

# SERVICE ACTION PLAN – CPA 1

# APPENDIX 2

Service:

Initiative

Delivering “A Vision”

Authority risk: Medium

Proposed Start date: December 2004

Proposed Finish date: April 2006

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
1.	Secure additional funding via ODPM capacity building fund	H	April 2005		CEx	CPM					
2.	Prepare draft bid for IDeA scrutiny	M	10 Jan 2005		CEx	CPM					
3.	Finalise via IDeA	M	Mid Feb 2005		CEx	CPM					
4.	Submit ODPM	M	Late Feb 2005		CEx	CPM					
5.	Decision from ODPM	H	April 2005		CEx	CPM					
6.	Audit existing plans and strategies to identify key priorities	M	Mar-June 2005		CPM	CPU					
7.	Audit national priorities	M	Mar-June 2005		CPM	CPU					
8.	Prepare checklist from both audits	M	By June 2005		CPM	CPU					
9.	Review of past consultation exercises to determine priorities identified/clarity around priorities	L	By June 2005		APRM	APRU					
10.	Comparison of policy priority checklist against consultation priorities identified	M	June/July 2005		CPM	CPU					

Origination date:

Last updated: *Enter date if/when changes are made*

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A&PR 17/11/04

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					Lead	Support					
11.	Use ODPM monies to employ resource to organise Member Awayday and facilitate Member visioning event	H	July 2005		External	CPM/APRM					
12.	Carry out consultation using Citizens Panel/other mechanisms as appropriate on outcomes of “visioning” event	H	By Oct 2005		External	CPM					
13.	Draw up draft vision following consultation	H	By Nov 2005		External	CPM					
14.	Feed draft vision into Member Budget Awayday	H	Nov 2005		External	CPM					
15.	Finalise Council's vision/ensure linkages into 5 year budget strategy	M	Jan 2006		CEx	CPM/HFS					
16.	Confirm vision as Corporate Strategy	M	Feb 2006		CEx	CPM/HFS					
17.	Publish Corporate Strategy	M	April 2006		CEx	CPM/HFS					

## Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
1-5	Key risk relates to ODPM funding – minimise by dialogue and use of IDeA		
11-14			

## Legend (Officer/other initials and detail)

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 1


<b><i>sign off</i></b> (On completion)		
	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 2

**Service:**

**Initiative** Evaluation/Amend all Strategies **Authority risk:** L

Proposed Start date: April 2006

Proposed Finish date: April 2008

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
18.	Corporate strategy agreed	M	Feb 2006		CEx	CPM/HFS					
19.	Local Plan/LDF review	M	From 2006		HPS	CPU					
20.	Housing Strategy Review	M	From 2006		HH&CC	CPU					
21.	Crime and Disorder	M	From 2006		CPM	CPU					
22.	Reduction Strategy Review										
23.	IEG Strategy Update	M	From 2006		HAMS	CPU					
24.	Asset Management	M	From 2006		CD(LPA)	CPU					
25.	Strategy Update	M									
26.	Cultural Strategy Review	M	From 2006		LCM	CPU					
27.											
28.											
29.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	

### Legend (Officer/other initials and detail)

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 2


<b><i>sign off (On completion)</i></b>		
	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 3

**Service:**

**Initiative**

Review Community Strategy

**Authority risk:** M

Proposed Start date: April 2006

Proposed Finish date: April 2007

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
30.	Corporate Strategy agreed	M	Feb 2006		CEx	CPM/HFS					
31.	Systematic review of community against corporate strategy	M	April 2006 – July 2006		CPM	LSP					
32.	Agree amended community strategy and action plan	M	July 2006		CPM	LSP					
33.	Publicise and consult on revised strategy/action plan	M	Sept/Oct 2006		CPM	LSP					
34.	Publish new document	L	Mar/April 2007		CPM	LSP					
35.	Agree community strategy and action plan following consultation	L	By Mar 2007		CPM	LSP					
36.											
37.											
38.											
39.											
40.											
41.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 3


### Legend (Officer/other initials and detail)


### ***sign off*** (On completion)

	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 4

**Service: Planning**

**Objective**

Prepare Rochford District Replacement Local Plan to Adoption

**Authority risk: High**

Proposed Start date: January 2000

Proposed Finish date: Spring 2006

Actual Start date: January 2000

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					

	Note: this SAP commences midway through plan preparation after the completion of 2 <sup>nd</sup> Deposit										
42.	Public Inquiry	M	February 2005		SS	AM		Inquiry due to start on 8 <sup>th</sup> Feb			
43.	Receipt of Inspector's Report	H	August to Sep 2005		SS	AM					
44.	Consideration of the report by Committee	M	Sep to Dec 2005		SS	AM					
45.	Publication of amendments/revisions	M	Jan to Mar 2006		SS	AM					
46.	Plan adopted	M	April 2006		SS	AM					
47.											
48.											
49.											
50.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
2	<i>The subsequent timetable depends on the receipt date of the report.</i>		

Origination date: 14/01/05

Last updated: 28/01/05

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Note: In the event that this plan is changed copies should be issued to all Lead/Support officers



## SERVICE ACTION PLAN – CPA 4

<b>sign off</b> (On completion)		
	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

# SERVICE ACTION PLAN

Service:

