

Ref	Action	Service Director	Lead Officer	Original Date	Target Date	Status	Evidence / Milestones	Latest Commentary - February 2019
1.1	Agree an updated partnership framework.	Christine Durrant	Verna Bayliss	n/a	30/09/2018	Completed	New partnership planning and delivery framework which is endorsed by key partners. Cabinet report will be presented in March 2018. Partnership summit will be held in Summer 2018.	The Partnership vision of 'closing the gap' was developed with wider partners and endorsed by Council Cabinet in March 2018. A Partnership Symposium, featuring expert speakers, was held on 14 June 2018. A meeting with the 5 Outcome Board Chairs will be held in early autumn to agree next steps. This will include the formation of the Taskforce and potential sessions with each outcome board. This work will continue beyond the Corporate Improvement Plan as we look to develop a new Derby Plan and Council Plan.
1.2	Raise our profile beyond the city boundaries.	Christine Durrant	Verna Bayliss	n/a	30/09/2018	Completed	Mapping exercise of regional boards completed. Engagement in regional organisations / attendance at meetings.	A strategic coordination group has been established to enable sharing of intelligence and priority setting and is now meeting regularly chaired by the Chief Executive. Councillors and Senior Officers are attending appropriate strategic regional meetings to influence direction and raise our profile. Mapping of regional bodies has been undertaken.
1.3	Put in place a community safety board to drive 'strong' ambition.	Christine Durrant	Richard Antcliff	n/a	30/09/2018	Completed	Report on new safer stronger board will be presented to Cabinet by September 2018.	The first meeting of the Safer Group took place on 15/05/18. The group will meet twice yearly to set the community safety plan and review. A report was presented to Cabinet on 12 September which confirms the Safer Board and creates a Safer and Stronger Leadership Board and tactical Stronger Communities Board. See cabinet report for further details.
1.4	Continue to develop our approach to community engagement.	Christine Durrant	Richard Antcliff	30/09/2018	31/12/2018	Some slippage	Strategy developed and approved by CLT. Report presented to Cabinet by September 2018.	A post is in place to develop better relationships with Voluntary and Community Sector. The Cabinet report presented on 12 September established a new safer and stronger communities board. Work has also been undertaken to develop an approach to volunteering. It was planned that a wider review of the community engagement approach will be outlined in the proposed Cabinet report for March 2019, it is now likely to be June 2019.
1.5	Explore options for introducing a four-yearly election cycle to Derby City Council.	Don McLure	David Walsh	30/09/2018	31/03/2019	On track	Options and timeline paper produced for CLT review. View formed as to whether there is a feasible route in place.	In February 2019 Executive Scrutiny and Cabinet have endorsed a recommendation to review the 4 yearly election cycle alongside the committee system. This action will be carried forward into the new Improvement Plan.
2.1	Agree MTFP approach and timetable for 2019/20.	Don McLure	Toni Nash	n/a	30/06/2018	Completed	Working papers available to review	The Medium Term Financial Strategy was approved by Cabinet on 19 July 2018. Communication plan in place. Timetable being delivered and reviewed on a regular basis.
2.2	Review detailed savings plans with sign-off by each strategic director.	Don McLure	Heads of Finance	n/a	31/03/2018	Completed	Working papers available to review	The Council's Medium Term Financial Strategy for 2019/20 - 23 was approved by Cabinet on 19 July 2018. This updated the position for 2018/19 savings and set the context for planning for 2019/20 budget.

2.3	Undertake detailed and regular planning meetings between CLT and Cabinet to ensure delivery of robust MTFP programme.	Don McLure	Heads of Finance	30/10/2018	30/11/2018	Completed	Minutes of COG / Cabinet meetings/Detailed MTFP timetable/MTFS Cabinet report/	Programme and timetable agreed (as published in July Cabinet paper) and updated as appropriate. Budget meetings have been held over the summer with further sessions planned during the Autumn. There have been additional meetings scheduled to reflect slippage on the MTFP timetable and addressing the budget gap. The first set of budget proposals, predominantly impacting on People Services, was taken to Cabinet on 24 October. A further set of proposals has been drafted for December Cabinet and it is planned to start consultation on the Budget in December 2018.
