

CORPORATE AND PERFORMANCE PLAN ACTION PLAN : 2007 - 2010

OBJECTIVE	LEAD Director (HofS)	RESOURCES	TARGET	MILESTONES
1. COMMUNITY SAFETY				
1.1 To reduce crime.				
a. To develop CDRP Tasking to have a direct and concerted impact on criminal, anti-social and environmental issues.	S Hanley (Head of)	<p>£20,000 has been allocated from the Redditch Community Safety Partnership (RCSP) for targeted interventions.</p> <p>Data Analyst funded through RCSP.</p> <p>£100,000 pump priming money allocated for the next 3 years to support initiatives.</p>	<p>October 2007</p> <p>March 2008</p>	<p>Complete a review of the purpose, membership and structure of RCSP Tasking</p> <p>Evaluation of CDRP Tasking</p>
b. To carry out an options appraisal on merging the Redditch Community Safety Partnership.	S Hanley (Head of)	Resources to be considered by Responsible Authorities Group/each District.	<p>October 2007</p> <p>April 2009</p>	<p>Development of Business Case</p> <p>Implementation (Agreement to be secured with other District Councils/CDRPs)</p>

c.	To mainstream Section 17 of the Crime and Disorder Act 1998.	S Hanley (Head of)	Within existing budgets	March 2008 March 2009	Develop training and resource programme. Implementation.
d.	Development of Community Safety Projects to support crime reduction targets.				
(i)	Home Security Project	S Hanley (Head of)	£2,000 Target Hardening.	September 2007	Launch
(ii)	Community Payback Service Placements	S Hanley (Head of)	£2,000 Printing budget Probation Service and RBC Supervision	July 2007	Promotion
(iii)	Woodrow District Centre Project	S Hanley (Head of)	£55,000 mainstream capital. £3,000 CDRP funding.	October 2007 September to December 2007	Security upgrades Other upgrades
1.2	To keep local communities feeling safe				
a.	To establish procedures for recording and taking action against racial and all forms of harassment.	S Hanley (Head of))	Funding required for continuous promotion of scheme, including training and IT.	December 2007 December 2008	Ten reporting centres to be launched. Evaluation of full year of operation.
b.	Develop a communication strategy for the Redditch Community Safety Partnership.	S Hanley (Head of)	£8,000 allocated by the RCSP.	September 2007	Completion of strategy
1.3	To provide cleaner, greener public spaces.				
a.	Development of County wide Graffiti Partnership.	S Hanley (Head of) (Head of)	Within existing resources.	July 2007 December 2007	Production of report and draft service standards. Adoption.

<p>b. Develop mechanisms to manage the Small Area Environmental Improvement Fund.</p> <p>*Note: Refer to Environment & Transport Section - Cleaner Greener Public Spaces</p>	<p>S Hanley (Head of)</p>	<p>£50,000 per annum.</p>	<p>June 2007 August 2007</p>	<p>Referral systems. Consultation.</p>
<p>1.4 Build respect in communities and reduce anti-social behaviour:</p>				
<p>a. Develop a Respect Action Plan to encompass:</p> <ul style="list-style-type: none"> • Children & Young People • Behaviour & Attendances at School • Supporting families • Strengthening communities • Effective enforcement and community justice 	<p>S Hanley (Head of)</p>	<p>Resources to be identified/costed.</p>	<p>August 2007 March 2008 August 2008 April 2009</p>	<p>Identify Project Team. Draft Strategy and Action Plan/costed resources. Consultation. Implementation.</p>
<p>b. Implement the Respect Standard for Housing Management.</p>	<p>J Smith/ S Hanley (Head of)/ (Head of)</p>	<p>To be identified by August 2007.</p>	<p>May 2007 August 2007 October 2007 January 2008 April 2008</p>	<p>Desk Top Audit. Draft report/action plan. Consultation. Report to Members. Implementation.</p>
<p>c. Deliver the Respect and Responsibility Schools Project.</p>	<p>S Hanley (Head of)</p>	<p>£200 in certificates.</p>	<p>2007/08</p>	<p>Engage with six schools during the year.</p>

