

SUBMISSION TO STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

Date: 26th January 2011

Agenda Item: 5.

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SUBMISSION BY CLLR C GREATOREX, CABINET MEMBER FOR ORGANISATIONAL DEVELOPMENT

Draft Strategic Action Plan for 2011/12

1. Purpose of Report

- 1.1 To provide the Strategic Overview and Scrutiny Committee with an opportunity to scrutinise the draft Strategic Plan Action Plan for 2011/12.

2. Summary

- 2.1 The Council's Strategic Plan 2008/12 sets out the ambitions and priorities for the Council over a four year time frame. Each year the priority actions identified in the Strategic Plan are converted into an agreed one year Action Plan that sets out what will be delivered in the year ahead.
- 2.2 This process starts with the Service and Financial Planning process and runs in tandem with the budgetary process. The operational actions identified in Service Plans are agreed with Portfolio Holders and scrutinised by Members before Christmas. The information is then compiled into a consolidated Action Plan for scrutiny by this Committee prior to review by the Cabinet and Member approval at Council in February.
- 2.3 The table attached at **Appendix A** is the revised and consolidated Action Plan that has arisen from the Service and Financial Planning process. The table has been sorted in order that all the relevant activities are grouped under portfolio responsibility. This is the last year of the current Strategic Plan and work will commence shortly to look at the requirements for the period 2012/16.
- 2.4 Since the Service plans have been produced, the Council has been advised of the reduction in formula grant which is going to severely impact on the Council's service delivery. It may be necessary as a result of the work to find budget reductions to review this Action Plan during the course of the year and resubmit it to this Committee accordingly.

3. Community Benefits

- 3.1 The Strategic Plan Action Plan helps to ensure that the Council's resources and energies are directed to those areas that most support the priorities agreed in the Strategic Plan. This means that Members can be assured that the activities are in line with agreed community priorities that are founded in the research that underpins the Strategic Plan.
- 3.2 Sound resource planning helps to ensure the Council is able to continue to deliver services that offer Value for Money.

4. Recommendation

4.1 That the Committee scrutinises the table at **Appendix A** and considers if it wishes to draw any matters to the attention of the Cabinet prior to the Action Plan being submitted to Council.

5. Financial Implications

5.1 The Strategic Plan Action Plan is the main operational document by which the Council delivers on the priorities in the Strategic Plan which is resourced through the annual budget and Medium Term Financial Forecast. Given the impact of the reduction in the Formula Grant settlement, the Plan may need to be revised further to reflect the resources available and the impact of budget reductions.

6. Strategic Plan Implications

6.1 The Strategic Plan Action Plan is the delivery mechanism for the Strategic Plan and converts the priorities in the Strategic Plan into operational activities that can be measured and managed.

7. Sustainability Issues

7.1 The activities in the Action Plan include those which seek to improve performance in this area.

8. Human Rights Issues

8.1 The Action Plan takes account of equalities related considerations and sets out to deliver services and other activities in ways that are fair to all.

9. Crime and Community Safety Issues

9.1 The Action Plan includes activities that address issues in this area and which seek to bring about improvement.

10. Risk Management Issues

10.1 The high level risks relevant to the report are set out below:

Risk	Likelihood/ Impact	Risk Level	Countermeasure
That the Action Plan fails to be specific and measurable thereby reducing the ability of Members and the wider community to ascertain if real progress is being made	Low/Medium	Tolerable	The actions have been developed by each Service, agreed with Portfolio Holders and scrutinised by Members.
That the impact of the reduction in the Formula Grant settlement impacts on the Council's ability to deliver the actions identified	Substantial/ Substantial	Severe	Review the Action Plan in light with the changes proposed to address the budgetary issues

Background Documents:

Strategic Plan 2008/12
Medium Term Financial Forecast 2011/14
Sustainable Community Strategy

Strategic Plan 2008/12 - Year 4 Action Plan 2011 to 2012

This Plan encapsulates the key areas of work to support the achievement of the Strategic Plan identified during the Service Planning process. This may have to be reviewed following the work to be undertaken in relation to the Budget Reduction Programme.

