
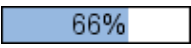

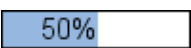

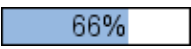

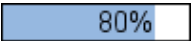


Best Value Improvement Plan 2008



Generated on: 09 December 2008

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?
Develop mechanisms to ensure Member involvement throughout strategic decision-making process			31/03/2009	Liz Cochrane	Milestones to be confirmed following CMT and Council approval of action plan. Action plan to Council October 2008	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 a seminar - to be arranged Dec/Jan. Further milestones to be added following Council approval.	30/01/2009	No
Establish new committee report template which includes full review of options to assist decision making			31/01/2009	Liz Cochrane	Revised committee report template, with focus on option appraisal will be reflected in action plan for strategic leadership and m/o relations	Advice and Training for officers		30/04/2008	Yes
						Review of reporting		28/01/2009	No
Implement action plan for member/ officer relationships			31/03/2009	Liz Cochrane	Council 26.11.08 agreed that proposed action plan should be discussed in detail at a members' seminar. To be arranged very early in 2009.	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
						Council continued Action Plan for full discussion at seminar for elected members	Seminar to be arranged Dec/Jan. Further milestones to be added	30/01/2009	No




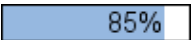
							following Council approval		
Produce Action Plan from Improvement Services Report and seminar on member-officer relations			30/01/2009	Liz Cochrane	Council 26.11.08 agreed that proposed action plan should be discussed in detail at a members' seminar. To be arranged very early in 2009.	IS Development 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 to be arranged Dec/Jan	29/01/2009	No

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?
Update and issue the annual Joint Planning and Budget Guidance			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



Develop workforce planning strategy as part of overall HR Strategy			30/04/2010	Francine Ewen	Corporate HR is currently developing a framework to ensure the Council can deliver a strategic response to the national Workforce Planning agenda and to ensure there is ongoing alignment with the work of the Improvement Service in this area. The mapped direction proposals will be finalised early in the new Year with a view to implementing a consistent framework of Workforce Planning practice across the Council during 2009/10	Set up of HR Scoping Group		31/08/2008	Yes
						Develop proposal on implementing WP framework across the Council		26/02/2010	No
						Develop WP Action Plan including Awareness Raising; Strategy Planning and implementation over an 18 month period		30/04/2010	No
						Implement Action Plan May'09-April'10		30/04/2010	No
Procure and Implement new HR system			31/03/2010	Francine Ewen	The recommendation on the purchase of Frontier Systems to provide an integrated HR and Payroll IS solution will go to the Tendering Committee in early December. An implementation timetable will be developed to support the Implementation Plan in conjunction with Frontier Systems with a view to effecting full implementation of both HR and Payroll systems by 1 April 2010.	Agree Specification		31/01/2008	Yes
						Tender documentation Issued		29/02/2008	Yes
						Report to Tender Committee		25/06/2008	No
						System agreed. Report to tender committee		31/12/2008	Yes
						Project Plan		27/02/2009	No
						System Live		31/03/2010	No
Develop strategic financial plan			31/12/2008	David Connell	Originally had planned to complete Financial Strategy by August. Now extended to December following August Council report on indicative 2 year financial position. Requires a monthly budget working group with Members to progress	Review existing data and best practice		31/05/2008	Yes
						Setup budget working group		30/09/2008	No
						Produce 10 yr financial plan report for Corporate & efficient Governance Committee		17/12/2008	No
Provide financial input to Service Planning & Budget Guidance			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			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


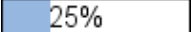

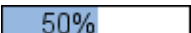
IP03-Ensure robust and effective scrutiny arrangements, including the involvement of opposition elected members, covering the council's decision making processes as well as service performance, are put in place


Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Review performance scrutiny remit of Audit & Performance Review Committee			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
Undertake an options appraisal of decision making and scrutiny structures			31/03/2009	Liz Cochrane	Council 26.11.08 agreed that proposed action plan should be discussed in detail at a members' seminar. To be arranged very early in 2009.	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 to be submitted to Council at end November 2008 includes further options for scrutiny role	26/11/2008	Yes
						Organise and deliver training programme for lay members of A&PRC	TNA discussed 25.9.08	31/03/2009	No




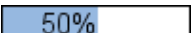




IP04-Develop a culture to support best value and continuous improvement across the organisation

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
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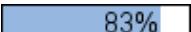

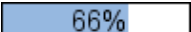
Develop an Internal Communications Strategy and Action Plan			31/03/2009	Louisa Mahon	Prepare draft Internal Comms strategy in response to Employee Survey		12/01/2008	Yes
					Agree draft strategy through ESWG and Trade Unions	Agreed at Employee Survey Working Group - SNP and Labour Councillors	28/02/2008	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 process - People Management Objective, communication training module incorporated within ILM.	01/10/2008	Yes
					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
Evaluate effectiveness of Internal Communication Strategy			31/03/2009	Louisa Mahon		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
Implement the Internal Communications Strategy and Action Plan			31/03/2009	Louisa Mahon		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	No

