

Office of the Chief Executive

Service Plan

2008 - 2009

Forward

Lambeth and the council this year must be prepared to meet the challenges that face it. This requires that we have the plans, resources and ability to make a difference. I am increasingly confident that we can increase the pace of our improvements and I am looking to the Office of the Chief Executive taking a lead role in this delivery.

The Office of the Chief Executive is made up of three divisions as well as the secretariat to the Chief Executive. The three divisions are Human Resources, Policy, Equalities and Performance and Campaigns and Communications.

The overarching aim of O.C.E is to drive change across the organisation in order to facilitate the vision and mission of the council as set out in the corporate plan. The team has the challenge of pushing the pace of change, improving performance and enabling departments and partners to meet the demands of our varied and complex audiences. We're moving our focus from creating the right organisational structures towards ensuring that we're really understand and improve the customer experience.

O.C.E is underpinned by an enabling and facilitating ethos. The team is there to create the opportunities for the organisation to develop and improve. It therefore has to ensure that the organisation can adapt to the changing environment that it works within. This environment can include statutory changes, huge diversity within the Lambeth population and staff development and engagement needs.

The responsibility of the O.C.E team is to create an understanding around changing needs as well as to create a safe environment to meet these changes. It therefore has to manage transformation of structures, processes, projects and fundamentally of culture. In order to do this it must also safeguard the reputation of the council as well as energising the organisation.

The values, priorities and plans are set out on the following pages and should allow us to see how we are delivering against our agreed aims and objectives.

Derrick

Derrick Anderson
Chief Executive

Golden Thread

All of the work that we do contributes to the council and its partners’ overall priorities and vision for the borough. The idea is that all our work is connected and that we all contribute to the aims and objectives of the organisation. This is known as the Golden Thread.

Lambeth Council

Lambeth First



The Sustainable Community Strategy – the aim of this strategy is to increase the number of residents in work, making Lambeth a great place to do business, giving support and training to young people and targeting efforts to the most disadvantaged neighbourhoods.



The Corporate Plan – this sets out the work needed to support the 6 corporate priorities. These are:

A safer Lambeth with stronger communities	Respect for our environment	More opportunities for children and young people	Better housing and flourishing local economies	Developing personalised care services	Serving our customers well
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- Sustainable community
- Developing personalised care services
- Serving our customers well



O.C.E. Service Plan – the service plan supports the overall delivery of the council’s priorities. This plan is intended to provide the fine detail of our day to day business so that we can monitor our progress and focus our work. This goes down to business unit level, which can be inserted in team plans and individual objectives and personal development plans



Business unit Plan



Individual objectives

Personal Development Plans

O.C.E. Priorities

Making a difference to the organisation

- delivering equal opportunities through our recruitment, support and services
- drive change in the organisation in order to make real improvements
- facilitate our colleagues so that they can deliver more and deliver better

Making a difference to our staff

- investing in people achieved
- informing and consulting our staff about future developments
- improving the opportunities for career development through training and support
- promoting the FRESH values through all our work

Making a difference to how we manage

- improved practice for performance management
- systems in place to improve appraisals
- shared and understood vision amongst managers
- demonstrating leadership styles through all our work

Making a difference to our reputation

- promoting staff awards and external award opportunities
- promotion of our services and support through high quality communications
- provide advice and support to members

Making a difference for our partners

- coordinate activity and knowledge across all partners
- lead the development of the Sustainable Community Strategy
- inform and consult partners in order to make a difference to local residents

Making a difference for our customers

- focusing attention of the organisation on outcomes for our citizens
- ensuring customer experience is central to our decision making
- ensuring that customer experience is positive

Values

Fairness **Respect** **Excellence** **Service** **Honesty**

Everything we do as a council and as individuals working for the council should be guided by our values. They sum up the type of council we want to be. They help our customers know what to expect from us.

Fairness means:

- Always treating our staff and our customers fairly and equally
- Never putting personal interests above public duty
- Allocating resources fairly and pursuing equal employment policies

Respect means:

- Respect for the individual and the differences between individuals
- Treating everyone with equal courtesy at all times
- Consulting our communities so we understand their diverse needs
- Valuing our staff and aiming for the best possible terms and conditions, working environment and training

Excellence means:

- Improving services to attain equally high standards for all customers
- Supporting and recognising staff who provide excellent service
- Members and staff working together to achieve excellence

Service means:

- Commitment to public service
- Ensuring that customers receive the services they want and need
- Putting customers needs before the needs of staff and members
- Recognising and responding to the concerns of our staff

Honesty means:

- Being open with staff and customers about how we work and how we make decisions
- Fighting fraud, dishonesty and discrimination in the borough and in the council

These values have meaning for all of us – members, managers, staff, partners and the public. It is important that we take account of them in everything we do – from our business plans to our day-to-day contact with customers and each other.

Leadership styles

The council works to a set of leadership principles to encourage and enable open and honest working, and an ongoing scrutiny of the work of the council.

