

## Appendix 2 – Organisational Development Plan Progress Report

### Performance Management

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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.	1 Project - Completed successfully	Complete. The Annual Audit and Inspection Letter issued by the Audit Commission in March 2008 stated 'Performance management is becoming increasingly embedded and effective.'				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.	1 Project - Completed successfully	Complete				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.	1 Project - Completed successfully	Complete.				Dec 06
<b>PM4 - Service Business Planning</b>	Review service plan structure and content.  Outcome - New service plan model launched.	1 Project - Completed successfully	Complete.				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.	3 Project - On Track	We have conducted a customer satisfaction and feedback exercise. The information from this process will be used to develop the performance management system particularly looking at ease of use and accessibility and inform further training needs.		Mar 08	Sep 08	

## Performance Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	3 Project - On Track	NNDC continues to participate in the East of England Performance Improvement Programme which aims to help us to drive sustainable improvements in our performance by • addressing our current improvement priorities in real time • changing behaviours and cultures as well as performance systems • building a 'team' of performance champions within our authority, and • fostering improvement networks between authorities. The programme will be completed with a final meeting on 16th June 2008.		Apr 06		Ongoing
<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>	1 Project - Completed successfully	A review has been undertaken by the Performance and Risk Management Board to examine all the ways we can communicate our performance, achievements and plans to all people and organisations with an interest.				Jun 07
<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>	4 Project - Some problems	Completion of this activity is dependent upon the implementation of the Competency Framework which has been put on hold pending the outcome of the Local Government Review.		Nov 07	TBA	

# Risk Management

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	First meeting of Audit Committee took place on 16th October 2006.				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>	3 Project - On Track	Audit Committee will review the strategic risk register every six months.	Apr 08		Ongoing	
<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>	3 Project - On Track	The Corporate Risk officer will undertake a review of 2008-2011 Service Business Plans to link them to corporate risks	Apr 08		Dec 08	
<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>	3 Project - On Track	The partnership assessment framework will identify risks associated with partnerships. Model agreed but risks yet to be assessed.	Apr 08		Dec 08	

## Risk Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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 with, 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>	4 Project - Some problems	A) Contract register: Work ongoing to collate information. B) Corporate Property Database: Any contract which affects an NNDC property is now registered on the corporate database C) Risk: High risk (large) contracts have been identified and are performance monitored. A risk analysis has been partially undertaken and a full review will take place once all contracts have been identified.		Nov 06	Dec 08	
<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>	3 Project - On Track	Initial training delivered to appropriate staff both in house and via the Emergency Planning College for business continuity (BC). Further dissemination of training and information to all staff via leaflets, posters and the intranet were included in the BC Workplan covering November 2007 to March 2008.		Apr 07		Ongoing
<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>	1 Project - Completed successfully	The business critical systems have been identified and appropriately documented. Procedure for documentation has been identified for the future.				Jun 08
<b>RM8 - Business Continuity Plan</b>	<p>Adopt the Business Continuity Plan (BCP).</p> <p>Outcome - Stronger organisational resilience.</p>	1 Project - Completed successfully	Business Continuity Plan adopted in March 2007.				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>	0 Project - Not Started	Originally planned as part of the induction process but now to be offered separately.	Sep 08		Sep 09	

## Risk Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	Performance and Risk Management Board is operational and reviewing risks against corporate objectives.				Ongoing
<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>	1 Project - Completed successfully	The Statement of Internal Control is being monitored by the Performance and Risk Management Board and the Audit Committee				Ongoing
<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>	1 Project - Completed successfully	First review for contact changes December 2007. Full review March 2008. Business Continuity Policy review December 2007. The review dates for the policy and the plan were offset to minimize their impact on each other.				Ongoing

# Asset Management

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>AM1 - Asset Management Plan</b>	Draft revised Asset Management Plan (AMP), identifying current arrangements and outcomes and planned actions to improve asset use.  Outcome - A planned maintenance approach is applied to asset management.	1 Project - Completed successfully	A fully approved 2007 Asset Management Plan is currently operational.				Oct 06
<b>AM2 - Condition Surveys</b>	Complete phase 1 baseline condition surveys.  Outcome - The asset management requirements are integrated with the Council's financial planning.	1 Project - Completed successfully	Complete				Jan 07
<b>AM3 - Capital Strategy</b>	Re-write the capital strategy to encompass the new Prudential regime and updated corporate policies.  Outcome - The Council has a strategic approach to asset management and capital allocation.	1 Project - Completed successfully	Updated and approved by full Council.				Nov 06
<b>AM4 - Asset Management Reporting Arrangements</b>	Reporting arrangements formalised to ensure members are kept adequately informed in relation to the Council's assets.  Outcome - Members are adequately informed about Council assets.	1 Project - Completed successfully	An Asset Management Board has been appointed to oversee the Council's assets and report to Members accordingly.				Mar 06
<b>AM5 - Capital Bidding Process - Option Appraisal Techniques and Whole Life Costing</b>	Both option appraisal techniques and whole life costing introduced as part of the capital bidding process.  Outcome - Improve decision making in relation to capital spend and financial planning.	1 Project - Completed successfully	Completed and the approach is taken for all new capital projects.				Sep 07