Cabinet Member **Helen Fisher**

Community, Housing and Health

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Produce an annual partnership plan which will set out the community safety priorities for the District	Prepare for the implementation of the Police Reform and Social Responsibility Bill and the proposed governance changes including a directly elected Police and Crime Commissioner		People and Partnerships (Overview and Scrutiny) Committee	No
With partners work to achieve strong and cohesive communities where people are encouraged to get involved in neighbourhood activities including intergenerational projects	<ul style="list-style-type: none"> ➤ 10 neighbourhood activities/intergenerational projects delivered in priority areas, with a combined attendance of 1,000 or more (community members, partners, public) ➤ As lead for the Lichfield District In To Work Group, support 20 individuals with learning disabilities/mental health issues to increase their employability by offering volunteering and employment opportunities ➤ Develop and support 3 Work Clubs in those parts of the District worst affected by unemployment 		People and Partnerships (Overview and Scrutiny) Committee	Yes
With partners develop opportunities for volunteering including access to accredited learning	Develop proposals to promote Employer Volunteering and explore opportunities for local businesses to become involved in community projects and events		People and Partnerships (Overview and Scrutiny) Committee	No
With partners reduce anti-social behaviour and nuisance in our towns and villages and achieve safer public spaces	Review the local tools, powers and case management of anti social behaviour within the context of the National Standard for Incident Recording (NSIR)		People and Partnerships (Overview and Scrutiny) Committee	Yes

APPENDIX A

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Deliver early intervention to better address child welfare	Contribute to the implementation of the Supporting Families project		People and Partnerships (Overview and Scrutiny) Committee	No
With partners improve capacity through encouraging public sector employees and local residents to volunteer in schools to help develop the potential of local young people, and to enrich employee development	Promote Young Enterprise as a means of employee volunteering to LDC staff, and support those taking part; 7 participants in academic year 11/12		People and Partnerships (Overview and Scrutiny) Committee	No
With partners, achieve a thriving Local Strategic Partnership in which local stakeholders have a shared purpose and commitment to work together to deliver effective local services	Work with partners to implement the two Lichfield One Place projects which have been sponsored by the District Board: <ul style="list-style-type: none"> ➤ Let's Work Together (aimed at reducing risks for people living at home, particularly as a result of fire, cold, housing disrepair, debt, falls, substance misuse and crime) ➤ Supporting Families (aimed at bringing a more joined up approach to early intervention services for children and families who need some help to maximise their life chances / potential) 		People and Partnerships (Overview and Scrutiny) Committee	No
With partners agree a Sustainable Community Strategy and targeted delivery plan that sets out shared goals with our partners	Refresh the Sustainable Community Strategy for Lichfield District (2011-26)		People and Partnerships (Overview and Scrutiny) Committee	No
With partners get more people involved in their local community through events, consultation activities and community projects	Lead on the implementation of the Census Local Partnership Plan for Lichfield District		People and Partnerships (Overview and Scrutiny) Committee	No
With partners provide support to develop and sustain new and existing community and voluntary organisations	Develop and implement a strategic approach to commissioning services from voluntary organisations with new Service Level Agreements in place by March 2012 Launch the We ♥ Lichfield Fund with support from the Staffordshire Community Foundation		People and Partnerships (Overview and Scrutiny) Committee	Yes
With partners improve opportunities for people living in our villages to access key services through initiatives like community transport	Complete review of the community transport scheme and implement recommendations		People and Partnerships (Overview and Scrutiny) Committee	No

