

## SKDC Change Management Action Plan 2004/05

## APPENDIX A

Task Name	Duration	Start	Finish	Resource Names	S
<b>Priorities - Prepare, communicate and market new priorities and arrangements</b>	<b>289 days</b>	<b>Tue 18/05/04</b>	<b>Fri 24/06/05</b>	<b>DK</b>	
Prepare explanatory leaflet	17 days	Tue 01/06/04	Wed 23/06/04		
Depiction of priorities	1 day	Tue 06/07/04	Tue 06/07/04		
Feedback to consultees - article in Districtline	154 days	Tue 18/05/04	Fri 17/12/04		
Inform staff	17 days	Tue 18/05/04	Wed 09/06/04		
<i>Agree action plans for Access</i>	154 days	Tue 01/06/04	Fri 31/12/04	IY	
<i>Agree action plans for Grantham as an SRC</i>	125 days	Mon 12/07/04	Fri 31/12/04	JP	
<i>Agree action plans for Recycling</i>	93 days	Mon 09/08/04	Fri 31/12/04	DK	
<i>Agree action plans for Street Scene</i>	154 days	Tue 01/06/04	Fri 31/12/04	DK	
<i>Agree action plans for Crime &amp; Disorder</i>	250 days	Mon 12/07/04	Fri 24/06/05	JP	
<b>Completing the Prioritisation Process</b>	<b>110 days</b>	<b>Fri 28/05/04</b>	<b>Thu 28/10/04</b>	<b>DK</b>	
Consideration of financial and service targets, service categorisation & speed of implementation	6 days	Fri 28/05/04	Fri 04/06/04		
Consideration at Cabinet briefing	12 days	Fri 04/06/04	Mon 21/06/04		
Consideration at Full Cabinet	16 days	Mon 21/06/04	Mon 12/07/04		
Consultation through LAA	21 days	Tue 17/08/04	Tue 14/09/04		
Consultation with DSPs	18 days	Tue 07/09/04	Thu 30/09/04		
Review of representations by Cabinet	8 days	Thu 30/09/04	Mon 11/10/04		
<i>Resolution by Council</i>	14 days	Mon 11/10/04	Thu 28/10/04		
<b>Community Plan - improve the focus and prioritisation of the document</b>	<b>167 days</b>	<b>Wed 08/09/04</b>	<b>Thu 28/04/05</b>	<b>JP</b>	
Paper to LSP to initiate review of structure and performance	40 days	Wed 08/09/04	Tue 02/11/04		
Review Community Plan in the light of established LSP priorities	123 days	Wed 08/09/04	Fri 25/02/05		
LSP to approve the Community Plan	114 days	Mon 11/10/04	Thu 17/03/05		
Consultation with Local Assemblies	20 days	Mon 03/01/05	Fri 28/01/05		
<i>New Community Strategy adopted by Council</i>	31 days	Thu 17/03/05	Thu 28/04/05		
<b>Risk Management - Approve strategy</b>	<b>238 days</b>	<b>Wed 17/03/04</b>	<b>Fri 11/02/05</b>	<b>JB</b>	
Completion of risk register	66 days	Wed 17/03/04	Wed 16/06/04		
CMT approval	6 days	Wed 02/06/04	Wed 09/06/04		
Cabinet approval	8 days	Thu 01/07/04	Mon 12/07/04		
<i>Council approval</i>	5 days	Fri 27/08/04	Thu 02/09/04		
Risk analysis of not achieving savings target	53 days	Wed 01/12/04	Fri 11/02/05		
Risk analysis of not achieving new priorities	43 days	Wed 01/12/04	Fri 28/01/05		
<b>Procurement - Approval of strategy</b>	<b>258 days</b>	<b>Mon 10/05/04</b>	<b>Wed 04/05/05</b>	<b>JB</b>	
Prepare position statement	73 days	Mon 10/05/04	Wed 18/08/04		
IDeA Health check	129 days	Wed 04/08/04	Mon 31/01/05		
CMT approval of position statement	6 days	Wed 18/08/04	Wed 25/08/04		

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Cabinet approval of position statement	9 days	Wed 25/08/04	Mon 06/09/04		
