

Best Value Improvement Plan 2008

Report Author: David Webster
Generated on: 18 September 2008



IP01-Establish arrangements and working practices which demonstrate openness and accountability in strategic decision making processes

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|---|--------|----------------------------------|--------------------|------------|--------------|---|---|-----------------------------------|------------|-------|
| Develop mechanisms to ensure Member involvement throughout strategic decision-making process | | <input type="text" value="0%"/> | | 31/03/2009 | Liz Cochrane | Milestones to be confirmed following CMT and Council approval of action plan. Action plan to Council October 2008 | --New Milestone-- | | | No |
| Establish new committee report template which includes full review of options to assist decision making | | <input type="text" value="50%"/> | 01/04/2008 | 31/10/2008 | Liz Cochrane | Revised committee report template, with focus on option appraisal will be reflected in action plan for strategic leadership and m/o relations | Advice and Training for officers | | 30/04/2008 | Yes |
| | | | | | | | Review of reporting to ensure compliance- | | 31/10/2008 | No |
| Implement action plan for member/ officer relationships | | <input type="text" value="0%"/> | 01/09/2008 | 31/03/2009 | Liz Cochrane | Milestones to be confirmed after CMT approval of action plan | | | | |
| Produce Action Plan from Improvement Services Report and seminar on member-officer relations | | <input type="text" value="66%"/> | 01/04/2008 | 31/10/2008 | Liz Cochrane | | IS Development Programme-initial session | Initial session with members 4/08 | 30/04/2008 | Yes |
| | | | | | | | IS Development Programme-Members/ CMT session | Only with CMT | 31/08/2008 | Yes |

| | | | | | | | | | | |
|--|--|--|--|--|--|--|---|----------|------------|----|
| | | | | | | | Submit Action Plan to CMT (Sept) Council (Oct) | in draft | 31/10/2008 | No |
|--|--|--|--|--|--|--|---|----------|------------|----|

IP02-Develop and implement medium to longer-term strategies to ensure effective management of resources, including financial planning and workforce planning. These arrangements should also be integrated with the service planning process

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|--|--------------------|------------|---------------|---|--|----------|------------|-------|
| Develop strategic financial plan |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4a86e8; color: white; display: flex; align-items: center; justify-content: center;">40%</div> | 01/05/2008 | 31/12/2008 | David Connell | Originally had planned to complete Financial Strategy by August. Now extended to December following August Council report on indicative 2 year financial position. Requires a monthly budget working group with Members to progress | Review existing data and best practice | | 31/05/2008 | Yes |
| | | | | | | | CMT report | | 05/08/2008 | Yes |
| | | | | | | | Council Report on 2 year budget plan | | 27/08/2008 | Yes |
| | | | | | | | Setup budget working group | | 30/09/2008 | No |
| | | | | | | | Produce 10 yr financial plan report for Corporate & efficient Governance Committee | | 17/12/2008 | No |
| Develop workforce planning strategy as part of overall HR Strategy |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4a86e8; color: white; display: flex; align-items: center; justify-content: center;">5%</div> | 01/07/2008 | 31/03/2009 | Francine Ewen | Improvement Service now leading on collating and disseminating best practice. Seminar w/c 1 Sept | Set up of HR Scoping Group | | 31/08/2008 | Yes |
| | | | | | | | Develop a strategy statement | | 30/09/2008 | No |
| | | | | | | | Implementation of action plan | | 30/11/2008 | No |
| | | | | | | | Development of framework to support departmental workforce plans | | 28/02/2009 | No |
| Procure and Implement new HR system |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4a86e8; color: white; display: flex; align-items: center; justify-content: center;">20%</div> | 05/12/2007 | 01/04/2009 | Francine Ewen | 5 tenders received. Now reviewing possibility of re-tendering having reviewed selection criteria and system selection process in light of withdrawal of joint tender by Inverclyde, increased | Agree Specification | | 31/01/2008 | Yes |
| | | | | | | | Tender documentation Issued | | 29/02/2008 | Yes |
| | | | | | | | Report to Tender Committee | | 25/06/2008 | No |
| | | | | | | | System Live | | 31/03/2009 | No |