Initiative

To have a "Fit for Purpose" Housing Strategy

Authority risk: M

Proposed Start date: 01.04.03

Proposed Finish date: 01.07.04

Actual Start date: 01.04.03

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
51.	Produce draft Strategy	M	01.09.03		AJC	GPW	01.09.03				
52.	Report to Committee	M	16.10.03		GPW	AJC	16.10.03				
53.	Submit to Go-East	M	31.10.03		AJC	GPW	31.10.03				
54.	Feedback from Go-East	M	30.11.03		AJC	GPW	18.10.03				
55.	Meet with Go-East to discuss	M	31.01.04		GPW	AJC	15.01.04				
56.	Revise draft strategy and consult partners	L	31.03.04		AJC	GPW	31.03.04				
57.	Revise following partners' comments	L	30.04.04		AJC	GPW	30.08.04	Extensive revision to follow best practice advice		Follow Go-East guidance on best practice	L - 30.04.04
58.	Report to Committee	M	01.07.04		GPW	AJC	30.09.04	Committee report delayed pending revision		Report to September committee	CD – 09.08.04
59.	Re-submit to Go-East	M	10.05.04	24.12.04	AJC	GPW	24.12.04	Delayed whilst awaiting completion of HRA Business Plan for joint submission to Go-East		Revised re-submission date 24.12.04 agreed with Go-East	CD – 09.08.04
60.	Go-East sign off	M	11.02.05		GPW	AJC					
61.	Publish on Website	L	28.02.05		FEH	AJC					
62.	Copies to Members and key partners	L	28.02.05		AJC	GPW					

Origination date: 01.04.03

Last updated: 24.12.04

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A&PR 17/11/04

## SERVICE ACTION PLAN

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	

### Legend (Officer/other initials and detail)


### ***sign off*** (On completion)

	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date: 01.04.03  
 Last updated: 24.12.04

Note: In the event that this plan is changed copies should be issued to all Lead/Support officers

## SERVICE ACTION PLAN – CPA 6

Service: R&HM

### Objective

To publish HRA Business Plan by April 2005

Authority risk: Medium

Proposed Start date: 01/12/04

Proposed Finish date: 28/02/05

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
63.	Prepare draft business plan	H	24/12/04		JP	AC	24/12/04				
64.	Submit draft plan to ODPM	H	24/12/04		JP		24/12/04				
65.	Any amendments to be incorporated	H	18/02/05		JP	SJC	05/01/05				
66.	Resubmit if necessary	H	20/02/05		JP	SJC					
67.	Sign off by ODPM	H	28/02/05								

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk
ALL	Ensure time allowed in case large no of amendments needed.	

sign off (On completion)		
	Signature	Date
Head of Service		
Corporate Director		

Origination date: 1/11/04

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 7

**Service: Administrative & Member Services**

**Initiative**

**Enhancement of Member Training & Development Programme**

**Authority risk:Medium**

Proposed Start date: January 2005

Proposed Finish date: March 2007

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
68.	Evaluate 2004/05 programme	L	31.3.05		SF	MM					
69.	Identify training needs	M	31.3.05		SF	MM					
70.	Investigate options for delivery of overview & scrutiny, leadership and chairmanship skills training	M	31.3.05		SF	MM					
71.	Review decisions of Standards Committee re IdeA leadership programme	L	31.3.05		SF	JB					
72.	Identify examples of best practice	M	31.3.05		SF	MM					
73.	Check any links to Overview & Scrutiny SAP	M	31.3.05		SF	RJH					
74.	Identify training providers	M	31.3.05		SF	MM					
75.	Report 2005/06 programme to Standards Committee	L	14.4.05		SF	MM					
76.	Implement 2005/06 programme	M	May 05		SF	MM					
77.	Evaluate each element of the programme as implemented	L	May 05		SF	MM					
78.	Mid-programme review to Standards Committee	L	Nov.05		SF	MM					
79.	Evaluate 2005/06 programme	L	31.3.06		SF	MM					
80.	Identify training needs	M	31.3.06		SF	MM					
81.	Identify training providers	M	31.3.06		SF	MM					
82.	Report 2006/07 programme to Standards Committee	L	April 06		SF	MM					
83.	Implement 2006/07 programme	M	May 06		SF	MM					

Origination date:

Last updated: *Enter date if/when changes are made*

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A&PR 17/11/04

## SERVICE ACTION PLAN – CPA 7

**Service: Administrative & Member Services**

**Initiative**

**Enhancement of Member Training & Development Programme**

**Authority risk: Medium**

Proposed Start date: January 2005

Proposed Finish date: March 2007

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
84.	Evaluate each element of the programme	L	May 06		SF	MM					
85.	Mid-programme review to Standards Committee	L	Nov 06		SF	MM					
86.	Complete 2006/07 programme	M	Mar 07		SF	MM					

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	

### Legend (Officer/other initials and detail)


### **sign off (On completion)**

	Signature	Date
Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 8

**Service: Law, Planning & Administration**

**Initiative**

To review the effective operation of Overview & Scrutiny Process (CPA Improvement Plan)

**Authority risk:**

Proposed Start date: 10.01.05

Proposed Finish date: 16.05.06

Actual Start date: 10.01.05

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
87.	Review legislative requirements, guidance and Constitution		Jan/ Feb 2005		RJH	AJB					
88.	Prepare Scoping Form for approval by F&P O&S Committee		16 Feb 2005								
89.	Research evidence of best practice, particularly in relation to 4 <sup>th</sup> option authorities,		Feb/ March 2005								
90.	Consider arrangements in other authorities including visits as appropriate		March / July 2005								
91.	Benchmark current performance against best practice		Sept / Nov 2005								
92.	Evaluate options and undertake consultation with stakeholders		Jan / March 2006								
93.	Amend Constitution as necessary		April 2006								
94.	Introduce proposed changes		May 2006								
95.											
96.											
97.											
98.											

