









Best Value Improvement Plan 2008/9



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

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Establish new committee report template which includes full review of options to assist decision making			28/03/2009	Liz Cochrane	Revised options appraisal structures and committee report template are reflected in action plan for strategic leadership and m/o relations. This was discussed at members' seminar 21/1/09, and is reflected in the recommendations and action plan presented to Council 25.2.09. Initial review with L& A staff agreed not appropriate to add another section to current template.	Advice and Training for officers		30/04/2008	Yes
						Review of reporting	Options for processes are included in the review of Strategic Leadership and Organisational Culture. Following Council agreement of recommendations in Action Plan 25.2.09, a further report will be prepared detailing options for report formats by 30/4/09	25/03/2009	No
Produce Action Plan from Improvement Services Report and seminar on member-officer relations			30/01/2009	Liz Cochrane	Action Plan was discussed at seminar 21/1/09 and endorsed by all present (10 members - 5 admin, 5 opp). Recommendations and action plan reported to Council 25.2.09 and agreed. Development of the action plan is now underway - full detail of actions will be included in workplan for 2009/10	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)	Complete 16.9.08	31/10/2008	Yes
						Action Plan to Council	Action plan available by 7/10. Report to Council delayed from October meeting until November	26/11/2008	Yes

						November Council continued report for further discussion at seminar for elected members	Seminar took place 21/1/09 - recommendations agreed by Council 25/2/09	29/01/2009	Yes
Implement action plan for member/ officer relationships			31/03/2009	Liz Cochrane	Action plan and recommendations discussed 21/1/09 and agreed by Council 25/2/09. Implementation is now underway.	Report to CMT		16/09/2008	Yes
						Action plan to Council	Action plan available 7/10, but submission delayed until November Council.	29/11/2008	Yes
						Full discussion at seminar for elected members	Seminar took place 21/1/09. Council approved action plan 25/2/09. Further actions and milestones will now be incorporated for both 08/09 and 09/10	30/01/2009	Yes
Develop mechanisms to ensure Member involvement throughout strategic decision-making process			31/03/2009	Liz Cochrane	Member seminar 21/1/09 agreed recommendations and action plan. These were subsequently agreed by Council 25/2/09. The implementation of the agreed action plan is now underway.	Report to CMT		16/09/2008	Yes
						Action Plan to Council	Report available 7/10 but delayed from planned submission to Oct Council. Submitted November.	26/11/2008	Yes
						Action Plan to be discussed at member seminar	Action plan continued by Nov Council for further discussion by members at seminar - 21/1/09. Council agreed recommendations and action plan 25/2/09. Further actions & milestones will be developed for 2009/10	30/01/2009	Yes



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	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Develop medium to long term strategic financial planning		<div><div>71%</div></div>	31/07/2009	David Connell	The long term strategic financial plan, which was originally planned to be completed in August 08, was delayed to incorporate up to date forecasts in relation to the Pay Modernisation Programme, the Standard Delivery Plan and the General Services Capital Plan. This document is now complete and following consideration by the Corporate Management Team will be presented to the Corporate & Efficient Governance Committee in April	Budget guidance to departments		31/08/2008	Yes
						Report indicative 3 year capital budget to Council		31/08/2008	Yes
						Report indicative 3 year revenue budget to Council		31/08/2008	Yes
						Setup members/officers budget working group		30/09/2008	Yes
						Identify information required for information from all departments and the CMT		30/09/2008	Yes
						Draft financial strategy document for review		30/11/2008	Yes
						Review of draft plan by Director and HoS		10/12/2008	No
						Identify operational and strategic risks		17/12/2008	Yes
						Report to Corporate and Efficient Governance Committee		17/12/2008	No
						Approval of draft operational and strategic risks		31/12/2008	No
						Review of draft plan by CMT and Chief Executive		01/04/2009	No
Develop workforce planning strategy		<div><div>38%</div></div>	30/04/2010	Francine Ewen	Data exercise to capture employee information to populate the new Rembrant system in November 2008.	Implementation of the national recruitment portal		14/08/2008	Yes




