

Appendix 1 Change Management Project Plan

Deliverables of the Change Management Project (Short Term)

Clear Sense of Direction
Improved Communication
Culture Change
Investment in our People
Investment in IT
Drive down net costs and/or improved services

CLEAR SENSE OF DIRECTION					
Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Understanding of the line of sight To provide a clear message to our residents, business and employees regarding the Vision of the Council and the Values held by the Council and its employees.	Vision and Values Statement	Mark Hall Chief Executive Mark Hall	August 2016	Chief Executive Mark Hall	Completed. V&V Workshop for Heads of Service held 17.08.16
Define success on the job By involving staff through a series of workshops enabling consultation and their contributions to inform the formulation of the Values of the Council.	Vision and Values workshops Pilot workshops Report to SMT Delivery of Workshops	Elaine Wood Change Management Project Team	April, May & June 2016	Chief Executive Mark Hall	Completed 96% of staff (166) have attended the V & V workshops
Understanding of the line of sight Facilitated discussions to gain staff views on a Vision statement and provide feedback to the Chief Executive Mark Hall.	Report to SMT			July 2016	11th July 2016 SMT meeting

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Feedback improves performance Provide information to Staff on the expected behaviours and competencies. Facilitate individuals' discussing and recording examples of the "Ways we do business and work together" in respect of the 7 Competencies. Present a set of Values and Vision statement to Members	Presentation to CMC			July 2016	In progress.
Open communication To identify the processes and procedures for Communication related to the Change management Project	Communication guidelines	Elaine Wood Change Management Project Team Present to SMT	June 2016 July 2016	Director of Services Anne Court	28.06.16; SMT 11.07.16 and now continuing as a standing item for staff briefings and managers' meetings.
Understanding of the line of sight Provide a formal statement of business goals, reasons they are attainable and plans for reaching them.	Produce a Business Plan	Martin Hone	June 2016	Chief Financial Officer	Rolled up as part of the 2017/18 budget plan
Define success on the job Provide Financial Information (2106/17) to Members, Managers and Teams.					Sent to CMC 09/16.
Define success on the job Conduct the measurement of performance against key performance indicators to provide metrics which will be used to inform strategic decision making.	Setting of Key Performance Indicators (KPI'S) for department and Teams Medium Term Financial Strategy (MTFS)	Martin Hone	July 2016	Chief Financial Officer	Completed. Each Manager has identified 3-4 KPI's for their service and monitoring will commence in September 2016.
Feedback improves performance	Monitoring KPI's	Martin Hone	September 2016	Chief Financial Officer	

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Define success on the job Appoint to a new position to lead the development of the Council's approach to business planning to achieve efficiencies and improvement. Drive through the work flow and processes to deliver the Councils vision and priorities. Devise and implement systems of reporting to ensures managers at all levels understand and act on performance information/data.	Recruitment of Communication and Business Performance Officer	Human Resources Team	July 2016	Interim Corporate Resources Manager Karen Pollard	Recruited July 2016
Define success on the job Creation of benchmarking of data and challenging KPI's to drive and measure improvements and inform strategic decision making.	Benchmarking & KPI's Balanced Scorecard CMC to agree KPIs	Martin Hone	July 2016	Financial Officer Change Management Committee	Completed. Each Manager has identified 3-4 KPI's for their service and monitoring will commence in September 2016.
Understanding of the line of sight Conduct a review of the Council's constitution, scheme of delegation, financial regulations and staff policies, etc. to reflect the new ways of working.	Revised policies to be presented to SMT and Members	Senior Managers and Service Managers	October 2016	Director of Services Anne Court	
Feedback improves performance Reviews to be received by SMT and taken to Members to allow rigour and challenge to take place.	Reviews to be received, considered and presented	Senior Managers Team	October 2016	The Leader Chief Executive Mark Hall	

IMPROVED COMMUNICATION

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Updated September 2016
Open Communication Appoint to a new position created to: Lead on the communication strategy of the Council, proactively marketing and promoting	Recruitment of Communication and Business Performance Officer	Human Resources Team	July 2016	Interim Corporate Resources Manager Karen Pollard	Recruited July 2016. Communication strategy being prepared for January 2017.

