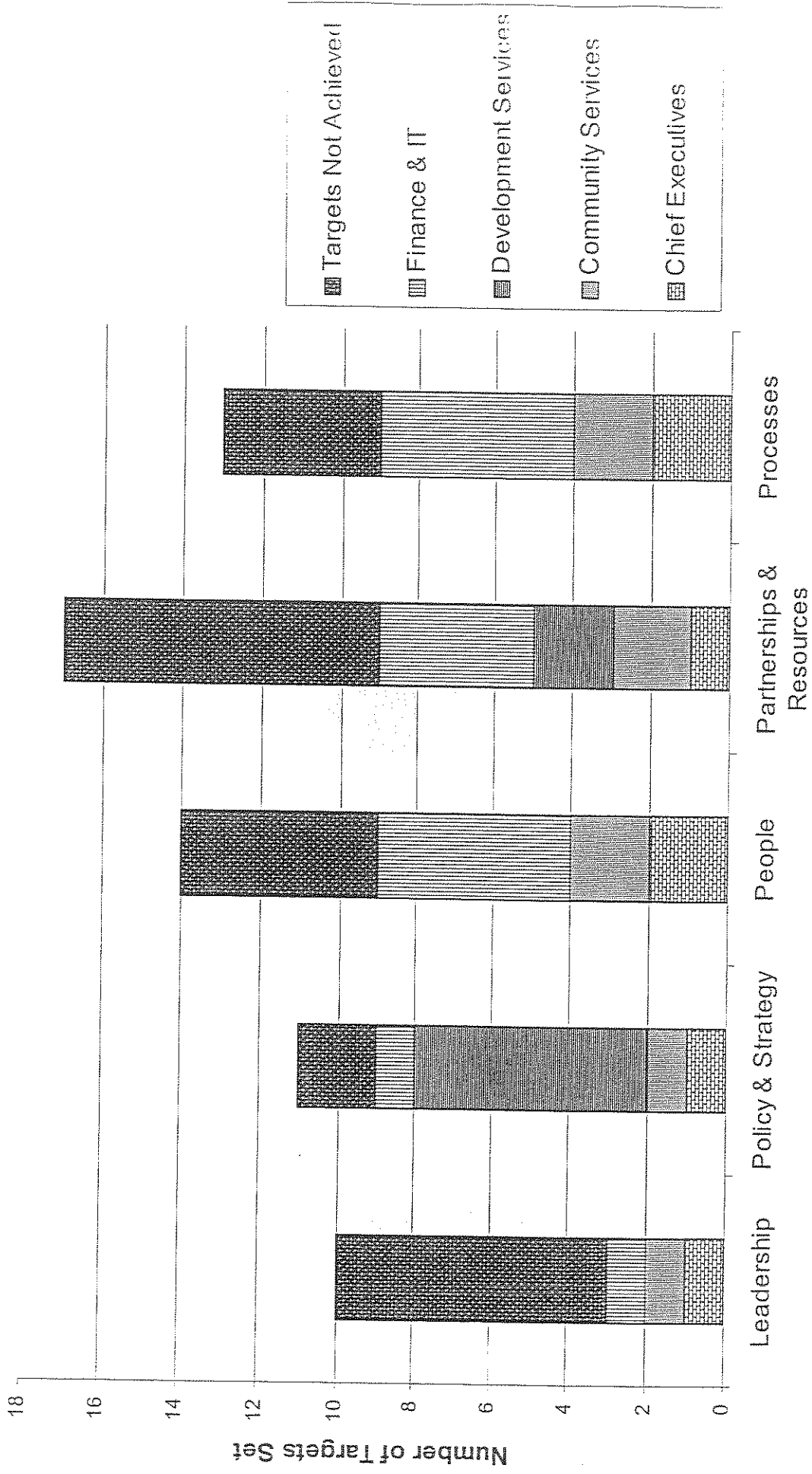
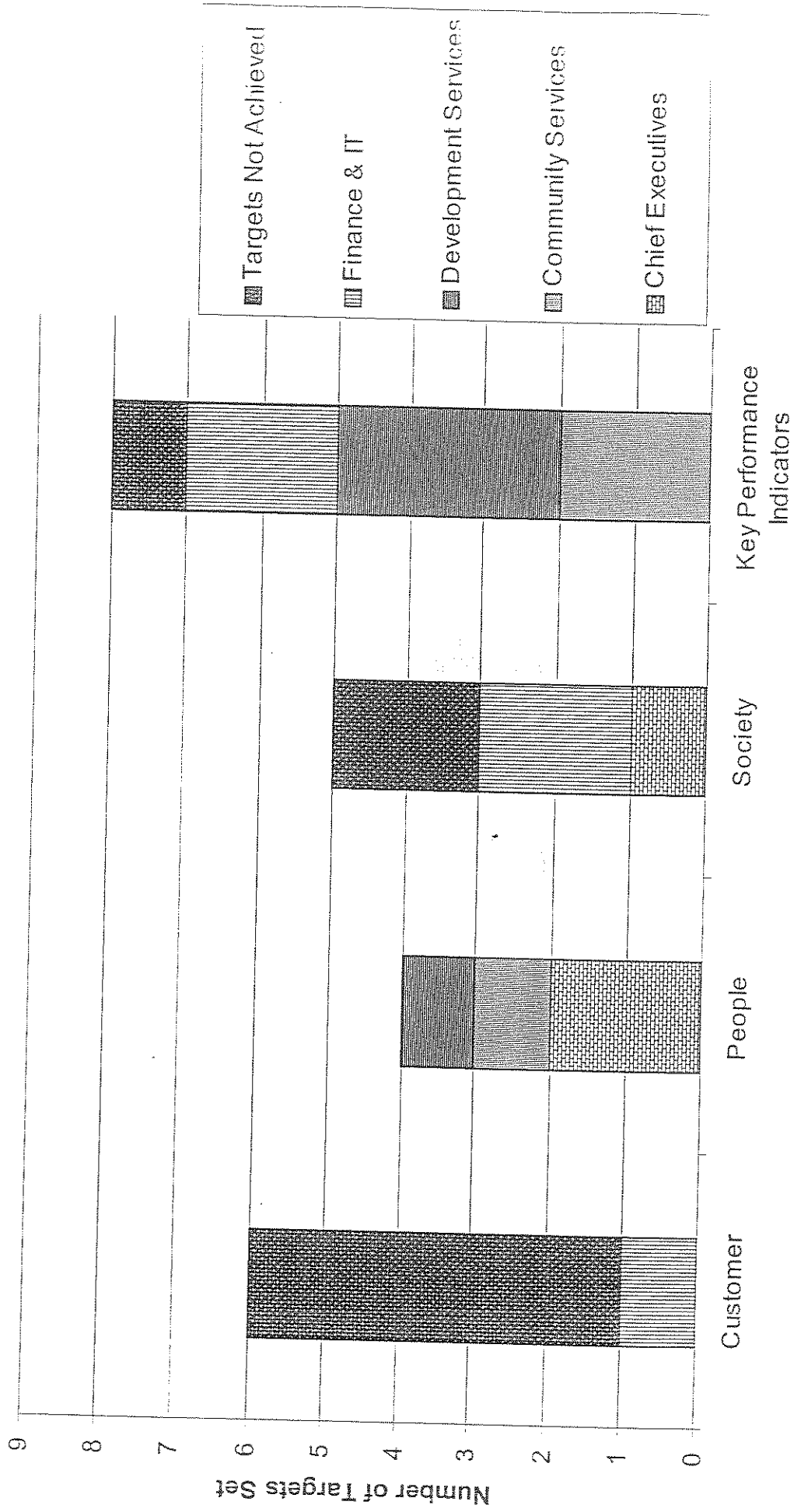


