

**Best Value Audit  
Improvement Plan- Immediate Priorities**

**APPENDIX 1**

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resource Implications (inputs)	Responsible Officer	Date and Output	Progress & Evidence	BV Crit
1.	Establish arrangements and working practices which demonstrate openness and accountability in strategic decision making processes	1.1 Review arrangements for wider input to strategic decision-making processes	External Assistance (with 4.3, 4.4, 5.1)	Principal Policy Officer	Report to CMT and Council by June 2007		4
		1.2 Ensure all Committee reports contain complete recommendations and full details of all options being considered.	Existing Revenue	All Directors and Chief Executive. Head of Legal to ensure all drafts reviewed	Memo from Chief Executive		4
		1.3 Review options for improving our budget consultation process with the community and elected members.	Existing Revenue	Head of Finance	Report to CMT by June 2007	<a href="#">Invite to budget consultation meeting Jan 06</a>	4
	2.1 Further develop strategic planning and budget guidance and ensure compliance	Existing Revenue	Section Head (PM)	New guidance to be issued by Aug 07		8	
	2.2 Develop workforce planning strategy	Existing Revenue	Head of Personnel	Options Report to CMT by Mar 2007		11	
	2.3 Specify and Procure HR system	£300k bid in Capital Programme for 07/08.	Head of Personnel	Set up Project Team and produce Project Initiation Document (PID) by Mar 2007  Progress reports to each Corporate Services Committee from March 07	<a href="#">Council Report Dec 06</a>	11	

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resource Implications (inputs)	Responsible Officer	Date and Output	Progress & Evidence	BV Crit
2.	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	2.4 Further develop 3-year revenue budgeting	Existing Revenue	Head of Finance	Departmental estimate books in March 2007 to contain firm + two outline years.		14
3.	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	3.1 Review role/remit of Audit & Performance Review Committee and the scrutiny role of thematic committees	Existing Revenue + external consultancy (Hexagon Research)	Principal Policy Officer	Interim report for consideration to Council may 07  Report to Council by June 07		2
		4.1 Develop and monitor Efficient Government Project Plan and benefits tracking model with regular progress reporting to members	Existing Revenue	Section Head (PM) to compile reports	Quarterly reports to A&PRC from Dec 06	<a href="#">Report to A&amp;PRC Dec 06</a> plus <a href="#">Appendix 1</a> and <a href="#">Appendix 2</a>	14
		4.2 Adopt the Public services improvement framework (PSIF) and draw up a project plan and commence assessor training	Additional staff resource - £35k for 07/08 -agreed by C/Exec Plus Assessor Training	Section Head (PM)	Regular progress reports to each A&PRC  Formal participation in PSIF to commence in July 2007.  New post in place by March 2007  Assessor Training in place by end June.	<a href="#">Report to A&amp;PRC Dec06</a>	15

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resource Implications (inputs)	Responsible Officer	Date and Output	Progress & Evidence	BV Crit
4.	Develop a culture to support best value and continuous improvement across the organisation	4.3 Review the role of the BVSG and its relationship to CMT and potential member involvement	External Assistance (with 1.1, 4.4, 5.1)	Principal Policy Officer	Report to CMT and Council by June 2007		1
		4.4 Consider options for Directors in relationship to championing of corporate issues	External Assistance (with 1.1, 4.3, 5.1)	Principal Policy Officer	Report to CMT and Council by June 2007		1
5.	Review political and managerial structures to ensure that they operate effectively and are complementary	5.1 Review of options for departmental and committee structures	External Assistance (with 1.1, 4.3, 4.4)	Principal Policy Officer	Report to CMT and Council by June 2007		1
6.	Provide elected members with support and training to discharge their functions	6.1 Implement a series of member training programmes to address specific concerns of Members.	Internal induction and refresher training post –election plus external training costs as required	Head of Personnel	Report to Council by June 07		3
7.	Agree and adopt an up-to-date community plan. Continue to drive the community planning partnership with a focus on defined outcomes	7.1 Implement and monitor the ROA	Existing CPP Revenue	Principal Policy Officer	Annual Progress Report by June 07	<a href="#">CPP progress Report June 2006</a>	19
		7.2 Develop new Community Plan	Existing CPP Revenue	Principal Policy Officer	Draft by Dec06, Board Agreement by June 07		19
8.	Establish robust action plans for all areas of poor performance identified within the best value report and housing services in particular	8.1 Produce and monitor Action Plans for all poorly performing SPIs in Quarterly Performance Reports to Thematic Committees	Existing Revenue	Directors Section Head (PM) to review all draft performance reports	From Jan 07		9
		9.1 Ensure that all performance reports to members are comprehensive, balanced and accurate	Existing Revenue	Section Head (PM) to review all draft performance reports	Review of progress to June A&PRC		9