						Set up of HR Scoping Group		31/08/2008	Yes
						Workforce planning training carried out for HR manager		05/09/2008	Yes
						Sourced external support to facilitate workforce planning		05/10/2008	Yes
						Interim HR information system (rembrant) developed in-house and populated		05/11/2008	Yes
						Participated in the National WP survey		05/01/2009	Yes
						Develop WP Action Plan including Awareness Raising; Strategy Planning and implementation over an 18 month period		27/04/2009	No
						Implement Social Work pilot on WP		11/05/2009	No
						Review pilot and develop framework for implementation across the Council		30/11/2009	No
						Approval of WP strategy		31/03/2010	No
Procure and Implement new integrated HR and Payroll system			31/03/2010	Francine Ewen	At the HR System Project Board held on 21 st August it was advised that there had been several very recent meetings with senior management regarding the implementation of single status following the Council meeting and decision on 19 th August. To enable the implementation of the decision by 1 March 2009 would require a major increase in workload for all HR and Payroll staff. This extra workload would impact directly on the HR system implementation team and Joyce indicated her concern that there would be insufficient HR expertise and resource to undertake both projects at the same time. The period from September to March would require dedicated resources to deal with development and issue of contracts and related documentation. Consequently,	Agree Specification		31/01/2008	Yes
						Tender documentation Issued		29/02/2008	Yes
						Report to Tender Committee		25/06/2008	Yes
						System agreed. Report to tender committee		31/12/2008	Yes
						Project Plan signed off by project board		27/03/2009	No
						Contract Signed by supplier and WDC		31/03/2009	No



					<p>it is likely that the HR System project would have to be 'parked' in the meantime.</p> <p>Joyce and David agreed that the finances for the project team would remain as currently and that the resources in place should remain. The work being undertaken during the Single Status Project was work that would have been required to complete the Implementation of the HR system Project and as such the resources should remain.</p>	Final specification signed off by supplier and WDC		30/06/2009	No
						Development of system completed		31/08/2009	No
						Test system delivered		04/09/2009	No
						HR test system signed off		25/09/2009	No
						HR system go live		05/10/2009	No
						Payroll test system signed off		26/02/2010	No
						Full System Live		31/03/2010	No
Update and issue the annual Joint Planning and Budget Guidance	✓	100%	07/09/2008	Lynn Hend	Annual guidance for departments was issued in early September. This contained improved guidance for departments on evidencing linkages between prioritisation of budgets and annual service planning	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
Provide financial input to Service Planning & Budget Guidance	✓	100%	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
Develop approach to 3 year budgeting	✓	100%	31/12/2008	Gillian McNeilly	Produced report to August Council on indicative 2 year financial position.	CMT report		05/08/2008	Yes
						Council Report on 2 year budget plan		27/08/2008	Yes


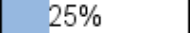

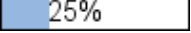





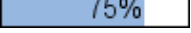
IP03-Ensure robust and effective scrutiny arrangements, including the involvement of opposition elected members, covering the council's decision making processes as well as service performance, are put in place


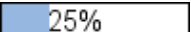


Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Undertake an options appraisal of decision making and scrutiny structures		<div><div>85%</div></div>	31/03/2009	Liz Cochrane	Council agreed an action plan 25/2/09 which requires the completion of the review of scrutiny structures in the context of the wider arrangements for strategic leadership & decision making. The 1st stages of this will be complete by end April 2009. This will be reflected in the actions and milestones for 2009/10.	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
						Provide induction training for lay members		25/09/2008	Yes
						Report on further options for development of decision-making/scrutiny structures	Action plan submitted to Council 26/11/08 includes further options for scrutiny role	26/11/2008	Yes
						Organise and deliver training programme for lay members of A&PRC	TNA discussed 9/08. Further training to be linked to training needs of elected members. This will be delivered in 2009/10.	31/03/2009	No
Review performance scrutiny remit of Audit & Performance Review Committee		<div><div>100%</div></div>	12/11/2008	David Webster	Work has now been completed on developing the role of the A&PRC in scrutinising SPI performance.	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	Yes