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2. ENVIRONMENT & TRANSPORT				
2.1 To enable improvements to the built environment to achieve high quality development in the context of potential growth:				
a. Respond to the West Midlands Regional Spatial Strategy.	S Hanley (Head of)	Planning Services staff and Planning Consultants (where required).	May 2007	Commence Joint Study to examine future growth implications.
b. Respond to West Midlands Regional Spatial Strategy Phase 3 Revision.	S Hanley (Head of)	Planning Services staff.	March 2008 October 2008	Issue and Options. Preferred Option published.
c. Preparation of Development Plan Documents (DPDs).	S Hanley (Head of)	Planning Services staff.	September 2007 to May 2008. November 2008 June 2009	Preparation of issues and alternative options. Public participation. Preparation of submission DPD.
d. Prepare a Supplementary Planning Documents (SPDs).	S Hanley (Head of)	Planning Staff/ Environmental staff/ Housing staff. Urban design input.	2007/08	Each of the 9 agreed Supplementary Planning Documents are listed in full within the Environment & Planning Service Plan with a specific timetable agreed with Council/ Government Office. Anticipate 7 of the 9 SPDs to be adopted during 2007.

e.	Review the Contaminated Land Strategy with identification of new priorities.	S Hanley (Head of)	Capital bid outcome awaited.	Dependent on available resources.	Priority site information.
2.2	To achieve a sustainable level of household waste.				
a.	Introduction of improved waste collection service to “hard to reach properties”.	S Hanley (Head of) (Head of)	Officer time Environmental Services/ Operations. Revenue and capital budgets in place. Additional bids may be required. Project Officer to deliver.	April 2008	Implementation of programme.
b.	Achieve the Joint Municipal Waste Target of 24%.	S Hanley (Head of) (Head of)	Officer time Environmental Services/ Operations.	March 2008	24% recycling target.
c.	Present outcomes of move to Alternate Weekly Collections.	S Hanley (Head of)	Officer time Environmental Services/ Operations.	February 2008	Report to Members with detailed outcomes.
d.	To work with the County Council and other District Councils in Worcestershire to update the Joint Municipal Waste Strategy and investigate opportunities for shared services/ partnership working.	S Hanley (Head of) (Head of)	Officer time. Legal and consultant fees (if required).	May 2007 February 2007	National Waste Strategy published. Update report to Members.
2.3	Provide Cleaner Green Public Spaces.				
a.	Publish and implement service standards for Street Cleansing and Landscaping.	S Hanley (Head of) (Head of)	Members Working Group/ Focus Group/ Officer time.	August 2007 October 2007	Focus Groups. Adoption.

b.	Town Centre Improvements.	S Hanley (Head of)	Capital funding/Project Team/External Consultants.	October 2007 January 2008	Confirmation of HLF Bid. Subject to bid success finalise project plan.
c.	Landscape Capital Project delivery.	S Hanley (Head of)	Capital monies. Project Team. CDRP Tasking Group.	April 2008	Complete annual programme (40 sites).
d.	Estate Enhancement Project.	S Hanley (Head of)	Project Team. Capital resources. Community involvement.	July 2007 December 2007 September 2007 April 2008 December 2007	Woodrow Project. Winyates Project. Lodge Park consultation. Commence Lodge Park project. Complete site assessments Church Hill and Matchborough.
e.	Evaluation of Clean Neighbourhoods and Environment Act.			June 2007 January 2008	Publicity Plan. Report to Members.
f.	Implement Flood Alleviation Scheme – Batchley Brook	J Smith (Head of)	Available Section 106 monies	Works complete -March 2008	Survey and design complete - Oct 2007
2.4	To develop plans and strategies to improve the Council's sustainability performance				
a.	Reduce the overall carbon footprint of the Council (LAA).	S Hanley (Head of)	£6,000 budget. Staff resources.	Ongoing 2008/09	Implement an energy and utility efficiency programme.
b.	Production and adoption of strategy and action plan.	S Hanley (G Revans)	External consultant (resources confirmed).	October 2007	Adoption and launch.
c.	Work with Redditch Local Strategy	S Hanley	Partnership Project	March 2008	Incorporated in revised

	Partnership to ensure sustainability a key objective within Community Strategy.	(Head of)	Team.		Community Strategy.
2.5	To provide a public and community transport network that is accessible, reliable, efficient and affordable.				
a.	Secure resources for maintenance of existing services.	S Hanley	Capital/Revenue bid.	July 2007	Member consideration of bid.
b.	Establish the sustainability of a Dial A Ride service after end of WiNN funding in April 2008.	S Hanley (Head of)	Staff resources.	August 2007	Identify funding shortfall and future demand/alternative funding and options.
c.	Introduce Smart Card bus passes in conjunction with National Concessionary Fares Scheme.	S Hanley (Head of)	Additional admin resource. Capital identified and secured.	September 2007 October 2007 December 2007 April 2008	Transfer data. Cost implications/joint specification. Develop joint arrangements for system management. Issue new bus passes.
d.	Continue to monitor and improve taxi services and licensing by: <ul style="list-style-type: none"> Planned enforcement activities Ongoing medical certification and drug testing initiatives. 	S Hanley (Head of)	Within existing resources.	March 2008 Dates not published.	Annual reporting to Licensing Committee. Dates to be established in an annual programme.