## Asset Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	Completed				Aug 07
<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>	4 Project - Some problems	A draft specification has been prepared and budget provision has been made. A final specification and business case will be prepared after discussions have been held and comparisons made with a number of other local authorities.	May 08		Dec 08	
<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>	5 Project - Some problems	There have been some delays due to staff shortages but the majority of the work has now been completed.		Apr 07	Sep 08	
<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>	1 Project - Completed successfully	The initial objective is complete. The process will now be continuous.				Jan 08
<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>	5 Project - Some problems	Performance measures have been established but this activity has not progressed further due to the long term absence of the responsible officer.		Aug 06	Apr 09	

## Asset Management Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>AM11 - Asset Management System - Implementation</b>	Implementation of preferred options for Asset Management system.  Outcome -	0 Project - Not Started	See AM7	Jan 09		Apr 09	
<b>AM12 - Phase 2 Baseline Condition Surveys</b>	Complete phase 2 baseline condition surveys.  Outcome - Make recommendations for asset disposal/use.	5 Project - Some problems	The majority of buildings have received a Condition Survey but information derived has not been used at this stage.		Apr 07	Dec 08	
<b>AM13 - Asset Maintenance and Disposal Schedule</b>	Complete schedule for rolling programme of asset maintenance and recommendations for disposal.	0 Project - Not Started	A schedule for rolling programme of asset maintenance is not yet in place.	Sep 08		Dec 08	

# Procurement

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	Completed.				Sep 08
<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>	1 Project - Completed successfully	Constitution was reissued in May 2007. Subject to annual review.				May 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>	3 Project - On Track	We have started the process of upgrading the financial system in preparation for implementing eProcurement. Testing is currently taking place. Plan to go live September 2008. The eProcurement module is targeted to go live in April 2009.		Jan 07	Apr 09	
<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>	0 Project - Not Started	A review of the need for purchasing cards will take place after the implementation of the eProcurement module.	Sep 08		Sep 09	

## Procurement Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	3 Project - On Track	Standardised documentation supporting the procurement process has been developed. A procurement newsletter has been developed and is being issued periodically. Further documentation is being prepared for publication on the Intranet.		Sep 07	Sep 08	
<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>	3 Project - On Track	Procurement Officer appointed. Procurement documentation has been designed to reduce barriers to local companies and a web site has been developed giving information about contracts and contracting with the Council.		Aug 07		Ongoing
<b>PR7 - Implement e-procurement Module</b>	Implement e-procurement module (subject to business case).	3 Project - On Track	Business case for eProcurement agreed by Cabinet in January 2007. The eProcurement module can be implemented once the upgrade of the financial system has been completed.	Sep 08		Apr 09	
<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>	3 Project - On Track	See PR 5		Sep 07	Sep 08	
<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>	3 Project - On Track	Some contract details have been provided and input. We are currently cross-referencing against supplier payments to identify any gaps. There are still service areas (Property and Valuation) that have not provided contracts information by the deadline (22 December 2006) including OJEU contracts.		Nov 06		Ongoing

## Procurement Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	3 Project - On Track	We have now appointed a Procurement Officer who is taking some of this forward. Also we have procured the services of Consultants to act as project managers on our major new build contract at The North Norfolk Information Centre site - Cromer.		Jan 08	Dec 08	
<b>PR11 - Procurement Database and Preferred Contractor List</b>	<p>Investigate options around a procurement database and preferred contractor list.</p>	3 Project - On Track	We are in the process of putting together a standing contractor list for coast protection works. We are in the process of producing a specification for a contractor list for repairs and maintenance for Property Services.		Jan 08	Dec 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>	3 Project - On Track	We have reviewed energy supply contracts and contracts supply and maintenance of printing machines and achieved significant savings.		Aug 08		Ongoing

