

**RIBBLE VALLEY BOROUGH COUNCIL  
REPORT TO  
POLICY AND FINANCE COMMITTEE**

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Agenda Item No.

meeting date: 23<sup>rd</sup> March 2010  
title: Corporate Services – Service Plan 2010-2011  
submitted by: Chief Executive  
principal author: Michelle Haworth – Principal Policy and Performance Officer

## **1 PURPOSE**

- 1.1 To seek Committee approval for the annual service plan covering the work of the Corporate Services Section, Chief Executives Department for the year 2010/2011.

## **2 RELEVANCE TO THE COUNCIL'S AMBITIONS AND PRIORITIES:**

- Council Ambitions: Service Plans form an integral part of the Council's performance management arrangements. Annual plans for each section shows how they contribute to the Council's corporate ambitions and objectives and improves their accountability to staff, Members and the wider community.
- Community Objectives:
- Corporate Priorities:
- Other Considerations:

## **3 BACKGROUND**

- 3.1 One of the improvements to the Council's performance management arrangements in recent years has been the introduction of annual service plans for all departments. New corporate guidance was produced in 2005 to inform the production of improved Service Plans for each of the Council's service areas. The guidance was based on best practice from leading local authorities and national agencies including the Improvement and Development Agency (IDeA). This guidance has been reviewed and updated annually.
- 3.2 A draft of the full service plan is now being presented to Committee for approval.

## **4 ISSUES FOR CONSIDERATION**

- 4.1 The Corporate Services Section was created in January 2005 with the appointment of the Corporate Services Manager. It is a small section and brought together the formerly discrete functions of Policy and Performance, Consultation, and Corporate Communications; together with the Contact Centre. The appointment of a Health and Safety Officer in September 2006 added to the range of services falling within the service plan.
- 4.2 The Corporate Services Manager left the authority in December 2008 to take up a new appointment. The post has not been replaced. Managerial responsibility for the Contact Centre has been passed to the ICT Manager – this has been reflected within the document.
- 4.3 The Corporate Services Section provides a support function to the Council and all its departments and has adopted the following mission statement:

***To provide responsive and high quality support services that assist the Council***

***in meeting the needs of the Borough”.***

4.4 It contributes to the Council’s overall corporate aim:

***To be a well managed council providing efficient services based on identified customer needs.***

4.5 The Section’s activities have been grouped under the following objectives:

- To develop the Council’s Performance Management Framework to facilitate the monitoring and reporting of the Council’s progress towards meeting it’s corporate ambitions and objectives including achievement of its Strategic Improvement Plan;
- To deliver, advise and co-ordinate the Council’s approach to CAA, and other legislative and Government Initiatives;
- To provide a high quality and effective consultation and communications service both internally and externally in-line with the Council’s Consultation and Communication strategies to inform and aid decision making.

4.6 In addition the Plan also includes budget information for the Chief Executive and an action plan for the Health and Safety Officer post who reports to the Chief Executive to deliver the following function:

- To provide a corporate health and safety advisory function to the Council in response to the Governments health and safety agenda.

4.7 Activities under each of these objectives are detailed in the annual Action Plan provided in the final section of the Plan. These include identification of responsibilities, measures of success and targets for achievement.

## **5 RISK ASSESSMENT**

- Resources: The staffing and financial implications of providing all the services described in the Plan are contained within the budget.
- Technical, Environmental and Legal: None
- Political: None
- Reputation: Service Plans improve internal planning and also accountability to the communities the Council exists to serve.

## **6 RECOMMENDATION**

6.1 The Committee is recommended to approve the Corporate Services Section annual service plan for 2009/2010 (as attached to this agenda).

**Michelle Haworth**  
**Principal Policy and Performance Officer**

**For further information please ask for Michelle Haworth, extension 4421**

RIBBLE VALLEY



BOROUGH COUNCIL

**CORPORATE SERVICES  
SERVICE PLAN  
2010 - 2011**

**RIBBLE VALLEY BOROUGH COUNCIL**

**Corporate Services Service Plan 2010-11**

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## Corporate Services Service Plan 2010-11

### **1. INTRODUCTION**

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This Service Plan covers the activities of the Corporate Services section. The section delivers the following services:

- **Policy and Performance**
  - Production of the Corporate Performance and Improvement Plan and monitoring of its delivery
  - Performance management and improvement – ensuring timely and robust collection and reporting of performance information to senior managers and members together with the capacity to lead and manage teams to secure improvements in performance
  - Promoting a culture of continuous improvement and challenging service and corporate performance
  - Leading on service reviews and supporting organizational change and improvement
  - Development and delivery of the service planning process – ensuring that service plans support the delivery of the Corporate Ambitions and Objectives; and that performance is monitored and reported.
  - Review, development and implementation of corporate policies.
  - Leading and co-ordinating the Council's response to external inspection (Managing performance/CAA).
  - Developing, promoting and supporting the implementation of performance management within the LSP.
  - Performance managing the Council's responsibilities as a partner in the LAA
- **Consultation and Research**
  - Development, implementation and review of the Council's Corporate Consultation Strategy, including administration of our Citizens' Panel
  - Administration of a Consultation/Engagement website
  - Ensures a corporate approach to consultation
- **Communications**
  - Production of Annual report
  - Management of all corporate communications, public relations and marketing of the Council and its services
  - Development, review and implementation of the Corporate Communications Strategy
  - Production of the Civic Newspaper, Ribble Valley News, on a biannual basis

