

# Appendix 1 - Action Plan

V2.5 February 2010

Page no.	Recommendation	Priority 1 = Low 2 = Med 3 = High	Responsibility	Agreed	Comments	Timescale	Financial Implications	Sub Activity	Progress on Sub-Activity	Responsibility	Timescale		
<Recommendation Title>													
11	R1	When exploring innovative arrangements or potential rollout of initiatives, the Council should set target dates for decision and review progress on a periodic basis.	1	Capital Strategy Group	Agreed	Capital Strategy Terms of reference and performance management arrangements reviewed to incorporate monitoring and review of impacts of initiatives	Feb-10	£0.00	R1 (i)	Capital Strategy Group to review terms of reference.	COMPLETE. Terms of reference considered by the Capital Strategy Group and revised	HoLP	Feb-10
									R1 (ii)	Capital Strategy Group to agree corporate projects for performance management purposes	COMPLETE. Capital Strategy Group to performance manage Smarter Working Project and to act as Project Board. Ensure that ICT enabling projects line up to Smarter Working initiatives and realisation of corporate benefits	HoLP/HICT/HoPPO	Feb-10
11	R2	The Head of Land and Property should ensure that all outcomes in the service plan are SMART and cover a	1	Head of Land and Property	Agreed	2009/10 Service Plan outcomes to be addressed	May-09	£0.00	R2 (i)	Service Plan revised	COMPLETE	HoLP	May-09
11	R3	The Council should ensure that a more specific asset strategy is developed, based on :	3	Capital Strategy Group	Agreed	Requirements to be assessed and options considered via asset management workshop and taken forward as part of Smarter Working Project	Sep-09	£0.00	R3 (i)	Asset management workshop	COMPLETE		25/06/09
	(a)	an overall assessment of accommodation requirements arising from key service requirements and aspirations over 5-10 years.							R3 (ii)	Agree a policy for strategic acquisitions and asset disposal strategy	Land acquisitions policy agreed by EMT Oct 09, to Cabinet December 09 Strategy for Surplus Assets agreed by EMT, to Cabinet December 09. High level strategy for accommodation to EMT March 10 and consult with partners Programme of projects to be determined once strategy agreed. On-going alignment with Way of Working to take place	HoLP	Dec-09
	(b)	an overall delivery strategy, developed in conjunction with partners							R3 (iii)	Confirm accommodation requirements and strategy going forward		HoLP/EMT	31/03/10

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	(c) regeneration and economic development needs across the City.							R3 (iv) Consult with partners regarding strategy.		Head of Land and Property	May-10
								R3 (v) Agree programme of projects		Capital Strategy Group to performance manage Smarter	Sep-10
44	R4 <b>DUPLICATE ACTION - DELETE &amp; CORRECT REFERENCING (SUBSET OF R3).</b>  The Council should undertake a strategic review of land acquisition requirements and opportunities	3	Capital Strategy Group	Agreed	Acquisition Strategy to be developed and agreed	Oct-09	£0.00	R4 (i) Agree a strategic acquisitions strategy for regeneration in consultation with partners.		City Treasurer / Head of Strategic Economic Development / Head of Planning and Environment / Head of Land and Property	Oct-09 Cabinet
11	R5 Asset, ICT and workforce planning should be better integrated at a strategic level.	2	Capital Strategy Group	Agreed	Strategic approach to be integrated into Smarter Working Project and rolled out on project basis thereafter	Jun-09	£0.00	R5(i) Smarter Working Project brief to integrate asset, ICT, and workforce planning.	In Progress. High level property strategy to be integrated with ICT Blueprint and Enabling Projects and aligned with Way of Working	HoLP/HoPPO/HICT	Dec 09
11	R6 The Council should explore with the voluntary and community sector whether there may be opportunities for transfer of community assets which could be beneficial to the community.	1	Capital Strategy Group and Community Asset Group	Agreed	Options to be considered as an output from the review of the use of community assets	Mar-10	£0.00	R6 (i) Conclude review of Council owned community assets. R6 (ii) Identify non Council owned community assets Director of City Services and HOLP R6 (iii) Prepare policy, including policy for transfer, and draft strategy for community assets and consult with CVS R6 (iv) Seek Cabinet approval to policy and strategy	COMPLETE. Non Council assets identified by Nov 09  Draft Policy agreed by Capital Strategy Group Feb 10	Director of City Services / HoLP HoLP Director of City Services /HoLP	Oct-09 Jul-09 Nov-09
16	R7 The Council should improve its coverage of diverse users' satisfaction with assets.	2	Head of Land and Property and Head of Performance Improvement	Agreed	Develop engagement framework for capturing diverse user views of council buildings	Feb-10	£0.00	R7 (i) Meeting with Consultation manager to discuss framework	Consulation manager has shared examples of previous consultations for consideration and development. Further meeting to be held to agree a	HoLP/Asst CX	Feb-10
16	R8 The Council should ensure that a comprehensive and robust review of all assets is undertaken. This should be based on up to date data.	3	Capital Strategy Group and Head of Land and Property	Agreed	Requirements to be assessed and options considered via asset management workshop and taken forward as part of Smarter Working Project and Way of Working  Programme for review of non operational property to be completed	Sep-09  Mar-10	£0.00	R8 (i) See R3 actions  R8 (ii) Programme for review of non operational assets in place R8 (iii) Capital Strategy Group to monitor progress with reviews	SEE R3 (above)	See R3 actions HoLP HoLP	See R3 actions Jun-09 Ongoing