2.4	Ensure risk assessments are used in the analysis of future financial impacts.	Don McLure	Heads of Finance	30/09/2018	31/12/2018	Some slippage	Risk assessments in place for all major projects	We have a new investment appraisal model which we are using for Major Projects and a new gateway process for Major Projects (currently at pilot stage). The Gateway approach has been reviewed by the Programme Management Office and will form the basis of decision making through the PMO Board (first meeting to be held on 19 March 2019). Initial work on programmes and projects has identified some inconsistencies (as reported to A&A Committee through the strategic risk register on 6 February). This action will be carried forward into the new Improvement Plan.
2.5	Review the Council Delivery Plan for 2018/19 in light of MTFP / Council Business Plans.	Don McLure	Heads of Finance	30/06/2018	31/08/2018	Completed	Council Delivery Plan approved by Cabinet in June 2018.	The new Delivery Plan was approved by Cabinet on 8 August 2018.
2.6	Review priorities in Council Plan for 2019/20.	Don McLure	Heather Greenan	n/a	30/11/2018	Some slippage	New Council Plan drafted for 2019/20 reflecting local needs.	Approach was incorporated into MTFP Strategy Report for July 2018. Work was undertaken during the Autumn as part of the Strategic Diagnostic. An initial draft of the Council Plan was presented to CLT and Directors during December and January 2019. This will be subject to wider consultation with group leaders, managers and partners before being presented to Cabinet over the summer.
2.7	Publish and consult on MTFP Budget Proposals (including savings) and updated Council Plan for 2019/20.	Don McLure	Heads of Finance	n/a	31/12/2018	Completed	Budget consultation process planned for November 2018, subject to CLT and Cabinet agreement.	MTFS was approved by Cabinet in July 2018 including timetable for development and publication of 19/20 budget. Ongoing updates of the MTFP and updated savings and pressures and funding have taken place over the summer/autumn. The budget proposals were consulted upon via two separate exercises starting in Nov & Dec 2018. The results were reported to February Cabinet.
3.1	Undertake a senior management restructure to create capacity.	Carole Mills	Liz Moore	30/09/2018	31/03/2019	Completed	Achieving Change document which has been consulted upon and implemented. To include proposals for Finance team. Phase 2 will be informed by new CEO and SDCR.	The new Chief Executive, Carole Mills, has been appointed and our Interim Strategic Director of Corporate Resources is to be retained until 31 July 2019. Phase 1 of the restructure has seen the successful recruitment to the permanent director posts of Human Resources and Organisational Development, Digital and Customer Services, Public Protection and Streetpride, Regeneration together with the Director of Property Services being filled on an interim basis for 12 months. On 4 September, Personnel Committee approved the establishment of a Director of Legal, Procurement and Democratic Services post which has now been filled. A Director of Finance post will shortly go out to advert. The Chief Executive has also implemented changes in the Corporate Core, with a Service Director for Policy Insight and Communications.

3.2	Develop and implement a robust assurance framework to ensure everyone is aware of their roles and responsibilities.	Don McLure	Richard Boneham	n/a	30/09/2018	Completed	Agreement of clear assurance framework which underpins Annual Governance Statement (approved by Audit and Accounts).	A new Governance Working Group chaired by the Strategic Director of Corporate Resources has been meeting since May 2018. An assurance framework featured as part of the Annual Governance Statement reported to Audit and Accounts Committee on 8 August.
3.3	Implement new engagement forums for Directors and Heads of Service.	Christine Durrant	Heather Greenan	n/a	31/03/2018	Completed	Forward plan for topics and minutes. Terms of reference agreed.	All manager and employee engagement forums have been reviewed. A new Team Derby internal engagement framework was launched by the Chief Executive in August 2018, with frequent meetings for directors, heads of service, managers and regular interaction with colleagues through weekly email bulletins, induction meetings, and sofa sessions.
4.1	Strengthen Standards processes, including Member Code of Conduct and Officer-Member Protocols.	Don McLure	David Walsh	30/06/2018	30/09/2018	Completed	Implementation plan in place. Active monitoring of the Code of Conduct by Standards Committee. Changes approved by AGM on 23 May.	A new process for handling complaints about councillors was approved by Full Council on 23 May. Further awareness raising took place on the Code of Conduct and Officer-Member Protocol.
