

	RESPONSIBLE OFFICER	ACTION FOR IMPROVEMENT	MILESTONES	TIME- SCALE	PROGRESS AS AT Quarter 4 2005 - 06
1.1	JP / TAS	Refine and simplify vision, aims, and objectives	Review vision	Nov 04	Completed. New Vision adopted Nov 2005.
			Identify Community Strategy themes for Council to lead on.	Nov 04	Agreed by VSP Sep 2004. Completed.
			Produce a Corporate Plan linked to priorities(TS)	Feb 05	Completed. Corporate Plan Issued Dec 2005.
			Link priorities into the Integrated Service and Financial Planning process	Feb 05	Completed. Reflected in 05/06 budget – influencing service planning and will underpin budget 06/07. Specific links to priorities are identified in individual Service Plans.
			Identify Management Values		Management Values approved by PRAC March 2005. Completed.
			Build understanding & commitment	Oct 05	To be linked into development programme *
1.2	JP / TS	Identify resources to support and facilitate the remaining strands in the Community Strategy led by other partners	Other partners volunteer		Completed
			Partners propose structure and work programme		Some evidence of leads being taken. We are providing support and guidance to support leads. We are examining future role of VSP in light of Local Area Agreements. A Best Value Review of LSP and partnerships has been agreed*
			ISFP Process	Feb 05	Will feed into ISFP 06/07.*

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1.3	JP / TAS	Implementation of Communication Strategy	Ensure approved Consultation and Communication Strategies, in which feedback requirements are explicit, are delivered.	From Nov 04	New communications officer started 24/10/05. Review of communications function and vacant posts underway *
			Structure and Staffing of Communications & Consultations posts needs to be determined.	Nov 04	Taken into account in new structure proposals approved in Nov 2005.
			Appointment of Communications officer(s).	Nov 04	Completed.
2.1	TAS	Improve internal leadership through alignment of Portfolios and service areas and the working of Executive and Directors	Portfolios linked to service areas.	Completed May 04	Completed. *
			SMG created to provide focus on medium to long term issues.	Completed May 04	Completed *
			Re-consider management structure post leisure trust	Completed Oct 04	New Structure implemented 1 March 2006. *
2.2		Review working of & resourcing the Policy Overview and Scrutiny Committees	Review of constitution and decision making arrangements	Completed Apr 04	Completed.
			Introduction of Strategic Review Committee (SRC)	Sep 04	Completed
			Review working of SRC/Scrutiny	Sep 05	Reviewed by Audit Commission Nov 2004. Final Report rec'd Feb 2005. Scrutiny Cttee explicitly identify packages of work & resources which includes time & skills of Scrutiny Cttee members.
			Need to conclude Audit Commission report Action Plan	Oct 05	Recommendations and responses were reported to Council July 05. Outstanding actions remain e.g. amendments to the constitution. *

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			Resourcing of SRC and Scrutiny Committees to be addressed through ISFP.	Feb 05	SRC model is less well developed. Will be exploring how work of this committee can more explicitly support the agenda of the council and what support it in turn requires. Development programme – review role & engagement of wider membership*
2.3		Priorities for planned service improvements need to be clear	Executive to assign priority order to planned service improvements.	Feb 05	Reviewed in detail at SMG. Reflected in BVPP & Service Plans. Reflected in Corporate Plan.
			Cut off on priorities needs to be realistic to allow time both to develop skills and to address strategic issues	Feb 05	Reflected in Service Plans signed off by AD, Director and Portfolio Holder. Reviewed at monthly performance review meetings.
3.1	TS	An effective change management process needs to be embedded	Ensure an appropriate level of Project Management is utilised for all projects.	Sep 05	Expected timescale Apr 06. Project Manager posts made permanent November 05 Exec. During 2005/06 we are working on clarifying links between project management and service planning. Not completed due to resource constraints.*
			Ensure Risk Management methodology is fully applied.	Sep 05	Risk Registers complete. Review of most risk registers completed in May/June 05. Risk Registers reviewed as part of service and budget planning. Strategic Risks reviewed 6 monthly at SMG.*
			National Procurement Strategy adopted and implemented.		In Progress. E.g. SPPO (strategic procurement partnership for Oxfordshire); Joint stationery tender; alternative service provision being actively explored (“Appendix F”).*
			IDEA procurement Healthcheck action plan approved	Oct 05	IDEA Healthcheck complete. Procurement strategy being drafted.

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3.2	BMcA	Sharing lessons learnt	Tie internal and external lessons learnt into performance management.	Feb 05	Development programme commenced May 06*
4.1	TAS	Ensure sufficient and appropriate staffing resources are available to deliver agreed priorities	Pay and Grading completed	Nov 04	Expected timescale Nov 05. "main" P&G completed. Consequential actions incl. competency criteria are ongoing. Turnover being monitored through corp gov reporting. 2002/03 19.07% 2003/04 15.99% 2004/05 15.41% 2005/06 *
			Restructuring report.	Oct 04	New Structure approved by Council November 2005.*
4.2	BMcA	Management skills not developed	Management training being planned, programme established	Feb 05	Interim Director in place. Mgt Devt programme to follow. Assessment of senior managers complete March 06 *
4.3	BMcA	Capacity of key staff needs to be appropriate	Capacity planning to be linked to ISFP and identified priorities	Feb 05	This is expected to be addressed through the new structure and whole organisation development programme.*
5.1	TS	Performance Management Culture needs to be embedded	CEO, Directors & Executive Members to take greater leadership in performance management through Corporate Governance process at SMG and Executive	Implemented	Report from Audit Commission on Performance Management imminent.*

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5.2	Directors Group.	Use management information to manage	Cascade use of Corporate Governance information throughout the management of the Council.	Dec 04	Completed. Regular monitoring in place. Format agreed for Exec Member involvement in regular performance reviews. Commenced June 05. Performance Management IT Project – standard format for presenting data completed. Implemented in Corp Gov report 4th Qtr 2004/05. Evidence of data driving decisions. Improving BVPIs.
5.3	TS/ST/RW pending restructure	Best Value of Challenge, Consult, Compare & Compete, need to be more consistently applied	Review approach to Best Value.	Dec 04	Report to Jan Exec approved review programme & approach. BVR of waste mgmt completed. Action Planning commenced. BVR of Revenues and Benefits. Joint review. Reported to Exec June 05. BVR of LSP commenced July 05 as part of Revenues and Benefits Review. Revised review programme approved by March 2006 Executive. Service Reviews approved by Executive May 06.

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