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resource Implications (inputs)	Responsible Officer	Date and Output	Progress & Evidence	BV Crit
9.	Refine and embed the new performance management framework, improve traffic light reporting to better support scrutiny, resource allocation and public performance reporting	9.2 Review Traffic Lights and Comparator Groups	Existing Revenue	Section Head (PM)	Report to March A&PRC		9
		9.3 Improve the annual performance report on the corporate plan to allow improved scrutiny	Existing Revenue	Section Head (PM)	Annual performance report to A&PRC and Council June 07		20
		9.4 Agree Targets for Key Performance Indicators and monitor progress quarterly	Existing Revenue	Section Head (PM)	Progress reports to each A&PRC meeting. Annual report to CMT May07	<a href="#">Report to A&amp;PRC Dec06</a> and <a href="#">Appendix 1</a>	9
		9.5 Monitor progress of Statutory Performance Indicators quarterly	Existing Revenue	Section Head (PM)	Quarterly Report on SPIs to each A&PRC	<a href="#">Report to A&amp;PRC Dec06</a> and <a href="#">Appendix 1</a>	9
		9.6 Ensure Action Planning database used in consistent and comprehensive manner	Existing Revenue	Section Head (PM)	Review use of APDD. Report to BVSG by June07		9
		9.7 Under-take further review of vendor performance management systems	Possible 3 <sup>rd</sup> party web-hosted service.	Section Head (PM)	Report to A&PRC June 2007		9
10.	Establish robust arrangements from which the council is able to demonstrate the competitiveness of its services	10.1 Review statutory trading accounts and assess value-for-money aspects	Existing Revenue	Head of Finance	Mar 07. Report to corporate services		16
		10.2 Include identification of requirements for competitiveness reviews in remit of Efficient Government 'Shared Services' project team and identification of gaps.	Existing Revenue	Principal Policy officer	Included in Quarterly Reports on Efficient Government to BVSG and A&PRC		16
		11.1 Complete training for senior managers	Existing Revenue (£5k training costs –Zurich - proceeding)	Section Head (RM)	To be complete by March 2007 Report to June A&PRC		10

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resource Implications (inputs)	Responsible Officer	Date and Output	Progress & Evidence	BV Crit
11.	Develop and embed a risk management culture across the council	11.2 Review Strategic Risk Identification	Existing Revenue	Section Head (RM) and Directors	Progress Report to each A&PRC	<a href="#">Report to A&amp;PRC Dec 06</a>	10
		11.3 Update Departmental Risk Registers	Existing Revenue	Section Head (RM)	Progress Report to each A&PRC	<a href="#">Report to A&amp;PRC Dec 06</a>	10
		11.4 Procure new software, train users	£44k capital bid for 07/08	Section Head (RM)	Progress Report to each A&PRC from June07		10
		11.5 Include section on risks as part of committee reports	Existing Revenue	Head of Legal & Administration	Memo to Directors		10

## BV Audit Improvement Plan – Medium Term Priorities

No	Medium Term Priorities (objectives)	Management Comments (Actions)	Resource Implications (inputs)	Responsible Officer	Date and Outputs	Progress and Evidence	BV Crit
1.	Ensure robust review and option appraisal is undertaken on all services	1.1 Develop plans and monitor BV Service Reviews, report to Members	Existing Revenue	Section Head (PM)	Regular Reports to each A&PRC	<a href="#">Report to A&amp;PRC Dec 06</a> and <a href="#">Appendix 1</a>	15
		1.2 Ensure all reviews undertake full option appraisal in line with corporate guidance	Existing Revenue	Section Head (PM)	Progress Report to A&PRC Sep 07		15
2.	Implement a leadership and management development programme	2.1 Review options for enhancing the leadership and management development programme for CMT and middle managers and implement agreed programme	external training	Head of Personnel	Report to Corporate Services by June 2007		1
3.	Review community engagement activity for efficiency and effectiveness	3.1 Review of the Community Participation Committee	Existing Revenue plus external consultancy	Principal Policy Officer	Consultation with CPC Members March 07 Report to CPC and Council by Sep 2007		5
		3.2 Implement and monitor consultation strategy, keep database up-to-date	Existing Revenue plus external consultation training	Policy Officer (Communication & Consultation)	Report to June 07 A&PRC. Regular reports thereafter	<a href="#">Intranet database</a>	5

