		Agenda Item
Committee:	COUNCIL	**16**
Date:	15 FEBRUARY 2007	
Title:	UTTLESFORD IN 2011 TRANSFORMATION PROGRAMME	
Author:	Mike Brean, Director of Business Transformation 01799 510330	Item for decision

Summary

1. The Chief Executive's report to the council meeting on 12 December 2006 outlined the approach to service and performance improvement for Uttlesford District Council between now and 2011. Members noted and endorsed the approach and agreed that a further report be brought to this meeting providing more detail on the work involved in the Uttlesford in 2011 transformation programme.

Recommendations

2. That the council note and endorse the report.

Background Papers

3. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

   ▪ Previous council and committee reports on budgets, structure and project management;

   ▪ The recently published white paper on local government;

   ▪ The council's corporate plan and best value performance plan;

   ▪ Various audit reports from our external auditors, notably the 2005-6 Annual Audit Letter;

   ▪ The report to council on 12 December 2006

Impact

Communication/Consultation	A draft of this report was circulated to the Strategic Management Board for comments.
	Meetings have been set up with all leading political groups to discuss the report before the council meeting.
	Further staff communication and consultation is planned on the detailed elements of the transformation programme.

Community Safety	None specifically, but more effective partnership working will be an aim of the proposed programme of changes.
Equalities	The council's equality and diversity scheme is under review as part of the current corporate plan. The structural changes will be taken forward in accordance with the best practice in this field and the proposed changes to working practices will be subject to an equalities impact assessment.
Finance	The cost assumptions underpinning this report are set out in the report.
Human Rights	None
Legal implications	None
Ward-specific impacts	None
Workforce/Workplace	The proposals in this report will impact on the work practices of the whole organisation and might result in a significant numbers of managerial and staffing changes. These will be assessed and consulted upon as appropriate.

Situation

4. The Chief Executive's report on 12 December 2006 set out the clear vision for the council to set new standards for excellence in service delivery and community leadership beyond anything yet achieved by any small district in England. Our ambition is for the council to be the pre-eminent small district in the country.

5. It is vitally important that the council's vision is shared by staff and councillors and communicated to our partners, citizens and businesses in the district. Equally important is the delivery of the priorities required to turn the vision into reality. This report begins to set out how the council will achieve that vision. It illustrates the longer-term direction up to 2011 and includes a preliminary high-level action plan with specific actions for what we want to achieve.

6. The transformation programme is organic and its associated actions will be monitored, reviewed and updated as new ideas and initiatives arise. Transforming Uttlesford is about innovation and exploration, finding new ways of doing things and doing things more efficiently. The resources associated with the programme are shown where known. Any projects earmarked for inclusion in the programme will be subject to the council's

business case methodology and, where ever possible, justified on a spend to save basis.

7. The council is geared to deliver current services in a traditional way. The Integrated Customer Management initiative has already started to change the way we deliver services. The transformation programme will build on this and deliver true transformation through which true change is made. It will create sustainable, internal capacity and capability to tackle the many challenges facing the organisation over the coming years.

Corporate Plan

8. The current corporate plan (2006 – 09) will shortly be revised. The Uttlesford in 2011 transformation programme has set a clear direction of travel for the organisation over the next four years. The new edition of the corporate plan will therefore be developed around the framework of the transformation programme.

Management re-structuring

9. The allocation of services to each individual directorate has now been completed resulting in the creation of twelve divisions.

10. The process to appoint the Heads of Division is now well underway. Members of JMT attended development centres in December 2006 and feedback sessions have taken place. The next steps are detailed below: -

▪ By 26 January 2007	Production of Head of Divisions Hay questionnaire/job descriptions/person specification and competencies by all Directors. Job evaluation to be completed and agreed.
▪ By 31 January 2007	Hay job evaluation for all HOD's. Announcement to development centre delegates of HOD vacancies.
▪ By 12 February 2007	Issue salary information and invite all development centre attendees to declare their interest for positions.
▪ Between 28 February and 16 March 2007	HOD interviews. Application form and development centre information to be included in the decision making process.
▪ By 30 March 2007	Announcement of new HOD's.
▪ 1 April 2007	New HOD's officially begin their new post.

Standards of excellence

11. It is important that the council is able to demonstrate that it has achieved new standards of excellence and fulfilled its ambition to be the pre-eminent council in England. To enable this to be done, a set of core marks of excellence will be established to review, monitor and assess how we have progressed. These marks of excellence will be developed with Members, staff and customers over the coming weeks. It is expected that they will cover the following areas: -

▪ Quality	• European Foundation for Quality Management (EFQM) • Chartermark • International Organisation for Standardisation (ISO) 9001 • Investors In People
▪ External assessment	• Comprehensive Performance Assessment (CPA) • Best Value Performance Indicators (BVPI) • Key performance indicators (use of balanced scorecard)
▪ Cost	• Cost per service • Value for money (VFM) reviews
▪ Customer service	• Satisfaction surveys • Customer service standards
▪ Sustainability	• Exceeding government targets and standards • International Organisation for Standardisation (ISO) 14000
▪ Profile and reputation	• Local Government Association reputations campaign • National awards for service quality and excellence

Transformation programme approach

12. It is proposed that a Member Steering Group is set up to monitor progress of the transformation programme and further develop the areas of activity within each work stream. The programme itself will take the following approach: -

▪	Programme Design	Setting the clear direction of travel by way of whole programme design providing a four year activity plan, identified projects, identified resources, and summary work stream outcomes;
▪	Programme Management	Maintaining momentum, reviewing applicability of the programme, assuring benefits are realised, transition plans meet objectives and that quality of transformational delivery remains high;
▪	Project management & delivery	Directly managing individual project work streams ensuring joint teams deliver to programme and that appropriate professional assistance is provided by specialists at the right time.
		Using the council's own toolkit to manage the projects, embracing the Prince2 methodology.
		A project initiation document (PID) will be produced, which will define the programme. It forms the basis for its management and the assessment for its overall success. The PID will set out the key milestones and initial risk register.
▪	Creating internal capability and building capacity	Comprehensive assessment and achievement of learning targets focused upon the creation of a self sustaining internal capability.