# **RIBBLE VALLEY BOROUGH COUNCIL**

## **Corporate Services Service Plan 2010-11**

- **Health and Safety**

### ***Key Objectives***

The services outlined above help the Council to achieve its corporate objectives of:

- Increasing participation in communities
- Ensuring continuous improvement
- Ensuring data used by the authority for decision-making is robust, reliable and timely

### ***Key Policies and Strategies***

The Corporate Services section works to all appropriate Council policies and strategies and these help to ensure the Council's Ambitions and Objectives are met. The following is a list of policies and strategies relating to this section:

- Sustainable Community Strategy
- Corporate Strategy
- Communications Strategy
- Consultation Strategy
- Data Quality Policy
- Data Quality Strategy
- Health and Safety policies

### ***Working in Partnership***

Over the last year the Corporate Services section has been actively involved with partnership arrangements with the Collaborative Research and Consultation Service. Through this partnership we have developed and implemented an innovative community engagement and consultation website.

### ***Providing Service Excellence in Response to our Diverse Communities***

Ribble Valley is the largest district council in Lancashire and within its boundaries includes a range of geographically and socially diverse communities. In an effort to provide services that best meet the needs of these diverse communities the Corporate services section will carry out Equality Impact Assessments (EIA) in the following area:

- Recruitment to and membership of the Ribble Valley Citizens' Panel

### ***Statement of Equality***

As part of RVBC the Chief Executives department wholeheartedly supports the principle of equal opportunities in employment and the provision of services. Our commitment to equal opportunities is shared equally by both Councillors and staff. All employees within the Corporate

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## Corporate Services Service Plan 2010-11

services section are aware of the Council's equal opportunities policy, and the standards of behaviour that are expected of them.

### *Health and Safety*

The role of the Health and Safety Advisor is to formulate policies on health and safety and engender these into the Council's workforce, raising awareness and promoting a positive health and safety culture through the establishment and by the creation and monitoring of relevant performance standards.

The primary focus of the post during 2010/11 is to continue to advise CMT and Service Managers on the effective management of the Health, Safety and Welfare of employees for which they have responsibility and to reinforce the importance of Leadership, Management Competence and Worker Involvement in line with the Health and Safety Executive's new Strategy.

Monitoring of safe systems of work carried out by refuse collection teams will remain high on the agenda and will include effective management of contractors engaged in waste collection activities.

## **2. RESOURCES: FINANCE**

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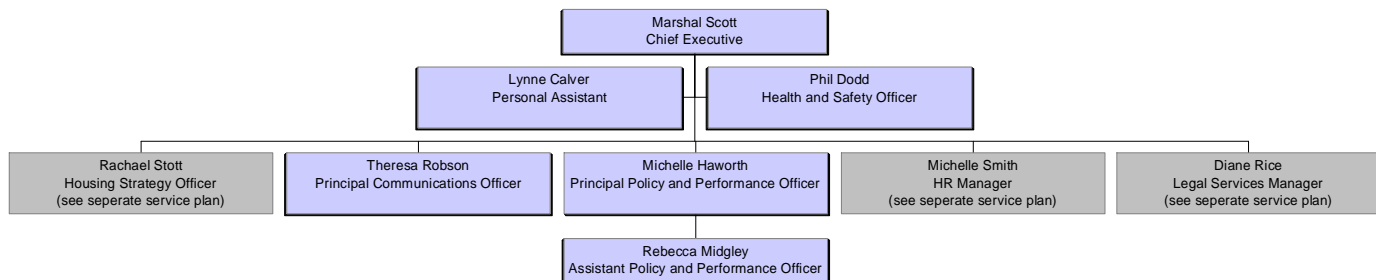
### *How much does your service cost?*

See Appendix A

## **3 RESOURCES: STAFF**

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Corporate Services employs 3 members of staff plus the Health and Safety Officer.



The Corporate Services section has identified the following HR issues.

The Human Resource issues affecting the Corporate Services Section are those common to all sections - training, development and retention of staff to meet the future needs of the service.

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### Corporate Services Service Plan 2010-11

#### **4. RISKS**

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No major operational risks identified.

#### **5. SWOT ANALYSIS**

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A SWOT analysis has been undertaken to establish the strengths, weaknesses, opportunities and threats facing the section. Identification and recognition of these issues will help inform the management priorities and future areas for development.

