Overview & Scrutiny

Confidence in your Council

BEST VALUE REVIEW OF
SUPPORT SERVICES
Phase 2 (b)

Report OSB/4/05 to the Executive

April 2005

Adopted by the Overview and Scrutiny Board
on 16th March 2005

TORBAY
COUNCIL

CONTENTS

1.   Executive Summary

1.1   The Support Services Review Panel undertook a review at the end of 2003 to determine whether the actions that were agreed at the conclusion of the initial stage of the Best Value Review of Support Services had been implemented.

1.2   The recommendation of that Panel was that the Best Value Review be concluded by requiring each individual support service to prepare an options appraisal and to identify improvement actions in line with a Best Value Toolkit to be designed for the purpose.

1.3   The following services have undertaken a Best Value Review:

- Corporate Policy and Change Management
- Facilities Management

1.4   Each Review was challenged by the Support Services Challenge Panel and this reports set out the key areas of discussion at the Challenge Panel.

1.5   In light of an issue arising with regards to the disparate nature of 'premises-related' services within the Council, the Challenge Panel requested a presentation by the Property Management and Procurement Section.

1.6   The Challenge Panel also considered the over-arching corporate issues affecting the support services of the council and have developed an overarching service improvement plan accordingly.

It is recommended to the Executive:

1.7   That the summaries of each of the three support services, as presented in this report, be endorsed.

1.8   That the Service Improvement Plans for Corporate Policy and Change Management, Facilities Management and Corporate Asset Management and Project Management as set out in the appendices to this report be adopted.

1.9   That the potential for "packaging" support services to ensure competitiveness and value for money be kept under review by the Strategic Director (Performance).

1.10   That the potential for wider partnership working alongside the Gershon agenda be explored.

1.11   That the issue of centralisation or the integration of support services be constantly kept in mind in light of the dynamic structure of the Council

at present but that the need for officers to work cost effectively be recognised.

2.0 Introduction

2.1 Following the Support Services Review Panel's report of the progress made with the Support Services Best Value Review; it was recommended that the Review be brought to a conclusion. This would require each individual support service to prepare an options appraisal and to identify improvement actions in line with a Best Value Toolkit to be designed for this purpose. A bespoke toolkit was devised and a three phased approach adopted. Each of the support services would then report their findings to the Support Services Challenge Panel.

2.2 Following the successful pilot of this approach and the completion of phases 1 and 2a of the support services, the final two services have completed the final stage of the Support Services Best Value Review in December 2004. These services were:-

- Corporate Policy and Change Management
- Facilities Management

2.3 Each of the above services reported their findings to the Support Services Challenge Panel that took place on Monday 13th December, 2004. Specifically, and in line with the toolkit, the Challenge Panel asked each of the services to present the following:-
- The issues and future demands on the service;
- A robust options appraisal;
- Consultation and benchmarking information to aid the options appraisal process;
- An ideal scenario for the future delivery of the service;
- Service improvement actions based on the recommended option.

2.4 In light of an issue arising with regards to the disparate nature of 'premises-related' services within the Council, the Challenge Panel also requested a presentation by the Property Management and Procurement Section.

2.5 The Property Management and Procurement Section was not part of the original scope of the Support Services Best Value Review. However, due to a corporate re-structure at the end of 2004 and the historical disparate nature of 'premises-related' services within the Council, the Challenge Panel requested the service present to the Wednesday 19th January Challenge Panel meeting.

2.6   The Wednesday 19th January meeting also focused on the corporate issues affecting support services across the council.

2.7   The membership of the Challenge Panel comprised:
     Councillor Arnold (13th December meeting only)
     Councillor Darling (13th December meeting only)
     Councillor Hayman
     Councillor McHugh (unable to attend both meetings)
     Councillor Stocks (19th January meeting only)
     Councillor Turnbull
     Peter Metcalfe – Unison (unable to attend both meetings)
     Paul Hope – Children's Services
     Dan Bates – West Devon Borough Council (13th December meeting only)
     Paul Lucas - Strategic Director for Community
     (also present Zoe Williamson)

2.8   Due to Councillor Carter taking a place on the Executive, Councillor Hayman chaired both Challenge Panel meetings.

3.0   Key Discussion Areas

Corporate Policy and Change Management

3.1   Ian Knee gave a presentation on the options appraisal and a future way forward for the delivery of the Corporate Policy and Change Management Division. Members of the Challenge Panel raised several discussion points:

- Cost comparisons and the differences in size of Policy Teams in Local Authorities from the benchmarking data;
- The capacity of the Team, prioritisation and focus against workload, especially in relation to E Government;
- The long-term future delivery option for the Consultation and Research Service to form a Single Public Service Unit for Torbay and what will be required to make this happen;
- Research into the outsourcing option for the Consultation and Research Team and the scope to look at joint working with neighbouring authorities;
- Staff retention issues in developing a skilled research team with technical knowledge;
- What involvement the Team will have in the smooth running of the increasing move towards partnership working and externalisation;
- Performance management and issues regarding target setting and how to ensure improvements for 5 to 10 years' time;

- Performance monitoring rather than performance management and involving the public and front line staff in a performance management culture;
- Clarity with regards to the risks and timescales attached to the future service delivery option for the E Government Team to 'enhance' the central team approach;
- Tackling the new challenges associated with CPA 2005 and the new methodology;
- Contingency planning and whether there is anything in place if there is a change in Government following a 2005 General Election;
- Addressing issues within the Directorates to drive service improvements and involvement of the Team in service planning;
- A consistent methodology for service planning and strategic planning;
- The future delivery option for the Policy, Performance and Community Planning part of the Division of an 'enhanced' existing team approach and why opportunities for partnership working were discounted;
- The criteria used to decide which partnerships the Council should explore bearing in mind that some partnerships will benefit and others will detract from local accountability.