Origination date: 3.12.04

Last updated: 12.01.05

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A&PR 17/11/04

## SERVICE ACTION PLAN – CPA 8

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	

### Legend (Officer/other initials and detail)

RJH	John Honey Corporate Director (Law, Planning & Admin.)		
AJB	Albert Bugeja Head of Legal Services		

### ***sign off*** (On completion)

	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date: 3.12.04  
Last updated: 12.01.05

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## SERVICE ACTION PLAN – CPA 9

**Service: Planning**

**Initiative**

Complete a review of the operation of the Planning Services Committee (Ref: Our Improvement Agenda)

**Authority risk: Medium**

Proposed Start date: 1<sup>st</sup> March 2005

Proposed Finish date: 1<sup>st</sup> June 2006

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
99.	Look at best practice elsewhere	M	31/7/05		SS	JAW					
100.	Undertake selective site visits to assess the operation of development control committees	M	31/7/05		SS						
101.	Benchmark performance of planning committee against best practice	M	30/11/05		SS	JAW					
102.	Consult stakeholders to seek views on possible options for change	M	30/11/05		SS						
103.	Review consultations responses	M	28/02/06		SS						
104.	Evaluate options	M	31/03/06		SS						
105.	Report to committee	M	31/05/06		SS						
106.	Implement agreed changes	M	1/06/06		SS						
107.											
108.											
109.											
110.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk

Origination date: 30/12/04 (V1)

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 9


sign off (On completion)		
	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date: 30/12/04 (V1)

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 10

Service:

Initiative

Succession Planning

Authority risk: M

Proposed Start date: Nov 2004

Proposed Finish date: July 2005

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
111.	Look at alternatives in Essex	M	By Feb		CEx	CMB					
112.	Look at Options developing nationally	M	By Feb		CEx	CMB					
113.	Evaluation of Options internally	M	Feb/Mar		CEx	CMB					
114.	Report to P&F Committee and then Council	M	April		CEx	CMB					
115.	Decision on way forward	M	April		CEx	CMB					
116.	Appropriate consultation with affected staff	H	May/ June		CEx	CMB					
117.	Confirmation of decision and implementation	M	July 2005		CEx	CMB					
118.											
119.											
120.											
121.											
122.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
	Risk of redundancy/high level casualties plus escalating costs – factor into the option appraisal process		

### Legend (Officer/other initials and detail)

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<b>sign off (On completion)</b>
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Origination date:

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## SERVICE ACTION PLAN – CPA 10


	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date:

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**ROCHFORD DISTRICT COUNCIL**

# **WORKFORCE DEVELOPMENT PLAN 2004-2009**

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## INTRODUCTION

The workforce development plan addresses the following five priority areas set out by Central Government that are critical to the improvement of local authorities and to improve the delivery of customer focused services:

- a) **Developing leadership capacity** – among both officers and Members, including attracting effective leaders into government from outside the sector.
- b) **Developing the skills and capacity of the workforce** – across the corporate centre of authorities, specific services, management and front line workforce.
- c) **Developing the organisation** – to achieve excellence in people and performance management, partnership working and delivery of customer focused services.
- d) **Resourcing local government** – ensuring that authorities can recruit, train and retain the staff they need and address equality and diversity issues.
- e) **Pay and Rewards** – having pay and reward structures that attract, retain and develop a skilled and flexible workforce while achieving value for money in service delivery.

Rochford District Council's Workforce Development Plan meets the needs of the Pay and Workforce Strategy for Local Government. It is our vehicle to integrate these priorities into our forward planning and improve our ways of working. It is also our HR strategy for the future.

Delivering improvements and building capacity will only be realised if clear links are defined between our service plans and our people plans.

The plan will continue to develop as circumstances demand, as the national picture changes and the Council's priorities develop. It will be refined each year to become better integrated with the service planning process, the 5 - year budget strategy and our workforce profile.

The following documents underpin proposed actions in the Workforce Development plan:

- ❑ Performance Plan
- ❑ Service plans
- ❑ Human resources strategy
- ❑ CPA Improvement plan
- ❑ 5 year budget plan
- ❑ Corporate equalities policy
- ❑ IEG statement
- ❑ Member development plan

## **WORKFORCE PROFILE**

We need to improve our workforce information base. This is a priority for the organisation and a new HR/Payroll system is to be introduced between November 2004 and January 2005. This will enable us to access information more easily, thereby helping us to systematically collect and address workforce issues more effectively.

We do however have some useful information from performance indicators and other information we currently keep.

- The percentage of the workforce who have a disability is 3.71% compared to 11.26% of economically active disabled people in the local community.
- The percentage of the workforce from ethnic minority groups is 3.65% compared to 1.55% economically active ethnic minority population in the local community.
- The percentage of top 5% of earners that are women is 12%.
- The percentage of top 5% earners from the minority ethnic population is 0%
- The average number of working days lost due to sickness absence per employee, per year was 9.82 (in the year ending March 2004).
- Turnover for the year ending March 2004 was 14.84%. There were two main reasons given for leaving during exit interviews - career prospects and personal reasons. Job satisfaction was the third reason given.

## **OUTCOMES TO DATE**

We have already made significant progress with the plan and some of the achievements to date are:

- ❑ A revised corporate induction process is now in place. Corporate induction takes place monthly or as required (including a presentation/ question and answer session with the Chief Executive).
- ❑ 57 staff have completed the European Computer Driving License qualification and 11 staff are currently doing so
- ❑ A fortnightly electronic staff newsletter has been introduced.
- ❑ Social events are organised regularly.
- ❑ A new sickness absence procedure has been rolled out and briefings have been carried out for managers
- ❑ A new recruitment portal has been set up with all other Essex authorities (partly funded by a bid to the ODPM) to promote careers in local government.



An advertising campaign will take place in November and December to bring attention to the site.