##### **Strengths**

- Committed and hardworking team
- Flexible and responsive to the corporate agenda
- Professional values, knowledge and approach
- Skilled and experienced staff

##### **Weaknesses**

- Small team with limited resources
- Cohesion – a team from diverse backgrounds
- Limited capacity to deliver workload

##### **Opportunities:**

- Increased collaboration to maximise experience of partners/ neighbouring authorities
- Improved consultation and engagement opportunities with the development of new partner website

##### **Threats:**

- Small size of team increases impact of any staff absence
- Outsourcing of functions
- Additional, new areas of work stretch capacity to deliver existing work programme
- Current economic climate could make resources even tighter

#### **6. KEY SERVICE ISSUES OVER THE NEXT 3 YEARS**

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The following key service issues arising over the next three years will be reflected in the Medium Term Financial Strategy as appropriate:

- A change in political control at a national level could see changes to the whole inspection regime and priorities for local government
- Further work required in the area of Community Engagement







## RIBBLE VALLEY BOROUGH COUNCIL

### Corporate Services Service Plan 2010-11

## 7. ACHIEVEMENTS





This is an update of the Action Plan proposed in the service plan for 2009/10.

### To develop the Council's approach to corporate and strategic planning and performance management

Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
09-CS 01.6 Lead on and provide support for the new CAA	Lead on and provide support for the new CAA.	Achieve a good CAA result			100 %	14 Dec 2009	13 Jan 2009	09 Dec 2009	Michelle Haworth	First CAA completed September 2009 and report received December 2009. Scored 2 overall.
09-CS 01.7 Work with LCC and partners to performance manage the Local Area Agreement	Work with LCC and partners to performance manage the Local Area Agreement	Improved partnership working leading to improved public services in response to locally determined needs.			75 %	31 Mar 2010	01 Apr 2009		Michelle Haworth	
09-CS 01.8 Oversee the implementation of the actions contained in the Improvement Plan developed following CPA	Oversee the implementation of the actions contained in the Improvement Plan developed following CPA				62 %	31 Mar 2010	12 Sep 2008		Michelle Haworth	CPA Action Plan is 62% complete.
09-CS 01.9 Ensure Data Quality standards remain high	Implement the actions contained in the Data Quality Strategy and supporting action plan	Retain level 3 for Data Quality and work towards achieving level 4			83 %	31 Mar 2010	01 Apr 2009		Michelle Haworth	DQ Strategy and action plan are 83% complete.


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Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
08-CS 01.1 Work with departments and Elected Members to develop an enhanced performance management and data quality framework	Work with departments and Elected Members to develop an enhanced performance management and data quality framework.	Improved performance management culture. Increased awareness of performance management and data quality issues amongst staff/ elected members facilitating continuous improvement. Achievement of level 3 data quality assessment by December 2008.			100 %	31 Dec 2008	12 Sep 2008	26 Nov 2008	Michelle Haworth	12 Sep 2008 Members have received further performance management 'training' through various committee reports. Data Quality Policy was approved by Policy and Finance Cttee 1 April 08. Data Quality assessment August 08 (looking at 07/08) should achieve an improved assessment score. This is to be confirmed by PWC later in the year. Data Quality and performance management training is carried out each March to ensure outturn PI's are accurately calculated.
08-CS 01.2 Ensure all officers and appropriate members are fully aware of the Council's Performance Management system (Covalent) and are appropriately trained to use it	Ensure all officers and appropriate members are fully aware of the Council's Performance Management system (Covalent) and are appropriately trained to use it.	All staff and appropriate members are fully trained in operating Covalent resulting in improved performance management of services.			100 %	31 Mar 2009	01 Apr 2008	31 Mar 2009	Michelle Haworth	31 Mar 2009 Member training taking place on 31 March prior to O&S Cttee. Refresher sessions for staff have been scheduled for 8 April 2009, including a Data Quality refresh session.
08-CS 01.3 Develop action plan arising from CPA recommendations	Develop action plan arising from CPA recommendations.	Audit Commission recommendations acted on resulting in improvements. Action plan drawn up within one month of receiving final report.			100 %	30 Jun 2008	12 Sep 2008	23 Sep 2008	Michelle Haworth	12 Sep 2008 CPA action plan was approved by Policy and Finance Cttee in July 2008.
08-CS 01.4 Work with LCC and partners to finalise development of new Local Area Agreement and delivery thereafter	Work with LCC and partners to finalise development of new Local Area Agreement and delivery thereafter.	Improved partnership working leading to improved public services in response to locally determined needs. LAA submitted to GONW in June 2008.			100 %	30 Jun 2008	01 Apr 2008	30 Jun 2008	Michelle Haworth	12 Sep 2008 LAA submitted to GONW in June 08.

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### Corporate Services Service Plan 2010-11





Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
08-CS 01.5 Develop RVBC response to emerging CAA Framework	Develop RVBC response to emerging CAA Framework.				100 %	31 Mar 2009	13 Jan 2009	31 Mar 2009	Michelle Haworth	31 Mar 2009 CMT and members have been made aware of the final CAA framework. A working group has been established and will meet on 30 April. Tom Keena, CAA Lead for Lancashire, is coming to give some guidance on 15 May.

