

**GENERIC BUSINESS IMPROVEMENTS**

**1)Service Users**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
1.1 Need to identify all our current users	1.1.1 Develop and maintain a system that records service users.	Commence development April 2002.	Pilot system by Dec 2002 Set baseline user numbers by March 2003 Show 5% increase by March 05  <b>ONGOING</b>	System for tracking users developed – ready for piloting from 1 <sup>st</sup> May  We recorded 274 contacts during the 2 weeks we monitored all customers in 2002/2003.  We have collected this data again for the period 30/06/03 to 04/07/03 and are also collating a database of customers and users by consolidating mail merge lists and database lists from across the team.
1.2 Need to Identify if other people would use our service if they knew about us	1.2.1 Use User Recording system to identify gaps (either geographic or community of interest) and develop plan to address those gaps (link in with 2.2)	Commence by April 2002	Identify gaps by December 2003. Develop Plan and implement by April 2004 Link to Publicity Plan <b>ONGOING</b>	Have commenced this work by trying to identify profile of current users by including additional questions in the annual customer satisfaction survey Will be using the new customer database to help identify gaps.
1.3 Investigate ways to publicise the services provided by the Local Development Team	1.3.1 Development and implementation of a publicity strategy	Commence June 2003	Publicity strategy adopted by December 2003  <b>ONGOING</b>	Brief information has already been added to all correspondence templates - including, e-mail. Local Development Team pages added to Intranet and web site Website 'hits' are now tracked by page. Customer list will help identify those customers we're not reaching, which will help with the developing of a strategy.

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1.4 Development of formal strategies for involving our users	1.4.1 Consult with known & potential users and develop a strategy (or strategies) as appropriate	Commence April 2002	Adoption of an agreed User Involvement Strategy by April 2003 <b>ACTION REQ'D</b>	Currently investigating other services user strategies No further progress to report.
1.5 Providing feedback on projects and activities to users	1.5.1 Adoption and implementation of agreed procedure for providing feedback	Commence development of procedures January 2003	Procedures adopted and implemented December 2004 <b>ACTION REQ'D</b>	As above
1.6 Evaluation of customer satisfaction	1.6.1 Using Jan 01 results as baseline, carry out annual survey of organisations/ individuals who have used the service over the past 12 months	Annually commencing 2002	Surveys sent out April each year Data by June each year <b>ONGOING</b>	Consultation process completed – analysis currently underway 2002/3 – Cust Satisfaction = 91% 2003/2004 survey being undertaken in July 03, with analysis beginning at the end of August 2003.

**2) Equal Opportunities**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
2.1 Need to Improve accessibility	2.1.1 Conduct a survey of users and potential users to establish how and when they wish to access the services (Link in with 1.2).	Commence by April 2002	Identify gaps by December 2003. Develop Plan and implement by Dec 2004 Link to Publicity Plan <b>ONGOING</b>	As at 1.6.1 Asked users how they thought we could improve accessibility. Analysis currently underway. More PR needed. See 1.6 and 1.3
	2.1.2 Participate in Councils e-government activity	Commence March 2002	Definition of services that can be delivered electronically by Sept 2002 <b>ACHIEVED</b>	PJ attended Managers Forum Briefing to receive instruction on e-govt compliance.  Web pages updated December 2002, and tracking of 'hits' underway.  24 Information Leaflets online. 16 Application Forms online.

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2.1 Need to Improve accessibility	2.1.3 Put all Local Development forms on a dedicated public folder (for access at all Council offices)	Within 12 months	<b>ACHIEVED</b>	40 documents available on the Council's Intranet system
	2.1.4 Monitor pilot of Flexible Working to establish improvements in access	Commence arrangements April 2002	Evaluation of pilot by Mar 2003 <b>ACTION REQ'D</b>	<u>Consultation with staff by Director carried out.</u> <u>Lack of flexible working space and inspection by CPA has hindered any progress with this</u>
	2.1.5 Ensure compliance with phone diversion guidelines & make sure phones answered in uniform manner	Commence March 2002	All staff trained by Sept 02 Incorporate training into LDT induction Monitoring commenced Sept 2002  <b>ACHIEVED</b>	Guidance given to all staff. Reinforced at team meeting. Also provided as part of Team Induction. Council target = to answer phone within 5 rings (15 seconds). Since monitoring began in April 2002, the team average is 7 seconds.  Monitoring period 10 <sup>th</sup> June to 18 <sup>th</sup> July – of the 14 staff monitored 100% answered as per guidelines.
	2.1.6 Install answer phones or voicemail system	Commence June 2002	All phones to be divertible or have voice recording systems in place by Nov 2002  <b>ACHIEVED</b>	All phones compliant
	2.1.7 Develop Local Development page of Council Web site – to include information on services provided, grant criteria and application forms etc.	Within 24 months	Web page developed by Mar 2004 <b>ACHIEVED</b> Identify baseline hit rate by Mar 2005 <b>ONGOING</b>	Web pages updated December 2002, and tracking of 'hits' underway.  24 Information Leaflets online. 16 Application Forms online.
2.2 Need to collect statistics on users by ethnicity, disability, gender or age	2.2.1 Inclusion of additional question on application forms and annual survey questionnaires to enable statistic gathering.	Annually	Identify baseline data  <b>ONGOING</b>	Equal Ops form to be included with Customer Satisfaction Survey being issued July 2003