Cabinet Member **Louise Flowith****Operational Services**

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Deliver improvements in street design and environmental cleanliness	Delivery of the year 3 Environmental Forum Action Plan Improve street cleanliness and environmental cleanliness (N195) with at least 10 per cent of areas rated as satisfactory or better	NI 195a/b/c/d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	People and Partnerships (Overview and Scrutiny) Committee	Yes
Maintain on-street parking enforcement improving the traffic flow	Delivery of the Civil Parking Enforcement in line with the agreed action plan		People and Partnerships (Overview and Scrutiny) Committee & Local Parking Board	Yes
To reduce fly-tipping	To achieve the 'effective' rating for improved street cleansing and environmental cleanliness (fly tipping enforcement N196)	BV199d NI 196 Improved street & environmental cleanliness – fly tipping	People and Partnerships (Overview and Scrutiny) Committee	No
Enhance overall parking provision as a result of the Friarsgate redevelopment and other initiatives	Assist in development of new parking opportunities as appropriate Continue to monitor data and manage car parks accordingly		People and Partnerships (Overview and Scrutiny) Committee	No
With partners improve our flood defences	To have signed off the actions in the relevant Action Plan		People and Partnerships (Overview and Scrutiny) Committee	No
Increase the amount we recycle and reduce the amount of waste sent to landfill	Household Waste Recycled or Composted (N192) at more than 54%	NI 192 Percentage of household waste sent for reuse, recycling and composting	People and Partnerships (Overview and Scrutiny) Committee	No

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Develop local business recycling services	Maintain 300 customers and restructure trade residual service to ensure it remains profitable		People and Partnerships (Overview and Scrutiny) Committee	No
Promote energy saving through workplace and resident focused schemes	Climate Change Action Plan consultation completed and action being delivered	NI 185 CO2 reduction from local authority operations	People and Partnerships (Overview and Scrutiny) Committee	No
Identify opportunities to use new technology and work with partners to reduce the cost of the refuse and recycling service	Work with County Council to develop transfer station		Lichfield and Tamworth Joint Waste Committee; People and Partnerships (Overview and Scrutiny) Committee	Yes

Tourism

With partners position Lichfield City as the premier cultural and heritage centre for our sub region	<ul style="list-style-type: none"> ➤ Build on the city's Coach Friendly status and encourage more group visits into the district ➤ Consult and approve the emerging cultural strategy, in partnership with the City Council, Cathedral, and other key partners ➤ Continue to work with accommodation providers - both existing and new - to promote the district as an overnight destination ➤ Develop more cost effective ways to promote the district further a field - maximise online marketing, e-marketing and internet presence ➤ Encourage more local people to attend local events through the continued development of the What's On Offer ➤ Maximise the display and interpretation of the district's collection of fine art and artefacts - to ensure they enrich local visitor attractions and local school children ➤ Maximise the story of the Staffordshire Hoard, through theme trails and coach tours ➤ Work more closely with local traders to launch a new days out and shopping campaign, featuring a guide and online offer 	LT1 Number of visitors to Lichfield District per year (million)	Strategic (Overview and Scrutiny) Committee	No
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Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
	<ul style="list-style-type: none"> ➤ Work more closely with our key festivals to encourage even more visitors, and ensure they are owned locally by the community ➤ Work on plans to better promote rural areas, and explore a rural tourism award scheme 			

Cabinet Member **Colin Greatorex**

Organisational Development

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Deliver a strategic approach to consultation including innovative ways, such as online blogs and forums that empower local people to take part and engage in Council consultations and activities.	Develop and implement updated Customer Engagement Strategy to take account of: <ul style="list-style-type: none"> ➤ Widening the usage of Voice It as an electronic consultation means ➤ Develop our understanding and usage of customer insight to support service design and delivery ➤ Manage new processes such as ePetitioning ➤ Continued development of the Disability Partnership Panel as an effective consultation forum 	PI on number of Voice It interactions	Strategic (Overview & Scrutiny) Committee	Yes
With partners enhance business prosperity through better focused business support and the application of the Single Business Account	Contribute to the development of the Local Enterprise Partnership by applying the principles developed around data-sharing, business and economic intelligence gathering and insight regarding business needs and preferences		Strategic (Overview & Scrutiny) Committee	No

