

The Improvement Service

Improving Outcomes

Programme Plan

2008 - 2011





Contents

- Background
- Where We Are Now
- Where We Are Going
- How We Will Get There
- How We Will Know When We Are There



The Local Government Background

Local government is undergoing considerable change. There is on-going debate about its role and functions, the way it engages with local communities and its relationship with central government. With the establishment of the Concordat between the Scottish Government and local government, the sector now has a real opportunity to take even greater control of its own improvement by demonstrating leadership and ambition, being open to challenge, innovation and scrutiny and by committing to learning and sharing good practice.

The major challenge for councils and their partners over this period is to embed fully an outcome focus in their governance, planning, performance management and resourcing processes. Progressing and developing Single Outcome Agreements (SOAs) will require that audit interest is also likely to focus on whether councils and partnerships have the systems, processes and capacity in place both to deliver on outcome commitments and to know they have delivered on them.

This reorientation of planning and performance approach will coincide with limited real growth in resource available, particularly in years 2 and 3 of the financial settlement. Pressure for continued efficiency improvement will also be substantial and the established emphasis on collaboration, partnership and shared services will continue. At the same time, demographic change and expectations for rapid, personalised service will put increasing pressure on councils.

Post Crerar developments will offer opportunities and challenge in the context of a stronger emphasis on outcomes, and continued emphasis on collaboration, shared capacity and efficiency improvement. The more proportional, streamlined and integrated approach to external scrutiny may reduce the burden for councils and partnerships but there will be higher expectations of rigour and clarity in self assessment. A particular challenge will be to ensure that partnerships and shared arrangements are fully included in self assessment and improvement.

Finally, there will be continued challenges from expectations that leading practice will be quickly identified and adopted. The challenge is to identify truly leading practice, and to ensure that a simple one size fits all approach does not apply across the very different local contexts in Scotland as will the ability to evidence and respond to local need for variation in patterns of service delivery - both across and within local authorities.

SUPPORTING COUNCILS IN RISING TO THE CHALLENGE

The Improvement Service and its Improving Outcomes team are part of the supporting framework for improvement and efficiency in local government and we will focus our efforts on enabling councils to rise to these challenges.

The challenges pose a range of issues for councils in terms of governance, capacity building, resource management and customer/stakeholder relationships. The implementation of SOAs will require the development of internal and partnership processes to better focus and target outcomes and to ensure that partnerships focus on areas of genuine added value. This in turn will require the development of performance measurement and management processes. It will also require the strengthening of governance arrangements in order to both set and be accountable for the delivery of outcomes.

Successfully dealing with these challenges will require a substantial change and development capacity - the knowledge and understanding of what needs to change, and the ability to design and develop new structures, systems and processes. This applies particularly to partnerships, as achieving outcomes will require well designed, integrated and effective partnership structures. Strong change leadership will be essential, as both cultural and technical change will be necessary. A substantial organisational learning and development capacity will also be necessary to support and embed such change.

Continually improving resource utilisation will also be required across all the key resources deployed. Corporate efficiency systems are well entrenched but will need to deliver more to meet rising demand and costs for core services. The capacity to effectively target and monitor efficiency improvement will be critical as will sharing leading practice in key areas where gains can be made.

The development of an external scrutiny framework that is proportional and linked to robust self assessment poses challenges and opportunities. How do we develop the required frameworks, tools and capacity to deliver rigour in self assessment? How will it apply to partners and partnerships if they are critical to delivering outcomes? Should this be done 32 times across all councils, or on a shared capacity basis? A substantial effort will be necessary individually and collectively to take this forward.

OUR PURPOSE AND STRATEGIC OUTCOMES

In summary, the challenges and issues outlined above distil down to ensuring that the governance, organisational and partnership capacity of local government is capable of delivering improved outcomes for individuals and communities. The Improving Outcomes team will locate its forward strategy in that context and for that purpose. We want to do this in a way that is realistic and makes the best use of our capacity and the capacity of both current and potential partners. We want particularly to do it in partnership with councils. The IS statement of purpose which applies throughout all programmes is:

‘To support councils and their partners to improve the health, quality of life and opportunities of all people in Scotland through community leadership, strong local governance and the delivery of high quality, efficient local services’.