3.2   All of the issues raised were considered and verbally responded to by Ian Knee, with Tim Nand-Lal, Bernard Page and Paul Hurrell.

3.3   The Challenge Panel was satisfied with the responses given to the issues raised and with the recommendations presented with regards to the future delivery options. These options were:-

Team	Future Service Delivery Option(s)
Consultation and Research	• Enhance existing arrangements in the short term; • Long term option for a Single Public Service Unit for Torbay.
E Government	• Enhanced central team approach
Policy, Performance and Community Planning	• Enhanced existing team approach

3.4   The Challenge Panel also wanted to note how impressed they were with the information presented to them by the Corporate Policy and Change Management Division and what had been achieved with a small team. However, it is felt that unless the Team grows they will need to increasingly look towards partnership working. The Challenge Panel also felt that impetus must not be lost in light of the improved CPA score.

3.5 In light of the above, the Challenge Panel recommended that the following issues and actions are taken into account and incorporated into the Service Improvement Plan:-

      I.   Ensure Performance Boards challenge the 2005/06 performance indicators and targets/target setting in light of CPA 2005 and the new methodology;

      II.   More emphasis on prioritising work and the need to articulate risks;

      III.   Undertake further work on the benchmarking costs;

      IV.   Explore internal and external partnership/collaborative working;

      V.   The development of a shared vision and timescales with a cut off date for a Single Public Service Unit (for consultation and research) for Torbay;

      VI.   Include a service improvement action relating to exploring the potential for joint arrangements with other Local Authorities;

3.6 The amended Corporate Policy and Change Management Service Improvement Plan can be found in appendix 1.

Facilities Management

3.7 Steve Hurley gave a presentation on the options appraisal and a future way forward for the delivery of the Facilities Management Team. Members of the Challenge Panel raised several discussion points:

- Clarification required with regards to the 2003 Audit Review of Facilities Management;
- The split between the operational and strategic issues and whether this is reflected in the budget for the service;
- The use of Oldway Mansions and a potential reception area located in the foyer, Members car parking, hire charges for the Herbert and Cecil Rooms and the standards of cleanliness at Oldway Mansions;
- Ensuring compliance with the Disability Discrimination Act;
- The need for an operations manual for operating the Facilities Management Service irrespective of where the service is located corporately;
- Recycling within Council buildings and opportunities for expansion;
- Opportunities for working with other public sector bodies within Torbay, e.g. Police, Torbay Hospital, for instance with regards to benchmarking, Anti-Social Behaviour policies etc;
- The contract for building cleaning and the cleaning of car parks and potential for improvement;
- Concern with regards to the review of the cleaning contracts not having taken place since Unitary Status;

- Apprehension for the review and making progress with the Facilities Management service improvement plan in light of any major review of accommodation.

3.8 All of the issues raised were considered and verbally responded to by Steve Hurley.

3.9 The Challenge Panel was satisfied with the responses given to the issues raised although there was concern regarding the reasons why the contract for building cleaning had not been reviewed since the Council gained Unitary Status in 1998.

3.10 In light of the above, the Challenge Panel recommended that the following issues and actions are taken into account and incorporated into the Service Improvement Plan:-

    I.   Clear timetabling and a yearly assessment/review of the cleaning contracts;

    II.   Exploration into the potential joining/packaging of the cleaning contracts, e.g. to join contracts in relation to the cleaning of buildings, car parks etc;

    III.   Flexibility and local discretion to be included in job descriptions as a caveat to the management through 'central' control proposed;

    IV.   Articulate a clear vision for the service to be incorporated into an operations manual;

    V.   Conduct a robust review of the 2003 Audit recommendations to clarify 'where we are now' and 'what has been achieved' which includes the issue relating to the reception at Ollway Mansions;

    VI.   Improve recycling facilities within Council buildings;

    VII.   Actions in relation to the 4 C's of Best Value to be given a lower priority in the service improvement plan in light of the suggested improvement actions highlighted above.

3.11 With regards to the future delivery of the service, the Challenge Panel felt there was a lack of clarity for the future of Facilities Management in light of the proposed corporate re-structure to place the service within a consolidated group incorporating Property Services and Procurement.

3.12 The issue relating to the disparate nature of property related services within the council had been raised previously by Challenge Panel Members. Therefore, the Panel requested a further Challenge Panel meeting to enable Steve Parrock, Assistant Director for the Property Management and Procurement Division, to present to the Panel on how he would move the property-related services forward.

3.13   In light of the above, the discussion points and recommendations arising from this subsequent Challenge Panel meeting are detailed below.