Transformation programme work streams

13. The Strategic Management Board held a workshop on 18 January 2007 to discuss the transformation programme. It established that there were a number of challenges and pressures for change facing the council over the next few years. These were developed into critical success factors that the organisation needed to focus on and which have been incorporated into the programme.

14. To manage the implementation and enable effective delivery, twelve major work streams have been developed within the framework of the programme to prioritise our efforts and allocate resources. Most of these were mentioned in the report to council on 12 December 2006.

15. The diagram at appendix 1 helps to explain how all the elements of the programme fit together.

16. The next part of this report briefly explains the context for each work stream. Appendix 2 gives details of the high-level actions so far identified within each work stream. The work associated with each work stream will

be further developed over the coming months as the detailed activity begins to take shape.

Work stream 1 - Change management

17. The change management work stream is cross cutting. It provides consistency for the entire programme by establishing a common analysis methodology, integration of all the components of change and supporting creation of a shared change culture.

18. Process, procedures and systems do not make change happen, people do. Consequently there is a clear need for the change management work stream to consider change to people and their behaviours. How council staff interact with the public is as important as the information they provide them. Full consideration will be given to how changes to the organisation, information systems, processes and working environment are implemented to deliver overall improvement.

19. The change management work stream will deliver:-

   ▪ Complete and integrated assessment of change including organisation, information, processes, working environments and people and their behaviours;

   ▪ Complete, integrated, prioritised, affordable and adequately resourced change implementation across all work streams;

   ▪ A sustainable change culture embracing all staff within the council that will generate on-going improvements;

   ▪ Staff and Members contributing to and owning change they have designed.

20. A critical aspect of change management will be effective communication with staff to ensure consistent messages about change are provided frequently and regularly. This will help prevent concerns arising, which could lead to resistance to change. The work stream will have its own communications plan.

21. The change management work stream will integrate with all other work streams, project management disciplines and reporting requirements to ensure co-ordinated progress.

22. A key requirement is for change to come from within the council not be imposed from outside. This will help ensure ownership and commitment to new ways of working. To achieve this requires the development of sufficiently skilled talent to conduct detailed analysis and design of service improvement, ideally to nationally recognised levels of proficiency. The remit of the council's organisational re-engineering team will be broadened so that there is continuous improvement even after the change programme has concluded.

23. Appendix 2 gives a broad outline of the work involved in this stream. This approach is entirely consistent with the Communities for Local Government (CLG) National Process Improvement Programme (NPIP) which will be used as a guide to emerging best practice in local authority process improvement techniques and methods.

Work stream 2 - Member support and development

24. Continued Member development is essential if local government is to thrive and prosper. Members have development needs when they are elected and require ongoing support so that they can be fully effective in their role.

25. A review is planned to incorporate best practice around Member support and community leadership. As part of the review, a Member Reference Group will be established to offer views and opinions on the democratic service function from a customer perspective.

26. Consideration will be given to introducing a recognised programme, such as the IDeA Charter for Member Development, which provides good practice guidelines to help councils build their elected member capacity. In general, support for members should be available in a number of forms, from training on specific issues to having effective information and communication technology both remotely and when conducting business in council committee meetings.

27. The high-level action plan at appendix 2 contains the initial activities to be covered under this work stream. It is intended to hold a work shop to elicit additional and future development and support needs shortly after the May 2007 election.

Work stream 3 - Organisational re-engineering

28. The council's organisational re-engineering (OR) programme was established at the start of the council's Integrated Customer Management initiative. One of the main aims was to identify the routine, less complex customer enquiries that could be dealt with by the new customer services centre. It would also look at more efficient ways of dealing with 'back office' enquiries.

29. One of the key deliverables of the OR programme was the knowledge transfer during phase I of the programme to the council's internal OR team. This would ensure that the programme was sustainable and continue throughout the whole organisation.

30. The first four phases of the OR programme focuses on the council's main customer facing services: -

   - Phase I   Revenues and benefits, cashiering, anti-fraud and reception;

   - Phase II   Housing services;

   - Phase III   Development services, including building surveying; and

   - Phase IV   Environmental services.

31. Phase I of the OR programme has been delivered and potential savings of £43,000 (cashable) and £164,000 (non cashable) have been realised. Phase II in housing services is now well underway and due to be completed by the end of March 2007.

32. A review of the scope of the OR programme has recently been conducted in the light of the council's clear commitment to accelerate business transformation. Consequently, the scope of the OR programme will be broadened with some organisational issues being looked at earlier than originally planned. Also, some additional areas of activity will be addressed. This will lengthen each individual phase, but will ensure that there is complete coverage. The additional areas of activity are: -

   - Effective use of other corporate systems like the geographical information system and document imaging;

   - Remote and mobile working assessments (including the business case for change);

   - Cross cutting service opportunities (for example the establishment of a council wide corporate debt team);

   - Procurement and effective use of marketplace; and

> ▪ A pragmatic assessment of potential for shared service delivery.