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	2.2.2 Development of system to collate statistical information	By December 2003	System in place <b>ONGOING</b>	Trial system developed – analysis underway
2.3. Need to use the statistics to improve the service	2.3.1 Carry out Annual Stats Analysis and make appropriate improvements e.g. simplify application forms	Annually from December 2003	Analysis to be included in development of annual business plan <b>ONGOING</b>	Analysis will begin after 2003 Customer Satisfaction Survey forms and attached user statistic form have been returned.
2.4. All officers need to carry out Customer Care Training	2.4.1 Individual SRD training plans to include target for carrying out training	Commence April 2002 after which include in Team's induction training	All staff trained within 12 months of commencing with Team <b>ONGOING</b> <b>ACTION REQ'D (RE Eq Ops 7 DDA)</b>	As at 06/08/03 17 staff attended Customer Care 17 staff attended Health & Safety 27/06/03 – Neville Meredith attended team meeting to discuss some Equal Ops issues.
2.5 All officers to attend Disability Awareness Training	2.5.1 Individual SRD training plans to include target for carrying out training			
2.6 All officers need to attend Equal Opps. training	2.6.1 Individual SRD training plans to include target for carrying out training			
2.7 All officers need to attend Health and Safety training	2.7.1 Individual SRD training plans to include target for carrying out training			

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<p>2.8 Awareness of Equal Opps. needs to be monitored</p>	<p>2.8.1 Equal opps. monitoring to be regular item on team meeting agenda. Monitor level of complaints/ comments</p>	<p>Ongoing</p>	<p>Review training requirements annually as part of SRD process</p> <p><b>ONGOING</b></p>	<p>Personnel advice sought – awaiting result</p> <p><u>Equal opps is included in induction and recruitment and selection training so can we sort a % figure for those trained from that.</u></p> <p>Induction Info provided by Castle Green as follows:-                  Lyn Bright – 2001                  Dianne Neale = 03/12/02                  David Guy 03/09/02                  Dawn Turner = 08/06/00                  Sara Burch = 04/02/03                  Roger Payne = 11/03/03                  Nick Webster = 14/12/00                  Karen Pigrem = 20/05/02                  No other data is held for the other staff. = 42%</p>
<p>2.9 The provision of information in Braille, large print, on audio tape or</p>	<p>2.9.1 Revise stationery to advise that this information is available on request.</p>	<p>Target completion June 2002</p>	<p>All forms complying by June 2002</p> <p><b>ACHIEVED</b></p>	<p>All forms compliant - provides advice on whats available to meet individual needs.</p>

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on audio tape or other languages	2.9.2 Make provision in budget for provision of information in different formats and the use of the translation service (for documents and telephone/face to face enquiries).		<b>ACHIEVED</b>	Costings identified – provision made in 2002/2003 budgets <a href="#">Local Development – 21/06/02</a> <a href="#">Leo SRB – 30/06/02</a> <a href="#">South Wye SRB – 02/07/02</a>
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**3) Assets and Resources**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
3.1 Take account of environmental issues when purchasing goods	3.1.1 Draft guidelines for all staff to adopt GEM guidelines .	Completion by March 2004	Guidelines in place. <b>ONGOING</b> Staff training completed May 2004. <b>ACTION REQ'D</b>	PJ attended GEM training course on 25 <sup>th</sup> April 2002
3.2 Incorporate a fair trade policy	3.2.1 Implement Council guidelines on Fair Trade Purchasing policy when adopted by Council	Subject to Council's adoption of policy	<b>ACTION REQ'D</b>	

