ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Corporate Policy/Chief Executive   **Authority risk:** Low

Objective: 1.To articulate more clearly and confidently a clearer vision for the area, with easily understood objectives and outcomes.

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead	Officer Support
1.	Refinement of Vision and development of initial thoughts/priorities.	Sessions with Executive Board around clarifying vision.	• Number of sessions held • Identification of draft priorities	Sept - Dec	CEX	SMT
2.	Refinement of Vision and development of initial thoughts/priorities	Training sessions with all Members	• Session held • Identification of draft priorities	October	CEX	
3.	Production of 5 year budget strategy with agreed priorities/non priorities	Budget AwayDays	• Sessions held	Nov and Jan	CEX/HoF	SMT
4.	Identification /implementation of non-prioritised activities	Through the above	• Non-priorities identified	Jan and Feb	CEX/HoF	SMT
5.	Agreement to 5 year medium term financial strategy and council tax increase	Through the above	• Budget and priorities/non priorities agreed	Jan and Feb	CEX/HoF	SMT
6.	Key actions and activities for 2008/2009 report to Full Council	Report drafted	• Agreed by Council	Feb 2008	CEX/CPU	SMT
7.	From Vision to Reality Report drafted and agreed	Report drafted	• Agreed by Council	Feb 2008	CEX/CPU	SMT
8.	'Vision to Reality' report produced to key partners	Despatched to all key partners and stakeholders	• Number of partners/stakeholders contacted	March/April	CEX/CPU	
9.	'Vision to Reality' publicised to residents	Feature in RDM	• Raised public awareness	March/April	CEX/CPU	

Glossary

CEX   Chief Executive
CDES Corporate Director – External Services
HoF   Head of Finance, Audit and Performance Management
CPU   Corporate Policy Unit
SMT   Senior Management Team
HPT   Head of Planning and Transportation
HICS Head of Information and Customer Services
HoS   Heads of Service

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Corporate Policy/Chief Executive   **Authority risk:** Medium

Objective: 2. Identify and realign documentation to produce 'Golden thread'

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead Officer	Support
1.	Feed 'Vision to Reality' into Local Strategic Partnership (LSP)	Through report and discussion at LSP	Minutes produced	March/April 2008	CEX/CPU	
2.	Production of LSP of Draft Community Strategy	Written document produced by RDC for agreement by LSP	Draft strategy agreed	March/April 2008	CEX/CPU	
3.	Production of Local Development Framework 'Core Strategy'	Through Plan preparation process	Core strategy produced for consultation	May/June 2008	HPS/CPU	
4.	Review of Vision to Reality/Community Strategy and LDF Core Strategy to ensure synergy and appropriate linkages	Through internal SMT Strategy and Partnership Management Team	Assessment undertaken	March/May 2008	CEX/SMT	HPT/CPU
5.	Finalised Community Strategy agreed by LSP partners	Through report and agreement by LSP	Final Strategy agreed and produced	May/June 2008	CEX/CPU	HPT

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Organisation   **Authority risk:** Medium

Objective: 3. Excellence in Customer Service

See 'Access to Services' Strategy on tonight's agenda

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Head of Financial Services, Audit and Performance Management   **Authority risk:** Medium

Objective: 4. Re-prioritisation of Initiatives/Projects

See earlier Action Plan around Vision and Budget Strategy under Objective 1

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Head of Information and Customer Services   **Authority risk:** Medium

Objective: 5. Support Members in their Roles

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead Officer	Support
1.	Include Executive Scrutiny, Policy and Community Leadership functions in 2008/2009 Member Training and Development Programme	Through implementation of Member Training and Development Programme agreed by Standards Committee	Greater Members/officer clarity around Executive, Scrutiny, Policy and Community Leadership functions	Programme to commence post May 2008	HICS	SMT
2.	Closer working between Executive Board and SMT	Through quarterly joint meetings on key topic/policy areas	Meetings taking place	Already commenced	CEX	SMT
3.	Review Committee to formally input into and consider Executive Board Forward Plan and linkages into the budget process	Through Review and input into the 2008/2009 Forward Plan and identification of key stages/actions throughout the year for involvement	Review Committee seen to be proactively engaged in Forward Plan and Budget process.