#### To ensure consistent consultation and communication both internally and externally

Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
09-CS 02.11 Conduct two Ribble Valley District surveys using SNAP software in response to local needs	Conduct two Ribble Valley District surveys using SNAP software in response to local needs	Results used to inform policy. Subject matter of future surveys yet to be determined.			50 %	31 Mar 2010	01 Apr 2009		Michelle Haworth	13 Jan 2010 Summer survey has been conducted and topics included Refuse and Recycling collection, street cleanliness, dog fouling, affordable housing and leisure services. Results have been analysed and reported to CMT - action plan being drawn up to be reported to back CMT and relevant cttees. Winter survey to take place in Feb/March.
09-CS 02.10 Consider the impact of the Local Government and Public Involvement in Health Act, enacted in October 2007, which included the provision for a new Duty to Involve, to be put in place from April 2009	Consider the impact of the Local Government and Public Involvement in Health Act, enacted in October 2007, which included the provision for a new Duty to Involve, to be put in place from April 2009	Citizens who are more informed and more involved in decision making	NI 4 (QoL23)		50 %	31 Mar 2010	01 Apr 2009		Michelle Haworth	





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Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
09-CS 02.7 Publish monthly internal Newsletter (Backchat) and bi-annual editions of community newspaper Ribble Valley News.	Publish monthly internal Newsletter (Backchat) and bi-annual editions of community newspaper Ribble Valley News.	High level of awareness of Council issues & achievements amongst staff and citizens. Published on time. Improved satisfaction in next staff survey.			83 %	31 Mar 2010	01 Apr 2009			Monthly copies of Backchat produced (April – Jan)
09-CS 02.8 Analyse and report results of 1st Place survey and develop an action plan.	Analyse and report results of 1st Place survey and develop an action plan..	Meet statutory requirements to conduct new survey and enhance community engagement. To be determined by DCLG.			75 %	31 Mar 2010	01 Apr 2009		Michelle Haworth	31 Mar 2009 Data has been received from Ipsos MORI and weighted results have been received from the Audit Commission. Report has been written by CRACS Coordinator and results will be presented to CMT on 1 April and to LSP Board in June. Results cannot however be published yet - all LA's are awaiting final statistics clearance from the Audit Commission.
09-CS 02.9 Consider the impact of the White Paper 'Communities in Control: real people, real power.'	The White Paper, addresses seven key issues (treated from the perspective of individual citizens): being active in the community; access to information; having an influence; challenge; redress; standing for office; and ownership and control	Citizens who are more informed and more involved in decision making			75 %	31 Mar 2010	01 Apr 2009		Michelle Haworth	
08-CS 02.2 Work with IPB Consultants to support all communications aspects associated with the possible Housing Stock Transfer.	Work with IPB Consultants to support all communications aspects associated with the possible Housing Stock Transfer.	All sections of the community kept fully informed of developments regarding potential transfer. Ongoing pending potential transfer June 2008.			100 %	30 Jun 2008	01 Apr 2008	15 Apr 2008	Theresa Robson	15 Sep 2008 Achieved. Housing stock transfer was agreed and implemented 1st April 2008.

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Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
08-CS 02.3 Undertake first new Place Survey in accordance with emerging legislation.	Undertake first new Place Survey in accordance with emerging legislation.	Meet statutory requirements to conduct new survey and enhance community engagement. To be determined by DCLG.			100 %	31 Mar 2009	01 Jul 2008	01 Apr 2009	Michelle Haworth	31 Mar 2009 Data has been received from Ipsos MORI and weighted results have been received from the Audit Commission. Report has been written by CRACS Coordinator and results will be presented to CMT on 1 April and to LSP Board in June. Results cannot however be published yet - all LA's are awaiting final statistics clearance from the Audit Commission.
08-CS 02.4 Conduct two Ribble Valley District surveys using SNAP software in response to local needs	Conduct two Ribble Valley District surveys using SNAP software in response to local needs	Results used to inform policy. Subject matter of future surveys yet to be determined.			100 %	31 Mar 2009	01 Apr 2008	06 Oct 2009	Michelle Haworth	13 Jan 2009 Summer survey has been conducted and topics included Refuse and Recycling collection, street cleanliness, dog fouling, affordable housing and leisure services. Results have been analysed and reported to CMT - action plan being drawn up to be reported to back CMT and relevant cttees. Winter survey to take place in Feb/March.
08-CS 02.5 Provide continued public relations support to Clitheroe Castle Heritage Scheme n.b. increased resource requirement during final months prior to completion.	Provide continued public relations support to Clitheroe Castle Heritage Scheme n.b. increased resource requirement during final months prior to completion.	All sections of the community kept fully informed of project. Project completion scheduled for June 2009.			100 %	31 Mar 2009	01 Apr 2008	31 May 2009	Theresa Robson	15 Sep 2008 Ongoing. Castle scheme progressing well. Ongoing media coverage at key milestones during the project.
08-CS 02.6 Provide PR/ promotional, fund-raising and sponsorship support to Council projects e.g. Phase 2, Three Stream Waste Collection Scheme etc.	Provide PR/ promotional, fund-raising and sponsorship support to Council projects e.g. Phase 2, Three Stream Waste Collection Scheme etc.	Well publicised, successful project(s). All sections of the community fully informed. As determined by individual project.			100 %	31 May 2009	01 Apr 2008	31 Mar 2009	Theresa Robson	15 Sep 2008 Ongoing. Worked closely with Streetscene Mgr to support successful implementation of Phase 2 Three Stream Waste during June 08. RV Food Trail also v. successful.