This puts the end outcomes at the heart of what we want to support and recognises both the key local governance role that councils have and their service delivery functions.

All IS Programmes and activities will therefore seek collaborative gain in working with partners towards the following outcomes:

1. Councils organise their governance, planning and performance management around the outcomes they want to achieve for their areas and their communities.
2. Councils are recognised and respected for the excellence of their governance and their leadership of place.
3. Councils have the capacity, skills and knowledge to recurrently review and refine their services, their organisations and their partnerships to deliver improved outcomes for communities.
4. Councils have the competence and confidence to improve their impact through partnership, shared services and shared capacity.
5. Councils are recognised and respected for the efficiency with which they use the resources available to them.
6. Councils are committed to innovation and improvement, and are excellent in the management of change.
7. Councils routinely identify, adopt or adapt leading practice from elsewhere, and share their own knowledge and good practice internally and externally.
8. Councils offer customer choice and convenience in how services are accessed and are able to demonstrate that they deliver exceptional customer services.

IMPROVING OUTCOMES

This plan is the main mechanism for the Improving Outcomes Programme to plan how we will provide services that meet the needs of councils and their partners over the next few years and sets a forward direction for the programme beyond that.

It focuses on our short term priorities in order to help support real change in how councils and their partners deliver their services. It is designed to support the IS outcomes set out above and to achieve the core purpose of the IS through our activities.

Our plan focuses on four key areas:

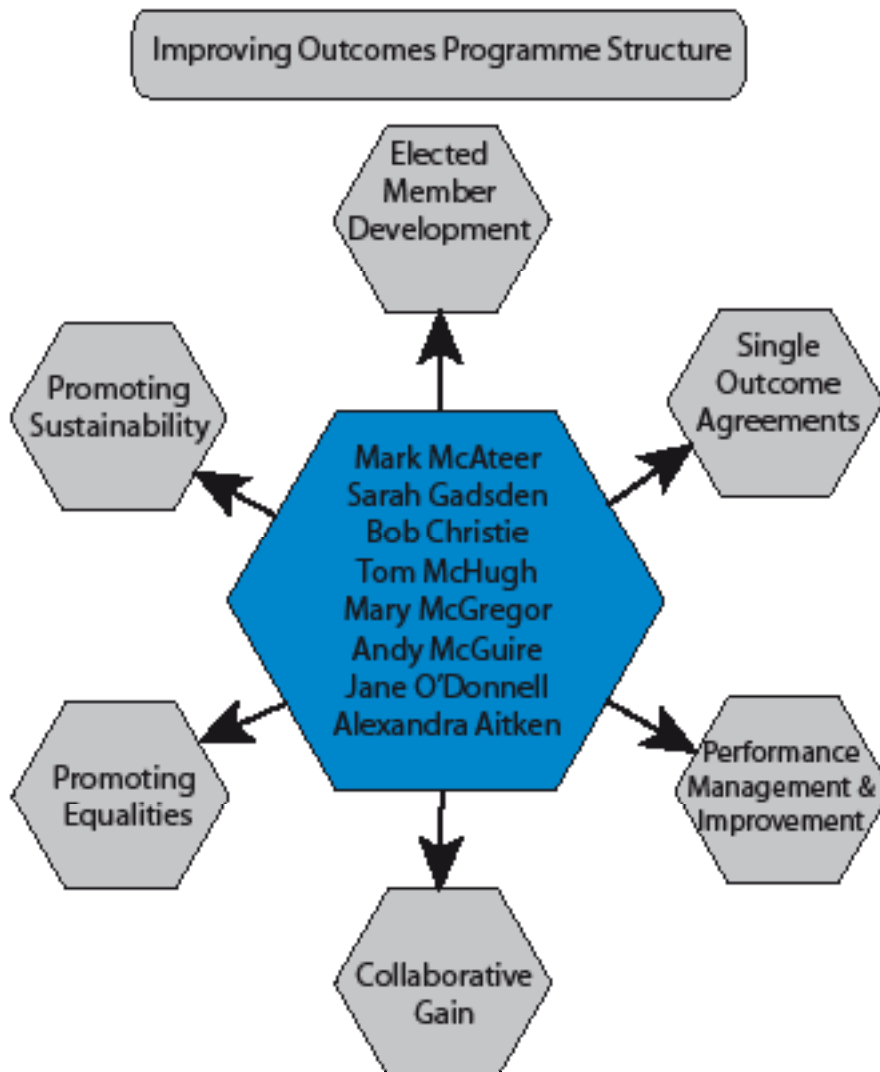
1. **Where we are now:** our programme identity, our resources and the services we provide
2. **Where we are going:** the shared vision and key objectives we will deliver to meet the challenges we and local government and its partners will face
3. **How we will get there:** the actions we will undertake to deliver our objectives
4. **How we will know when we are there:** ensuring that we know how we have performed and what needs to be achieved in the future