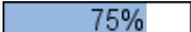
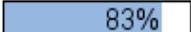
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|--|---|---|------------|------------|------------------|---|---|-----------------------------|------------|-----|
| | | | | | | importance of self-serve functionality and need to integrate into payroll system. | | | | |
| Provide financial input to Service Planning & Budget Guidance |  |  | 01/06/2008 | 02/09/2008 | Gillian McNeilly | | Participate in the Directors of Finance best practice review group | First meeting in Fife 18/6 | 31/07/2008 | Yes |
| | | | | | | | CMT Report (jointly with Policy Unit) | | 02/09/2008 | Yes |
| Update and issue the annual Joint Planning and Budget Guidance |  |  | 01/05/2008 | 07/09/2008 | Lynn Henderson | Update of current guidance - requires review of 08/09 process | Agree content of Joint Planning & Budget Guidance with Finance officers | Met with Finance 12/8 | 30/06/2008 | Yes |
| | | | | | | | Produce draft Joint Planning & Budget Guidance for agreement | Will produce for CMT on 2/9 | 31/08/2008 | Yes |
| | | | | | | | Issue agreed Joint Planning & Budget Guidance to Directors | Issued 3 September 2008 | 05/09/2008 | Yes |

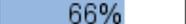
IP03-Ensure robust and effective scrutiny arrangements, including the involvement of opposition elected members, covering the council's decision making processes as well as service performance, are put in place

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|---|---|---|--------------------|------------|---------------|----------|---|--|------------|-------|
| Review performance scrutiny remit of Audit & Performance Review Committee |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 40%; position: absolute; left: 0;"></div>50%</div> | 01/04/2008 | 12/11/2008 | David Webster | | Include in SPI report to June A&PR Committee | | 11/06/2008 | Yes |
| | | | | | | | Include in SPI report to Nov A&PR Committee | | 12/11/2008 | No |
| Undertake an options appraisal of decision making and scrutiny structures |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 57%; position: absolute; left: 0;"></div>57%</div> | 01/04/2008 | 31/03/2009 | Liz Cochrane | | Revised remit of A&PRC | Agreed by Council 26/9/07 | 30/04/2008 | Yes |
| | | | | | | | Include Lay Members on A&PRC- | Council agreement 30/1/08 to include 4 lay members | 30/04/2008 | Yes |
| | | | | | | | Meeting of A&PRC with lay members | First meeting 16/4 | 30/04/2008 | Yes |
| | | | | | | | Decide voting rights for lay members | Agreed by Council 28/5 | 30/05/2008 | Yes |
| | | | | | | | Report to A&PRC on further options for development of decision-making/scrutiny structures | I&EE - 5.9.08 will be asked to approve action plan on strategic leadership and m/o relations which includes proposals for further review of scrutiny | 12/11/2008 | No |
| | | | | | | | Report to Council | | 17/12/2008 | No |
| Organise and deliver training programme for lay members of A&PRC | Initial training and further TNA took place 10.9.08 | 31/03/2009 | No | | | | | | | |

IP04-Develop a culture to support best value and continuous improvement across the organisation