These are:

Get connected

- know what colleagues do and see how you can help them and they can help you
- develop your own networks
- collaborate in order to make delivery more efficient and cost-effective

Name the issue

- be honest about the issues that you are trying to deal with
- look for solutions through open dialogue
- deal with the detail not just the opinion

Take responsibility

- look to yourself for the answer and be demanding of yourself
- plan effectively in order to recognise who is responsible for delivery
- manage your own risks
- never stand still when there is chance to make things better

Be ambitious for Lambeth

- judge your own contribution against the need to make Lambeth a better place
- do not accept mediocrity for yourself and the organisation
- recognise the council's vision in your own work and that of your colleagues'

Step back and reflect

- take the time to evaluate your achievements and efforts
- seek evaluation from customers and partners and use this to improve how you take things forward
- review the performance of the team and your role within it

Challenge and innovate

- seek a better solution and challenge your own preconceptions
- look for best practice and push for improvements
- create an environment where colleagues feel confident in challenging the current methods

Risk assessment

The O.C.E. team have identified the following risks that they will manage over the coming year.

The opportunities and threats shown below reflect only the highest level DLT risks. Operational risks re managed within each of the divisions and business units. The management of risks within the department is an ongoing process therefore this is a snap shot of the department's risk profile. Risks are categorised as red, amber or green according to status.

SLB risks

Ref	Threat/ opportunity	Headline risk	RAG	Owned by
CRR0004	Threat	Capacity and Capability : To ensure sufficient capacity and capability to deliver the council change management programme. This includes making sure the council's reputation is maintained and enhanced throughout this process	R	DD HR
CRR0008	Threat	Inspections: Not meeting our own agenda for improvement (CPA)	A	DD PEP
CRR0009	Threat	Recruitment and retention: To ensure effective arrangements for recruitment and retention of children and adults' social workers to ensure that services are delivered to the community	A	DD HR
CRR0011	Threat	HR Capacity: The ability of the HR service to deliver against increased expectations.	A	DD HR
CRR0013	Threat	Partnership/ LAA and LSP: Risk of not managing or optimising the overall partnership/ LAA and LSP arrangements across a range of internal and external stakeholders and themes (e.g. Every Child Matters is a cross cutting theme)	A	DD PEP

CRR0017	Threat	Civil emergency or local or major disaster The risk is that we are unable to provide business resilience ie. Deliver key services to our customers, during any civil emergency or local or major disaster.	R	DD HR
CRR0018	Opportunity	Capacity to manage partnerships: To develop the leadership and management capacity at all level of the organisation to engage affective with the community and working in partnership to achieve our shared vision for the borough	A	DD PEP

Threats which the O.C.E needs to minimise

Ref	Headline risk	RAG	Owned by
CS0040	Missed opportunities and duplication resulting from fragmented service planning will impact the councils ability to achieve all of it's corporate plan objectives	A	DD PEP
CS0042	Council in breach of Health & Safety legislation resulting in avoidable accident, resource intensive and costly legal action	R	H of R
CS0050	LSP not supporting cross-organisational working	R	DD PEP
CS0053	Governance arrangements do not effectively align the projects across the Council	R	DD PEP
CS0054	Failure to manage the resilience of management structures across the council to ensure they meet the organisations and boroughs needs will impact the reputation of the council	A	DD PEP
CS0055	The risk is the organisation's reputation may affect our ability to attract and retain staff is the risk. The impact could be that cannot ensure a workforce that can deliver our corporate priorities.	A	DD HR

Opportunities for OCE to maximise

Ref	Headline risk	RAG	Owned by
CS0056	Calibre of managers to understand what the council wants to achieve and to contribute towards delivering objectives.	R	DD HR

Resources

Our resources are key to getting things done. Here, we outline the resources that we have in 2008/09 to support the delivery of our plans.

People

The most important resource that we have, people are the key to our business. In 2008/09 we have 205 staff, 88% of which are permanent employees.

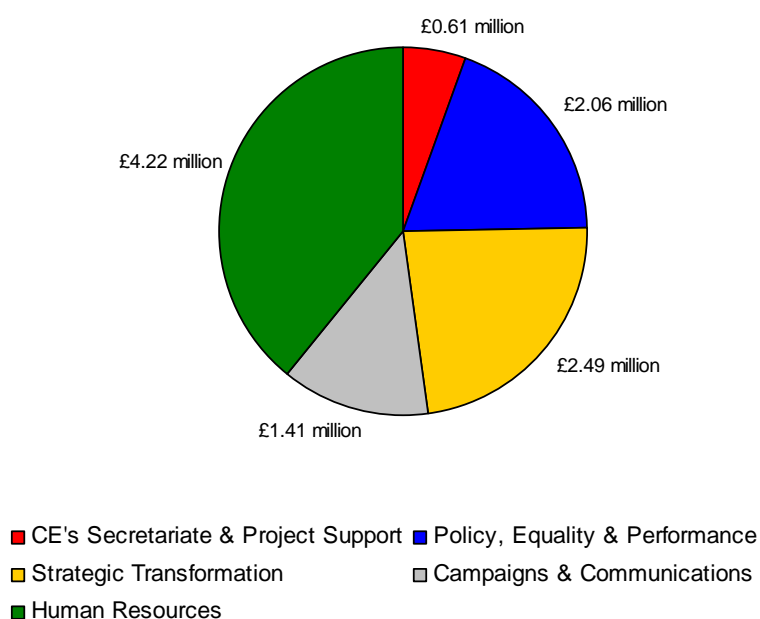
Our staffing profile can be broken down as follows:

	% in staff group as a whole		% in top 5% earners	
	Council (subject to confirmation)	OCE	Council (subject to confirmation)	OCE
Women	57.67	59.51	38.97	51.92
BME	59.21	57.3	25.83	28.85
Disabled	6.97	6.6	3.91	9.62

Our turnover in the last year was 21% as a consequence of restructuring in all three divisions, and our average number of days lost to sickness per FTE is 8.18 – lower than the council average.