- ❑ We have now outsourced our recruitment pages to jobs go public so that we have immediate access to an on-line application process and wider advertising of vacancies.
- ❑ The Revenues and Benefits department have undergone a restructure to enable it to better meet service demands
- ❑ A new staff suggestion scheme has been rolled out
- ❑ A staff sounding board is in operation to take forward staff views, both positive and negative – with a feedback mechanism to CMB.
- ❑ Staff briefings have been held on Job Evaluation, Investors in People, Sickness procedures and Housing Option Appraisal.

*Strategic Workforce Development Plan*

<b>Corporate Objectives</b>						
<b>Pay and Workforce Strategy Five Priority Areas</b>	<b>Quality Cost Effective Services</b>	<b>Safer and More Caring Community</b>	<b>Green and Sustainable Environment</b>	<b>Thriving Economy</b>	<b>Improve Quality of Life</b>	<b>Maintain and Enhance Local Heritage and Culture</b>
<b>Leadership Capacity</b>	<ul style="list-style-type: none"> <li>❑ ODPM Bid – Leadership programme to be used as part of succession planning</li> <li>❑ Members Development to ensure effective political leadership</li> </ul>					
<b>Skills and capacity of the Workforce</b>	<ul style="list-style-type: none"> <li>❑ Systematic training needs analysis to ensure planned development and training to meet individual, team and organisational goals</li> <li>❑ People Management training for all managers</li> <li>❑ ECDL for staff to ensure all staff have a basic level of IT skills</li> <li>❑ Gain and maintain Investors in People accreditation</li> <li>❑ PDR paperwork and process review and roll out of revised system</li> <li>❑ Develop range of development activities used by staff</li> </ul>					
<b>Developing the Organisation</b>	<ul style="list-style-type: none"> <li>❑ Purchase integrated payroll/HR system.</li> <li>❑ Improve Communication across the organisation e.g. creating departmental champions, regular briefings</li> <li>❑ Develop policies to support work life balance e.g. nine day fortnight and homeworking</li> <li>❑ Carry out qualification and skills audit</li> <li>❑ Review of accommodation including improvement in the equality of work environments</li> <li>❑ Development of manager's guide</li> <li>❑ Improve provision of information to new starters through development of Staff Handbook</li> </ul>					
<b>Resourcing Local Government</b>	<ul style="list-style-type: none"> <li>❑ Obtain ODPM Funding for Environmental Health Placement</li> <li>❑ Promote benefits of working for RDC</li> <li>❑ Recruitment and selection training for all managers who interview</li> <li>❑ Offer work placements at all levels</li> <li>❑ Develop career grades where appropriate</li> </ul>					
<b>Pay and rewards</b>	<ul style="list-style-type: none"> <li>❑ Conduct Pay and Grading review in line with National Pay negotiations including implementing and maintaining a Job Evaluation system.</li> <li>❑ Development of benefits package and internal/external promotion of it</li> </ul>					

## Rochford District Council Workforce Development Plan 2004/2009

Outcome	Action	Link with:  Corp. Plan	Resources/Budget	Dates	Lead Officer	Progress
<b>Develop Leadership Capacity</b>						
<b>Effective political leadership</b>	<p>Continue to develop and enhance our programme for Elected Members, by delivering a competency based programme especially around Overview and Scrutiny, decision making, chairmanship and leadership</p> <p>Evaluate progress at the end of 2005/6 programme and amend accordingly for 2006-7</p>	All corporate objectives	<p>Elected Members training budget plus officer time</p> <p>Additional costs required have been fed into this years budget process</p>	2004-2009	HAMS	
<b>Effective leadership and management</b>	<p>As a result of the IIP survey a people management course to be made mandatory for all managers</p> <p>Leadership/management development to be researched</p> <p>Costs and format to be agreed</p> <p>Programme be rolled out.</p>	<p>All corporate objectives</p> <p>All corporate objectives</p>	<p>To be resourced from central training budget reserves</p> <p>Officer time</p> <p>Costs of programme – from central training budget</p> <p>Officer time</p>	<p>Nov/Dec 2004</p> <p>Feb 2005</p> <p>April 2005</p> <p>May 2005</p>	<p>HRM/TDSO/All managers</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p>	

	<p>Evaluation of Leadership/ management development programme. Changes to programme to reflect changing priorities and evaluation findings.</p> <p>Programmes to be refined as a result of evaluation and internal/ external requirements. To run annually</p>		<p>Officer time</p> <p>Officer time</p>	<p>onwards</p> <p>April 2006 onwards</p> <p>2006-2009</p>	HRM/TDSO	
<p><b>Development of succession planning to ensure a future pool of talent for key positions in the Council</b></p>	<p>Service heads to identify potential individuals for key positions</p> <p>ODPM development programme to be used to provide a basis for their development plus internal and external courses plus other development activities</p> <p>Review and evaluation of programme</p> <p>Further development of potential senior managers on-going using a variety of methods e.g. mentoring and coaching</p>	All corporate objectives	<p>Officer time</p> <p>£1000 per place</p> <p>Officer time</p> <p>Officer time</p>	<p>Nov 2004</p> <p>Dec 2004</p> <p>Dec 2005</p> <p>2006-2009</p>	<p>HRM/TDSO</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p> <p>HRM/TDSO</p>	
<p><b>Developing the Skills and Capacity of the Workforce</b></p>						