3.14   The Facilities Management Service Improvement Plan can be found in appendix 2.

Property Management and Procurement

3.15   Steve Parrock gave a presentation on the Property Management and Procurement Service within the council. Following the recent corporate re-structure, members of the Challenge Panel had requested clarification that the proposed structure to move all non operation property related services from the Environment into the Law and Support Business Unit (with the exception of the Estates Service) would ensure closer and more effective working arrangements within the Council.

3.16   Members of the Challenge Panel raised several discussion points:
- The inclusion of car parks and school buildings in the portfolio of the number of properties the Council owns;
- The pooling together of resources and combining existing functions rather than the creation of new posts to improve service quality;
- Avoiding duplication, for example, the links in to the Customer Focus Pathfinder in relation to the creation of a helpdesk for property-related queries;
- Clarification as to why the Estates Service will remain within the Finance Division;
- Third party bookings and the failure to adequately promote and market the use of Council facilities in conjunction with the Arts/Events Team ;
- The management of Community Centres following the departure of a key member of staff in Social Services;
- Exploration in to the joint use of facilities by external bodies;
- Benchmarking with other local authorities and future collaborative working;
- Rationalising the 16 administrative buildings as part of the estates stock rather than a piecemeal approach and adding to space;
- Offices located at South Devon College and timescales to find an appropriate site for re-location.

3.17   All of the issues raised were considered and verbally responded to by Steve Parrock and Bill Norman. In relation to the points above, it was clarified that the Estates Service will remain within the Finance Division for a number of reasons:-

- The Business Unit handles income and capital receipts to the value of £2 million. The financial synergy and balance of managerial workloads means that the Estates Service sits best within the Finance Division;
- The service is located in Tor Hill House on the same floor as the Property Management and Procurement Business Unit allowing close working relationships;
- Historical corporate re-structures placed the Estates Business Unit within the Finance Division for the reasons noted above.

3.18 The Challenge Panel agreed that the Property Management and Procurement Business Unit now need to convert the presentation given and the discussion points above into service improvements to form practical steps towards 'property' services within the Council in the future.

3.19 In light of the above, the Challenge Panel recommended that the following issues and actions are taken into account and incorporated into the Service Improvement Plan:-

    I.   Explore closer links with the Service Manager for Theatres and the Arts to identify clear proposals to promote Council facilities to encourage commercial gain and where possible to help community groups;

    II.   Explore the way in which the Council can get the most out of its facilities and to look in to rationalising them where appropriate. This may include increased investment for the benefit of commercial gain;

    III.   Production of an operations manual for 'property' services not just Facilities Management;

    IV.   Exploration of shared facilities with external bodies;

    V.   Ensure references to E-Government are made in the Service Improvement Plan, e.g. on-line bookings;

    VI.   Report on progress with regards to records management and the gaps in the knowledge of the Council's assets to the Corporate Ability Performance Board.

3.20 Members of the Challenge Panel agreed to draw this issue to a close. The Panel were re-assured of the proposals to integrate property related services in the future. However, it is requested that the Business Unit report progress to Members in the following ways:-

- Production of a monitoring statement in 12 months outlining whether the benefits of the proposals to bring the 'property-related' services together have been realised;
- Provide 6 monthly progress reviews through the Corporate Ability Performance Board.

3.21   The Property Management and Procurement Service Improvement Plan (incorporate Corporate Asset Management and Project Management) can be found in appendix 3.

4.0   Corporate Issues and Overarching Improvement Plan

4.1   As outlined in report OSB/20/04 presented to the Overview and Scrutiny Board and Executive on 6th December 2004 and 11th January 2004 respectively, the Support Services Best Value Review also raised several corporate issues that the Challenge Panel had previously considered. These are summarised below.

The potential packaging of support services to ensure competitiveness and value for money

4.2   The Support Services Challenge Panel stated that greater clarity is required with regards to the way in which the Council configures itself in the future before any consideration is given to the packaging of its support services.

4.3   The Challenge Panel feels that it would be more appropriate to consider the potential packaging of support services following the Customer Focus Pathfinder and the move towards a Children's and Adults Trust. At this point there may well be benefits to considering this approach.

4.4   Therefore, it was agreed that this situation should be kept under review by the Executive and the Strategic Director of Performance to consider at the appropriate time. The position will also be monitored by the Support Services Challenge Panel.

A corporate approach to partnership working

4.5   As a more immediate solution the Challenge Panel discussed increased collaborative working with other organisations. Collaborative working is starting to pick up within the Council and the Challenge Panel would like to encourage others to follow this trend.

4.6   This approach would link into the Gershon agenda with the potential for economies of scale being realised. However, the Challenge Panel would not want to see the Council lose its autonomy.

4.7   Therefore, it was agreed that the potential for wider partnership working alongside the Gershon agenda should be explored and that an improvement action should be developed accordingly.

The centralisation/integration of support services

4.8   There is clearly more than one way to deliver support services. Although the Support Services Review has not indicated that support services should be integrated within front line services as an option, this is largely because support services tend to have small numbers of staff and there are clear economies of scale in retaining a central service.

4.9   However, this needs to be backed up with effective Service Level Agreements that are regularly reviewed to ensure that the support services are delivering effective services.

