


Appendix 1: Best Value Improvement Plan 2010/11

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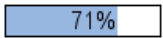
1-Strategic Leadership
1.1-Develop Strategic Leadership

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/001/10-11 Facilitate a CMT and Elected Member review of the Council's Strategic Priorities		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	30 Jun 2010	David McMillan	Completed - The Council meeting on 30 June 2010 agreed to note the proposed Strategic Priorities identified for 2010/11.	Meet with CMT to finalise Priorities to be put to members for agreement	Complete.	11 Jun 2010	Yes
						Suggested priority areas to be put to Council in June 2010	Complete.	30 Jun 2010	Yes
						Write to all Elected Members and Senior Officers Seeking suggestions for serious or emerging issues to be considered as Strategic Priorities 10/11	Complete.	11 Jun 2010	Yes
CED/PU/156/10-14 Implement and facilitate peer and external support arrangements for Elected Members and		<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px; width: 66%;"></div></div> 66%	31 Mar 2011	Lorraine Coyne	Avenues for peer support fully explored but accessibility and engagement has been problematic	Arrange a development day for the Administration and the CMT	A development day to strengthen leadership and collaborative working between the Administration and the CMT has been arranged for	30 Sep 2010	Yes

senior managers					therefore alternative options have been considered. Additional support now being pursued through involvement in IS project to establish Elected Member coaching programme.		29 October 2010.		
						Develop and implement business day programme for Members	Timetable of business days agreed and programme being developed. The first session on 3yr financial planning took place on 15 June.	31 Jul 2010	Yes
						Develop arrangements for Critical Friend support for the I&EE	This will be followed up through Elected Member Coaching Programme.	31 Mar 2011	No
						Formalise arrangements with IS for Leader's peer support	Complete.	30 Jun 2010	Yes
						Formalise arrangements with IS for Members' peer support	This will be followed up through Elected Member Coaching Programme.	31 Mar 2011	No
						Implement coaching support within leadership development programme for senior managers	External coaching support for senior managers commenced mid June as part of leadership development programme.	30 Jun 2010	Yes
CED/RP/001/10-14 Develop key corporate performance indicators for 2010/11		<div style="background-color: #ADD8E6; padding: 2px;">100%</div>	31 Oct 2010	Lorraine Coyne	Action fully completed. Revised set of measures for Quarter 1 2010/11 reported to the Audit & Performance Review Committee on 8 September 2010. Quarter 2 reported to Audit & Performance Review Committee on 10 November 2010.	Consult with departments on any amendments to measures used for 2009/10	Departments consulted during May 2010.	31 May 2010	Yes
						Develop proposals for 2010/11 measures for consideration by CMT	Proposed measures reported to CMT on 1 June 2010.	30 Jun 2010	Yes
						Incorporate any further changes and report final agreed set of measures to Council	The proposed changes as submitted to Council on 30 June were agreed and so have been adopted as the measures for 2010/11.	31 Oct 2010	Yes
						Submit proposed	Council meeting on 30	30 Jun 2010	Yes



						measures to Council, asking for comments	June 2010 agreed to changes suggested by Social Work & Health.		
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1-Strategic Leadership
1.2-Lead process of continuous improvement through self assessment

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CED/PU/175/10-14 Implement Phase 1 of PSIF			31 Mar 2011	Lorraine Coyne	Chief Executive's Department and Corporate Services Improvement Plans will be submitted to committee early in 2011 in line with joint planning and budgeting schedule which will ensure continuous improvement is embedded in performance management.	Agree scope of PSIF pilot review with the CPP Manager and Improvement service	Meeting with Improvement service taken place to agree scope	31 Dec 2010	Yes
						All strategic PSIF improvement plans to be agreed at relevant committee	Chief Executive's Department and Corporate Services improvement plans scheduled to go relevant Committee early in 2011 in line with WDC joint planning and budgeting schedule.	31 Dec 2010	No
						Complete all strategic PSIF reviews (except CPP)	Completed.	31 Jul 2010	Yes
						Complete pilot review of CPP using PSIF with the Improvement service	Scheduling of pilot to be discussed with CPP Board paper prepared for consideration by Board in February 2011.	20 Jan 2011	Yes
						Map QMIE for Education with PSIF and review suitability of PSIF for education	Completed with the Improvement service and HMIE	30 Jul 2010	Yes
						Meet with HMIE to agree way forward for Education with regard to self	Educational services will continue to use QMIE.	30 Jul 2010	Yes