						Complete Mapping Exercise	On target	19/12/2008	No
						Publish Internal Communications Policy		31/12/2008	No
						All managers to begin monthly team meeting	On completion of training	14/01/2009	No
						Report to Council - Core brief progress		28/01/2009	No
						Publish Communications Toolkit for Managers	Linked to Brand Tool Kit and Intranet Review	26/02/2009	No
						Launch core brief process		14/03/2009	No
Set-up and and run an internal communication training programme			31/03/2009	Louisa Mahon		Design Communications Training Programme		12/12/2008	No
						Complete workshops for remote workgroups		24/12/2008	No
						Identify Training Consultant		31/12/2008	No
						Commence communication training workshops		12/01/2009	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 Evaluations and report findings to CMT		30/04/2008	Yes

						Agree improvement action with services		31/05/2008	Yes
						Review the extent to which improvement actions are embedded in the planning process and report to CMT	Review included in progress report to I&E Exec dec08	30/09/2008	Yes
Identify and pilot the Kaizen process improvement technique in key Council services			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.	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 and Corporate and Efficient Governance Committee		17/12/2008	No
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		30/09/2008	No
						Report progress to CMT		31/03/2009	No
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		30/09/2008	No
						Report to CMT		31/03/2009	No
Participate in the PSIF project and pilot the full framework in 5 key services			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 will be completed by Dec 08.	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

						Report key findings of self-evaluations to CMT	CMT report drafted end November	02/09/2008	No
Phased roll-out of PSIF to selected services	▶	0%	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
Carry-out new 2009 Staff Survey	▶	0%	31/03/2009	Angela Terry		Draft questionnaire	Development of proposal for next staff survey underway	31/12/2008	No
						Secure and brief consultants on requirements		31/01/2009	No
						Conduct survey		31/03/2009	No
Implement an action plan to address the recommendations of the employee staff survey	▶	66%	31/01/2009	Angela Terry		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 scheduled for January Council accompanied by plan for follow-up survey by March 2009	31/01/2009	No
Develop a revised Dignity at Work policy and procedure	⬢	90%	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	31/08/2008	No
Implement Dignity at Work policy and procedure	⚠	50%	31/03/2010	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	To be launched following Council	31/08/2008	No

							approval. Cascade of policy for all manager levels scheduled for January 2009.		
						Evaluate impact – report to CMT		31/03/2009	No
Produce 07/08 Efficiency Statement			31/03/2009	Margaret M		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
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 practices and improve customer experience when using council services.	Set up and train project team, commence data collection		31/03/2008	Yes
						Interviews with Services		31/05/2008	Yes
						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		23/12/2008	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 C&EG Committee		17/12/2008	No

Set up Framework for 08/09 Efficient Government monitoring		<div><div></div></div> 0%	31/03/2009	Margaret M	The Workstream are considering best practice, and are reviewing all Efficiency Statements submitted by Local Authorities for 2008/9. 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	Set-up efficiency indicators in Covalent	Reviewing current indicators	30/01/2009	No
						Gather information for 08/09 Efficiency Statement		31/03/2009	No
Monitor the Administrations 67 'Building Block' efficiency proposals and targets set out in Feb08 Budget Commitment Statement		<div><div></div></div> 0%	31/03/2009	Joyce White	The CMT regularly review the 67 targets agreed by Council during the process of finalising Budget 2008/9. It has been agreed by Council that regular updates on achieving these targets should be updated to the Budget Working Group who next meet on 9th December 2008.	Report to Budget Working Group		08/12/2008	No
						Report to C&EG Committee		25/02/2009	No

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?
Complete recruitment of key posts identified in Brodies report		<div><div></div></div> 100%	30/06/2008	Tricia O'Neill					
Evaluate effectiveness of revised managerial structure		<div><div></div></div> 50%	31/03/2009	Angela Terry		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		31/03/2009	No




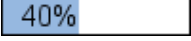
IP06-Provide elected members with support and training to discharge their functions

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Implement phase 2 of training for elected members		<div><div></div></div> 100%	31/01/2008	Liz Cochrane	Training on PSIF, Planning, Performance Management and scrutiny 15/16 Jan.				


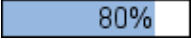
Develop CPD framework for elected members in partnership with IS			31/03/2009	Angela Terry		Complete consultation on framework		28/02/2008	Yes
						Briefings to elected members on project plan	Briefings to individual groups completed June; full presentation to Council rescheduled to August Council meeting	30/06/2008	Yes
						Develop job descriptions for elected members roles linked to CPD framework		31/12/2008	No
Implement Elected Member Training programme			31/03/2009	Angela Terry		Implementation of self assessment and 360° process	Questionnaire issued to all Elected Members & 360 nominees on 10/11/08	30/11/2008	Yes
						Collation of personal development plans for all elected members	1-2-1 feedbacks and PDP's scheduled for January	31/01/2009	No
						Implementation of phase 1 development programme-	Tender evaluation for training providers underway	31/03/2009	No

IP07-Agree and adopt an up-to-date community plan. Continue to drive the community planning partnership with a focus on defined outcomes