4.10   The Challenge Panel noted that areas such as Human Resources may not be able to be integrated into front line services as it is so small. Any move in this direction would result in inefficiencies and that operational support on a 'named' officer basis is much more appropriate.

4.11   There are also other examples where integration within front line services already occurs, such as in the Finance Teams within Education and Social Services.

4.12   The Challenge Panel concluded that there is a reasonable balance of centralised and integrated provision of support services. Therefore, it was agreed that the issue of centralisation or the integration of support services should be constantly kept in mind in light of the dynamic structure of the Council at present, but to also recognise the need for officers to work cost effectively.

5.0   The Benefits of the Support Services Best Value review

5.1   This report sees the close of the Support Services Best Value Review. As a conclusion to the review the Challenge Panel have highlighted what they feel have been the benefits from conducting the review. These benefits are outlined below :-

        I.   Reinforced the focus on performance management;

        II.   Service-by-service challenge and service improvements

        III.   More customer focused on who the services are trying to support;

        IV.   Support services have become more business-minded;

        V.   Increased benchmarking and learning from others and greater consultation;

        VI.   Mechanism for addressing urgent corporate issues from the Change Management Plan, e.g. SLAs and recharging;

VII.   Enhanced clarity as to what the Council is looking for from its support services enabling greater clarity with regards to current service levels to enable on-going review on how to deliver Support Services as the Council changes;

VIII.   A better basis on which to base budget setting and focusing on what really matters;

IX.   Increased collaborative working and not silo-thinking;

X.   A contribution to an improved score of the authority in its most recent Comprehensive Performance Assessment, for example, through better working practices; and

XI.   Improved business planning.

6.0   Conclusions, Recommendations and Monitoring Arrangements

6.1   The Challenge Panel agreed with the information presented and with the recommendations provided by each service for future delivery options along with the modified Service Improvement Plans in line with the feedback given.

It is therefore recommended to the Executive:

6.2   That the summaries of the each of the 3 support services, as presented in this report, be accepted.

6.3   That the Service Improvement Plans for Corporate Policy and Change Management, Facilities Management and Corporate Asset Management and Project Management as set out in the appendices to this report be adopted.

6.4   That the potential for "packaging" support services to ensure competitiveness and value for money be kept under review by the Strategic Director (Performance).

6.5   That the potential for wider partnership working alongside the Gershon agenda be explored.

6.6   That the issue of centralisation or the integration of support services be constantly kept in mind in light of the dynamic structure of the Council at present but that the need for officers to work cost effectively be recognised.

Monitoring Arrangements

6.7   Each Service Improvement Plan will be incorporated into the relevant Business Unit business plan.   Service Improvement Plans will also be monitored quarterly by the Corporate Ability performance Board.

6.8   The over-arching Support Services Improvement Plan will be the responsibility of the Strategic Director (Performance) and will be included as part of the Corporate Plan 2005-2007 and monitored at six monthly intervals via the Corporate Ability Performance Board.

6.9   The business plans of each of the support services will also have regard to the five over-arching improvement actions as outlined on page 32. Reference to these actions will be made in the relevant business plans from 2006/07 onwards.

6.10   The Support Services Challenge Panel has also requested that it should reconvene in early March 2006 to monitor the situation with regards to the over-arching Support Services Improvement Plan as well as to review each of the support services business plans.

Appendix 1

Corporate Policy and Change Management Service Improvement Plan

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
POLICY & PERFORMANCE TEAM							
Corporate Ability	1. Develop an approach to embedding Best Value principles	Services are challenged, stakeholders are consulted about service delivery, comparisons are used to drive improvement and a mix of service delivery arrangements are used.	1 Aug 04	31 Dec 04	PWC	Tim Nand-Lal	Nil – existing resources
Corporate Ability	2. Launch benchmarking guidance	Improved services by learning from the "best".	1 Dec 04	31 Dec 04	PWC	Tim Nand-Lal	Nil – existing resources
Corporate Ability	3. Review, with HR, how performance management culture can be embedded	Performance is improved.	1 Apr 04	Ongoing	Human Resources Other LAs being visited	Tim Nand-Lal/Sue Draper	Nil – existing resources
Corporate Ability	4. Look into use of a family benchmarking group for corporate information	Readily available comparators.	1 Jan 05	31 Mar 05		Tim Nand-Lal	Nil – existing resources
Corporate Ability	5. Implement phases 2 and 3 of SPAR.net	A performance reporting system which can be accessed by staff and the public.	1 Jan 05	Jan 06	Nexus Other LAs in partnership	Tim Nand-lal	Nil – already budgeted for