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Improve efficiency in the way we deliver our services through reviewing our processes and finding ways to work smarter	Contribute towards the overall savings and efficiency requirements through: <ul style="list-style-type: none"> ➤ Supporting work on shared services and change projects across the authority ➤ Reducing procurement costs through maximising central and shared procurement activities ➤ Implementing projects to take on wider service delivery through the Lichfield Connects Customer Services team – achieving economies of scale and working in partnership ➤ Maximise the use of current technology and seek opportunities to rationalise on hardware ➤ Implement greater usage of spatial mapping systems to provide better intelligence on service improvement ➤ Promote electronic transactions with customers to achieve reduced costs and improved services ➤ Improve data sharing and knowledge management infrastructure internally and with partners (Sharepoint) 	LICT5b Value of payments made via the LDC website (machine 'WP') LLC05a Number of calls received during the period in the contact centre LLC05b Number of CRM service requests dealt with by Lichfield Connects in the period	Strategic (Overview & Scrutiny) Committee	Yes
Enhance employee capacity through initiatives such as the application of a Learning and Development Strategy	Implement the actions agreed within the Workforce Development Strategy		Employment Committee	No
Achieve accreditation by our auditors that demonstrates we are a high performing authority	Provide sufficient evidence to the external Auditors to maintain our ratings in providing value for money services. Identify the requirements of emerging audit and performance management frameworks as developed by central government		Strategic (Overview & Scrutiny) Committee	No

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Manage our risks through applying strong controls at all levels of our organisation	<ul style="list-style-type: none"> ➤ Ensure that all recommendations resulting from enforcing authority interventions (Health and Safety / Fire and Rescue Service) are acted upon in the time limits required ➤ Increase the number of training opportunities available to managers ➤ Increase the type and availability of management guidance available in relation to Health and Safety ➤ Increase the type and availability of management guidance available in relation to risk management and insurance ➤ Maintain or improve the positive level of responses in relation to health and safety training ➤ Provide regular reports to Leadership Team and management in relation to health and safety, insurance and risk management activities 		Strategic (Overview & Scrutiny) Committee	No
With partners enhance resilience to be able to manage through any crisis	<ul style="list-style-type: none"> ➤ Emergency planning Geographical Information System (GIS) area to be developed further to allow more extensive use by officers ➤ Training and exercises especially multi-agency events to be promoted to relevant employees ➤ To test business continuity service area plans to ensure consistency and to identify weaknesses ➤ To update major incident supporting documents ie contact lists and to develop local plans covering areas, such as, recovery after an incident and city centre evacuation 	Number of major incidents	Strategic (Overview & Scrutiny) Committee	No
Improve training opportunities to help prepare young people for adulthood and to be able to enter employment, education or training	<p>Through the programmes provided by Community Training to achieve the following targets for the Contract Year running until 31st July 2011:</p> <ul style="list-style-type: none"> ➤ 135 unique funded learners on Learn Direct programme ➤ 120 learners on UK online programme ➤ Increase income to £180,000 p.a. ➤ Continue to seek new funding opportunities ➤ Achieve externally audited quality standards including maintaining high customer satisfaction rates 	PI on nos. attending against target	Strategic (Overview & Scrutiny) Committee	Yes

Cabinet Member **Ian Pritchard****Community, Housing and Health**

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Ensure clean and safe food establishments (such as pubs, bars and restaurants) by regulating food safety	<ul style="list-style-type: none"> ➤ Further enhance Rate My Place including the publication of photographs and menus on the site ➤ Review street trading policy and implement revised approach ➤ Explore opportunities for new Primary Authority arrangements with major local businesses ➤ Consider opportunities for shared environmental health / trading standards services across Staffordshire (including consideration of technological solutions via the Staffordshire Connects Public Protection project) 		People and Partnerships (Overview and Scrutiny) Committee	No
Improve health in the home and workplace through education and the regulatory framework	<ul style="list-style-type: none"> ➤ Monitor and evaluate the impact of the Pest Control contract (including the new charging regime) ➤ Implement the requirements of the Private Water Supplies Regulations requiring Local Authorities to identify, risk assess and monitor the wholesomeness of private water supplies 		People and Partnerships (Overview and Scrutiny) Committee	No
With partners provide support for people trying to stop smoking	Implement the Breatheasy Award scheme with local businesses		People and Partnerships (Overview and Scrutiny) Committee	No
With partners help people live independently in their homes for longer	Support the implementation of the Let's Work Together project and review the effectiveness of the housing element of the initiative		People and Partnerships (Overview and Scrutiny) Committee	Yes
With partners provide easy access to good quality health services for our residents	Support partners in developing improved primary care facilities in Burntwood		People and Partnerships (Overview and Scrutiny) Committee	No
With partners help more people benefit from affordable warmth schemes	400 Households assisted through Warmer Homes Greener District Scheme		People and Partnerships (Overview and Scrutiny) Committee	No