Figure 3 : Departmental Achievement against the Number of Critical Success Factor Targets Set (Enabling Criteria)



Enabling Criteria

Figure 4 : Departmental Achievement against the Number of Critical Success Factor Targets Set (Results Criteria)



Results Criteria

Table 1: Critical Success Factors achievements

Proposals		Achievements
A - Leadership	1. Put in place arrangements for good Corporate Governance (as defined by the Audit Commission)	<input type="checkbox"/> Revised Members Code of Conduct implemented <input type="checkbox"/> Existing Employee & Member Protocols incorporated into the Constitution <input type="checkbox"/> Fraud & Corruption report produced for District Audit <input type="checkbox"/> Financial Regulations Training provided to Divisional and Unit Managers
	2. Monitor and revise (if necessary) the new political management arrangements	<input type="checkbox"/> Council minutes on Web-site <input type="checkbox"/> Priorities for monitoring and revising political management arrangements agreed with District Audit
	3. Develop management competencies	<input type="checkbox"/> All Employee Development Reviews completed
B- Policy and Strategy	1. Implement the new Departmental and Service Planning framework	<input type="checkbox"/> Completed and monitoring arrangements in place
	2. Develop the South Derbyshire Community Strategy	<input type="checkbox"/> Member awareness training provided by INLOGOV <input type="checkbox"/> Business Planning Group held <input type="checkbox"/> Provisional date (11 June 2003) agreed for the establishment of the Local Strategic Partnership <input type="checkbox"/> On target to produce draft Strategy (Dec. 03)
	3. Review and rationalise number and scope of existing service related plans and strategies	<input type="checkbox"/> Government guidance on assessment obtained <input type="checkbox"/> List of Plans and Strategies reported to Corporate Scrutiny Committee who have raised matter with Policy Chairs <input type="checkbox"/> Report to be submitted to each Policy Committee
	4. Strengthen guidance on the 4Cs (compare, consult, challenge and compete)	<input type="checkbox"/> Guidance on "Challenge " and "Compare" have been produced <input type="checkbox"/> Revised draft Consultation Strategy considered by the Best Value Working Group <input type="checkbox"/> Procurement Strategy approved by Committee <input type="checkbox"/> BV Framework Document to be reviewed in light of cross-cutting issues <input type="checkbox"/> Report presented to the Comprehensive Performance Assessment Working Panel
	5. Adopt new South Derbyshire Local Plan	<input type="checkbox"/> 2 nd Draft Deposit approved by Council (Dec 02) and published (Jan 03) <input type="checkbox"/> Arrangements made for Public Enquiry (Jun 03) <input type="checkbox"/> Final adoption of Plan on target (Apr 04)

C People	1. Improve morale	<input type="checkbox"/> Weekly Core team briefing meetings introduced (Jan 03) and held <input type="checkbox"/> Awaiting confirmation of Investors In People accreditation <input type="checkbox"/> Revised "family friendly" employment policies agreed by Committee <input type="checkbox"/> Home-working issues incorporated into the Asset Management Best Value Review and IEG Statement <input type="checkbox"/> Single Status evaluation procedure agreed <input type="checkbox"/> Occupational Health service provision for staff reviewed <input type="checkbox"/> Sickness absence classifications undertaken <input type="checkbox"/> Monthly newsletter circulated to Staff/Members and TACT
	2. Improve communication with employees	<input type="checkbox"/> Production and distribution of bi-monthly "Inside Out" staff news letter <input type="checkbox"/> Weekly Core team briefing meetings introduced (Jan 03) <input type="checkbox"/> Monthly Divisional managers meetings held <input type="checkbox"/> Staff involvement in Service planning, Focus Groups, Best Value Reviews, and procurement of computerised Management Information Systems
	3. Support and promote team working	<input type="checkbox"/> As above <input type="checkbox"/> Front line staff involvement in the changes in the Housing Improvement Plan
	4. Establish training and development plans for employees	<input type="checkbox"/> Nearly all staff have an individual training and development plan. <input type="checkbox"/> Corporate Training programme being delivered in-house <input type="checkbox"/> A range of courses provided by external providers e.g.. Learndirect <input type="checkbox"/> Links to the Investors In People accreditation
	5. Promote health and safety in the workplace and undertake all relevant risk assessments	<input type="checkbox"/> Annual work programme launched and being rolled out <input type="checkbox"/> Staff training provided
	6. Make changes (as required) to the organisational structure	<input type="checkbox"/> Provision and support (as and when required)
	7. Improve working conditions in the Civic Offices	<input type="checkbox"/>
	8. Progress the 'Single Status' agreement	<input type="checkbox"/> Single Status evaluation procedure agreed
	9. Work towards Investors in People accreditation	<input type="checkbox"/> Awaiting confirmation of Investors In People accreditation