WHERE WE ARE NOW

HOW WE ARE ORGANISED

In 2008 the IS underwent a reorganisation and the Improving Outcomes team was brought together for the first time under a single programme director in order to build better synergies and efficiencies between the programme areas in order to better support councils. Our programme structure will continue to evolve to deliver effectively and to respond to change.



WHAT OUR TEAM WILL PROVIDE

In delivering our objectives the Improving Outcomes team has four core roles:

Strategic: supporting the IS board and leading the IS in supporting councils to translate community and corporate plan outcomes and priorities into results

Innovation: working with councils and their partners to identify the need for and to stimulate innovation in the planning and delivery of local services

Support: working to support the needs of councils and their partners

Service: working with councils and their partners in implementing innovation and organisational change programmes and projects

WE HAVE SIX DELIVERY AREAS

Elected Members' Development: supporting the development needs of elected members and delivering programmes to help meet those needs

Performance Management & Improvement: promoting self assessment and performance improvement through the Public Service Improvement Framework (PSIF), peer review and promoting and sharing good practice in performance management

Single Outcome Agreements: supporting COSLA, SOLACE, councils and their partners to develop, implement and monitor SOA's

Collaborative Gain: to support councils and their partners in developing and improving collaborative approaches to working

Promoting Equalities: supporting councils and their local partners to promote equalities

Promoting Sustainability: supporting councils and their partners in promoting sustainable methods of delivering services and in reducing their carbon footprint

WHERE WE ARE GOING

OUR VISION AND OBJECTIVES

Our vision defines the programme's purpose and is supported by seven primary objectives which, in turn, drive our activities.

Our programme vision is to achieve:

Exceptional support for councils in developing and delivering their outcomes and achieving excellence in their service delivery

Our specific objectives in pursuing this are to:

1. Work to enhance the capacity of Local Government to incorporate improved governance and political leadership.
2. Support a culture of continuous improvement and effective performance management within Local Government.
3. Support councils in improving the specification and measurement of outcomes as a basis for decision making and performance management.
4. Provide support for embedding the outcome focus in partnerships through the promotion of effective collaborative working between local government and its partners.
5. Support the roll out of the Public Service Improvement Framework (PSIF) to a broader range of councils and partnerships to ensure outcome focused service delivery is underpinned by robust self assessment.
6. Continue to develop the equalities framework and to integrate that fully into the PSIF.
7. Continue to support councils in developing their response to climate change and to carbon and resource management.

In pursuing these objectives our team will operate to the following principles which underpin our work:

- **We will be open to working with all councils and their partners**
 - **We will engage with councils, their partners and other relevant stakeholders to learn and to share that learning in turn**
 - **We will engage with and include all stakeholders in our work programme**
 - **We will promote measurable improvements in service quality**
 - **We will promote equalities and sustainability throughout our work programmes**
- 

HOW WE WILL GET THERE

WHAT OUR OBJECTIVES WILL DELIVER

Our objectives build from the IS's outcomes. Our programme objectives are focused on supporting councils and their partners in delivering measurable improvements in achieving their outcomes and across their services.