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Open communication Delivery of the Council's Communication strategy to improve overall effectiveness of its communications	New person in post to deliver the roles and responsibilities as identified in the job description	Human Resources Team	July 2016	Director of Services Anne Court	Recruited July 2016. Communication strategy being prepared for January 2017.
Open Communication To identify the processes and procedures for Communication within the Council.	Council Communication strategy	Communication and Business Performance Officer	August 2016	Director of Services Anne Court	Communication strategy being prepared for January 2017.
Relationship Building To provide opportunities for an open dialogue with Council Staff/Teams	Joint Staff Council – staff representative for each department	Communication and Business Performance Officer	July 2016	Chief Executive Mark Hall	Meetings held 29.06.16 and 12.09.16.
	CEO Briefings	Mark Hall Chief Executive	September 2016	Chief Executive Mark Hall	Two briefings for all staff held in September 2016.
	Lunch bag sessions: Meet with the Chief Executive Mark Hall	Mark Hall Chief Executive	September 2016		In progress.
Open Communication Managers to champion and communicate to their teams what the new approach /Projects will mean to them, consult and explain new ways of working.	Team Meetings and 121's	Service Managers	June onwards 2016	Director of Services Anne Court	Two way flow information from Managers Meetings - see minutes

CULTURE CHANGE

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Updated September 2016
Clear and visible leadership from Members to support the Change Management project	Schedule of Meetings for the CMC	Chair of the Change Management Committee	January 2016 ongoing	The Leader	CMC meeting schedule

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Relationship Building Stabilisation of the workforce by the reduction of agency workers and restructuring of teams to improve organisational design	Elaine Wood HR Project Manager R recruitment project		May 2016	Interim Corporate Resources Manager Karen Pollard	Project completed Handover to HR team in May. 15 posts recruited see recruitment project report Report to SMT 24 May 2016
Feedback improves performance, Undertake a survey to establish a baseline to measure the progress achieved from the C M project.	Change Management Survey –sample group: Service Managers	Elaine Wood CM Project Team	May 2016	Change Management Project Lead Martin Hone	Completed. Report to SMT – 25 July 2016
Feedback improves performance, Identify how performance data collected will be used to evaluate progress and inform the future direction of the project.	“Implementation Measures” Effective measures Impact Measures	Change Management Project Lead Martin Hone	July 2016	Chief Executive Mark Hall	Workshops held 20.07.16 and 21.07.16.
Culture Change	Ways we do business and work together competencies	Elaine Wood (EW) Change Management Project Team EW	May & June 2016	Director of Services Anne Court	Completed
Ensure regular communication with staff about the progress that is being made towards the new ways of working	Team meetings, 121's, emails	Service Managers	May onwards until the end of the project	Director of Services Anne Court	Two way flow of information from Managers Meetings, see minutes, Itrent and staff bulletins
Understanding of the line of sight To communicate the achievement of key milestones, visible signs of the new culture to Officers, Member's and residents with a view to encouraging culture change and the celebration of success	Council Newsletter Publications for Residents Media releases	Communication and Business Performance Officer	October 2016	Director of Services Anne Court	New style Newsletter introduced in September 2016.