4.2	Undertake LGA Member / Member training (values, behaviours etc).	Don McLure	Heather Greenan	30/04/2018	30/09/2018	Completed	Evidence of engagement through workshops, 1-1 mentoring sessions. LGA feedback.	Group training sessions took place during October / November 2018. The original date was April 2018, revised to Sept 2018 and extended to November 2018. It was not possible to undertake a session with the UKIP group.
4.3	Undertake LGA Officers in a political environment training.	Don McLure	Heather Greenan	n/a	30/04/2018	Completed	Evidence of engagement through workshops, 1-1 mentoring sessions. LGA feedback.	Staff training took place successfully during March and April with over 100 staff attending 5 different sessions.
4.4	Review and enhance Member development programmes.	Don McLure	David Walsh	30/06/2018	31/03/2019	Completed	Updated development plan agreed and implemented.	A New Member Training Programme is in place and will be rolled out following Local Elections in 2019.
4.5	Review the effectiveness of Audit & Accounts Committee and establish a development plan.	Don McLure	Richard Boneham	30/06/2018	31/10/2018	Completed	Development plan approved and being implemented.	Members have undertaken a self-assessment exercise on the effectiveness of the Committee. The actions were presented to A & A on 20 March. The appointment of two independent members is in process. Further work will be undertaken with the new Committee to update the development plan It was agreed to extend timescale to October 2018. A report was approved at the November meeting.
5.1	Update the Statement of Accounts Action Plan for 2017/18 to ensure delivery of accounts within statutory deadline.	Don McLure	Heads of Finance	n/a	31/03/2018	Completed	Action Plan completed by end of March 2018	Completed. Draft Statement of Accounts produced and published by 31 May 2018.
5.2	Review process for closedown and production of financial statements to ensure roles and responsibilities are known and there is good communication between teams.	Don McLure	Heads of Finance	n/a	31/03/2018	Completed	Evidence of regular meetings for all stakeholders in closedown process with action to address any emerging issues.	Completed. Draft Statement of Accounts produced and published by 31 May 2018.
5.3	Complete asset valuations programme 2017/18.	Don McLure	Jayne Sowerby Warrington	n/a	31/03/2018	Completed	External valuer appointed for 2017/18 accounts and process in place to deliver initial valuations by March 2018.	All valuations are now completed (from the original programme and additional schools).

5.4	Complete full analytical review including explanation of variances to inform EY working papers.	Don McLure	Heads of Finance	n/a	30/06/2018	Completed	Working papers available to review with positive feedback from EY.	Audit deliverables were supplied to EY and their audit was completed and reported to Audit and Accounts Committee on 8 August. The Council received an unqualified opinion for our Annual Accounts Statement 2017/18.
5.5	Ensure capitalisation rates receive formal approval and evidenced review by service directors	Don McLure	Nic Goodacre	n/a	31/03/2018	Completed	Undertake regular review on a project by project basis to ensure appropriate charges are reflected in both revenue and capital costs (March 2018).	Rates have been formally agreed and approved by a Service Director. Capitalised salaries are now ran monthly and checked and approved as being correct. With any corrective action undertaken as necessary. Now confirmed as an embedded process.
5.6	Include provision for the documented review of indicators of impairment and asset lives within the closedown process	Don McLure	Jayne Sowerby Warrington	n/a	30/06/2018	Completed	Quarterly Reports are provided from Estates to finance to identify probable impairment losses in conjunction with SAM.net and Cabinet Reports. Impairment policy in place which will be reviewed annually. Asset lives are dealt with by the external valuer (DV service) through the annual Asset Valuation programme.	Action now completed, with regular review taking place through quarterly reports.
5.7	Undertake wider restructure of Strategic Asset Management and Estates team.	Dinesh Kotecha	Jayne Sowerby Warrington	n/a	30/09/2018	Completed	Achieving Change document which has been consulted upon and implemented. Aligned with senior management restructure.	2 key positions (Estates Manager & Principal Asset Valuer) within the Estates Team now permanently filled. These positions are both Chartered Surveyors/ Registered Valuers which bodes well for the Service going forward. Valuation and accounts issues are now resolved. A future restructure will take place but this is linked to a wider review of the department
5.8	Coordinate asset valuations programme for 18/19 and 19/20	Dinesh Kotecha	Jayne Sowerby Warrington	n/a	31/12/2018	On track	Regular progress reports on progress presented to DMT.	18/19 valuation programme is on track to be 100% complete by the end of the year. We continue to learn lessons from past programmes, and learning from this year will be used when planning for 19/20. There is regular liaison between Property and Finance colleagues to ensure the right information is provided to the agreed timescales.