IS Outcome	Our Objective	How we will get there	What we aim to achieve
Councils are recognised and respected for the excellence of their governance and their leadership of place.	1. Work to enhance the capacity of Local Government to incorporate improved governance and political leadership	Continue to develop the Political Leadership Programme, the Councillors' Continuous Professional Development Framework and the Top Team intervention programme	The improved leadership of place and the better governance of communities and local public service delivery
Councils are recognised and respected for the efficiency with which they use the resources available to them Councils are committed to innovation and improvement, and are excellent in the management of change	2. Support a culture of continuous improvement and effective performance management within Local Government	Develop with councils improved approaches to performance management and improvement including a peer review programme	Work with councils to embed a robust approach to corporate and service performance management and reporting
Councils organise their governance, planning and performance management around the outcomes they want to achieve for their areas and their communities. Councils have the capacity, skills and knowledge to recurrently review and refine their services, their organisations and their partnerships to deliver improved outcomes for communities.	3. Support councils in improving the specification and measurement of outcomes as a basis for decision making and performance management	Develop, deliver and report progress in working with COSLA, SOLACE, councils, professional associations and other partners in embedding outcome focused approaches to governance and performance management and measurement within councils and CP partnerships	A long term, sustainable outcome focused approach to the governance and performance management of council services A clear and shared sense of purpose within councils and between councils and their partners in relation to service delivery Responsive and informed decision making at political and managerial levels within councils
Councils have the capacity, skills and knowledge to recurrently review and refine their services, their organisations and their partnerships to deliver improved outcomes for communities Councils have the competence and confidence to improve their impact through partnership, shared services and shared capacity	4. Provide support for embedding the outcome focus in partnerships through the promotion of effective collaborative working between local government and its partners	Develop with councils and their partners improved approaches and techniques to identify and exploit collaborative gain	Improved governance and management of interdependencies that exist between councils and their local partners The better exploitation by councils and their partners of shared approaches, shared resources and capacity, business processes and where relevant, business platforms

IS Outcome	Our Objective	How we will get there	What we aim to achieve
<p>Councils have the capacity, skills and knowledge to recurrently review and refine their services, their organisations and their partnerships to deliver improved outcomes for communities</p> <p>Councils offer customer choice and convenience in how services are accessed and are able to demonstrate that they deliver exceptional customer services</p>	<p>5. Support the roll out of the Public Service Improvement Framework (PSIF) to a broader range of councils and partnerships to ensure outcome focused service delivery is underpinned by robust self assessment</p>	<p>Work with the PSIF board and member councils to continue to develop PSIF and to promote its use across councils, the local public sector and the third sector</p>	<p>Embedding within councils, other public bodies and the third sector robust self assessment</p>
<p>Councils routinely identify, adopt or adapt leading practice from elsewhere, and share their own knowledge and good practice internally and externally</p>	<p>6. Continue to develop the equalities framework and to integrate that fully into the PSIF</p>	<p>Work with the PSIF board and member councils to embed equalities within PSIF and to support councils and their local partners to enable them to promote equalities</p>	<p>Embedding an equalities dimension within PSIF and supporting councils in building equalities through their SOA's</p>
<p>Councils are recognised and respected for the efficiency with which they use the resources available to them</p> <p>Councils are committed to innovation and improvement, and are excellent in the management of change</p>	<p>7. Continue to support councils in developing their contribution to the achievement of sustainable development and their response to climate change</p>	<p>Work with the COSLA Climate Change Task Group, councils, SOLACE, professional associations and Scottish Government to develop and deliver programmes for adaptations to climate change impacts and management of carbon emissions.</p>	<p>Embed within PSIF a sustainability dimension and support councils in building sustainability into their SOA's</p> <p>Embed within councils and their Community Planning Partners the capacity to identify and address climate change impacts and carbon management requirements for their services and communities.</p>

PROGRAMME PRIORITIES AND OBJECTIVES

The opportunities and challenges that we will face over the next period and the actions we will take to address these are set out below. At a programme level, we will have a direct and indirect role in establishing and implementing change. At project level we will continually review our resource deployment to improve on our responsiveness to achieving our objectives and improving our efficiencies in the way we work.