Minutes of meetings | First formal consideration complete by April 2008 | Overview and Scrutiny Officer | SMT |

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Organisation   **Authority risk:** Low

Objective: 6. Improve Customer Focus including identification of Customer Usage/Non Usage

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead Officer	Support
1.	Analysis of Customer profiles and User/non User usage carried out	Through work around Access to services Strategy and production of Access to Services Strategy	Clarity around customer profiles and access/non access issues	December 2007	HICS	Comm-unity Planning Officer
2.	Production of new Rochford District Area Profile in the context of the Local Strategic Partnership	Through production of updated Profile Report	New updated profile produced for Partner reference and usage	January 2008	Comm-unity Planning Officer	

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Council   **Authority risk**: Low

Objective: 7. Promote Communication and Community Engagement

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead	Officer Support
1.	Develop the role of Area Committees as Community Forum	Agenda Management, Publicity and venue selection	Public Attendance and contribution	Ongoing	HICS	SMT
		Allocation of budget to Area Committees	Budget provision made for each Area Committee	From May 2008	HOF	SMT
2.	Roll-out of effective Consultation Programme around the Local Development Framework (LDF)	Programme as set out in the statement of Community Participation	Volume and nature of public engagement in the LDF process	Ongoing	HPT	SMT
3.	Review communication/consultation strategy and Action Plan	Completed review. Agreed new plan	New Action plan in place	March 2008	HICS	SMT

See also the work around the Visioning Process under Objective 1 and 'Access to Services' Strategy

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Chief Executive/Corporate Policy Unit   **Authority risk:**   Low

Objective: 8. Improve and strengthen Partnership Structures

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead Officer	Support
1.	Continue to implement Partnership Review Programme	Through Audit Committee - agreed Annual Programme of Partnership Reviews	Completion of Review each year	March 2008	Audit and Performance Manager	
2.	Review Council's Partnership Guidance Framework	Through Audit Committee	Guidance Framework reviewed	March 2008	CEX	Audit and Performance Manager r
3.	Review Local Strategic Partnership Structure in light of emerging local Area Agreement 2, the emerging Community Strategy and organisational changes locally impacting on main partners	Through the Local Strategic Partnership Executive Board	New decision making and reporting structure agreed	March/April 2008	CEX	Comm-unity Planning Officer
4.	Revision of Terms of Reference and Membership of Economic Regeneration Group under the Local Strategic Framework	Through the Local Strategic Partnership Executive Board	New Terms of Reference and membership agreed.	March/April 2008	CEX	Economic Develop-ment Officer

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Council   **Authority risk:** Medium

Objective: 9. Alignment between targets and various strategies

See Visioning and Budget Process Action Plan under Objective 1

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Council   **Authority risk:** Low

Objective: 10. Sharpen and Refresh Medium Term Financial Planning

See Visioning and Budget Process Action Plan under Objective 1

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Council

Authority risk: High

Objective: 11. Change and Project Management

See Work around Access to Services Action Plan under Objective 3

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Council   **Authority risk:** Low

Objective: 12. Review Internal Mechanisms to encourage Learning and Best Practices

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead	Officer Support
1.	Review Internal Management and Operational Structures	Report into Senior Management Team (SMT)	• Clarity around structures and their functions • Improved channels of communication to promote learning and best practice examples	December 2007	CEX	SMT
2.	Sharing learning from project and services delivery activity	Service Development and Improvement Management Team (SDIMT) review of learning points to be established	• Case studies reported to SDIMT &SMT • Case studies shared at team,meetings	March 2008	CDES	Senior Performance Management Officer

See also Member Training and Development under Objective 5
See also Work around Access to Services Action Plan – Objective 3

ROCHFORD DISTRICT COUNCIL ACTION PLAN – RESPONSE TO PEER REVIEW

Service: Whole Council   **Authority risk:** Low

Objective: 13. Development of Senior Management Team

No.	Key Actions	Means of Achievement	Measurable Targets	Due Date	Lead	Officer	Support
1.	Arrangement of whole team sessions	Sessions arranged	4 sessions per year implemented	Already underway	CEX		SMT
2.	Training and Development needs of individual SMT members identified for addressing	Through Personal Development Review Process Capacity Funding Secured	Training needs implemented	Ongoing	SMT		
3.	Group sessions on specific topic areas identified and facilitated e.g. Strategic Housing, Access to Services	Targeted sessions organised	Sessions held improvements perceived/implemented	Ongoing	SMT		
4.	Closer working relations with Executive Board	Through individual and group working between HoS and Executive Board members.	Joint sessions held between SMT and Executive Board. One to one meetings between Executive Board Members and appropriate HoS.	Already underway Already underway	SMT		
5.	Ensure managers take responsibility for consistent implementation of corporate policies and procedures	Core Briefing and feedback system operating effectively through Personal Development Review Process and identification of specific training and development needs	Consistent feedback from managers and staff. Perceived 'One Team' approach	Ongoing	SMT		

See also Work around Access to Services Action Plan – Objective 3