<b>Investors in People accreditation gained and maintained</b>	Staff survey to be sent out, analysed and results published	All corporate objectives	Officer time	Sept 2004	TDSO	<b>Complete</b>
	Managers to develop action plans if not done so already to ensure implementation by February		Officer time	Oct 2004	All managers	
	Corporate action plan to be fully implemented		Officer time	Jan 2005	HRM/TDSO	
	Assessment to take place		Officer time. Cost of assessment. Approximately £3500 (money already available in development and training budget)	February 2005	HRM/TDSO	
	Further action plan or maintenance/continuous improvement action plan to be developed		Officer time. Resources to implement action plan	April 2005	HRM/TDSO	
	Annual continuous improvement plan to be written and implemented		Officer time. Resources to implement action plans	2006-2009	HRM/TDSO	
<b>Effective PDRs taking place with all staff</b>	PDR process and paperwork to be reviewed	All corporate objectives	Officer time	Nov 2004	HRM/TDSO	
	PDR training to be provided to reviewers and reviewees		Officer time/Training fees	On-going 2004-2009	TDSO	
	Managers to carry out		Officer time	May/Octob	All managers	

	qualitative PDRs in line with timeframes for completion			er – On-going (2004-2009)		
	Survey on quality of PDRs to be undertaken annually		Officer time	Oct 05 (05-09)	TDSO	
<b>Wide range of development opportunities used to meet development needs across the organisation e.g. mentoring, coaching, work shadowing</b>	Mentoring scheme to be developed - making use of mentors at Essex County Council where necessary and developing a scheme in partnerships with authorities across Essex.	All corporate objectives	Officer time	1 Aug 2005	HRM	
	Training for mentors		Training costs plus officer time to arrange Officer time	As required	TDSO	
	Managers to be trained in coaching skills		Training costs plus officer time to arrange	May 05 onwards as part of MDP	HRM	
	Work shadowing policy/procedures to be written		Officer time	1 Mar 05	HRM	
	Secondment policy to be developed with Essex Personnel Officers		Officer time	1 March 05	HRM	
<b>All staff have basic level of ICT skills</b>	All staff whom require development in this area to undertake the European Computer Driving License qualification and advanced	All corporate objectives	Officer time £50 per person (subsidised by Learn Direct) Paid for from existing training	2004-2009	TDSO	<b>57 people have completed the qualification to date. 11 staff currently</b>

	European Computer Driving License where appropriate		budget			<b>attending. Advanced course being investigated/planned</b>
<b>Corporate and service training needs are identified and planned for systematically</b>	OMT discussion regarding impact of development and training provision on team and organisation and future corporate and service training needs identified	All corporate objectives	Officer time	1 Dec 2004 Annually 2004-2009	HRM/TDSO/ OMT	
	Audit of PDRs for individual training needs		Officer time	Nov/Dec 2004	TDSO	
	Training plan drawn up for consideration by OMT		Officer time	1 Feb 2004	TDSO	
	Training programme published		Officer time and printing costs	Mar 2004	TDSO	
	Annual training needs analysis and programme development		Officer time	2004-2009 On-going		
<b>Developing the Organisation</b>						
<b>Good information about skills and qualifications of staff is available for workforce planning</b>	Qualifications and skills audit carried out to obtain an up to date corporate record of our employee's qualifications and skills.	All corporate objectives	HR system will need to have been purchased plus officer time to carry out audit and input information	December 2005	HRM/TDSO	
<b>Staff can ensure work-life balance as a result of flexible working arrangements – leading to improved</b>	Broaden scope of the Extended Working Hours scheme so that flexi time can be accrued to 6pm and 2 days can be carried forward.	All corporate objectives	Officer time. Extension of Vivista contract	Jan 2005	CMB	
			Officer time	Nov 2004	HRA/HRM	

<b>recruitment and retention and service delivery</b>	Develop a career break scheme to be considered by CMB as part of the 'Manager's Guide'		Officer time	Dec 2005	HRM	
	Home-working policy to be developed and implemented  Research into all types of flexible working e.g. term time working, annualised hours, hot desking/teleworking etc. Report and suggested policies to be put to Policy and Finance Committee.		Officer time	Dec 2005	HRM/HRA	
<b>Good communication exists across the organisation</b>	Protocol/guidance notes for team meetings to be drafted and sent to all managers		Officer time	Nov 2004	Communications Group	<b>Team meeting protocol developed</b>
	Departmental champions nominated from each area to be the first point of contact for "who deals with that" type question. Personnel directory to be produced for each area giving list of duties and specialist knowledge. To be kept up to date by the champion		Officer time	Mar 2005	As above	
	Staff briefings – to be planned annually		Officer time. Venue costs. Working time lost. Covered by current budgets	April 2005	CMB/HRM	
<b>Managers are clear about their</b>	Development of manager's guide	All corporate objectives	Officer time	Dec 2004	HRM/HRA	



<b>responsibilities and carry them out in accordance with Council policy and best practice</b>						
<b>Improvement and Equality in work environment</b>	Review of offices, equipment and furniture as part of accommodation review including looking at whether a shower facility and area to keep bikes can be provided.	All corporate objectives	Officer time. Cost of new accommodation, equipment and furniture	March 2007	CMB/OMT	
<b>Good HR information supports workforce planning</b>	<p>HR and payroll to purchase Selvern workforce database</p> <p>Information to be transferred from current excel files</p> <p>Workforce profile data to be presented to CMB/OMT</p> <p>Workforce planning data to be fed into continuous development of Workforce Development Plan actions</p>	All corporate objectives	<p>Cost of IT system</p> <p>Officer time</p> <p>Officer time</p> <p>Officer time</p>	<p>Nov 2004</p> <p>Feb 2005</p> <p>May 2005 (Ongoing 2005-2009)</p> <p>2005-2009</p>	<p>HRM/HFS</p> <p>HRSO</p> <p>HRA</p> <p>OMT/WDG</p>	
<b>Resourcing Local Government</b>						
<b>Career paths available to staff to aid recruitment and retention</b>	Roll out career grades where appropriate.	All corporate objectives	Officer time	December 2005	HoS in conjunction with HRM/HRA	
<b>Number of young people entering RDC has increased</b>	Monitor jobs go public site over the year to see how many vacancies are filled as a result of the site. Review whether to	To provide quality cost effective services	Officer time	Oct 2005 (and each year until 2009)	HRM/ITM	