Our work programme has been assessed against the following factors in order to establish our priorities.

- **Scale:** the level of resource commitment and complexity inherent in delivering an objective
- **Impact on the IS:** the impact of a project on delivery of the IS outcomes;
- **Impact on local government:** the value of our actions to improving how councils and their partners work

In assessing the above factors we have used the following criteria to reach our judgement on the priority of individual projects:

- Contribution to IS outcomes
- Added value to local government and its partners
- Degree of stakeholder involvement
- Resource requirement
- Timescale for delivery
- Complexity of delivery
- Where the IS can add value as a consequence of its role or competencies of its staff

Setting our Priorities

The priorities against our work programme set out below cover the period 2008/11. The degree of priority between projects will change during the period as we achieve our project deliverables in some areas. New projects will emerge as existing projects mature and deliver on their objectives. Consequently this plan will be periodically updated to accommodate such changes.

HOW WE WILL KNOW WHEN WE ARE THERE

Objective 1: Work to enhance the capacity of Local Government to incorporate improved governance and political leadership

Priority HIGH	
What Will Happen	Target Date For Completion
Deliver 3 Political Leadership Cohorts	March 2009
<p>What success will look like</p> <p>We will have successfully delivered 3 cohorts of the Political Leadership Programme (PLP) by spring 2009</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Establish action learning sets for ongoing support to 2007/08 PLP cohorts	March 2009
<p>What success will look like</p> <p>We will have delivered a follow up programme of learning sets with the 2007/08 PLP cohort</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Promote and develop elected member CPD with the delivery of a pilot programme involving seven councils	September 2009
<p>What success will look like</p> <p>We will have successfully completed the pilot Continuous Professional Development (CPD) project and made the learning available to all other councils by March 2009</p>	

Priority MEDIUM	
What Will Happen	Target Date For Completion
Roll-out of CPD to all Councils, as required	October 2009 onwards
<p>What success will look like</p> <p>Within available resources all other councils who seek to adopt the CPD framework for councillors will be supported</p>	
Priority MEDIUM	
What Will Happen	Target Date For Completion
Work with COSLA, local councils and other relevant bodies to develop a draft national strategy for Elected Member Development	Ongoing
<p>What success will look like</p> <p>The IS will have supported COSLA, local authorities and other relevant organisations in the drafting of a strategy for supporting the further development needs of councillors</p>	
Priority MEDIUM	
What Will Happen	Target Date For Completion
Facilitate ongoing knowledge support to Councillors - opinion survey and briefing series	October 09 onwards
<p>What success will look like</p> <p>By October 2008 we will have developed and implemented an electronic briefing series for councillors</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Provide support for effective political/ management interface with the implementation of a pilot top team intervention with 2 councils and 2 partnerships	March 2009
<p>What success will look like</p> <p>We will have piloted and evaluated a Top Team development programme with 2 councils by March 2009</p>	

12 Improving Outcomes

Objective 2: Support a culture of continuous improvement and effective performance management within Local Government

Priority HIGH	
What Will Happen	Target Date For Completion
Deliver a performance management health check model	June 2008
What success will look like	
A performance management health check model will be available to all councils wishing to adopt it	
Priority HIGH	
What Will Happen	Target Date For Completion
Develop a Performance Management Community of Practice	October 2008
What success will look like	
We will have established a community of practice around performance management and promote its use within local government and its partner bodies	
Priority HIGH	
What Will Happen	Target Date For Completion
Implement a peer review programme and aim to facilitate 2-3 reviews during the year	March 2009
What success will look like	
We will have facilitated a maximum of 3 peer reviews with councils by March 2009 We will promote the adoption of a peer review framework by councils	
Priority MEDIUM	
What Will Happen	Target Date For Completion
Support of Efficient Government programme	Ongoing
What success will look like	
We will review the efficiency measures in light of the development of SOA's and continue to promote their use	

