




Best Value Improvement Plan 2008





APPENDIX 1


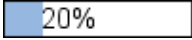
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IP01-Establish arrangements and working practices which demonstrate openness and accountability in strategic decision making processes



Action	Status	Progress	Planned Start Date	Due Date	Assigned To	Comments	Milestone	Comments	Milestone Due Date	Completed
Produce Action Plan from Improvement Services Report and seminar on member-officer relations		<div><div>33%</div></div>	01/04/2008	31/08/2008	Liz Cochrane		IS Development Programme-initial session	Initial session with members 4/08	30/04/2008	Yes
							IS Development Programme-Members/ CMT session		31/08/2008	No
							Submit Action Plan to I & EE / Council		31/08/2008	No
Reports to Council to include full review of options		<div><div>50%</div></div>	01/04/2008	30/09/2008	Liz Cochrane		Advice and Training for officers		30/04/2007	Yes
							Review of reporting to ensure compliance-		30/09/2008	No
Implement action plan for member/ officer relationships		<div><div>0%</div></div>	01/09/2008	31/03/2009	Liz Cochrane	First phase completed last year. Milestones to be identified once action plan developed				

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


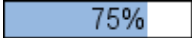

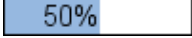

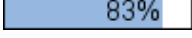
Action	Status	Progress	Planned Start Date	Due Date	Assigned To	Comments	Milestone	Comments	Milestone Due Date	Completed
Develop strategic financial plan		<div><div>10%</div></div>	01/05/2008	27/08/2008	David Connell	On-going review of best practice with other authorities	Review existing data and best practice		31/05/2008	Yes
							CMT report		05/08/2008	No
							Council Report		27/08/2008	No
Update and issue the annual Joint Planning and Budget Guidance		<div><div>0%</div></div>	01/05/2008	31/08/2008	Lynn Henderson	Update of current guidance - requires review of 08/09 process	Agree content of Joint Planning & Budget Guidance with Finance officers	Meeting to be arranged with Finance to review last year's process and to update and agree content of this year's Joint Planning & Budget Guidance.	30/06/2008	No
							Produce draft Joint Planning & Budget Guidance for agreement		31/07/2008	No
							Issue agreed Joint Planning & Budget Guidance to Directors		15/08/2008	No
Provide financial input to Planning & Budget Guidance		<div><div>0%</div></div>	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	No
							CMT Report		02/09/2008	No
Develop workforce planning strategy as part of overall HR Strategy		<div><div>0%</div></div>	01/07/2008	31/03/2009	Francine Ewen		Set up of HR Scoping Group		31/08/2008	No
							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			05/12/2007	01/04/2009	Francine Ewen		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

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	Milestone Due Date	Completed
Review performance scrutiny remit of Audit & Performance Review Committee		<div><div>50%</div></div>	01/04/2008	10/09/2008	David Webster		Include in SPI report to June A&PR Committee		11/06/2008	Yes
							Include in SPI report to Sept A&PR Committee		10/09/2008	No
Undertake an options appraisal of decision making and scrutiny structures		<div><div>66%</div></div>	01/04/2008	17/12/2008	Liz Cochrane		Revised remit of A&PRC	Agreed by Council 26/9/07	30/09/2007	Yes
							Include Lay Members on A&PRC-	Council agreement 30/1/08 to include 4 lay members	30/12/2007	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		12/11/2008	No
							Report to Council		17/12/2008	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	Milestone Due Date	Completed
Develop an Internal Communications Strategy and Action Plan			01/04/2008	30/07/2008	Louisa Mahon		Complete and agree draft Communications Strategy at ESWG		15/02/2008	Yes
							Report to CMT May 2008 - agreed draft communications strategy		27/05/2008	Yes
							Report to Council, May 2008 - ESWG		28/05/2008	Yes
							Publish & promote internal Communications Toolkit		30/07/2008	No
Review Diagnostic Project outputs and produce short-list of opportunities to CMT for prioritisation			01/04/2008	31/08/2008	David Connell		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	No
							Report to CMT on opportunities		19/08/2008	No
							Concluding Report		29/08/2008	No
Evaluate all services against the key PSIF criteria and create a continuous improvement plan for every service			01/04/2008	30/09/2008	Sandra Brysland; 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		30/04/2008	Yes