Work stream 4 - Human resource management

33. The management re-structuring is establishing a new director and heads of division structure. The council's new top management structure will be key to delivering the council's vision of setting new standards of excellence.

34. A human resource strategy is currently being developed which will encapsulate much of what needs to be done in this work stream. The strategy will cover: -

   ▪ HR provision: how the service is offered, resourced and monitored;

   ▪ Diversity and equality;

   ▪ Resource and capacity building: recruitment, training and development, succession planning, flexible, remote and home working;

   ▪ Employee benefits and rewards;

   ▪ Employee and trade union relations;

   ▪ Health, Safety and Welfare

35. There is an urgent need to look at the council's main policies and procedures, not just those within human resources, so that they provide a broad framework within which the organisation operates but at the same time providing enough freedom to foster individual innovation and creativity.

Work stream 5 - Sustainability

36. Sustainability has been high on the Council's agenda for a number of years and it is one of the council's four main aims in the corporate plan for 2006-09. The council has a duty as part of its community leadership role to promote sustainability. The national principles of sustainability are: -

   ▪ Living within environmental limits;

   ▪ Ensuring a strong healthy and just society;

   ▪ Achieving a sustainable economy;

   ▪ Promoting good governance;

   ▪ Using sound science responsibly.

37. In terms of living within environmental limits, climate change is one of the biggest problems that we face as a planet.   There have been significant UK policy developments to cut greenhouse gases and secure energy supplies in recent times whilst securing other objectives. Part of the national strategy is to get local authorities to provide local solutions to this international problem. Tackling climate change is likely to be part of the performance assessment framework for local authorities from 2008.

38. The Council has a responsibility to both reduce its own carbon footprint and also help people to change their lifestyles in response to climate change.

39. The Scrutiny Climate Change Investigation Group has already done some excellent work in researching and identifying what the council needs to do to deal with climate change issues.

40. One of the early pieces of work will be to assess how well our existing buildings can cope with our future energy needs. The review of council properties (work stream 6) will take into account future sustainability needs and energy usage.

41. The council will make every effort to contribute to solving the growing problem of global warming by aspiring to be fully carbon neutral. It is proposed to set up a Member and officer 'think tank' to ensure that sufficient consideration is given to all the sustainability issues facing the council, including its future accommodation needs, energy and travel policies.

Work stream 6 – Council properties

42. The report to council on 12 December 2006 stated that there was a need to make an early assessment as to whether all our current offices are capable of becoming fit for future purposes. This should not be construed as an intention, or desire, to move out of the Saffron Walden offices. However, it is necessary to undertake a review of all the council's buildings in Saffron Walden, Dunmow, Newport and Thaxted to identify the current constraints, risks and opportunities that are available.

43. In carrying out the review, regard will need to be given to our future human resource needs, best use of technology, our future service delivery plans, the potential to realise capital and revenue savings from any such project and to embrace the growing need to be a community leader for sustainability.

44. It is proposed to set up a member task group to take this forward. One of the first steps will be to commence the development of a corporate property strategy, including a full options appraisal.

Work stream 7 - Information and communications technology

45. Technology alone does not transform service delivery but the council cannot change to meet modern citizens' expectations without it.

46. The current Information and Communications Technology (ICT) strategy pulls together our existing challenges and commitments, sets out our priorities and considers what has been achieved so far so that we are clear where we should be concentrating our efforts. This strategy also reflects the priorities set out by central government in seizing the opportunities provided by technology to transform services provided to citizens.

47. ICT is widely recognised as a key enabler of transformation and the programme of work in this area reflects this. The nature of ICT is such that there are always new developments on the horizon. The programme of work is an informed appraisal of what we need to focus on over the next few years, but as with all areas of the transformation programme, is subject to ongoing review and updating.

Work stream 8 – Community engagement

48. The council aims to "provide strong community leadership and openness." Consultation, both within the council, and between the council and its citizens, is an essential process that must be undertaken in order to achieve this aim.

49. The council's consultation strategy contributes to the work needed to respond to the government's Local Government White Paper (2006), which states that local people should have more say in running local services.

50. The council's priorities, objectives and services must be user, not provider led, and reflect the needs of the community, customers and citizens. This is only possible with effective community engagement. The transformation programme will build on the good work that is now being done in engaging with the community. The high-level action plan contains activities to develop some of the existing methods of engagement, plus some new initiatives.

Work stream 9 – Communication

51. The stronger our communications, the better our reputation and the higher the public's satisfaction with the services we provide. There is some excellent work being done by the authority, but not enough people outside the council are aware of it.

52. A great deal of work on internal communications has already been done by the council's cohort group. Their findings, allied to our external communications requirements, will be pulled together to form a robust

communications strategy. The transformation programme communication work stream will form part of the council's overall communications strategy and be complementary to the consultation strategy. It will cut across and dissect all the other work streams.

53. An overarching communications plan will be developed for the programme, but some work streams will have their own communications plan. The overarching plan will set out how the internal and external communications activity will be handled and detail key actions, responsibilities, audiences, media, and key deliverables for each audience.

Work stream 10 – Customers

54. The Integrated Customer Management initiative is starting to change the way services are delivered to our customers. There is still much to do, but the foundations have been laid with the establishment of our unique UConnect service, which will ensure that the customer experience is more consistent and efficient across the whole council.

