


Appendix 1: Best Value Improvement Plan 2010/11

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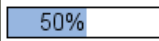
1-Strategic Leadership
1.1-Develop Strategic Leadership

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%; background-color: #4f81bd; height: 10px;"></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		11 Jun 2010	Yes
						Suggested priority areas to be put to Council in June 2010		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		11 Jun 2010	Yes
CED/PU/156/10-14 Implement and facilitate peer and external support arrangements for		<div style="width: 66%; background-color: #4f81bd; height: 10px;"></div> 66%	30 Sep 2010	Lorraine Coyne	All relevant support structures in place with the exception of peer support via IS.	Arrange a development day for the Administration and the CMT	A development day to strengthen leadership and collaborative working between the Administration and the	30 Sep 2010	Yes

Elected Members and senior managers					Design of development day for CMT & Administration underway and delivery scheduled for October.		CMT has been arranged for 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	Critical Friend approaches have been made to COSLA, we await responses	30 Sep 2010	No
						Formalise arrangements with IS for Leaders' peer support		30 Jun 2010	Yes
						Formalise arrangements with IS for Members' peer support	Peer Support approaches have been made to several Councils, to date we have received one response but are following up with other Councils	31 Aug 2010	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; display: inline-block; 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	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	The proposed changes as submitted to Council on 30 June were agreed and so	31 Oct 2010	Yes



						set of measures to Council	have been adopted as the measures for 2010/11		
						Submit proposed measures to Council, asking for comments	Council meeting on 30 June 2010 agreed to changes suggested by Social Work	30 Jun 2010	Yes

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	All PSIF strategic self evaluations are completed, improvement plans for Corporate Services and the Chief Executive's Department are nearing completion	Agree scope of PSIF review with the CPP	Meeting with Improvement service taken place to agree scope		Yes
						All strategic PSIF improvement plans to be agreed at relevant committee	Chief Executive's Department and Corporate Services improvement plans scheduled to go to the November 2010 Corporate and Efficient Governance Committee	30 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 to be discussed with CPP Board		No
						Evaluate Phase 1 strategic reviews	This will be completed once all strategic improvement plans have been agreed at relevant service committees	30 Mar 2011	No
						Map QMIE for Education with PSIF and review	Completed with the Improvement service and HMIE	30 Jul 2010	Yes



						suitability of PSIF for education			
						Meet with HMIE to agree way forward for Education with regard to self assessment	Educational services will continue to use QMIE	30 Jul 2010	Yes
						Provide support for common areas for improvement from Improvement Plans	Report will be prepared for the CMT once all plans are agreed at committee	30 Nov 2010	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: blue; 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: blue; height: 10px;"></div></div> 66%	31 Mar 2011	Joyce White	Q2 Update: The financial strategy continues to be developed and reported to the SFWG. Due to the output of the strategy, the reporting timetable for the budget 2011/12 has been brought forward, leading to a special council meeting on 14 October 2010.	deliver training and information to members through the strategic finance working group on strategic financial issues		31 Mar 2011	Yes
						develop financial planning process through new commissioning strategies		30 Nov 2010	No
						develop framework to assist in the monitoring of saving option	Reports will be presented to Council as part of the normal reporting mechanisms on a monthly	31 Aug 2010	Yes

					targets within the budget process	basis		
					develop framework to assist in the setting, measuring and realisation of efficiency targets into the budget process		31 Dec 2010	No
					further develop linkages between budget planning, service planning and workforce planning		31 Dec 2010	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		30 Sep 2010	Yes
					set up finance sub group to complete work to advise SFWG		30 Jun 2010	Yes




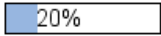
2-Competitiveness
2.1-Assess competitiveness

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		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">50%</div>	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		31 Mar 2011	No
						Peer review outcome of Phase 1 programme Committee Reports	This work will be completed during October and forms part of the agenda for the meeting on 8 October 2010	30 Sep 2010	No
BVIP/009/10-11 Develop Phase 2 programme (2010/11) of competitiveness reviews of selected services		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: white; display: flex; align-items: center; justify-content: center;">0%</div>	31 Mar 2011	Elaine Melrose	As a consequence of the Phase 1 reports significant additional work has been identified which requires to be resourced over the next six months. In	Consider any new service areas for competitiveness review pending outcomes of peer review of 2009/10 Committee reports	Given resource demands for improvement actions arising from Phase 1, no further areas for detailed review will be identified until March 2011	31 Mar 2011	No
						Implement where applicable corporate	Report on toolkit will be presented to Corporate &	31 Dec 2010	No

					<p>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.</p>	<p>approach to any new chosen service areas using the National Benchmarking Toolkit criteria</p>	<p>Efficient Governance Committee on 27 October and subject to approval training for all managers will be rolled out over the rest of the calendar year and beyond as necessary</p>		
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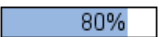
3-Organisational Culture

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	Q2 Update: Core behaviour framework developed as part of revised PDP process and draft framework and implementation plan will report to October Corp & Efficient Governance Committee. Report on leadership group behaviours will be presented through Member's Business Day in November.	Communicate to all managers via SMN.		30 Nov 2010	No
						Complete pulse survey to evaluate change in management practice and behaviours.		31 Mar 2011	No
						Develop draft of core behaviour framework for managers and staff	Leadership group behaviours defined; development of individual behaviours in progress.	28 Feb 2010	Yes
						Implement core behaviour framework for all staff through PDP.	Report on draft framework to October CEGC.	30 Nov 2010	No
						Initiate testing group; agree final version	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
CS/HROD/045/IP2 Implement revised performance and personal development framework			31 Mar 2011	Tricia O'Neill	Q2 Update: Report on revisions to PDP framework, draft framework, and implementation plan, scheduled for October C&EGC.	Agree revised framework at CEGC.	Report and draft framework scheduled for October C&EGC.	31 Oct 2010	No
						Communicate revised PDP framework through SMN.		30 Nov 2010	No
						Develop draft	Initial draft of revised	30 Apr 2010	Yes