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<b>4) Human Resource Information</b>																
<b>Area for improvement</b>	<b>Action to be taken</b>	<b>Timetable</b>	<b>Key Milestones</b>	<b>Progress to date</b>												
4.1 Need policies for encouraging the staff to become involved in the community	4.1.1 Implement Council policy when adopted	Subject to Council's adoption of policy	<b>ACHIEVED</b>	Dorothy Coleman assisted Young Enterprise scheme.												
4.2 Cross Directorate working	4.2.1 Participate in or initiate Cross-Directorate Working Groups where appropriate.	Ongoing	<b>ONGOING</b>	<p>Level of cross directorate working being monitored</p> <p>As at 22/07/03 (since May 2002)</p> <p>Annie – 2 mtgs                      Dawn – 2 mtgs                      Dorothy = 8 mtgs                      Glyn = 9 mtgs                      Hannah = 10 mtgs                      Lyn = 1 mtg                      Nina = 45 mtgs                      Sara = 1 mtg                      Simon = 11 mtg                      Wayne = 1 mtg</p>												
4.3 Training Funds	4.3.1 Assess need for external training provision (via SRD process) and seek funding sources to accommodate any needs identified	Annually	<p>Information from SRD's to be fed into budget process</p> <p><b>ACHIEVED</b></p>	<p>Commenced through SRD process</p> <p>Budget provided annually for external training needs.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Budget</th> <th>Actual Expenditure</th> </tr> </thead> <tbody> <tr> <td>2001/2</td> <td>£1,000</td> <td>£584.00</td> </tr> <tr> <td>2002/3</td> <td>£1,500</td> <td>£332.50</td> </tr> <tr> <td>2003/4</td> <td>£1,530</td> <td></td> </tr> </tbody> </table>	Year	Budget	Actual Expenditure	2001/2	£1,000	£584.00	2002/3	£1,500	£332.50	2003/4	£1,530	
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4.5 Management Support	4.5.1 Together with staff, senior management and Cabinet Member agree prioritisation of workloads.	Annually	<p>Prioritisation on workload to be reflected in annual Business Plan</p> <p><b>ACHIEVED</b></p>	Commenced through SRD process												

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	4.5.2 To provide additional management support introduce a calendar of service specific meetings with staff	Quarterly	Calendar of meetings in place <b>ACHIEVED</b>	Timetable of Service specific meetings arranged and ongoing
	4.5.3 Investigate with the team, models of restructuring the team that could afford improved management support.	Commence August 2002	Findings of investigation implemented by April 2003 <b>ACHIEVED</b>	All staff, Head of Service, Director, Personnel and Cabinet Member consulted. New structure agreed and implemented on 1 <sup>st</sup> June 2002.
4.6 Need to carry out annual staff, customer and stakeholder satisfaction surveys	4.6.1.Liaise with other sections within the division to ensure co-ordination. Conduct annual surveys, analyse results and identify potential areas for improvement. Build improvements into annual business plan	Annually	Surveys completed.  Findings built into Business Plan  <b>ONGOING</b>	Customer Satisfaction Survey 2002 = June 2003 = July / August  Stakeholder Survey 2002 = not undertaken  Staff Satisfaction Survey 2002 = authority wide survey in August.



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<b>5) Performance Information</b>				
<b>Area for improvement</b>	<b>Action to be taken</b>	<b>Timetable</b>	<b>Key Milestones</b>	<b>Progress to date</b>
5.1 No national performance indicators - need to develop meaningful Local Performance Indicators	5.1.1 Agree Local Performance Indicators for each of the services to feed into the Business Plan	Commence April 2002	Identify baseline by Sept 2002 <b>ONGOING</b>	Local Performance Indicators developed and included in the Team Business Plan
	5.1.2 Review Local Performance Indicators on annual basis to ensure relevance	Annually	Annual review as part of business planning process <b>ONGOING</b>	
5.2 Need to put systems in place that will permit accurate comparison with other authorities/ organisations	5.2.1 Provide agreed Local Performance indicators to Bench Mark Club authorities.	Provide by Oct 2002	<b>ACHIEVED</b>	<a href="#">Local Performance Indicators passed to Bench mark Club Authorities on 06/11/02</a>
	5.2.2 Ensure completion of the service area timesheet to enable accurate costings of services to be carried out.	Monthly	Creation of a service area timesheet by July 2002 <b>ACHIEVED</b>	Timesheets introduced May 2002 (with some being backdated to April 2002). 19 staff completing sheets, although not all on a regular basis yet.
5.3 Need to set measurable service targets	5.3.1 Develop measurable targets for each service area for inclusion in team's annual business plan	Agreed by Oct 2002	Annually <b>ONGOING</b>	Created and included in the Team's business plan