# RIBBLE VALLEY BOROUGH COUNCIL

## Corporate Services Service Plan 2010-11

<b>To provide a corporate health and safety advisory function in response to the Governments health and safety agenda</b>
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Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
08-CS 04.3 Job Profile Amends	Roles and responsibilities to be incorporated into job profiles. Provide training for depot managers.	Established and maintained management control of health and safety to meet legal requirements and minimise risks. Compliance with the Management of Health and Safety Regulations 1999, regulation 5. Incorporate in job profiles Mar 2008			50 %	31 Mar 2010	01 Apr 2008		Phil Dodd	30 Oct 2009 Training for depot managers 80% complete
08-CS 04.4 Corporate H&S Advice	Provide corporate health and safety advice and relevant legislation awareness training to RVBC staff. HSA to attend CIEH Professional Trainer course.	Raised level of awareness of existing and revised health and safety legislation enabling effective management of risks. Compliance with the Management of Health and Safety Regulations 1999, Regulation 7. Deliver H&S awareness training as per agreed Programme. By June 2008			75 %	31 Mar 2010	01 Apr 2008		Phil Dodd	16 Jan 2009 Corporate Health and Safety Advice ongoing through CMT, H&S Committee and Staff Meetings.
08-CS 04.5 Risk Assessment Training	Provide training to managers and supervisors in risk assessment process in order to complete their relevant generic and task specific assessments.	Sound health and safety planning and risk assessment process commencing with areas of highest degree of risk. Compliance with the Management of Health and Safety Regulations 1999, regulation 3. To be completed by May 2008.			40 %	31 Mar 2010	01 Apr 2008		Phil Dodd	16 Jan 2009 6 no Managers have undertaken IOSH Managing Safely Course.
08-CS 04.6 H&S Climate Survey	Carry out another H & S climate survey further to the one carried out in 2007.	Confirmation that appropriate management arrangements and adequate risk control systems are in place, and that appropriate workplace precautions exist. Confirmation of compliance with all relevant statutory duties and secondary legislation. To be complete by December 2008.			0 %	31 Mar 2010	01 Apr 2008		Phil Dodd	30 Oct 2009 Health and safety survey to be conducted in the new year
09-CS 04.2 Revise H&S Policy Arrangements	To develop the Council's Health & Safety Policy Arrangements to reflect H&S Management system.	Published strategy stating RVBC policy re. H&S issues. Compliance with section 2(3) of the Health and Safety at Work etc Act 1974 Corporate policy			0 %	31 Mar 2010	01 Apr 2009		Phil Dodd	30 Oct 2009 Policies and procedures continuing to be developed
08-CS 04.1 Revise H&S Policy	To revise the Council's Health & Safety Policy to incorporate Statement of Intent, Organisation and Arrangements to reflect H&S Management system.	Published strategy stating RVBC policy re. H&S issues. Compliance with section 2(3) of the Health and Safety at Work etc Act 1974 Corporate policy revised by October 2008.			100 %	31 Oct 2008	01 Apr 2008	30 Oct 2009	Phil Dodd	30 Oct 2009 Policies and procedures continuing to be developed

## RIBBLE VALLEY BOROUGH COUNCIL







### Corporate Services Service Plan 2010-11

Other key achievements of the service include:

- As part of the East Lancashire Collaborative Research and Consultation Service (CRACS) (formerly ELeP) we are currently developing a joint consultation and engagement website. As part of this development we have ensured that website has the capability of hosting e-petitions, so we will be well ahead of the game. The total cost of the project is around £30,000. The majority of this has been funded from CRACS reserves with an additional £1,500 being contributed by each partner (East Lancs PCT £3,000). This joint website approach has brought considerable savings to each partner. Plans for launching the new joint website are currently being developed, but it is foreseen that the launch may be delayed until after the general election. Key elected members, Corporate Management Team, service managers and some panel members will be kept informed of the development and will be involved early on in the launch plans.
- In readiness for the launch of the website the partnership has already been giving Petition Schemes some consideration. One scheme has been drafted by Ribble Valley's Principal Policy and Performance Officer, which will be tweaked and amended by each partner. Our draft scheme will be reported to Policy and Finance Committee in June, but must be approved by Full Council before coming into force.