## Diversity and Equality

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>DE1 - Draft Diversity and Equality Strategy</b>	Prepare draft strategy in line with Government guidance.  Outcome - First draft of Strategy prepared Sept 2006.	1 Project - Completed successfully	Completed				Jan 07
<b>DE2 - Present Diversity and Equality Strategy to CMT</b>	Presentation of draft DES to Corporate Management Team.  Outcome - Understanding of implications of DES.	1 Project - Completed successfully	Completed				Jan 07
<b>DE3 - Present Diversity and Equality Strategy to Cabinet</b>	Presentation of draft DES to Cabinet.  Outcome - Understanding of implications of DES.	1 Project - Completed successfully	Completed				Nov 06
<b>DE4 - Establish consultation mechanisms with key representative groups</b>	Establish consultation mechanisms with key representative groups.  Outcome - Consultation mechanisms with key groups established.	1 Project - Completed successfully	Consultation to inform Disability Equality Scheme complete. We are developing consultation mechanisms with hard-to-reach groups particularly migrant workers and Gypsies and Travellers.				Jul 06
<b>DE5 - Agree Standard Template and Programme of Service Reviews/ Impact Assessments</b>	Agree standard template and programme of service reviews/ impact assessments over three years 2007, 2008, 2009.  Outcome - Standard template and terms of reference for service reviews/ impact assessments and three year review programme agreed.	1 Project - Completed successfully	The first three service areas to undertake impact assessments are Corporate Property, Benefits and Communications during 2007/08.				Mar 07
<b>DE6 - Present Diversity and Equality Strategy to Full Council</b>	Presentation of DES to Full Council.  Outcome - Strategy adopted by Council November 2006.	1 Project - Completed successfully	Completed				Jan 07

## Diversity and Equality Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - 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. The first annual Equality Monitoring Report was published in 2007 which summarised what had been delivered and what we intend to do.				Nov 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>	1 Project - Completed successfully	Pilot areas reviewed - Corporate Property and Communications				Dec 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>	1 Project - Completed successfully	Three pilot diversity and equality assessments were carried out in Revenues and Benefits, Property Service and Communications. A review of the assessment process was completed and the programme for the Year 2 assessments was agreed. We will carry out assessments Strategic Housing, Leisure and Culture, Economic and Tourism Development and Emergency Planning.				Mar 08
<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>	2 Project - Completed successfully	Disability awareness training delivered in November 2006. Further training will be delivered as a part of the Annual Corporate Training Programme.				Nov 06

## Diversity and Equality Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<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>	3 Project - On Track	Corporate monitoring guidelines will be published during September 2008. Associated training and implementation of the guidelines complete by July 2009		Jan 08	Jul 09	
<b>DE12 - Year 2 Programme of Service Reviews/Impact Assessments</b>	Commence year 2 programme of service reviews/impact assessments.	0 Project - Not Started	-	May 08		Sep 08	
<b>DE13 - Year 3 Programme of Service Reviews/Impact Assessments</b>	Commence year 3 programme of service reviews/impact assessments.	0 Project - Not Started	-	May 08		Sep 08	

# Business Process Review and Customer Service Integration

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>BP1 - Change Management Board</b>	Convene Change Management Board to oversee project.	1 Project - Completed successfully	Established - working well.				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.	1 Project - Completed successfully	We carried out a feasibility study on new telephony systems and we have decided to purchase a contact centre upgrade to allow the Council to target calls to the person best placed to resolve the query or provide the service.				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.	1 Project - Completed successfully	CMT visited Chichester DC - excellent rated authority. Further site visits were undertaken at the specification and procurement stage.				Oct 06
<b>BP4 - Completion of business case</b>	Completion of business case.  Outcome - Identify areas to pursue and priorities.	1 Project - Completed successfully	Business case approved by Cabinet on 2nd October 2006.				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.	1 Project - Completed successfully	Customer Service Manager (CSM) and Project Manager in post.				Oct 07
<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").	1 Project - Completed successfully	Complete. However, it is clear from discussions with potential suppliers of BPR support services there is little value in expending additional energy at this point in time as it will have to be repeated as part of a formal programme and separate work stream.				Mar 07

## Business Process Review and Customer Service Integration Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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).	4 Project - Some problems	We have produced feasibility studies for corporate Electronic Data Management & Customer Contact Management. Further work on the business case for Customer Contact Management is being carried out. This aspect of the project has been replaced by the re-focused Customer Service improvement project that took effect from 1st April 2008.				Mar 08
<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.	1 Project - Completed successfully	A vision and strategy for Customer Services has been approved by the Customer Services Improvement Project Board. A supporting Customer Access Strategy has been drafted as part of the replacement project described at BP7 - (Prepare Specifications).				Jul 07
<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.	4 Project - Some problems	Migration of Customer Service teams is almost complete with Reception, Revs & Bens, Environmental Health Telephone, Planning Reception, Post and Scanning, Fakenham Connect and TIC teams all reporting into Customer Services. Decisions still to be made regarding Housing and Cashiers. Training and development plans are being actively developed to ensure staff start to be multi skilled in service areas to increase capacity and manage resource effectively with Customer Services. Job descriptions for Customer Services Advisors and Customer Services Team Leader roles have been submitted for job evaluation (Nov 07)		Mar 07		Ongoing