55. Our customer service strategy should reflect any related research or studies being undertaken and recognised best practice. The report commissioned by the Local Government Association entitled 'putting the customer first: lessons from business' sets out how the Council can learn how the private sector has used customer information to improve performance.

56. Through improved technology, we will now be able to collect more information about our customers. This improved customer intelligence will be vital in informing our future strategies and plans. We will also use customer segmentation to target hard to reach groups and ensure that the delivery mechanisms for services are effective and meet the needs of the community.

57. Our new systems will provide extensive management information to ensure we fully understand the costs and benefits of different ways of delivering services (face-to-face, telephone, online etc). This will enable us to develop a channel migration strategy so that our customers use the most suitable access method for them and the most economic for the council.

Work stream 11 - Shared and collaborative services

58. In order to deliver the transformation and value for money that our community needs, we will have to challenge traditional methods of service delivery, eliminating waste in order to drive efficiency.

59. This will mean the council and other public bodies working together to overcome administrative boundaries that sometimes act as a barrier to service transformation. To meet this challenge, as a first step, the council

needs to adopt a service delivery strategy, which will set out our approach to shared and collaborative services.

60. The outcome will be a clearly defined strategic, but pragmatic approach, which will enable the council to seize opportunities that may arise to share services or work in collaboration with others.

61. The strategy will provide the platform for an early assessment of likely candidates for collaborative working. The assessment will cover identified opportunities, cost benefits and roadmap for joint service delivery.
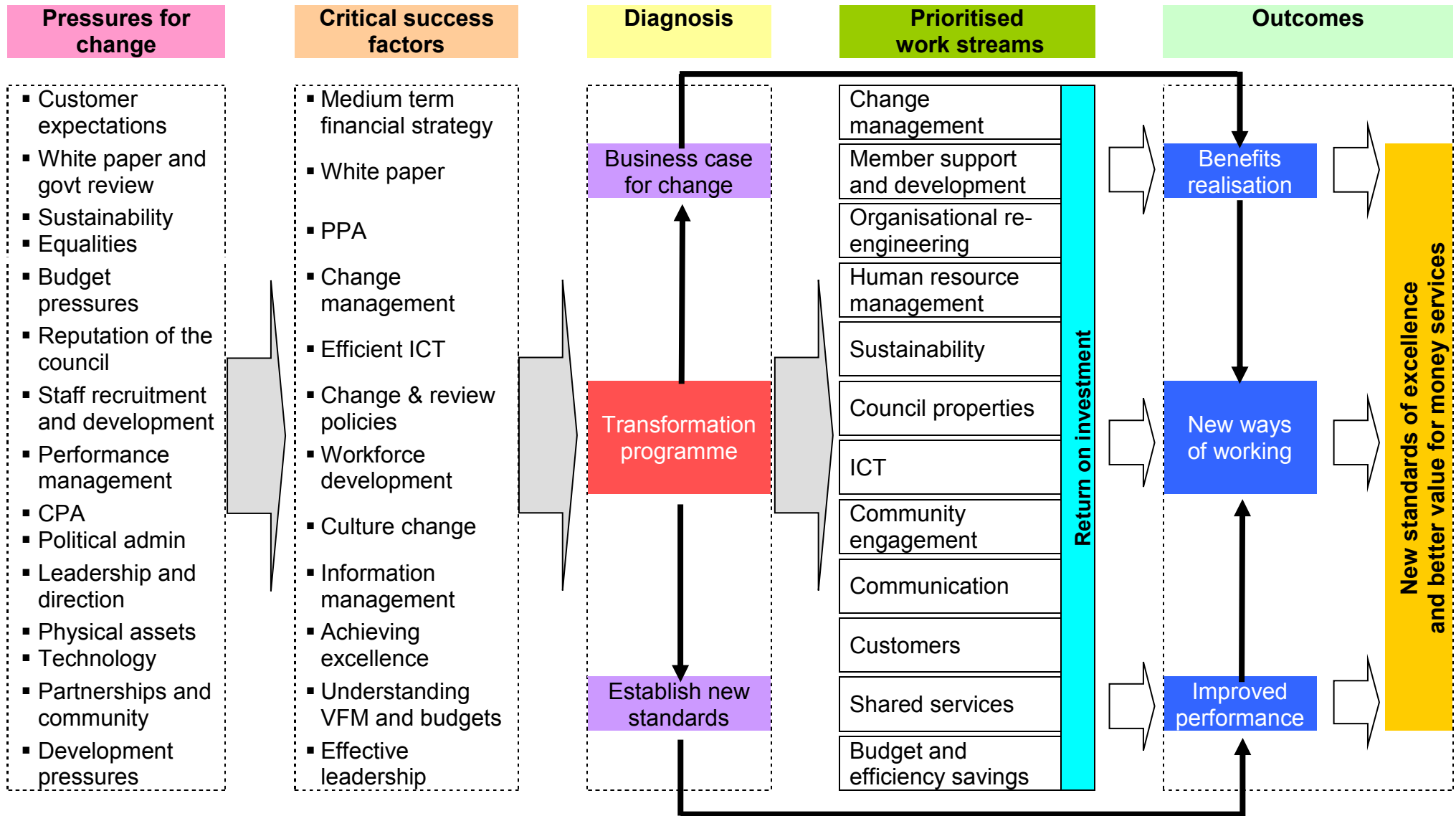
Work stream 12 – Financial management and efficiency savings

62. The Comprehensive Spending Review 2007 could result in significant changes in funding streams over the next few years. Additionally, the government has set new efficiency targets for 2007/08. The recent white paper focused on the need for council's to make ongoing efficiency savings and embrace new and different ways of doing things, such as shared services and collaborative working.