5.9	Revise delegated authority and financial procedure rules.	Don McLure	Linda Spiby and Toni Nash	n/a	30/06/2018	Completed	Approval by Full Council	Presented and approved by Full Council on 23 May 2018
5.10	Consider options for future of internal audit services.	Don McLure	Don McLure	n/a	30/04/2018	Completed	Options will be presented to Audit and Accounts Committee.	A new organisational structure for Internal Audit has been agreed by all senior managers and our external partners. Consultation with the Internal Audit Team has been completed and we will be moving to the appointment phase in the next few weeks.
5.11	Develop arrangements for workforce development within the finance team, including coaching and mentoring for those doing new roles and responsibilities.	Don McLure	Heads of Finance	n/a	30/09/2018	Completed	Workforce development plan in place. Evidence of sharing of skills / knowledge.	Any new roles are being nurtured and developed with further business needs being identified and addressed (with use of the apprentice levy). Recruitment strategy in development.

5.12	Implement CRM module for complaints and re-launch customer feedback recording for all services.	Andy Brammall	Bernard Fenton	30/09/2018	31/03/2019	Completed	CRM workflows in place (April 2018). Report to COG on approach (June/July 2018). Reporting of complaints to COG and Executive Scrutiny (Sep 2018).	The new module for complaints reporting was launched at the start of February. Updated guidance has been issued and training / awareness raising carried out.
6.1	Deliver improved managerial and leadership capacity by embedding the Leadership Behaviours through the delivery of the Professional Derby Manager Programme (PDM).	Nicola Sykes	Diane Sturdy	n/a	31/03/2019	On track	Improved ownership and accountability of managers and greater awareness of roles and responsibilities. Managers feeling empowered and valued	The Derby Professional Manager programme was launched in June 2018 and to date 310 managers have attended one or more workshops. An update report will be presented to CLT in April. We now have managers registered with the university studying a level 5/6/7 qualification within the Apprenticeship Levy Framework. For levels 2/3, scope for delivery of qualification training is being explored with DALs for this year. A number of potential managers have expressed interest in pursuing the qualification. Further proposals on other aspects of leadership development will be presented to CLT as part of the proposed HR Strategy.
6.2	Create a culture where staff feel valued and motivated and their well-being is a priority through the delivery of the Attendance Management Strategy	Nicola Sykes	Diane Sturdy	n/a	31/03/2019	On track	Agreed Reward and Recognition strategy. Measures of staff morale and engagement which demonstrate progress (e.g. staff survey). Reduced sickness absence, particularly absence linked to stress. Improved trust and communication	The Strategy has shown an improvement in attendance management. Support has been given to managers through leadership and health and wellbeing training and development and support on health and wellbeing of staff, directly through the Health, Attendance and Wellbeing Team. The underpinning Attendance Action Plan will continue to support the Strategy which covers a three year period. The Attendance Management project group continues to meet on a regular basis and with new members representing services to review the action plan and specific interventions. CLT continue to receive regular updates. Director targets have now been established along with new reporting requirements.
6.3	Create a performance culture to drive productivity, improvement and innovation	Nicola Sykes	Diane Sturdy	n/a	31/03/2019	On track	Partnership approach to performance management through MIPs. Improved ownership and accountability of performance. Embedding of Employee Behaviours	A new approach to appraisals is being introduced this year, along with a dedicated system. The system should be in place for ratings reviews in September. The new approach will also include a process for moderation, values and behaviours. Communication about the new approach has started and will continue until launch. The PDM Workshops include support on partnership conversations training along with other aspects of performance management. A session on performance culture was held at Senior Leaders Network on 21 September.
6.4	Development and delivery of a Workforce Planning and Development Strategy, supporting the Council's People Strategy	Nicola Sykes	Diane Sturdy	n/a	31/03/2019	On track	Clear workforce development with identified training needs. Improved choice of learning interventions. Evidence of innovation through ideas and suggestions driven through by staff.	Progress is being made on the development of the interim Workforce Development Plan that will precede the Workforce Planning and Development Strategy. The current focus is on gathering information and data. The Strategy will be linked to the Council Plan, vision and priorities once these have been determined. The Chief Executive has commissioned a wider piece of work focusing on the Council's vision, values and people strategy which will go into 2019/20. The proposed HR Strategy will incorporate proposals.