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









Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Participate in the PSIF project and pilot the full framework in 5 key services		<div><div>81%</div></div>	30/09/2008	Sandra Brysland	5 services have successfully participated in the national PSIF pilot (Sports Development, Cultural Services, Leisure Services, Welfare Rights & Forward Planning). This included a 4-day self evaluation and improvement programme. Welfare Rights have developed a draft Improvement Plan - the other plans were planned to be completed by Dec 08 (completed March09).	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
						Prepare Improvement Plans for each of 5 services	in progress (March 09)	30/09/2008	No
						Report key findings of self-evaluations to CMT	CMT report drafted end November but revised and submitted 3 march with update due 17/3/09	30/09/2008	No
Identify and pilot the Kaizen process improvement technique in key Council services		<div><div>90%</div></div>	31/12/2008	Sandra Brysland	G2 Consultancy and Quality Scotland worked with WDC to pilot the use of Kaizen rapid improvement technique on the Sold Property Service. The workshops commenced in August and results were presented to elected members and senior staff in November and to relevant directors	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	Completed end September	30/09/2008	Yes
						Report findings of pilot to CMT	Draft report compiled - awaiting CMT comment	17/12/2008	No
Monitor the Administrations 67 'Building Block' efficiency proposals and targets set out in Feb08 Budget Commitment Statement		<div><div>50%</div></div>	31/03/2009	Joyce White	The CMT regularly review the 67 targets agreed by Council during the process of finalising Budget 2008/9. Regular updates on achieving these targets are submitted to the Budget Working Group on an ongoing basis	Report to Budget Working Group		08/12/2008	Yes
						Report to C&EG Committee		25/02/2009	No







Implement the Internal Communications Strategy and Action Plan			31/03/2009	Louisa Mahon	Directorates have now been tasked with full roll-out, including the development of bespoke communication plans for remote workgroups. A full revision of the Senior Managers Network has allowed the Core Brief process to begin	Begin Core brief as part of SMN			Yes
						Incorporate Policy within Management Objectives via OD	Achieved in 2008 - Joint report to Best Value Work Group		Yes
						Identify links with OD management program and agree integration with Best Value workgroup			Yes
						Run pilot core brief within CE & provide feedback	Completed and feedback collated	27/06/2008	Yes
						Complete feedback sessions with Dep't SMTs	Did not complete SMT meetings until October, HEEDS - Social Work, Oct 3	19/07/2008	Yes
						Revise Senior Management Network - key element of Core Brief delivery		01/08/2008	Yes
						Presentation to SMN - SMN Review & Core Brief		31/10/2008	Yes
						Report to SMT - SMN Review		05/11/2008	Yes
						Complete Priority Action Plan - Core Brief & Performance Review	All actions linked to CMT Away Day Action Plan and ESWG Recommendations	14/11/2008	Yes
						Launch new Senior Management Network	Revised format agreed. Launch 10 Dec	04/12/2008	Yes
						Complete HoS meetings with all HoS - Core brief implementation	On target	19/12/2008	Yes
						Complete Mapping Exercise	On target	19/12/2008	Yes
						All managers to begin monthly team meeting	On completion of training	02/02/2009	No