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
Corporate Ability	6.Review : - Strategic Planning process - Business Plan process - Annual Planning process	Effective operation of the "golden thread".	- Oct 04 - Aug 05 - Apr 05	- Mar 05 - Nov 05 - Jul 05	Policy & Partnership team/Finance	Tim Nand-Lal/ Bernard Page/Paul Looby	Nil – existing resources
Corporate Ability	7. Reconsider the approach for communicating policies and strategies, including considering running workshops/surgeries and operating a rolling programme of visiting SMTs, e.g. to embed performance management.	Corporate policies and strategies which everyone is aware of and understands	Jan 05	Jun 05	Communications team	Tim Nand-Lal/ Bernard Page	Nil – existing resources
Corporate Ability	8. Continue to develop the effectiveness of Performance Boards, in particular through rigorous challenge of target setting and performance monitoring data.	Effective performance management driving improvements in service delivery.	Jan 05	Ongoing	Performance Board Members	Tim Nand-Lal	Nil – existing resources
Corporate Ability	9. Develop Best Value standards through the development of Corporate standards	A clear approach to consultation, challenge, comparisons and competition	Jan 05	Feb 05	Customer Focus Project team	Chris Lethbridge	
POLICY & PARTNERSHIP TEAM							
Corporate Ability	10.Finalise and implement new consultation strategy, including: Co-ordination of consultation across agencies,	Reduction in consultation fatigue cost effective co Consultation	Dec 04	July 06	Police , Health Voluntary sector, Business	Bernard Page	Nil – existing resources

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	**Date target to be completed**			
	• Publish annual results of consultation and how it has influenced decision making,	Public perception of the council as a listening organisation	April 05	June 05 then annually		Geoff Chamings/ Bernard Page	Nil – existing resources
	• Developing consultation toolkit and protocols	Raised quality of consultation	Oct 04	Feb 05		Bernard Page	Nil – existing resources
	• Form an internal consultation network	Better use of existing expertise	Oct 04	Feb 05		Bernard Page	Nil – existing resources
	• Produce a consultation database	Improved access to information	Dec 04	Sept 05		Bernard Page/Geoff Chamings	Software cost – subject to cost may be from existing resources
	• Collate planned consultation and determine a planned approach	Improved co-ordination	March 05	April 05		Geoff Chamings	Nil – existing resources
	• Market test 1 general survey a year and 1 statutory Best Value survey every 3 years	Benchmark efficiency	2004	annually		Geoff Chamings	Nil – existing resources
Corporate Ability	11. Publicise the work of the team, e.g. through advertising on the web	Greater awareness of the work of the team	April 2005	April 2005 ongoing		Geoff Chamings	Nil – existing resources
Corporate Ability	12. Keep Viewpoint survey to agreed programmes	Data available when required	Jan 05	ongoing		Geoff Chanings/ all survey	Nil – existing resources

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
					clients		
Corporate Ability	13. Publish demographic information on intranet and website	Improved access to information		June 05 ongoing		Geoff Chamings/Doug Haines Chris Parsons	Nil – existing resources – subject to web software issues being overcome
Corporate Ability	14. Produce regular updates on the Community Planning process, including feedback from the Local Strategic Partnership	Greater awareness of the Community Planning process and shared understanding of the issues faced.	April 05	ongoing		Bernard Page	Nil – existing resources
Corporate Ability	15. Review Ward Partnerships and links to LSP	Effective ward partnerships linking to LSP	Nov 04	April 05	PWC Deputy Leader	Bernard Page	Nil – existing resources (recommend ations may highlight future costs)
Corporate Ability	16. Explore development of single Research Team for Torbay Public Services, including a shared vision.	Co-ordinated and cost effective research	June 06	Dec 06	Police, Health, Voluntary Sector	Bernard Page	To be assessed during evaluation

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
E:GOVERNMENT TEAM							
Corporate Ability	17. Implementation of ODPM Priority Service Outcomes • Support to service areas in interpretation and implementation of outcomes. • Central monitoring and reporting of progress to e-Gov Programme Board, e-Gov Steering Group and Directors Performance Boards	Tangible benefits to the public as defined in ODPM guidance. Raised profile of e-Government agenda (internally and externally). Further erosion of Silo approach to service delivery. Building blocks for the Council's long term Customer Focus Service Improvement Plan.	Apr 04 Jan 05	**Required** outcomes: Dec 05 **Good** outcomes; Apr 06 Apr 06	Devon Portal Partnership South West e-Government Group (SWEGG) All business units	Ian Knee / Paul Hurrell	Nil – IEG funding in place
Corporate Ability	18. BVPI 157 • Continued e-enablement of Local Government Service List (LGSL) services.	Achievement of 100% enablement target as outlined by BVPI157. Greater freedom of access to Council services. Move towards 24/7 access to Council services.	Apr 02	Dec 05	IT Services Communications Team All business units	Ian Knee / Paul Hurrell	Nil – existing resources & IEG Funding

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
Corporate Ability	19. Migration/development of Council Intranet • Review of existing content • Identification of creator and authoring roles for Intranet • Obtree training programme • Migration of Intranet content	Improved internal communication	Jan 05	Aug 05	IT Services Communications Team All business units	Paul Hurrell / Lorna Shearman	Nil – existing resources
Corporate Ability	20. Continued Development of Council Internet • Ongoing population of Council website. • Implementation of professional workflow in Content Management System (CMS) to assist content development process.	Improved external communications, greater use of electronic transaction methods leading to efficiency savings. Further development of a key delivery mechanism of the Customer Focus Service Improvement Plan.	Jun 04	May 05	IT Services Communications Team All business units	Paul Hurrell / Lorna Shearman	Nil – existing resources
Corporate Ability	21. Customer Focus Service Improvement Plan Pathfinder • Procurement and implementation Customer Relationship Management (CRM) • Implementation of Electronic Document and Records Management	(local) improvements to Customer service. Creation of corporate service standards. Comprehensive base-line data to inform subsequent phases of the Customer Focus Improvement Plan.	Jan 05	July 06	Exchequer & Benefits Planning Citizens Advice Bureaux	Trish Webster / Ian knee	Nil – existing resources & DWP Funding & IEG funding

