

## APPENDIX 2

### Work Plan to address issues raised by the CPA Progress Assessment

<b>Area for Improvement:</b> 1. Have greater focus on improving our weakest services		
<b>Lead Councillor(s):</b> Improvement Board	<b>Lead Directorate(s):</b> Citizens, Governance & Finance	
<b>What is the Council trying to achieve?</b> <ul style="list-style-type: none"> <li>Effective political leadership and decision-making to ensure services for local people improve and the Council delivers on its priorities</li> </ul>		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
Develop a Corporate Plan for 2006 – 2007	A sharp focus on what needs to be done to deliver improved services this financial year	June 2006
<b>Area for Improvement:</b> 2. Set out longer term ambitions		
<b>Lead Councillor(s):</b> Improvement Board	<b>Lead Directorate(s):</b> Citizens, Governance & Finance	
<b>What is the Council trying to achieve?</b> <ul style="list-style-type: none"> <li>A clear purpose through which the communities needs and ambitions are met</li> <li>Planning over the longer term to forecast and put in place the financial capacity and resources to deliver future priorities &amp; ambitions</li> </ul>		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
Develop a Corporate Plan and Medium Term Financial Strategy for 2007-2010	<ul style="list-style-type: none"> <li>Action for improvement that focuses on our weakest services</li> <li>Improved services based on the views and needs of local people</li> <li>Plans that shows robust longer term ambitions and priorities</li> <li>The delivery of overall sustainable service improvements</li> <li>Investment (financial &amp; people) in priorities and disinvestment in non-priority areas</li> </ul>	February 2007

<b>Area for Improvement:</b> 3. Focus on the views of citizens when putting into place key strategies		
<b>Lead Councillor(s):</b> Improvement Board	<b>Lead Directorate(s):</b> Citizens, Governance and Finance Customer and Service Delivery	
<b>What is the Council trying to achieve?</b> <ul style="list-style-type: none"> <li>• Services that are directly shaped by our customers and convenient to them</li> <li>• Clear, timely, effective and accurate two way communication with residents, stakeholders and employees</li> <li>• Continually improving local and national reputation and profile</li> <li>• Celebrate successes on the journey to excellence</li> </ul>		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
Implementation of the Community Engagement Implementation Plan	Clear understanding of what matters to local people and that this shapes the development, delivery & improvement of our services	End of September 2006
Actions and milestones already incorporated in the Recovery Plan, in respect of establishing a Customer Contact Centre	Local people will recognise that they have improved opportunities to contribute to the Council's decisions and priorities	End of July 2006

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<b>Area for Improvement:</b> 4. Develop clear understanding of its resources base to fund our future ambitions		
<b>Lead Councillor(s):</b> Improvement Board	<b>Lead Directorate(s):</b> Citizen, Governance & Finance	
<b>What is the Council trying to achieve?</b> A Medium Term Financial Strategy revised and aligned with corporate priorities		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
Produce clear descriptions for budget key service areas	Improved understanding of what is provided for by the current budget.	May 06
Identify budget reductions in non priority service areas	Realignment of resources to reflect priorities.	July 06
Produce a Medium Term Financial Plan	A clear understanding of future budget priorities and resource envelope	September 2006

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<b>Area for Improvement:</b> 5. Formalise learning into a system that captures lessons learnt from our change process		
<b>Lead Councillor(s):</b> Improvement Board	<b>Lead Directorate(s):</b> People, Performance & Regeneration	
<b>What is the Council trying to achieve?</b> <ul style="list-style-type: none"> <li>• Be self-aware about previous successes and future challenges</li> <li>• Learn from our and others experience and make improvements based on that learning</li> <li>• Share the learning throughout the organisation to improve services</li> </ul>		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
<ol style="list-style-type: none"> <li>1. A programme of service reviews across the Council</li> <li>2. Establish 'practitioner networks' with other organisations</li> </ol>	<ul style="list-style-type: none"> <li>• Efficient, economic and effective services</li> <li>• Culture of learning and sharing information</li> </ul>	<p>5 practitioner networks from weak service areas established by end of September 2006</p> <p>Methodology completed by 1<sup>st</sup> July 2006</p>

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<b>Area for Improvement:</b> 6. Continue to improve performance management, specifically by reporting progress on outcomes as well as tracking progress on the management of projects		
<b>Lead Councillor(s):</b> Improvement Board		<b>Lead Directorate(s):</b> Customer & Service Delivery People, Performance & Regeneration Citizens, Governance & Finance
<b>What is the Council trying to achieve?</b> To know we are making a difference & improving local people's quality of life by undertaking the activity		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
<p>Complete the roll-out of cascade meetings, performance management and appraisals for all employees</p> <p>Implement monthly 'highlight' report of performance</p> <p>Implement the Quarterly Performance Reviews</p>	<ul style="list-style-type: none"> <li>Development of a performance management culture; increased accountability by managers for service improvement; application of continuous improvement with progress measured via BVPI/KPI/LPI</li> </ul>	<p>All employees by the end of June 2006</p> <p>5<sup>th</sup> June 2006</p> <p>11<sup>th</sup> April 2006</p>

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<b>Area for Improvement:</b> 7. Enhance and develop the work of ward Councillors in citizen engagement		
<b>Lead Councillor(s):</b> Improvement Board	<b>Lead Directorate(s):</b> Citizens, Governance & Finance	
<b>What is the Council trying to achieve?</b> <ul style="list-style-type: none"> <li>All Councillors are engaged in the decision making process</li> </ul>		
<b>Actions:</b>	<b>Outcomes:</b>	<b>Completed by:</b>
<p>Develop &amp; Implement a timetable for Improvement clinics</p> <p>Completion of programme based on Knowledge Sessions.</p> <p>Development of Individual Learning Programmes for Councillors</p> <p>Continuation of Coaching and Mentoring programme.</p>	<ul style="list-style-type: none"> <li>Local people will have fully engaged &amp; be participating with their local Councillors</li> <li>Councillors are enabled to develop skills and competencies to improve political leadership and decision making</li> </ul>	<p>September 2006</p> <p>23<sup>rd</sup> June 2006</p> <p>End of September 2006</p> <p>Ongoing</p>

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