
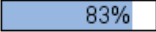









Strategic Compass Monitoring Report


End of Year Performance (2012-13)





Section of Strategic Compass								
Our Customers								
Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
All staff will complete customer service training	Customer Care Programme - Customer care in our genes	Customer care programme launched at Celebrate	Customer Care Officer took up post at the end of June 2012. Work progressed on developing an in-house Customer Care Programme for delivery for all staff, including new starters. This commenced September 2012 and was made compulsory for all staff to attend.	31 Dec 2012	<div> <div></div> <div>100%</div> </div>		Change & Communities	The key element of this work programme (customer care training) was completed, therefore no additional financial costs were incurred.
		Develop customer care engagement plan						
		Develop in-house customer care support & training programme						
		Draft plan available and budget approved by MB/cabinet/scrutiny	Details of the Customer Care Programme have now been communicated to Service Managers Group.					
		Induction to include customer care	The Customer Charter has not yet been revised but the current version has been communicated to staff as part of the Customer Care training programme.					
		Recruitment to include assessment of "cultural fit"	The Customer Care Officer left the Council in March 2013. No replacement has yet been appointed but the customer care training has continued to run with two members of the Customer Service Team.					
		Revised customer charter						

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Customer Champions in every service	Customer Care programme - Celebrating Success	Annual award at staff conference	Annual award presented for excellent customer service at the staff convention (Celebrate) in October 2012. 'Providing good quality customer service' also features as a key component of the competency framework within staff appraisals.	31 March 2013			Change & Communities	There would be no financial implications for non delivery of this project. The vast majority of actions within the Customer Care Programme have been completed but due to limited resources (staff), work to establish a Customer Champion in every service area has not yet been completed. This work would be of benefit to the customer but incur no additional financial costs.
		Ensure that the 'Passionate about our Customers' theme is assessed in individual appraisals	Training programme underway. 120 staff have attended the course to date. The course is held every second Wednesday of every month and compulsory for all staff to attend. As part of their induction, all new starters are booked on to a customer care training session.					
		Ensure the TWBC competencies support the customer care mantra						
		Introduce quarterly team nominations to accompany quarterly reports	Feedback from complaints received through the Council's three stage Complaints procedure and Local Government Ombudsman is included in the Quarterly Tracker report presented to Management Team. This assists managers to identify if further service improvements are required. A six monthly report is also presented to Cabinet on our complaints data, highlighting lessons learnt. The Kent Customer Service Networking Group 2012 Reciprocal Mystery shopping programme has just concluded. Results have been circulated to Heads of Service within the authority.					
		To support the delivery of the council's customer care programme and contribute towards the achievement of the objectives and targets in the action plan						
		Customer Care champions to be set up in each service area	There has been no capacity at present to introduce customer care champions in every service due to the vacancy of the Customer Care position.					

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
A new website will be created which reflects the needs of the public	Deliver the Channel Migration & Website Presence Project	Deliver the Channel Migration & Website Presence Project	At year end, the new website was publically available and running in parallel with the existing site. Updating of the final pages of content was delayed due to staff illness. Extra staff were trained in the use of the content management system to allow content to be updated during April 2013.	31 Mar 2013			Change & Communities	<p>This work programme was completed. Although delayed slightly, additional support was provided by staff within the customer service team, which enabled the new website to go live.</p> <p>The project spend to date is £25,385, a significant saving and upwards of £75,000 compared to the original capital budget. The saving has been made through utilising 'open source' software free from licensing costs.</p>
		Website Accessibility	<p>The new website went live in May 2013 and represents a fresh and innovative approach to informing and transacting with our residents online.</p> <p>The new Council website is compliant with Priority 1 and Priority 2 checkpoints of the Web Content Accessibility Guidelines published at http://www.w3.org/TR/WAI-WEBCONTENT/ and a checklist at http://www.w3.org/TR/WAI-WEBCONTENT/full-checklist.html</p>					
Mobile apps developed and a channel shift project run to enable customers to have more choice in how they access services		Deliver the Channel Migration & Website Presence Project continued (Phase 2).	<p>This work forms the second phase of the wider channel migration and website presence project.</p> <p>It has been agreed to change the focus from expensive mobile applications and focus less resources on making the Council's new website mobile responsive. This would then enable website visitors to access more information than the information which could be provided in a mobile application</p>					



Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Consultation exercises such as Ward Walks completed to enable a better understanding of service users	Consultation template	Produce toolkit for undertaking consultations	Approach for consultations defined in the Communications & Engagement Strategy 2012-13. Consultation toolkit completed and communicated to staff through corporate communications. Steps will continue to be taken to improve awareness of toolkit.	31 Mar 2013			Chief Executive	This work programme was completed and no additional financial costs were incurred.
		Inform members of public and key stakeholders of consultation timetable	Consultations are more widely published. The notice of intention to take key decisions has key dates for consultation. Major consultations are widely promoted. Clear timetable in place for key groups such as Town Forum and Parish Chairs. A new agreement with all local councils in the borough was introduced and visits undertaken to advise them of our approach on communication and engagement and to inform them of how to participate in the process. The Ward Walks programme did not run in 2012 due to Jubilee and Olympic events. 2013 Ward Walks commenced June 2013.					
Customer Insight Toolkit developed to enable a better understanding of service users	Customer Insight Toolkit Programme	Carry out the Customer Insight Toolkit Programme for the year 2012/13, working with HR, Waste & Streetscene and Licensing	Customer Insight Toolkit Manual was created and presented to Management Team in August 2012. Three services were visited during 2012-13: Housing, Licensing and Waste & Streetscene. The toolkit reviews correspondence, website content and complaints to identify the most common causes of customer contact and dissatisfaction.	31 Mar 2013			Change & Communities	This work programme was completed and no additional financial costs incurred. Whilst reviewing correspondence and contact with our customers, the toolkit


Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Customer Insight Toolkit developed to enable a better understanding of service users (cont.)	Customer Insight Toolkit Programme	Carry out the Customer Insight Toolkit Programme for the year 2012/13, working with HR, Waste & Streetscene and Licensing	Work with Housing is complete. Final report on toolkit for Licensing has been circulated to senior managers and action plan created for implementation. Outcome of this work will be presented to Licensing Committee on 12 June 2013. Staff views session from Waste team, Cory and Gateway held on 21 March 2013 to begin discussions for Waste service. Meeting to discuss follow up actions held on 16 April 2013.	Cont. from above	Continued from above	Cont. from above	Continued from above	may help identify potential savings within these service areas.
Events held to increase opportunities for the public to participate in local democracy	Develop a Local Democracy & Engagement Programme in line with the Communications & Engagement Strategy	Member engagement via social media	The Mayor has now been set up with a Facebook and Twitter account, both of which are actively being used. As part of the Member training programme, social media training was provided. 121 support has also been provided to individual Members.	31 Mar 2013	<div><div>100%</div></div>		Chief Executive	This work programme was completed. There would be no financial implications for non delivery of this project.
		Annual member survey	The Annual Member survey is now completed and was sent out with the Newsletter on Friday 14 September 2012. Actions from the survey have been implemented.					
		Democratic events	A series of sessions were held with local councils (parish/town) to promote democracy, communications and engagement. Feedback was taken on board from elected members on the approach to democratic events and this approach is in accordance with their request.					
		Number of additional Council wide communication campaigns completed						



Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Adequate consultation completed before decisions are made	Improve the co-ordination of the consultation/ decision making process	Review of the Town Forum	The Town Forum has adopted a new format and this has been implemented. The Town Forum is now aware of the major consultations taking place and has responded to each one through the consultation portal. The use of the portal has been reinforced through its inclusion in the Communications & Engagement Strategy. The use of the portal has increased over the last 12 months (both for external and internal consultation). The forward plan has been replaced and the new format informs all residents of the major decisions and the consultation arrangements for these. Forthcoming consultations are clearly communicated to the main groups engaged by the Council e.g. the Town Forum and the local Councils.	31 Mar 2013			Chief Executive	This work programme was completed. There would be no financial implications for non delivery of this project.
		Review the role of Objective						
		Consultation template						
		Communication of consultation timetable						
		Forward plan						
All staff will have completed diversity awareness training to ensure fair treatment in customer service	Ensure delivery of the people quadrant of the strategic compass	We have a corporate training plan in place to meet the needs arising from appraisal discussions	<p>Equality and Diversity Training still takes place and is held on a quarterly basis for staff. This training is compulsory for all staff and all new starters are required to attend.</p> <p>The Customer Care Training programme run internally which is also compulsory for all new staff reflects on the importance of equality and diversity. It reminds staff to ensure they provide a fair and consistent approach to our customers and have an awareness of our customers' needs.</p>	31 Mar 2013			Change & Communities	This work programme was completed and no additional financial costs were incurred. The Council takes its approach to the Public Sector Equality Duty seriously and carries out regular reviews of service areas as well completing impact assessments on the revision of key policies or procedures.