## Business Process Review and Customer Service Integration Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<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.	3 Project - On Track	Working practices have been reviewed as part of the process of integrating the existing customer services teams into one unit. Improved practices still need to be documented and are being linked to a customer training programme.		Apr 07		Ongoing
<b>BP11 - Procurement of Systems</b>	Procurement of Telephony system. Outcome - Approve supplier and award contract.	1 Project - Completed successfully	See BP7 above. Telephony - Complete				Jun 08
	Procurement of EDMS system. Outcome - Approve supplier and award contracts.	5 Project - Some problems	See BP7 above. EDMS - Linked to implementation of back office systems (e.g. Planning)	Mar 09		Jun 09	
	Procurement of CMS system. Outcome - Approve supplier and award contracts.	5 Project - Some problems	See BP7 above. CMS - Decision deferred pending LGR	TBA		TBA	
<b>BP12 - Detailed Project Plan for EDM Implementation</b>	Detailed project plan for EDM implementation. Outcome -	0 Project - Not Started	See BP7 above	Jun 09		Jul 09	
<b>BP13 - Customer Charter and Service Standards</b>	Review, revise and promote customer charter and service standards. Outcome - Published Charter and standards and monitoring systems in place.	4 Project - Some problems	Existing customer charter and standards to be reviewed in consultation and with regard to the Customer Service Excellence standards (discussed at CMB on 18th July 2008) with a view to having revised standards in place for Autumn 2008.		Oct 07	Oct 08	
<b>BP14 - Implement CRM, EDM and Telephone/ Contact Centre Systems.</b>	Implement CRM, EDM and telephone/ contact centre systems. Outcome - Project delivered on time, to budget, to specification.	4 Project - Some problems	See BP7 and BP11. Telephony due to be implemented by Sept 2008.		Aug 07	Sep 08	

## Business Process Review and Customer Service Integration Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>BP15 - Implementation phase 1 CRM</b>	Implementation phase 1 CRM. Outcome - Customer relationship management software operational.	0 Project - Not Started	See BP7 above	Jan 09		Jun 09	
<b>BP16 - Complete phase 2 CRM and EDM implementation</b>	Complete phase 2 CRM and EDM implementation. Outcome - Integrated customer service centre.	0 Project - Not Started	See BP7 above	Jul 09		Dec 09	

## Development of our People

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	Gap analysis complete. Reality checked with accredited assessor. Has been presented to 3 tier manager's group (3TG).				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>	1 Project - Completed successfully	We have achieved the Investors in People standard after 18 months of working towards a wide range of stringent targets. This is one of the top awards available to business organisations, recognising excellence in their ways of working, especially in involving and developing their staff. The assessment results were even more positive than we had expected highlighting the positive impact that changes to the way we work and develop our staff had made.				Jan 08
<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>	1 Project - Completed successfully	Cycle of meetings established.				Oct 06

## Development of our People Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<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>	4 Project - Some problems	This work is in progress but may be subject to some delay due to the fact that a member of staff has left the team.		May 08	Dec 08	
<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>	3 Project - On Track	Draft policy requires further revision. Policies will go to CMT/JSCC/Members. Training plan for 2007/08 was prepared and implemented after appraisals were completed in March 2007.		Sep 07	Dec 08	
<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>	4 Project - 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.		Sep 06		Ongoing
<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>	3 Project - On Track	Draft policy requires further revision. Policies will go to CMT/JSCC/Members.		Sep 07	Dec 08	
<b>DP8 - Undertake mock assessment</b>	Undertake mock assessment.	1 Project - Completed successfully	See DP 2				Nov 07
<b>DP9 - Amend Processes</b>	Amend processes as required in light of results from mock assessment.	1 Project - Completed successfully	See DP 2.				Nov 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>	1 Project - Completed successfully	See DP 2.				Nov 07

## Development of our People Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>DP11 - Implement Organisational Competency Framework</b>	Implement organisational competency framework.	4 Project - Some problems	Work has halted on this project for reasons including; the officer leading on this work is leaving the authority and Local Government Review. We will be making an assessment to see whether or not it is viable for us to continue with this work.		Apr 06	TBA	