Priority MEDIUM	
What Will Happen	Target Date For Completion
Best Value Support via critical friend support and review	Ongoing
<p>What success will look like</p> <p>We will offer post Best Value Audit advice and critical friend support to councils who request it of us</p>	
Priority MEDIUM	
What Will Happen	Target Date For Completion
Roll out to councils who wish to use it the employee survey tool piloted by North Lanarkshire Council and the IS in 2007/08	October 2008
<p>What success will look like</p> <p>The staff survey tool will have been launched and offered to councils and their partners who wish to use the tool</p>	

Objective 3: Support councils in improving the specification and measurement of outcomes as a basis for decision making and performance management

Priority HIGH	
What Will Happen	Target Date For Completion
Profile council areas with the construction of datasets and profiles throughout the SOA development process	May 2008
What success will look like	
We will have produced a trend analysis of performance against key outcomes for all councils including a comparison of their performance against the Scottish mean and median positions	
Priority HIGH	
What Will Happen	Target Date For Completion
Provide support for data analysis in councils	Ongoing
What success will look like	
Councils will seek the advice and support of the IS on data management and analysis issues with respect to their SOA's	
Priority HIGH	
What Will Happen	Target Date For Completion
Provide Critical Friend support to councils in the development and implementation of SOAs, where required	Ongoing
What success will look like	
We will deliver advice and critical friend support to all councils seeking it for their SOA's	
Priority HIGH	
What Will Happen	Target Date For Completion
Provide ongoing support to Local/National SOA developments through support to the High Level SOA Group, to COSLA and to SOLACE	Ongoing
What success will look like	
We will provide support as required to the High Level Group, COSLA and SOLACE	

Priority HIGH	
What Will Happen	Target Date For Completion
Establish an SOA Community of Practice	April 2008
<p>What success will look like</p> <p>By April 2008 we will have established an online community of practice for council SOA lead officers to encourage sharing of good practice and experience and then explore with the lead officers the opening out of the CoP to all Community Planning Partners</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Establish an advisory group of Chief Executives and senior officers to support IS in improving outcome measures	September 2008
<p>What success will look like</p> <p>By September 2008 we will have established and agreed a remit for a Chief Executives and senior officers advisory group to support the SOA measures project</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Lead the development and implementation of a project to improve outcome measures, working with local government, Scottish Government, Local Government Professional Associations and Regulatory Bodies	March 2009
<p>What success will look like</p> <p>A project plan will be agreed with the advisory group by September 2008</p> <p>By March 2009 existing measures will have been reviewed within the menu of local indicators and measures will have been further developed where it is deemed appropriate, in order to support local authorities and their partners in developing their SOA's</p>	

Priority HIGH	
What Will Happen	Target Date For Completion
Make effective use of the IS approach to Knowledge Management (KM) to enable the capture, dissemination and re-use of knowledge and good practice generated around the development of SOA's by the IS, Scottish Councils and their partners, the Scottish Government and other relevant bodies	Ongoing
<p>What success will look like</p> <p>Councils and their partners will regard the IS as a useful source of support and knowledge in developing their SOA's</p> <p>Working with COSLA and SOLACE we will have provided councils and their partners with guidance on good practice in the development and presentation of SOAs for sign-off from May 2009 in line with the agreed timescales of the High Level Group for SOA Development</p>	

Objective 4: Provide support for embedding the outcome focus in partnerships through the promotion of effective collaborative working between local government and its partners

Priority MEDIUM	
What Will Happen	Target Date For Completion
Undertake a pilot project for supporting Collaborative Gain in partnerships with three councils and their local partners	September 2008
<p>What success will look like</p> <p>A project exploring collaborative gain with 3 councils and their partners will have been successfully concluded in September 2008 and we will have made the learning from the project available to all other councils and their partners</p>	
Priority MEDIUM	
What Will Happen	Target Date For Completion
Continued support to the CPP / Collaborative Gain Community of Practice	Ongoing
<p>What success will look like</p> <p>We will provide support within available resources to the CPP network</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Promote the use of PSIF in support of Collaborative Gain	Ongoing
<p>What success will look like</p> <p>We will seek one council who has adopted PSIF to use the framework to self assess an existing partnership and share the learning with other PSIF members</p>	
Priority LOW	
What Will Happen	Target Date For Completion
Draft a Corporate Governance toolkit and identify councils and their partners to pilot its use	March 2010
<p>What success will look like</p> <p>We will have drafted a toolkit to support better corporate governance within CPP's and seek to pilot the toolkit with 2 CPP's</p>	

