

Best Value Audit Progress Report Action Plan

THEME	PLANNED ACTION	WHAT THIS WILL ACHIEVE	PRIORITY & TIMESCALE
Leadership and Strategic Vision <i>Focussing on a sense of purpose, place, values, and relationships</i>	We will continue to roll out our three main management training programmes - Leading With Impact, Managing For The Future, and First Line Leadership	Help create capacity to improve services, develop staff, and manage resources	High/ Ongoing
	We will continue to roll out online elected member training and personal development plans	Provide additional methods for member training and increase the number with a current personal development plan.	Medium/ Ongoing
	We will develop our self assessment methods by: <ul style="list-style-type: none"> o Completing and evaluating the pilot programme of the self assessment tool, PSIF. o Develop the use of self assessment at strategic, service and community planning level. 	Ensure that reviews are relevant and proportionate and focus on service reform and effectiveness	Medium/ Apr 2010
Culture <i>Strengthening relations with partners to ensure collaborative working.</i>	We will develop arrangements to involve arms length partners in developing strategies that will improve services for the citizens of Glasgow.	Ensure better discussion to enhance compatibility and identity across the Glasgow family.	Medium / December 2009
	We will develop a strategic communication plan, including brand and marketing, to join up approaches to dealing with issues of shared interest across all council services and partners.	Reduce the potential future risks to cultural compatibility and reputation.	Medium / Autumn 2009
	We will deliver a single identity statement that captures the community and corporate visions and organisational values.	Ensure that all staff have a shared vision by making sure that the Council and Community Plan objectives are aligned.	
Governance and Scrutiny <i>Ensuring that structures reflect and support the Council's ambitions</i>	We have conducted a Business Bureau Review of committee structures and of member support and will implement the proposals.	Ensure that decision making, and policy development and scrutiny processes remain suited to the changing organisational structures	High/ Apr 2009
	We will implement new governance arrangements for infrastructure projects and service reform programme management.	Manage these key projects at a corporate level in to guard against risks of delays	High/ Apr 2009
	We will review the council's compliance with the 'Delivering Good Governance' CIPFA/ SOLACE framework to establish the potential for an audited annual governance statement within 08/09 financial statements.	Ensure that our governance processes provide accountability while encouraging innovation and performance.	Medium/ May 2009
	We will initiate a project to demonstrate how partnership working is delivering for Glasgow.	Ensure that all partnerships remain relevant to council objectives and deliver Best Value.	Medium/ Dec 2009
We will ensure that shared risk management informs strategy, financial planning, and review across the Council and arms length partnerships.	Ensure that we are risk aware by using all appropriate information at officer and member levels.	High/ Dec 2009	

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Performance Management and Planning	We will develop Council Performance Management and Planning by:	Provide consistency, quality assurance and comparisons to best practice	Medium/ Dec 2009
<i>Focussing on improving performance by aligning initiatives, plans and performance into an overall picture of strategic priorities</i>	<ul style="list-style-type: none"> ▪ Formally documenting the corporate performance framework ▪ Completing a review in 2009 to ensure consistent corporate and service forward planning and reporting and that appropriate links exist between Community Planning and the Council. ▪ Publishing and monitoring a Council Plan supplement entitled 'Rising to the Challenge' that addresses the impact of the external economic environment ▪ Reviewing the potential to implement a single performance management data system for corporate information ▪ Improving benchmarking of key performance with relevant authorities and arms length organisations ▪ Using key performance information to profile different types of customer 	Better planning and delivery of strategic priorities and more focus on the most significant results	Medium/ June 2009
		Ensure that the Council identifies and addresses impact of the wider economic downturn on the delivery of its objectives	High/ June 2009
		Evaluate scope for a single system for collating, analysing, sharing and reporting corporate performance information across the Council and by partner organisations.	Medium/ April 2010
		Provide a meaningful comparison with best in class performance	Medium/ April 2010
		Ensure that there is good business information about all relevant customers	Low/ April 2011
Public Performance Reporting	We will improve public performance reporting by	Enable reporting to take place within each of the City's local community planning areas.	High/ Dec 2009
<i>Ensuring that reporting provides a balanced account of performance in accessible formats</i>	<ul style="list-style-type: none"> ▪ Developing local performance reports for Community Planning areas based around our Single Outcome Agreement ▪ Continuing to improve Council and Service Annual Performance Reports to make them more easily understood and more relevant. ▪ Ensuring that appropriate information about the performance of our ALEOs is reported publicly 	Ensure that the public is provided with relevant and accessible performance information.	High /Sep 2009