Section of Strategic Compass



Our People



Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Completion of and response by management to staff surveys	To assist with addressing matters that arise from the staff survey	To be able to evidence and measure the actions that are required have taken place	A decision was taken to complete the Best Companies survey every two years, therefore no survey was undertaken in 2012. However a Best Companies action plan was created in response to the feedback received in the previous survey. All actions are now 100% complete. Work included introducing a management development training programme (ILM), reviewing talent management, running a workshop on Hay Benchmarking and promoting learning and development initiatives such as the National Learning at Work week.	31 Dec 2012	<div><div>100%</div></div>		Change & Communities	The decision to carry out a staff survey every two years has reduced costs in this area. There would be no financial implications for non delivery of this project but addressing staff matters results in a more effective workforce.
Engaging staff in the development of key documents such as the Strategic compass 2013 and service planning	Embed the Strategic Compass and engage key stakeholders in the use and development of this document	<p>Communication campaign delivered internally within all Council buildings to raise profile of 2012/13 Strategic Compass</p> <p>Performance reported to Cabinet and Audit & Governance Committee on quarterly and six monthly basis</p> <p>Engagement timetable created for development of 2013/14 version</p>	<p>Two sessions were held with staff in April 2012 which focused on the Council's key priorities and relevant aspects of the Strategic Compass.</p> <p>An engagement timetable was created for the development of the Strategic Compass 2013/14 and this was implemented during autumn/winter 2012-13. The draft Strategic Compass 2013-14 was consulted upon for a period of six weeks alongside the Council's draft budget. This involved holding member briefings and presenting to the Town Forum and Overview & Scrutiny Committee. The feedback received informed the final version which was adopted by Full Council in February 2012.</p>	31 Dec 2012	<div><div>100%</div></div>		Change & Communities	Communication of the Council's key priorities is integral to the running of an effective organisation. This work was completed on schedule and developed alongside the budget setting process. Therefore no financial implications were incurred.

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Engaging staff in the development of key documents such as the Strategic compass 2013 and service planning (cont.)	Embed the Strategic Compass and engage key stakeholders in the use and development of this document	Engagement plan delivered in order to create a Strategic Compass understood by members, staff and partners and approved by members in Cabinet/Full Council February 2013	Work has commenced to communicate the key priorities for this year through monthly updates in the staff e-bulletin, the Corporate briefing and attendance at team meetings. An Internal Communications survey carried out with staff indicated that 83% of staff understood the Council's priorities and Strategic Compass.	Cont. from above	Continued from above	Cont. from above	Continued from above	Continued from above
		Complete annual review of the Strategic Compass (Equality Impact Assessment)	Performance against the Strategic Compass has been monitored through quarterly performance reports presented to Cabinet and a six monthly report to Audit and Governance Committee.					
All recruiting managers to receive training and guidance on the updated recruitment policy	Develop an online recruitment system and improve the quality of the recruitment process	Recruitment policy updated and training provided for all recruiting managers in new system	<p>New online recruitment system in place and in use.</p> <p>An Assessment Centre approach has been taken to the recruitment of a number of positions within the authority. All interviews now incorporate a test relevant to the skill set required in addition to the interview. The HR team also play a greater role in the recruitment process to support Managers with the implementation of the policy.</p>	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	This work programme was completed, therefore no additional financial costs were incurred. Work to strengthen the recruitment process could potentially reduce staff turnover; thus reducing future costs around recruitment.

