

## Action Plan

Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Date
<p><i>R1 Focus the existing organisational development programme on delivering improved outcomes that are value for money and recognisable for local people, by:</i></p> <ul style="list-style-type: none"> <li>• improving clarity of expected service outcomes;</li> <li>• maintaining the momentum for change;</li> <li>• emphasising innovation and challenge as part of the Council's systems and culture;</li> <li>• increasing the level of challenge to existing services and working practices;</li> <li>• accelerating improvement in external communication; and</li> <li>• responding robustly to local diversity and equality needs.</li> </ul>		Lead by Deputy Director Organisational Development & Support (DD OD&S)		<ul style="list-style-type: none"> <li>• Continue the service review programme using the Organisational development methodologies approved by Executive on 07.12.07.</li> <li>• Compile a service review timetable for the whole organisation, to only include those services that have the potential to deliver efficiency savings.</li> <li>• For each review ensure the expected service outcomes are clearly documented at the outset, including any financial efficiency savings targets.</li> <li>• Continue to implement the Vale's mentoring programme.</li> <li>• Deliver the action plans of the Communications Strategy and Consultation strategy as agreed by Executive on 05.10.07 and 07.12.07.</li> <li>• Deliver the actions of the Corporate Equalities Action Plan as agreed by the Executive on</li> </ul>	<p>Ongoing</p> <p>March 2008</p> <p>April 2008 onwards</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

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				13.07.07.	
<p><i>R2 Improve the accountability of the organisational development programme through:</i></p> <ul style="list-style-type: none"> <li>• clear and consolidated information – over the full-term of the programme - on its direct and indirect costs and resourcing;</li> <li>• setting clear, outcome based objectives and targets to measure the impact of organisational development; and</li> <li>• working to SMART project milestones.</li> </ul>		DD OD&S		<ul style="list-style-type: none"> <li>• Formulate costings for OD activities.</li> <li>• Implement the Organisational Development Programme performance indicators.</li> <li>• OD Project milestones incorporated into OD Service Plan.</li> </ul>	<p>September 2008</p> <p>April 2008</p> <p>April 2008</p>
<p><i>R3 Support all councillors in their shared leadership of the Council's objectives and priorities by:</i></p> <ul style="list-style-type: none"> <li>• agreeing clear roles and responsibilities for councillor-manager relationships;</li> <li>• ensuring systematic reporting to and engagement with executive and scrutiny;</li> <li>• strengthening councillor</li> </ul>		CEO with Leader , Leader of the Opposition and Personnel Regulatory and Appeals Committee		<ul style="list-style-type: none"> <li>• Formulate an improvement plan which may include: <ul style="list-style-type: none"> <li>○ member/officer relations document;</li> <li>○ member job descriptions;</li> <li>○ member development</li> </ul> </li> </ul>	October 2008

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<p>involvement in and understanding of the organisational development programme;</p> <ul style="list-style-type: none"> <li>agreeing an agenda for councillor development, to include governance, overview and scrutiny, and community leadership and engagement.</li> </ul>				<p>plans</p> <ul style="list-style-type: none"> <li>member briefings</li> </ul>	
<p><i>R4 Increase the Councils' capacity to improve by:</i></p> <ul style="list-style-type: none"> <li>Strengthening commercial capacity by addressing skills needs and gaps – and embedding risk, project, contract and business-case management, and approaches to procurement and partnerships;</li> <li>Developing a mix of in-house and external expertise suited to the Council's changing roles in service delivery and partnership</li> <li>Ensuring skills that support organisational development are identified, evaluated and provided, based on systematic business cases;</li> <li>celebrating success and learning</li> </ul>		DD OD&S		<ul style="list-style-type: none"> <li>Continue the implementation of the competency framework, which will inform the development programme.</li> <li>Revise and implement Vale's People Strategy.</li> <li>Review the external support requirements for organisational development, and identify how that may be supplied in future.</li> <li>Review staff appraisals.</li> <li>Implement training procedure incorporating the use of the HR self service software</li> </ul>	<p>Ongoing</p> <p>March 2008</p> <p>July 2008</p> <p>March 2009</p> <p>June 2008</p>

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<p>from it;</p> <ul style="list-style-type: none"> <li>Ensure staff appraisal and development are monitored and linked with the staff survey and other feedback mechanisms.</li> </ul>				<ul style="list-style-type: none"> <li>Continue with internal communications action plan.</li> </ul>	Ongoing
<p><i>R5 Establish systems to ensure action on external reports and their recommendations by:</i></p> <ul style="list-style-type: none"> <li>incorporating reports in action planning;</li> <li>monitoring, within improvement planning, scrutiny, and performance management.</li> </ul>		DD OD&S		<ul style="list-style-type: none"> <li>Ensure actions included within Corporate Governance report.</li> <li>Continue to report all audit findings to Audit and Governance Committee</li> </ul>	Ongoing  Ongoing