							Evaluations and report findings to CMT			
							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
Participate in the PSIF project and pilot the full framework in 5 key services			01/04/2008	30/09/2008	Sandra Brysland; Moray Nichol		Intial 2-day self-evaluation workshops with 5 key services	4 complete. Sports Development 17/18 June	20/06/2008	No
							Stage 2 - 3 further day workshops with 5 key services		31/07/2008	No
							Report key findings of self-evaluations to relevant directorate and CMT		02/09/2008	No
							Report to Improvement Service		30/09/2008	No
Develop a revised Dignity at Work policy and procedure			01/04/2008	30/09/2008	Francine Ewen	Will be fully implemented by Sept 2008	Revised policy to CMT		31/05/2008	Yes
							Draft to JCF for consultation		30/06/2008	No
							Final report to council		31/08/2008	No
Identify and pilot the Kaizen process improvement technique in key Council services			01/04/2008	30/09/2008	Moray Nichol		Identify appropriate process improvement technique and key processes		31/05/2008	Yes
							Conduct process review and implement recommendations		01/09/2008	No
							Report findings of pilot to CMT and Corporate and Efficient Governance Committee		30/09/2008	No
Review 06/07 Efficiency Statement and Produce 07/08 Statement			01/07/2008	30/09/2008	David Connell		Submit Repoprt to CMT August		19/08/2008	No
							Submit Report to Corperate Services Committee-		26/09/2008	No

Development of a systematic approach to activity-based and unit-costing		<div><div></div></div> 0%	01/07/2008	31/12/2008	David Connell		Submit Plan to CMT	Appointment of Section Head with effect from 1/6/08	31/10/2008	No
Implement Dignity at Work policy and procedure		<div><div></div></div> 0%	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
Implement an action plan to address the recommendations of the employee staff survey		<div><div></div></div> 33%	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		30/07/2008	No
							Evaluation of progress to Council jan09		31/01/2009	No
Overview and monitor implementation of the Charter Mark Award Programme		<div><div></div></div> 0%	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		<div><div></div></div> 0%	01/04/2008	31/03/2009	Moray Nichol		Report to CMT		30/09/2008	No
							Report to CMT		31/03/2009	No
Set and Monitor Efficient Government Targets		<div><div></div></div> 0%	01/07/2008	31/03/2009	David Connell	Ongoing discussion with Caledonian University regarding possible knowledge partner	Report to CMT		30/09/2008	No
Phased roll-out of PSIF to selected services		<div><div></div></div> 0%	01/09/2008	31/03/2009	Moray Nichol		Report to CMT		02/09/2008	No
							Report to CMT		31/03/2009	No
Carry-out new 2009 Staff Survey		<div><div></div></div> 0%	01/12/2008	31/03/2009	Angela Terry		Draft questionnaire		31/12/2008	No
							Secure and brief consultants on requirements		31/01/2009	No
							Conduct survey		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	Milestone Due Date	Completed
Complete recruitment of key posts identified in Brodies report		<div><div>100%</div></div>	01/04/2008	30/06/2008	Tricia O'Neill					
Evaluate effectiveness of revised managerial structure		<div><div>0%</div></div>	01/06/2008	31/03/2009	Angela Terry		Interim report to CEO June 2008		30/06/2008	No
							final report due to CMT March 2009 following implementation of management development programmes		31/03/2009	No


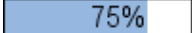
IP06-Provide elected members with support and training to discharge their functions

Action	Status	Progress	Planned Start Date	Due Date	Assigned To	Comments	Milestone	Comments	Milestone Due Date	Completed
Implement phase 2 of training for elected members	✓	<div><div>100%</div></div>	01/01/2008	31/01/2008	Liz Cochrane	Training on PSIF, Planning, Performance Management and scrutiny 15/16 Jan.				
Implement Elected Member Training programme	▶	<div><div>0%</div></div>	01/09/2008	31/03/2009	Angela Terry		Implementation of self assessment and 360° process		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
Develop CPD framework for elected members in partnership with IS	▶	<div><div>33%</div></div>	01/01/2008	31/03/2009	Angela Terry		Complete consultation on framework		28/02/2008	Yes
							Briefings to elected members on project plan	Briefing to SNP & Labour Group completed; full council presentation end June	30/06/2008	No
							Develop job descriptions for elected members roles linked to CPD framework		31/12/2008	No