INVESTMENT ON OUR PEOPLE

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Updated September 2016
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Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Supporting our Staff Delivery of a new induction programme to include an orientation of the Council and to meet senior managers to improve levels of comprehension and engagement	Plan and deliver four "Orientation sessions" per year	HR Team	July 2016	Interim Corporate Resources Manager Karen Pollard	Commenced September 2016.
Developmental Opportunities To provide our staff with the necessary skills and knowledge to perform their roles in an efficient and effective manner.	Learning and Development Training Programme 2016/17	Human Resources Team	September 2016	Interim Corporate Resources Manager Karen Pollard	Commenced September 2016.
	Skills audit of staff to establish any capability gaps. Report to SMT	Human Resources Team	September 2016	Human Resources Team	Reported to SMT September 2016.
Relationship building To create an enhanced sense of belonging and provide opportunities for staff to meet and get to know each other in a range of informal settings.	Calendar of Social Events	Secretary to the Mayor	September 2016	Director of Services Anne Court	JSC working with Secretary to the Mayor to formulate a calendar of social events – 29 th June 2016 JSC minutes
Developmental Opportunities: Supporting Managers To equip managers with the tools to lead the transformation of their service to be more cost-effective and better equipped to meet the demands of the twenty-first century. To help enhance and develop managers' change management skills	Management Training Change Management Toolkit	Elaine Wood (EW) Change Management Project Team EW	May, June & July 2016 May 2016	Change Management Project Lead Martin Hone (MH) MH	Two workshops have been delivered to Managers: 23rd May Session 1 :Change Management tool kit (11 Managers attended) 20th June session 2 Project groups and Project Pitch to SMT group 1 (10 Managers)
Developmental Opportunities Develop the capacity of Service Managers to identify areas where financial efficiencies can be made and provide them with the tools to implement them.	Business Efficiencies	EW	July & August 2016	HM MH	Workshops held 20.07.16 and 21.07.16.

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
To support the continuous management of performance, this involves making sure that the performance of employees contributes to the goals of their teams and the Council	Performance Management Training	EW	Oct-16	MH	
To provide managers with a personal profile to enable them to develop their interpersonal skills, improving team performance and creating a more positive cultural environment	Team work & Profiling	HR Team	October 2016	MH	
Support to new Managers to ensure they are orientated in their new job roles and provided with the management oversight they need to help them do their jobs effectively.	Mentoring & Coaching programme	EW	October 2016	Interim Corporate Resources Manager Karen Pollard	Will be dealt with on a case by case basis.
Developmental Opportunities Increase middle managements' capacity to use management techniques to drive better results. Improve ability to lead, motivate and inspire. Provide strategic leadership as well as day-to-day management. Benchmark skills.	ILM Level 5 Leadership and Management	HR Team	April 2017	Interim Corporate Resources Manager Karen Pollard	
Supporting our Members To provide Members with additional training to support the Change Process and be able to challenge and provide constructive feedback to inform the decision making process.	Member Training Workshop 1 Environmental scanning Workshop 2 Evidence based decision making	Project Lead Martin Hone working with the LGA	August 2016 August 2016	Change Management Project Lead Martin Hone	LGA training timetable agreed and commenced September 2016.

INVESTMENT IN IT

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Updated September 2016
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Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Resourcing Investment and improvements to the IT infra structure to support new ways of working and deliver efficient services	Project planning and design	Service Managers	October 2016	Change Management Project Lead Martin Hone (MH)	Being worked up into "invest to save" bids as part of the 2017/18 budget strategy.
	Delivery of projects	Service Managers	Ongoing	MH	
	Capital Expenditure	Senior Management	To be determined	Chief Executive Mark Hall	

DRIVE DOWN NEW COSTS AND/OR IMPROVE SERVICES

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Updated September 2016
Define success on the job To provide efficiencies in the provision of our services and ways of working and or creation of alternative income streams to help bridge the funding gap over the 3 years	Best Practice Visits	Service Manager	June-August 2016	Change Management Project Lead Martin Hone	Will be part of 2017/18 budget exercise (see report to PFD 20.09.16)
	Projects planning and design	Service Manager	October 2016	Change Management Project Lead Martin Hone	
	Delivery of projects	Service Manager	Ongoing	Change Management Project Lead Martin Hone	
Ensure the best use of our Assets	Asset Management	Service Managers October 2016		Change Management Project Lead Martin Hone	

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update September 2016 MH
Version Number	Revision date	Previous revision date	Summary of Changes	Changes marked	
1 Draft	22.05.16				
2	29.06.16	22.05.16	June actions updated EW MH	See updates column	
3	15.09.16	29.06.16	June actions updated MH	See updates column	

Key Project Effect Measurements:

Define success on the job

Clear understanding of the line of sight between the Managers' job role and their contribution to achieving the Vision (purpose and objectives of the Council).