<i>Approval of strategy on formal market testing</i>	4 days	Wed 01/12/04	Mon 06/12/04		
CMT approval of strategy	51 days	Wed 01/12/04	Wed 09/02/05		
<i>Council approval</i>	6 days	Thu 17/02/05	Thu 24/02/05		
Develop procurement training & expertise	83 days	Mon 10/01/05	Wed 04/05/05		
<b>Workload Analysis - To review when priorities agreed</b>	<b>235 days</b>	<b>Mon 09/02/04</b>	<b>Fri 31/12/04</b>	<b>DK</b>	
Review by each Director	229 days	Mon 09/02/04	Fri 24/12/04		
Report to CMT	1 day	Fri 31/12/04	Fri 31/12/04		
<b>Financial Services - Review capacity to meet Council requirements &amp; accounts approval</b>	<b>161 days</b>	<b>Wed 16/06/04</b>	<b>Wed 26/01/05</b>	<b>JB</b>	
Report on Corporate Financial Structure to CMT	61 days	Wed 03/11/04	Wed 26/01/05		
Report on Operational Financial Services Structure to CMT and Unison	96 days	Wed 16/06/04	Wed 27/10/04		
Consult Auditors and LFOs	161 days	Wed 16/06/04	Wed 26/01/05		
<b>Financial Reserves - Review appropriate level following 03/04 out-turn</b>	<b>171 days</b>	<b>Thu 01/07/04</b>	<b>Thu 24/02/05</b>	<b>JB</b>	
Prepare report to C and A as part of MTFS	50 days	Thu 01/07/04	Wed 08/09/04		
Include in Budget Policy Framework	119 days	Mon 13/09/04	Thu 24/02/05		
<b>Resource Allocation - Prepare medium term financial budgets reflecting agreed priorities</b>	<b>110 days</b>	<b>Fri 28/05/04</b>	<b>Thu 28/10/04</b>	<b>JB</b>	
Incorporate all plans, impact assessments, disinvestments, timescales, limits on resources	86 days	Fri 28/05/04	Fri 24/09/04		
Liaison with DSP	51 days	Thu 22/07/04	Thu 30/09/04		
Report to Cabinet	16 days	Mon 20/09/04	Mon 11/10/04		
<i>Approve MTFS by Council</i>	12 days	Wed 13/10/04	Thu 28/10/04		
<b>VFM - Assess for all services and report this and financial management to Councillors</b>	<b>151 days</b>	<b>Mon 12/07/04</b>	<b>Mon 07/02/05</b>	<b>JB</b>	
Build robust model in consultation with C & R DSP	59 days	Mon 12/07/04	Thu 30/09/04		
Report to CMT on implementation	10 days	Thu 28/10/04	Wed 10/11/04		
Implementation	53 days	Wed 10/11/04	Fri 21/01/05		
<i>Report to Cabinet</i>	7 days	Fri 28/01/05	Mon 07/02/05		
<b>Member Development - Identify key competencies required for Members</b>	<b>173 days</b>	<b>Wed 26/05/04</b>	<b>Fri 21/01/05</b>	<b>CS</b>	
Competence matrix for executive members	61 days	Wed 26/05/04	Wed 18/08/04		
Consult members on competencies for non exec members	16 days	Thu 01/07/04	Thu 22/07/04		
<i>Report to Cabinet</i>	8 days	Thu 15/07/04	Mon 26/07/04		
360d appraisal for executive members	114 days	Tue 27/07/04	Fri 31/12/04		
Personal Development Plans for executive members	20 days	Mon 27/12/04	Fri 21/01/05		
<b>High Performance Culture</b>	<b>193 days</b>	<b>Wed 07/04/04</b>	<b>Fri 31/12/04</b>	<b>CS</b>	
Develop understanding of Leadership styles with Senior Managers and Cabinet	56 days	Wed 21/04/04	Wed 07/07/04		
Analysis of self assessed styles	11 days	Wed 07/04/04	Wed 21/04/04		