Finances

The Office of the Chief Executive budget 2008/09



The Chief Executives Office has a net budget for 2008/09 of approximately £10.79m, the budget breakdown does not include the council-wide savings budget of approximately £4.17m. The OCE has committed to savings, both existing and new over the 3 years to 2011/12 of approximately £1.5m.

Equalities

Our equalities performance is crucial. We use the equalities impact assessment process to test out our plans and the delivery of our objectives, and as a new “office” we are working out our responsibilities to deliver the equalities schemes and the LGBT action plan, supporting the corporate move to a single equalities scheme.

Equalities performance is an integral part of our corporate performance management framework, and we support this by focusing on issues of equalities – including the monitoring of our equalities scheme action plans and the delivery of the equalities impact assessment panel’s recommended action. We focus on equalities at our O.C.E meetings on a quarterly basis. During 2008/09 we will be working to enhance our measurement of success in relation to equalities and support the corporate development and delivery of the Equalities and Cohesion Action Plan, and investigating the possibility of supporting the corporate equalities based staff forums with equivalent mechanisms within our respective divisions.

Key activities by division – our core business, what we will do and how we will measure it.

CE Secretariat

The CE Secretariat provides direct project and administrative support to the Chief Executive. The Secretariat is responsible for:

- timely delivery of briefings, speeches and material for consideration of Chief Executive;
- horizon scanning and awareness of issues pertinent to the leadership role of the Chief Executive;
- undertaking key pieces of research either of a sensitive nature where it is not appropriate to commission elsewhere;
- ensuring delivery of CE objectives around encouraging policy debates and events in liaison with Policy, Equalities and Performance;
- obtaining views from members and stakeholders when communicating with them on behalf of Chief Executive;
- assist Chief Executive with ensuring that members and stakeholders are kept informed of relevant developments and changes; and
- working with Communications to ensure that reputation management is managed effectively.

Campaigns and Communications

The Campaigns and Communications Division is responsible for coordinating communications activity across the council, overseeing the main communications channels and liaising with our key partners to deliver our key messages.

The Campaigns and Communications Division is responsible for:

- delivering the Communications Strategy, that sets out the communication priorities for the council;
- promoting the vision, mission and corporate priorities;
- supporting and promoting the council's reputation;
- supporting business needs including value for money and take up of services;
- managing and improving the culture of the organisation;
- improving the methods by which we communicate as well as the current communication channels; and
- managing web content, overseeing press and Lambeth Life, stakeholder management and internal communications.

Human Resources

The Human Resources (HR) Division enables the successful delivery of the People Management Strategy through:

- focusing directly on business needs and optimising efficiency and effectiveness;
- providing a more strategic role where it operates as a partner to services and as an agent to facilitate organisational development and change in Lambeth;

- Workforce planning through environmental scanning, labour market research, social inclusion, extending apprenticeships, graduate trainees and succession planning;
- developing recruitment plans for addressing hard to fill positions and facilitating social inclusion;
- tackling worklessness through work experience and placements;
- workforce development through embedding the leadership styles, FRESH values, talent management, career management, leadership and management development;
- providing Payroll, Pensions and HR Staff Support services;
- providing Health and Safety, Business Continuity and Emergency Planning services; and
- providing strategic HR services including analysing people management performance information to identify trends and issues to enable the right interventions to be implemented; case management, coaching and counselling managers on people management best practice, continued employment policy review, evaluation and development, incorporating the equalities agenda and working in partnership with departments and the Trade Unions.

Policy, Equalities and Performance

The division provides the council with the capacity to deliver the corporate priorities and strategic outcomes. It does this by:

- understanding our communities through consultation, research and analysis;
- placing the customer in the centre of our decision making;
- responding positively to the challenges of diversity in the borough through the equalities and diversity function;
- providing the policy framework within which the council and the partnership conducts its business and providing a horizon scanning function that allows the council and its partners to respond positively to future trends;
- building a proactive approach to strategic planning;
- delivering transformational programmes focusing on improved business processes and value for money;
- engaging with partners and stakeholders to establish and deliver a vision for the people who live, work and use services in the borough, and to champion integrated service delivery through the Partnerships team; and
- managing performance across the council and the partnership so that the reputation of the council and its partners is enhanced and appropriate recognition is received through external inspection.

