

## Appendix 2 – Organisational Development Plan Progress Report

### Performance Management

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PM1 - Performance and Risk Management Board</b>	Establish integrated Performance and Risk Management Board and approve brief, scope and plan.	Completed successfully	Complete		Mon-31-Jul-06	Tue-1-Aug-06	Sat-30-Sep-06
<b>PM2 - Key Performance Indicators</b>	Agree Key Performance Indicators (KPIs) in support of corporate priorities in the revised corporate plan.  Outcome - KPIs published and regularly monitored.	Completed successfully	Complete		Mon-31-Jul-06		Mon-31-Jul-06
<b>PM3 - Performance Management Best Practice</b>	Undertake research around performance management best practice and arrange site visits.  Outcome - Clear understanding of what works and why, adapted for NNDC.	Completed successfully	Complete		Sat-30-Sep-06	Mon-2-Oct-06	Fri-15-Dec-06
<b>PM4 - Service Business Planning</b>	Review service plan structure and content.  Outcome - New service plan model launched.	Completed successfully	Complete		Sat-30-Sep-06	Sat-1-Jul-06	Fri-18-Aug-06
<b>PM5 - Review Performance Management System Models and Access</b>	Review performance management system models and structure of the system to make access to information straightforward.  Outcome - Increased use of performance management system. Improved user satisfaction.	On Track	Providing training in the form of monthly open house sessions for assistance in using the performance management system. The next session, open to all staff and Members, is on Thursday 8th March.  The web server version of the Ten Performance and Risk Management Software will be installed and implemented w/c 16th April 2007.		Tue-31-Oct-06		

## Performance Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PM6 - Performance Management Training</b>	<p>Undertake performance management training to raise awareness and motivation.</p> <p>Outcome - People understand importance of performance management. Performance management information is prepared to agreed deadlines.</p>	Some Problems	<p>Short term - Providing training in the form of monthly open house sessions for assistance in using the performance management system.</p> <p>Medium Term - Contact with authorities considered to be excellent to identify what made their performance management training effective before commissioning training. timing is important, particularly for Members with elections in May 2007.</p>		Tue-31-Oct-06		
<b>PM7 - Review the Performance Plan</b>	<p>Review the Performance Plan structure and content and prepare a timetable for the production of evidence and information.</p> <p>Outcome - New Performance Plan format that meets audience needs.</p>	On Track	<p>Annual Report 2006/07 and Best Value Performance Plan 2007/08 approach will be discussed at the Performance and Risk Management Board meeting on 23rd February 2007. The process for development of the plan should start immediately afterwards.</p> <p>The final version of the Best Value Performance Plan Summary in the form of Outlook will be presented to the Performance and Risk Management Board for information on 23rd February. Publication and distribution will take place w/c 12th March 2007.</p>	Fri-1-Dec-06	Sat-31-Mar-07	Tue-19-Dec-06	
<b>PM8 - Employee Appraisal Scheme</b>	<p>Implement a revised employee appraisal scheme following the introduction of a competency based scheme.</p> <p>Outcome - Competency framework established. Appraisal process satisfies Investor In People standard.</p>	On Track	Over 90% of appraisals completed and submitted. Training and development plans are being prepared based on identified needs	Sun-1-Apr-07	Mon-31-Dec-07		

# Risk Management

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>RM1 - Audit Committee</b>	<p>The Council considers the establishment of an audit committee with specific terms of reference for risk management.</p> <p>Outcome - Independent scrutiny is being undertaken of the Council's internal controls and risk management.</p>	Completed successfully	First meeting of Audit Committee took place on 16th October 2006.		Mon-31-Jul-06		Mon-16-Oct-06
<b>RM2 - Strategic Risk Register</b>	<p>The strategic risk register to be updated in line with the revised Corporate Plan.</p> <p>Outcome - The Council maintains a register of its corporate business risks that link directly to the Corporate Plan.</p>	On Track	Audit Committee will be reviewing the strategic risk register every six months - June 2007.		Sat-30-Sep-06		
<b>RM3 - Service Plan Risks</b>	<p>Undertake a review of service plans to ensure that operational risks are linked to strategic/ corporate risks.</p> <p>Outcome - Risks and mitigating controls are being managed at both strategic and operational levels.</p>	On Track	Audit Committee will be reviewing the strategic risk register every six months - June 2007.		Thu-30-Nov-06		
<b>RM4 - Partnership Risks</b>	<p>The risk management process identifies risks in relation to partnerships and seeks assurance on the management of those risks.</p> <p>Outcome - To ensure that all risks are managed including those relating to partnerships.</p>	On Track	The partnership assessment framework will identify risks associated with partnerships. Model agreed but risks yet to be assessed.		Sun-31-Dec-06		