D Partnerships and Resources	1. Establish a Local Strategic Partnership to develop and implement the Community Strategy	<input type="checkbox"/> Member awareness training provided by INLOGOV <input type="checkbox"/> Business Planning Group held <input type="checkbox"/> Provisional date (11 June 2003) agreed for the establishment of the Local Strategic Partnership <input type="checkbox"/> On target to produce draft Strategy (Dec. 03)
	2. Develop and implement proposals for e-government	<input type="checkbox"/> Departmental representatives working with IT Services in identifying and implementing service specific proposals as part of the IEG Action Plan . e.g. Council's web-site development <input type="checkbox"/> On line learning and recruitment facilities available <input type="checkbox"/> Learning Centre recognised as a 'beacon' at regional level <input type="checkbox"/> Contribution to IdeA learning pool <input type="checkbox"/> Housing Grants system implemented <input type="checkbox"/> Committee minutes and other service related information on the Council's web site <input type="checkbox"/> National Land & Property Gazetteer Database being developed <input type="checkbox"/> Achievement of Level 2 in Land Charges- progress being made to attain Level 3 <input type="checkbox"/> Public kiosk provided in Planning reception to enable access to GIS data <input type="checkbox"/> Departmental contributions made to IEG2 Statement <input type="checkbox"/> Updating existing systems in order to develop an e-government capability <input type="checkbox"/> Regular IEG progress reports provided to Corporate Scrutiny Committee <input type="checkbox"/> Members IEG Seminar held <input type="checkbox"/> IEG2 Statement approved, resulting in a £200,000 grant
	3. Consolidate and improve arrangements for sound financial management	<input type="checkbox"/> Financial Management and Control Best Value Review Implementation Plan rolled out <input type="checkbox"/> Rigorous monthly budgetary monitoring meetings held <input type="checkbox"/> Procurement of computerised Financial Management System complete, implementation of system on target (Jun 03)
	4. Develop a strategic approach to the procurement of goods and services that includes the adoption of 'Egan' principles	<input type="checkbox"/> Procurement Strategy approved by Committee <input type="checkbox"/> Housing improvement contracts are being re-negotiated <input type="checkbox"/> Consideration is now given to partnership arrangements when contracts are renewed <input type="checkbox"/> No progress in implementing the Procurement Strategy
	5. Develop a Corporate Property Strategy	<input type="checkbox"/> Revised guidance produced
	6. Develop a strategic approach to the future management and maintenance of the Council's housing stock	<input type="checkbox"/> Elected Member /Officer Working Group established to oversee the production of the HRA Business Plan before submission to DETR <input type="checkbox"/> Initial appraisal of management operations objectives undertaken from a non-financial perspective. <input type="checkbox"/> TACT involved in the developing of options <input type="checkbox"/> 1 st stage of option appraisal completed and considered by Committee
	7. Progress the future development of Swadlincote Depot	<input type="checkbox"/> Project abandoned

E - Processes	<p>1. Continue to implement the programme of Best Value Reviews</p>	<ul style="list-style-type: none"> □ Ongoing support and progress monitoring via the Best Value Working Group (BWWG) and Scrutiny Committees □ Work programme of Scrutiny Committees includes Best Value Reviews □ Preparation work now being undertaken for Comprehensive Performance Assessment (CPA) □ Revised Best Value Review programme in light of CPA □ Progress on Year 1 Best Value Reviews as follows: <ul style="list-style-type: none"> □ Development Control- completed (Sept. 00.) Best Value Inspectors (BVI) rated the service as a Fair (one-star) service with poor prospects of improvement. A follow up inspection undertaken (Dec. 02.) No scoring applied. □ Cash Collection Services – completed (Dec. 00) □ Sheltered Housing & Warden Service- completed (Dec. 00.) BVI rated it as a Poor (no star) service with uncertain prospects for improvement. Follow up inspection carried out and subsequently assessed as a Fair (one star) service with good prospects for improvement □ Cleansing the Environment – completed (Sept. 01). BVI rated the service as a Fair (one star) service with excellent prospects for improvement. The review will contribute to CPA. □ Financial Management & Control – completed (July 01) □ Housing Services Part 1 (Strategy) – Progress to date and issues recorded. Report prepared for consideration by Members. The review will contribute to CPA □ Progress on Year 2 Best Value Reviews as follows: <ul style="list-style-type: none"> □ Asset Management - Completed (Feb 03). Implementation Plan being progressed □ Human Resources – Final report and Implementation Plan to be considered by Members. Some actions e.g. Investors In People are awaiting accreditation (May 03) □ Financial Services – Draft report being finalised for consideration by Members □ Customer Services and Electronic Service Delivery- Review postponed □ Housing Services Part 2 (Landlord functions) – Preparatory works undertaken. Position statement to be consideration by Members. Issues to be considered as part of the wider CPA process. □ Community Safety- Joint Review with Derbyshire County Council. Review to focus on local and section 17 issues. Other issues to be considered as part of the wider CPA process
	<p>2. Develop a strategy for identifying and managing business risks</p>	<ul style="list-style-type: none"> □ Risk Management Strategy produced and approved by Committee □ Initial corporate risk assessment undertaken □ Comments made by the District Auditor have been considered by the Corporate Management Team

3. Continue to develop arrangements for performance management	<input type="checkbox"/> Half yearly Service Plan monitoring reports considered by Committees <input type="checkbox"/> Sickness absences classified <input type="checkbox"/> Exit interview feedback provided to Managers <input type="checkbox"/> Local Performance Indicators being developed <input type="checkbox"/> Awareness training provided to Members, Managers and staff <input type="checkbox"/> Corporate Plan updated in light of revised guidance <input type="checkbox"/> Members consider quarterly Corporate Plan monitoring reports. <input type="checkbox"/> Feedback provided to Corporate Management Team and staff
4. Review the existing consultation strategy	<input type="checkbox"/> Draft Strategy considered by BVWG
5. Establish trading accounts for relevant service areas	<input type="checkbox"/> Details incorporated into the budgetary process
6. Revise the Financial Regulations and Standing Orders	<input type="checkbox"/> Completed and approved by Members (Mar 02) <input type="checkbox"/> Training provided on request
7. Become a 'greener' organisation	<input type="checkbox"/> Item progressed by the Corporate Scrutiny committee <input type="checkbox"/> Joint Member / Officer Working Group established to look at the benefits of having an Eco-Management Audit Scheme (EMAS) within the Council <input type="checkbox"/> Future of the project to be resolved