Clarification to determine what "resources" means to them. Managers and Teams to be made accountable for ensuring they communicate their resource needs.

Recognition rich environment. Increase awareness of the importance of frequent positive feedback and recognition.

Relationship building, creating a sense of belonging and a safe place to challenge, to share information and support each other.

Developmental opportunities

Feedback improves performance. Regular feedback on progress against clearly defined competencies, goals (KPI's) and objectives

Open Communication

Change Management Project Plan

Deliverables of the Change Management Project (Short Term)

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CLEAR SENSE OF DIRECTION

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Understanding of the line of sight To provide a clear message to our residents, business and employees regarding the Vision of the Council and the Values held by the Council and its employees.	Vision and Values Statement	Mark Hall Chief Executive Mark Hall	August 2016	Chief Executive Mark Hall	Meeting with Chief Executive Mark Hall, AC, EW, M. Hone to discuss outcomes from Vision and Values workshop
Define success on the job By involving staff through a series of workshops enabling consultation and their contributions to inform the formulation of the Values of the Council.	Vision and Values workshops Pilot workshops Report to SMT Delivery of Workshops	Elaine Wood Change Management Project Team	April, May & June 2016	Chief Executive Mark Hall	Completed 96% of staff (166) have attended the V & V workshops
Understanding of the line of sight Facilitated discussions to gain staff views on a Vision statement and provide feedback to the Chief Executive Mark Hall.	Report to SMT			July 2016	11th July 2016 SMT meeting

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Feedback improves performance Provide information to Staff on the expected behaviours and competencies. Facilitate individuals' discussing and recording examples of the "Ways we do business and work together" in respect of the 7 Competencies. Present a set of Values and Vision statement to Members	Presentation to CMC			July 2016	
Open communication To identify the processes and procedures for Communication related to the Change management Project	Communication guidelines	Elaine Wood Change Management Project Team Present to SMT	June 2016 July 2016	Director of Services Anne Court	28th June 2016 SMT 11th July 2016
Understanding of the line of sight Provide a formal statement of business goals, reasons they are attainable and plans for reaching them.	Produce a Business Plan	Martin Hone	June 2016	Chief Financial Officer	Rolled up as part of the 2017/18 budget plan
Define success on the job Provide Financial Information (2106/17) to Members, Managers and Teams.					
Define success on the job Conduct the measurement of performance against key performance indicators to provide metrics which will be used to inform strategic decision making.	Setting of Key Performance Indicators (KPI'S) for department and Teams Medium Term Financial Strategy (MTFS)	Martin Hone	July 2016	Chief Financial Officer	
Feedback improves performance	Monitoring KPI's	Martin Hone	September	Chief Financial Officer	

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Define success on the job Appoint to a new position to lead the development of the Council's approach to business planning to achieve efficiencies and improvement. Drive through the work flow and processes to deliver the Councils vision and priorities. Devise and implement systems of reporting to ensures managers at all levels understand and act on performance information/data.	Recruitment of Communication and Business Performance Officer	Human Resources Team	July 2016	Interim Corporate Resources Manager Karen Pollard	Recruitment in progress
Define success on the job Creation of benchmarking of data and challenging KPI's to drive and measure improvements and inform strategic decision making.	Benchmarking & KPI's Balanced Scorecard CMC to agree KPIs	Martin Hone	July 2016	Financial Officer Change Management Committee	
Understanding of the line of sight Conduct a review of the Council's constitution, scheme of delegation, financial regulations and staff policies, etc. to reflect the new ways of working.	Revised policies to be presented to SMT and Members	Senior Managers and Service Managers	October 2016	Director of Services Anne Court	
Feedback improves performance Reviews to be received by SMT and taken to Members to allow rigour and challenge to take place.	Reviews to be received, considered and presented	Senior Managers Team	October 2016	The Leader Chief Executive Mark Hall	