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Community Planning and SOA <i>Balancing future priorities within the overall context of national and local priorities</i>	We will develop our approach to Community Planning and Single Outcome Agreement (SOA) performance management by: <ul style="list-style-type: none"> ▪ Reviewing the links between Community Planning and the Council's planning mechanisms ▪ Delivering 6 monthly monitoring reports against SOA targets. ▪ Developing a local outcome agreement for each local community planning partnership 	Maximise the benefits from the development of the SOA and the integration of Glasgow Community Planning Ltd to the council Improved arrangements for collecting and reporting progress data and improving our ability to respond to changes in performance. Outline locally-relevant priorities, indicators and targets and demonstrate the link to city and national outcomes.	High/ Aug 2009 High/ ongoing Medium/ ongoing
People Management <i>Inspiring our people to make the difference every day by developing their capacity and a customer focussed culture</i>	We will continue to develop and implement a systematic approach to Workforce Planning. We will complete the roll out of the Personal Development Plan project in line with revised timescales: <ul style="list-style-type: none"> ▪ Complete current plans for full PDP roll out by June 2009 ▪ Enable a tracker system for all Services by May 2009 ▪ Review the PDP programme We will begin a phased implementation of the Employee Development Framework (EDF) We will undertake a full staff survey in Spring 2009 and use the results to revise our staff development and management approaches We will implement a two year attendance management action plan	A more strategic approach to planning our future workforce needs Improve staff skills and training by ensuring all staff have a live plan. Improve the delivery of business objectives as well as personal learning Align training investment and development needs to PDP competencies. Provide an update on progress made since 2007 to show how we deliver on expectations. Address the variations in absence rates across the council and ensure that the council is achieving best value in this area	Medium/ Dec 2009 High/ June 2009 May 2009 during 2009 Medium/ from Spring 2009 High/ June 2009 High/ From Spring 2009
Financial Management and Asset Management <i>Building on existing</i>	We will launch the corporate asset management plan, supported by robust asset performance information We will develop the full business plan for the Surplus Property LLP We will implement the financial management steering group action plan to address the current financial situation	A functional and responsive Council Asset Management Plan (CAMP) that provides a baseline for asset management decisions. Manage the disposal of all the Council's surplus assets, other than those specifically set aside for regeneration projects Manage current financial pressure and enable restoration of contingency reserves over medium term in line with Council policy	High/ Spring 2009 High/ Business case June 2009 High/ April 2009

<i>arrangements and developing mechanisms to support the implementation of the Council's agenda</i>	We will implement improvements arising from the Review of CHCPs	Ensure that cost issues are addressed and that CHCPs devolve responsibility to frontline healthcare and social services	High/ April 2009
	We will review and implement the use of value for money data in our performance management and planning framework	Provision of data on cost effectiveness to help secure efficiency improvements and releases resources for front-line services, and demonstrates good value for money for taxpayers in line with BV2 requirements.	Medium/ Apr 2010

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Consultation and Listening <i>Systematically putting customers at the heart of service delivery by developing effective engagement mechanisms for the Council and its partners</i>	<p>We will develop our approach to Public Consultation</p> <ul style="list-style-type: none"> • Completing a review of the council's use of public consultation ▪ Examine how to better demonstrate that the results of consultations are acted on <p>We will improve the customer information we gather by reviewing data sharing to address gaps in our current information and ensure that relevant customer information is shared across the Glasgow family</p>	<p>An improved framework for consultation which focuses on how the council listens and responds to the community and how it measures the impact of the results of its consultation exercises.</p> <p>Use our partnership working to develop service standards by developing a common view of customers and ensure that individual service experiences are understood, joined up, and improved.</p>	<p>Medium/ May 2009</p> <p>Medium/ April 2010</p> <p>Medium/ Sept 09</p>