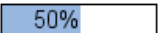
						framework and process.	policy, procedure, and competency framework complete. Project plan developed for implementation of framework and project officer assigned.		
						Evaluate implementation and effectiveness of framework; report to CMT		31 Mar 2011	No
						Implement supporting development programme for all staff.		30 Nov 2010	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	Q2 Update: Progressive Leadership programme continues with 3 modules now complete. Individual feedback and support being provided through external assignment process and coaching support. Review and evaluation of	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	Programme incorporates 4 mixed cohorts & group	01 Apr 2010	Yes

					programme progress-to-date underway and will complete by end of October. Outcomes will be incorporated within leadership and management development strategy.	good practice across the council	development and coaching integrated within programme.		
						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	No


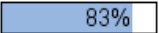
4-Community Engagement
4.1-Promote Community Engagement Opportunities






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	Q2 Update: Transformation priorities agreed. Transformation workshop for Repairs complete and implementation project at planning stage. Council Tax transformation Workshop scheduled for October. Intranet redesign underway and end user training delivered. Review of reception services at 3 main locations underway and recommendations planned for October. Reception staff transfer from LARS to Finance & ICT complete during September and interim arrangements for cover in place. Review of online	Confirm transformation priorities		13 Aug 2010	Yes
						Deliver additional mechanism to gather and report on customer feedback via Councils contact centre (including surveys, complaints and compliments)		17 Dec 2010	No
						Deliver redesigned customer focussed web site		17 Dec 2010	No
						Deliver redesigned user friendly intranet for staff and partner access		17 Dec 2010	No
						Host workshop for each transformation priority - Council Tax		29 Oct 2010	No
						Host workshop for each transformation priority - Repairs		01 Oct 2010	Yes
						Host workshop for each transformation priority - Sports, leisure and hall Bookings		30 Nov 2010	No
						Increase the volume and range of self	To deliver this action, information gathered as	18 Mar 2011	No

					web services and uptake underway	service transaction available via Council's website	part of Shared Services Diagnostics and follow up customer first information gathering exercises will be analysed and departmental processes redesigned.		
						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 handling customer experience: reduce no. face to face transactions	To deliver this action, information gathered as part of Shared Services Diagnostics and follow up customer first information gathering exercises will be analysed and departmental processes redesigned.	18 Mar 2011	No
						Receptions Services: Meet with Receptions staff from Garshake building including main reception, Social Work & Health, HEEDS, Education, Planning and Legal.		24 Aug 2010	Yes
						Receptions Services: Meet with Receptions staff from Municipal Buildings.		06 Oct 2010	Yes
						Receptions Services: Meet with Receptions staff from Rosebery Place including Environmental Health, Events &		09 Sep 2010	Yes

						Halls, Registration Services, Main Reception, Education, Social Work & Health, Benefits.			
						Redesigned Intranet/Website: Training on Easysite (content management system) for ICT staff, Corporate Communications staff, Social Work, Education & other council departments.		24 Sep 2010	Yes
						Redesigned Intranet/Website: Upgrade to move current version of Easysite		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)		15 Oct 2010	Yes
						Review and streamline reception services at key Council locations		19 Nov 2010	No
CED/CP/011/10-14 Manage the delivery of new community engagement services for WDCPP		<input type="text" value="20%"/>	31 Oct 2011	Peter Barry	Progress with implementing CPP community engagement tender has been rapid and	complete OJEU European tendering process and secure approval from Tendering Committee		26 May 2010	Yes

					effective. ODS working in collaboration with forums themselves to agree the level of admin support and scope out a learning programme, all Forums now participating. Learning programme for community forum members will commence soon. Community Forum members attended a training course on Covalent during July 2010.	Develop and implement learning programme for community forum members		31 Mar 2011	No
						Develop and support delivery of community engagement plan		31 Mar 2011	No
						draft paper for CPC with comparative costs for previous and current CE services		31 Oct 2010	No
						Evaluate effectiveness of partner engagement and community forums using VOICE		31 Aug 2011	No
						Extend membership of community forums		30 Jun 2011	No
					Vale of Leven Chair has resigned. New chair and office bearers to be appointed.	Manage interface between different community engagement structures		31 Oct 2011	No
					ODS assisting with establishment of a CPP Community Engagement Coordination Group. The membership and functions of the group are currently being designed. This group of officers from CPP partner agencies including	Provide administrative support for community forums		31 Aug 2010	Yes
						Support coordination of CPP partner engagement		31 Dec 2010	No
						Support CPP partner agencies and community forums to feedback to wider community		31 Mar 2011	No

					several Council departments will serve to extend and strengthen the strategic and operational impact of the BVIP CE workstream				
CED/PU/016/10-14 Co-ordinate Consultation Activity and promote best practice			31 Mar 2011	Peter Barry	Toolkit now developed incorporating points from Senior Management Network session in January. Consultation Network members to give a final check before putting it onto the intranet.	Circulate Toolkit Guidance for feedback		30 Sep 2010	Yes
						Consultation Network Meeting and preparatory work	Meeting cancelled - May meeting will deal with current work	09 Apr 2010	Yes
						Develop consultation/community 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		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