p>Milestones required in Melton with respect to BIDS achieval.</p>

	<p>Development in Hinckley which will be open in 2014. Major schemes will attract the larger chains of multiples and compliment the existing offer provided by independent businesses and will give them the support needed to survive the recession. New Business Improvement Districts to compliment these major schemes and support all businesses in the area.</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 significant positive difference for the most vulnerable households within the identified customer segment</p>	<p>Support delivery of priority outcomes in priority neighbourhoods through basket of measures.</p>		HR		<p>Three Priority Projects commenced. One in Partnership with LCC. Insight impacting upon work carried out in a positive fashion.</p>

	groups. (Emphasis on addressing multiple relevant LAA issues for particular customer segment types)					
Improve use of social marketing techniques and more joined up strategic partnership communications	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		HR	2011	
Strengthen existing partnership delivery arrangements	Implement project to strengthen partnership delivery arrangements and introduce new support guidance/tools including Peer Review and financial review processes.	<ul style="list-style-type: none"> • Pilot partnerships identified and Local Peer Review Team trained • Local Toolkit finalised and published on LT website • Peer and Financial Reviews 		KA	February 2010 June 2010 June 2010	Milestones required. Achieved.

		completed with the pilot partnerships				
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.		KA	December 2010	Strategic Commissioning Group established at County level.
Embed improved delivery planning using "Turning the curve" and other techniques	Implement alternative delivery planning tools/techniques to support creative approaches to improving outcome delivery.	Support delivery of LAA/community outcomes.		MT	December 2010	
Improve capture of information on LAA outcomes and good practice and innovations	Implement new LAA outcome monitoring process to ensure learning and successes captured and shared.	Underpin delivery of outcomes and further CAA more green flags		HR/CW	December 2010	TEN system implemented and live for LAA/NI targets.
Ensure mechanisms are in place for better cross theme discussions	Strategic Commissioning Group, Commissioning Managers network and provider networks established to ensure that there is better cross theme discussions on commissioning of services.	Supports delivery of LAA targets and SCS outcomes		MT	April 2011	Progress slow "This is Leicestershire" evidence base for Countywide SCS has a silo approach.
Co-ordinate partnership implementation of equalities and embed	Progress project to embed equalities across the	<ul style="list-style-type: none"> Audit of all Leicester Shire Equalities 		CW	January 2010	Audit completed March 2010. Draft strategy

EIA's in delivery planning and commissioning	<p>partnerships.</p> <p>Ensure commissioning process includes proper engagement with equalities groups and that commissioning plans include equalities considerations.</p>	<p>Forum members completed</p> <ul style="list-style-type: none"> • Draft Partnership E and D Strategy produced • Shared EIA Toolkit in place • Phase 1 Member/ Officer Training Programme developed and underway 			<p>May 2010</p> <p>December 2010</p> <p>September 2010</p>	prepared May 2010.
Review the effectiveness of Social Capital work and alignment with activities in priority neighbourhoods and personalisation agenda.	Review underway involving new Stronger Communities team at Voluntary Action Leicester/shire; their focus now aligned with priority neighbourhoods. Links with personalisation agenda being developed.	Outcomes to be measured through a basket of indicators, currently being developed.		HR	June 2011	
Performance management to include greater focus on value for money and cost efficiency.	Unit costing and challenge to be further developed focusing on key areas of spend. VFM benchmarking to be undertaken through a new project, support services benchmarking, and Somerset VFM benchmarking. Further training and development for service managers leading efficiency projects. Embed Efficiency governance arrangements and	Delivery of efficiency targets		MT	April 2011	Achieved and ongoing through HoS Performance Group.

	momentum.					
Improve Environmental Performance Management	<p>Publish environmental footprint in Leicestershire Matters. Undertake environmental risk assessments of all high risk activities identifying specific actions to be included in Service Plans to be completed by March 2010. Undertake environmental compliance audits of all high risk sites to be completed by March 2010. Undertake an assessment of Climate Change vulnerabilities across services and embed appropriate actions in service plans. Embed the 7 ways to Go Green into staff behaviour through information and awareness activities. Establish a network of Green/Environment Champions across the authority</p>	<p>County Council and partners are improving outcomes on a range of environmental performance measures</p>		PE	December 2010	
Implement Use of Resources Commissioning Improvement Plan	<p>Improvement plan and actions in place. Action plan to be implemented during 2010</p>	<p>Ensure commissioning and procurement targets are being achieved.</p>		MT	By end 2010	To be reviewed.