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
	(EDRMS) and Workflow systems. • Development of Council A to Z of Services. • Maintaining the relationship between the Council's Customer Focus and e-Government agendas.	Key Building blocks of the Customer Focus Service Improvement Plan implemented. 'Proof of concept' approach to council wide call centre / contact centre.					
GENERAL							
Corporate Ability	22. Improved clarify of reports	Plain, understandable documents	Jan 05	Ongoing	Plain English Society	Ian Knee/ Tim Nand-Lal/ Bernard Page/Paul Hurrell	Nil - existing resources
Corporate Ability	23. Implementation of new set of local performance indicators	Effective means of measuring the performance of the service	Sep 04	Apr 05		Ian Knee	Nil – existing resources
Corporate Ability	24. Biennial survey of customers	An understanding of customer need	Aug 06	Sep 06		Ian Knee	Nil – existing resources
Corporate Ability	24. Development of a revised Improvement Plan (formerly the Change Management Plan)	Improved services to the Community	Oct 04	Jan 05		Ian Knee	Nil – existing resources

Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed			
Corporate Ability	25. Introduce a mechanism for prioritising work, including risk assessments	Focussed and efficient use of resources	Jan 05	March 05		Ian Knee	Nil – existing resources
Corporate Ability	26. Undertake further work on benchmarking costs of the Policy Team	Demonstrably cost effective Team	Jan 05	June 05	Other local authorities / organisations	Tim Nand-Lal	Nil – existing resources
Corporate Ability	27. Explore internal and external partnership / collaborative working, including joint arrangements with other local authorities	Effective use of resources	Jan 05	June 05	Other teams within the Council and other local authorities / organisations.	Bernard Page	Nil – existing resources

Appendix 2

Facilities Management Service Improvement Plan

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
1.	Strategic Restructuring of FM department	➢ All Community Plan Themes	➢ An effective FM service structure finalised and in place. ➢ Central management control with flexibility and local discretion provided by the structure	1st Apr 2005 to 30th Sept 2005	Steve Parrock, Chris Sexton and FM Manager	Budgeted within Council restructuring	Input from Council restructuring process required
2.	FM 2003 audit recommendations	➢ All Community Plan Themes	➢ Review of recommendations completed ➢ Proposals for addressing improvement incorporated in FM Service Plan – action point 3 below	1st Apr 2005 to 30th Sept 2005	Chris Sexton and FM Manager	None	None
3.	FM Service Plan	➢ All Community Plan Themes	➢ Formal service plan in place	1st Apr 2005 to 30th Sept 2005	Chris Sexton and FM Manager	None	None

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
4.	Torbay Council Administrative buildings list	➢ All Community Plan Themes	➢ Agreed list of buildings and responsibilities for FM in place and included on Intranet Site	1st Apr 2005 to 30th June 2005	FM Manager	None	Input from Council management structure required
5.	FM core services	➢ All Community Plan Themes	➢ Agreed list of core FM services and responsibilities in place and included on Intranet Site	1st Apr 2005 to 30th June 2005	FM Manager	None	None
6.	FM Operational Manual	➢ All Community Plan Themes	➢ Manual developed and in place	1st Apr 2005 to 30th Sept 2005	Stuart Left	None	None
7.	FM Intranet Site	➢ All Community Plan Themes	➢ Intranet site developed and operational containing all essential procedural information and easy contact process	1st Apr 2005 to 30th Sept 2005	Chris Sexton and FM Manager	None	Input from IT service required.
8.	Rapid response FM help facility.	➢ All Community Plan Themes	➢ A central point of contact providing immediate effective delivery of FM service in place	1st April 2005 to 30th June 2005	Chris Sexton and FM Manager	None	None
9.	FM Budgets	➢ All Community Plan Themes	➢ Existing budgets established and consolidated	1st Apr 2005 to 31st Mar 2006	FM Manager	Existing budgets restructured	Input from Financial Services required

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
10.	Administrative building signage	➢ All Community Plan Themes	➢ Standard signage requirements reviewed ➢ Standard FM signs designed and in place at all locations	1st Apr 2005 to 30th Sept 2005	FM Manager	None	Input form Graphic Design Services required
11.	FM contracts and tendering	➢ All Community Plan Themes	➢ Comprehensive rolling list of existing contracts in place ➢ Re-tendering program in place ➢ Two major contracts in place	1st April 2005 to 31st March 2006	FM Manager	None	Input from Procurement Service required
12.	FM contract review meetings	➢ All Community Plan Themes	➢ Regular review meetings in place	1st Apr 2005 to 30th Sept 2005	FM Manager	None	None
13.	Complaints Process	➢ All Community Plan Themes	➢ Logging and response system for complaints regarding FM service contracts in place	1st Apr 2005 to 30th Sept 2005	FM Manager	None	None
14.	Reactive maintenance program	➢ All Community Plan Themes	➢ Processes for effective notification of defects, completion of remedial work and the updating of records in place	1st Apr 2005 to 30th Sept 2005	FM Manager	None	Input from Property Service required