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3. HOUSING				
3.1 We will improve conditions in the Private Sector by:				
a. Carry out enforcement activity against landlords and householders to maintain housing conditions.	S Hanley (Head of)	Within existing budgets.	As required.	Issue of notices/informal/formal enforcement.
b. Continue to identify and license as necessary Houses in Multiple Occupation.	S Hanley (Head of)	Decent Homes Grant.	2007/08	Ongoing annual programme of licensing.
c. Loan assistance for energy efficiency measures to Houses in Multiple Occupation.	S Hanley (Head of)	Decent Homes Grant.	2007/08	Payment of loan on completion of energy efficiency measures.
d. Develop an Empty Homes Strategy.	J Smith (Head of)	Within existing budgets.	Strategy developed December 2007	<ul style="list-style-type: none"> • Identify empty properties 2007. • Work with County/district colleagues during 2007/08
c. Target resources to vulnerable households in non decent dwellings.	J Smith (Head of)	Government Grant £256,000 for 2006/07. Awaiting Grant for 2007/08.	Achieve target of 80% of vulnerable households in decent dwellings by March 2009.	<ul style="list-style-type: none"> • Promotion of scheme during 2006-2008 • Identify vulnerable households in non decent dwellings during 2006 - 2008.

3.2 We will deliver a sustainable customer focused Housing Service by:				
a. Delivering the 1st year of the second five year Capital Investment Programme in the housing stock based on the “Redditch Quality Standard”.	J Smith (Head of))	Funded through the Capital Programme.	Appointing Partnering Contractors to deliver Decent Homes Programme	<ul style="list-style-type: none"> • The Mobilisation of successful Partnering Contractors for the Five year Programme • 31st March 2008 – first year of the 5 year programme complete.
b. Improve the use of our stock by matching supply to reflect local demand.	J Smith (Head of)	£41,000 included in the Capital Programme, resources funding agreed from the Housing Revenue Account.	Housing Advice service operational October 2006.	<ul style="list-style-type: none"> • Allocation Policy adopted July 2007 • IT system software and public access facilities completed by September 2007. • Choice Based Lettings due to open September 2007.
c. Achieve top quartile performance in key business areas by March 2008.	J Smith (Head of)	Within existing budgets.	Void, rent targets in top quartile by March 2008.	<ul style="list-style-type: none"> • Projected targets for 2007 met • Projected targets for 2008 met
d. Implement the key Tenant Participation priorities increasing choice in the way tenants can participate in improving the service.	J Smith (Head of)	Within existing budgets.	Published strategy September 2007.	<ul style="list-style-type: none"> • Draft strategy prepared by July 2007 • Strategy for Tenant Management Organisation – end 2008.

3.3 We will meet affordable Housing Needs by:				
a. Implement Cash incentive Scheme.	J Smith (Head of)	£250,000 Capital receipt.	12 families assisted into home ownership by March 2008.	Scheme launched May 2007. Applications assessed and granted March 2008.
3.4 We will tackle homelessness and provide advice on housing options by:				
a. Reviewing with key agencies the Council's Homelessness Strategy.	J Smith (Head of)	Within existing budgets.	County Strategy finalised August 2007.	<ul style="list-style-type: none"> • Draft County Strategy prepared which includes each Districts strategy and action plan.
b. Developing a housing advice strategy in partnership with other advisory organisations.	J Smith (Head of)	Within existing budgets.	Strategy adopted 2008	<ul style="list-style-type: none"> • Consultation during 2007 • Draft strategy prepared January 2008
c. Increasing and improving access to accommodation in the private sector.	J Smith (Head of)	Within existing budgets.	Accreditation scheme implemented April 2008.	<ul style="list-style-type: none"> • Increase membership of the Landlords forum by 50% by December 2007 • Work with the Landlords Forum to develop range of advice services and Information to Landlords - April 2008. • Implementation of Landlord Accreditation Scheme April 2008
d. Expanding the Council's homeless prevention role.	J Smith (Head of)	£30,000 grant from the DCLG (Homelessness department).	Increase in the number of families prevented from becoming homeless March 2008.	<ul style="list-style-type: none"> • Implementation of the recommendations from the Social Overview and Scrutiny committee on homeless prevention.