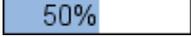
| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|--------|--|--------------------|------------|--------------------|----------|---|--------------------------------------|------------|-------|
| a) Set up Framework for Efficient Government monitoring | | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 33%;"></div></div> 33% | 01/04/2008 | 31/03/2009 | Margaret McCluskey | | Submit 07/08 Efficiency Statement to Cosla | | 19/08/2008 | Yes |
| | | | | | | | Submit Efficiency Statement to Corporate &EG Committee | | 29/10/2008 | No |
| | | | | | | | Set-up efficiency indicators in Covalent | | 31/10/2008 | No |
| b) Monitor outcomes of Efficiency savings initiatives across the Council | | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #e0e0e0; width: 0%;"></div></div> 0% | 01/07/2008 | 31/03/2009 | Margaret McCluskey | | Report to CMT | | 30/09/2008 | No |
| | | | | | | | Report to C&EG Committee | | 29/10/2008 | No |
| c) Monitor the Administrations Efficiency proposals and targets set out in Feb08 Budget Commitment Statement | | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #e0e0e0; width: 0%;"></div></div> 0% | | 31/03/2009 | Margaret McCluskey | | Report to C&EG Committee | | 29/10/2008 | No |
| Carry-out new 2009 Staff Survey | | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #e0e0e0; width: 0%;"></div></div> 0% | 01/12/2008 | 31/03/2009 | Angela Terry | | Draft questionnaire | | 31/12/2008 | No |
| | | | | | | | Secure and brief consultatns on requirements | | 31/01/2009 | No |
| | | | | | | | Conduct survey | | 31/03/2009 | No |
| d) Review Diagnostic Project outputs and produce short-list of opportunities to CMT for prioritisation | | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; position: relative;"><div style="background-color: #4f81bd; width: 66%;"></div></div> 66% | 01/04/2008 | 31/12/2008 | Colin McDougall | | Set up and train project team, commence data collection | | 31/03/2008 | Yes |
| | | | | | | | Interviews with Services | | 31/05/2008 | Yes |
| | | | | | | | Data collection and collation | Diagnostic tool submitted to IS 22/5 | 31/05/2008 | Yes |
| | | | | | | | Gap analysis & Prioritisation exercise with PWC | Gap analysis in progress | 31/07/2008 | Yes |
| | | | | | | | Report to CMT on opportunities | | 30/09/2008 | No |
| | | | | | | | Concluding Report to CMT | | 23/12/2008 | No |

| | | | | | | | | | |
|--|---|---|------------|------------|---------------|--|--|------------|-----|
| Develop a revised Dignity at Work policy and procedure |  |  | 01/04/2008 | 30/09/2008 | Francine Ewen | Revised policy to CMT | | 31/05/2008 | Yes |
| | | | | | | Draft to JCF for consultation | | 30/06/2008 | Yes |
| | | | | | | Final report to council | Report to Council rescheduled to Dec; Training underway Sept-Nov | 31/08/2008 | No |
| Develop an Internal Communications Strategy and Action Plan |  |  | 01/04/2008 | 30/12/2008 | Louisa Mahon | Complete and agree draft Communications Strategy at ESWG | | 15/02/2008 | Yes |
| | | | | | | Report to CMT May 2008 - agreed draft communications strategy | Waiting on feedback from HEEDs and Social Work, updated draft to CEO and SMT required in August. | 27/05/2008 | Yes |
| | | | | | | Report to Council, May 2008 - ESWG | Report was approved and joint plan with OD being progressed. | 28/05/2008 | Yes |
| | | | | | | Publish & promote internal Communications Toolkit | | 30/09/2008 | No |
| Evaluate all services (Service Performance Assessments) and create a continuous improvement plan for every service |  |  | 01/04/2008 | 30/09/2008 | Moray Nichol | Develop approach to enable service to compare performance against key PSIF criteria | | 31/12/2007 | Yes |
| | | | | | | Services complete Service Performance Evaluation questionnaire | | 29/02/2008 | Yes |
| | | | | | | Conduct one to one validation meetings with service representatives | | 31/03/2008 | Yes |
| | | | | | | Analyse results of Service Performance Evaluations and report findings to CMT | | 30/04/2008 | Yes |
| | | | | | | Agree improvement action with services | | 31/05/2008 | Yes |
| | | | | | | Review the extent to which improvement actions are embeded in the planning process and report to CMT | | 30/09/2008 | No |