OCE Work Programme 2008-09

Policy, Equalities and Performance						
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer	
Policy, Partnership and Inclusion						
<p>Serving our customers well:</p> <p>Customer satisfaction is improving</p> <p>Our Services are supported by effective and efficient processes</p>	<p>Annual Refresh of the Sustainable Community Strategy and Local Area Agreement</p> <p>Central Government requires local authorities to work in partnership with Local Strategic Partnerships to review and refresh their Sustainable Community Strategy and Local Area Agreement on an annual basis.</p>	Information gathering across the LSP to facilitate analysis of local need – JSNA, State of the Borough, Community Safety Strategic Assessment, relevant partner/council strategies and	June 2008	<p>Partnership Development Manager (Sophie Ellis)</p> <p>Policy Manager (Mike Wiltshire)</p> <p>Partnership Development Officer (Jack Hopkins) (Dave Edwards) (Bola Oludipe) (Verona Blair)</p> <p>Senior Policy Officer (Thomas Man)</p> <p>Policy Innovation Officer (Dairmid Swainson)</p>	<p>Head of PPI (Ian Jackson)</p>	
		Mid-year review of LAA activities/targets and mid-year review of LSP Strategic Board annual action plans that are linked to thematic strategies. This will include progress on PIs and activity work streams	September 2008			
		Draw together earlier analysis work and publish a new Lambeth Story of Place. This will guide the light touch annual SCS review and LAA review	October 2008			
		Review and assess implications of new Government guidance on LAAs	November 2008			
		SCS and LAA review in light of strategic policy findings emerging out of the new Story of Place	February 2009			
		Activity planning/action planning for LAA in 2009-10 based on findings in the Story of Place	March 2009			
		Refreshed SCS and revised LAA signed off by LSP Executive Delivery Group, LSP Board, Council Cabinet and Full Council	April 2009			

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Policy, Partnership and Inclusion					
<p>Serving our customers well:</p> <p>Our Services represent value for money</p> <p>Services are supported by effective and efficient processes, customer satisfaction is improving</p>	<p>Neighbourhood Working</p> <p>The PPI team will coordinate and facilitate delivery of neighbourhood working.</p>	Development of a 'Lambeth Pledge to Neighbourhood Working' for the partnership to demonstrate a shared commitment to neighbourhood working.	April 2008	<p>Partnership Development Manager (Sophie Ellis)</p> <p>Partnership Development Officer (Jack Hopkins) (Dave Edwards) (Verona Blair) (Bola Oludipe)</p>	<p>Head of PPI (Ian Jackson)</p>
		Facilitate and support the Lambeth First Neighbourhood Working Delivery Group responsible for developing and managing Lambeth's borough-wide approach to neighbourhood working, including the development of ward/neighbourhood profiles.	Monthly meetings throughout the year.		
		Coordinate and facilitate delivery of 3 neighbourhood working models in Brixton/Coldharbour, Waterloo and Clapham Park, including agreement of delivery targets, facilitation of necessary governance and delivery arrangements and performance management.	Ongoing throughout the year.		
		Facilitate an 'action learning set' of the 3 neighbourhood working models to ensure the development of good practice templates and shared learning across the borough.	Quarterly.		

Policy, Equalities and Performance						
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer	
Policy, Partnership and Inclusion						
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Annual Refresh of the Corporate Plan, Theme Board Appendices and Service Planning Database The Corporate Plan and associated 'theme board' appendices will be refreshed annually to ensure the council's vision, strategic/service outcomes and 'top basket' of performance indicators remains focused on the most important issues for Lambeth.	Strategic context presentation developed to facilitate SLB/Cabinet away-day	June 2008	Policy Manager (Mike Wiltshire) Senior Policy Officer (Tayo Peters)	Policy Manager (Mike Wiltshire)	
		Review of Corporate Plan outcomes in line with SCS/LAA review – as part of the new Story of Place	October 2008			
		Sign off of the organisations vision, strategic outcomes and 'top basket' performance indicators, gather key achievements for 2008/09 and gather key proposals/activity for 2009/10	March 2009			
		Input this data into the Service Planning Database for 2009/10 and develop new themed appendices	April 2009			
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Policy Development and Policy Analysis The PPI team will support Lambeth Council in its goal to become a 'policy/evidence-led' organisation that is aware of/takes account of new policy/research when planning service improvements.	Support the organisation to move from a reactive to a proactive strategic planning approach	March 2009	Policy Manager (Mike Wiltshire)	Head of PPI (Ian Jackson)	

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Policy, Partnership and Inclusion					
		Manage and co-ordinate the Lambeth Policy Network monthly meetings, design and run at least two sessions a year, quality assure content of sessions run by other Departments	Monthly	Senior Policy Officer (Thomas Man)	Policy Manager (Mike Wiltshire)
		Develop six-monthly Policy Network work programmes	October 2008 April 2009		
		Manage and co-ordinate monthly London Council briefings for the Deputy Leader	Monthly	Policy Innovation Officer (Diarmid Swainson)	
		Annual review of the Lambeth Policy Framework	February 2009		
		Pro-actively develop policy briefings for the Chief Executive on emerging issues/new thinking affecting local government	Monthly	Senior Policy Officer (Thomas Man) (Tayo Peters) Policy Innovation Officer (Nathan Pierce) (Diarmid Swainson)	