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4. LEISURE				
4.1 Create and Improve Leisure, Culture and Arts Facilities				
a. Develop a new plan to provide a new swimming pool and leisure facilities	P Patten (Head of)	Initial Assessment costs to be found from existing revenue resources.	Report to Council - Summer 2007	Option appraisal and financial modeling
b. In line with budget strategy procurement tranche 1 investigate the outsourcing of existing sports site provision.	P Patten (Head of)	Initial Assessment costs to be found from existing revenue resources.	Report to Council - Autumn 2007	Following Elected Member decision on the way forward for the Abbey Stadium redevelopment.
c. Support development of commercial leisure opportunities within the Town Centre.	P Patten (Head of)	Within existing resources.	Ongoing	<ul style="list-style-type: none"> • Review the Town Centre Strategy. • Establish sub group of Redditch Town Centre Partnership to explore further opportunities. • Provide supporting information to developers and operators.
d. Plan enhancements to the BMX Track.	P Patten (Head of)	Not known - will require capital bid.	Autumn 2007	<ul style="list-style-type: none"> • Initial investigation June 2006. • Project Team including partners established August 2006. • Production of Business Plan and Capital Bids Autumn 2006.

4.2 Increase the number of people and the frequency of participation in a wider range of activities	P Patten	RBC revenue funding plus project funding via partner organisations.		
a. Implement the Play Strategy including: <ul style="list-style-type: none"> • development of local action plans • development of 'riskier' play • introduction of play rangers 	P Patten (Head of)	<ul style="list-style-type: none"> • Grant funding to be secured • RBC capital bid 	Summer 2009	<ul style="list-style-type: none"> • devise implementation plan • consult with young people • explore further partnerships • creation of 'riskier' play sites
b. Provide more leisure, cultural and sports opportunities as detailed in the service plan.	P Patten (Head of)	Within existing - supplemented by partnership funding.	March 2009	<ul style="list-style-type: none"> • Development and implementation of wider range of activities for more sectors in the community • Increase in participation rates • Increase in Customer Satisfaction
c. Work with Partners to contribute to the 'Youth Matters' agenda	P Patten	Within existing, but will need to be reviewed during 2007-2009	Ongoing	<ul style="list-style-type: none"> • Take account of young people's views on activities and facilities currently available. • Review existing provision • Consider alternative activities and facilities • Publicise information

4.3	Provide high quality services achieving awards and recognition				
a.	Retain 'Green Flag' status for Arrow Valley Park.	S Hanley /P Patten (Head of)/ (Head of)	Within existing resources.	Annual	Seek retention of the Award.
b.	Retain 'Quest' status for Sports Centres	P Patten (Head of)	Within existing resources.	Spring 2008	Achievement of the Award
c.	Increase the use of APSE benchmarking scheme to include all facilities and development programmes	P Patten (Head of) / (Head of)	Within existing resources		Use of data to improve quality and cost effectiveness of all services
d.	Use of both TAES and Arts at the Strategic Centre self assessment frameworks	P Patten (Head of) / (Head of)	Within existing resources	Ongoing	<ul style="list-style-type: none"> • Complete self assessment tool • Produce Improvement plan • Implementation of improvement plan

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5. WELL MANAGED ORGANISATION				
5.1 We will refine our priorities both within the Corporate Plan and Service Plans including:				
a. Annual review of budgets linked to long term financial plan – with member involvement in allocating resources to priority areas.	C Smith (Head of)	Within existing	Annual	Updated Medium Term Financial Strategy and Plan - Summer Annual Revised/Initial Budget Process – Autumn.
5.2 Improving Customer Access				
a. Formalise the Disability Equality Scheme and develop an Action Plan	C Smith	Within existing	Publication of draft by July 2007	Consult with Redditch Access Group by December 2007
5.3 Ensuring a sustained improvement in services by:				
a. Establish member training and involvement in risk management.	CMT (Head of)	See 5.10	See 5.10	See 5.10
b. Review the Compact with the Voluntary Sector including the development of the grants process and associated SLA's for the delivery of services.	C Smith (Head of)	Minor costings for consultation and reprints.	New Compact December 2008	Establish Member Scrutiny Group