18 **Improving Outcomes**

Objective 5: Support the roll out of the Public Service Improvement Framework (PSIF) to a broader range of councils and partnerships to ensure outcome focused service delivery is underpinned by robust self assessment

Priority HIGH	
What Will Happen	Target Date For Completion
Complete a development plan and deliver the PSIF Phase 2, expanding membership to a wider group of Councils and other public service providers	June 2008
What success will look like	
We will have delivered a development plan to the PSIF board for sign off in June 2008	
Priority HIGH	
What Will Happen	Target Date For Completion
Ensure effective governance and programme management arrangements are in place to augment the PSIF and ensure the integrity and quality of the framework is sustainable and fit for purpose	Ongoing
What success will look like	
We will have delivered a draft governance framework to the PSIF board for its consideration and sign off	
Priority HIGH	
What Will Happen	Target Date For Completion
Integrate the PSIF with the appropriate work streams around SOA' s supported by effective communications and engagement with relevant stakeholders	Ongoing
What success will look like	
We will ensure that the PSIF and the bodies who have adopted PSIF are regularly briefed and updated on developments with SOA's	



Priority HIGH	
What Will Happen	Target Date For Completion
Ensure PSIF is aligned with the activities from the Scottish Government working groups implementing recommendations from the Crerar Review	Ongoing
<p>What success will look like</p> <p>We will have presented an overview of the PSIF framework to the reducing burdens working group</p> <p>We will ensure the PSIF and the bodies who have adopted PSIF are regularly briefed and updated on the work of the Crerar working groups</p>	
Priority HIGH	
What Will Happen	Target Date For Completion
Ensure PSIF is aligned with the inputs to developments and projects around Shared Services	Ongoing
<p>What success will look like</p> <p>We will ensure the PSIF and the bodies who have adopted PSIF are regularly briefed and updated on shared services developments</p>	

Objective 6: Continue to develop the equalities framework and integrate that fully into the PSIF

Priority HIGH	
What Will Happen	Target Date For Completion
Integrate the Equalities framework into PSIF	September 2008
<p>What success will look like</p> <p>As the Equalities Framework is being developed the equalities content in the PSIF will be aligned and balanced to reflect these developments</p>	
Priority MEDIUM	
What Will Happen	Target Date For Completion
Continued support to Equalities Network Community of Practice	Ongoing
<p>What success will look like</p> <p>Increased facilitation of councils' and their partners' networking enabling them to share information and good practice more easily</p>	
Priority MEDIUM	
What Will Happen	Target Date For Completion
We will involve and consult with key stakeholders during the development of an Equalities Framework and promote the benefits of this approach	Ongoing
<p>What success will look like</p> <p>We will have created awareness of the Equality Framework and encourage organisations to adopt this approach</p>	

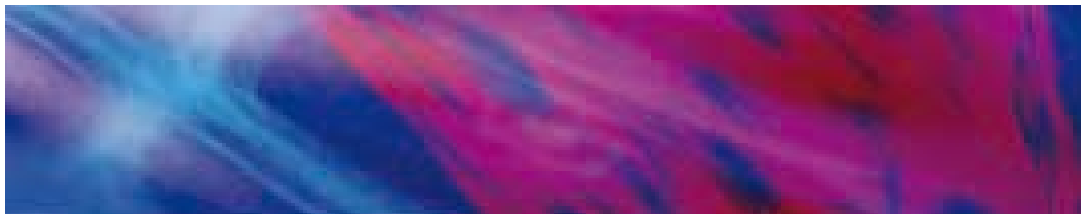
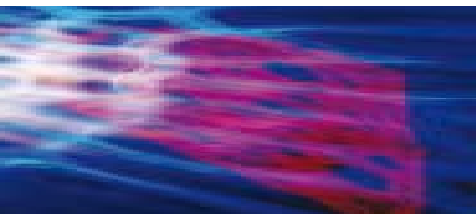
Objective 7: Continue to support councils in developing their response to climate change and to carbon and resource management