# Partnership

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>PS1 - Partnership Audit</b>	Appointment of consultant to undertake Partnership Audit.  Outcome - Appointment made-complete.	1 Project - Completed successfully	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. 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.				Nov 06
<b>PS2 - Completion of Audit Fieldwork</b>	Completion of audit fieldwork.  Outcome - Sign off by Corporate Management Team (CMT).	1 Project - Completed successfully	Mike Terry has completed audit, 130 partnerships were identified. Presented to Scrutiny Committee on 22nd November 2006.				Nov 06
<b>PS3 - Present Draft Audit Framework to CMT</b>	Presentation of draft audit framework to CMT.  Outcome - Sign off by CMT.	1 Project - Completed successfully	Complete.				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.	1 Project - Completed successfully	Presented to Scrutiny Committee on 22nd November 2006.				Nov 06
<b>PS5 - Present Partnership Review to Scrutiny Committee</b>	Presentation of Partnership Review to Scrutiny Committee.  Outcome - Scrutiny review process completed.	1 Project - Completed successfully	See PS1				Nov 06

## Partnership Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	4 Project - Some problems	We have identified significant partnerships and we are in the process of placing partnerships into risk categories. This will enable us to determine the level of corporate governance review needed. High risk partnerships will require in depth review and low risk partnerships a light touch.		Jan 08	Dec 08	
<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>	0 Project - Not Started		Nov 08		Jun 09	
<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>	0 Project - Not Started		Nov 08		Jun 09	
<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>	0 Project - Not Started		Apr 09		Jun 09	

## Communications and Branding

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	Branding Exercise recommendation approved by Cabinet and Full Council June 2006.				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>	2 Project - Completed successfully	Completed in November 2007. Additional Information: The Communications Strategy and the Corporate Identity Manual were approved by CMT in May 08 and both are being implemented across the Council. This is the end of the planning for improvement in Communications and Branding and represents the start of the main implementation period.				Nov 07
<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>	3 Project - On Track	All signs completed 13th April 2008, other than Splash where a third party is involved.			Oct 08	
<b>CB4 - Commence Review of Outlook</b>	Commence review of Outlook.	1 Project - Completed successfully	Completed in May 2007. Additional Information: In May 2008 we carried out a reader satisfaction survey of the new look Outlook. Three quarters of responders said it was good or very good and 66% said it had improved since relaunch.				May 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>	1 Project - Completed successfully	Draft protocol tabled at Communication and Branding Group on 20th February '07. The revised document was presented to the May meeting of the Communication and Branding Group and was approved by the CMT on 27 July '07				Jul 07

## Communications and Branding Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End 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>	1 Project - Completed successfully	Original signage acheme completed in April 2007. Some subsidiary signs also added. Additional Information: As part of impact assessment work, more work now needed with consultation with Branding Group and Communications to consider other options.				Apr-07
<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>	2 Project - Completed successfully	Project completed See CB5				Mar 08
<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>	3 Project - Completed successfully	Complete				Apr 07
<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>	4 Project - Some problems	Project is underway.		Nov 06	Dec 08	
<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>	2 Project - Completed successfully	See CB2.				Nov 07

## Communications and Branding Continued

Full Name	Description	Status	Progress	Predicted Start Date	Actual Start Date	Predicted End Date	Actual End Date
<b>CB11 - Recruit Communications Manager</b>	Recruitment of Communications Manager.	1 Project - Completed successfully	Peter Battrick recruited.				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.	1 Project - Completed successfully	Complete				Apr 07
<b>CB13 - Design, Commission and Install Signage</b>	Design, commission and have installed signage identified above.  Outcome - Signage installed.	2 Project - Completed successfully	For Car Park signage see CB6. For keynote building signage see CB3. For Seafront, Amenity Facilities and Industrial Estate Signage see CB8.				Apr 07
<b>CB14 - Media Training Programme</b>	Roll out media training programme for members and staff.  Outcome - More effective media outcomes.	3 Project - On Track	Training delivered for a number of new members and some staff in June 2007. Further training is planned for September 2008.		Jan 07		Ongoing
<b>CB15 - Customer Service Evaluation Programme</b>	Develop programme of customer service evaluation.  Outcome - Programme of customer awareness surveys to inform decision making.	4 Project - Some problems	There have been delays in starting this activity. However, work has been undertaken through the Citizens' Panel to set a benchmark for future reference and will be the basis for ongoing evaluation of customer service improvements.		Apr 07	Mar 09	