## Best Value Audit Improvement Plan – Other Priorities

No	Objectives	Management Comments (actions)	Resource Implications (inputs)	Responsible Officer	Date & output	Progress and Evidence	BV Crit
1	Ensure employees are treated in a fair and transparent manner	1.1 Update dignity at work policy	External consultancy	Head of Personnel	Report to Council June 07		11
		1.2 Train supervisory staff	External Training cost	Head of Personnel	To be complete by Sept 07		11
		1.3 Monitor effectiveness of policy	Existing Revenue	Head of Personnel	Annual Report to Council from June 08		11
		1.4 Support for staff who raise issues and the development of interventions, including mediation	External consultancy	Head of Personnel	Report to Council June 07		11
2	Involve employees in decisions that affect their work	2.1 Review staff communication procedures	Existing Revenue	Head of Personnel	Progress report to Corporate Services Committee Jun 07		7
3	Ensure employees are listened to and their views taken account of	3.1 Plan and implement Employee survey and report on findings	External Consultancy	Head of Personnel	Report to Council June 07		7
4	Ensure that employees are managed effectively and efficiently	4.1 Develop HR strategy	Existing Revenue	Head of Personnel	Progress report to Corporate Services Committee Jun 07		11
5	Reduce time lost due to sickness absence (EG)	5.1 Develop Occupational Health Service	External Assistance	Head of Personnel	Progress report to Corporate Services Committee Jun 07		11
		5.2 Review approach & Implement recommendations	Existing Revenue	Head of Personnel	Progress report to Corporate Services Committee Jun 07		11
		6.1 Develop new learning & development strategy including review and refresh the current approach to PDPs	Existing Revenue	Head of Personnel	Progress report to Corporate Services Committee Jun 07		11

No	Objectives	Management Comments (actions)	Resource Implications (inputs)	Responsible Officer	Date & output	Progress and Evidence	BV Crit
6	Provide employees with opportunities to learn and develop	6.2 Complete roll-out of PDPs	Existing Revenue	Head of Personnel	Progress report to Corporate Services Committee Jun 07		11
7	Ensure staff feel valued and that their skills and knowledge are used effectively and to the full	7.1 Develop and implement Project Plan for liP awards	Existing Revenue plus some external consultancy	Section Head (Performance Management)	Report to March 07 A&PRC. Regular reports thereafter		11
8	Ensure that managers performance is regularly assessed	8.1 Further develop Directors appraisal process to other managers	Existing Revenue	Head of Personnel	Progress report to Corporate Services Committee Jun 07		11
9	Improve customer care	9.1 Continue annual monitoring of compliance with customer care standards	Mystery Shopping survey costs	Section Head (PM)	Report to June 07 Council Meeting		6
		9.2 Develop the complaints procedure into the contact centre/CRM process	Part of costs of new Contact Centre	Section Head (PM) and Head of ICT	March 2008		6
		9.3 Carry-out further Citizens Panel survey of customer satisfaction in 2007	Existing budget	Section Head (PM)	Report to June 07 Council Meeting		6
		9.4 Implement Charter Mark award plan	Existing Revenue plus some external consultancy	Section Head (PM)	Report to March 07 A&PRC. Regular reports thereafter		6
		10.1 Implement Contact Centre and One-Stop Shops	MGF funding + capital bid for £185k in 07/08 – includes staff costs  Capital bid for Telephone call logger upgrade (£10k)	Head of ICT	Regular progress reports to Corporate Services Committee	<a href="#">Report to November 2006 corporate services</a>	6
		10.2 Complete implementation of CRM system and fully integrate with CA, CAG and with 'back-office' systems	Included in costs for 11.1 above	Head of ICT	Regular progress reports to Corporate Services Committee		6