APPENDIX A

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Make more housing available to local people for social rent or shared ownership	Deliver 25 affordable homes	NI 155 Number of affordable homes delivered (gross)	People and Partnerships (Overview and Scrutiny) Committee	Yes
Protect homeless people and families by improving the services we deliver	<ul style="list-style-type: none"> ➤ 90% of homeless decisions made within 25 working days ➤ Reduce length of stay in Bed & Breakfast accommodation to an average of 4 weeks ➤ Reduce length of stay in RSL temporary accommodation to an average of 13 weeks ➤ Pilot Outreach Housing Options service trialled 	NI 156 Number of households living in temporary accommodation	People and Partnerships (Overview and Scrutiny) Committee	Yes
Improve standards of rented accommodation by working with local landlords	40 potentially homeless households assisted into private rented accommodation		People and Partnerships (Overview and Scrutiny) Committee	No
With partners help to prevent people from becoming homeless	Assist 80 Households to prevent homelessness for at least six months	BV213 Preventing Homelessness - number of households where homelessness prevented (per 1000) (yearly)	People and Partnerships (Overview and Scrutiny) Committee	Yes
Identify and sustainably reuse any formerly used land	Initiate investigations on at least 3 new sites; undertake remedial action as necessary		People and Partnerships (Overview and Scrutiny) Committee	Yes

Cabinet Member **Val Richards****Leisure Parks and Play**

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/Cabinet
Invest more in activities for young people delivered through our leisure centres and neighbourhood projects	Start on site with a skatepark for Lichfield		People & Partnerships (Overview & Scrutiny) Committee	Yes
Have more people, young and old, taking part in sport, exercise, play and learning in order to promote positive physical and mental health	<ul style="list-style-type: none"> ➤ To complete a Sport and Physical Activity Strategy ➤ To promote our Leisure Activity Passport to concessionary groups ➤ To develop more effective links with the primary care trust to offer new opportunities for those with specific medical conditions ➤ To encourage the staging of the 2012-inspired Community Games 	NI 08 Adult participation in sport and active recreation Number of concessionary LAP members: Total number of LAP members:	People & Partnerships (Overview & Scrutiny) Committee	Yes
Invest more in play facilities and services	<p>To implement the 2011 summer playschemes programme</p> <p>To open new play area at Beacon Park</p> <p>To support the development of new play facilities in villages</p>		People & Partnerships (Overview & Scrutiny) Committee	Yes
With partners position Chasewater as a visitor, recreational and educational resource, showcasing sustainable development.	<p>Complete engineering works at Chasewater</p> <p>Obtain Section 10(6) certificate confirming reservoir's safety</p>		People & Partnerships (Overview & Scrutiny) Committee	Yes
With partners enhance and enrich the character of Lichfield's public spaces, urban areas and parks through the HLF scheme	To receive the restored historic parks and to implement according to management plan		People & Partnerships (Overview & Scrutiny) Committee	Yes

Cabinet Member **Neil Roberts****Development**

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Plan for sustainable communities	Commence work on Land Allocations Development Plan Document Prepare a draft Core Strategy for publication ready to submit to the Secretary of State Undertake further public consultation on specific topics		People and Partnerships (Overview and Scrutiny) committee	Yes
Produce a fully developed and implemented business engagement strategy	Work with partners as members of the two Local Enterprise partnerships to achieve the objectives set		Environment and Development (Overview and Scrutiny) Committee	Yes
Deliver a range of new housing to meet the changing needs of local people	Continually monitor and take account of this in preparing draft Core Strategy and regulated Land Allocations Development Plan Document Report Position through Annual Monitoring		Environment and Development (Overview and Scrutiny) Committee	Yes
Improve the standard of homes by encouraging better design through planning and other processes	Continually assess and monitor development proposals against Building for Life criteria. Report through Annual Monitoring Report (Dec 2011) Continually assess and monitor development proposals against the West Midlands Sustainability Checklist. Report through Annual Monitoring Report (Dec 2011)	BV109a NI 157a 60% of major planning applications processed within 13 weeks BV109b NI 157b 65% of minor planning applications processed within 8 weeks BV109c NI 157c 80% of other planning applications processed within 8 weeks	Environment and Development (Overview and Scrutiny) Committee	Yes
Achieve a balanced approach to future housing and business development that safeguards the character of the District	Complete Core Strategy following a formal consultation exercise		Environment and Development (Overview and Scrutiny) Committee	No