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Policy, Partnership and Inclusion					
	Develop a strategy toolkit This will provide best practice guidance for services on how to develop robust strategies. It will complement PQM frameworks and other corporate best practice toolkits	Work with colleagues to produce a final toolkit	Before March 2009	Senior Policy Officer (Thomas Man) (Tayo Peters)	Policy Manager (Mike Wiltshire)
		Review and redesign Lambeth First branding, Lambeth First website, including development of Extranet and community advocate 'blogs'.	August 2008	Communications Officer (LSP) (Sophie Cook)	Head of PPI (Ian Jackson)

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Quality, Performance and Research					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes The council has skilled and well-led staff who understand their community	Improve information management and secure knowledge management as a result	Undertaken consultation to inform the work of the council, including the work to supplement the new "Survey of Place" being introduced as part of the new national performance framework.	Ongoing	Senior Research and Consultation Officer (Mark Picksey)	Research and Consultation Manager (Rebecca Eligon)
		Working with Strategic transformation, develop the business case and undertake the feasibility for the development of information sharing (a data observatory)	End October 2008	Research and Consultation Manager (Rebecca Eligon)	Head of QPR (Carole Pattison)
		Implemented recommendations of Information Knowledge Management Strategy	As articulated through the strategy implementation plan	Research and Consultation Manager (Rebecca Eligon)	Head of QPR (Carole Pattison)
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Manage and improve the performance of the organisation	Put systems and produce guidance relating to the introduction of CAA	July 2008 initial programme for introduction of CAA; guidance to follow as methodology published	Improvement Manager (Mike Meehan)	Head of QPR (Carole Pattison)
		Produced high-quality Council Performance Digest for SLB, Cabinet and residents; including reporting Corporate and National Indicators	Monthly and quarterly reports produced	Senior Performance Analyst (Kristian Aspinall)	Improvement Manager (Mike Meehan)
		Provided project management for Corporate Assessment	September 2008	Performance Analyst (Nick Byrom)	Improvement Manager (Mike Meehan)

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Quality, Performance and Research					
		Completed data quality audit of PIs; Roll out the Performance and Quality Management Framework	July 2008 and ongoing range of promotional activities	Senior Performance Analyst (Kristian Aspinall) Performance Analyst (Kelvin Springer)	Improvement Manager (Mike Meehan)
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes The council has skilled and well-led staff who understand their community	Measuring and capturing the customer experience of our services, feeding back the changes we make as a result	Develop a strategy for researching resident needs/satisfaction including qualitative work	August 2008	Senior Research and Consultation Analyst (Mark Picksey)	Head of QPR (Carole Pattison)
		Complete the 2008 Place Survey	April 2009	Senior Research and Consultation Analyst (Mark Picksey)	Research and Consultation Manager (Rebecca Eligon)
		Provide evidence and research to support strategic programmes including CA, JAR, State of the Borough and JSNA	Ongoing	Research and Consultation Manager (Rebecca Eligon)	Head of QPR (Carole Pattison)

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Equalities and Diversity					
	Equalities and Cohesion Action Plan	To undertake a comprehensive consultation programme to develop and roll out the equalities and cohesion action plan in support of the Sustainable Communities Strategy	Consultation complete October 2008, roll out from then	Development and Practice Manager (Vacant)	Head of Equalities and Diversity (Vacant)
	Task and Finish Equalities Commission	To implement a two stage approach to an equalities commission; stage one focusing on the exploration and understanding of best practice elsewhere, stage two to deliver challenge to our own processes to ensure they match the best.	Stage one complete by Nov 2008; Stage two subject to project plan, complete by March 2009	Senior policy Officer (equalities) (Paula Williams)	Head of Equalities and Diversity (Vacant)
	Equalities Impact Assessment Process Review	To undertake a comprehensive review of the EQIA process, to develop clearer guidance and to ensure assessments have maximum impact.	Review completed October 2008 with changes implemented thereafter	Development and Practice Manager (vacant)	Head of Equalities and Diversity (Vacant)
	Delivery of equalities projects	To support the Brixton Splash Event	Summer 2008	Development and Practice Officers (Sherilyn Dossantos and Babul Aktar)	Head of Equalities and Diversity (Vacant)
To deliver the BME leadership programme		March 2008			
To manage the preparation and delivery of the equalities standard for local government Level 3 and Level 4		July 2008 (level 3); Dec 2008 (level 4)			