## Risk Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>RM5 - Contract Management</b>	<p>The Council maintains a record of all contracts and ensures a copy is placed with legal, links to the Council's corporate property database where appropriate, and a risk analysis is undertaken of our key contractual arrangements.</p> <p>Outcome - Risk is minimised through an analysis of all key contractual arrangements.</p>	On Track	Work ongoing.		Sat-31-Mar-07		
<b>RM6 - Health and Safety and Business Continuity Training</b>	<p>Training and guidance will be delivered to appropriate staff through the Corporate Health and Safety action plan and Business Continuity action plan.</p> <p>Outcome - Staff are adequately trained.</p>	On Track	Managers Group receiving training 23rd and 24th January 2007.				
<b>RM7 - Business Critical Systems</b>	<p>All business critical systems are identified by the Council and are appropriately documented.</p> <p>Outcome - Strengthen internal control arrangements.</p>	On Track	Assessment of documentation has started in Sundry Income, Business Rates, and the other key business critical systems will be assessed by the end of March 2007.		Sat-31-Mar-07	Sat-1-Oct-05	
<b>RM8 - Business Continuity Plan</b>	<p>Adopt the Business Continuity Plan (BCP).</p> <p>Outcome - Stronger organisational resilience.</p>	On Track	Business Continuity Group established, next meeting 14th February 2007. Training on track.		Sat-31-Mar-07		
<b>RM9 - Risk Management Awareness Training for Elected Members</b>	<p>Risk management awareness training is offered to all new Elected Members.</p> <p>Outcome - Members are aware of their role and have an understanding of risk management to aid their decision-making.</p>	Not Started	Will be planned as part of the induction process.		Sun-30-Sep-07		

## Risk Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>RM10 - Review of Strategic and Operational Risks</b>	<p>Strategic and operational risks are reviewed alongside the performance and financial management of the Council.</p> <p>Outcome - Improve overall governance arrangements of the Council.</p>	On Track	Performance and Risk Management Board reviewing regularly.				
<b>RM11 - Internal Control Environment</b>	<p>Monitor other actions linked to the internal control environment as identified within the Statement of Internal Control.</p> <p>Outcome - Improve overall governance arrangements of the Council.</p>	On Track	The Statement of Internal Control is being monitored by the Performance and Risk Management Board and the Audit Committee				
<b>RM12 - Business Continuity Plan Update</b>	<p>Update the Business Continuity Plan.</p> <p>Outcome - Robust procedures for emergency planning and disaster recovery.</p>	Not Started	Not started as Plan not yet in place to update.		Sat-31-Mar-07		

# Asset Management

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>AM1 - Asset Management Plan</b>	<p>Draft revised Asset Management Plan (AMP), identifying current arrangements and outcomes and planned actions to improve asset use.</p> <p>Outcome - A planned maintenance approach is applied to asset management.</p>	Completed successfully	Asset Management "in house" Access database developed. All data on legal issues vis. a vis. conveyances etc. populated. All condition surveys and health and safety audits complete. This information is being added to the database. This will inform the budget process for next year and beyond.		Sat-30-Sep-06		Tue-17-Oct-06
<b>AM2 - Condition Surveys</b>	<p>Complete phase 1 baseline condition surveys.</p> <p>Outcome - The asset management requirements are integrated with the Council's financial planning.</p>	Completed successfully	All complete. All three phases were completed due to negotiating a favourable tender.	Fri-1-Sep-06	Sun-31-Dec-06		
<b>AM3 - Capital Strategy</b>	<p>Re-write the capital strategy to encompass the new Prudential regime and updated corporate policies.</p> <p>Outcome - The Council has a strategic approach to asset management and capital allocation.</p>	Completed successfully	Updated and approved by full Council on 1st November 2006.		Tue-31-Oct-06		Wed-1-Nov-06
<b>AM4 - Asset Management Reporting Arrangements</b>	<p>Reporting arrangements formalised to ensure members are kept adequately informed in relation to the Council's assets.</p> <p>Outcome - Members are adequately informed about Council assets.</p>	On Track	Work ongoing.		Tue-31-Oct-06		
<b>AM5 - Capital Bidding Process - Option Appraisal Techniques and Whole Life Costing</b>	<p>Both option appraisal techniques and whole life costing introduced as part of the capital bidding process.</p> <p>Outcome - Improve decision making in relation to capital spend and financial planning.</p>	Completed successfully	Completed and the approach is taken for all new capital projects.		Tue-31-Oct-06	Fri-1-Sep-06	