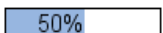
						assessment			
						Provide report highlighting common areas for improvement from Improvement Plans for CMT consideration	Report will be prepared for the CMT once all plans are agreed at committee.	31 Mar 2011	No

1-Strategic Leadership
1.3-Develop a long-term financial planning framework

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/006/10-11 Review Long Term Financial Strategy 2010-14 in accordance with the agreed framework		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; height: 10px;"></div></div> 100%	30 Jun 2010	Joyce White	Completed.	Review strategy following council tax setting 28/1/10	Updated and reported to Strategic Finance Working Group April 2010 - to be reviewed by SFWG every 3 months thereafter.	30 Jun 2010	Yes
BVIP/007/10-11 Continue to develop the 10 year Financial Strategy		<div style="width: 66%;"><div style="width: 66%; background-color: #4F81BD; height: 10px;"></div></div> 66%	31 Mar 2011	Joyce White	Q3 Update: The budget 2011/12 will be agreed at Council on the 27th January 2011. The long term financial plan will then be updated and reported to Strategic Finance Working Group (SFWG) in March 2011.	Deliver training and information to members through the strategic finance working group on strategic financial issues	Complete.	31 Mar 2011	Yes
						Develop financial planning process through new commissioning strategies	Will be developed as part of the procurement engagement with PWC.	31 Mar 2011	No
						Develop framework to assist in the monitoring of saving option targets within the budget process	Reports will be presented to Council as part of the normal reporting mechanisms on a monthly basis.	31 Aug 2010	Yes
						Develop framework to assist in the	Work has been completed on this and reports have	31 Mar 2011	No

					setting, measuring and realisation of efficiency targets into the budget process	been presented to the SFWG. However, further development is ongoing with the new budget process and is on target to be in place for the monitoring of the 2011/12 budget.		
					Further develop linkages between budget planning, service planning and workforce planning	This is currently ongoing within the new budget process and is on target to be completed by 31 March 2011.	31 Mar 2011	No
					Preparation of a report to the CMT of an outline approach to commissioning strategies	Report being considered by the CMT and it is anticipated that this will be presented to the August Council.	30 Jun 2010	Yes
					Review budget process and budget timetable for 2011/12 and thereafter	Report due to SFWG in June 10.	30 Jun 2010	Yes
					Review revenue income optimisation project and report findings to SFWG	Complete.	30 Sep 2010	Yes
					Set up finance sub group to complete work to advise SFWG	Complete.	30 Jun 2010	Yes


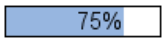


2-Competitiveness
2.1-Assess competitiveness

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/008/10-11 Report Phase 1 programme (2009/10) of competitiveness reviews of selected services and implement agreed actions			31 Mar 2011	Elaine Melrose	Progress to date is linked to the eventual submission of committee reports by 31 March 2011 to report on progress of the original 21 selected service areas and the status of competitiveness reviews at that time.	Each service department to submit phase 1 report to parent committee by no later than August 2010	All services submitted reports for consideration by committee and approval of future actions.	31 Aug 2010	Yes
						Oversee key improvement actions arising from 2009/2010 service reviews identified by departments in line with the initial 21 Services, ensuring further reports are provided to service committees by March 2011	Individual meetings held with each of the Departmental representatives and the service Managers with responsibility for 21 services. An audit exercise is currently underway for completion by the end of January 2011.	31 Mar 2011	Yes
						Peer review outcome of Phase 1 programme Committee Reports	The 8th October meeting identified gaps in the challenge process. Departmental lead officers and responsible Managers were engaged in a review process which has been successful in explaining the direction of travel for this workstream	30 Sep 2010	Yes
BVIP/009/10-11 Develop Phase 2 programme (2010/11) of competitiveness reviews of selected			31 Mar 2011	Elaine Melrose	As a consequence of the Phase 1 reports significant additional work has been identified which	Consider any new service areas for competitiveness review pending outcomes of peer review of 2009/10	Presentation to March 2011 Strategic Leadership group on consideration of phase 1 and format of phase 2 review programme	31 Mar 2011	No