**SERVICE SPECIFIC IMPROVEMENTS**

**6) Parish Council Liaison**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
6.1 Examine whether more time should be assigned to the service.	6.1.1 Monitor hours spent via service time sheets. Monitor level of enquiries to establish whether more time should be assigned to this role	Commence April 2002	Provide report to Scrutiny Cttee by March 2003 <b>ONGOING</b>	Monitoring of calls commenced. Re-allocation of some duties agreed through SRD process.
6.2 Introduction of Best Practice improvements	6.2.1 Establish what information other authorities provide.	Commence April 2002	Establish baseline information by Oct 2002 <b>ONGOING</b>	Enquiries commenced
	6.2.2 Carry out survey to establish what information Parish Councils would find beneficial	Annually	<b>ONGOING</b>	Questionnaire due to be issued in Nov/Dec 2003
	6.2.3 Together with the IT section explore the benefits of introducing a Parish Council section on the Council Web Site	Commence Dec 2002	Live by May 2003 <b>ONGOING</b>	Mtg held with IT on 14/04/03. Advised to wait until E-Gateway established by HIT Programme, before commencing.

**7) Voluntary Sector Liaison**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
7.1 Need to examine the potential for merging and/or relocating the Voluntary Sector Liaison function	7.1.1 Identify options, relative merits and cost implications and make recommendation	Commence April 2003	Implement recommendations by April 2004 <b>ACTION REQ'D</b>	<u>Annie can you provide any words?</u> No further information available

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7.2 Need to Review positioning of CAB Service Level Agreement	7.2.1 Explore how the Local Development Team and Info in Herefordshire's Service Level Agreements with CAB can best be managed	Commence April 2003	Implement recommendations by April 2004 <b>ACTION REQ'D</b>	
7.3 Voluntary Sector Review	7.3.1 Re-examine the Service Level Agreements as part of the wider ranging Voluntary Sector Review	See 8.2 below		
	7.3.2 Refine the Improvement Plan in light of the outcome of the Voluntary Sector Review	<b>ACTION REQ'D</b>		

**8) Community Development**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
8.1 Need to explore where the Community Development Function Best Fits	8.1.1 Investigate options.	Commence April 2003	Recommendations March 2004 <b>ACTION REQ'D</b>	
8.2 Need to review Service Level Agreements with the Strategic Organisations	8.2.1 Implement recommendations of Voluntary Sector Review	Review underway	Review completed by October 2002 <b>ACTION REQ'D</b>	Review underway – <u>Annie we could do with some words here please</u> No further information available

**9) CCTV**

Area for improvement	Action to be taken	Timetable	Key Milestones	Progress to date
9.1 Community Safety Partnership role	9.1.1 Enter into discussions with the community Safety Partnership to consider their role in the future management of the service	Already underway	Agreement reached by October 2002 <b>ACHIEVED</b>	With effect from 1 <sup>st</sup> April 2002 responsibility for contract transferred to Property Services, work on slave control room underway. Budget for dedicated monitoring staff in place to enable proactive monitoring.

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9.2 Explore alternative delivery	9.2.1 Investigate the option for In-house or Voluntary Competitive Tendering for the service	Subject to above	Subject to 9.1 <b>ACHIEVED</b>	<u>Recommendations passed to Directorate Support Manager who now has responsibility for this service</u>
9.3 Comprehensive Town/City coverage	9.3.1 Investigate the possibilities that modern technology offers particularly to assess the viability of CCTV coverage in Bromyard and Kington and linking Ledbury to the Control Room.	Subject to above	Subject to 9.1 <b>ACHIEVED</b>	Investigations re: new technology opportunities already underway between contractor and property services