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Opportunities such as ideas factory held with staff to share innovative ideas around providing value	Ensure that all appropriate actions are in place that can be delivered through the HR service including Celebrate, Ideas Factory and talent management process	All contributions to the People quadrant in place	<p>Celebrate (the Council's staff convention) took place on 17 October 2012.</p> <p>The Ideas factory and Delivery Factory have both taken place in 2012. These sessions enable staff to create innovative solutions to improving service delivery and identify areas for efficiencies. The work of these sessions has fed into the work of the internal working group; Income Management Group.</p> <p>A programme for these forums in 2013 are being worked on.</p>	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	<p>This work programme was completed, therefore no additional financial costs were incurred.</p> <p>The purpose of the two forums are to identify service improvements and efficiencies which could indicate areas for income generation or savings for the Council.</p>
Customer Care programme built into staff induction	Customer Care Programme - Customer care in DNA	Develop customer care engagement plan Develop in-house customer care support & training programme Induction to include customer care Recruitment to include assessment of "cultural fit" Revised customer charter	<p>As part of their induction, all new starters are booked on to a customer care training session run by Gateway staff.</p> <p>'Providing good quality customer service' features as a key component in the staff competency framework. Performance against the competency framework is assessed in staff appraisals. Customer charter to be reviewed when Customer Care resource is in post. Current charter communicated to staff through the Customer Service training sessions for staff.</p>	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	This work programme was completed. No additional financial costs were incurred.





Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Feedback mechanisms in place for staff to raise concerns in relation to workplace	Explore and address matters arising out of the staff survey	To be able to evidence and measure the actions that are required have taken place	<p>Best Companies action plan was created in response to the feedback received in the previous survey. All actions now 100% complete.</p> <p>Work included introducing a management development training programme (ILM), reviewing talent management, running a workshop on Hay Benchmarking and promoting learning and development initiatives such as the National Learning at Work week.</p>	31 Dec 2012	<div><div>100%</div></div>		Change & Communities	This work programme was completed and no additional financial costs incurred. There would be no financial implications for non delivery of this project but addressing staff matters results in a more effective workforce.
Online appraisal system to assess individual contribution to Council priorities	Support the implementation and development of the appraisal process and contribution pay	The golden thread that supports the corporate objectives is in place and the process of contribution pay is embedded in the Council	<p>The new online appraisal system is in place and following a trial run with the interim appraisal reviews, 100% of appraisals were completed through this method at year end (deadline met of 30 April 2013). Focus groups have now been booked in with staff to gain feedback on the new process.</p> <p>The new online system and process undertaken by staff ensures that their performance against both their objectives and the Council's competency framework are monitored. Links are also made</p>	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	<p>The online appraisal system is a new system which for the past year has been undergoing testing in advance of year end. Contingency plans were in place should system failure occur.</p> <p>There were however no additional financial costs incurred.</p>





Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Heads of Service take a leading role in cascading departmental priorities and objectives		Quarterly tracker and service plan reports used by managers in their team meetings and Management Team to review progress	<p>between staff objectives and the Strategic Compass (Council's key priorities). This ensures that staff are working towards the Council's priorities.</p> <p>Quarter Tracker reports are presented to Management Team. These reflect service performance in relation to performance targets, complaints, budget headlines and sickness absence.</p>	Cont. from above	Continued from above	Cont. from above	Continued from above	Continued from above
Managers Forum and Collaborate held to enable cross departmental working	Ensure delivery of the people quadrant of the strategic compass	Set up and maintain a Managers' Forum; Service Managers' Group and staff events to reinforce strategic messages and promote a 'one team' approach	A Managers Forum has been held for all Managers and three Service Managers Group meetings have taken place. These forums have helped to bring Managers together with their peers from across the different services to discuss shared issues and reinforce strategic messages.	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	This work programme was completed and no additional financial costs incurred.
Partnership Governance reviewed and procedures aligned where possible with MKIP authorities	Review Partnership governance and the role of key partnerships	<p>Partnership guidance document reviewed and up to date</p> <p>The role of the LSP reviewed; work programme and Terms of Reference updated</p>	The format of the Local Strategic Partnership (LSP) was reviewed by its members and the revised terms of reference were agreed at the meeting of 20 June 2012. An annual report is being produced and presented to the LSP on 26 June 2013 to report on the progress made over the past financial year.	31 Mar 2013	<div><div>50%</div></div>		Chief Executive	This work programme was part completed. No additional financial costs will be incurred as a result of the delay.



Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Volunteering opportunities for staff	Community learning via volunteering	The majority of staff take part in volunteering in the borough	From 1 April 2012, the volunteering scheme was in place. A number of teams have taken the opportunity presented by volunteering to support local organisations e.g. HR, BDU, Policy & Partnerships, Parking and local initiatives such as clearing Sherwood Lake.	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	This work programme was delivered and was of great benefit to the local community and local businesses.
Members training programme delivered	Deliver the Member's Induction day Learning & Development Programme	Increase the percentage of members that say support has been improved	<p>A training programme for members has been delivered. This included a new approach to the Member induction. The Member survey was completed in September 2012. Feedback from Members about support was positive.</p> <p>The majority of Members that responded agreed that the support they receive from Democratic Services was to a high standard. The majority of Members that responded also agreed that Democratic Services supported them in their role as a community leader. Clear design branding in place for communication with Members and the Members newsletter has been reviewed and updated.</p>	31 Mar 2013	<div><div>100%</div></div>		Chief Executive	This work programme was delivered and ensured that Members were better informed and equipped to communicate key messages within the community. There would be no financial implications for non delivery of this project.



