





# Appendix 2


## Best Value Improvement Plan 2010/11 - all workstreams with milestones

Generated on: 18 June 2010

### 1-Strategic Leadership 1.1-Develop Strategic Leadership


Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Implement and facilitate peer and external support arrangements for Elected Members and senior managers			30 Sep 2010	Lorraine Coyne	Arrangements agreed with IS for specific development sessions & development of Business Day programme (content) underway to support Elected Members. External coaching support implemented for senior managers via leadership development programme and peer support for the CMT implemented through individual arrangements and team development sessions.	Formalise arrangements with IS for Leader's peer support	Peer support arrangements co-ordinated with IS and other local authorities to provide member peer support. The Leader has established support relationships with the Leaders of Renfrewshire and West Lothian Councils and has contacted the Leader of North Lanarkshire Council	30 Jun 2010	Yes
						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

						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	No
						Formalise arrangements with IS for Members' peer support	A development day to provide peer support between the administrations of West Dunbartonshire, Renfrewshire and West Lothian Councils to be arranged	31 Aug 2010	No
						Arrange a development day for the Administration and the CMT	A development day to strengthen member / officer relationships	30 Sep 2010	No
						Develop arrangements for Critical Friend support for the I&EE	The President of Cosla has agreed to chair a twice yearly meeting between the WDC Leader and Chief Executive and the peer support group Council Leaders and Chief Executives	30 Sep 2010	No
Develop key corporate performance indicators for 2010/11			31 Oct 2010	Lorraine Coyne	Action progressing to plan	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

						Submit proposed measures to Council, asking for comments	Report on Agenda for Council meeting on 30 June 2010	30 Jun 2010	No
						Incorporate any further changes and report final agreed set of measures to Council		31 Oct 2010	No
Facilitate a CMT and Elected Member review of the Council's Strategic Priorities		<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	30 Jun 2010	David McMillan		Meet with CMT to finalise Priorities to be put to members for agreement		11 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
						Suggested priority areas to be put to Council in June 2010		30 Jun 2010	Yes



## 1-Strategic Leadership


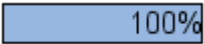
### 1.2-Lead process of continuous improvement through self assessment

Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Implement Phase 1 of PSIF		<div style="border: 1px solid black; padding: 2px;">0%</div>	31 Mar 2011	David McMillan	All PSIF strategic self evaluations are completed with the exception of Corporate Services which is nearing completion	All strategic PSIF improvement plans to be agreed at relevant committee	Reports will be submitted to committee after the summer recess. The Corporate Services improvement plan is in preparation	30 Sep 2010	No
						Evaluate Phase 1 strategic reviews	This will be completed once all	30 Sep 2010	No



							strategic improvement plans have been agreed at relevant service committees		
						Agree programme of services to participate in 3 year PSIF roll out programme	This will form part of the WDC Continuous Improvement Strategy	30 Nov 2010	No

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

Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Continue to develop the 10 year Financial Strategy			31 Mar 2011	Joyce White		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	No
						set up finance sub group to complete work to advise SFWG		30 Jun 2010	Yes
						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 setting, measuring and realisation of		31 Aug 2010	No


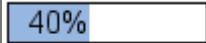

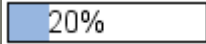
						efficiency targets into the budget process			
						complete revenue income optimisation project and report findings to SFWG		30 Sep 2010	No
						develop financial planning process through new commissioning strategies		30 Nov 2010	No
						further develop linkages between budget planning, service planning and workforce planning		31 Dec 2010	No
						deliver training and information to members through the strategic finance working group on strategic financial issues		31 Mar 2011	No
Review Long Term Financial Strategy 2010-14 in accordance with the agreed framework			30 Jun 2010	Joyce White		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

**2-Competitiveness**  
**2.1-Assess competitiveness**

Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Report Phase 1 programme (2009/10) of competitiveness reviews of selected services and implement agreed actions		<input type="text" value="0%"/>	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. It does not reflect any interim work undertaken by departments in line with their actions identified to be taken forward in 2010/2011 targets leading up to this reporting timetable	Peer review outcome of Phase 1 programme Committee Reports		30 Sep 2010	No
						Oversee key improvement actions arising from 2009/2010 service reviews identified by departments in line with the initial 21 Services identified to prove competitiveness and present further update reports to Committees on progress of actions		31 Mar 2011	No
Develop Phase 2 programme (2010/11) of competitiveness reviews of selected services		<input type="text" value="0%"/>	31 Dec 2010	Elaine Melrose	Progress to be reported in commencing any new identified service areas will fully depend on outcomes/recommendations arising from Committee decisions/peer review noted above where Phase 1 continuation is likely to command the attention and resources of departments going forward for 2010/2011	Consider any new service areas for competitiveness review pending outcomes of peer review of 2009/10 Committee reports		31 Oct 2010	No
						Implement where applicable corporate approach to any new chosen service areas using the National Benchmarking Toolkit criteria		31 Dec 2010	No