## Asset Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>AM6 - Maintenance Schedule</b>	<p>Complete summarised schedule detailing backlog maintenance requirements.</p> <p>Outcome - To improve the condition of our assets and support future decision making.</p>	Completed successfully	With baseline phase 1, 2 and 3 detail being available by April 2007 we expect to populate our cyclic planned maintenance database with real data which will translate to more accurate financial forecasting for the next budget round.		Sun-31-Dec-06		Tue-17-Oct-06
<b>AM7 - Asset Management System - Specification</b>	<p>A specification list for a new Asset Management System is completed to enable investigation of software options.</p> <p>Outcome - Improve management of assets.</p>	Not Started	Helen Mitchell, Sheila Oxtoby and David Feltham have agreed to set this phase aside for 2007 due to the successful development of the in house database which is ahead of schedule and the reorganisation of ICT priorities. Now due to commence April 2008.		Sun-31-Dec-06		
<b>AM8 - Asset Documentation</b>	<p>All legal titles, leases and contractual obligations are documented against each asset and held on the corporate property database.</p> <p>Outcome - Improve management of assets.</p>	Some problems	A new finish date of mid May is now anticipated for completion.	Tue-1-Aug-06	Sat-31-Mar-07	Sun-1-Oct-06	
<b>AM9 - Revenue and Capital Budgets Analysis</b>	<p>A full analysis of revenue and capital budgets is completed.</p> <p>Outcome - Establish levels of corporate funds for repairs and maintenance.</p>	On Track	Work has started on this task collating reports as part of the Asset Management Plan. Some budget bids have been identified within the financial strategy.		Sat-31-Mar-07	Fri-1-Sep-06	
<b>AM10 - Asset Management Benchmarking and Performance Measures</b>	<p>Benchmarking and performance measures established to enable the council to evaluate how its asset base contributes to corporate and service objectives and improvements.</p> <p>Outcome - Improve monitoring and decision-making.</p>	Not Started			Sun-30-Sep-07		

## Asset Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>AM11 - Asset Management System - Implementation</b>	Implementation of preferred options for Asset Management system.  Outcome -	Not Started			Sun-30-Sep-07		
<b>AM12 - Phase 2 Baseline Condition Surveys</b>	Complete phase 2 baseline condition surveys.  Outcome - Make recommendations for asset disposal/use.	Ahead of Plan	Currently analysing the information within the surveys to inform the update of the Asset Management Plan		Sun-30-Sep-07		
<b>AM13 - Asset Maintenance and Disposal Schedule</b>	Complete schedule for rolling programme of asset maintenance and recommendations for disposal.	On Track	Ongoing. Related to AM 12. Phase 2 Baseline Condition Surveys		Sun-30-Sep-07		

# Procurement

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PR1 - Procurement Board</b>	<p>Establish a Procurement Board and identify an Officer and Member champion.</p> <p>Outcome - To provide focus and direction to the improvement work around procurement.</p>	Completed successfully	Completed.		Mon-31-Jul-06		Sat-30-Sep-06
<b>PR2 - Contracts Code of Practice</b>	<p>Revise Contracts Code of Practice.</p> <p>Outcome - To ensure value for money is being achieved through the procurement process. Update completed for equality, sustainability and regeneration issues.</p>	On Track	Constitution will be reissued in May 2007. Still awaiting direction from Procurement Board on new standing orders. Predicted end date will be missed.		Sat-31-Mar-07		
<b>PR3 - Electronic Procurement</b>	<p>To research and prepare a business case for electronic procurement and review current procurement processes.</p> <p>Outcome - To identify medium and long term efficiencies to be gained from an electronic procurement module.</p>	On Track	Purchased upgrade from Cedar and eProcurement Module. To be implemented during June / July 07		Thu-30-Nov-06	Mon-1-Jan-07	
<b>PR4 - Electronic Purchasing Cards</b>	<p>To review in conjunction with the Strategic ICT Group opportunities around the use of electronic purchasing cards.</p> <p>Outcome - To identify medium and long term efficiencies to be gained from an electronic procurement module.</p>	Some problems	Further investigations being carried out.		Thu-30-Nov-06		

## Procurement Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PR5 - Contract Procurement Documentation</b>	<p>Prepare standard documentation for contract procurement including draft Standard Terms and Contract Conditions.</p> <p>Outcome - To streamline the procurement process and ensure North Norfolk's interests are protected.</p>	Not Started	The Procurement Board are directing this project.	Sun-1-Apr-07	Thu-31-May-07		
<b>PR6 - Efficiency, Ethical and Local Procurement Issues - Best Practice</b>	<p>To consider procurement efficiency and issues around ethical and local procurement and review best practice.</p> <p>Outcome - To ascertain whether there are economic advantages of adopting a local procurement policy.</p>	On Track	Guidance to be produced by Procurement Officer. Job description and person spec now completed.		Sun-31-Dec-06		
<b>PR7 - Implement e-procurement Module</b>	Implement e-procurement module (subject to business case).	On Track	Completion date reviewed to October 2007. Detailed report including business case presented to Cabinet on 8th January 2007.		Mon-30-Apr-07		
<b>PR8 - Procurement Guidance for Officers</b>	<p>Publish guidance for Officers involved in procurement and ensure that employees are appropriately trained and qualified to provide the necessary 'professional' input.</p> <p>Outcome - That procedures are adhered to and best value is obtained in all purchasing decisions.</p>	On Track	<p>Guidance on EU procurement was issued in February 2007.</p> <p>Once revised Contract Code of Practice is issued we will provide additional guidance.</p>		Thu-31-May-07	Mon-1-Jan-07	
<b>PR9 - Contracts Register</b>	<p>Establish and maintain a contracts register with appropriate linkages to the financial and legal systems.</p> <p>Outcome - To maintain appropriate controls around the procurement process.</p>	On Track	Some contract details have been provided and input. We are currently cross-referencing against supplier payments to identify any lacunas. There are still service areas (Property and Valuation) that have not provided contracts information by the deadline (22 December 2006) including OJEU contracts.		Sun-31-Dec-06	Wed-1-Nov-06	

