Programme Plan – Key Dates
Suggested target dates for key activities are shown below, for discussion, and are subject to further refinement. A full programme plan will be developed.

Activity	Target dates	Notes
Review of corporate priorities Proposals developed Consultation period Approval	Early May 2009 May - June 2009 14 th July 2009	This work is needed to inform development of future organisational structure, planning and service reviews. A Communications/Consultation Plan has been developed. Initial consultation will be on the overall priorities to enable recommendations to be submitted to July's Council meeting. Further consultation will be undertaken as part of service reviews as the transformation programme progresses.
Senior management structure		With assistance from NWEO.
 Outline proposals inc. new job descriptions Consideration by Exec, O&S Committees & Employment Panel and CJC 	May 2009 May - June 2009	Preparation of proposals, for consultation, can run concurrent to review of priorities.
Approval by Council	14 th July 2009	Timescales have been set based on advice from NWEO.
New Senior Management structure in place	December 2009	Restructuring below senior management level will be determined as service reviews progress.
Service Provision Review		
Identify and confirm statutory services (inc estimated costs of provision)	end May 2009	
Identify and review provision of non-statutory activities and initial assessment of potential service reduction areas.	Some identified and confirmed by end August 2009	This work will continue beyond August, as part of the service review. A phasing plan will be developed that will reflect the amount and complexity of information that needs to be collated and analysed and accommodate adequate consultation periods.
Determine future delivery methods and process improvements		Phasing to be determined and will be influenced by capacity and appointment dates of Senior Managers
Implementation of service changes inc. staff structure changes		Ongoing from end August 2009.
Follow-up reviews		From December 2009