						Publish Communications Toolkit for Managers	Linked to Brand Tool Kit and Intranet Review	26/02/2009	No
						Formally Launch core brief process		14/03/2009	No
Set-up and and run an internal communication training programme			31/03/2009	Louisa Mahon	The Policy on Internal Communication includes a communication charter for both employees and managers and a communication toolkit. Communication modules have been incorporated within the Management Development Programme	Design Communications Training Programme		12/12/2008	Yes
						Identify Training Consultant		30/01/2009	No
						Complete workshops for remote workgroups	DLO staff completed	30/01/2009	No
						Commence communication training workshops		09/02/2009	No
Evaluate effectiveness of Internal Communication Strategy			31/03/2009	Louisa Mahon	An initial evaluation of its effectiveness will be carried out within the Employee Survey in April 2009.	Issue Intranet Survey		14/11/2008	Yes
						Review 1st & 2nd Tier Intranet to support delivery of comms to employees		27/02/2009	No
						Establish an employee Intranet Forum		27/02/2009	No
						carry-out follow-up staff research		14/03/2009	No
Monitor outcomes of Efficiency savings initiatives across the Council for 2008/2009			31/03/2009	David Connell	A report has been prepared on the updated position has been discussed with CMT and is being considered along with the probable outturns submitted as part of the budget submission.	Report to CMT	Information currently with CMT	30/09/2008	Yes
						Prepare Report on updated position		31/10/2008	Yes
						Report to CMT		31/03/2009	No
Phased roll-out of PSIF to selected services			31/03/2009	Sandra Brysland	A Continuous Improvement strategy has been prepared for the CMT which outlines the approach and operational requirements required for full implementation of PSIF across the Council	Report to CMT		31/03/2009	No
Implement Dignity at Work policy and procedure			31/03/2009	Francine Ewen	All key roles within the process are now fully trained to facilitate effective operation of the policy. Further development sessions are scheduled for January cascading to other management how the policy and procedure will operate in practical management terms	Complete recruitment of key roles		30/06/2008	Yes
						Implement training programme for all staff	Training programme completed for key roles (30/11)	31/08/2008	Yes

						Launch policy; promote and implement	Policy launch complete	31/08/2008	Yes
						Evaluate impact and report to CMT	Development of additional training to support managers underway via external provider	31/03/2009	No
Set up Framework for 08/09 Efficient Government monitoring			01/08/2009	Margaret M	The Workstream are considering best practice, and are reviewing 2007/8 Efficiency Statements submitted by other Local Authorities for our 2008/9 Efficiency Statement. The Team are reviewing the information and the plan is to set up a framework once we have agreed how we will set the efficiencies.	Review other Council's Efficiency Statements	Information provided to group members and other interested parties	05/01/2009	Yes
						Review outcomes of Best Value Reviews	Some progress made, some reviews not yet available	31/03/2009	No
						Set-up efficiency indicators in Covalent	Reviewing current indicators to see whether they can be calculated Quarterly/Annually or whether a new measure is required.	31/03/2009	No
						Gather information for 08/09 Efficiency Statement	Meet with all persons who provide information for the efficiency statement	31/03/2009	No
Evaluate all services (Service Performance Assessments) and create a continuous improvement plan for every service			30/09/2008	Sandra Brysland	A review of Departmental Plans in Covalent carried out in November showed that some departments will need to re-review the extent of SPA actions in their service plan scorecards	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


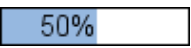


						Evaluations and report findings to CMT			
						Agree improvement action with services		31/05/2008	Yes
						Review the extent to which improvement actions are embeded in the planning process and report to CMT	Review included in progress report to I&E Exec dec08	30/09/2008	Yes
Develop an Internal Communications Strategy and Action Plan			31/03/2009	Louisa Mahon	A new internal communications policy has been developed and stipulates a clear commitment to employee engagement. A full revision of the Senior Managers Network has allowed the Core Brief process to begin. The Policy recommended a minimum commitment to employee communication with emphasis placed on a Corporate Core Brief.	Prepare draft Internal Comms strategy in response to Employee Survey		12/01/2008	Yes
						Agree draft strategy through ESWG and Trade Unions	Agreed at Employee Survey Working Group - SNP and Labour Councillors	28/02/2008	Yes
						Report to Council - agree ESWG Action Plan	Report was approved and joint plan with OD being progressed.	30/04/2008	Yes
						Report to CMT - Approval for Action Plan	CMT asked to approve policy and behaviours, and provide existing chain of internal communications	27/05/2008	Yes
						CMT Feedback on Action Plan and Implementation Issues	Feedback received from HEEDs and Corporate Services in August 2008	27/06/2008	Yes
						Run pilot core brief within CE & provide feedback	Completed and feedback collated	27/06/2008	Yes
						Complete feedback sessions with Dep't SMTs	Did not complete SMT meetings until October, HEEDS - Social Work, Oct 3	19/07/2008	Yes
						Link Strategy to ongoing management development & induction	Integrated within OD Action Plan - initial training module, core brief imbedded within revised PDP	01/10/2008	Yes