## 8. PERFORMANCE INDICATORS & TARGETS

The Corporate Services section is responsible for the following performance indicators:

PI Code	Short Name	2007/08	2008/09	Q1 2009/10		Q2 2009/10		Q3 2009/10		Q4 2009/10		2009/10		2010/11	2011/12	Current Performance	Trend
		Value	Value	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Target	Target		
LPI CH1	The percentage of press releases receiving coverage	100%	88%	100%	90%	100%	90%	100%	90%			100%	90%	90%	90%		
NI 4 (QoL23)	% of adults surveyed who feel they can influence decisions affecting their local area	N/A	30.9%	Not measured for Quarters								N/A	37%	38%	34%		
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer	N/A	4.6%	Not measured for Quarters								N/A	No data for this range				

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### Corporate Services Service Plan 2010-11

PI Code	Short Name	2007/08	2008/09	Q1 2009/10		Q2 2009/10		Q3 2009/10		Q4 2009/10		2009/10		2010/11	2011/12	Current Performance	Trend
		Value	Value	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Target	Target		
LPI PS28	How well informed about how to get involved in local decision making	N/A	32.7%	Not measured for Quarters								N/A	N/A	75%	N/A		
LPI PS29	How well informed about what standard of service to expect from local public services	N/A	41.9%	Not measured for Quarters								N/A	N/A	75%	N/A		
LPI PS30	How well informed about how well local public services are performing	N/A	42.5%	Not measured for Quarters								N/A	N/A	75%	N/A		

The Place Survey will be repeated in 2010/11.



## **9. COMMITMENT TO SERVICE EXCELLENCE – LISTENING TO OUR CUSTOMERS**

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The Corporate services section is focused on ensuring the Council continues to deliver excellent services to its customers and is keen to gain feedback from citizens on a regular basis. The section conducts several consultation exercises each year.

The results of the May 2009 Living and Working in East Lancashire survey indicated that less than 20% feel they can influence local decisions and that their comments are listened to. The Ribble Valley Citizens Panel survey in October 2009 explored this area in more detail. There was a feeling that there is 'not enough publicity' of local decision-making, that the Council 'only consults because it has to' and there is a 'lack of information about what is being discussed' at public meetings. We are hopeful that the new Consultation website will help address these issues.

## **10. BENCHMARKING, OTHER PERFORMANCE MANAGEMENT MODELS AND COMPARISON METHODS**

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None.

## **11. FINDINGS OF RECENT INSPECTIONS**

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### ***Use of Resources***

The section has been working in the following areas following last year's assessment:

- Developing a Community Engagement Strategy
- Formulating robust guidance for all Local Performance Indicators
- Developing our performance data sharing arrangements with partners

### ***Managing Performance***

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## **12. INNOVATIVE IDEAS FOR IMPROVEMENTS OR CHANGES TO SERVICE DELIVERY**

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None.

## **13. WHAT ACTIONS WILL WE TAKE TO IMPROVE OUR SERVICE?**








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See following action plan -

## RIBBLE VALLEY BOROUGH COUNCIL

### Corporate Services Service Plan 2010-11






<b>To develop the Council's approach to corporate and strategic planning and performance management</b>
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Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
09-CS 01.6 Lead on and provide support for the CAA Managing Performance Assessment	Lead on and provide support for the CAA Managing Performance Assessment	Achieve a good CAA result			0 %	31 Dec 2010	01 Feb 2010		Michelle Haworth	
09-CS 01.7 Work with LCC and partners to performance manage the Local Area Agreement	Work with LCC and partners to performance manage the Local Area Agreement	Improved partnership working leading to improved public services in response to locally determined needs.			50 %	31 Mar 2011	01 Apr 2009		Michelle Haworth	
09-CS 01.8 Oversee the implementation of the actions contained in the Improvement Plans developed following CPA and CAA	Oversee the implementation of the actions contained in the Improvement Plan developed following CPA				62 %	31 Mar 2011	12 Sep 2008		Michelle Haworth	CPA Action Plan is 62% complete.
09-CS 01.9 Ensure Data Quality standards remain high	Implement the actions contained in the Data Quality Strategy and supporting action plan	Retain level 3 for Data Quality and work towards achieving level 4			83 %	31 Mar 2011	01 Apr 2009		Michelle Haworth	Current DQ Strategy and action plan are 83% complete.
10-CS 01.10 Carry out annual performance management and data quality training for officers and members	Work with departments and members to ensure we have robust data quality and performance management frameworks	Robust data quality and performance management frameworks			0 %	31 Mar 2011	01 Apr 2010		Michelle Haworth	
10-CS 01.11 Develop action plan arising from CAA recommendations	Develop action plan arising from CAA recommendations.	Audit Commission recommendations acted on resulting in improvements. Action plan drawn up within one month of receiving final report.			0 %	31 Mar 2011	01 Jan 2011		Michelle Haworth	
10-CS 01.12 Develop, in conjunction with Lancashire County Council and Parish Councils, a Locality Plan for the borough	Develop, in conjunction with Lancashire County Council and Parish Councils, a Locality Plan for the borough				25%	31 July 2010	01 Mar 2010		Michelle Haworth	