<b>The Council has a diverse workforce that reflects the community it serves</b>	renew the contract next year.  Review use of recruitment portal – number of hits.				HRM	
<b>Increased staff retention especially in areas of occupational shortages</b>	Obtain ODPM match funding for environmental health placement year  Placement set up and managed	All corporate objectives	Officer time  Officer time plus match funding	November 2004  June 2005 - June/Sept 2006	HHH&CC	
<b>Pay and Rewards</b>						
<b>There is a recognisable benefits package for RDC</b>	Investigate cost efficient benefits e.g. health insurance, subsidised gym membership with Holmes Place, childcare vouchers Promote benefits package through Website and Jobs Go Public  Report to Members on possible options  Promote benefits internally via the intranet  Review benefits annually	All corporate objectives	Officer time.   Officer time  Officer time  Officer time	Jun 2005   Sept 2005  Dec 2005  2006-2009	HRM/HFS   HRM/HFS  HRM  HRM/HFS	
<b>A fair and equitable pay system exists for all staff</b>	Implement a job evaluation scheme as part of meeting the requirements to carry out a Pay and Grading Review.	All corporate objectives	Costs of implementation. Report to Members outlined estimated costs of Whitley Council scheme. Costs of	Jan 2005 - 2007	HRM	

			implementing HAY for senior managers Cost of Robert Chamberlain and internal officer capacity to set up and maintain the Whitley Council scheme.	2005-2009	HRM/HRA	
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Key to abbreviations:

CMB	Corporate Management Board
OMT	Operational Management Team
WDG	Workforce Development Group
CD(LP&A)	Corporate Director (Law, Planning and Administration)
HAMS	Head of Administrative and Members Services
H&HM	Head of Revenue and Housing Management
HFS	Head of Financial Services
HHH&CC	Head of Housing, Health and Community Care
HRM	Human Resources Manager
ITCM	IT Client Manager
TDSO	Training and Development Support Officer
HRA	Human Resources Advisor
HRSO	Human Resources Support Officer
APRM	Audit, Process and Review Manager
CPM	Corporate Policy Manager

## SERVICE ACTION PLAN – CPA 12

**Service:**

**Initiative**

Partnership Review

**Authority risk:** M

Proposed Start date: March 2005

Proposed Finish date: Nov 2005

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
123.	Scoping document to O/S Committee	M	12 April		CPM	HOS					
124.	Decide on priorities for Review	M	12 April		CPM	HOS					
125.	Evaluation of Effectiveness	H	April to Sept		CPM	HOS					
126.	Conclusions drawn up	M	Nov 2005		CPM	HOS					
127.											
128.											
129.											
130.											
131.											
132.											
133.											
134.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
	Dependent on partner cooperation – minimise through explaining to partners what is happening/reasons for doing/fit in with their timeframes.		

### Legend (Officer/other initials and detail)


Origination date:

Last updated: *Enter date if/when changes are made*

**sign off (On completion)**

	Signature	Date
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## SERVICE ACTION PLAN – CPA 12


Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

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Note: In the event that this plan is changed copies should be issued to all Lead/Support officers

A&PR 17/11/04

# SERVICE ACTION PLAN – CPA 13

**Service:** Contracted Services

**Initiative**

Essex Waste Procurement Project 2005 - 2007

**Authority risk:**

Proposed Start date: January 2005

Proposed Finish date: December 2007

Actual Start date: January 2005

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
135.	Agree County Strategy and gain Council approval to be part of joint procurement process.	M	Nov.04		JB		9.11.04			Env. Services 9.11.04	
136.	Reconstitution of Recycling Sub Committee to monitor and review issues related to the project.	L			JB	DB	14.12.04			Agreed by Env.0/S on 14.12.04 First meeting took place 17.1.05	
137.	Thames Gateway Joint Committee to be formally constituted.	L	May 05		JB / ECC	AJB				Env.Services 9.11.04 agreed for Rochford to be part of this joint committee.	
138.	Provide input into the creation of the business plan for the joint committee, liaising with ECC and their legal consultants.	L	March 05		JB / ECC	AJB					
139.	Attendance by Officers and Members at PFI training seminars.	L	March 05		JB						
140.	Input into submission of County Outline Business Case to DEFRA for application for PFI credits.	H	March 05		JB	DB					
141.	Working with ECC to gather local technical information relevant to procurement / specifications.	L	Feb.05		JB / ECC	DB					

Origination date: 1 February 2005

Last updated: *Enter date if/when changes are made*

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A&PR 17/11/04

## SERVICE ACTION PLAN – CPA 13

**Service:** Contracted Services

**Initiative**

Essex Waste Procurement Project 2005 - 2007

**Authority risk:**

Proposed Start date: January 2005

Proposed Finish date: December 2007

Actual Start date: January 2005

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
142.	Working with ECC to create local and Gateway Area specifications	L	May/ June 05		JB / ECC	DB/LF					
143.	Thames Gateway Area Waste Project Officer Steering Group (TGAWPOSG) to oversee and evaluate the stages detailed in key actions Nos.10 – 12 as part of selection of list of bidders process.	H	Jan.06		JB / ECC						
144.	Construction of Expression of Interest (EOI).	H	June 05		JB / ECC						
145.	Formulation of Pre Qualification Questionnaire (PQQ), assessment and recommendation of long list of bidders.	H	Oct.05		JB / ECC						
146.	Construction of Invitation to Submit Outline Proposals (ISOP).	H	Jan. 06		JB / ECC						
147.	TGAWPOSG to oversee and evaluate the stages detailed in key actions Nos.14- - 19 as part of tender submission and evaluation stage.	H	Aug.07		JB / ECC						