New ways of working

Lead: Corporate Director (KA)

Key Priority /Issue	Key Action	Outcome	Resources	Responsibility	Milestones	Progress
Telephony to support remote and home working.	To implement advanced features of the Alactel phone system, to facilitate new ways of working.	<ol style="list-style-type: none"> 1. Single point of contact for all staff 2. Fit for Purpose Communication with and between staff regardless of location 3. Telephone usage costs reduced 4. fully integrated styles of Flexible and home working for designated staff and their managers 5. Lower new building construction and maintenance costs 6. new ways of working enabled 7. Easier partnership working. 	Project team consisting of staff from ICT Services, Change Team and staff from services.	Head of ICT	<ol style="list-style-type: none"> 1. Review existing call telephone call costs. 2. Investigate and test useful features within the new phone system 3. Setup desirable features 4. Train users 5. Rollout to all users 	<p>Base telephone system installed and running.</p> <p>Draft business prepared.</p> <p>Initial testing of advanced features started.</p> <p>Generally, system is working well at the basic level. Phase 2 will address the improved functionality ready for move into new building. Project Plan for Phase 2 to be discussed June 2010.</p>

<p>Business Development: Paper-light</p>	<p>To implement a system that enables 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.</p>	<p>Dealing with current and future challenges. Understanding the needs of the new office building. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings.</p>	<p>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.</p> <p>It is anticipated that as well as direct savings in terms of expenditure on stationary, the project will facilitate process reengineering and resultant efficiencies (to be quantified)</p>	<p>Head of Regulatory Services</p>	<p>Baseline to be completed by end 2009. Investigatory phase Jan/Feb 2010. Implementation April 2010 onwards</p>	<p>Milestone 1 (baseline) close to completion in accordance with programme. Progress being made towards milestone 2.</p> <p>Good progress being made. Demo of the LiveLink EDRMS system presented to the Project Team.</p>
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<p>Business Development: Mobile working</p>	<p>To enable the mobile working ICT system to allow for service provision to be delivered in a variety of locations and offer flexibility to our customers as well as maximising the efficiency of officers who will be able to work 'out in the field' without the need for duplicating the recording of data.</p>	<p>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.</p>	<p>Existing resources. HSED, Change Consultant, IT resource, Customer Insight, senior repairs Officer.</p>	<p>HSED</p>	<p>Phase 1 (outreach worker/Hsg repairs) end of march 2010. Pilot in other services (regulatory/Street scene) end of march 2011. Implement and produce efficiencies from 01/04/11</p>	<p>Mobile working solution delivered to revenues and benefits. Working effectively since May 2010. Need to now focus on Housing Repairs.</p>
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<p>Business Development: More effective working</p>	<p>To develop the internal business functions and policies to enable more effective working (eg. intranet/shared workspaces; electronic committees;)</p>	<p>Understanding the needs of the new office building. Working in partnership across tiers of government. Enhancing our customer focus & better understanding our customers. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings.</p>	<p>Change Team 'Paperlight' project team</p>	<p>Head of Regulatory Services ACE (HR & Comms)</p>	<p>April 2010 – implementation of Reg Service Enforcement Review; April 2010 – implementation of 'electronic committees'</p>	<p>Projects are under way to increase effectiveness of working practises, For example, the Regulatory Services Enforcement Project has been designed to align enforcement services more closely with customer needs and to improve effectiveness. The timetable for this is being maintained and several options for change have been identified, will be critically challenged and presented for decision.</p> <p>Due to clear synergies, the electronic Committees project has been amalgamated with the 'Paperlight' project (above) with a view to implementation in April 2010.</p> <p>Specific customer insight work programme agreed.</p>
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Fit for purpose accommodation	To learn from the existing arrangements in place and build on the successes for future developments.	Dealing with current and future challenges. Understanding the needs of the new office building. Working in partnership across tiers of government.	Legal and Property New Build Team. Change Team.	Corporate Director (CAM)	<ul style="list-style-type: none"> • Planning Application submitted. • Insurance Claim(s) settled. • Contractor appointed. • Planning Consent obtained. • New Build commenced. 	Planning Permission awarded. Contractor appointment process in final stages. Demolition/enabling works due to be completed shortly. Start on site July 2010.
New Professionalism: develop workforce	To develop the workforce to ensure it supports the needs and priorities for the Council and has the flexibility to adapt in the changing climate.	Developing our workforce. Working in partnership across tiers of government. Develop our internal & external self service offerings.	ACE (AT)	Links to workforce planning and workforce development Plan. AT. Links to customer services.	<ul style="list-style-type: none"> • Priority Skills identified • Training Plan developed. 	Delayed due to IT difficulties. Out with the Council. "Neighbourhood" Design workshop event planned for Sept 2010. Discussions going well with all partners involved in co-location.
New Professionalism: Flexible working	To maximise the benefits of flexible working for both the organisation and staff and to develop this for the future environment.	Developing our workforce. Understanding the needs of the new office building. Working in partnership across tiers of government. Develop our internal & external self service offerings.	ACE (AT) Customer Services Change Team		HR policies updated-complete Links to workforce planning and strategy.	Flexible working hour's policy updated. Homeworking policy updated. Protocols in place and consulted with staff. Shared service options explored where appropriate and extended e.g. Legal Services.