5.4	The Council will promote learning and development within the organisation				
a.	Introduce a Senior Management Development/Leadership Programme.	S Hanley (Head of)	See 5.8 a	See 5.8 a	See 5.8a
b.	Produce a revised Learning and Development Programme.	S Hanley (Head of)	Training and Development Manager, CMT, Heads of Service	February 2008	Forward plan.
c.	Introduction of a Staff Management Charter.	P Patten (Head of)	Head of Customer and Office Services	April 2006	Staff briefings to launch the charter April 2006. (completed)
5.5	To Develop our partnership working.				
a.	Review and restructure the Redditch Partnership	J Smith (Head of)	Within existing budgets.	December 2007	Partnership to endorse changes and restructuring to be implemented by December 2007 The Redditch Partnership becomes the 'partnership of partnerships' within the Borough.
b.	Produce a revised version of the Redditch Community Strategy	J Smith (Head of)	Thematic Leaders to produce State of Borough reports.	December 2007	Research and data validation through various consultation mechanisms by May 2007. State of the Borough Conference to be held in June 2007.
c.	Reducing income deprivation, including child and pensioner poverty	J Smith (Head of)	Within existing budgets.	September 2007	Suggest remove this?

d.	West Midlands LAA / LSP Regional Capacity Building Programme	J Smith (Head of)	Project Champion (to be identified)	March 2008	
e.	Redditch Partnership Local Hero Awards Ceremony and Art Competition	J Smith (A Urka)	£8,000 revenue expenditure	July 2007	
5.6.	To achieve effective financial management				
a.	Establish Fees and Charges Member Group	Chris Smith (Head of)/ (Head of)	Within existing resources	September 2006	
b.	Limit Council Tax increases to Inflation only over the next three years.	C Smith (Head of)	Within existing resources	Annual	Council Tax Setting
c.	Conduct Annual review of debt free status/Capital funding.	C Smith (Head of)	Within existing resources	Annual	Updated Medium Term Financial Strategy and Plan and Capital Strategy.
5.7	To manage our assets effectively				
a.	Deliver further programme of disposals.	J Smith (Head of)	Within existing budgets	March 2008 £0.5 million receipts	
b.	Develop an office accommodation strategy.	J Smith/ P Patten (Head of) / (Head of)	Consultation with Assets Management Group and other Directorates	Draft Strategy December 2007	New survey to be undertaken to reflect Directorate changes and external partner vacating space Strategy delayed deferred for completion in 2008.
c.	Implement the Asset Management Plan.	J Smith (Head of)	Within existing budgets	Ongoing	Yearly update on the Asset Management Plan & Energy Strategy to be presented to Executive Committee.

<p>d. Following the review of District Centres in accordance with the planned actions in the Asset Management Plan a new corporate objective has been established i.e.</p> <p>“To achieve the redevelopment of the Church Hill District Centre and improve community facilities in full consultation with the community and commercial tenants”</p>	<p>J Smith (Head of)with S Hanley (R Bamford) (Head of)</p>	<p>Within existing staff budgets supplemented by additional revenue funding for the employment of external consultants</p>	<p>Council approvals in Dec 2006 and March 2007 for principles of scheme and funding approvals June 2007 with further report on development partner by March 2008 Public consultation completed by end of September 2007. To commence the rebuilding in 2008/9 if a successful partnership can be achieved.</p>	<ul style="list-style-type: none"> • Public consultation commenced April 2007. • Update report will be considered by Council in approximately October 2007.
<p>5.8 To manage our staff effectively.</p>				
<p>a. Introduce a Leadership Programme.</p>	<p>CMT (Head of)</p>	<p>CMT/Heads of Service/ Human Resources.</p>	<p>September 2007 October 2007</p>	<p>Skills Audit. Menu of Options including mentoring/ coaching.</p>
<p>b. Undertake targeted action in support of the Absence Policy.</p>	<p>S Hanley (Head of)</p>	<p>Staff resource. Human Resources/Heads of Service.</p>	<p>September 2007 December 2007</p>	<p>Review support mechanisms for employees. Review of Occupational Health provision.</p>