### 3-Organisational Culture

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



Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Establish a corporate behaviour and values framework for all managers and staff			31 Mar 2011	Tricia O'Neill	Group role and behaviours defined for key leadership groups and agreed June. Leadership values for senior managers developed and incorporated within leadership development programme. Development of detailed individual behaviours for all staff in progress as part of PDP framework development.	Draft key behaviour and values framework	Leadership group behaviours defined; development of individual behaviours in progress.	28 Feb 2010	Yes
						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
						Communicate to all managers via SMN.		31 Jul 2010	No
						Implement competency framework for all staff.		30 Sep 2010	No
						Complete pulse survey to evaluate change in management practice and behaviours.		31 Dec 2010	No
Implement revised performance and personal development framework			31 Mar 2011	Tricia O'Neill	Project officer assigned to undertake development and implementation of framework over the next 3 months.	Draft framework and procedure.	Initial draft of revised policy, procedure, and competency framework	30 Apr 2010	Yes

							complete. Project plan developed for implementation of framework and project officer assigned.			
							Agree revised framework at CEGC.		31 Aug 2010	No
							Communicate on revised framework through SMN.		30 Sep 2010	No
							Implement supporting development programme for all staff.		30 Sep 2010	No
							Evaluate implementation and effectiveness of framework; report to CMT		31 Jan 2011	No




### 3-Organisational Culture



#### 3.2-Support development of Strategic Leadership


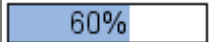
Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Identify leadership skills and behaviours and associated development programme to support strategic leadership and culture change			31 Mar 2011	Tricia O'Neill	Leadership Development programme now underway; workshop programme (5 modules), assignment work, and external coaching all implemented for senior managers. Key leadership skills defined and integrated through programme content.	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	First evaluation to be issued end of June.	29 Oct 2010	No

#### 4-Community Engagement

##### 4.1-Promote Community Engagement Opportunities

Title	Status	Progress	Due Date	Managed By	Notes	Milestone	Comments	Due Date	Completed
Deliver improved customer experiences and corporate efficiencies through the implementation of Customer First priorities and Community Engagement strategies		<input data-bbox="465 874 667 912" type="text" value="0%"/>	31 Mar 2011	Patricia Marshall		Deliver mechanism to gather and report on customer feedback via Councils website (including surveys, complaints and compliments)		31 Aug 2010	No
						Deliver additional mechanism to gather and report on customer feedback via Councils contact centre (including surveys, complaints and compliments)		08 Oct 2010	No
						Review and streamline reception services at key Council locations		19 Nov 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
						Increase the volume and range of self service transaction available via Council's website	To deliver this action, information gathered as part of Shared Services Diagnostics and follow up customer first information gathering exercises	18 Mar 2011	No

							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
Manage the delivery of new community engagement services for WDCPP			31 Oct 2011	Peter Barry		complete OJEU European tendering process and secure approval from Tendering Committee		26 May 2010	Yes
						Provide administrative support for community forums		31 Aug 2010	No
						Support coordination of CPP partner engagement		31 Dec 2010	No
						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
						Support CPP partner agencies and community forums to		31 Mar 2011	No

						feedback to wider community			
						Evaluate effectiveness of partner engagement and community forums using VOICE		30 Jun 2011	No
						Extend membership of community forums		30 Jun 2011	No
						Manage interface between different community engagement structures		30 Jun 2011	No
Co-ordinate Consultation Activity and promote best practice			31 Mar 2011	Peter Barry		Consultation Network Meeting and preparatory work	Meeting cancelled - May meeting will deal with current work	09 Apr 2010	Yes
						Network meeting to monitor consultation recording and promote good practice	Meeting took place	07 May 2010	Yes
						Network meeting to monitor consultation recording and promote good practice	Toolkit session carried out	04 Jun 2010	Yes
						Develop consultation/community engagement good practice guidance on intranet, consult and publish		31 Aug 2010	No
						Monitor and report on the Council's consultation information in Covalent		31 Mar 2011	No