							process - People Management Objective, communication training module incorporated within ILM.		
						Represent Draft Plan to CMT	Draft Plan provided to CMT	17/10/2008	Yes
						Complete Priority Action Plan - Core Brief & Performance Review	All actions linked to CMT Away Day Action Plan and ESWG Recommendations	14/11/2008	Yes
Develop a revised Dignity at Work policy and procedure			30/09/2008	Francine Ewen	An intensive development programme has been completed for the revised Dignity at Work policy and procedure. The policy will be referred to Council in December	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 28/10/08 and approved	31/08/2008	Yes
Overview and monitor implementation of the Charter Mark (National Excellence Standard) Award Programme			31/03/2009	Sandra Brysland	Registration Services, Older Peoples Services and Childrens Residential Services awarded Chartermark August 08	Accreditation for Older Peoples Services		31/08/2008	Yes
						Accreditation for Childrens Residential Services		31/08/2008	Yes
						Report progress to CMT	progress report part of report on CI activities 3/3	31/03/2009	Yes
Overview and monitor implementation of the Investors in People (IiP) Award Programme			31/03/2009	Sandra Brysland	PSIF implementation will facilitate achieving Investors in People (IiP) where appropriate. However services that have already attained IiP certification have been provided with advice and guidance to ensure they retain certification.	Report to CMT	part of report to cmt 3/3 on CI activities	31/03/2009	Yes
Produce 07/08 Efficiency Statement			31/03/2009	Margaret M	Completed and published	Submit to CMT	No comments were received	15/08/2008	Yes
						Submit 07/08 Efficiency Statement to Cosla	No queries were received	19/08/2008	Yes
						Submit Efficiency Statement to Corporate &EG Committee		29/10/2008	Yes




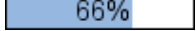
						Publish Efficiency Statement	Published on Council Website	05/11/2008	Yes
Carry-out new 2009 Staff Survey			31/03/2009	Angela Terry	Design and development of the employee survey is underway and scheduled for issue in April 2009.	Review progress on current action plan; report to Council	Action plan review completed 31/12/2008	31/01/2009	Yes
						Outline recommendations for follow up survey	Report to council on recommended follow-up agreed; survey development underway.	31/03/2009	Yes
						Implement agreed recommendations	All key recommendations taken forward; development phases completed and implementation plans developed. However consideration of the organisational culture diagnostics will be significant in developing a joined-up approach to implementation.	31/03/2009	Yes
Implement an action plan to address the recommendations of the employee staff survey			28/02/2009	Angela Terry	Feedback received as part of the Employee Survey (2007) and employee & manager forums operated by Organisation Development in 2008, identified a need for regular and frequent face-to-face contact between line management and employees. A review of current departmental communication practice was also completed. Feedback from the review confirmed that the absence of a Corporate Core Brief resulted in departmental communication with no strategic focus.	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	Evaluation of progress complete; report to Council February outlining next steps for follow-up survey in April 2009.	28/02/2009	Yes
Review Diagnostic Project outputs and produce short-list of opportunities to CMT for prioritisation			31/12/2008	Colin McDo	The cross cutting workshops have been completed and a report for the CMT was prepared containing detailed business cases and projections in eleven key themed opportunity areas. It is intended that these opportunities will introduce efficient working	Set up and train project team, commence data collection		31/03/2008	Yes
						Interviews with Services		31/05/2008	Yes


					practices and improve customer experience when using council services.	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	Report presented 25/11	30/09/2008	Yes
						Concluding Report to CMT	Documentation provided to CMT on 28 November 2008	23/12/2008	Yes