# RIBBLE VALLEY BOROUGH COUNCIL

## Corporate Services Service Plan 2010-11

**To ensure consistent consultation and communication both internally and externally**

Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
09-CS 02.11 Conduct two Ribble Valley District surveys using SNAP software in response to local needs	Conduct two Ribble Valley District surveys using SNAP software in response to local needs	Results used to inform policy. Subject matter of future surveys yet to be determined.			0 %	31 Mar 2011	01 Apr 2010		Michelle Haworth	
09-CS 02.10 Consider the impact of the Local Government and Public Involvement in Health Act, enacted in October 2007, which included the provision for a new Duty to Involve, to be put in place from April 2009	Consider the impact of the Local Government and Public Involvement in Health Act, enacted in October 2007, which included the provision for a new Duty to Involve, to be put in place from April 2009	Citizens who are more informed and more involved in decision making	NI 4 (QoL23) % of adults surveyed who feel they can influence decisions affecting their local area		50 %	31 Mar 2011	01 Apr 2009		Michelle Haworth	
09-CS 02.7 Publish monthly internal Newsletter (Backchat) and bi-annual editions of community newspaper Ribble Valley News.	Publish monthly internal Newsletter (Backchat) and bi-annual editions of community newspaper Ribble Valley News.	High level of awareness of Council issues & achievements amongst staff and citizens. Published on time. Improved satisfaction in next staff survey.			0 %	31 Mar 2011	01 Apr 2010			
10-CS 02.12 Oversee the implementation and analysis and reporting of the 2nd Place Survey and develop an action plan.	Analyse and report results of 2nd Place Survey and develop an action plan..	Meet statutory requirements to conduct survey and enhance community engagement. To be determined by DCLG.			0 %	31 Mar 2011	01 Apr 2010		Michelle Haworth	
09-CS 02.9 Consider the impact of the White Paper 'Communities in Control: real people, real power.'	The White Paper, addresses seven key issues (treated from the perspective of individual citizens): being active in the community; having an influence; challenge; redress; standing for office; and ownership and control	Citizens who are more informed and more involved in decision making			75 %	31 Mar 2011	01 Apr 2009		Michelle Haworth	

## RIBBLE VALLEY BOROUGH COUNCIL

### Corporate Services Service Plan 2010-11



Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
10-CS 02.13 Develop, in conjunction with Ribble Valley Strategic Partnership, a robust Community Engagement Strategy										

#### To provide a corporate health and safety advisory function in response to the Governments health and safety agenda

Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
08-CS 04.3 Job Profile Amends	Roles and responsibilities to be incorporated into job profiles. Provide training for depot managers.	Established and maintained management control of health and safety to meet legal requirements and minimise risks. Compliance with the Management of Health and Safety Regulations 1999, regulation 5. Incorporate in job profiles Mar 2008			50 %	31 Mar 2010	01 Apr 2008		Phil Dodd	30 Oct 2009 Training for depot managers 80% complete
08-CS 04.4 Corporate H&S Advice	Provide corporate health and safety advice and relevant legislation awareness training to RVBC staff. HSA to attend CIEH Professional Trainer course.	Raised level of awareness of existing and revised health and safety legislation enabling effective management of risks. Compliance with the Management of Health and Safety Regulations 1999, Regulation 7. Deliver H&S awareness training as per agreed Programme. By June 2008			75 %	31 Mar 2010	01 Apr 2008		Phil Dodd	16 Jan 2009 Corporate Health and Safety Advice ongoing through CMT, H&S Committee and Staff Meetings.
08-CS 04.5 Risk Assessment Training	Provide training to managers and supervisors in risk assessment process in order to complete their relevant generic and task specific assessments.	Sound health and safety planning and risk assessment process commencing with areas of highest degree of risk. Compliance with the Management of Health and Safety Regulations 1999, regulation 3. To be completed by May 2008.			40 %	31 Mar 2010	01 Apr 2008		Phil Dodd	16 Jan 2009 6 no Managers have undertaken IOSH Managing Safely Course.
08-CS 04.6 H&S Climate Survey	Carry out another H & S climate survey further to the one carried out in 2007.	Confirmation that appropriate management arrangements and adequate risk control systems are in place, and that appropriate workplace precautions exist. Confirmation of compliance with all relevant statutory duties and secondary legislation. To be complete by December 2008.			0 %	31 Mar 2010	01 Apr 2008		Phil Dodd	30 Oct 2009 Health and safety survey to be conducted in the new year

## RIBBLE VALLEY BOROUGH COUNCIL

### Corporate Services Service Plan 2010-11

Action	Description	Expected Outcome	Linked PIs	Status	Progress	Due Date	Start Date	Completed Date	Assigned To	Latest progress update from assigned user
09-CS 04.2 Revise H&S Policy Arrangements	To develop the Council's Health & Safety Policy Arrangements to reflect H&S Management system.	Published strategy stating RVBC policy re. H&S issues. Compliance with section 2(3) of the Health and Safety at Work etc Act 1974 Corporate policy			0 %	31 Mar 2010	01 Apr 2009		Phil Dodd	30 Oct 2009 Policies and procedures continuing to be developed
08-CS 04.1 Revise H&S Policy	To revise the Council's Health & Safety Policy to incorporate Statement of Intent, Organisation and Arrangements to reflect H&S Management system.	Published strategy stating RVBC policy re. H&S issues. Compliance with section 2(3) of the Health and Safety at Work etc Act 1974 Corporate policy revised by October 2008.			100 %	31 Oct 2008	01 Apr 2008	30 Oct 2009	Phil Dodd	30 Oct 2009 Policies and procedures continuing to be developed