Section of Strategic Compass



Providing Value

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
Providing greater value for money through a unified debt recovery project Increase service delivery through economic channels	Value for money	Reduction in costs through improved procurement	<p>Research into how best to create a unified debt recovery project is complete.</p> <p>A role dealing with this recovery would require access to a Council Tax list in order to trace debtors. Current legislation does not allow access to the list for debt purposes other than the recovery of debt relating to Council tax.</p>	31 Mar 2013			Chief Executive	This work has been completed in order to reduce costs of recovered debt and new debt occurring. No additional financial costs were incurred.
		Delivery of services in different ways	Options however that are being taken forward include placing a disclaimer on new forms to advise customers how their data is being used (the creation of a corporate privacy statement). The amount of bad debt which prompted the project has reduced following the introduction of improved procedures for raising invoices and debt collection by the Financial Services Manager. We also have been continuing to work across MKIP to find the best method of legally sharing data to reduce costs of recovered debt and new debt occurring.					
		Identification of opportunities to save/reduce service level						
Benchmark our performance regionally and nationally to ensure we are keeping	Produce key legislative updates and promote examples of best practice in	Quarterly briefing created on the Localism Act with assistance from Legal Services Manager where necessary and circulated to Localism Project Group	<p>A Localism Project Steering Group was set up early 2012 and briefings circulated to the group with key information and best practice.</p> <p>Cabinet agreed a proposal for the implementation of both Right to Challenge and Right to Bid in February 2013.</p>	31 Mar 2013			Chief Executive	This work has been completed and no additional financial costs were incurred.

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) of non delivery
pace (i)	relation to the Localism Act			Cont. from above	Continued from above	Cont. from above	Continued from above	
Benchmark our performance regionally and nationally to ensure we are keeping pace (ii)	Undertake a borough wide survey with residents to benchmark the Council's performance	Research company commissioned	<p>BMG Research was commissioned to complete the 2012 Residents' Survey. The fieldwork was undertaken in the autumn of 2012. 1,014 interviews were completed face to face with a representative sample of the borough population. The report was received and the key findings presented to Cabinet on 6 December 2012.</p> <p>BMG Research presented the findings to Members on 17 January 2013. A copy of the report is available on the Council website.</p>	31 Mar 2013			Chief Executive	The Residents' Survey 2012 was completed to budget. No additional financial costs have been incurred.
		Fieldwork completed with representative sample of 1,000 residents						
		Draft report received and edited/proofread ready for circulation amongst Management Team						
		Results presented to Management Team and to Members via a Members briefing						
Open access to information on the website using national open data principles; one central place for all key information	Contribute to the development of an 'Open data' area on the new TWBC website	Research exercise completed into best practice examples of open data websites elsewhere	Research has been undertaken to review the requirements of the Open Data White Paper alongside the Code of Practice on transparency. A section of the new website is specifically assigned to 'Open data and transparency' and this sits with the Council's Publication scheme, Freedom of Information (FOI) disclosure log and links to 'Transparency on spend.' The Council's publication scheme has been updated and approximately 300 historic FOI responses have been uploaded to the new website. A search engine facility has been added to this webpage to improve accessibility to this information.	31 Mar 2013			Chief Executive	No additional financial costs were incurred. By publishing key information we may reduce costs of the time spent by staff responding to requests of this nature.