c.	Implement an action plan following HSE Inspection and Report.	S Hanley (Head of)	Officer resource.	June 2008	Guidance/competencies training and risk assessments.
d.	Review turnover and produce a Retention Strategy.	S Hanley (Head of)	Officer resource.	June 2007 July 2008 March 2008	Review exit questionnaire. Review modern apprenticeships/ trainees and career graded post. Review recruitment literature and internet page.
e.	Complete Single Status negotiations and implementation (subject to revenue and capital bids).	CMT (Head of)	Capital and Revenue bid.	June 2007 September 2007 September 2007 October 2009 December 2009	Decision on Job Evaluation - Council. Completion of remaining terms and conditions. Equal Pay Audit. Implementation (subject to decision).
5.9 To achieve and promote best practice in equality issues					
a.	Achieve level 3 of the Equality Standard for local government by 2008.	C Smith (Head of)	Potential for staff resources to be identified.	Achieve level by December 2008	Consultation on Race scheme.
5.10 To manage our risks effectively					
a.	Establish member training and involvement in risk management.	C Smith (Head of)	Member Training Budget Lead Director and support staff.	Summer 2007	Programme to involve portfolio and lead committee.

<p>b. Expand our risk management systems.</p>	<p>C Smith (Head of)</p>	<p>Within existing resources.</p>	<p>Summer 2007 Summer 2007</p>	<ul style="list-style-type: none"> • Corporate and Directorate Risk Registers input to Risk Module of TEN software. • Assurance Framework and monitoring system developed.
<p>c. Maintain the Corporate Risk Register.</p>	<p>CMT (Head of)</p>	<p>CMT/Heads of Service</p>	<p>Nov 2007</p>	<ul style="list-style-type: none"> • Reviews of risks and action plans. • Member consideration of risks and control measures.

<p>5.11 To communicate and consult effectively</p>				
<p>a. Further develop our Customer Access Strategy.</p>	<p>P Patten (Head of)</p>	<p>Director of Customer Leisure and Business support and Head of Customer and Office Services. Customer access strategy group. Heads of service</p>	<p>July 2008</p>	<ul style="list-style-type: none"> • Current customer access strategy reviewed to reflect our current position with action plan for future development. • Research customer access in terms of patterns of use and preferences. • Provide corporate customer service training which is accredited by a recognised professional body • Introduce a programme of Business process re-engineering which looks at services from a customer perspective. • Involve stakeholders to generate trust and support in delivering our Customer access strategy. • Ensure that the strategy is evolutionary by regular and continuous planned consultation with customers • Build organisational capacity to achieve a

				corporate customer focus	
b.	Review effectiveness of the Communications Strategy.	C Smith (Head of)	Within Communications Team	March 2008	Establish Member Group to scrutinise
c.	Develop the Council's website.	P Patten (Head of)	IT Services Support Service Managers Support IEG Funding Capital Funding Revenue Funding	Ongoing	<ul style="list-style-type: none"> • Introduction of public e-consultation. • Introduction of e-Tendering / e-Procurement. • Introduction of online licensing • Introduction of online Local Development Framework • Introduction of Choice Based Housing Allocation System
d.	Participate in a County wide Citizens Panel.	C Smith (Head of)	County Council	Quarterly Panels	Now in place through Worcs County Research and intelligence unit.
e.	Produce a Communications Planner.	C Smith (Head of)	With IT and Communications.	March 2008	
f.	Setting clear consistent standards for external service publications.	C Smith (Head of)	Communications Team alongside Reprographics and IT	March 2008	
g.	Improve the impact of external communications.	C Smith (Head of)	Communications Team and Communications Forum.	March 2008	Baseline year so no target established for assessment.

5.12 To implement e-government					
a.	Contribute to the Worcestershire Hub project	P Patten (Head of)	Director of Customer, Leisure and Business Support, Head of Customer and Office Services, Head of IT Services, OSS Manager, Contact Centre Manager, CSAs	End of project in terms of contractual obligations is August 2013.	<ul style="list-style-type: none"> • CRM (eshop) is developed to improve its operational capabilities or a new system commissioned. (2008) • Further migration of county council services into the one stop shop and contact centre. In 2007 /2008 this will include further waste management services , registration and social care (face to face) services. • Further migration of district services into the contact centre and one stop shop. In 2007/2008, this will include, licensing, and remainder of environmental services. • Improved consistency of front line services across the hub including, CSA training and recruitment. • Contribute to the formulation of the Hub publicity campaign • Further development of on-line services.

<p>b. Use technology to implement transformed, customer focused services</p>	<p>P Patten (Head of)</p>	<p>IEG and Capital Funding (Already approved) Additional funding may be sought from capital funds.</p>	<p>On going</p>	<ul style="list-style-type: none"> • Development of e-forms • Introduction of community engagement mechanisms • Introduction of corporate records management systems • Introduction of Information Management systems • Development of service delivery through alternative access channels
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