

Best Value Improvement Plan 2008

Report Author: David Webster

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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	Due Date	Comp?
Develop mechanisms to ensure Member involvement throughout strategic decision-making process		<div><div>0%</div></div>		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		<div><div>50%</div></div>	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		<div><div>0%</div></div>	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		<div><div>66%</div></div>	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
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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><div>40%</div></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><div>5%</div></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><div>20%</div></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


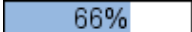

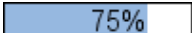

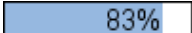
						importance of self-serve functionality and need to integrate into payroll system.				
Provide financial input to Service Planning & Budget Guidance			01/06/2008	02/09/2008	Gillian McNeilly		Participate in the Directors of Finance best practice review group	First meeting in Fife 18/6	31/07/2008	Yes
							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


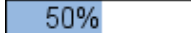

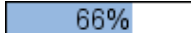

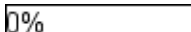



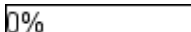

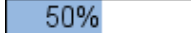
IP03-Ensure robust and effective scrutiny arrangements, including the involvement of opposition elected members, covering the council's decision making processes as well as service performance, are put in place


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><div>50%</div></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><div>57%</div></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><div>33%</div></div>	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><div>0%</div></div>	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><div>0%</div></div>		31/03/2009	Margaret McCluskey		Report to C&EG Committee		29/10/2008	No
Carry-out new 2009 Staff Survey		<div><div>0%</div></div>	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
d) Review Diagnostic Project outputs and produce short-list of opportunities to CMT for prioritisation		<div><div>66%</div></div>	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




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 Jan 09		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		<div><div>100%</div></div>	01/04/2008	30/06/2008	Tricia O'Neill					
Evaluate effectiveness of revised managerial structure		<div><div>50%</div></div>	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		<div><div>66%</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	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		<div><div>0%</div></div>	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		<div><div>100%</div></div>	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><div>50%</div></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><div>100%</div></div>	01/04/2007	31/08/2007	Liz Cochrane					
Produce SOA for 2008/9		<div><div>100%</div></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><div>0%</div></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			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		<div><div>66%</div></div>	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		<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>57%</div></div>		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		<div><div>40%</div></div>	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		<div><div>0%</div></div>		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		<div><div>50%</div></div>	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		<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
Update Departmental Risk Registers		<div><div>50%</div></div>	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		<div>0%</div>	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><div>42%</div></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><div>42%</div></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		<div><div>66%</div></div>		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		<div><div>60%</div></div>	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		<div><div>100%</div></div>	01/04/2008	31/03/2009	Anne Clegg		Report to Community Participation Committee		23/04/2008	Yes