**RIBBLE VALLEY BOROUGH COUNCIL**

**Corporate Services Service Plan 2010-11**

***Appendix A***

**14. FINANCIAL INFORMATION**

**Corporate services - 2009/10 OE**

	Inflation Rate	CEXEC		CSERV		TOTAL	
		Chief Executive		Corporate Services			
		£	£	£	£	£	£
<b>EXPENDITURE</b>							
<b>Direct employee related expenses</b>							
- Pay (Incl allow)		137,930		93,490		231,420	
- NI		14,370		7,830		22,200	
- Superannuation		21,970		12,370		34,340	
			174,270		113,690		287,960
<b>Indirect employee related expenses</b>							0
- Training travel & subsistence		130		100		230	
- Tuition		360		500		860	
- Staff medicals		40		70		110	
- Professional subscriptions		510		410		920	
			1,040		1,080		2,120
<b>Transport related expenses</b>							
- Mileage allowance		780		890		1,670	
- Rail fares		0		180		180	
- Vehicle insurance		610		960		1,570	
- Car parking		50		30		80	
- Car leasing		8,850		4,050		12,900	
			10,290		6,110		16,400
<b>Supplies &amp; services</b>							
- Purchase of equipment & materials		470		1,070		1,540	
- Protective clothing		2,250		0		2,250	
- Printing & stationery		400		600		1,000	
- Reference books		360		380		740	
- Newspapers		210		340		550	
- Postages		700		2,030		2,730	
- Telephone line		210		0		210	
- Communication equipment		140		180		320	
- Computer stationery		870		0		870	
- Subscriptions		10		1,430		1,440	
- Conference expenses		1,440		0		1,440	
- Food		210		330		540	
- Ribble Valley News		0		10,930		10,930	
- Promotional activities		0		4,690		4,690	
- Security phones		880		330		1,210	
			8,150		22,310		30,460
<b>Support services</b>							
- Council Offices		7,650		3,680		11,330	
- Civic Suite		0		3,910		3,910	

## RIBBLE VALLEY BOROUGH COUNCIL

### Corporate Services Service Plan 2010-11

- Resources - Financial Services		1,810	2,550	4,360	
- Resources - IT Services		6,420	12,650	19,070	
- Resources - Legal Services		30	9,290	9,320	
- Organisation & Member Development		11,550	5,010	16,560	
			27,460	37,090	64,550
			221,210	180,280	401,490
<b>INCOME</b>					
Customer & client receipts		0	-1,130	-1,130	
Recharges to Building Control Fee Earning Account		-1,440	0	-1,440	
Recharges to Corporate Management		-221,520	0	-221,520	
			-222,960	-1,130	-224,090
<b>2009/10 OE</b>			<b>-1,750</b>	<b>179,150</b>	<b>177,400</b>
Non recurring expenditure		0	0	0	0
<b>Sub-Total after removal of non recurring items</b>			<b>-1,750</b>	<b>179,150</b>	<b>177,400</b>
Provision for Inflation	1.5	-30	2,690	2,660	
<b>2010/11 OE</b>			<b>-30</b>	<b>2,690</b>	<b>2,660</b>

### ***Ideas for Efficiencies and Savings (Possible Areas for Reduction and Possibilities of Shared Working)***

- Reduction in subscriptions to LGC and Municipal Journal
- Reduction in number of newspapers purchased
- As part of the East Lancashire Collaborative Research and Consultation Service (CRACS) (formerly ELeP) we are currently developing a joint consultation and engagement website. As part of this development we have ensured that the website has the capability of hosting e-petitions and this will be fully functioning before the duty to provide on-line petitions is imposed. The total cost of the project is around £30,000. The majority of this has been funded from CRACS reserves with an additional £1,500 being contributed by each partner (East Lancs PCT £3,000). This joint website approach has brought considerable savings to each partner – in costs avoided.
- Backchat - Switch to an electronic (paperless) version published on the intranet resulting in print and paper savings of around £400 a year.
- Media monitoring - Switch to an electronic system of Google news alerts as opposed to paper archives resulting in newspaper savings of around £250 a year.
- Reduced working hours - Extend reduced working hours (four-day week) of Principal Communications Officer by a further 12 months resulting in savings of around £5,000 a year.

### ***Potential cost pressures***

- None identified.

## **RIBBLE VALLEY BOROUGH COUNCIL**

### **Corporate Services Service Plan 2010-11**

#### ***Opportunities & Requests for Additional Resources***

- Civic newspaper - Proposed increase in the cost of distributing the civic newspaper to 4,064 properties not covered by Royal Mail from 13p to 14p per copy resulting in increased distribution costs of around £40 per edition (£80 per year). This increase can be offset by advertisement revenue, or a slight under spend in the CSERV 3277 publicity budget.

#### ***Maximising Income***

- Charging for public relations support - Investigate the possibility of charging outside organisations, such as housing associations, for publicising joint projects, particularly in the civic newspaper.