7.1	Update risk framework, policy and summary document and communicate to staff / Members.	Don McLure	Richard Boneham/Don McLure	n/a	31/03/2018	Completed	All documents published on i-derby and circulated via Staff bulletin and Members emails.	The Council employed a consultant from Zurich Municipal (Insurer) to carry out the role of a Risk Manager. The Risk Management Strategy and Risk Handbook have been updated and approved by A & A Committee on 20 March 2018.
7.2	Refresh strategic and directorate risk registers	Don McLure	Richard Boneham/Don McLure	n/a	31/03/2018	Completed	Updated risk registers agreed by COG and DMTs.	The ZM Consultant worked with Directorate Management teams to produce risk registers. He has reviewed the strategic risk register and has suggested changes. Strategic and directorate risk registers approved by COG on 10 April 2018.
7.3	Hold risk training workshops with Directors and Members (Cabinet and Audit & Accounts).	Don McLure	Richard Boneham/Don McLure	n/a	31/03/2018	Completed	Minutes/ actions points from sessions.	Training sessions have been held with A & A Committee, COG, Cabinet and all 3 directorate management teams.
7.4	Implement regular monitoring of strategic and directorate registers.	Don McLure	Richard Boneham/Don McLure	n/a	30/04/2018	Completed	Quarterly monitoring reports to COG and DMTs with appropriate mitigating actions	ZM Consultant presented all identified risks to COG on 10 April. A Corporate Risk Management Group has been established and is meeting regularly. It has been agreed the Performance Team will take forward monitoring from Q1.
7.5	Implement regular monitoring of departmental risk registers.	Don McLure	Heather Greenan	n/a	31/07/2018	Completed	Quarterly monitoring reports to DMTs with appropriate mitigating actions	It has been agreed the Performance Team will take forward monitoring from Q1. A mapping exercise is taking place to align strategic and directorate risks. The first reports were taken to DMTs in August 2018 and CLT on 3 September. Further work will be undertaken to better define risks and challenge mitigating actions.
7.6	Deliver comprehensive risk training for all Members, managers and budget holders.	Don McLure	Heather Greenan	31/03/2018	31/03/2019	On track	Attendance by managers.	The Performance team now take the lead on risk with some transition to be provided by Matt Hardwick (Zurich). Training for project managers took place in Dec 2018. Further training dates are in place during February and March 2019.
8.1	Strengthen the corporate information governance team.	Don McLure	Jill Craig	n/a	28/02/2018	Completed	New structure agreed and posts filled.	Data Protection Officer (DPO) and Information Security Officer (ISO) both in post. Funding for the HoS has been resolved. A decision whether to use this to fund a records manager is pending.
8.2	Develop information governance capability across the organisation.	Andy Brammall	Sinead Booth	30/06/2018	31/03/2019	On track	Refreshed on line reference material. Refreshed on line training resource. Monitored take-up of e-learning training.	Refreshed eLearning material has been available to staff since June 1st. Over 50% of staff have completed the new modules. Feedback is positive. OpenText training has been introduced for new starters.
8.3	Initiate corporate wide content management programme	Don McLure	Jill Craig	n/a	30/04/2018	Completed	Information asset inventory in place and roles and responsibilities defined and agreed. Lead officers named.	The IT review includes a new post dedicated to the content management of shared folders. A contract has been awarded for a 'fitness for purpose' review of the Council's EDRMS. As reported last month, the Information Inventory is in place and roles and responsibilities agreed. The task was to initiate a programme of work – work is underway so the task is complete.
8.4	Complete General Data Protection Regulation (GDPR) preparations.	Don McLure	Jill Craig	n/a	31/05/2018	Completed	Policies and procedures fully refreshed. Key staff aware of their new responsibilities. Contracts and information sharing agreements reflecting GDPR obligations.	UK legislation on May 23 rd replaced the DPA 1998 with the DPA 2018. The Council was ready for GDPR although work doesn't end there. On-going activity will be captured under a refreshed 8.2
8.5	Secure Cyber Essentials accreditation.	Don McLure	Jill Craig	n/a	30/06/2018	Completed	Accreditation secured.	The Council has secured Cyber Essentials Plus accreditation in June 2018.