F- Customer Results	1. Make full and effective use of the South Derbyshire Citizens Panel	<ul style="list-style-type: none"> <input type="checkbox"/> 4 surveys undertaken in the 18-month period <input type="checkbox"/> Average response rate of 75%. (no reminders issued) <input type="checkbox"/> Evaluation of Panel's effectiveness undertaken <input type="checkbox"/> Details provided to Derbyshire Consultation Group who are co-ordinating this activity <input type="checkbox"/> Surveys on behalf of the Council, Derbyshire County Council, Derbyshire Police and the Derbyshire Dales & South Derbyshire Primary Care Trust have been undertaken <input type="checkbox"/> Better awareness of the Citizens Panel within the Council is required <input type="checkbox"/> A Service Development Bid for specialised software (FORMIC) approved by Members. <input type="checkbox"/> A third of the Citizens Panel have been "refreshed"
	2. Monitor and review complaints to the Council both generally and also in relation to 'serviced delivery failures'	<ul style="list-style-type: none"> <input type="checkbox"/> Half yearly complaint reports reported to Council <input type="checkbox"/> In 2000/01, 38.9% of respondents were very or fairly satisfied with the way complaints are handled by Council. An improvement in satisfaction levels has been made (54.2% in 2002) <input type="checkbox"/> A review of the complaints procedure is to be undertaken (Autumn 03) <input type="checkbox"/> Ways of looking at expanding feedback to customers is to be developed
	3. Promote a 'right first time' ethos within the organisation	<ul style="list-style-type: none"> <input type="checkbox"/> "Baselines" of customer satisfaction incorporated into Best Value Reviews <input type="checkbox"/> Development Control Charter in place (Jul 01) <input type="checkbox"/> Customer Care Charter developed with the Tenants Advisory Consultation Team (TACT) , approved by Committee and launched at Area Meetings <input type="checkbox"/> Service quality awareness training provided to Divisional Managers <input type="checkbox"/> Customer Care training has been provided to Housing staff.
	4. Improve on current levels of customer satisfaction (as demonstrated by the Best Value user satisfaction surveys)	<ul style="list-style-type: none"> <input type="checkbox"/> Customer satisfaction surveys undertaken at end of each Planned Maintenance programme. <input type="checkbox"/> Feedback provided to tenants <input type="checkbox"/> Best Value User Satisfaction survey undertaken (July 00) <input type="checkbox"/> Varying levels of satisfaction with individual service areas have been obtained <input type="checkbox"/> 58.1% of respondents were very or fairly satisfied with the overall levels of satisfaction with Council services <input type="checkbox"/> 38.9% of respondents were very or fairly satisfied with the way complaints are handled by Council <input type="checkbox"/> The Citizens Panel views obtained (Aug 02) <input type="checkbox"/> The overall levels of satisfaction with Council services provided has improved to 61.2% compared to 58.1% of respondents in 2000/01 <input type="checkbox"/> Similarly, the level of satisfaction with the way in which complaints are handled by the Council have improved to 54.2% compared to 38.9% (2000/01) <input type="checkbox"/> A Best Value User Satisfaction survey is to be undertaken (Autumn 2003)

G – People Results	1. Establish arrangements to monitor employee satisfaction on a regular basis	<input type="checkbox"/> Actions addressed as part of the Human Resources Best Value Review and the attainment of Investors In People (Formal accreditation to be confirmed)
	2. Reduce levels of sickness absence	<input type="checkbox"/> Bi-monthly Absence reports provided to Managers <input type="checkbox"/> Reporting procedures clarified <input type="checkbox"/> Managers provided with training <input type="checkbox"/> Walking to Health initiative launched to staff <input type="checkbox"/> Independent counselling service available to staff (if required) <input type="checkbox"/> Occupational Health Service contract renegotiated , to enable better quality support
	3. Produce management reports on the outcome of 'exit interviews' when employees leave the authority	<input type="checkbox"/> Specific details are provided to Divisional Managers <input type="checkbox"/> Quarterly overview report considered by CMT <input type="checkbox"/> Staff Focus Group on Recruitment & Retention has been held to investigate issues

H – Society Results	1. Redefine the role of the Public Relations Officer to become more proactive in relation to press / media coverage	<input type="checkbox"/> New Public Relations Officer appointed (Nov 02) <input type="checkbox"/> 5 Press releases are produced each week <input type="checkbox"/> Protocol on how items are issued to the Media is to be developed <input type="checkbox"/> Role of PRO to be redefined
	2. Develop and implement codes of Conduct for Members and Employees and establish a protocol covering member/employee relations	<input type="checkbox"/> Fraud and corruption report produced for District Audit <input type="checkbox"/> Awaiting issue of the National Employees Code <input type="checkbox"/> Members Code of Conduct implemented <input type="checkbox"/> See Critical Success Factor A1 above
	3. Develop and implement policies to promote equal opportunities	<input type="checkbox"/> Policies strengthened to promote equal opportunities in employment <input type="checkbox"/> The number of ethnic and disabled persons employed by the Authority has improved

I – Key Performance Results	1. Achieve at least 50% of the targets set for Best Value and Audit Commission Performance Indicators	<input type="checkbox"/> Half yearly Service Plan monitoring reports presented to Committee <input type="checkbox"/> A number of Divisions are members of Benchmarking Clubs where comparative performance information is exchanged <input type="checkbox"/> Local Performance Indicators being developed in a number of service areas <input type="checkbox"/> District Auditor made 15 reservations on the 2001/02 targets and stated that the Council was “average “ in terms of its Best Value Performance Plan
	2. Improve performance in the areas where the Government has set national standards and targets	<input type="checkbox"/> Performance against national and local targets is undertaken on a regular basis
	3. Close the Accounts within the Statutory deadline and obtain an unqualified report on the Statement of Accounts and targets	<input type="checkbox"/> Closure of Accounts completed within statutory guidelines <input type="checkbox"/> Out-turn position reported to the Service & Financial Working Panel in advance of the report being presented to Committee <input type="checkbox"/> Unqualified report on the Accounts obtained
	4. Obtain a satisfactory and unqualified report on the Best Value Performance Plan (BVPP)	<input type="checkbox"/> Production and distribution of BVPP Summary achieved within statutory guidelines and time scales <input type="checkbox"/> Revised target for producing the BVPP for 2002 <input type="checkbox"/> Reality checks undertaken by District Audit <input type="checkbox"/> BVPP is compliant within statutory guidelines
	5. Secure better grades from the Government Office in the assessment of the Housing Strategy and the HRA Business Plan	<input type="checkbox"/> 88% of Housing strategy actions have been implemented <input type="checkbox"/> HIP and HRA submission completed on time <input type="checkbox"/> Feedback from GOEM indicates an improved score to “average “ <input type="checkbox"/> Further meetings to be held with GOEM in order to develop HRA Business Plan
	6. Maintain a sustainable financial strategy which is linked to Corporate and service planning process	<input type="checkbox"/> Financial Strategy has been kept under review in light of service plans <input type="checkbox"/> Feedback from the Citizens Panel has been used in determining budget priorities