## Procurement Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PR10 - Procurement and Major Contracts - Performance Management</b>	<p>Inclusion of procurement and major contracts on the performance management system.</p> <p>Outcome - An integrated approach to performance and risk management.</p>	Not Started		Sun-1-Apr-07	Wed-31-Oct-07		
<b>PR11 - Procurement Database and Preferred Contractor List</b>	<p>Investigate options around a procurement database and preferred contractor list.</p>	On Track	Regional Centre of Excellence have completed their contracts database and ready to be populated once information received from Service Managers.		Mon-31-Mar-08		
<b>PR12 - Day to Day Procurement Arrangements</b>	<p>To review organisational arrangements for day to day procurement.</p> <p>Outcome - To identify efficiencies within the procurement process and cashable efficiency gains on expenditure.</p>	Not Started			Mon-31-Mar-08		

## Diversity and Equality

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>DE1 - Draft Diversity and Equality Strategy</b>	<p>Prepare draft strategy in line with Government guidance.</p> <p>Outcome - First draft of Strategy prepared Sept 2006.</p>	Completed successfully	The Disability Equality Scheme was adopted by Full Council on 31st January 2007.		Thu-31-Aug-06		
<b>DE2 - Present Diversity and Equality Strategy to CMT</b>	<p>Presentation of draft DES to Corporate Management Team.</p> <p>Outcome - Understanding of implications of DES.</p>	Completed successfully	The Disability Equality Scheme was adopted by Full Council on 31st January 2007.		Sat-30-Sep-06		Wed-31-Jan-07
<b>DE3 - Present Diversity and Equality Strategy to Cabinet</b>	<p>Presentation of draft DES to Cabinet.</p> <p>Outcome - Understanding of implications of DES.</p>	Completed successfully	The Disability Equality Scheme was adopted by Full Council on 31st January 2007.		Tue-31-Oct-06		Mon-6-Nov-06
<b>DE4 - Establish consultation mechanisms with key representative groups</b>	<p>Establish consultation mechanisms with key representative groups.</p> <p>Outcome - Consultation mechanisms with key groups established.</p>	Completed successfully	Consultation to inform Disability Equality Scheme complete.		Tue-31-Oct-06		Tue-4-Jul-06
<b>DE5 - Agree Standard Template and Programme of Service Reviews/ Impact Assessments</b>	<p>Agree standard template and programme of service reviews/ impact assessments over three years 2007, 2008, 2009.</p> <p>Outcome - Standard template and terms of reference for service reviews/ impact assessments and three year review programme agreed.</p>	Completed successfully	The first two service areas to undertake impact assessments are Corporate Property and Communications during 2007/08.		Thu-30-Nov-06		
<b>DE6 - Present Diversity and Equality Strategy to Full Council</b>	<p>Presentation of DES to Full Council.</p> <p>Outcome - Strategy adopted by Council November 2006.</p>	Completed successfully	The Disability Equality Scheme was adopted by Full Council on 31st January 2007.		Thu-30-Nov-06		