services					requires to be resourced over the next six months. In recognition of this, no further areas for detailed competitiveness review will be identified until March 2011. Between now and then investment will be made in implementing the national benchmarking toolkit to facilitate improved effectiveness of the review processes.	Committee reports			
						Implement where applicable corporate approach to any new chosen service areas using the National Benchmarking Toolkit criteria	Report on toolkit was presented to Corporate & Efficient Governance Committee on 27 October training for all managers will be rolled out over the rest of the calendar year and beyond as necessary.	31 Dec 2010	Yes

3-Organisational Culture



3.1-Facilitate a comprehensive approach to developing management practice and behaviour

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/HROD/043/IP2 Establish a corporate behaviour and values framework for all managers and staff			31 Mar 2011	Tricia O'Neill	Draft PDP process, including core competency framework, developed and progressed for consultation with TU's. Project plan implemented for roll-out commencing April 2011.	Communicate framework to all managers via SMN.		31 Mar 2011	No
						Complete consultation and testing of core competency framework	Draft with TU's for consultation; pilot to be implemented within Corporate Services.	31 Jan 2011	Yes
						Complete development of leadership group behaviours	Leadership group behaviours tested within strategic leadership workstream; Elected Member consultation directed through I&EE. Final version agreed at workstream meeting in June.	28 Feb 2010	Yes
						Develop draft core competency framework for all staff	Leadership group behaviours defined; draft core competency framework issued to TU's for consultation.	28 Feb 2010	Yes
CS/HROD/045/IP2 Implement revised performance and personal development framework			31 Mar 2011	Tricia O'Neill	Draft process and competency framework progressed through Employee Liaison group for TU consultation and report scheduled for next CEGC. Project plan implemented and testing phase underway aligned	Agree revised framework at CEGC.	Report and draft framework scheduled for February 2011 C&EGC.	28 Feb 2011	No
						Communicate revised PDP framework through SMN.		31 Mar 2011	No
						Develop draft framework and process.	Initial draft of revised policy, procedure, and competency framework complete. Project plan developed for	30 Apr 2010	Yes

					with pilot exercise within Corporate Services.		implementation of framework and project officer assigned.		
						Implement consultation process	Draft framework progressed to TU's through Employee Liaison Grp	30 Nov 2010	Yes
						Implement organisational roll-out of framework		31 Mar 2011	No


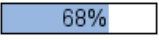
3-Organisational Culture

3.2-Support development of Strategic Leadership

Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
CS/HROD/057/IP2 Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change.			31 Mar 2011	Tricia O'Neill	Leadership programme reviewed in conjunction with external provider. Revisions to programme delivery and remaining workshops completed and individual evaluation scheduled for March 2011.	Define skills and behaviours required to lead and support cultural change	Key skills and attributes defined and integrated within leadership development programme.	15 Dec 2009	Yes
						Development of programme to support development of required skills and behaviours	Programme development complete.	31 Jan 2010	Yes
						Launch of strategic leadership development programme	Leadership development programme launched 1st April.	01 Apr 2010	Yes
						Programme in place to model and share good practice across the council	Programme incorporates 4 mixed cohorts & group development and coaching integrated within programme.	01 Apr 2010	Yes
						Review of effectiveness of programme in supporting culture change	Evaluation underway and due to complete prior to module 4 delivery in November.	30 Nov 2010	Yes