Origination date: 1 February 2005

Last updated: *Enter date if/when changes are made*

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A&PR 17/11/04

## SERVICE ACTION PLAN – CPA 13

**Service:** Contracted Services

**Initiative**

Essex Waste Procurement Project 2005 - 2007

**Authority risk:**

Proposed Start date: January 2005

Proposed Finish date: December 2007

Actual Start date: January 2005

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
148.	Analysis of ISOP submissions and recommendation of shortlist of bidders.	H	Jan / Feb 06		JB / ECC						
149.	Construction of Invitation to Negotiate (ITN).	H	Feb 06		JB / ECC						
150.	Analysis of ITN submissions and recommendation of preferred bidder(s).	H	Nov 06		JB / ECC						
151.	Construction and Issue of Best and Final Offer (BAFO) documentation.	H	Dec 06		JB / ECC						
152.	Analysis of BAFO submissions and recommendation of final preferred bidder.	H	April 07		JB / ECC						
153.	Final negotiations with preferred bidder.	H	Aug 07		JB / ECC						

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
9 - 19	The entire procurement process will be overseen by the Thames Gateway Area Joint Committee which will consist of Members of each of the local authorities in that area (with the exception of Thurrock) and also Essex County Council. The Gateway Waste Officer Group will support this joint committee in terms of inputting and evaluating into the process as it proceeds through the various stages. There will be regular progress reports given to the appropriate Council committee seeking agreement to various recommendations, as and when they are required as part of the procurement process.		

Origination date: 1 February 2005

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A&PR 17/11/04



## SERVICE ACTION PLAN – CPA 13

	<p>The key actions 1 and 2 refer to the key milestone “agree strategy and commitment to joint procurement process.”</p> <p>The key actions 3 – 6 refer to the key milestone “participation in the establishment of joint committee to oversee procurement process.”</p> <p>The key actions 7 and 8 refer to the key milestone “development of over-arching bidding framework.”</p> <p>The key actions 9 – 12 refer to the key milestone “selection of list of bidders.”</p> <p>The key actions 13 – 19 refer to the key milestone “tender submission and evaluation.”</p>		
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### Legend (Officer/other initials and detail)

JB	Jeremy Bourne		ECC	Essex County Council
DB	Debora Byrne			
LF	Lisa Foster			
AJB	Albert Bugeja			

<b><i>sign off (On completion)</i></b>		
	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date: 1 February 2005

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A&PR 17/11/04

## SERVICE ACTION PLAN – CPA 14

**Service: R&HM**

**Objective**

To chose option for the future of the housing stock and implement that decision by 2008

**Authority risk: High**

Proposed Start date: 06/04/04

Proposed Finish date: 30/04/08

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
154.	RHOAB to consider all options and make recommendation to Council	H	14/04/05		JP	SJC					
155.	Council take decision on way forward	H	28/04/05		PW						
156.	Submit preferred option to Go-East for sign off	H	30/04/05		JP	SJC					
157.	Obtain sign off by Go-East	H	31/05/05		JP	SJC					
158.	Commence implementation of ALMO/LSVT if preferred option	H	30/06/05		JP	SJC					
159.	If ALMO option preferred set up the board and establish new housing organisation	H	30/04/06		JP	SJC					
160.	If LSVT select preferred Housing association partner	H	31/05/06		JP	SJC					
161.	If LSVT conduct pre-ballot consultation	H	31/05/06		JP	SJC					
162.	Ballot	H	30/06/06		JP	SJC					
163.	Complete scheme	H	30/04/08		JP	SJC					

### Management of high risk key actions only

Origination date: 1/11/04

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Page 1 of 2

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## SERVICE ACTION PLAN – CPA 14

No.	Means of reducing risk	Residual Risk
ALL	Engage specialist consultants and ensure we work closely with them.	

sign off (On completion)		
	Signature	Date
Head of Service		
Corporate Director		

Origination date: 1/11/04

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 15

**Service: R&HM**

**Objective**

To secure continuous improvement in the Housing Benefit Service.  
Working by 01/04/06

**Authority risk: Medium**

Proposed Start date: 10/01/05

Proposed Finish date: 31/12/05

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
164.	Review Current policies, procedures and amend where necessary	M	21/01/05		SL	VC					
165.	Review Improvement plans in accordance to amended performance standards	H	01/04/05		SL	SH/VC					
166.	Report changes to Improvements plans to CMB.	M	01/05/05		SJC	SL					
167.	Report revised Improvements plans to meet all performance standards to members.	H	15/06/05		SJC	SL					
168.	Obtain evidence of improvement to Customer Services ready for inspection	M	01/08/05		SL	VC					
169.	Obtain evidence of improvement to Processing of claims ready for inspection	H	01/10/05		SL	SH					
170.	Interim report to CMB on progress of improvement	M	15/11/05		SJC	SL					
171.	Interim report to members on progress of improvement	M	20/01/06		VC	SL					

Origination date:

Last updated: *Enter date if/when changes are made*

Page 1 of 2

Note: In the event that this plan is changed copies should be issued to all Lead/Support officers

## SERVICE ACTION PLAN – CPA 15

**Service: R&HM**

**Objective**

To secure continuous improvement in the Housing Benefit Service.  
Working by 01/04/06

**Authority risk: Medium**

Proposed Start date: 10/01/05

Proposed Finish date: 31/12/05

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
172.	Complete all strategic documents to ensure for future improvement are in place	M	25/01/06		SJC	SL					