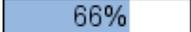
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|--|---|---|------------|------------|---------------|--|--|---|------------|-----|
| Identify and pilot the Kaizen process improvement technique in key Council services |  |  | 01/04/2008 | 31/10/2008 | Moray Nichol | | Identify appropriate process improvement technique and key processes | | 31/05/2008 | Yes |
| | | | | | | | Conduct initial process review of Sold Property | Completed | 31/08/2008 | Yes |
| | | | | | | | Conduct process review and implement recommendations | In progress. Due to be completed end September | 30/09/2008 | No |
| | | | | | | | Report findings of pilot to CMT and Corporate and Efficient Governance Committee | | 30/10/2008 | No |
| Implement an action plan to address the recommendations of the employee staff survey |  |  | 01/04/2008 | 31/01/2009 | Angela Terry | | Action plan and financial forecast agreed in council report May 08 | | 31/05/2008 | Yes |
| | | | | | | | Set up of operational sub-group | Complete; now reporting progress directly to OD group | 30/07/2008 | Yes |
| | | | | | | | Evaluation of progress to Council Jan09 | | 31/01/2009 | No |
| Implement Dignity at Work policy and procedure |  |  | 01/04/2008 | 31/12/2008 | Francine Ewen | | Complete recruitment of key roles | | 30/06/2008 | No |
| | | | | | | | Implement training programme for all staff | | 31/08/2008 | No |
| | | | | | | | Launch policy | | 31/08/2008 | No |
| | | | | | | | Evaluate impact – report to CMT | | 31/12/2008 | No |
| Overview and monitor implementation of the Charter Mark Award Programme |  |  | 01/04/2008 | 31/03/2009 | Moray Nichol | | Report progress to CMT | | 30/09/2008 | No |
| | | | | | | | Report progress to CMT | | 31/03/2009 | No |
| Overview and monitor implementation of the Investors in People (IiP) Award Programme |  |  | 01/04/2008 | 31/03/2009 | Moray Nichol | | Report to CMT | | 30/09/2008 | No |
| | | | | | | | Report to CMT | | 31/03/2009 | No |
| Participate in the PSIF project and pilot the full framework in 5 key services |  |  | 01/04/2008 | 30/09/2008 | Moray Nichol | | Initial 2-day self-evaluation workshops with 5 key services | | 20/06/2008 | Yes |

| | | | | | | | | | | |
|--|---|---------------------------------|------------|------------|--------------|--|---|-------------------|------------|-----|
| | | | | | | | Stage 2 - 2 further day workshops with 5 key services | completed on time | 06/08/2008 | Yes |
| | | | | | | | Report key findings of self-evaluations to relevant directorate and CMT | | 02/09/2008 | No |
| | | | | | | | Report to Improvement Service | | 30/09/2008 | No |
| Phased roll-out of PSIF to selected services |  | <input type="text" value="0%"/> | 01/09/2008 | 31/03/2009 | Moray Nichol | | Report to CMT | | 02/09/2008 | No |
| | | | | | | | Report to CMT | | 31/03/2009 | No |

IP05-Review political and managerial structures to ensure that they operate effectively and are complementary

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|---|--------------------|------------|----------------|----------|--|---|------------|-------|
| Complete recruitment of key posts identified in Brodies report |  |  | 01/04/2008 | 30/06/2008 | Tricia O'Neill | | | | | |
| Evaluate effectiveness of revised managerial structure |  |  | 01/06/2008 | 31/03/2009 | Angela Terry | | Interim report to CEO June 2008 | Report to CEO on leadership capacity and suggested development approach | 30/06/2008 | Yes |
| | | | | | | | final report due to CMT March 2009 following implementation of management development programmes | | 31/03/2009 | No |

IP06-Provide elected members with support and training to discharge their functions

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|---|--------------------|------------|--------------|--|--|---|------------|-------|
| Develop CPD framework for elected members in partnership with IS |  |  | 01/01/2008 | 31/03/2009 | Angela Terry | | Complete consultation on framework | | 28/02/2008 | Yes |
| | | | | | | | Briefings to elected members on project plan | Briefings to individual groups completed June; full presentation to Council rescheduled to August Council meeting | 30/06/2008 | Yes |
| | | | | | | | Develop job descriptions for elected members roles linked to CPD framework | | 31/12/2008 | No |
| Implement Elected Member Training programme |  |  | 01/09/2008 | 31/03/2009 | Angela Terry | | Implementation of self assessment and 360° process | Process commences on 01 Sept'09 | 30/09/2008 | No |
| | | | | | | | Collation of personal development plans for all elected members | | 30/11/2008 | No |
| | | | | | | | Implementation of phase 1 development programme- | | 31/03/2009 | No |
| Implement phase 2 of training for elected members |  |  | 01/01/2008 | 31/01/2008 | Liz Cochrane | Training on PSIF, Planning, Performance Management and scrutiny 15/16 Jan. | | | | |