## Diversity and Equality Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>DE7 - Communicate DES</b>	<p>Communicate DES to all staff and members with subsequent adoption and implementation in all service plans, standards and monitoring arrangements.</p> <p>Outcome - Incorporate within business planning processes and identify training budget for 2007/08.</p>	Completed successfully	Disability Equality Scheme Training delivered on 16th and 17th November 2006 to 278 attendees. The scheme is now publicly available on the web and in hard copy format.		Sun-31-Dec-06		
<b>DE8 - Pilot Service Review/ Impact Assessment</b>	<p>One service to pilot service review/ impact assessment in advance of formal roll out of agreed programme.</p> <p>Outcome - Pilot service identified Feb 2007.</p>	On Track	Pilot areas reviewed - Corporate Property and Communications		Sat-31-Mar-07		
<b>DE9 - Year 1 Programme of Service Reviews/Impact Assessments</b>	<p>Commence year 1 programme of service reviews/impact assessments.</p> <p>Outcome - Six service reviews/impact assessments complete.</p>	Not Started			Mon-30-Apr-07		
<b>DE10 - DES training</b>	<p>Delivery of DES training - phased.</p> <p>Outcome - Programme of training developed by June 2007 and rolled out by end October 2007.</p>	On Track	Disability awareness training delivered in November 2006. Further training will be delivered as a part of the Annual Corporate Training Programme.	Fri-1-Jun-07	Wed-31-Oct-07	Thu-16-Nov-06	
<b>DE11 - Equalities standard</b>	<p>Improved levels of performance monitoring of Diversity and Equality standards across the Council. Monitor customer feedback. Attain Level 3 of the Equalities standard.</p> <p>Outcome - Monitoring returns indicating levels of understanding/satisfaction and Level 3 Standard attained.</p>	Not Started			Mon-31-Mar-08		

## Diversity and Equality Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>DE12 - Year 2 Programme of Service Reviews/Impact Assessments</b>	Commence year 2 programme of service reviews/impact assessments.	Not Started			Wed-30-Apr-08		
<b>DE13 - Year 3 Programme of Service Reviews/Impact Assessments</b>	Commence year 3 programme of service reviews/impact assessments.	Not Started			Thu-30-Apr-09		

# Business Process Review and Customer Service Integration

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>BP1 - Change Management Board</b>	Convene Change Management Board to oversee project.	Completed successfully	Established - working well.		Mon-31-Jul-06		Mon-31-Jul-06
<b>BP2 - Customer Services - Immediate Improvements</b>	Identify current customer services issues that can be improved immediately e.g. telephone service. Analyse customer complaints for evidence.  Outcome - Reduced complaints. Reduced numbers of lost calls or calls over 15 seconds.	Completed successfully	Particular issues with the telephone service relating to waste enquiries have been reviewed and improved.	Sat-1-Jul-06	Thu-31-Aug-06	Mon-31-Jul-06	Thu-31-Aug-06
<b>BP3 - Customer Service Best Practice</b>	Identify customer service best practice sites and undertake site visits (both with and without contact centres).  Outcome - Evidence of what works and why - adapt for NNDC.	Completed successfully	CMT visited Chichester DC - excellent rated authority. Further site visits will be beneficial at the specification and procurement stage.	Sat-1-Jul-06	Sat-30-Sep-06		Tue-24-Oct-06
<b>BP4 - Completion of business case</b>	Completion of business case.  Outcome - Identify areas to pursue and priorities.	Completed successfully	Business case approved by Cabinet on 2nd October 2006.		Sat-30-Sep-06	Tue-1-Aug-06	Sat-30-Sep-06
<b>BP5 - Customer Services and Information Manager and Programme Manager</b>	Recruit and appoint a Customer Services and Information Manager and Programme Manager.  Outcome - Competent manager in post.	Some problems	Customer Service Manager (CSM) in post. Project management resource agreed with CSM. Advert to be placed June 2007.		Tue-31-Oct-06	Tue-1-Aug-06	
<b>BP6 - Map Customer Services Processes</b>	Map customer services processes, building on work in Revenues & Benefits.  Outcome - Process maps produced (as is, as will be with plan to move from "A to B").	On Track	Project team is in the process of reviewing information submitted by managers and identifying key customer data needs and gaps.	Sun-1-Oct-06	Wed-31-Jan-07	Fri-1-Dec-06	

## Business Process Review and Customer Service Integration Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>BP7 - Prepare Specifications</b>	Prepare specification for - Customer Relationship Management (CRM) product, - Electronic Document Management (EDM) roll-out, and - new telephone/ contact centre system, as appropriate, and procure (link to Business Process Review (BPR) project).	Some problems	A draft strategy has been prepared for the Project Team and the Change Management Board. When agreed this will have a bearing on the content of the specification.		Sun-31-Dec-06	Wed-6-Dec-06	
<b>BP8 - Access to Services in the Community</b>	Review Council Information Centre models and define our vision for access to services in the community.  Outcome - Produce strategy for access to services and information.	Some problems	There is a county wide group looking at joint access to services, including Council Information Centres. A vision and strategy for Customer Services is being prepared with a first draft anticipated by the end of January 2007.		Sun-31-Dec-06	Tue-5-Dec-06	
<b>BP9 - Identify path and timeframe for integrating Front Office Teams</b>	Identify path and timeframe for integrating Front Office Teams.  Outcome - Migration and training plan in place.	Not Started	We will review the project target dates with the Customer Service Manager after they take up their post on 26th March 2007		Wed-31-Jan-07		
<b>BP10 - Review of Working Practices</b>	Undertake review of working practices, to include work patterns and hours, rotation, remote working etc.  Outcome - Written proposal for customer services working practices.	Not Started		Mon-1-Jan-07			
<b>BP11 - Procurement of Systems</b>	Procurement of systems.  Outcome - Approve supplier and award contracts.	Not Started			Sat-31-Mar-07		
<b>BP12 - Detailed Project Plan for EDM Implementation</b>	Detailed project plan for EDM implementation. Outcome -	Not Started			Mon-30-Apr-07		