63. The council is in the process of developing a medium term financial strategy (MTFS). This key financial planning document will reflect the priorities in the council's corporate plan. One of the most important aspects of the MTFS is the development of a series of financial projections to determine the achievability and sustainability of the financial plans required to deliver the priorities in the corporate plan.

64. At an operational level, there is a clear need for underpinning knowledge and systems to be improved so that senior managers can make informed decisions about their budgetary performance.

65. The transformation programme has an ambitious and challenging target of delivering £1.5m revenue savings between now and 2011. This will not be achieved through the OR programme alone and some important decisions will have to be made in the near future about the way we deliver our services.

66. The high-level action plan includes budget details for each activity, where currently known. In most cases, the budget has been considered by the appropriate committee as part of the 2007/08 budgetary process. The council's budget for next year is being considered as a separate item on this agenda.

67. The transformation programme aims to implement new, improved ways of working. As mentioned earlier, any initiative or project will be subject to a sound business case with return on investment statement. A one off revenue budget of £40,000 has been identified to initiate projects, which will eventually deliver large scale savings to the council.

Risk Analysis

68. The following have been assessed as the potential risks associated with this issue.

Risk	Likelihood	Impact	Mitigating actions
That the council is unable to address the challenges facing it between now and 2011	Medium	The likelihood is that service quality, while initially remaining high will suffer as staff become increasingly unable to 'patch' quality simply by increased effort	The approach set out in this report will encourage a wide range of staff and members to fully engage with the programme of change – thereby enabling the knowledge and approach necessary to be fully embedded within the culture and practice of UDC
That the attempt to address the challenges proves unsustainable or unsuccessful	Low	Initial enthusiasm gives way to disillusion, and drastic action becomes necessary as a result of unsustainable financial or operational circumstances	The proposals in this report are designed to anticipate the challenges that might arise and give an opportunity to the organisation to move to a more sustainable (in every sense) footing in advance of them reaching crisis point.
That the legislative or statutory framework in which the council operates changes in ways which frustrates the purposes of this report	Medium	Government might choose to change the legal framework in which we operate or even the structure of local government in England: depending on the extent of the change, it is possible that UDC's ambition could be frustrated as a result	The approach set out continues the organisation's focus on service quality, but will boost our communications capability and enable us to ensure that – whatever the legal framework – the interests of Uttlesford communities are protected.

**A structured approach to delivering the
Uttlesford in 2011 transformation programme**

Pressures for change	Critical success factors	Diagnosis	Prioritised work streams	Outcomes

- Customer expectations
- White paper and govt review
- Sustainability
- Equalities
- Budget pressures
- Reputation of the council
- Staff recruitment and development
- Performance management
- CPA
- Political admin
- Leadership and direction
- Physical assets
- Technology
- Partnerships and community
- Development pressures

- Medium term financial strategy
- White paper
- PPA
- Change management
- Efficient ICT
- Change & review policies
- Workforce development
- Culture change
- Information management
- Achieving excellence
- Understanding VFM and budgets
- Effective leadership

Business case for change

Transformation programme

Establish new standards

Change management

Member support and development

Organisational re-engineering

Human resource management

Sustainability

Council properties

ICT

Community engagement

Communication

Customers

Shared services

Budget and efficiency savings

Return on investment

Benefits realisation

New ways of working

Improved performance

New standards of excellence and better value for money services

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Appendix 2

Work stream 1			
High-level action plan			
Change management			
Activity	**When?**	**Funding & resources**	**Outcome**
Investigate change programme delivery models	By 30 April 2007	Existing resources	Selection of most suitable model for delivering change programme
Whole change programme design	By 30 June 2007	Existing resources	Creation of whole organisational change intervention plan
Deliver structured change programme	Ongoing	Existing resources	Organisation and stakeholders fully engaged with transformation programme
Complete stakeholder analysis	By 31 August 2007	Existing resources	Documentation and understanding of stakeholders, influences and barriers
Complete information network matrix	By 31 August 2007	Existing resources	Demonstration of formal and informal network

Work stream 1 High-level action plan			
Change management			
Activity	**When?**	**Funding & resources**	**Outcome**
Prepare communication plans	By 30 June 2007	Existing resources	Production of a formal task orientated plan for delivering appropriate communication
Prepare communication documents	By 31 July 2007	Existing resources	Preparation and publication of articles and documents aimed toward appropriate audiences
Deliver planned communication	Ongoing	Existing resources	Management of the set plan and delivering in an appropriate way
Benchmark against Communities and Local Government National Process Improvement Programme (NPIP)	Ongoing	Existing resources	Ensures consistent and measured approach

Work stream 2 High-level action plan			
Member support and development			
Activity	**When?**	**Funding & resources**	**Outcome**
Workshop to identify future Member support and development needs	By 31 May 2007	Existing resources	Generic and individual Member support programme
Provide training activities to develop the skills and knowledge of councillors	Ongoing	Existing resources	Members able to effectively fulfil their role
Consider the IDeA Charter for Member Development or similar charter award	By 31 July 2007	Subject to activity proceeding	Structured approach to Member development and capacity building
Introduce paperless council and committee meetings	By 31 March 2009	Existing resources	More efficient, economic and sustainable council and committee meetings
Introduce new Member mentor scheme	By 31 July 2007	Existing resources	Increased knowledge of the way the council operates and improved Member and officer relations