8.6	Refresh operating procedures and improve and maintain performance in responding to FOIs, EIRs and SARs	Don McLure	Jill Craig	n/a	31/12/2017	Completed	Operating procedures refreshed and working for all key stakeholders, including revised delegations. Meeting published performance for SARs/ FOI and EIR.	This is completed. Now meeting all key performance targets although FOI slippage early in 2017 means the full-year reporting will be below target.
8.7	Refresh and promote information breach reporting arrangements and embed learning	Don McLure	Jill Craig	n/a	30/06/2018	Completed	Policy endorsed and communicated Council-wide. Effective reporting and monitoring arrangements. No adverse ICO findings.	The new Info Security and IT Acceptable Use Policy has been endorsed by Policy Board and published to staff. All security incidents are fully investigated and only signed off when all mitigating actions are complete and by joint agreement between the reporting manager and the Info Security Officer.
8.8	Deliver programme of continuous IG improvements	Andy Brammall	Sinead Booth	n/a	31/03/2019	On track	Fit for purpose corporate records management system. Active and positive engagement from all information asset owners in a programme of self-assessment. No avoidable major security breaches. No 'limited assurance' IT audits. Arrangements in place to audit compliance with the DPA 2018.	Third party resource is being brought in to support the Records Management improvement programme - it will be in place from October. The GDPR task and finish group has become an IG operational group with responsibility for maintaining GDPR compliance. Information Asset owners are meeting to ensure they understand their obligations, to discuss any concerns or barriers, and to agree arrangements for verifying compliance. An information security newsletter has been introduced across Peoples and the programme of corporate communications continues. There have been no avoidable major security breaches or limited assurance IT audits this period.
9.1	Implement the Single Improvement Plan for Children's Services and prepare for the new Local Authority Children's Services (ILACS) framework.	Andy Smith	Hazel Lymbery	n/a	30/09/2018	Completed	Improvement plan achieved. Regular monitoring through Improvement Board. Mocksted review will be held in March 2018.	Good progress against all SIF recommendations have been evidenced as illustrated through Mocksted review. Performance Surgery held on April 25 to review progress. It is possible that Derby will receive a JTAI in later 2018/early 2019 so preparation well under-way with partner agencies which include plans to undertake a mock-JTAI in October.
9.2	Improve performance levels for Special Educational Needs (new EHCPs and conversions).	Andy Smith	Suanne Lim	n/a	31/03/2019	Some slippage	Improvement plan developed. Regular monitoring through Improvement Board. Supplemented by unannounced reviews.	The Council achieved the statutory deadline of 31/3/18 for the conversions of statements to EHCPs and letter of congratulation received from the Children's Minister. Performance and quality will be the focus of the teams through a planned Achieving Change launched in May. There is a SEND Improvement Board in place which meets regularly to drive forward improvement priorities. There has been an increased volume in requests combined with capacity issues within the service. The latest Q3 performance for processing of new plans is 43%, well below the target of 75%. A Performance Surgery will take place in March 2019 and a peer challenge in June 2019.
9.3	Develop a programme (with partners) to improve education outcomes for Derby's children and young people.	Andy Smith	Iain Peel	n/a	31/03/2020	On track	Delivery of workstreams with effective monitoring by Opportunity Areas Board.	Year 2 programmes running (phonics (22 schools), primary phase reading (25 schools), primary phase writing (28 schools), EAL (25 schools)are on the secondary leadership programme. Schools that engaged on OA programmes in the last academic year improved faster than the city and national averages in statutory tests.

9.4	Commence the transformation programme of adult commissioning.	Andy Smith	Perveez Sadiq / Kirsty Haines	n/a	31/03/2019	Some slippage	Implementing the new agreed, purchasing arrangements and service delivery model; ensuring the effective delivery of good quality care and support services locally and increasing the provision of accommodation based services that can meet complex needs. Also ensuring those using Direct Payments to purchase their care have access to quality local services that offer VFM.	Programme lead has now been appointed and the governance structure re-established. Phase 1 activities, including pre-payment cards and procurement of a direct payment support provider, were on track. Due to sickness absence, one of the major work streams has yet to commence (Quality and Assurance), however all other work streams are in progress. Work programme to be re-profiled as a result.