**10) Town and City and Regeneration**

Area for improvement	Action to be taken	Timetable	Key Milestones	Performance Measure
10.1 Effectiveness of town/city management delivery arrangements	10.1.1 In consultation with local partnerships monitor the effectiveness of delivery arrangements for the service	Consult February 2004	Review of arrangements completed by May 2004 <b>ACTION REQ'D</b>	
10.2. Market Towns Initiative and new funding opportunities	10.2.1 In line with the Countryside Agency guidelines carry out comprehensive Town Health Checks in each of the market towns	Complete Tier 1 and 2 health checks by June 2002	Creation of 2 new town partnerships by Oct 2002 <b>ONGOING</b>	<u>All tier 1 and 2 health checks covering 3 of the county's 5 market towns completed draft reports and action plans published. Health checks for the remaining 2 towns - Ross and Leominster due for completion in July 2003.</u>
	10.2.2 Develop, secure funding for and implement Regeneration Action/ Implementation Plans for each of the market towns and the city	Kington already commenced  Bromyard, Ledbury commenced Jun 2002 Leominster, Ross to commence by Jan 2003	Action plans approved. Funding secured  <b>ACHIEVED</b>	Implementation plan for Kington developed and applications for funding being appraised. Implementation plans for plans for Ledbury and Bromyard <u>complete</u>  <u>Market Towns Initiative funding now secured for year 1 of Implementation plans for both Ledbury and Bromyard</u>  Leominster & Ross on Wye to be awarded MTI funding, meaning all 5 Market Towns in the county supported this way – no other county in the region has achieved this.

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<b>11) Street Trading</b>				
<b>Area for improvement</b>	<b>Action to be taken</b>	<b>Timetable</b>	<b>Key Milestones</b>	<b>Progress to date</b>
11.1 Transfer the service from Local Development Team to Environment Directorate	11.1.1 In consultation with the Environment Directorate progress transfer of Street Trading Enforcement duties to Environment Directorate.	Consultation with Environment Directorate commenced Oct 2001	Transfer completed by 1 April 2002 <b>ACHIEVED</b>	Transfer of enforcement responsibilities took place on 29 <sup>th</sup> April.
	11.1.2 Investigate transferring Street Trading administration duties to Environment Directorate.		Transfer completed by March 2005 <b>ACHIEVED</b>	Agreed Date for transfer 1 <sup>st</sup> April 2003
<b>12) Christmas Lights</b>				
<b>Area for improvement</b>	<b>Action to be taken</b>	<b>Timetable</b>	<b>Key Milestones</b>	<b>Progress to date</b>
12.1 Transfer service to the Environment Directorate	12.1.1 In consultation with the Environment Directorate progress transfer of the service to the Environment Directorate	Consultation with Environment Directorate commenced Oct 2001	Transfer completed by 1 April 2002 <b>ACHIEVED</b>	Transfer completed
<b>13) Single Regeneration Budget Programmes</b>				
<b>Area for improvement</b>	<b>Action to be taken</b>	<b>Timetable</b>	<b>Key Milestones</b>	<b>Progress to date</b>
13.1 Adoption of best practice	13.1.1 Set up a schedule of regular cross SRB programme best practice meetings	First meeting May 2002	Hold bi-monthly meetings <b>ONGOING</b>	Calendar of meetings arranged – first 2 meetings have taken place. Next meeting scheduled for 16.10.02. Group has now decided to hold meetings quarterly.  2002 = 2 May, 10 <sup>th</sup> July, 16 <sup>th</sup> October 2003 = 16 <sup>th</sup> January, 8 <sup>th</sup> May,

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	13.1.2 Develop information sheets on transferable best practice guidance e.g. appraisal panels, monitoring workshops	Commence by March 2003	Guidance notes published <b>ACTION REQ'D</b>	<u>Have any of you done any policy guidance sheets. Nina I know you have a number of roles and responsibility guidelines can you list what is available</u>
13.2 Exit Strategies for SRB programmes	13.2.1 In partnership with the Leominster Regeneration Company Ltd, develop an exit strategy for the Leominster 'Back for the Brink Programme	Underway	Strategy agreed by Sept 2003 <b>ONGOING</b>	Advice given to Directors by company solicitors. Consultants have been commissioned by Leominster SRB Company to develop exit (succession) strategy.  Strategy due for publication by WM Enterprise in July 2003.
	13.2.2 Investigate the incorporation of charitable aims in the memorandum and articles of the Leominster Regeneration Company Ltd (using the South Wye Model)	Simon Smith, Regeneration Co, and Anthony Collins Solicitors	Commenced Feb 2002 <b>ACHIEVED</b>	Advice given to Directors by company solicitors
13.2 Exit Strategies for SRB programmes	13.2.3 In partnership with the South Wye Regeneration Partnership Ltd, develop an exit strategy for the 'Wye We Can Make it Better' regeneration programme	Commence 2004	Strategy agreed by Sept 2005 <b>ONGOING</b>	Consultants <del>have been being</del> commissioned by South Wye SRB Company to carry out a mid-term evaluation survey and develop exit (succession) strategy