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								R8 (iv)	Complete programme and agree actions		HoLP	Compleat Dec 09, agree actions Mar 10
16	R9 The Council should extend its review of community assets to ensure that there is comprehensive coverage of	2	Capital Strategy Group and Community Asset Group	Agreed	Non Council owned assets will be included in the scope of the community asset review	Oct-09	£0.00	R9 (i)	See R6	SEE R6 (above)	See R6	See R6
16	R10 The Council should extend formal project and management processes to all projects above a deminimis value.	1	Head of Land and Property and Head of Programme and Project Office	Agreed	Deminimis value to be agreed and guidelines issued	Sep-09	£0.00	R10 (i)	Agree approach and document governance arrangements	Head of Land and Property to follow-up with Head of PPO - need to demonstrate project management arrangements for priority projects.	HoLP/HoPPO	Mar-10
16	R11 Project delivery should continue to be monitored against original cost and time assessments and reasons for significant variations should be investigated. Findings from this should be used to inform development of the capital programme.	2	Capital Strategy Group and Capital Boards	Agreed	Instigate reporting process from Capital Boards to Capital Strategy Group	Dec-09	£0.00	R11 (i)	Agree reporting format for capital projects to indicate budget at scheme commencement and performance against programme  Directorate Boards to report capital project progress to Capital Strategy Group	Capital Strategy to receive reports from Directorate Boards by exception. Part of revised TOR for Capital Strategy Group	Directorrate Capital Boards	Quarterly
16	R12 The Council should consider how its property related services can best be market tested.	2	Executive Management Team, Capital Strategy Group and Head of Land and Property	Agreed	Report to Executive Management Team	Mar-10	£0.00	R12 (i)	Report to EMT on market testing for building maintenance as part of commissioning framework	In progress.	HoLP	Mar-10
16	R13 The Council should determine an overall corporate policy on modern working arrangements and implement it consistently throughout the Council. Outcomes should be measured, and related targets set	2	Smarter Working Project Board	Agreed	Policy approach to be led by Board and implemented as part of individual projects going forward	Sep-09	£0.00	R13 (i)	Targest to be set for the delivery of efficiencies through modern working as part of the Smarter Working project. Analysis required of existing position against new space utilisation policy	Space utilisation policy agreed bt EMT oct 09. Targets and outcomes included within PID for Smarter Working Project. Analysis of current position to be carried as part of Way of Working	HoLP	Mar-10
17	R14 Prepare and implement a strategy for the delivery of the Council's buildings maintenance programme that will result in a 70% planned maintenance spend and a 30% reactive maintenance spend	2	Head of Land and Property		Approach to be agreed by Capital Strategy Group and EMT	Approach to be in place for implementation on for 10/11	Existing Repairs and Renewals budget		Prepare repopr for Capital Strategy Group and EMT	Analysis of current expenditure undertaken and priorities established for planned maintenance spend. Proposals to be brought forward for the rationalisation of the portfolio as part of the Smarter Working project and properties identified for disposal	HoLP	Report to Cap Strat Dec Strategy in place March 10

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18	R15 Establish and implement a system for the management and monitoring of rent reviews and lease compliance	1	Head of Land and Property		System agreed with Council's Internal Audit Service	Oct-09	None	System to be established in Estates team following work with Internal Audit Service	System in place and being monitored by Valuation Manager	HoLP	Complete
19	R16 Implement corporate property data system	1	Head of Land and Property		System implementation underway	Existing Mar-10 budget		System being implemented on a modular basis	Project progress reported to Property Services SMT	HoLP	Mar-10