<p>New Professionalism: Partnership working</p>	<p>To develop the links and effective working with partners both in the current arrangements and for the future opportunities in the new build.</p>	<p>Developing our workforce. Understanding the needs of the new office building. Working in partnership across tiers of government.</p>	<p>RIEP Resources. Change Team</p>	<p>Corporate Director (KA)</p>	<ul style="list-style-type: none"> • Work with ICC through liaison • Initial pilot working together in planning staged • Initial discussions with other Partners commenced • Planning to follow discussions 	<p>Delayed due to IT difficulties.</p>
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<p>Customer focused organisation: Service redesign</p>	<p>To maximise opportunities to redesign services for the benefit of the customer based on quality management information (eg. customer insight; journey mapping; engagement; NI 14 data) and effective utilisation of business development systems (eg. electronic documents).</p>	<p>Working in partnership across tiers of government. Enhancing our customer focus & better understanding our customers. Develop our internal & external self service offerings.</p>	<p>MPG oversight Customer Services Manager Nominated NI 14 responsible Officer</p>	<p>ACE (AT)</p>	<p>NI 14 Reviews completed quarterly.</p> <p>Analysis produced.</p> <p>Heads of Service producing Action Plans.</p> <p>Regulatory Services.</p> <p>Street Scene initial tranche.</p>	<p>Strong linkages with the 'paperlight' project described above; it is anticipate that progress on paperlight ways of working will facilitate business development (process reengineering) and efficiencies.</p> <p>NI14 measurement has been implemented 3 times within the year with the findings informing changes to service delivery and channel shift initiatives, for example, enhancement of web pages where content shown to be of limited value; clarification of content of correspondence. The approach to NI14 being reviewed as it has been abolished by Government as an indicator. Management suggest retention, but in a more focussed way linked to key services. Significant training of staff and members in</p>
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						“Lean” approach and methodology.
	To develop the performance of the customer service team in line with requirements set out in the National Customer Service Performance management framework.	Developing our workforce. Enhancing our customer focus and better understanding our customers.			Develop revised approach to delivery of Customer Services in light of understanding of NI 14.	At analysis stage only.
Channel Shift and Self Serve: Access Channels	To develop the access channels to enable the marketing of appropriate channels to relevant customers that will both benefit the customer and the organisation by ensuring the high-cost access channels are available and designated for those most in need.	Enhancing our customer focus and better understanding our customers. Aligning our resources with corporate priorities and the need to make cashable/non-cashable savings.		AT Customer Services Change Team	Links to efficiency projects. Web development. Transactions on line.	Project underway to identify more effective use of web to better utilise resources. To identify specific customer groups to target and facilitate channel ship and free up resources. Transactions on line ready to go live subject to CRM update.