Priority LOW	
What Will Happen	Target Date For Completion
In partnership with the Sustainable Development Commission, provide guidance on the selection and use of appropriate tools for assessment of council-related and area-wide carbon emissions	November 2008
What success will look like	
Guidance will have been developed with the Sustainable Development Commission and the Sustainable Scotland Network and provided to councils	
Priority LOW	
What Will Happen	Target Date For Completion
Assess councils understanding of, and capacity to use, appropriate tools and techniques for the reduction of carbon emissions	January 2009
What success will look like	
Councils' needs will have been assessed through joint working with COSLA, the Sustainable Scotland Network and professional associations and a capacity building response and delivery arrangement will have been developed and agreed	
Priority LOW	
What Will Happen	Target Date For Completion
Provide guidance on the operation of the Carbon Reduction Commitment and support councils in developing their capacity for effective national and local operation of the carbon trading scheme in 2010	January 2009
What success will look like	
Guidance will have been developed and provided to councils on the basis of further detail to be provided by the UK Government and the experience of councils operating an informal carbon trading scheme	

Priority LOW	
What Will Happen	Target Date For Completion
Work with councils and relevant stakeholders to strengthen their capacity for assessing and addressing their carbon and ecological footprints, including the use of PSIF, guidance on building sustainability into SOAs and continued support for the Local Footprints Project	March 2009
<p>What success will look like</p> <p>Existing capacity and tools will have been reviewed against an assessment of councils' needs, undertaken with COSLA, the Sustainable Scotland Network and professional associations A sustainability dimension will have been embedded within PSIF Councils will have been supported in building sustainability into their SOAs The Local Footprints project will be on track to deliver its agreed outputs by October 2009</p>	
Priority LOW	
What Will Happen	Target Date For Completion
Work with councils and relevant stakeholders to strengthen their capacity to assess and address the impacts of climate change on services and communities	Ongoing
<p>What success will look like</p> <p>Councils' needs will have been assessed through joint working with COSLA, the Sustainable Scotland Network and professional associations and a capacity building response and delivery arrangement will have been developed and agreed, in the context of COSLA's input to the Scottish Government's Climate Change Adaptation Strategy</p>	

PROGRAMME RISK REGISTER

Risk No.	Risk Description	Programme or Project Affected	Risk Probability (H/M/L)	Risk Impact (H/M/L)	Risk Response (Tolerate, Treat, Transfer, Terminate)	Consequence of Risk (Corporate, Political, Financial, Legal, Operational, Reputational)	Risk Reduction Measures	Owner	Next Review
1	Lack resource capacity to meet demands for support	All	M	M	Treat	Reputational Operational	Tight management of projects through regular briefings/ contact To review resource capacity requirements and provide options for managing additional demands	All	Monthly progress assessment
2	Lack of uptake of service offerings	All	M	M	Treat	Reputational	Close liaison with all stakeholders to ensure they are fully aware of the projects and have the opportunity to shape their final outputs	All	Monthly progress assessment
3	Lack of support from key partners	All	L	M	Treat	Corporate Reputational Operational	Tight management of projects through regular briefings/ contact Close liaison with all stakeholders to ensure they are fully aware of the projects and have the opportunity to shape their final outputs	All	Monthly progress assessment



Westerton House, Westerton Road,
East Mains Industrial Estate
Broxburn
EH52 5AU

Tel: 01506 775558
Fax: 01506 775566

E-mail: info@improvementservice.org.uk
www.improvementservice.org.uk

The Improvement Service is devoted to improving the efficiency, quality and accountability of public services in Scotland through learning and sharing information and experiences.