Table 2: Critical Success Factors planned to be undertaken but not achieved

	Proposals	Comments
A - Leadership	1. Put in place arrangements for good Corporate Governance (as defined by the Audit Commission)	<input type="checkbox"/> To revise the existing Code of Conduct for Employees in light of the new ethical framework for local government , and provide professional support in its implementation <input type="checkbox"/> Awaiting National Employees Code <input type="checkbox"/> To developing a protocol covering employee / member relationships
	2. Monitor and revise (if necessary) the new political management arrangements	<input type="checkbox"/> Training programme for Members and Scrutiny Members to be rolled out after the Elections <input type="checkbox"/> Modernising Panel to be reconvened <input type="checkbox"/> No progress made in developing and implementing modern systems and procedures to meet Democratic Services administration needs. Revised target date agreed (Sep 03)
	3. Develop management competencies	<input type="checkbox"/> Management competencies to be developed (Apr 03) <input type="checkbox"/> To use PDR's to identify and meet individual management development needs across the Housing Division
B- Policy and Strategy	1. Implement the new Departmental and Service Planning framework	<input type="checkbox"/>
	2. Develop the South Derbyshire Community Strategy	<input type="checkbox"/> Provisional date for the establishment of the Local Strategic Partnership set for 11 th June 2003 <input type="checkbox"/> Revised target date set for the production of the draft strategy (Dec 03)
	3. Review and rationalise number and scope of existing service related plans and strategies	<input type="checkbox"/> List of plans and strategies to be considered by Policy Committees (June 03)
	4. Strengthen guidance on the 4Cs (compare, consult, challenge and compete)	<input type="checkbox"/> Draft revised "Consultation" guidance produced but no date set for completion <input type="checkbox"/> Best Value Framework Document to be revised in light of revised statutory guidance
	5. Adopt new South Derbyshire Local Plan	<input type="checkbox"/> Revised target date set for the Public Inquiry ((Jul 03) <input type="checkbox"/> Revised final adoption date set (Apr 04)

C People	1. Improve morale	<input type="checkbox"/> Develop family friendly employment policies in particular to "Home-working" <input type="checkbox"/> Drafting of the Flexible Working Procedure (Apr 03) <input type="checkbox"/> To draft local conventions for the implementation of the Single Status Job Evaluation Scheme
	2. Improve communication with employees	<input type="checkbox"/>
	3. Support and promote team working	<input type="checkbox"/>
	4. Establish training and development plans for employees	<input type="checkbox"/> Develop management competencies (Apr 03) <input type="checkbox"/> Develop and implement Modern Member programme (May 03)
	5. Promote health and safety in the workplace and undertake all relevant risk assessments	<input type="checkbox"/>
	6. Make changes (as required) to the organisational structure	<input type="checkbox"/>
	7. Improve working conditions in the Civic Offices	<input type="checkbox"/> No progress
	8. Progress the 'Single Status' agreement	<input type="checkbox"/> Implement Single Status Job Evaluation scheme (Oct 04)
	9. Work towards Investors in People accreditation	<input type="checkbox"/>

D Partners	1. Establish a Local Strategic Partnership to develop and implement the Community Strategy	<input type="checkbox"/>
	2. Develop and implement proposals for e-government	<input type="checkbox"/> Achieve Level 3 in Land Charges <input type="checkbox"/> Difficulties in trying to recruit an Analyst for Crime and Disorder work <input type="checkbox"/> Environmental Health's FLARE system purchased but not yet implemented , <input type="checkbox"/> Destination Management System and property database being developed
	3. Consolidate and improve arrangements for sound financial management	<input type="checkbox"/>
	4. Develop a strategic approach to the procurement of goods and services that includes the adoption of 'Egan' principles	<input type="checkbox"/> Working Group to be established in order to implement the Procurement Strategy <input type="checkbox"/> Progress has been slow due to staffing constraints
	5. Develop a Corporate Property Strategy	<input type="checkbox"/> Produce a Corporate Property Strategy (June 03)

	6. Develop a strategic approach to the future management and maintenance of the Council's housing stock	<input type="checkbox"/> Approach to be reconsidered by Members
	7. Progress the future development of Swadlincote Depot	<input type="checkbox"/> Project abandoned
E - Processes	1. Continue to implement the programme of Best Value Reviews	<input type="checkbox"/> Finance Services BVR – draft report to be submitted to Committee (June 03) <input type="checkbox"/> Customer and Support Services BVR abandoned in light of Comprehensive Performance Assessment (CPA) requirements <input type="checkbox"/> Customer Service and Electronic Service Delivery BVR abandoned in light of CPA requirements <input type="checkbox"/> Cleansing the Environment BVR 2 Actions subject to failed Service Development Proposals <input type="checkbox"/> Technical Services BVR abandoned in light of CPA requirements <input type="checkbox"/> Human Resources BVR final report to be prepared <input type="checkbox"/> Housing Services 1 BVR progress to date to be recorded <input type="checkbox"/> Housing Services 2 BVR –no progress due to lack of resources <input type="checkbox"/> Community Safety BVR – baseline assessment to be prepared
	2. Develop a strategy for identifying and managing business risks	<input type="checkbox"/>
	3. Continue to develop arrangements for performance management	<input type="checkbox"/> Consideration given to regular performance monitoring of both local and national PI's <input type="checkbox"/> The linking of the annual level of employee development activity to successful achievement <input type="checkbox"/> Development of local property PI's
	4. Review the existing consultation strategy	<input type="checkbox"/> Final Consultation Strategy to be produced
	5. Establish trading accounts for relevant service areas	<input type="checkbox"/>
	6. Revise the Financial Regulations and Standing Orders	<input type="checkbox"/>
	7. Become a 'greener' organisation	<input type="checkbox"/> Service Development Bid proposal prepared. The proposal failed in the budgetary bidding process.

F- Customer Results	1. Make full and effective use of the South Derbyshire Citizens Panel	<input type="checkbox"/> The Council has only utilised the Panel on 2 occasions out of 5 in respect of services it provides <input type="checkbox"/> Staff training to be provided on the use of FORMIC software <input type="checkbox"/> Due to lack of resources surveys undertaken by Derbyshire County Council
	2. Monitor and review complaints to the Council both generally and also in relation to 'serviced delivery failures'	<input type="checkbox"/> Consider new ways of providing feedback to customers <input type="checkbox"/> Complaints Procedure to reviewed (Sep. 03) <input type="checkbox"/> Set up procedures to record and understand information on service delivery failures in the Housing Division
	3. Promote a 'right first time' ethos within the organisation	<input type="checkbox"/> No structured approach to service quality issues, protocols to be devised <input type="checkbox"/> Service Quality awareness training to be provided to Divisional Managers <input type="checkbox"/> Need to consider undertaking satisfaction surveys in all significant service areas <input type="checkbox"/> Ad hoc service satisfaction surveys undertaken <input type="checkbox"/> Arrangements to be made to undertake BVPI User Satisfaction survey in September 2003 <input type="checkbox"/> Implement a programme of customer care training for all Housing staff
	4. Improve on current levels of customer satisfaction (as demonstrated by the Best Value user satisfaction surveys)	<input type="checkbox"/> Improving on levels of customer satisfaction within the Chief Executives Department

G – People Results	1. Establish arrangements to monitor employee satisfaction on a regular basis	<input type="checkbox"/>
	2. Reduce levels of sickness absence	<input type="checkbox"/> Occupational Health Service guidance leaflet to be produced
	3. Produce management reports on the outcome of 'exit interviews' when employees leave the authority	<input type="checkbox"/> Providing staff feedback following the recent recruitment and retention Focus Group