Work stream 2
High-level action plan

Member support and development

Activity	When?	Funding & resources	Outcome
Establish Member ICT needs post May 2007 election	By 31 July 2007	ICT capital programme 2007/08	Members given tools to effectively carry out their role
Evaluate and if necessary introduce Member weekend ICT support	By 31 August 2007	Subject to activity proceeding	Members given support to effectively carry out their role
Influence and attract a wide and diverse cross section of the public, representative of their communities, to stand for election (eg younger people)	Ongoing	Existing resources	Broader range of people representing the community
Identify materials and activities to enable councillors to more easily carry out their community leadership role	By 31 December 2007	Existing resources	Members given tools and support to effectively carry out their role
Ensure the democratic services function is able to support modern democratic practice (eg e-democracy)	By 31 March 2010	Existing resources	Efficient and effective democratic service support to Members
Introduce new LCG model code of conduct	By 31 December 2007	Existing resources	Clearer, simpler and more proportionate code of conduct for Members

Work stream 3 **High-level action plan**			
Organisational re-engineering			
Activity	**When?**	**Funding & resources**	**Outcome**
Housing services	By 31 March 2007	Existing resources	More efficient and economic customer facing and support service functions
Planning, development control and economic development	By 30 September 2007	Existing resources	"
Building surveying	By 31 December 2007	Existing resources	"
Environmental services, waste management and public health	By 31May 2008	Existing resources	"
Finance, property/asset management and contract management/procurement	By 31 October 2008	Existing resources	"
Human resources	By 31 January 2009	Existing resources	"
Corporate administration	By 31 March 2009	Existing resources	"

Work stream 3 High-level action plan			
Organisational re-engineering			
Activity	**When?**	**Funding & resources**	**Outcome**
UConnect service centres	By 31 May 2009	Existing resources	More efficient and economic customer facing and support service functions
Democratic services	By 31 August 2009	Existing resources	"
Parking and concessionary fares	By 30 November 2009	Existing resources	"
Information and communication technology	By 31 March 2010	Existing resources	"
Museum	By 31 May 2010	Existing resources	"
Community development	By 31 July 2010	Existing resources	"
Licensing	By 30 September 2010	Existing resources	"

Work stream 3 High-level action plan			
Organisational re-engineering			
Activity	**When?**	**Funding & resources**	**Outcome**
Land charges	30 November 2010	Existing resources	More efficient and economic customer facing and support service functions
Emergency planning	By 31 January 2011	Existing resources	"
Others	By March 2011	Existing resources	"

Work stream 4 High-level action plan			
Human resources			
Activity	**When?**	**Funding & resources**	**Outcome**
Produce human resource strategy	By 30 June 2007	Existing resources	More explicit and coherent approach to management and development of employees
Produce employee development charter	By 31 December 2007	Existing resources	Clear, future learning and development expectations from an organisation and employee perspective
Develop equalities standard to achieve level 2 status	By 31 March 2008	Existing resources	Provide equal and universal access to services and employment for all people living in the district
Introduce corporate learning development programme for senior managers	By 31 March 2008	Existing resources	Senior managers fully equipped to carry out their role within the organisation

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Work stream 4 High-level action plan			
Human resources			
Activity	**When?**	**Funding & resources**	**Outcome**
Develop talent management, promotion and succession planning model	By 30 June 2008	Existing resources	Wider career progression opportunities for employees, nurturing talent and leadership development
Review flexible, remote and home working arrangements	By 31 August 2008	Existing resources	Better work life balance, improved motivation and employee retention
Review employee rewards and benefits	By 31 March 2008	Existing resources	Improved employee benefits, motivation and retention
Review recruitment scheme including development of structured employee trainee recruitment programme and use of temporary, agency staff	By 31 March 2008	Existing resources	Improved career development and progression opportunities
Review corporate HR policies and procedures	By 31 March 2008	Existing resources	Policies and procedures are consistent with new systems of management

Work stream 4
High-level action plan

Human resources

Activity	When?	Funding & resources	Outcome
Produce council wide employee training and development plan	By 31 December 2007	Existing resources	Structured programme of training and development aligned with annual appraisal process
Review employee and trade union relations	By 31 July 2007	Existing resources	Trade unions actively involved in and embrace changes in working methods
Review employee health, safety and welfare policies	By 30 September 2007	Existing resources	Health and safety and welfare policies reflect changes in working methods
Investigate performance related pay	By 31 March 2009	Subject to activity proceeding	Improved performance oriented culture

Work stream 5
High-level action plan

Sustainability

Activity	When?	Funding & resources	Outcome
Establish climate change 'think tank'	By 30 April 2007	Existing resources	Aid development of climate change strategy and innovative ways of tackling problem
Establish Energy Management Team	By 31 December 2007	Existing resources	Responsibility for energy management and achieving energy and emissions savings
Establish feasibility of achieving carbon neutrality and associated work	By 30 September 2008	Existing resources	Determination of council's objective to be wholly carbon neutral
Develop climate change strategy and energy management policy, including targets for greenhouse gases	By 30 September 2008	Existing resources	Strategy will set out how the council will achieve its objectives in relation to reducing greenhouse gas emissions
Investigate and use best practice in energy management	Ongoing	Existing resources	Deployment of best practice methodologies in energy management