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) for non delivery
Spotlight on spend - meeting the code of Practice on data transparency	Set a balanced budget for the Council and monitor through the quarterly reports, recommending corrective action where appropriate	Full Council approval of the budget in February 13 and provide monitoring reports that are actively considered.	<p>The Council fully complies with the Government Code of practice; providing the information they advise we should publish and more. For example the Council proactively published grant information prior to government guidance being released on this subject. The Finance Team routinely publish data on the Council website which can be found on the Transparency on Spend webpage (including all payments over £250): http://www.tunbridgewells.gov.uk/council/performance-and-spending/transparency-on-spend</p> <p>Full Council approved the budget for 2013-14. The Council was also able to balance the budget without the use of the Council's reserves at the end of 2012-13 for the first time in a decade (2001).</p>	31 Mar 2013	<div><div>100%</div></div>		Chief Executive	The Council continues to review its income and expenditure to ensure that it provides good value for money. There are no financial implications as the outcome of this work programme was positive and the Council balanced its budget without the use of reserves.
Working with other authorities to drive efficiency through partnership working	MKIP Partnerships	Continue to develop partnership opportunities through MKIP and the Kent Gateway programme	<p>The Revenues and Benefit MKIP Partnership is in place and working effectively. The timescales for the processing of new claims has improved. The MKIP Legal Partnership is also now in place and the Legal Partnership Manager recruited.</p> <p>The ICT Partnership went live early April 2013, with the new working practices and staffing structure in place. Two further partnership proposals are due to be considered at a Tri-Cabinet meeting on 12 June 2013 for Planning Support and Environmental Health.</p>	31 Mar 2013	<div><div>100%</div></div>		Change & Communities	The Revenues & Benefits MKIP Partnership saw a saving of £150,000 in its first full year whilst also providing greater resilience. This has enabled the service to deal with the many changes in government legislation, which would have been difficult to deal with in isolation.

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) for non delivery
Undertake audit of partnerships in the council to ensure they are being delivered effectively	Review Partnership governance and the role of key partner-ships	Audit of Partnerships	<p>An exercise was completed to identify key partnerships that the Council works with or is part of early within the financial year. This report was presented to Communities & Partnerships Overview & Scrutiny Select Committee in April 2012.</p> <p>Further to this, the Audit Partnership have programmed to carry out a full audit of partnership working in the new financial year.</p>	31 Mar 2013	<div><div>100%</div></div>		Chief Executive	The work programmed for 2012-13 has been completed and a more detailed audit planned for 2013-14. This will assist to strengthen the governance arrangements in place for the many partnerships the Council now works within.
Develop a new business plan for the operation of the crematorium and cemetery to improve costs and environmental performance	Developing a business plan for the crem-atorium	Report to Cabinet provides options with life time costing and a full assessment of implications to the service	Report was presented and approved by Cabinet in December 2012 on the Contract Award for the replacement of Cremators and Pollution Abatement equipment and maintenance.	31 Mar 2013	<div><div>66%</div></div>		Development & Environment	The business plan is expected to contribute to the 2014-15 budget. However, work done to date has had a positive impact on the 2013-14 budget in the region of £55,000. There are none anticipated but delays to the business plan could lead to lost opportunities for new income regeneration reducing costs.
		Business plan provides an options appraisal that sets out new potential income streams, their benefits and costs together with a SWOT analysis, draft timescale and potential funding sources	The New Registrar started in post in December 2012 and he has been tasked with the further development and completion of this business plan. Work has already commenced to review the varying needs of the Crematorium's customers. The Registrar is supporting an Overview & Scrutiny working group that has been tasked with identifying opportunities to enhance our services and this is scheduled to report in August 2013.					

Strategic Compass project	Title of action	Milestone	Latest note	Due date	Progress bar	Status	Directorate	Implications (financial/ community benefit) for non delivery
Maximise external investment to ensure security of funds Fees and charges set to recover costs of provision	Fulfil objectives of Income Management Group	Set the Fees and Charges for TWBC for 13/14 to achieve MTFS target	The Fees and Charges report for 2013-14 was presented to Cabinet for decision in November 2012. A thorough review of the potential fees and charges that could be assigned to the varying services that the Council provides was completed by the Income Management Group. The revised fees and charges were approved.	31 Mar 2013			Chief Executive	<p>Financial implications which could be incurred included the low rate of return and funds predominantly held in one category.</p> <p>Expenditure pressures could also have potential to outstrip income streams therefore putting a risk on a balanced budget.</p>
		Find new ways to raise income.						
		Find new ways to transact with customers more efficiently and improve the debt recovery process	<p>The Council continues to collect money in an efficient way ensuring that transaction costs are reduced whilst also making the payment process more convenient for the purchaser. Examples include the paybyphone method which has worked well. The Council has also moved areas of small collection to direct debit.</p> <p>The development of the new website will provide greater opportunities to improve our transactions with customers.</p>					