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









Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Evaluate effectiveness of revised managerial structure			31/03/2009	Angela Terry	Revisions to departmental managerial structures are ongoing to maximise organisational capacity and embed a culture of continuous improvement across all tiers of management. A number of structure reviews have taken place including the review of community planning governance and staffing arrangements in 2008, the current review of Chief Executive's department to drive forward the improvement agenda, and the outcomes of the diagnostic pathway project leading to such changes as the forthcoming restructure of Organisational Development.	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	Revisions to structures ongoing as part of Service & organisational reviews; additional time, support, & development required to embed. Key links to strategic leadership action plan & cultural change. Evaluation of effectiveness c/fwd to 0910.	31/03/2009	No
Complete recruitment of key posts identified in Brodies report			30/06/2008	Tricia O'Neill	The recruitment of key posts was completed throughout 2008				

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


Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Implement Elected Member Training programme			31/03/2009	Angela Terry	The personal development planning process is now underway with Elected Members participating in 1-2-1 meetings to discuss the personal profile outcomes and develop a personal development plan. The self-assessment and 360# assessment stages have now been completed and those Elected Members participating have been issued with a personal profile providing overall skills ratings and reviewer feedback	Implementation of self assessment and 360° process	Questionnaire issued to all Elected Members & 360 nominees on 10/11/08	30/11/2008	Yes
						Development of personal development plans for all elected members	Personal development planning process underway throughout march; pdp's developed as an outcome of the discussion	31/03/2009	No
						Development of phase 1 development programme-	CPD tender process for training provider unsuccessful; alternative development underway & local development arrangements linked to Strategic Leadership action plan	31/03/2009	No
Develop CPD framework for elected members in partnership with IS			31/03/2009	Angela Terry	Following an unsuccessful tender exercise (as part of the project) to secure a training provider to develop the required programmes, the Improvement Service has now provided alternative resources for this development and will also implement a Masterclass Series	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	Links to action plan within Strategic Leadership report; development underway	31/03/2009	No

Implement phase 2 of training for elected members		<div><div>100%</div></div>	31/01/2008	Liz Cochrane	Training on PSIF, Planning, Performance Management and scrutiny 15/16 Jan.				
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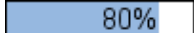
IP07-Agree and adopt an up-to-date community plan. Continue to drive the community planning partnership with a focus on defined outcomes



Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Produce SOA for 2009 with full CPP participation			31/03/2009	David Webster	Version 1 collated and circulated 23/1. Elected Member/Partner/CMRT seminar/workshop held 27/1. Version 2 produced 6/2.	Input 2008 SOA into Covalent	Some data still to reserach and enter	31/10/2008	Yes
						Produce progress review of 2008 SOA	In progress-to report to CPP Board 24/11	14/11/2008	Yes
						First tranche of partner meetings	7 workshops held in Nov, one delayed to Jan	20/01/2009	Yes
						Create Version 1 of new SOA	Circulated 23/1	23/01/2009	Yes
						Elected Member Seminar	Held on 27/1	27/01/2009	Yes
						Create and issue version 2	Emailed out 6/2	31/01/2009	Yes
						First draft of 2009 SOA to Scottish Government	done 2/3/09	31/01/2009	Yes
						Set-up new Scorecard		31/03/2009	No
Monitor progress of new Community Plan			30/11/2008	David Webster	Reported to CPP board and Council in November 08	Create Scorecard on Covalent		19/09/2008	Yes
						Report to Council & CPP Board	Reported to November Board meeting	30/11/2008	Yes
Produce SOA for 2008			30/06/2008	David Webster	The Single Outcome Agreement for 2008 was submitted to Council and the Scottish Governmen in June 2008	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 new Community Plan 2007-2017			31/08/2007	Liz Cochrane	A new Community Plan 2007/17 was agreed and adopted in September 2007.				