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Work stream 5 High-level action plan			
Sustainability			
Activity	**When?**	**Funding & resources**	**Outcome**
Align council strategies and plans to reflect sustainable working (for example more effective use of technology to reduce unnecessary travel and paper usage).	By 30 November 2008	Existing resources	Ensure that the environmental impacts of all decisions are considered and mitigated where possible
Investigate adoption of Environmental Management systems such as ISO 14000 and BS8555	By 31 December 2010	Subject to activity proceeding	Provision of strategic approach addressing all aspects of the environmental challenges
Seek funding from Carbon Trust for energy management plan implementation	By 31 December 2008	Capital programme 2007/08	Enable implementation of energy management plan
Develop sustainability community leadership role, encouraging businesses, schools, residents and other community groups to reduce their contribution to CO_2 emissions and prepare for the impacts of climate change	Ongoing	Existing resources	Raise importance and awareness of climate change issues
Consider the Local Authority Carbon Management programme	Ongoing	Existing resources	Guidance and help on how to reduce carbon emissions

Work stream 5
High-level action plan

Sustainability

Activity	When?	Funding & resources	Outcome
Develop council climate change communications plan	Ongoing	Existing resources	Production of a formal task orientated plan for delivering appropriate communication
Deliver effective green travel plans	Ongoing	Existing resources	Reduction in travel emissions
Investigate a local sustainability award scheme	31 March 2008	Subject to activity proceeding	Recognition of developments that contribute to long-term sustainability
Use beacon councils climate change toolkit to monitor progress	31 March 2010	Existing resources	Monitor progress and benchmark with other organisations
Review employee lease and loan car scheme	Ongoing	Subject to activity proceeding	Provision of additional incentives for using low carbon emission vehicles
Introduce paper reduction strategy	By 31 March 2008	Existing resources	Reduction in paper usage and costs

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Work stream 6 High-level action plan			
Council properties			
Activity	**When?**	**Funding & resources**	**Outcome**
Establish Member Task Group	By 31 March 2007	Existing resources	Informed full options appraisal and corporate property strategy
Develop corporate property strategy	By 31 May 2007	Existing resources	Set clear direction of travel and associated actions
Produce options appraisal assessment	By 30 June 2007	Existing resources	Informed decision on utilisation of council properties
Report options appraisal assessment to Properties Member Task group and Transformation Member Steering Group	By 31 July 2007	Existing resources	Decision on preferred option for reporting to council
Implement preferred option actions	Dependant on preferred option	Subject to activity proceeding and selected option	Coherent and robust management of council properties

Work stream 7 High-level action plan			
Information and communications technology			
Activity	**When?**	**Funding & resources**	**Outcome**
Replacement planning, environmental services, land charges and building surveying system	By 31 October 2008	ICT capital programme 2007/08	More efficient, user friendly and economic system
Programme of Member IT equipment review and replacement	By 31 March 2008	ICT capital programme 2007/08	Members able to carry out their role more effectively
Corporate workflow	By 31 December 2011	Provisional ICT capital programme 2008/09	Reduction in labour intensive, manual processes and reduction in costs
Computer telephony integration	By 31 March 2009	Provisional ICT capital programme 2008/09	More efficient response to customer telephone enquiries and reduction in costs
Replacement electoral system	By 31 March 2009	Provisional ICT capital programme 2008/09	More efficient, user friendly and economic system

Work stream 7 High-level action plan			
Information and communications technology			
Activity	**When?**	**Funding & resources**	**Outcome**
Customer Relationship Management (CRM) system online development	By 31 March 2009	Provisional ICT capital programme 2008/09	Customers able to 'self serve' using frequently asked questions
CRM integration development	By 31 December 2011	Future ICT capital funding bid	Customer enquiries dealt withy more efficiently
Consider key supplier relationship	By 31 March 2008	Existing resources	Greater compatibility of systems
Review ICT support arrangements for remote and home workers	By 31 March 2008	Future ICT capital funding bid	Employees and Members able to carry out role more effectively
Corporate document imaging	By 31 December 2011	Existing resources	Release of accommodation and improved efficiencies
Financial management system rebuild	By 31 March 2008	Existing resources	More efficient and user friendly system. Greater budgetary ownership by managers

Work stream 7
High-level action plan

Information and communications technology

Activity	When?	Funding & resources	Outcome
Roll out of remote and mobile working	By 31 December 2011	Existing resources	More employees able to work remotely and improved service for current home workers
T-Government projects access kiosks, automated direct debits, others)	By 31 December 2011	Future ICT capital funding bid	Improved customer service delivery and efficiencies
Organisational re-engineering associated projects	By 31 December 2011	Existing resources	Improved efficiencies and cost reduction
Review HR system to identify improvements to Uaccess	By 31 March 2009	Existing resources	More efficient and user friendly system
Investigate business intelligence systems	By 31 December 2010	Subject to activity proceeding	Detailed management information to support future strategies, plans and service delivery
Investigate structured oriented architecture	By 31 December 2010	Subject to activity proceeding	Improved efficiencies and cost reduction

Work stream 7			
High-level action plan			
Information and communications technology			
Activity	**When?**	**Funding & resources**	**Outcome**
Investigate identity management systems including biometric functionality	By 31 December 2010	Subject to activity proceeding	Improved systems security and efficiencies
Develop strategy for systems integration and data sharing within the council and externally	By 30 September 2008	Existing resources	More efficient and improved customer service
Develop common standards for ICT use	By 30 June 2008	Existing resources	Improved security and reduced risk
Investigate deployment of video conferencing	By 31 December 2008	Subject to activity proceeding	More sustainable, improved communications and service delivery
Review ICT high energy usage devices	By 31 March 2009	Subject to activity proceeding	Reduced carbon emissions
Investigate vehicle tracking device	By 31 March 2009	Subject to activity proceeding	More secure and safer working for employees