Policy, Equalities and Performance					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	PEP Resource Requirement	Responsible Officer
Strategic Transformation					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes Our services represent value for money	Delivery of the transformation programme	To deliver the corporate transformation programme including the project management, the implementation of existing plans and the delivery of benefits.	Project specific plans set out the milestones and benefits delivery throughout 2008/09	Head of Strategic Transformation (Jens Gemmel)	Divisional Director PEP (Sophia Looney)
		To manage the support of the theme delivery boards to ensure effective governance of the transformation programme across the council	Monthly meetings for each theme board	Business Transformation Managers (Mary Cotterell, Chris Smith, Justine Pedrick, Ann Edwards, James Downes)	Head of Strategic Transformation (vacant)
		To improve the quality of the reporting framework including exception reporting for the transformation programme to Strategic Leadership Board and Members	From September 2008	Programme Office Manager (Nene Nwichi-Taiwo)	Head of Strategic Transformation (vacant)
Serving our customers well: Our Services are supported by effective and efficient processes	Identification of new areas of work and potential feasibility studies going forward	As part of the development of the new operating model, seek opportunities to identify and assess potential areas of new work where greater efficiency can be secured through transformation, which can be captured as part of the service and financial planning process	From September 2008, feed into the service and financial planning processes	Head of Strategic Transformation (Jens Gemmel)	Divisional Director PEP (Sophia Looney)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Services marketing					
<p>Serving our customers well:</p> <p>Our Services represent value for money</p> <p>Our Services are supported by effective and efficient processes</p> <p>Customer satisfaction is improving</p>	<p>Oversee the delivery of the communications strategy</p> <p>The strategy is outward looking, designed to impact on our residents and stakeholders. It also impacts on our staff and this will be supported by Corporate Communications</p>	Design and implement a campaign around the 'Making a Difference' brand – coordinate the activity across the departments in order to manage an annual campaigns approach	September 2008 and ongoing	Departmental communications managers	Head of Services Marketing (Katy Gibbins)
		Establish the top priority projects across the council and put these against an annual timetable	September 2008	Departmental communications managers and DLT's	Head of Services Marketing (Katy Gibbins)
		Develop templates, materials and web presence in support of the Making a Difference programme	September 2008	Head of Publishing (Kate Vogelsang) Head of Design (Suzanne Davies) and Head of Web (Joel Smith)	Head of Services Marketing (Katy Gibbins)
		Develop and manage the communications forward plan	September 2008 and ongoing	Departmental communications officers	Head of Services Marketing (Katy Gibbins)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Services marketing					
<p>Serving our customers well: Developing our workforce to deliver excellent services</p> <p>Our Services are supported by effective and efficient processes</p> <p>The Council has skilled and well-led staff who understand their community</p>	<p>Development of audience understanding and targeted approach to communications</p> <p>Through greater understanding of our key audiences we can achieve greater impact in our communications messaging</p>	Implement a programme of evaluation of communications projects and methods	March 2009	Research and Consultation Manager (Rebecca Eligon)	Head of Services Marketing (Katy Gibbins)
		Departmental stakeholder management exercise – coordination of data and contact	September 2009	Departmental communications managers	Head of Services Marketing (Katy Gibbins)
		Multi-layered forward plan of corporate communications with residents and stakeholders in order to deliver targeted communications	September 2009	Corporate Communications (Emma Lewis)	Head of Services Marketing (Katy Gibbins)
<p>Serving our Customers Well</p> <p>Services are supported by effective and efficient processes</p> <p>Internal services are of a high quality and delivered to staff and members efficiently and quickly</p>	<p>Delivery of proactive and reactive communications strategies</p> <p>The services marketing team will develop strategies for the top priority projects and manage these across the council and with partners where appropriate</p>	Development of departmental communications strategy	November 2008	Departmental communications managers	Head of Services Marketing (Katy Gibbins)
		Communications strategies coordinated for priority level one and two projects	November 2008	Departmental communications managers	Head of Services Marketing (Katy Gibbins)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Corporate Communications					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Support the CA and JAR inspections As part of the development of core corporate communications materials the team will support the inspections later this year	Delivery of Corporate communications core materials including the Corporate Plan and Annual Plan	October 2008	Design team	Head of Corporate Communications (Emma Lewis)
		Coordinate and support the production of materials in support of the inspections	October 2008	Corporate Communications Manager (Julie Haley)	Head of Corporate Communications (Emma Lewis)
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Oversee the development of the Lambeth identity and brand Developing the identity of the organisation will allow us to focus on issues that are relevant to our values and to communicate them appropriately	Oversee brand identity development with external consultancy	January 2009	Corporate Communications Manager (Julie Haley)	Head of Corporate Communications (Emma Lewis)
		Develop visual identity of the organisation	September 2008	Head of Design (Suzanne Davies)	Head of Corporate Communications (Emma Lewis)
		Deliver council wide training and education programme in order to support the brand identity	March 2009	Corporate Communications Team	