Feedback and consultation on preferred styles	1 day	Wed 07/07/04	Wed 07/07/04		

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Devise protocols and guidance on preferred managerial style of SKDC	62 days	Wed 07/07/04	Thu 30/09/04		
Develop appropriate training programmes	48 days	Wed 27/10/04	Fri 31/12/04		
<b>Limited Corporate Capacity below CMT - Assessment of gap on core competencies for Senior Managers</b>	<b>273 days</b>	<b>Wed 14/04/04</b>	<b>Fri 29/04/05</b>	<b>CS</b>	
Tailor LRDL 360 degree model	96 days	Wed 14/04/04	Wed 25/08/04		
360 degree appraisal of all Senior Managers	66 days	Fri 27/08/04	Fri 26/11/04		
Feedback & action plans	90 days	Mon 30/08/04	Fri 31/12/04		
Provide support and development	150 days	Mon 04/10/04	Fri 29/04/05		
<b>Performance Management Culture</b>	<b>293 days</b>	<b>Wed 14/01/04</b>	<b>Fri 25/02/05</b>	<b>DK</b>	
Update and fully implement the Performance Management Framework	121 days	Wed 14/01/04	Wed 30/06/04		
Prepare service plans	6 days	Wed 21/07/04	Wed 28/07/04		
<i>Cabinet approval of service plans</i>	10 days	Tue 27/07/04	Mon 09/08/04		
Introduction of Fuji Film focus boards	178 days	Wed 23/06/04	Fri 25/02/05		
Clarify role of DSPs	26 days	Mon 04/10/04	Mon 08/11/04		
<b>Service Standards - Set corporate service standards</b>	<b>197 days</b>	<b>Wed 10/03/04</b>	<b>Thu 09/12/04</b>	<b>IY</b>	
Assessment of best practice standards	76 days	Wed 10/03/04	Wed 23/06/04		
CMT approval	6 days	Wed 04/08/04	Wed 11/08/04		
Consultation	34 days	Mon 16/08/04	Thu 30/09/04		
Cabinet approval	28 days	Thu 30/09/04	Mon 08/11/04		
<i>Council approval of service standards</i>	15 days	Fri 19/11/04	Thu 09/12/04		
<b>Planning Performance - Determine structure and systems required to meet BVPP targets</b>	<b>239 days</b>	<b>Mon 03/05/04</b>	<b>Thu 31/03/05</b>	<b>SM</b>	
Interim - targeted work to improve performance (May-Sept)	109 days	Mon 03/05/04	Thu 30/09/04		
Implement action plan for improvement	196 days	Tue 01/06/04	Thu 31/03/05		
<b>BFI - Prepare action plan for meeting BFI standards</b>	<b>185 days</b>	<b>Mon 07/06/04</b>	<b>Fri 18/02/05</b>	<b>JB</b>	
Implement plan and monitor against	185 days	Mon 07/06/04	Fri 18/02/05		
<b>E-Government - Prepare and implement action plan to meet Dec 05 target</b>	<b>475 days</b>	<b>Mon 08/03/04</b>	<b>Fri 30/12/05</b>	<b>IY</b>	
<i>Evaluate preferred delivery strategies i.e. Welland vs. alternatives and gain approval from Cabinet</i>	131 days	Mon 08/03/04	Mon 06/09/04		
<i>Prepare and approve ICT strategy</i>	175 days	Mon 28/06/04	Mon 28/02/05		
Implementation to reach IEG targets	392 days	Thu 01/07/04	Fri 30/12/05		
<b>Diversity &amp; Equalities - Attaining Level 2</b>	<b>475 days</b>	<b>Mon 08/03/04</b>	<b>Fri 30/12/05</b>	<b>CS</b>	
Agreed action plan approved by DSP	119 days	Mon 05/04/04	Thu 16/09/04		
Preparation & capacity building with Equalities PMG	139 days	Mon 08/03/04	Thu 16/09/04		
<i>Generic Equality scheme review by Council</i>	147 days	Wed 04/08/04	Thu 24/02/05		