IMPROVED COMMUNICATION

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Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
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Open Communication To identify the processes and procedures for Communication within the Council.	Council Communication strategy	Communication and Business Performance Officer	August 2016	Director of Services Anne Court	
Relationship Building To provide opportunities for an open dialogue with Council Staff/Teams	Joint Staff Council – staff representative for each department	Communication and Business Performance Officer	July 2016	Chief Executive Mark Hall	Meeting held 29th June 2016
	CEO Briefings	Mark Hall Chief Executive	September 2016	Chief Executive Mark Hall	
	Lunch bag sessions: Meet with the Chief Executive Mark Hall	Mark Hall Chief Executive	September 2016		
Open Communication Managers to champion and communicate to their teams what the new approach /Projects will mean to them, consult and explain new ways of working.	Team Meetings and 121's	Service Managers	June onwards 2016	Director of Services Anne Court	Two way flow information from Managers Meetings - see minutes

CULTURE CHANGE

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Clear and visible leadership from Members to support the Change Management project	Schedule of Meetings for the CMC	Chair of the Change Management Committee	January 2016 ongoing	The Leader	CMC meeting schedule

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Relationship Building Stabilisation of the workforce by the reduction of agency workers and restructuring of teams to improve organisational design	Elaine Wood HR Project Manager R recruitment project		May 2016	Interim Corporate Resources Manager Karen Pollard	Project completed Handover to HR team in May. 15 posts recruited see recruitment project report Report to SMT 24 May 2016
Feedback improves performance, Undertake a survey to establish a baseline to measure the progress achieved from the C M project.	Change Management Survey –sample group: Service Managers	Elaine Wood CM Project Team	May 2016	Change Management Project Lead Martin Hone	Completed. Report to SMT – 25 July 2016
Feedback improves performance, Identify how performance data collected will be used to evaluate progress and inform the future direction of the project.	“Implementation Measures” Effective measures Impact Measures	Change Management Project Lead Martin Hone	July 2016	Chief Executive Mark Hall	Workshops planned 20th and 21st July
Culture Change	Ways we do business and work together competencies	Elaine Wood (EW) Change Management Project Team EW	May & June 2016	Director of Services Anne Court	Completed
Ensure regular communication with staff about the progress that is being made towards the new ways of working	Team meetings, 121'2, emails	Service Managers	May onwards until the end of the project	Director of Services Anne Court	Two way flow of information from Managers Meetings, see minutes, Itrent and staff bulletins
Feedback improves performance To increase levels of “affective engagement – feeling positively about doing a good job.”	Ways we do business and work together competencies Vision & Values Workshops Report to SMT Presentation to Change Management Committee	Elaine Wood (EW) Change Management Project Team EW EW EW EW	May and June 2016 June 2015 July 2016	Director of Services Anne Court	Completed 96% of staff (166) have attended the V & V workshops 11th July report to SMT 85% found the workshop informative

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
To clearly communicate our standards related to the ways we do business and work together by adopting a framework of 7 competencies.	Launch of new standards	HR Team	September 2016		
Open communication Ensure regular communication with staff about the progress that is being made towards the new ways of working.	Team meetings, 121's emails	Service Managers	May onwards until the end of the project	Director of Services Anne Court	Two way flow of information from Managers Meetings – see minutes, Itrent and staff bulletins
Understanding of the line of sight To communicate the achievement of key milestones, visible signs of the new culture to Officers, Member's and residents with a view to encouraging culture change and the celebration of success	Council Newsletter Publications for Residents Media releases	Communication and Business Performance Officer	October 2016	Director of Services Anne Court	