4-Community Engagement

4.1-Promote Community Engagement Opportunities


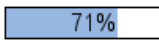
Code & Title	Status Icon	Progress Bar	Due Date	Managed By	Latest Note	Description	Note	Due Date	Completed
BVIP/017/10-11 Deliver improved customer experiences and corporate efficiencies through the implementation of Customer First priorities and Community Engagement strategies			31 Mar 2011	David Connell	Q3 Update: Transformation priorities agreed for each directorate;	Confirm transformation priorities	Complete.	13 Aug 2010	Yes
					Corporate Services – Council Tax. Initial workshop complete and documentation of proposes new processes underway.	Deliver additional mechanism to gather and report on customer feedback via Councils contact centre (including surveys, complaints and compliments)	Complete.	17 Dec 2010	Yes
					HEEDs – Repairs. Initial transformation workshop complete. High level data analysis and business case complete and submitted to HEEDs SMT for approval.	Deliver redesigned customer focussed web site following review and resource allocation	Will be progressed following review of current website and allocation of required resources	31 Mar 2011	No
					CHCP – Home care. Presentation to CHCP SMT complete and workshop preparation underway.	Deliver redesigned user friendly intranet for staff and partner access	Jan 2011. Redesign underway including new features and new self service telephone database. 'Go live' launch planning underway. Departmental content updates nearing completion	04 Feb 2011	Yes
					Education – Sports, hall, leisure and events bookings. Initial workshop complete and	Document efficiencies arising from Phase 1 transformation - Bookings	Jan 2011. Will be progressed following agreement on new booking processes	31 Mar 2011	No
						Document efficiencies arising from Phase 1 transformation - Council Tax Project	Jan 2011. New processes developed and will be presented to Mgmt mid Jan. Detailed investigation to identify and quantify	28 Feb 2011	No






					project scoping and resourcing underway. Additionally, review of reception services at 3 main locations complete and development of recommendation options in progress for discussion with relevant departments.		benefits planned for Jan & Feb 2011.		
						Document efficiencies arising from Phase 1 transformation - Repairs	Complete.	10 Jan 2011	Yes
						Host workshop for each transformation priority - Council Tax	Complete.	12 Nov 2010	Yes
						Host workshop for each transformation priority - Home Care	Jan 11. Meeting with Homecare managers scheduled for 1 Feb. to plan workshop and identify attendees	28 Feb 2011	No
						Host workshop for each transformation priority - Repairs		01 Oct 2010	Yes
						Host workshop for each transformation priority - Sports, leisure and hall Bookings	Workshop took place on 16 Dec.	17 Dec 2010	Yes
						Increase the volume and range of self service transaction available via Council's website	Jan 2011. Ongoing - new features added during Q3 include Winter Maintenance and Christmas Closure sections including links to weather, transport and national sites.	18 Mar 2011	No
						Increase the volume and range of transactions delivered via Council's telephone contact centre: (increasing no. of transactions at single contact point; deliver standard call	Jan 2011. Ongoing. New services delivered during Q3 include gritting services including back office gritting route workload management reports by area	18 Mar 2011	No

						handling customer experience: reduce no. face to face transactions			
						Receptions Services: Meet with Receptions staff from Garshake building including main reception, Social Work & Health, HEEDS, Education, Planning and Legal.	Complete.	24 Aug 2010	Yes
						Receptions Services: Meet with Receptions staff from Municipal Buildings.	Complete.	06 Oct 2010	Yes
						Receptions Services: Meet with Receptions staff from Rosebery Place including Environmental Health, Events & Halls, Registration Services, Main Reception, Education, Social Work & Health, and Benefits.	Complete.	09 Sep 2010	Yes
						Redesigned Intranet/Website: Training on Easysite (content management system) for ICT staff, Corporate Communications staff, Social Work, Education & other council	Complete.	24 Sep 2010	Yes