H – Society Results	1. Redefine the role of the Public Relations Officer to become more proactive in relation to press / media coverage	<input type="checkbox"/> Protocol on how items are issued to the Media to be developed <input type="checkbox"/> Role of Public Relations Officer to redefined
	2. Develop and implement codes of Conduct for Members and Employees and establish a protocol covering member/employee relations	<input type="checkbox"/> Awaiting receipt of the National Employees Code
	3. Develop and implement policies to promote equal opportunities	<input type="checkbox"/> Need to identify how this is to be resourced and achieved <input type="checkbox"/> Need to ensure service delivery is compliant with corporate equality guidance

I – Key Performance Results	1. Achieve at least 50% of the targets set for Best Value and Audit Commission Performance Indicators	<input type="checkbox"/> District Auditor has indicated 15 reservations on PI's <input type="checkbox"/> Majority of PI's met
	2. Improve performance in the areas where the Government has set national standards and targets	<input type="checkbox"/> Making key performance management and financial management information available on a regular basis <input type="checkbox"/> No national targets to measure within Finance Services- local PI's to be developed
	3. Close the Accounts within the Statutory deadline and obtain an unqualified report on the Statement of Accounts and targets	<input type="checkbox"/>
	4. Obtain a satisfactory and unqualified report on the Best Value Performance Plan (BVPP)	<input type="checkbox"/>
	5. Secure better grades from the Government Office in the assessment of the Housing Strategy and the HRA Business Plan	<input type="checkbox"/> Further meetings to be arranged with GOEM in order to develop the HRA Business Plan <input type="checkbox"/> 15% of key actions completed
	6. Maintain a sustainable financial strategy which is linked to Corporate and service planning process	<input type="checkbox"/>

Table 3 : Employee Development Contribution to Critical Success Factors		
Proposals		Training undertaken which has contributed to success of the corporate plan
A - Leadership	1. Put in place arrangements for good Corporate Governance (as defined by the Audit Commission)	<input type="checkbox"/> Briefings provided to all Divisional Managers to improve understanding of changes under new political structure.
	2. Monitor and revise (if necessary) the new political management arrangements	<input type="checkbox"/>
	3. Develop management competencies	<input type="checkbox"/> Corporate management development programme being formulated <input type="checkbox"/> An interim series of management training modules provided
B- Policy and Strategy	1. implement the new Departmental and Service planning framework	<input type="checkbox"/> EFQM Excellence Model training
	2. Develop the South Derbyshire Community Strategy	<input type="checkbox"/> Partnership Development Training for CMT, & all Divisional Managers, followed by further session, with CMT, Leading Members, and key stakeholders.
	3. Review and rationalise number and scope of existing service related plans and strategies	<input type="checkbox"/>
	4. Strengthen guidance on the 4Cs (compare, consult, challenge and compete)	<input type="checkbox"/>
	5. Adopt new South Derbyshire Local Plan	<input type="checkbox"/>

C People	1. Improve morale	<input type="checkbox"/> Provision of 'people related' training
	2. Improve communication with employees	<input type="checkbox"/> Procured training e.g. Diploma Public Relations and Desktop publishing to improve skills for production of Staff Newsletter. <input type="checkbox"/> Provision of internal training programme
	3. Support and promote team working	<input type="checkbox"/> Compulsory training provided to all Team Leaders and Managers on leading Team Briefings <input type="checkbox"/> Team briefings for all employees <input type="checkbox"/> Delivery of the Corporate training programme <input type="checkbox"/> Specific team building training
	4. Establish training and development plans for employees	<input type="checkbox"/> Supplementary training as required on setting Performance objectives. <input type="checkbox"/> Range of qualification based training and external seminars procured
	5. Promote health and safety in the workplace and undertake all relevant risk assessments	<input type="checkbox"/> Over two thirds of staff have been trained in basic health safety at work, and or managing health & safety <input type="checkbox"/> All Civic Offices Cleaners have attained a NVQ in Cleaning <input type="checkbox"/> First Aid Training provision <input type="checkbox"/> H & S Risk Assessor Training provision
	6. Make changes (as required) to the organisational structure	<input type="checkbox"/> As a result some individual 're-skilling & support' provided as required to support re-deployed staff in new roles
	7. Improve working conditions in the Civic Offices	<input type="checkbox"/>
	8. Progress the 'Single Status' agreement	<input type="checkbox"/> Briefings and demonstrations to Single Status Steering Group <input type="checkbox"/> Attendance at Regional Job Evaluation User Group meetings

D Partnerships and Resources	1. Establish a Local Strategic Partnership to develop and implement the Community Strategy	<input type="checkbox"/> Partnership Development Training for CMT, & all Divisional Managers, followed by further session, with CMT, Leading Members, and key stakeholders.
	2. Develop and implement proposals for e-government	<input type="checkbox"/> A range of I.T. training has been provided through e-Learning activities <input type="checkbox"/> CLAIT Assessor training <input type="checkbox"/> Professional qualification training for IT staff
	3. Consolidate and improve arrangements for sound financial management	<input type="checkbox"/> Finance for non-financial managers training to all managers
	4. Develop a strategic approach to the procurement of goods and services	<input type="checkbox"/>
	5. Develop a Corporate Property Strategy	<input type="checkbox"/>
	6. Develop a strategic approach to the future management and maintenance of the Council's housing stock	
	7. Progress the future development of Swadlincote Depot	<input type="checkbox"/>

E - Processes	1. Continue to implement the programme of Best Value Reviews	<input type="checkbox"/> Provision of Awareness ,Project Management and Performance Management training to Best Value Review teams <input type="checkbox"/> Provision of corporate guidance manuals
	2. Develop a strategy for identifying and managing business risks	<input type="checkbox"/> Risk Management Training
	3. Continue to develop arrangements for performance management	<input type="checkbox"/> EFQM Business Excellence Model training <input type="checkbox"/> Service Planning training for all Divisional Managers <input type="checkbox"/> Performance Management training <input type="checkbox"/> Training on how to conduct effective Performance, Development and Review Meetings
	4. Review the existing consultation strategy	<input type="checkbox"/>
	5. Establish trading accounts for relevant service areas	<input type="checkbox"/>
	6. Revise the Financial Regulations and Standing Orders	<input type="checkbox"/> Financial Training for all non-financial managers <input type="checkbox"/> Professional CIPFA and Payroll training
	7. Become a 'greener' organisation	<input type="checkbox"/> Implementing EMS training provided by Learndirect