IP07-Agree and adopt an up-to-date community plan. Continue to drive the community planning partnership with a focus on defined outcomes

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|---|---|--|--------------------|------------|---------------|----------|--|----------|------------|-------|
| Monitor progress of new Community Plan |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 40%; position: absolute; left: 0;"></div>50%</div> | 01/07/2008 | 30/09/2008 | David Webster | | Create Scorecard on Covalent | | 19/09/2008 | Yes |
| | | | | | | | Report to CPP Board | | 30/09/2008 | No |
| Produce new Community Plan 2007-2017 |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; position: relative;"><div style="background-color: #4f81bd; width: 100%; position: absolute; left: 0;"></div>100%</div> | 01/04/2007 | 31/08/2007 | Liz Cochrane | | | | | |
| Produce SOA for 2008/9 |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4f81bd; position: relative;"><div style="background-color: #4f81bd; width: 100%; position: absolute; left: 0;"></div>100%</div> | 01/01/2008 | 30/06/2008 | David Webster | | Briefing for Council Jan08 | | 30/01/2008 | Yes |
| | | | | | | | Draft Produced and sent to Scottish Government | | 31/03/2008 | Yes |
| | | | | | | | Final Version to Council | | 26/06/2008 | Yes |
| | | | | | | | Final version to Scottish Government | | 30/06/2008 | Yes |
| Produce SOA for 2009/10 with full CPP participation |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #e0e0e0; width: 0%; position: absolute; left: 0;"></div>0%</div> | 01/09/2008 | 31/03/2009 | David Webster | | Produce progress review of 2008 SOA | | 24/09/2008 | No |
| | | | | | | | First draft of 2009 SOA to Council | | 28/01/2009 | No |
| | | | | | | | Final Version of 2009 SOA to Council | | 25/03/2009 | No |

IP08-Establish robust action plans for all areas of poor performance identified within the best value report and housing services in particular

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|--|--------------------|------------|---------------|---|--------------------------------|----------|------------|-------|
| Produce and monitor Action Plans for all poorly performing SPIs |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">60%</div> | 01/01/2008 | 31/03/2009 | David Webster | Reports to A&PRC now show action plans for poorly performing SPIs. Next steps are to work with Departments to improve their quality | Report to A&PRC Feb08 | | 13/02/2008 | Yes |
| | | | | | | | Reports to QPR meetings in May | | 30/05/2008 | Yes |
| | | | | | | | Report to A&PRC June 08 | | 18/06/2008 | Yes |
| | | | | | | | Report to A&PRC Nov 08 | | 12/11/2008 | No |
| | | | | | | | Report to A&PRC Mar 09 | | 31/03/2009 | No |

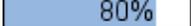
IP09-Refine and embed the new performance management framework, improve traffic light reporting to better support scrutiny, resource allocation and public performance reporting