## Business Process Review and Customer Service Integration Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>BP13 - Customer Charter and Service Standards</b>	<p>Review, revise and promote customer charter and service standards.</p> <p>Outcome - Published Charter and standards and monitoring systems in place.</p>	Not Started			Mon-30-Apr-07		
<b>BP14 - Implement CRM, EDM and Telephone/ Contact Centre Systems.</b>	<p>Implement CRM, EDM and telephone/ contact centre systems.</p> <p>Outcome - Project delivered on time, to budget, to specification.</p>	Not Started		Sun-1-Apr-07	Tue-30-Sep-08		
<b>BP15 - Implementation phase 1 CRM</b>	<p>Implementation phase 1 CRM.</p> <p>Outcome - Customer relationship management software operational.</p>	Not Started			Sun-30-Sep-07		
<b>BP16 - Complete phase 2 CRM and EDM implementation</b>	<p>Complete phase 2 CRM and EDM implementation.</p> <p>Outcome - Integrated customer service centre.</p>	Not Started			Thu-30-Apr-09		

## Development of our People

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>DP1 - IIP Accreditation - Gap Analysis</b>	<p>Undertake gap analysis where we are now and what we have to do to achieve IIP accreditation.</p> <p>Outcome - Clear understanding of workload.</p>	Completed successfully	Gap analysis complete. Reality checked with accredited assessor. Has been presented to 3 tier manager's group (3TG).	Thu-1-Jun-06	Mon-31-Jul-06	Thu-1-Jun-06	Sat-30-Sep-06
<b>DP2 - IIP Action Plan</b>	<p>Agree and launch Action Plan for IIP and communicate key points to all staff.</p> <p>Outcome - Staff buy-in.</p>	On Track	If additional capacity in HR is not achieved then delays will be likely.		Thu-30-Nov-06		
<b>DP3 - Managers Group</b>	<p>Set up Managers Group. Specific objectives to be identified to include:</p> <ul style="list-style-type: none"> <li>- development of performance targets,</li> <li>- strengthening links between service plans and service delivery,</li> <li>- leadership training,</li> <li>- succession planning,</li> <li>- business needs, and</li> <li>- improved appraisal process</li> </ul> <p>To tie in with service business planning process. To link in with new appraisal timetable for 07/08.</p> <p>Outcome - To provide better link between top management and service delivery teams.</p>	On Track	Cycle of meetings established.		Mon-31-Jul-06	Fri-1-Sep-06	
<b>DP4 - People Strategy and Development Plan</b>	<p>Implement revised People Strategy and Development Plan.</p> <p>Outcome - To enable HR processes to improve organisational performance.</p>	Some problems	Subject to decisions about resource availability in HR. People Strategy and Development Plan adopted. Full implementation has started.		Sat-30-Sep-06	Fri-1-Sep-06	

## Development of our People Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>DP5 - Training and Learning Policy and Mechanism</b>	<p>Implement policy and mechanism to ensure delivery of training and learning (build on existing systems).</p> <p>Outcome - To ensure we get maximum value from training.</p>	On Track	<p>Draft policy completed. Policies will go to CMT/JSCC/Members.</p> <p>Training plan for 2007/08 will be prepared after appraisals are completed in March 2007.</p>		Sat-30-Sep-06	Fri-1-Sep-06	
<b>DP6 - Review and Implement Policies on Pay, Recognition and Reward</b>	<p>Review and implement policies on pay, recognition and reward.</p> <p>Outcome - Improved recruitment and retention.</p>	Some problems	Subject to decisions about resource availability in HR. Timescales have extended as working group is ensuring the development is robust with good consultation.		Thu-30-Nov-06		
<b>DP7 - Revise Recruitment Policy</b>	<p>Revision of recruitment policy in relation to equality and diversity. Link to Action Plan.</p> <p>Outcome - Statutory compliance.</p>	On Track	Draft policy produced for CMT in May and then to a subsequent meeting of JSCC.		Thu-30-Nov-06	Thu-1-Mar-07	
<b>DP8 - Undertake mock assessment</b>	Undertake mock assessment.	On Track	IIP Project on track. Appraisals scheme amended. Assessment date TBA after appraisal outcomes known	Fri-1-Dec-06	Sat-31-Mar-07		
<b>DP9 - Amend Processes</b>	Amend processes as required in light of results from mock assessment.	Not Started	Subject to mock assessment.	Sun-1-Apr-07	Sat-30-Jun-07		
<b>DP10 - Final Assessment</b>	<p>Final assessment once appraisals completed.</p> <p>Outcome - IIP Accreditation, proving a level of excellence in managing our most important resource.</p>	Not Started	See DP8. – undertake mock assessment		Thu-31-May-07		
<b>DP11 - Implement Organisational Competency Framework</b>	Implement organisational competency framework.	On Track	Work has started in this area.	Mon-1-Oct-07	Mon-31-Mar-08	Sat-1-Apr-06	