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


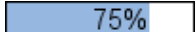


Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Produce and monitor Action Plans for all poorly performing SPIs		<div><div>100%</div></div>	31/03/2009	David Webster	The monitoring of action plans for poorly performing service areas is being achieved through linking actions specifically to poorly performing SPIs and reporting these through Service Committees and the A&PRC	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	Yes
						Report to A&PRC Mar 09		31/03/2009	Yes

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	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Implement revised performance management and member reporting framework			31/03/2009	David Webster	Framework reported to A&PRC in January. First Phase of SOLACE study presented to CMT in Feb.	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
						Report to R&PMG and CMT		25/11/2008	Yes
						Report to APRC January 2009		14/01/2009	Yes
						SOLACE Golden Thread Study- Phase 1	Draft report recieved. CMT presentation 3/2	03/02/2009	Yes
						Finalised SOLACE report		27/02/2009	Yes
						Member consultation exercise	About to commence (march 2009)	31/03/2009	No
						Final Report to A&PRC March		31/03/2009	Yes
Further implement and embed Covalent Performance Management system			31/03/2009	David Webster	Questionnaire will be developed during 2009/10	Training Programme (train the trainer)	2 train-the-trainer sessions held in July	31/07/2008	Yes
						Member and Senior Manager Training Phase 1	2 sessions 16/7, 2 sessions 18/8	29/08/2008	Yes
						Set-up User Training Programme	Programme established	30/09/2008	Yes
						Progress Report to CMT and A&PRC Committee	Part of PM Framework report	14/01/2009	Yes

							to CMT & A&PRC in January		
						User Questionnaire - set-up and issue	Examples obtained from other councils. Set up of questionnaire delayed	31/03/2009	No
Implement new performance management system			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


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

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Develop a systematic corporate approach to competitiveness			31/03/2009	David Webster	Corporate approach and Action Plan being considered by CMT 17/3/09	Report to CMT	Initial report 17 July	30/06/2008	Yes
						Report to CMT	Reported 2/9/08-now with E Melrose	16/09/2008	Yes
						Develop corporate position framework	report and action plan presented to cmt 17/3	31/01/2009	Yes
						Agree Action Plan		31/03/2009	No
Develop activity-based and unit-costing			31/03/2009	Margaret M	Milestones to be developed once corporate competitiveness framework agreed				


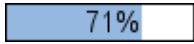
IP11-Develop and embed a risk management culture across the council


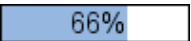
Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Identify Strategic Risks across the Council		<div><div>100%</div></div>	30/11/2008	John Duffy	The Strategic Risk registers has been input to the system. The Risk Management Working Group are progressing the updating of these registers and integrating these with plans. A progress report was submitted to the CMT and Audit & PR Committee in November advocating that the Council and CMT introduce a Strategic Risk Management Framework to embed the risk management process further.	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	Completed	28/10/2008	Yes
						Report to Committee	Completed	12/11/2008	Yes
Update Departmental Risk Registers		<div><div>100%</div></div>	30/11/2008	John Duffy	Departmental Risk registers have been input to the system. The Risk Management Working Group are progressing the updating of these registers and integrating these with departmental plans	Enter Risks into Covalent	Completed	31/05/2008	Yes
						Review with Risk Management Working Group	Completed	31/07/2008	Yes
						Report to CMT	Completed	28/10/2008	Yes
						Report to Committee	Completed	12/11/2008	Yes
Implement new Risk & Performance Management System		<div><div>100%</div></div>	30/09/2008	John Duffy		Implement Covalent system		01/05/2008	Yes
						Train users	Completed	30/09/2008	Yes