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|--------|----------|--------------------|------------|---------------|---|--|--|------------|-------|
| Further implement and embed Covalent Performance Management system | | | 01/07/2008 | 31/03/2009 | David Webster | | Training Programme (train the trainer) | 2 train-the-trainer sessions held in July | 31/07/2008 | Yes |
| | | | | | | | Member and Senior Manager Training Phase 1 | In progress - 2 sessions 16/7, 2 sessions 18/8 | 29/08/2008 | Yes |
| | | | | | | | Progress Report to CMT and C&EG Committee | Part of Report on PM Framework | 29/10/2008 | No |
| Implement new performance management system | | | 28/11/2007 | 30/04/2008 | David Webster | Tender Committee Decision 28/11/07 to purchase Covalent | Project Team Meeting 19/12/07 | | 19/12/2007 | Yes |
| | | | | | | | Contract negotiations | Concluded 5 Feb 08 | 18/01/2008 | Yes |
| | | | | | | | System Training | Took place 13/2-18/3 | 18/03/2008 | Yes |
| | | | | | | | Enter Data and set-up system | | 31/03/2008 | Yes |
| | | | | | | | Active User Training | Took place 1-3 April | 04/04/2008 | Yes |
| Implement revised QPR process and member reporting framework | | | | 31/12/2008 | David Webster | | Produce Action Plan following K3 consultants study | | 26/09/2007 | Yes |
| | | | | | | | Presentations to all QPR meetings in February | | 29/02/2008 | Yes |
| | | | | | | | Initial progress report to R&PMG | | 28/03/2008 | Yes |
| | | | | | | | Report from Sub-Group to R&PM Group/CMT | | 14/08/2008 | Yes |
| | | | | | | | Member consultation exercise | | 31/10/2008 | No |
| | | | | | | | Final Report to R&PMG and CMT | | 25/11/2008 | No |
| | | | | | | | Report to C&EG dec 08 | | 17/12/2008 | No |

IP10-Establish robust arrangements from which the council is able to demonstrate the competitiveness of its services

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|--|--------------------|------------|--------------------|----------|--|---|------------|-------|
| Develop a systematic approach to competitiveness |  | <input data-bbox="528 427 719 466" type="text" value="40%"/> | 01/04/2008 | 31/03/2009 | David Webster | | Report to CMT | Initial report 17 July | 30/06/2008 | Yes |
| | | | | | | | Report to CMT | Reported 2/9/08 | 16/09/2008 | Yes |
| | | | | | | | Develop prioritised programme of competitiveness reviews | | 30/09/2008 | No |
| | | | | | | | Develop benchmarking training package | | 31/12/2008 | No |
| | | | | | | | Conduct training with priority services | | 31/03/2009 | No |
| Develop activity-based and unit-costing |  | <input data-bbox="528 635 719 673" type="text" value="0%"/> | | 31/03/2009 | Margaret McCluskey | | Submit Plan to CMT | Appointment of Section Head with effect from 1/6/08 | 31/10/2008 | No |

IP11-Develop and embed a risk management culture across the council

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|---|---|---|--------------------|------------|-------------|--|---|-----------|------------|-------|
| Identify Strategic Risks across the Council |  |  | 01/04/2008 | 30/11/2008 | John Duffy | Risks entered to Covalent and under review | Enter existing risk registers into Covalent | Completed | 31/05/2008 | Yes |
| | | | | | | | Review with Risk Management Working Group | Completed | 31/08/2008 | Yes |
| | | | | | | | Report to CMT | | 30/09/2008 | No |
| | | | | | | | Report to Committee | | 30/11/2008 | No |
| Implement new Risk & Performance Management System |  |  | 01/04/2008 | 30/09/2008 | John Duffy | | Implement Covalent system | | 01/05/2008 | Yes |
| | | | | | | | Train users | 40% done | 30/09/2008 | No |
| Update Departmental Risk Registers |  |  | 01/04/2008 | 30/11/2008 | John Duffy | | Enter Risks into Covalent | Completed | 31/05/2008 | Yes |
| | | | | | | | Review with Risk Management Working Group | Completed | 31/07/2008 | Yes |
| | | | | | | | Report to CMT | | 30/09/2008 | No |
| | | | | | | | Report to Committee | | 30/11/2008 | No |

MP1-Ensure robust review and option appraisal is undertaken on all services

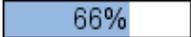
| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|---------------------------------|--------------------|------------|---------------|----------|--|----------|------------|-------|
| Develop strategy for a systematic approach to service-level option appraisal |  | <input type="text" value="0%"/> | 01/04/2008 | 31/03/2009 | David Webster | | Develop option appraisal training and support programme and identify training priorities | | 31/12/2008 | No |
| | | | | | | | Provide option appraisal training and support programme | | 31/03/2009 | No |