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	Milestone Due Date	Completed
Produce new Community Plan 2007-2017		<div><div>100%</div></div>	01/04/2007	31/08/2007	Liz Cochrane					
Produce SOA for 2008/9		<div><div>60%</div></div>	24/01/2008	30/06/2008	David Webster		Briefing for Council Jan08		30/01/2008	Yes
							Draft Produced and sent to Cosla		31/03/2008	Yes
							Final Version to Council		26/06/2008	No
Monitor progress of new Community Plan		<div><div>0%</div></div>	01/07/2008	31/08/2008	David Webster		Report to CPP Board		31/08/2008	No
Produce SOA for 2009/10 with full CPP participation		<div><div>0%</div></div>	01/09/2008	31/03/2009	David Webster					

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	Milestone Due Date	Completed
Produce and monitor Action Plans for all poorly performing SPIs			01/02/2008	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 September A&PRC		18/09/2008	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	Milestone Due Date	Completed
Implement new performance management system		<div><div>100%</div></div>	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		<div><div>42%</div></div>	01/09/2007	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		31/07/2008	No
							Report to A&PRCsep 08		10/09/2008	No
							Member consultation exercise		31/10/2008	No
							Report to A&PRC nov 08		10/12/2008	No
Further implement and embed Covalent Performance Management system		<div><div>0%</div></div>	01/07/2008	31/03/2009	David Webster		Training Programme (train the trainer)	Training planned early July	31/07/2008	No
							Report to A&PR Committee		10/09/2008	No
							Report to A&PR Committee		31/03/2009	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	Milestone Due Date	Completed
Develop a systematic approach to competitiveness		<input type="text" value="0%"/>	01/04/2008	31/03/2009	Sandra Brysland; Moray Nichol	Progress to be reviewed by joint meeting of EG and CI workstreams	Develop prioritised programme of competitiveness review		30/09/2008	No
							Develop benchmarking training package		31/12/2008	No
							Conduct training with priority services		31/03/2009	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	Milestone Due Date	Completed
Implement new Risk & Performance Management System		<div><div>80%</div></div>	01/04/2008	30/09/2008	John Duffy		Implement Covalent system		01/05/2008	Yes
							Train users	40% done	30/09/2008	No
Identification of Strategic Risks across the Council		<div><div>25%</div></div>	01/04/2008	30/11/2008	John Duffy	Risks entered to Covalent and under review	Enter existing risk registers into Covalent		31/05/2008	Yes
							Review with Risk Management Working Group	In progress	31/08/2008	No
							Report to CMT		30/09/2008	No
							Report to Committee		30/11/2008	No
Update Departmental Risk Registers		<div><div>25%</div></div>	01/04/2008	30/11/2008	John Duffy	Awaiting response from Education Dept	Enter Risks into Covalent		31/05/2008	Yes
							Review with Risk Management Working Group		31/07/2008	No
							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	Milestone Due Date	Completed
Develop strategy for a systematic approach to service-level option appraisal		<div>0%</div>	01/04/2008	31/03/2009	Sandra Brysland; Moray Nichol		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	Milestone Due Date	Completed
Develop and implement a leadership development programme for CMT & HoS		<div><div>37%</div></div>	01/04/2008	31/03/2009	Angela Terry		Implement induction programme and team development session for CMT		31/05/2008	Yes
							Action plan for programme development	Report with CEO	30/06/2008	Yes
							Implement individual performance management & personal development framework; CMT		31/07/2008	Yes
							Implement individual performance management & personal development framework; Heads of Service		31/07/2008	No
							Implement competency framework and key behaviours statement		31/08/2008	No
							Implement and cascade an executive development programme		31/10/2008	No
							Implement and cascade an executive development programme		31/12/2008	No
							Report on progress to CMT		31/03/2009	No
Develop and implement management development frameworks for middle & junior managers		<div><div>16%</div></div>	01/04/2008	31/03/2009	Angela Terry		Complete consultations with key stakeholders		30/06/2008	Yes
							Analyse outcomes and develop manager development model		31/07/2008	No
							Implement competency framework and key behaviours statement		31/08/2008	No
							Implement pilot events for development programmes		31/10/2008	No

							Implement wider roll out of development programmes		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	Milestone Due Date	Completed
Implement and monitor revised Consultation Strategy		<input type="text" value="0%"/>	01/06/2008	31/03/2009	Anne Clegg		Up-date Consultation Strategy		30/09/2008	No
Develop draft Community Engagement Strategy		<input type="text" value="100%"/>	01/04/2008	31/03/2009	Anne Clegg		Report to Community Participation Committee		23/04/2008	Yes
Develop and agree final Community Engagement Strategy		<input type="text" value="0%"/>	14/05/2008	31/03/2009	Anne Clegg		consultation on draft		31/08/2008	No
							Produce final strategy		31/03/2009	No
							Publish strategy		31/03/2009	No