Implement & monitor through Equalities PMG	335 days	Mon 20/09/04	Fri 30/12/05		
<b>Review HR responsibilities of managers</b>	<b>292 days</b>	<b>Wed 18/02/04</b>	<b>Thu 31/03/05</b>	<b>CS</b>	
Transfer responsibilities within recruitment and discipline processes	74 days	Wed 18/02/04	Mon 31/05/04		

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Task Name	Duration	Start	Finish	Resource Names	S
Set date for transfer of salary budget & people management issues	16 days	Wed 25/08/04	Wed 15/09/04		
Action plan leading to appropriate management development	139 days	Mon 20/09/04	Thu 31/03/05		
<b>Staff motivation</b>	<b>375 days</b>	<b>Mon 24/11/03</b>	<b>Fri 29/04/05</b>	<b>CS</b>	
Action results of first staff survey	131 days	Wed 07/01/04	Wed 07/07/04		
Prepare second annual staff survey	85 days	Mon 20/09/04	Fri 14/01/05		
Action results from second staff survey	76 days	Mon 10/01/05	Mon 25/04/05		
Complete the implementation of job evaluation for core staff	142 days	Mon 24/11/03	Tue 08/06/04		
Implement JE for top senior managers	61 days	Tue 08/06/04	Tue 31/08/04		
Implement JE for Cleansing employees	149 days	Tue 08/06/04	Fri 31/12/04		
Implement JE for Craft staff	234 days	Tue 08/06/04	Fri 29/04/05		
<b>HR Strategy</b>	<b>178 days</b>	<b>Mon 10/05/04</b>	<b>Wed 12/01/05</b>	<b>CS</b>	
Prepare draft strategy (including Workforce Development Plan)	85 days	Mon 10/05/04	Fri 03/09/04		
CMT approval of draft Strategy	16 days	Wed 08/09/04	Wed 29/09/04		
Cabinet approval of Strategy	6 days	Mon 04/10/04	Mon 11/10/04		
<i>Council approval of the strategy</i>	14 days	Mon 11/10/04	Thu 28/10/04		
Research best practice for staff incentivisation scheme	40 days	Mon 05/07/04	Fri 27/08/04		
Prepare scheme - agree at CMT	73 days	Mon 04/10/04	Wed 12/01/05		
<b>Stock Option Appraisal</b>	<b>321 days</b>	<b>Fri 07/05/04</b>	<b>Fri 29/07/05</b>	<b>SM</b>	
Agree terms of reference, communication and consultation strategy	126 days	Fri 07/05/04	Fri 29/10/04		
Carry out consultation exercise	105 days	Mon 01/11/04	Fri 25/03/05		
Consider all options against SOA criteria	48 days	Fri 17/12/04	Tue 22/02/05		
CMT approval of options	11 days	Wed 23/02/05	Wed 09/03/05		
Seek agreement to identified option via DSPs	6 days	Thu 17/03/05	Thu 24/03/05		
Cabinet approval of option	31 days	Mon 28/03/05	Mon 09/05/05		
<i>Council approval of stock option appraisal</i>	13 days	Tue 10/05/05	Thu 26/05/05		
Seek GOEM acceptance of SOA	45 days	Mon 30/05/05	Fri 29/07/05		
<b>Peer Review - One year on from CPA</b>	<b>67 days</b>	<b>Wed 08/09/04</b>	<b>Thu 09/12/04</b>		
Prepare revised self assessment and scoring	16 days	Wed 08/09/04	Wed 29/09/04		
Seek CMT and Leader approval of revised assessment	5 days	Mon 04/10/04	Fri 08/10/04		
Peer review exercise by SOLACE	3 days	Tue 19/10/04	Thu 21/10/04		
Report initial findings to Cabinet	6 days	Mon 08/11/04	Mon 15/11/04		
Input of CMAP Monitoring Group	1 day	Mon 29/11/04	Mon 29/11/04		
Report to Annual Stakeholders Conference	11 days	Thu 25/11/04	Thu 09/12/04		