# Partnership

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PS1 - Partnership Audit</b>	Appointment of consultant to undertake Partnership Audit.  Outcome - Appointment made-complete.	On Track	See P56 –Present Partnership Review to Cabinet.		Wed-31-May-06		
<b>PS2 - Completion of Audit Fieldwork</b>	Completion of audit fieldwork.  Outcome - Sign off by Corporate Management Team (CMT).	Completed successfully	Mike Terry has completed audit, 130 partnerships were identified.  Presented to Scrutiny Committee on 22nd November 2006.		Fri-30-Jun-06		Wed-22-Nov-06
<b>PS3 - Present Draft Audit Framework to CMT</b>	Presentation of draft audit framework to CMT.  Outcome - Sign off by CMT.	Completed successfully	Complete.		Fri-14-Jul-06		Mon-31-Jul-06
<b>PS4 - Partnership Protocol</b>	Preparation of Partnership Protocol document detailing approach to annual review and process of engagement in new partnerships and discussion of draft with CMT.  Outcome - Sign off by CMT.	Completed successfully	Presented to Scrutiny Committee on 22nd November 2006.		Thu-31-Aug-06		
<b>PS5 - Present Partnership Review to Scrutiny Committee</b>	Presentation of Partnership Review to Scrutiny Committee.  Outcome - Scrutiny review process completed.	Completed successfully	See P56 –Present Partnership Review to Cabinet.		Sat-30-Sep-06		Wed-22-Nov-06

## Partnership Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PS6 - Present Partnership Review to Cabinet</b>	<p>Presentation of Partnership Review to Cabinet.</p> <p>Outcome - Partnership Review complete and signed off by Cabinet.</p>	Some problems	<p>The audit of partnerships, in terms of identifying a complete list of all partnerships in which the Council is involved, was completed in September 2006, at which time a draft protocol was also prepared.</p> <p>This work, together with proposed arrangements for annual review and performance management of partnership objectives and achievements, was reported to Scrutiny Committee on 22nd November 2006.</p> <p>Scrutiny Committee did not agree with the list of initial partnerships to be the subject of detailed review, deciding instead that a review of the ten partnerships to which the council provided the largest financial support should be undertaken first.</p> <p>This list was identified during December 2006 and reported to Cabinet 5th February 2007 and work will now be undertaken to carry out a detailed assessment of each of these ten partnerships with the objective of reporting back to Scrutiny Committee in June 2007.</p> <p>A programme of officer and Member training in partnership working and reporting is proposed for September 2007.</p>		Tue-31-Oct-06		
<b>PS7 - Partnerships Engagement - Disseminate Mechanism to Staff</b>	<p>Dissemination of key actions / mechanism for engagement in new partnerships to staff.</p> <p>Outcome - Dissemination complete and arrangements included on website. Partnership protocol implemented and embedded.</p>	Not Started		Wed-1-Nov-06	Sun-31-Dec-06		

## Partnership Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>PS8 - Audit of Member Representatives on Outside Bodies</b>	<p>Agree work programme for audit of member representatives on outside bodies using partnership review template.</p> <p>Outcome - Review of member representation on outside bodies complete.</p>	Not Started			Mon-30-Apr-07		
<b>PS9 - Annual Desk Top Evaluation of Partnerships</b>	<p>Annual desk top evaluation of partnerships.</p> <p>Outcome - Annual review summary report to Scrutiny Committee.</p>	Not Started		Mon-1-Jan-07	Sat-31-Mar-07		