						departments.			
						Redesigned Intranet/Website: Upgrade to move current version of Easysite	Complete.	24 Sep 2010	Yes
						Review and agree with Web project team a mechanism to gather and report on customer feedback via Councils website (including surveys, complaints and compliments)	Aim to use combination of Achieve Forms, Survey Monkey and PollMonkey. If required, additional module for Easysite will be purchased at a future point	15 Oct 2010	Yes
						Review and recommend options to streamline reception services at key Council locations	Jan 2011. Review complete. Currently documenting recommendations for discussion with departments.	28 Jan 2011	Yes
						Review features and functionality of existing website and develop action plan of improvements, identifying where investment required.	Jan 2011. Review of website complete. Development of action plan scheduled to take place in Jan & Feb 2011.	28 Feb 2011	Yes
						Review social media technologies to assess and make recommendations on usage within WDC.	Jan 2011. Initial training set up with 3rd party for Jan. Access to selected social networking website provided for select group of WDC staff for evaluation purposes.	28 Feb 2011	No
CED/CP/011/10-14 Manage the delivery of new community engagement services for WDCPP			31 Oct 2011	Peter Barry	Work with Forums is progressing. However, attempts to revitalise Vale of	Complete OJEU European tendering process and secure approval from Tendering	Complete.	26 May 2010	Yes

					Leven Forum were affected by the bad weather conditions during December. A further meeting is planned for January. The Community Engagement Co-ordinating sessions are progressing well to plan. An additional session may be added if needed.	Committee.			
						Develop and implement learning programme for community forum members.	Progressing to plan.	31 Mar 2011	No
						Develop and support delivery of community engagement plan.	The planned January and February community engagement co-ordinating sessions will contribute to this.	31 Mar 2011	No
						Draft paper for CPC with comparative costs for previous and current CE services.	Complete. CPC meeting on 19 January.	31 Oct 2010	Yes
						Evaluate effectiveness of partner engagement and community forums using VOICE.	Not scheduled to begin until April 2011.	31 Aug 2011	No
						Extend membership of community forums.	This is a current focus for ODS and Forums themselves.	30 Jun 2011	No
						Manage interface between different community engagement structures.	Not scheduled to begin until after April 2011.	31 Oct 2011	No
						Provide administrative support for community forums	Complete.	31 Aug 2010	Yes
						Support coordination of CPP partner engagement.	2 sessions to run Nov and Dec, 2 to run Jan and Feb (see Develop and support delivery of community engagement plan).	31 Dec 2010	Yes
						Support CPP partner agencies and	Being delivered through CECG and support for	31 Mar 2011	No

						community forums to feedback to wider community.	Forums by ODS.		
CED/PU/016/10-14 Co-ordinate Consultation Activity and promote best practice			31 Mar 2011	Peter Barry	The date for putting the Toolkit on the intranet and website has been revised to Friday 4 February. It is hoped to launch the Toolkit via the Core Brief for the best awareness raising to encourage use.	Circulate Toolkit Guidance for feedback	Complete.	30 Sep 2010	Yes
						Consultation Network Meeting and preparatory work	Meeting cancelled - May meeting will deal with current work.	09 Apr 2010	Yes
						Design format for the toolkit content for the intranet and website.		31 Dec 2010	No
						Develop consultation/commu nity engagement good practice guidance on intranet, consult and publish	Toolkit now developed. To have final input from Consultation Network members and put on intranet.	31 Aug 2010	Yes
						Monitor and report on the Council's consultation information in Covalent	Progressing to plan.	31 Mar 2011	No
						Network meeting to monitor consultation recording and promote good practice	Meeting completed.	07 May 2010	Yes
						Network meeting to monitor consultation recording and promote good practice	Toolkit session carried out.	04 Jun 2010	Yes

Action Status	
	Cancelled
	Overdue; No longer assigned
	Unassigned; Not Started; Check Progress
	Resuming; In Progress; Assigned
	Completed