F- Customer Results	1. Make full and effective use of the South Derbyshire Citizens Panel	<input type="checkbox"/> Consultation training via INLOGOV and Priority Focus Ltd
	2. Monitor and review complaints to the Council both generally and also in relation to 'serviced delivery failures'	<input type="checkbox"/>
	3. Promote a 'right first time' ethos within the organisation	<input type="checkbox"/>
	4. Improve on current levels of customer satisfaction (as demonstrated by the Best Value user satisfaction surveys)	<input type="checkbox"/> Delivered as part of internal training programme. <input type="checkbox"/> NVQ training in Customer Services <input type="checkbox"/> NVQ Assessor training
G – People Results	1. Establish arrangements to monitor employee satisfaction on a regular basis	<input type="checkbox"/> Effective focus group training, for specific employees
	2. Reduce levels of sickness absence	<input type="checkbox"/> Compulsory training for all Managers and Team Leaders on Absence Management <input type="checkbox"/> For example, Stress Management and Counselling skills training provided
	3. Produce management reports on the outcome of 'exit interviews' when employees leave the authority	<input type="checkbox"/>

H – Society Results	1. Redefine the role of the Public Relations Officer to become more proactive in relation to press and media coverage	<input type="checkbox"/> Procurement of external training e.g. Diploma in Public Relations and Desktop publishing
	2. Develop and implement Codes of Conduct for members and employees and establish a protocol covering member/employee relation	
	3. Develop and implement policies to promote equal opportunities	<input type="checkbox"/> Equal Opportunities elements covered in each training course covering specific Personnel policies and procedures for all Managers / Team Leaders

I – Key Performance Results	1. Achieve at least 50% of the targets set for Best Value and Audit Commission performance indicators	<input type="checkbox"/>
	2. Improve performance in the areas where the Government has set national standards and targets	<input type="checkbox"/>
	3. Close the Accounts within the statutory deadline and obtain a satisfactory and unqualified report on the Statement of Accounts	<input type="checkbox"/>
	4. Obtain a satisfactory and unqualified report on the Best Value Performance Plan (BVPP)	<input type="checkbox"/>
	5. Secure better grades from the Government Office in the assessment of the Housing Strategy and the HRA Business Plan	<input type="checkbox"/> Internal development training programme <input type="checkbox"/> PACE training for Housing staff <input type="checkbox"/> Procurement of professional qualification training
	6. Maintain a sustainable financial strategy which is linked to Corporate and service planning process	<input type="checkbox"/> Finance for non-financial managers training to all managers

Table 4 : Other Key departmental achievements not identified as a Critical Success Factor	
Chief Executive's	<ul style="list-style-type: none"> <input type="checkbox"/> Integration of the footpaths service <input type="checkbox"/> Transferring the building management responsibilities of the George Holmes Business Centre to the Southern Derbyshire Chamber <input type="checkbox"/> Development of partnership working arrangements <input type="checkbox"/> Sustaining and improving the commercial property occupancy rates <input type="checkbox"/> Achievement of the Investors in People Award <input type="checkbox"/> Procurement of Occupational Health provision in partnership with three other councils <input type="checkbox"/> Opening of the e-learning centre <input type="checkbox"/> Development of policies and provision of training to address a range of national and European legislation
Community Services	<ul style="list-style-type: none"> <input type="checkbox"/> Spending all of the private sector renewal capital budget <input type="checkbox"/> Implementation of Health and Safety inspections of business premises. The half yearly HSE report indicates that the Council is back on target <input type="checkbox"/> Strengthening partnership arrangements with the Environment Agency, and agreeing a protocol on fly tipping and dealing with Travellers <input type="checkbox"/> Changes to legislation has enabled the Council to deal with abandoned vehicles more quickly <input type="checkbox"/> Completion of the Crime & Disorder strategy <input type="checkbox"/> Reviewing structure and funding arrangements with existing voluntary sector projects <input type="checkbox"/> Securing and developing partnerships to support environmental education <input type="checkbox"/> Establishing "South Derbyshire Sports" to represent the voluntary sports in the district <input type="checkbox"/> Producing a Cultural Strategy in partnership with the Derbyshire Cultural Consortium <input type="checkbox"/> Complete the infrastructure redevelopment works at Rosliston Forestry Centre <input type="checkbox"/> Better management of the responsive and planned maintenance budgets <input type="checkbox"/> Better partnership working, in particular with the Primary Care Trust,, Crime & Disorder Partnership
Development Services	<ul style="list-style-type: none"> <input type="checkbox"/> Production of the Local Plan to be completed in accordance with the Schedule <input type="checkbox"/> Successful launch of the Sharpe's Heritage Centre <input type="checkbox"/> Maintaining levels of performance in light of low resource levels <input type="checkbox"/> Re-opening of closed public toilets in partnership with Parish councils <input type="checkbox"/> Extending the composting scheme to 9000 properties <input type="checkbox"/> Completion of the Cleansing the Environment Best Value Review and rated by the Best Value Inspection team as a 1 star service with excellent prospects for improvement <input type="checkbox"/> Commencement of the Clean Team "Hit squad" and substantially improving response times for fly tipping and other cleansing activities <input type="checkbox"/> Scrutiny role be successfully implemented and being identified by the Audit commission as an area of good practice <input type="checkbox"/> Local Strategic Partnership beginning to move forward <input type="checkbox"/> Performance management framework commended by District Audit <input type="checkbox"/> Monitoring of Performance Indicators monitoring work given a "clean bill of health" by District Audit <input type="checkbox"/> Best Value Performance Plan and summaries have been well received

Finance & IT	<ul style="list-style-type: none"> ❑ Creation of Revenues and Benefits Consortium involving four other local councils. ❑ Development of county-wide E-Government Partnership ❑ Prepared second successful implementing e-government statement. ❑ Improving further upper quartile performance in collection of business rates and council tax. ❑ Maintaining excellent performance in administering housing benefits claims within 14 day time period. ❑ Reducing significantly sickness absence levels to bring department into line with Council and national targets ❑ Brought forward further date for closure of accounts to provide members with more timely information on council finances ❑ External Auditors issued unqualified opinion on Council accounts. ❑ Formation of council-wide risk management group and production of risk management strategy. ❑ Implemented National Land and Property Gazetteer to level 3 to put us in the forefront of developing this initiative within Derbyshire ❑ Upgrading and enhancing council network and server provision to make IT use more secure and efficient ❑ Successful launch and development of new council web-site ❑ Introduction of electronic payments to improve service to customers ❑ Performance Management framework, introduced following previous year's Best Value Review of Financial Management and Control, commended by District Auditor ❑ Sound Financial Management was maintained with effective monitoring of council budgets on a monthly basis. Steps forward recognised by our external auditors ❑ Implemented financial and benefits implications of supporting people with no additional resources ❑ Working more closely with District Auditor to avoid duplication of work ❑ Undertaking some of the District Auditor's work which now forms part of routine audit work ❑ Developed further consultation arrangements on council budgets with community groups via area committees
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Table 5 : Principal service development proposals that have impacted on customers and performance