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
15.	Policies for Health and Safety and other statutory duties	➢ All Community Plan Themes	➢ Safer working environment in place ➢ Processes in place ➢ Monitoring methods in place	1st Apr 2005 to 31st Mar 2006	FM Manager	None	Input from Health and Safety, Risk Management and Property Services required
16.	Corporate building DDA and Asbestos compliance	➢ All Community Plan Themes	➢ Structured action plans for all Corporate Building in place	1st April 2005 to 31st March 2006	Chris Sexton and FM Manager	None	Input from Property Service required
17.	Recycling processes	➢ All Community Plan Themes	➢ New processes in place	1st April 2005 to 31st March 2006	FM Manager	None	Input from Environmental Services required
18.	Local Authority benchmarking	➢ All Community Plan Themes	➢ Formal performance targets and benchmarking processes in place	1st Apr 2005 to 31st Mar 2006	FM Manager	None	None

Appendix 3

Corporate Asset Management Service Improvement Plan

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
1.	Asset Management Plan	➢ All Community Plan Themes	➢ 2005 AMP update approved by Members	1st Apr 2005 to 30th Sept 2005	Chris Sexton	None	Input from Property and Finance Services required
2.	TOAD IT development	➢ All Community Plan Themes	➢ block floor room layout in place ➢ plans maps photos capability in place ➢ browser update facility in place ➢ condition survey module in place ➢ insurance and lettings modules in place	1st Jan 2005 to 31st Mar 2006	Chris Sexton and Emma Brown	None	Continued input from IT service required and already committed to
3.	TOAD data audit and development	➢ All Community Plan Themes	➢ block room and floor records for all corporate buildings in place ➢ All assets coded to correct service allocation	1st April 2005 to 30th Sept 2005	Chris Sexton and Move Manager	None	Input from Business Unit representatives required

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
4.	Major service moves ➢ Housing ➢ Learning Disability ➢ Decriminalised Parking	➢ Making Torbay a Safer Place ➢ Improving Health and Social Care ➢ Improving Access to Good Quality Affordable Homes	➢ Pearl Assurance House occupied ➢ Unit 2 Riviera Park built and occupied	1st Jan 2005 to 1st Sept 2005	Chris Sexton and Move Manager	All costs budgeted for	Continued input from Estates Property and IT Services required and already committed to
5.	Alternative accommodation for staff vacating Kings Ash House	➢ Placing Learning at the Heart of our Community	➢ Early Years and Adult Training relocated to suitable alternative location	1st Jan 2005 to 31st Dec 2005	Chris Sexton and Move Manager	Budget for any major acquisition or works still to be identified	Input from Estates Property IT and Legal Services required
6.	Possession of Devon Learning Resource Centre from Devon County Council	➢ Valuing our Environment ➢ Placing Learning at the Heart of our Community	➢ Full legal possession ➢ Deeds transferred ➢ Torbay Youth Service in occupation	1st Jan 2005 to 30th June 2005	Chris Sexton and Move Manager	Budget for refurbishment being considered within Capital Bids	Input from Property IT and Legal Services required
7.	Council space monitoring	➢ All Community Plan Themes	➢ Rolling space requirement register in place ➢ Rolling occupation records in place on TOAD	1st Jan 2005 to 31st Mar 2006	Chris Sexton and Move Manager	None	Input from Business Unit representatives required
8.	Long term office strategy	➢ All Community Plan Themes	➢ All relocation options identified	1st Jan 2005 to 31st Mar 2006	Steve Parrock and Chris Sexton	None	None

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
9.	Corporate building facilities management	➢ All Community Plan Themes	➢ Protocols and procedures agreed with new FM Team ➢ Program of contract consolidation underway in conjunction with Procurement Team	1st April 2005 to 31st March 2006	Chris Sexton and Facilities Manager	None	Input from Facilities Management and Procurement Services required
10.	Corporate building DDA and Asbestos compliance	➢ All Community Plan Themes	➢ Structured action plans for all Corporate Building in place	1st April 2005 to 31st March 2006	Chris Sexton and Facilities Manager and Property Services	None	Input from Property Service required
11.	Adult Trust asset transfers	➢ Improving Health and Social Care	➢ Leases granted for all transferred assets	1st Jan 2005 to 30th Sept 2005	Chris Sexton	None	Input from Estates and Legal Services required
12.	Child Integration asset reorganisation	➢ Placing Learning at the Heart of our Community	➢ All relevant assets reallocated to Children's Service ➢ Finalised action plan for staff reorganisation in place	1st Jan 2005 to 31st Dec 2005	Chris Sexton	None	None
13.	Affordable housing review	➢ Improving Access to Good Quality Affordable Homes	➢ Disposal action plans in place for allocated housing land ➢ Disposals policy review complete	1st Jan 2005 to 30th Sept 2005	Chris Sexton	None	Input from Estates Service required