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
With partners protect and enhance services and facilities within rural villages	Develop policies for inclusion in the draft Local Development Framework Core Strategy aimed at providing for rural sustainability		Environment and Development (Overview and Scrutiny) Committee	No
Promote and support biodiversity	Bring forward improved habitats as part of the Biodiversity Strategy for Lichfield District and Staffordshire and report progress through the Annual Monitoring Report.	NI 197 Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented	Environment and Development (Overview and Scrutiny) Committee	Yes
With partners promote better design in the built environment through awards like the Southern Staffordshire Built Environment Design Awards and Staffordshire Built in Quality Awards	To enter well designed and constructed development into the Staffordshire Built in Quality awards by January 2012 (annual) To enter well designed development into the Southern Staffordshire Built Environment awards by July 2011 (bi-annual)		Environment and Development (Overview and Scrutiny) Committee	No
With partners build a better understanding of green energy schemes and alternative energy production	To prepare policies within the draft Core Strategy and work with partners to deliver further projects within Lichfield District addressing issues around low carbon energy use		Environment and Development (Overview and Scrutiny) Committee	No
With partners provide vibrant and varied shopping in Lichfield and Burntwood	Work with partners to help facilitate delivery of the Friarsgate and Burntwood Town Centre Developments		Environment and Development (Overview and Scrutiny) Committee	No

Cabinet Member **Margaret Stanhope****Democratic and Legal**

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Provide clear and accountable leadership to our communities through locally elected Councillors	Review the Committee structure having regard to the Localism Bill Undertake a review of extending the Cabinet pilot scheme of concise reports with web links		Strategic (Overview and Scrutiny) Committee	No
Increase the numbers of people, young and old, taking part in the democratic process	Publicise and administer the 2011 local elections and Referendum		Strategic (Overview and Scrutiny) Committee	Yes

Cabinet Member **Mike Wilcox****Finance, Revenues and Benefits**

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
With partners help local people live better lives by getting the financial benefits they are entitled to from the Council and other agencies	<ul style="list-style-type: none"> ➤ Achieve a target of 75% of benefit claimants being paid by BACS by 31 March 2012 ➤ Work with Credit Fusion to encourage people who do not have access to a bank account to join the Credit Fusion ➤ Attendance at all landlord forums. ➤ Information on Local Housing Allowance to be produced for landlords on a monthly basis ➤ To continue to help customers understand their responsibilities to report changes of circumstances promptly ➤ To liaise with outside agencies providing help and support to benefit claimants, maintaining records of information and updating them on a regular basis ➤ To work with other government agencies, Department for Work and Pensions, Job Centre Plus, Pensions Service, adhering to best practice and Service Level Agreements to ensure our citizens receive the maximum benefit that they're entitled to 	BV78a/PM1 Speed of processing - new claims BV78b/PM5 Speed of processing – change of circumstances PM3 -% new claims paid within 14 days PM4 % RA paid on time PM2 % new claims over 50 days	Strategic (Overview and Scrutiny) Committee	Yes

Action Area	Actions	Linked Performance Indicators	Overview & Scrutiny Committee	Updates to Scrutiny/ Cabinet
Improve audit and financial planning through better use of systems	Proposed 2011 upgrade to the Oracle Financials IT System		Strategic (Overview and Scrutiny) Committee	No
Maintain sound governance arrangements	Accounts completed and received unqualified opinion Implementation of the International Financial Reporting Standards, plan and report progress		Strategic (Overview and Scrutiny) Committee	No

Chief Executive

With partners increase the benefits the Lichfield Garrick brings to the daytime and night-time economy in Lichfield City centre	Achieve a new governance arrangement for the Theatre which includes theatre industry experts and enables external sources of finance to be pursued Achieve a positive impact on the economy of the District through the Garrick, and provide an assessment of this		Strategic (Overview and Scrutiny) Committee	Yes
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