No	Objectives	Management Comments (actions)	Resource Implications (inputs)	Responsible Officer	Date & output	Progress and Evidence	BV Crit
10	Reduce Bureaucracy in customer contacts	10.3 Complete entitlement card roll-out	Existing MGF Funding	Head of ICT plus Directors of HRES	Regular progress reports to Corporate Services Committee		6
		10.4 Develop website for more on-line transactions	Capital bid for Content Management system (£50k in 07/08)	Head of ICT	Regular progress reports to Corporate Services Committee		6
		10.5 Continue implementing DIP/Workflow	Capital bid for £100k in 07/08	Head of ICT	Regular progress reports to Corporate Services Committee		6
11	Improve the alignment of corporate and service planning	11.1 Produce new Corporate Plan 2007-2011 with refined objectives, indicators and targets and ensure it reflects community plan and manifesto commitments	Existing Revenue	Section Head PM	Draft to Council June 07 New Corporate Plan published September 2007		8
		11.2 Produce Service Plans to fit with new corporate plan	Existing Revenue	Directors	Drafts by end October 2007		8
12	Provide council premises that are fit for purpose in the 21 <sup>st</sup> century	12.1 Collate baseline information on condition, useage, occupancy, maintenance & energy costs	Existing Revenue	Manager Architectural services	Part of Efficient Government reports to A&PRC		12
		12.2 Ensure that full and transparent option appraisal is adopted in asset decision making	Existing Revenue	Manager Architectural services	Part of Efficient Government reports to A&PRC		12
		13.1 Further develop joint procurement initiatives	Existing Revenue	Section Head (procurement)	Progress Report to June 07 Corporate Services		13
		13.2 Introduce Benefits realisation model	Existing Revenue	Section Head (procurement)	Progress Report to June 07 Corporate Services		13

No	Objectives	Management Comments (actions)	Resource Implications (inputs)	Responsible Officer	Date & output	Progress and Evidence	BV Crit
13	Procure goods and services that achieve economy and reflect the Councils objectives	13.3 Develop approved contractor lists	Existing Revenue	Jointly between Head of Finance, & Directors of HRES	Progress Report to June 07 Corporate Services		13
		13.4 Develop sustainable procurement policy	Existing Revenue	Section Head (procurement)	Report to Corporate services Committee Jan 07		13
		13.5 Implement purchasing cards and e-procurement	Existing Revenue plus temporary post for purchasing cards £17k (agreed by c/exec)	Section Head (procurement)	Progress Report to June 07 Corporate Services		13
14	Review options for sharing services	14.1 Further develop involvement in activity supported by National Board for shared service	Existing Revenue	Principal Policy Officer	Progress report to Council June 07		15
		14.2 Identify and investigate opportunities for shared services at a local level	Existing Revenue	Principal Policy Officer	Progress report to Council June 07		15
		15.1 Produce WDD Sustainable Development Strategy & Action Plan 2007/08	Existing Revenue	Section Head (PM)	Report to Council Jun 07, Draft strategy (together with SEA) by Sept07		17
		15.2 Monitor progress of WDC Sustainable Development strategy & action plans against new community plan objectives & targets		Section Head (PM)	Regular reports to CS&ES from Aug 08		17
		15.3 Develop and implement new approach to Strategic Environmental Assessment		Section Head (PM)	Report to Council June 07		17
		15.4 Implement and monitor Green Travel Plan		Section Head (PM)	Regular reports to CS&ES from Aug 07		17

No	Objectives	Management Comments (actions)	Resource Implications (inputs)	Responsible Officer	Date & output	Progress and Evidence	BV Crit
15	Improve our approach to sustainable development	15.5 Develop and implement approach to decreasing carbon emissions through carbon management programme	New Sustainable Development Officer post for 15.2, 15.3, 15.4, 15.5	Section Head (PM)	Regular reports to CS&ES from Mar 08		17
		15.6 Produce Local Biodiversity Action Plan	New biodiversity officer (25% funding of joint post with EDC and SNH). Agreed budget £10k for 07/08	Section Head (PM)	Officer to be in post March 2007, Draft Plan by Mar08, Regular reports to CS&ES from Aug 07		17
16	Provide a full range of mechanisms and processes that meet the different needs of the people of WD	16.1 Implement Access Improvement Strategy	Existing Revenue	Policy Officer Disability & Access	Annual Report to Social Justice Committee June07		18
		16.2 Implement Disability Equality Scheme	Existing Revenue	Policy Officer Disability & Access	Launch Jan/Feb 07 Annual report to SJC from Jan/Feb 08		18
		16.3 Implement new approach to Integrated Impact Assessment	Existing Revenue	Policy Officer Diversity	Establish as part of Committee Reporting process by May 2007		18
		16.4 Implement equality guidance and monitor	New Equal Opportunity Employment Officer	Principal Policy Officer and Head of Personnel	Annual report to SJC from Jan/Feb 08		18
17	Increase accountability to stakeholders	17.1 Improve the balance of public performance reporting	Existing Revenue	Section Head (PM)	Report to June A&PRC on progress in PPR		20