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Corporate Communications					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Internal communications development and support to the Organisational Development programme The culture change programme that is being led by HR, PEP and C&C is being reinforced and complemented by an internal communications strategy	Deliver and support the Lambeth Staff council	October 2009	Internal Communications Manager (Tony Dikan)	Head of Corporate Communications (Emma Lewis)
		Provide an annual support programme to Members	ongoing	Internal Communications Manager (Tony Dikan) Corporate Communications Manager (Julie Haley)	Head of Corporate Communications (Emma Lewis)
		Deliver an awards programme both internally and externally	December 2008 and ongoing	Stakeholder relations manager (Roshan Bilimoria)	Head of Corporate Communications (Emma Lewis)
		Develop internal channels including changes to Team Talk	January 2009	Internal Communications Manager (Tony Dikan)	Head of Corporate Communications (Emma Lewis)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Corporate Communications					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Stakeholder engagement strategy	Implement a lobbying strategy for the council	October 2008 and ongoing	Stakeholder relations manager (Roshan Bilimoria)	Head of Corporate Communications (Emma Lewis)
	Developing our understanding of our key stakeholders and managing a programme of engagement will enhance our ability to achieve our aims and improve our reputation	Develop an audience specific stakeholder engagement strategy	October 2008 and ongoing	Stakeholder relations manager (Roshan Bilimoria)	Head of Corporate Communications (Emma Lewis)
		Develop an engagement programme for the Leader and Chief Executive	September 2008 and ongoing	Stakeholder relations manager (Roshan Bilimoria)	Head of Corporate Communications (Emma Lewis)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Publishing					
<p>Serving our customers well:</p> <p>Our Services represent value for money</p> <p>Our Services are supported by effective and efficient processes</p> <p>Customer satisfaction is improving</p>	<p>Develop the ability of communications function through improved communications techniques</p> <p>The communications division is developing modern techniques in order to improve our relationships with our audiences</p>	Online print	September 2008	Pitney Bowes as provider Head of Design (Suzanne Davies)	Head of Publishing (Kate Vogelsang)
		Communications toolkit	August 2008	Head of Design (Suzanne Davies)	Head of Publishing (Kate Vogelsang)
		Data management system	October 2008	Strategic Transformation (James Downes) Stakeholder relations manager (Roshan Bilimoria)	Head of Publishing (Kate Vogelsang)
		Photo management system	July 2008	Corporate Communications Manager (Julie Haley) Head of Physical Regen communications (Anna Williamson)	Head of Publishing (Kate Vogelsang)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Publishing					
<p>Serving our customers well: Developing our workforce to deliver excellent services</p> <p>Our Services are supported by effective and efficient processes</p> <p>The Council has skilled and well-led staff who understand their community</p>	<p>Development of Lambeth's online presence both for the website and intranet</p> <p>The purpose of the website is being examined - its ability to provide better and more efficient interaction with our customers as well as relevant and rapid information make its development a major priority</p>	Implement improvement schedule, SOCITM work and accessibility review for website	Ongoing	Head of web (Joel Smith)	Head of Publishing (Kate Vogelsang)
		Develop forward strategy for revised website and move to new platform	October 2008 and ongoing	Head of web (Joel Smith) IT and Customer Services	Head of Publishing (Kate Vogelsang)
		Review cross-council online presence and rationalise	October 2008 and ongoing	Head of web (Joel Smith)	Head of Publishing (Kate Vogelsang)
<p>Serving our Customers Well</p> <p>Services are supported by effective and efficient processes</p> <p>Internal services are of a high quality and delivered to staff and members efficiently and quickly</p>	<p>Procurement of design agencies</p> <p>This is to provide value for money, better coordination of design and to improve the use of our branding and reputation</p>	Develop a roster of design agencies that are made available cross-council	November 2008	Head of Publishing (Kate Vogelsang)	Head of Publishing (Kate Vogelsang)

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Press and Media					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Increasing dialogue with citizens through Lambeth Life and the media	Implement forward improvement plan for Lambeth Life	Ongoing	Lambeth Life team. Lambeth Life editor (Ella Cope)	Head of Press (Sarah Champion)
		Produce media directory for targeting work to specialist and ethnic press	January 2009	Head of Press (Sarah Champion)	Head of Press (Sarah Champion)
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Reputation management The press team is responsible for managing difficult issues and for providing proactive media coverage	Manage the press team to obtain 4 items of quality proactive coverage in national, London or trade publications in each portfolio area and/or quality feature coverage in SLP	Quarterly	Press team	Head of Press (Sarah Champion)
		Manage the press team to obtain two proactive broadcast items in London/national media for each portfolio area	Quarterly	Press team	

Campaigns and Communications					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	C&C Resource Requirement	Responsible Officer
Press and Media					
Serving our customers well: Customer satisfaction is improving Our Services are supported by effective and efficient processes	Management of emergency response and business continuity	Manage and update emergency planning process for the division	July 2008	Head of Press (Sarah Campion)	Head of Press (Sarah Campion)
		Oversee business continuity plan for the division	July 2008	Head of Publishing (Kate Vogelsang)	Head of Press (Sarah Campion)

Human Resources					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	HR Resource Requirement	Responsible Officer
Human Resources					
<p>Serving our customers well:</p> <p>Our Services represent value for money</p> <p>Our Services are supported by effective and efficient processes</p> <p>Customer satisfaction is improving</p>	<p>Delivery of an Excellent HR Service</p> <p>HR Teams working with the Strategic Transformation to deliver streamlined HR systems and processes</p>	Implement a future proof Payroll solution	TBC	Head of Payroll, Pension and Staff Support (Shida Ashrafi) ST Team to deliver	Head of Payroll, Pension and Staff Support (Shida Ashrafi)
		Implement the HR Staff Support Service	October 2008	Head of Payroll, Pension and Staff Support (Shida Ashrafi) ST Team to deliver	Head of Payroll, Pension and Staff Support (Shida Ashrafi)
		Implement Case Management System	September 2008	Employee Relations Manager (John Deakins)	HR Development Manager (Alison Sadik)
		Implement eRecruitment solution	October 2008	Recruitment Development Manager (Dawn Matthews)	AD Workforce Development (Emily Brown)
		Implement Oracle People Reporting	March 2009	Lead HR Information Analyst (Simon Morley)	HR Development Manager (Alison Sadik)