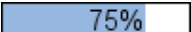



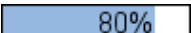
Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Monitor progress of new Community Plan			30/11/2008	David Webster	Reported to CPP board and Council in November 08	Create Scorecard on Covalent		19/09/2008	Yes
						Report to Council & CPP Board	Reported to November Board meeting	30/11/2008	Yes
Produce new Community Plan 2007-2017			31/08/2007	Liz Cochrane					

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 SOA for 2009 with full CPP participation			31/03/2009	David Webster	Seven of eight planned partner workshops to develop the 2009 SOA have taken place. A progress report on the 2008 SOA was prepared and presented to Council and the A&PRC	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	8 workshops set-up 17/11 to 11/12	19/12/2008	No
						First draft of 2009 SOA to Council		28/02/2009	No
						Final Version of 2009 SOA to Council		25/03/2009	No

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



Action	Statu	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Produce and monitor Action Plans for all poorly performing SPIs			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	No

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?
Further implement and embed Covalent Performance Management system			31/03/2009	David Webster	The Covalent system is becoming further embedded and regular reporting of progress from various 'Scorecards' is developing well. Six half-day training courses were run – five at introductory level (40 attendees) and one at advanced level (7 attendees). Two ½ day courses per month are planned	Training Programme (train the trainer)	2 train-the-trainer sessions held in July	31/07/2008	Yes
						Member and Senior Manager Training Phase 1	In progress - 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 C&EG Committee	Part of Report on PM Framework-now planned to go to CMT 25/11	17/12/2008	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
Implement revised QPR process and member reporting framework			31/03/2009	David Webster	The revised Performance Management Framework is being refined and was re-submitted for further comments to the CMT in November. A planned member consultation exercise (to be carried out by Strathclyde University) has been delayed due to the lack of progress on the development of the questionnaire. Alternative options are being reviewed. SOLACE consultants have been commissioned to carry-out a 'Golden Thread health check'	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
						Member consultation exercise	Delayed - Awaiting draft questionnaire	31/10/2008	No

							from Strathclyde Uni		
						Report to R&PMG and CMT		25/11/2008	Yes
						Final Report to CMT/APRC January 2009		14/01/2009	No

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		<div><div>66%</div></div>	31/03/2009	David Webster	Progress in this area is at a very early stage - a corporate policy statement is in preparation. Further work is required to develop a WDC benchmarking strategy, a benchmarking toolkit and appropriate training for staff.	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	in progress	31/01/2009	No
Develop activity-based and unit-costing		<div><div>0%</div></div>	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
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
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	Enter Risks into Covalent	Completed	31/05/2008	Yes


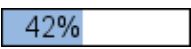
					progressing the updating of these registers and integrating these with departmental plans	Review with Risk Management Working Group	Completed	31/07/2008	Yes
						Report to CMT	Completed	28/10/2008	Yes
						Report to Committee	Completed	12/11/2008	Yes

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		<div><div></div>0%</div>	31/03/2009	David Webster	Once comparator information is collected via benchmarking, the results will be used to enable each Council service to appraise the options for service delivery. 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	Develop option appraisal training and support programme and identify training priorities	Likely to be delayed	31/12/2008	No
						Provide option appraisal training and support programme	Likely to be delayed	31/03/2009	No


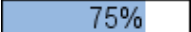

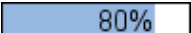
MP2-Implement a leadership and management development programme



Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Develop and implement a leadership development programme for CMT & HoS		<div><div></div>42%</div>	31/03/2009	Angela Terry		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 competency framework and key behaviours statement	Competency framework implemented within CMT; development of leadership qualities underway	31/12/2008	No
						Implement individual performance management & personal development framework; Heads of Service	Briefing sessions underway with all directorate SMT's on revised procedure rescheduled to November pending completion of CMT personal objective process	31/12/2008	No
						Implement and cascade an executive development programme	CMT feedback complete; development for proposed pilot underway	31/01/2009	No
						Report on progress to CMT		31/03/2009	No
Develop and implement management development frameworks for middle & junior managers			31/03/2009	Angela Terry		Complete consultation with stakeholders			Yes
						Analyse outcomes and develop manager development model		31/07/2008	Yes
						Implement competency framework and key behaviours statement	Development underway; consultation scheduled for Dec08	31/12/2008	No
						Implement pilot events for development programmes	Feedback from CMT complete; development of programmes underway scheduled with CC scheduled for January 09. for feedback on proposed 3 pilot programmes for ILM qualifications comencing Jan09	30/01/2009	No

						Implement wider roll out of development programmes	Wider roll-out scheduled for March onwards	28/03/2009	No
						Devise evaluation framework		30/03/2009	No

MP3-Review community engagement activity for efficiency and effectiveness

Action	Status	Progress	Due Date	Assigned To	Comments	Milestone	Comments	Due Date	Comp?
Coordinate consultation activity and quality			31/03/2009	Anne Clegg		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	No
						Design Training Programme		31/03/2009	No
Develop and agree final Community Engagement Strategy			31/03/2009	Anne Clegg		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		31/12/2008	No
Develop draft Community Engagement Strategy			31/03/2009	Anne Clegg		Report to Community Participation Committee		23/04/2008	Yes