

SURREY HEATH CONTINUOUS IMPROVEMENT ACTION PLAN

Area for Improvement	Objective	Brief Description	MB lead/Portfolio
1. Member Development	To progress the original issues raised re Scrutiny/ Constitution and other member issues, including training and development	As an area for improvement identified in 2003, there is a need to ensure that this continues to be a point of focus. Review and develop Select Committees. Programme of new Member induction, Member training programme including training for Chairmen and Vice Chairmen	Director of Support Services/ Leader
2. Organisational Development	To continue to develop and review the services and to develop the work related to the People Strategy to support corporate priorities including Training and Development and Terms and Conditions	The continuing review of services by the Service Improvement Team and managers and their teams, and the agreed programme of services moving to the Contact Centre, supports continuous improvement. Actions will also include initiatives resulting from the People Strategy such as management development at third tier level	Director of Support Services/Modernisation and Efficiency
3. Equality and Diversity	To mainstream, and ensure understanding of, equality and diversity in all service areas and work practices	The Council has a number of duties under recent legislation and is also working towards achieving Equality Standard Level 2. Work towards achieving level 2 of the Equality Standard through completing impact assessments for all services over three years. Ensure Equality and Diversity issues are recognised in Service Planning. Continue training and awareness	Chief Executive/Leader
4. Communication	To improve both internal and	Complete the Communications review.	Director of Support

	external communication	Develop and implement both internal and external communication strategies. Develop and implement a Consultation Strategy	Services/Corporate
5. Performance Management	To complete the Performance management framework, and encourage, support and embed performance management in the culture of the organisation	Performance Management has much improved since identified in 2003 as requiring action. The Council has introduced a Performance Management framework and strengthened its overall approach. However, there is more to be done to embed performance management in the organisation. Support Performance management using TEN software package. Roll out access to all services and provide Member access. Continue the role of teams and Departmental Management Teams in performance management. Set realistic and stretching targets for both local and Best Value performance indicators	Director of Customer Services/Resources, Performance and Audit
6. Risk Management	To strengthen and embed risk management across the organisation	Identified in the original improvement plan, there has been substantial progress in this area. Risk management to be included in Service Plans, and reviewed regularly. Corporate risk register and Members risk register to be scrutinised by Policy and Resources Select Committee	Director of Customer Services/Resources, Performance and Audit
7. Procurement	To complete the strategy and action plan.	This is an area for improvement identified in the Audit and Inspection plan. Implement the plan and integrate procurement into working practices in all service areas Actively seek joint procurement with others	Director of Support services/Resources, Performance and Audit
8. Joint Working	To investigate opportunities for	Joint working is increasingly the way	Director of Customer

	joint working with other Councils	forward in providing value for money particularly in district councils. Opportunities need to be explored	Services/Regulatory and Special Projects
9. Legislative Changes	To respond to any legislative changes.	Two major areas are the White paper Strong and Prosperous communities and the Lyons report. Both of these will have implications for the Council and may involve considerable change. The timing at present is not clear.	Chief Executive/Leader
10. Housing	To finalise the Housing Strategy and action plan, integrate the Affordable Housing action plan into the Housing Strategy	The Council needs a robust housing strategy and associated policies (Homelessness, Affordable housing) to meet the needs of the community. Work is in progress to complete this.	Director of Customer Services/Customer Care
11. Benefits Service	To achieve consistent top quartile performance and meet Dept. of Works and Pensions (DWP) standards	The issues around the Benefits service are now being resolved as the service moves to the Contact Centre. A plan to achieve and maintain top quartile performance and the DWP standards is required	Director of Customer Services/Customer Care

The detailed information on each area will be contained in Service Plans for 2007/08