9.5	Progress the options appraisal for Leisure and Culture to present recommendations to Cabinet.	Christine Durrant	Claire Davenport	31/12/2018	30/09/2019	Some slippage	Summary of options to be presented to Members and Chief Officer Group by the end of summer 2018. From the steer provided, implementation of the preferred option to be started in winter 2018.	Significant work has been undertaken which includes: Completing an options appraisal for the Department with the use of consultants and briefing the previous Cabinet members on the findings and recommendation. Completing an exercise which looked at any benefits of a shared services approach with Nottingham under the Metro Strategy co-operation between the authorities. Exploring options currently for the operation of the New Assembly Rooms. This last strand is being governed by the New Assembly Rooms project board. Key action is to pull the outcomes of the three strands together for CLT by May 2019 to inform/agree next steps that meet the current needs of the organisation, with consultation with Cabinet over the summer.
9.6	Complete the strategic review of Libraries, including the introduction of Community Managed Libraries.	Christine Durrant	Claire Davenport	31/12/2018	28/02/2020	On track	Building works completed to increase shelving capacity at Alvaston, Mickleover and Pear Tree libraries by summer 2018. Central Library services were relocated to Riverside Library July 2018. Achieving Change restructure of Library service staffing now to be implemented by October 2019, with seven remaining CMLs to be handed over to DHA by end of February 2020.	A review of the CML implementation plan started in July, which paused the transfer of libraries to CMLs pending outcomes from the review. Recommendations from the review were submitted in a report to Cabinet in December, which approved extending the timeline for the implementation of CMLs to Feb 2020 and additional funding to support the revised implementation plan. Revised legal and stage 6 documentation, handover schedules and GDPR progress are being prioritised.
10.1	Review the Delivering Differently programme to deliver a new approach to transformation.	Mags Young	Neil Sheard	30/09/2018	31/03/2019	On track	New model presented to COG by end of June 2018. Consultation with Cabinet by end of July 2018. Programme Management Office redesign for by September 2018.	Review of Delivering Differently programme put on hold until new Chief Executive has had time to review. The team has continued to deliver on a number of existing projects including Ground Floor, SEND, Cashless and now on the A52. This will be undertaken during Phase 2 Corporate Core Achieving Change proposals (timescale March 2019).
10.2	Implement a commercial approach as part of a wider strategy to maximise income and manage demands.	Don McLure	Heather Greenan	31/12/2018	30/09/2019	Some slippage	Initial report and proposals to be presented to CLT for consideration.	Baseline assessment undertaken. Initial discussion took place at CLT on 11 December with further development at CLT Awayday in April. This has been identified as one of the MTFP themes going forward and will feature in the new Improvement Plan.

10.3	Hold discussions with neighbouring authorities regarding opportunities for shared services / transfer of functions.	Mags Young	Neil Sheard	n/a	31/03/2019	On track	First stage discussions to be held by March 2018. Further updates to be reported to CLT by end of June 2018. Workshops / strategic review of services by Dec 2018.	Work has taken place with Nottingham City. Other options are being explored. This will be carried forward into the new Improvement Plan.
10.4	Improve the use of digital solutions through implementation of the Digital strategy (across city, council and workforce).	Andy Brammall	Bernard Fenton	n/a	31/03/2019	On track	Replacement CRM and eform solution in place (End Feb 18). Good customer sign-up to new online portal solution (End April 18). Phase II development plan in place (End April 18). Phase II delivered (End March 19)	Digital strategy group in place with draft framework for development. The new director Andy Brammall is reviewing and redesigning the approach. Plans will be presented to CLT on 19 February. Will be a major feature of the new improvement plan.
10.5	Deliver the 'Cashless Council' initiative.	Don McLure	John Massey	n/a	31/12/2020	On track	Based upon current brief, reduction in cash paid out and reduction in number of invoices issued.	Report presented to CLT in September 2018. Workstreams in place.
10.6	Deliver the property rationalisation programme.	Dinesh Kotecha	Jayne Sowerby Warrington	n/a	31/03/2021	On track	Savings achieved and associated capital receipts received (to date) - reported to Corporate Property Board on a quarterly basis.	Corporate Asset Management Plan approved in Sept 2018.