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
14.	Disposals program	➢ All Community Plan Themes	➢ Disposal of St Marychurch Town Hall complete ➢ Disposal of 18 Palace Avenue complete ➢ Review of Disposal opportunities in place	1st Jan 2005 to 31st Mar 2006	Chris Sexton	None	Input from Estates Service required
15.	Corporate Asset Management Team (CAMT) specific asset issues	➢ All Community Plan Themes	➢ Asset issues for CAMT comprehensively identified and placed on agenda ➢ Target for any issue added to agenda to be resolved within 6 months	1st April 2005 to 31st March 2006	Chris Sexton and All CAMT Members	None	Input from CAMT representatives required
16.	Repairs and maintenance	➢ All Community Plan Themes	➢ Review of backlog maintenance complete ➢ Review of budget prioritisation complete ➢ Review of budget source options complete ➢ Recommendation report submitted	1st Apr 2005 to 31st Dec 2005	Chris Sexton	None	Input from Property Service and Business Unit representatives required

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
17.	Asset use reviews	➢ All Community Plan Themes	➢ Potential changes of use and enhanced use of assets identified and referred to CAMT ➢ Potential disposals identified and referred to CAMT ➢ Specific link in place with Theatre and Arts Service Manager to assist in development of proposals to promote the use of Council facilities ➢ Potential opportunities for shared use of facilities with external bodies explored and identified	1st April 2005 to 31st March 2006	Chris Sexton	None	Input from CAMT and all Business Unit representatives required
18.	Performance Indicator development	➢ All Community Plan Themes	➢ Development of revised local PI's complete ➢ Formal PI targets agreed ➢ PI Benchmarking process in place	1st Apr 2005 to 31st Dec 2005	Chris Sexton	None	Input from Estates Property and Legal Services required

Project Management Service Improvement Plan

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
1.	Consultants Framework Agreement	All Community plan Themes. KS04 & KS10 Capital Procurement Action Plan (CPAP)	➢ Improvement of KPI out turn through quarterly workshops	Start Jan 05 4 year programme/ £20M capital value	Sue Williams	None	
2.	PRINCE II Training	All Community Plan Themes KS01 CPAP	➢ Project Management training rolled out to Project Officers, across Business Units ➢ Recognised Best Practice	Jan 05 Pilot, Scheme, roll out to futher group later in the year.	Steve Parrock	Capacity Bid funding	
3.	Contractors Framework Agreement	Community plan Themes as above KS04 & KS10 CPAP	➢ Improvement in cost and programme predictability KPI's	OJEU Summer 05 to roll out Jan 06	Steve Parrock/ Sue Williams	None	

Ref	Action	Thematic Cross Reference	Outcome/Measure of Success	Deadline (Start on and achieve by..)	Responsible Person	Financial Implications of Action and Budget Year	Other resource implications
4.	Torre Abbey HLF Project	Community plan Themes; Developing Torbay's Culture, Towards a Prosperous Torbay, Valuing our Environment	➢ Continuous monitoring thru Heritage Lottery Scheme ➢ Capital Project KPI's	Start on site Aug 2005, Completion 2007	Steve Parrock/ Sue Williams		
5.	Council Capital Programme	All Community Plan themes	➢ To agreed KPI's indicated in Business Plan.	2005/06 on going project monitoring	Sue Williams Framework		
6.	Capital Procurement Code Action Plan	KS01-KS11 CPAP	➢ As detailed	Q4 05	Steve Parrock		
7.	Project Management Operations Manual. "Toolkit" though to PRINCE II methodology	KS06 CPAP	➢ Staff feedback and completion of training programme	Q3 05	Sue Williams		
8.	Identify BVPI's and conduct Benchmarking with other Authorities.	KS02 CPAP	➢ Benchmarking Exercise	Set BVPI's Q1 05	Sue Williams		

Appendix 4

Over-arching Support Services Improvement Plan

	Link to Corporate Priorities	Action	Outcome	Timescale		Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
				Date action to start	Date target to be completed			
1.	Corporate Improvement	Develop a corporate approach to collaborative and partnership working, including: • Identifying authority lead officers • Identifying timescales for collaborative working • Identify other potential authorities	➢ Finding the most effective and efficient way of delivering services (linked to Gershon) ➢ Cost effective provision of services in partnership with others ➢ Economies of scale in support service provision	1 April 2005	31 March 2008	Other Local Authorities	Strategic Director for Performance	tbc
2.	Corporate Improvement	Continue to develop the SLA process and to review customer needs/service requirements	➢ Front line customer needs and service requirements met	1 April 2005	31 March 2008	Primary Care Trust? TDA?	Strategic Director for Performance	tbc
3.	Corporate Improvement	Evaluate the provision of support services via centralised versus an integrated approach (once the structure for front line services is in place)	➢ Front line customer needs and service requirements met	1 April 2005	31 March 2008	Primary Care Trust? TDA?	Strategic Director for Performance	tbc
4.	Corporate Improvement	Evaluate the potential packaging of relevant support services at an appropriate point following the: - • Customer Focus Pathfinder • Successful configuration of Children's and Adults Services	➢ A timely and cost effective approach to the provision of support services across the Council	1 September 2006	31 March 2008	Primary Care Trust? TDA?	Strategic Director for Performance	tbc
5.	Corporate Improvement	Following the evaluation of the potential packaging of support services, if appropriate, market test/externalise/tender the agreed support services	➢ The cost effective provision of support services	1st April 2008	30 September 2008	Primary Care Trust? TDA?	Strategic Director for Performance	tbc