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


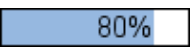

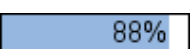
Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Develop strategy for a systematic approach to service-level option appraisal		<input type="text" value="0%"/>	31/03/2009	David Webster	A systematic approach to option appraisal will be developed to include each service with a step by step toolkit and training to enable managers to carry out option appraisal independently. The implementation of the Shared services strategy and the development of the diagnostic project business cases will involve the use of option appraisal	Develop option appraisal training and support programme and identify training priorities	delayed to 09/10	31/12/2008	No
						Provide option appraisal training and support programme	delayed to 09/10	31/03/2009	No



MP2-Implement a leadership and management development programme

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Develop and implement a leadership development programme for CMT & HoS			31/03/2009	Angela Terry	The development of the approach for the leadership programme, targeted at senior managers, is continuing and has now progressed to a tender process. Following this it is expected the programme will launch mid-April.	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	Performance management process cascaded through SMT's	31/12/2008	Yes
						Implement competency framework and key behaviours statement	Revisions completed to competency framework; further development ongoing to align with CPD framework and competencies for all management levels.	28/02/2009	Yes
						Report on progress to CMT		31/03/2009	No
						Implement and cascade an executive development programme	Tender process ongoing; planned implementation April 2009	31/03/2009	No

Develop and implement management development frameworks for middle & junior managers			31/03/2009	Angela Terry	The programme, accredited by the Institute of Leadership and Management, and developed in partnership with Clydebank College, was launched in January. Three pilot programmes, aimed at front-line to middle managers, commenced in early March providing work based development programmes at differing levels.	Complete consultation with stakeholders			Yes
						Analyse outcomes and develop manager development model		31/07/2008	Yes
						Implement pilot events for development programmes	Pilot programmes launched January; 3 programmes commence March 09	30/01/2009	Yes
						Implement wider roll out of development programmes	Wider roll-out planned following evaluation and development of costing model	28/03/2009	No
						Devise evaluation framework	Complete	30/03/2009	Yes
						Implement competency framework and key behaviours statement	implementation linked to PDP framework and organisational culture project; carry forward to 2009/10 improvement plan	31/03/2009	No

MP3-Review community engagement activity for efficiency and effectiveness

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Develop and agree final Community Engagement Strategy			31/03/2009	Anne Clegg	The Community Engagement and Consultation Strategies were approved by the Community Participation Committee (CPC) in September 2008, and subsequently by Council. Both strategies are now publicly available and are currently being published in a single document and are publicly available through the Council's website. Printed version still to be finalised.	Report to CMT		10/04/2008	Yes
						report on final draft strategy to CPC		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		29/10/2008	Yes
						Publish Strategy	Delay in finalising consolidation of the consultation and Community Engagement Strategies - will have to re-negotiate design timescale	31/01/2009	No
Coordinate consultation activity and quality			31/03/2009	Anne Clegg	The training needs of staff throughout the organisation are being addressed. An initial Consultation Scoping Workshop took place in September 2008, with around 24 staff in attendance – facilitated by the Consultation Institute. Around thirty employees took part in follow-up Effective Consultation Workshops sessions in December. Accredited training is now scheduled during March 2009 along with development of an action plan for ongoing developments. Report from consultants 23 March 2009 will complete this.	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
						Meeting to refine capabilities assessment and plan further workshops		20/11/2008	Yes
						Collation of Information from scoping workshop and refine capabilities assessment		27/11/2008	Yes

						Follow up scoping workshops	Dates set for 4th and 5th December	05/12/2008	Yes
						Design Training Programme - first phase	Three courses to run during March	08/03/2009	Yes
						Design Training Programme Phase 2		31/03/2009	No
Develop draft Community Engagement Strategy			31/03/2009	Anne Clegg	The Community Engagement and Consultation Strategies were submitted to the Community Participation Committee (CPC) in april 2008	Report to Community Participation Committee		23/04/2008	Yes