## Communications and Branding

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>CB1 - Review the Draft Communications Report</b>	<p>Review the draft Communications report previously prepared against the objectives above.</p> <p>Outcome - Informs development of strategy.</p>	Completed successfully	Branding Exercise recommendation approved by Cabinet and Full Council June 2006.		Mon-31-Jul-06	Sun-1-Oct-06	Wed-31-Jan-07
<b>CB2 - Communicate draft Branding and Communications Strategy</b>	<p>Communicate draft Branding and Communications Strategy to all staff and members.</p> <p>Outcome - Informs development of strategy.</p>	On Track	Full Council approved the results of the branding exercise at its meeting on 21st February 2007.		Sat-30-Sep-06	Fri-1-Dec-06	
<b>CB3 - Signage Format of leisure Facilities</b>	<p>Design, have agreed internally and with DC Leisure and the North Norfolk Community Leisure Association signage for Fakenham Sports Centre, Splash and Victory Pool.</p> <p>Outcome - New signage format of leisure facilities agreed.</p>	Completed successfully	All signs completed 13th April 2007.		Tue-31-Oct-06	Wed-1-Nov-06	Fri-13-Apr-07
<b>CB4 - Commence Review of Outlook</b>	<p>Commence review of Outlook.</p>	Completed successfully	The Outlook review was circulated to the Communication and Branding Group for comment during March. The review was approved and is being implemented. The first issue is due for distribution in May 2007.		Tue-31-Oct-06	Mon-1-Jan-07	
<b>CB5 - Prepare New Media Protocol and Present to CMT</b>	<p>Preparation of new media protocol and presentation to CMT.</p> <p>Outcome - Draft media protocol prepared.</p>	On Track	Draft protocol tabled at Communication and Branding Group on 20th February '07. Comments have been received and are being incorporated. The revised document will be presented to the May meeting of the Communication and Branding Group.		Tue-31-Oct-06	Fri-1-Dec-06	

## Communications and Branding Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>CB6 - Car Park Signage</b>	<p>Complete installation of car park signage across district.</p> <p>Outcome - All car parks provided with new signage.</p>	On Track	Signs nearing completion.		Tue-31-Oct-06	Wed-1-Nov-06	
<b>CB7 - Present Media Protocol and Training Timetable to Cabinet</b>	<p>Present media protocol to Cabinet, together with proposed training timetable for 2007.</p> <p>Outcome - Media protocol approved and training needs identified.</p>	On Track	Training timetable is in development with personnel as a part of the new Member Training Programme.		Thu-30-Nov-06		
<b>CB8 - Review of Seafront, Amenity Facilities and Industrial Estate Signage</b>	<p>Review of seafront, amenity facilities and industrial estate signage.</p> <p>Outcome - Roll out of programme of signage of facilities.</p>	Some problems	<p>Order issued for Fakenham Industrial Estate Signage.</p> <p>Planning new beach safety signs with Property Services.</p> <p>Full review will be taking place with Property Services.</p>		Thu-30-Nov-06		
<b>CB9 - Develop website / intranet</b>	<p>Development of website / intranet in support of Business Process Review and establishment of Customer Service Centre including consideration of customer satisfaction survey approaches.</p> <p>Outcome - Measurement of volumes of self-service business conducted on the website and levels of customer satisfaction with web-based information.</p>	On Track	<p>Interviews for Assistant Web Editor position will take place 1st May 2007.</p> <p>Customer Services Manager started 26th March 2007.</p> <p>Luke Munday will be presenting the Website development programme to Communication and Branding Group at its May 2007 meeting.</p>	Wed-1-Nov-06		Wed-1-Nov-06	
<b>CB10 - Present Branding and Communications Strategy to Cabinet</b>	<p>Presentation of Branding and Communications Strategy to Cabinet.</p> <p>Outcome - Strategy prepared and adopted.</p>	On Track	See CB2. – Communicate draft branding and Communications Strategy.		Sun-31-Dec-06	Mon-1-Jan-07	

## Communications and Branding Continued

Full Name	Description	Status	Progress	Predicted Start Date	Predicted End Date	Actual Start Date	Actual End Date
<b>CB11 - Recruit Communications Manager</b>	Recruitment of Communications Manager.	Completed successfully	Peter Battrick recruited.		Sun-31-Dec-06	Tue-1-Aug-06	Mon-2-Oct-06
<b>CB12 - Present Review of Outlook and Options to Cabinet.</b>	Present review of Outlook and options to Cabinet.  Outcome - Agreement on style and format of Outlook.	Not Started	See CB4. – Commence review of Outlook.		Wed-28-Feb-07		
<b>CB13 - Design, Commission and Install Signage</b>	Design, commission and have installed signage identified above.  Outcome - Signage installed.	On Track	For Car Park signage see CB6.  For keynote building signage see CB3.  For Seafront, Amenity Facilities and Industrial Estate Signage see CB8.		Wed-28-Feb-07	Mon-1-Jan-07	
<b>CB14 - Media Training Programme</b>	Roll out media training programme for members and staff.  Outcome - More effective media outcomes.	On Track	Together with HR, Communications is preparing a media training programme for both staff and members, which will be delivered following the May 2007 elections.	Mon-1-Jan-07	Mon-31-Dec-07	Mon-1-Jan-07	
<b>CB15 - Customer Service Evaluation Programme</b>	Develop programme of customer service evaluation.  Outcome - Programme of customer awareness surveys to inform decision making.	Not Started			Sat-31-Mar-07		