Chief Executive's	<ul style="list-style-type: none"> ❑ Provision of additional staffing and printing resources within the Legal & Democratic Services Division ❑ Working with Partners in producing literature- creates a clearer district identity for tourism purposes ❑ Development of the Tourist Destination Management System by improving access to visitor information and bookings ❑ Development of the corporate asset management process ❑ Development of an Environmental Improvement Scheme by helping to improve run down business frontages ❑ Partnership funding for a revised provision of Occupational Health
Community Services	<ul style="list-style-type: none"> ❑ Pooled partnership budget for Crime & Disorder and redefinition of projects to reduce burglaries and car crime ❑ Funding of long term management contract at Rosliston Forestry Centre put in place to secure future management of site ❑ CCTV in Civic Offices car park and crime reduction work in the parks ❑ Approval of additional monies for disabled facilities grants ❑ Appointment of additional staffing which has enabled an improved HSE inspection rating ❑ Appointment of dedicated Housing & Voids Inspectors ❑ Approval of additional funds to improve the Sheltered housing service and procurement of security lock replacements which has enabled people to feel safer in their own homes
Development Services	<ul style="list-style-type: none"> ❑ Undertaking of essential maintenance repair works at cemeteries ❑ extension of the composting scheme ❑ Opening of the Sharpe's Heritage Centre ❑ The National Cycle network being implemented along Nadins Way ❑ Establishment of the Citizens Panel ❑ Funding for the Derbyshire Wildlife Trust and the environmental assessment of the Local Plan
Finance & IT	<ul style="list-style-type: none"> ❑ Maintaining performance on benefits payments ❑ Introduction of payments by credit cards ❑ Changing existing systems and procedures to a modernised format ❑ Reviewing the council web site by providing some customer focus ❑ Procurement of a Financial Management System and National Land & Property Gazetteer ❑ Progressing the e-government agenda

Table 6 : New and emerging issues that will significantly impact on services

Chief Executive's	<ul style="list-style-type: none"> <input type="checkbox"/> Implications of new legislation e.g. Liquor licensing, Race Relations, Freedom of Information etc. <input type="checkbox"/> Delivering the Asset Management Best Value Review Improvement Plan <input type="checkbox"/> Implications of the Local Strategic Partnership and outworking the new power to promote the economic well being of the area. <input type="checkbox"/> Implications of the Regional Tourist Strategy <input type="checkbox"/> Handling of property letting issues previously undertaken by other departments <input type="checkbox"/> Provision of Management Development programmes <input type="checkbox"/> Single Status Job evaluation <input type="checkbox"/> Recruitment and retention – the need for further incentives <input type="checkbox"/> Equal opportunities - the need for positive advertising and promoting the authority <input type="checkbox"/> Implications of Housing stock option appraisal <input type="checkbox"/> Role of Human Resource function within the authority
Community Services	<ul style="list-style-type: none"> <input type="checkbox"/> Implications of new legislation e.g. liquor licensing, Air Quality Review, Abandoned vehicles <input type="checkbox"/> Supporting People implications <input type="checkbox"/> Increased demand on Disabled Facilities Grant budgets <input type="checkbox"/> Child protection issues in respect of delivery of play scheme services <input type="checkbox"/> Meeting the Decent Homes standard <input type="checkbox"/> Considering housing options <input type="checkbox"/> Implementing the Cultural Strategy
Development Services	<ul style="list-style-type: none"> <input type="checkbox"/> Competition for trade waste services <input type="checkbox"/> European regulations for the recycling of fridge's resulting in increasing requests to the Council to use its free removal service. A charge for this service has now been introduced <input type="checkbox"/> The animal by-products Order is likely to add significantly to the Council's composting costs <input type="checkbox"/> The existing 10 year county waste disposal contract expires in 2005, and procurement processes for a new contract are underway <input type="checkbox"/> Replacement of IT systems <input type="checkbox"/> Staffing restructuring and moral <input type="checkbox"/> Local Development Framework and delivery of the Local Plan <input type="checkbox"/> The "state of the economy" - a significant business risk in terms of income
Finance & IT	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of new computerised management information systems <input type="checkbox"/> Implementation of the verification framework <input type="checkbox"/> Partnership arrangements <input type="checkbox"/> Comprehensive Performance Assessment <input type="checkbox"/> Housing stock options <input type="checkbox"/> Central Government

Table 7 : Key projects /proposals for 2003 – 2004	
Chief Executive's	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of Minutes Retrieval System <input type="checkbox"/> Member Induction Programme <input type="checkbox"/> Legal work associated with Council house sale, which is due to be brought back in-house <input type="checkbox"/> Home Security Project, whereby working in partnership with the CVS to provide a repair and secure homes service to vulnerable people <input type="checkbox"/> Installation of CCTV schemes in town centre car parks <input type="checkbox"/> Establishment of a cultural forum <input type="checkbox"/> Completion of long term management contract arrangements at Rosliston Forestry Centre <input type="checkbox"/> Expansion of the Community Partnership Scheme by distributing £150,000 to voluntary sector projects <input type="checkbox"/> Management Development programmes <input type="checkbox"/> Single Status Job Evaluation <input type="checkbox"/> Recruitment and Retention initiatives <input type="checkbox"/> Role of Human Resources function
Community Services	<ul style="list-style-type: none"> <input type="checkbox"/> Implications of new legislation e.g. liquor licensing, Air Quality Review, Abandoned vehicles <input type="checkbox"/> Supporting People implications <input type="checkbox"/> Increased demand on Disabled Facilities Grant budgets <input type="checkbox"/> Child protection issues in respect of delivery of play scheme services <input type="checkbox"/> Meeting the Decent Homes standard <input type="checkbox"/> Considering housing options <input type="checkbox"/> Implementing the Cultural Strategy
Development Services	<ul style="list-style-type: none"> <input type="checkbox"/> Implementation of Phase 2 of the Technical Services reorganisation <input type="checkbox"/> Implementing the Clean Team Action plan <input type="checkbox"/> Proceeding with restoration proposals for Maurice Lea Park which will be the local recreational facility <input type="checkbox"/> Undertake infrastructure improvements to cemeteries to bring them to an appropriate level of repair <input type="checkbox"/> Improve standards of play areas and clarify inspection and maintenance responsibilities with Parish Councils
Finance & IT	<ul style="list-style-type: none"> <input type="checkbox"/> Addressing risk management issues <input type="checkbox"/> E-government and telecommunications issues including implementation of new computerised systems