Work stream 8 High-level action plan			
Community engagement			
Activity	**When?**	**Funding & resources**	**Outcome**
Introduce and develop locality management model	By 30 September 2007	Existing resources	Area panel structure will reflect increased emphasis on area governance and locality management
Introduce diversity forum	By 30 June 2007	Existing resources	Identification of areas for action and awareness raised of issues
Consider further use of webcasting for council meetings	By 31 December 2007	Subject to activity proceeding	Allows the Council to reach potentially untapped sectors of the community
Develop strategies and services to support migrant workers (reference audit commission report - crossing borders)	By 30 September 2007	Existing resources	Council's priorities, plans and service delivery will reflect migrant workers needs
Lead and develop the newly created SOLACE migrant workers forum	Ongoing	Existing resources	Council able to influence important, national issue

Work stream 8
High-level action plan

Community engagement

Activity	When?	Funding & resources	Outcome
Ensure consultation strategy has regard to hard to reach groups	By 30 April 2007	Existing resources	Fully inclusive strategy that reaches all members of the community
Participate in county wide officer group on public engagement	Ongoing	Existing resources	Sharing of knowledge and best practice
Consider joint funding of consultation post with Essex County Council and carry out more collaborative working with ECC	By 30 June 2007	Existing resources	Coordinated approach to consultation

Work stream 9
High-level action plan

Communication

Activity	When?	Funding & resources	Outcome
Produce council's communications strategy	By 31 July 2007	Existing resources	Strategy will set out how the council will achieve its objective of carrying out effective communication
Consider and if appropriate introduce LGA Reputations Campaign	By 31 March 2008	Existing resources	Improved reputation of council
Produce transformation programme communications plan	By 30 April 2007	Existing resources	Production of a formal task orientated plan for delivering appropriate communication
Develop individual work stream communications plans, where appropriate	By 31 May 2007	Existing resources	Production of a formal task orientated plan for delivering appropriate communication
Identify first areas for work stream 'think tanks'	By 30 September 2007	Existing resources	Establishment of early 'think tanks'

Work stream 9 High-level action plan			
Communication			
Activity	**When?**	**Funding & resources**	**Outcome**
Consider media relations training for officers and Members	By 31 August 2007	Existing resources	More effective communication with the media
Produce corporate design guide	By 31 July 2007	Existing resources	Improved and more consistent standards of council literature and branding
Develop council's website	By 31 March 2008	Existing resources	Improved accessibility for customers, citizens, businesses and other organisations
Develop council's intranet	By 31 March 2008	Existing resources	Improved accessibility for Members and staff

Work stream 10 High-level action plan			
Customers			
Activity	**When?**	**Funding & resources**	**Outcome**
Set up customer focus group	By 30 September 2007	Existing resources	Customer views and opinions inform future strategies and plans
Carry out review satellite customer service centre provision and implement any necessary changes	By 30 June 2007 (review)	Subject to activity proceeding	Future provision of satellite service centres identified
Benchmark customer service delivery against other councils	Ongoing	Existing resources	Areas for service improvement identified
Identify and implement emerging access channels	Ongoing	Future ICT capital funding bid	Improved and more efficient customer service
Develop access channel migration strategy	By 31 March 2009	Existing resources	More suitable, efficient and economic customer services
Develop collaborative working arrangements with partner organisations such as Essex County Council and CAB	By 31 December 2007	Existing resources	Improved customer service and more joined up working

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Work stream 10 High-level action plan			
Customers			
Activity	**When?**	**Funding & resources**	**Outcome**
Review and stretch customer service standards	By 31 March 2008	Existing resources	Ensure continuous improvement in service delivery
Set up internal focus group of users	By 30 September 2007	Existing resources	Stronger working relationship between customer facing and back office staff
Integrate best practice and research, such as work being done by the LGA, into future strategies and plans	Ongoing	Existing resources	Achievement of best in class status

Work stream 11
High-level action plan

Shared and collaborative services

Activity	When?	Funding & resources	Outcome
Produce strategic approach to service delivery	31 May 2007	Existing resources	High level commitment to explore and seize opportunities for shared and collaborative services
Set direction of travel and objectives	31 July 2007	Existing resources	Roadmap for joint service delivery
Identify barriers to, and business drivers and levers for, shared and collaborative service delivery	31 July 2007	Existing resources	Risk minimised and establishment of business case for change
Produce baseline data for all services showing cost and quality dimensions	31 October 2007	Existing resources	Detailed analysis of all aspects of service performance
Carry out tactical assessment of potential shared services	31 December 2007	Existing resources	Identification of potential services for shared and collaborative services
Integrate with OR programme	Ongoing	Existing resources	Ensures shared service opportunities are not missed

Work stream 12			
High-level action plan			
Financial management and efficiency savings			
Activity	**When?**	**Funding & resources**	**Outcome**
Produce medium term financial strategy	By 31 March 2007	Existing resources	Development of a series of financial projections to reflect priorities in the council's corporate plan
Undertake all actions identified in MTFS	By 31 March 2008	Existing Resources	More sustainable budgets for 2008/09 to 2010/2011
Develop and deliver budget management training programme for senior managers	By 30 June 2007	Existing Resources	Increased awareness and ownership of budgets
Carry out budget awareness sessions for all staff	By 30 September 2007	Existing Resources	Increased awareness of financial and budgetary management
Review annual budget process	By 30 September 2007	Existing Resources	Improved process for 2008/09 budget preparation