INVESTMENT ON OUR PEOPLE

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Supporting our Staff Delivery of a new induction programme to include an orientation of the Council and to meet senior managers to improve levels of comprehension and engagement	Plan and deliver four "Orientation sessions" per year	HR Team	July 2016	Interim Corporate Resources Manager Karen Pollard	Planning ongoing
Developmental Opportunities To provide our staff with the necessary skills and knowledge to perform their roles in an efficient and effective manner.	Learning and Development Training Programme 2016/17 Skills audit of staff to establish any capability gaps. Report to SMT	Human Resources Team Human Resources Team	September 2016 September 2016	Interim Corporate Resources Manager Karen Pollard Human Resources Team	

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Relationship building To create an enhanced sense of belonging and provide opportunities for staff to meet and get to know each other in a range of informal settings.	Calendar of Social Events	Secretary to the Mayor	September 2016	Director of Services Anne Court	JSC working with Secretary to the Mayor to formulate a calendar of social events – 29 th June 2016 JSC minutes
Developmental Opportunities: Supporting Managers To equip managers with the tools to lead the transformation of their service to be more cost-effective and better equipped to meet the demands of the twenty-first century. To help enhance and develop managers' change management skills	Management Training Change Management Toolkit	Elaine Wood (EW) Change Management Project Team EW	May, June & July 2016 May 2016	Change Management Project Lead Martin Hone (MH) MH	Two workshops have been delivered to Managers: 23rd May Session 1 :Change Management tool kit (11 Managers attended) 20th June session 2 Project groups and Project Pitch to SMT group 1 (10 Managers)
Developmental Opportunities Develop the capacity of Service Managers to identify areas where financial efficiencies can be made and provide them with the tools to implement them. To support the continuous management of performance, this involves making sure that the performance of employees contributes to the goals of their teams and the Council To provide managers with a personal profile to enable them to develop their interpersonal skills, improving team performance and creating a more positive cultural environment	Business Efficiencies	EW	July & August 2016	HM MH	Workshop planned 20 & 21 July
	Performance Management Training	EW	Oct-16	MH	
	Team work & Profiling	HR Team	October 2016	MH	
Relationship building Support to new Managers to ensure they are orientated in their new job roles and provided with the management oversight they need to help them do their jobs effectively.	Mentoring & Coaching programme	EW	October 2016	Interim Corporate Resources Manager Karen Pollard	

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Supporting our Members To provide Members with additional training to support the Change Process and be able to challenge and provide constructive feedback to inform the decision making process.	Member Training Workshop 1 Environmental scanning Workshop 2 Evidence based decision making	Project Lead Martin Hone working with the LGA	August 2016 August 2016	Change Management Project Lead Martin Hone	MH, AC and MHo meeting with LGA to discuss Member training: 16 June 2016. Email correspondence to organise dates for July/August delivery Timeline moved to September by LGA

INVESTMENT IN IT

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
Resourcing Investment and improvements to the IT infra structure to support new ways of working and deliver efficient services	Project planning and design Delivery of projects Capital Expenditure	Service Managers Service Managers Senior Management	October 2016 Ongoing To be determined	Change Management Project Lead Martin Hone (MH) MH Chief Executive Mark Hall	

DRIVE DOWN NEW COSTS AND/OR IMPROVE SERVICES

Objectives	Actions	Responsible	Time Line to achieve by	Accountable	Update June 2016 EW
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	Projects planning and design	Service Manager	October 2016	Change Management Project Lead Martin Hone	
	Delivery of projects	Service Manager	Ongoing	Change Management Project Lead Martin Hone	
Ensure the best use of our Assets	Asset Management	Service Managers October 2016		Change Management Project Lead Martin Hone	

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2	29 th June 2016	22 nd May 2016	June actions updated EW MH	See updates column	

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Clarification to determine what "resources" means to them. Managers and Teams to be made accountable for ensuring they communicate their resource needs.

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Relationship building, creating a sense of belonging and a safe place to challenge, to share information and support each other.

Developmental opportunities

Feedback improves performance. Regular feedback on progress against clearly defined competencies, goals (KPI's) and objectives

Open Communication