Human Resources					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	HR Resource Requirement	Responsible Officer
Human Resources					
		Implement Oracle People Organisational Management	March 2009	Staff Support Centre Manager (Matthew Johns)	Head of Payroll, Pension and Staff Support (Shida Ashrafi)
	HR Service Development and Management	Complete refresh of the HR Service by moving operational teams into departments. Improve strategic capacity of the core HR function to support to deliver continuous improvement and change.	October 2008	AD WD and AD SHR	Divisional Director HR (Nana Amoa-Buahin)
	Cultural Change Programme	Develop and implement agreed organisational development programme with a focus on engagement, FRESH values, leadership styles and management capability to support customer/citizen approach.	Phase 1 September 2009	AD Workforce Development (Emily Brown)	Divisional Director HR (Nana Amoa-Buahin)
Serving our customers well: Developing our workforce to deliver excellent services Our Services are supported by effective and efficient processes	Driving the Performance Culture The Learning and Development Team working with the Workforce Development Team to enable staff excellence	Implement the accredited Leadership programme for middle managers increasing middle management capacity and capability	September 2009	Head of Learning and Development (Doug Hagan)	AD Workforce Development (Emily Brown)
		Implement Oracle Performance Review (Appraisal process) to assign objectives to staff, review and record staff performance against those objectives.	May 2009	Head of Workforce Development (Glenn Jones)	

Human Resources					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	HR Resource Requirement	Responsible Officer
Human Resources					
The Council has skilled and well-led staff who understand their community		Deliver integrated action plan to enable the Council to be reaccredited against the Investors in People Standard	December 2008	Head of Workforce Development (Glenn Jones)	
Serving our Customers Well Services are supported by effective and efficient processes Internal services are of a high quality and delivered to staff and members efficiently and quickly	Reputation Management The Resilience Team will provide support, advice and assistance to the Council and community to minimise disruption to services in case of a major incidence in the Borough.	Facilitate Emergency Response Planning by responding to potential disruption; warning and informing of imminent disruption.	Ongoing	Emergency Response Planning Manager (Paul Randall)	Head of Resilience (Kyron Peters-Bean)
		Raise corporate awareness through training and exercising our legal and civic duty under relevant Health and Safety legislation	Ongoing	Health and Safety Manager (Ray Chivers)	
		Providing a simple clear strategy for resolving disruptions and providing business continuity in the case of a major disruption to Council services.	Quarterly and ongoing	Business Continuity Officer (Joshua Subair)	
Better Housing and a flourishing economy Adults are able to	Workforce Development To ensure the “right” people are recruited, selected and join the Council’s workforce	Appoint a new Managed Service Provider (MSP) for the supply of temporary agency workers	November 2008	Client Relationship Manager (Clare Thorbergsen)	AD Workforce Development (Emily Brown)

Human Resources					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	HR Resource Requirement	Responsible Officer
Human Resources					
develop skills and achieve their ambitions	via open competition and a fair, robust process. The Service also aims to implement recruitment and retention strategies which will particularly target 'hard to fill' roles and support the Tackling Worklessness and Employer of Choice programmes				
Economic well-being of all Lambeth citizens, including older people, is improved		Provide employment and develop opportunities to residents in the borough by implementing a programme for graduates, work placements, internships and apprenticeships	October 2008 and ongoing	Recruitment Strategy Manager (Liz Mayers)	
Serving our customers well		Support the implementation of a framework for employing people with learning disabilities	December 2008	Recruitment Strategy Manager (Liz Mayers)	
The council has skilled and well-led staff who understand their community					
A safer Lambeth with strong communities	Community Empowerment The Strategic HR and	Develop and implement an Employee Volunteering Scheme	December 2008	HR Strategy Manager (Vilma Nikolaidou)	AD Strategic HR (James Taylor)

Human Resources					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	HR Resource Requirement	Responsible Officer
Human Resources					
<p>Inequalities and social exclusion in the community is reducing</p> <p>Local communities are more cohesive, empowered and active</p> <p>Serving our customers well</p> <p>Service's are supported by effective and efficient processes</p>	<p>Development Teams will explore ways to increase working with a range of partners to improve and encourage a flourishing borough</p>	<p>Develop standardised arrangements for partnership working as part of the LSP project team</p>	<p>March 2009</p>	<p>HR Strategy Manager (Vilma Nikolaidou)</p>	<p>AD Strategic HR (James Taylor)</p>
<p>Serving our customers well:</p> <p>Customer satisfaction is improving</p>	<p>Policy Development and Analysis</p> <p>The Strategic Human Resources Team will support</p>	<p>Revise and publish employment policies and procedures on emerging issues/new thinking affecting local government staff.</p>	<p>September 2008</p>	<p>HR Strategy Manager (Vilma Nikolaidou)</p>	<p>Assistant Director – HR Strategy (James Taylor)</p>

Human Resources					
Corporate Priority/Corporate Outcome	Project/Programme	Activities	Timescale (to be completed by)	HR Resource Requirement	Responsible Officer
Human Resources					
Our Services are supported by effective and efficient processes	the Council in its goal to become a 'policy/evidence led organisation that is aware of and takes account of new policy when planning service improvements.	Implement Single Status including pay and grading review to ensure accountable body responsibilities are met.	June 2008	Employee Relations Manager (John Deakins)	