MP2-Implement a leadership and management development programme

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|---|---|--|--------------------|------------|--------------|----------|--|--|------------|-------|
| Develop and implement a leadership development programme for CMT & HoS |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">42%</div> | 01/04/2008 | 31/03/2009 | Angela Terry | | Implement induction programme and team development session for CMT | Induction development sessions to be cascaded to HoS level | 31/05/2008 | Yes |
| | | | | | | | Action plan for programme development | Action plan implemented for programme development & other supporting frameworks | 30/06/2008 | Yes |
| | | | | | | | Implement individual performance management & personal development framework; CMT | Completed, personal objective setting process underway | 31/07/2008 | Yes |
| | | | | | | | Implement individual performance management & personal development framework; Heads of Service | Briefing session rescheduled to September pending completion of CMT personal objective process | 31/07/2008 | No |
| | | | | | | | Implement competency framework and key behaviours statement | Competency framework implemented within CMT; development of leadership qualities underway | 31/08/2008 | No |
| | | | | | | | Implement and cascade an executive development programme | Development stages near completion; full report to CMT 02/09 on programme overview and costs | 31/12/2008 | No |
| | | | | | | | Report on progress to CMT | | 31/03/2009 | No |
| Develop and implement management development |  | <div style="border: 1px solid black; width: 80px; height: 20px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">42%</div> | 01/04/2008 | 31/03/2009 | Angela Terry | | Complete consultation with stakeholders | | | Yes |

| | | | | | | | | | |
|--|--|--|--|--|--|---|---|------------|-----|
| frameworks for middle & junior managers | | | | | | Analyse outcomes and develop manager development model | | 31/07/2008 | Yes |
| | | | | | | Implement competency framework and key behaviours statement | Development underway; consultation scheduled for October'08 | 31/08/2008 | No |
| | | | | | | Implement pilot events for development programmes | 3 pilot programmes for ILM qualifications scheduled for Oct'08-Jan'09 | 31/10/2008 | No |
| | | | | | | Implement wider roll out of development programmes | Wider roll-out scheduled for January onwards | 31/01/2009 | No |
| | | | | | | Evaluate impact on management styles & people management practice | | 31/03/2009 | No |

MP3-Review community engagement activity for efficiency and effectiveness

| Action | Status | Progress | Planned Start Date | Due Date | Assigned To | Comments | Milestone | Comments | Due Date | Comp? |
|--|---|---|--------------------|------------|-------------|----------|---|--|------------|-------|
| Coordinate consultation activity and quality |  |  | | 31/03/2009 | Anne Clegg | | Implement recording system | system in place | 31/05/2008 | Yes |
| | | | | | | | Scoping Workshop | | 08/09/2008 | Yes |
| | | | | | | | Produce revised Consultation Strategy and submit to CPC and Council | | 19/09/2008 | Yes |
| | | | | | | | Develop and Agree Initial Training Programme | 19/8 and 2/9 | 30/09/2008 | Yes |
| | | | | | | | Follow up scoping workshops | | 19/12/2008 | No |
| | | | | | | | Design Training Programme | | 31/03/2009 | No |
| Develop and agree final Community Engagement Strategy |  |  | 01/03/2008 | 31/03/2009 | Anne Clegg | | Report to CMT | | 10/04/2008 | Yes |
| | | | | | | | report on final draft strategy to CPC--New Milestone-- | | 17/09/2008 | Yes |
| | | | | | | | consultation on draft | Officer and community group discussions carried out; meeting with visible voices | 17/09/2008 | Yes |
| | | | | | | | final draft strategy to council | | 24/09/2008 | No |
| | | | | | | | Publish strategy | | 31/12/2008 | No |
| Develop draft Community Engagement Strategy |  |  | 01/04/2008 | 31/03/2009 | Anne Clegg | | Report to Community Participation Committee | | 23/04/2008 | Yes |