**Management of high risk key actions only**

No.	Means of reducing risk	Residual Risk	
1	<i>Ensure all info obtained and report ready</i>		
2	<i>Ensure meeting arranged with appropriate attendees invited</i>		
11-15	<i>Ensure report ready and listed as agenda item</i>		
16	<i>Keep all relevant parties fully informed</i>		

sign off (On completion)		
	Signature	Date
Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

Note: In the event that this plan is changed copies should be issued to all Lead/Support officers

# SERVICE ACTION PLAN – CPA 16

Service: R&HM

## Objective

To build capacity and efficiencies around the HB service

Authority risk: Low

Proposed Start date: 10/12/04

Proposed Finish date: 04/06/05

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
173.	Draft Action Plan for consideration of various opportunities	L	10/12/04		SJC	SL	10/12/04				
174.	Investigate contractor for pilot scheme to cover incoming phone calls	L	12/12/04		SJC	SL	12/12/04				
175.	Present first costed proposal to CMB/OMT for initial reactions	L	29/12/04		SJC		29/12/04			OMT warmed to the proposal – asked to investigate full cover arrangements.	
176.	Extended hours and daytime cover of calls investigated	L	10/01/05		SL		10/01/05				
177.	Raise staff awareness of proposals	L	11/01/05		SL		11/01/05				
178.	Revise target for claims processing for Q4	M	11/01/05		SL		11/01/05				
179.	Organise Essex Revenue Officers meeting to discuss joint working and Gershon efficiencies	L	11/01/05		SJC	SL	11/01/05				
180.	Joint meeting with Essex LA Chief Execs and Liberata	H	27/01/05		PW	SJC	27/01/05				
181.	Feed budget for facilitation/option appraisal into ODPM capacity bid (see CPA1 for details)	M	07/02/05		SL						

Origination date:

Last updated: *Enter date if/when changes are made*

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Note: In the event that this plan is changed copies should be issued to all Lead/Support officers

## SERVICE ACTION PLAN – CPA 16

**Service: R&HM**

**Objective**

To build capacity and efficiencies around the HB service

**Authority risk: Low**

Proposed Start date: 10/12/04

Proposed Finish date: 04/06/05

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
182.	Further decision of Essex Chief Execs around potential partnerships- decide on possible further pan Essex capacity bid via the regional Centre of Excellence	M	17/03/05		PW	SJC					
183.	Await decision on ODPM capacity bid	M	May 2005								
184.	Appoint consultants (see CPA main improvement plan for dates)	M			PW	SJC					
185.	Evaluate options/alternatives available for the Authority consultants (see CPA main improvement plan for dates)	M			PW	SJC					
186.	Implement Preferred option consultants (see CPA main improvement plan for dates)	M									

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
8	Ensure meeting arranged and all relevant parties are in attendance		

Origination date:

Last updated: *Enter date if/when changes are made*

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## SERVICE ACTION PLAN – CPA 16

Service: R&HM

**Objective**

To build capacity and efficiencies around the HB service

**Authority risk:** Low

sign off (On completion)		
	<i>Signature</i>	<i>Date</i>
Head of Service		
Corporate Director		

Origination date:

Last updated: *Enter date if/when changes are made*

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Note: In the event that this plan is changed copies should be issued to all Lead/Support officers



## SERVICE ACTION PLAN – CPA 17

**Service:**

**Objective**

To improve homelessness services to ensure 85% of applications received on or after 1<sup>st</sup> October 2004 are determined within 33 working days by 31 March 2005

**Authority risk:** M

Proposed Start date: 22/10/04

Proposed Finish date: 31/12/04

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					
187.	Carry out risk based determination of outstanding cases received before 1/10/04 (28)	H	30/11/04	02/12	SJN	JCM	<b>02/12/04</b>	Determination had to be carried out in 2 stages. The first on 23/11/04		Revised date 02/12/04	L – 01/12/04
188.	Complete initial (external) training of Homelessness & Housing Advice Officer	H	22/10/04		JCM	SJN	<b>22/10/04</b>				
189.	Carry out internal training of Homelessness & Housing Advice Officer	H	30/10/04		SJN	JCM	<b>28/10/04</b>				
190.	Train Homelessness & Housing Advice Support Officer in completion of ODPM returns	H	31/11/04		JCM		<b>25/10/04</b>				
191.	Appoint additional Homelessness & Housing Advice Officer	M	31/12/04		GPW	SJN					
192.	Appoint Service Development Officer	M	31/12/04		GPW	(HR)					
193.	Reinforce monitoring procedures for progressing case enquiries	M	30/10/04		SJN	JCM	<b>28/10/04</b>				
194.											
195.											

Origination date: 2/11/04

Last updated: 03/12/12

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## SERVICE ACTION PLAN – CPA 17

**Service:**

**Objective**

To improve homelessness services to ensure 85% of applications received on or after 1<sup>st</sup> October 2004 are determined within 33 working days by 31 March 2005

**Authority risk:** M

Proposed Start date: 22/10/04

Proposed Finish date: 31/12/04

Actual Start date:

Actual Finish date:

No.	Key Action (No longer than 2 month interval in first year)	Risk H/M/L	Due date	Approved change to due date	Officer		Completed date	Issues or missed date details	Issue date dd/mm	Agreed resolution	Agreed by L/CD/CMB and date
					Lead	Support					

196.											
197.											
198.											

### Management of high risk key actions only

No.	Means of reducing risk	Residual Risk	
1	Arrange definite date(s) & venue to review case files and determine/decide way forward	M	
2	Training has been organised for 22/10/04	M	
3	Arrange definite date/venue for training	M	
4	Arrange definite date/venue to coincide with (3)	L	

sign off (On completion)		
	Signature	Date
Head of Service		
Corporate Director		

Origination date: 2/11/04

Last updated: 03/12/12

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