

2008			Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
LAA			Negotiation	Negotiation	Negotiation	Approval				6-month review?		
CPA/CAA				New mandatory national PIs in effect		Consultation on CAA details	Consultation on CAA details	Consultation on CAA details			APA assessments Adult Social Care & Children & YPs	Last CPA assessments published?
Needs Assessment				JSNA duty in effect Agreed needs assessment programme					Mandatory biennial new Place Survey	Public consultation	Public consultation	Public consultation
Corporate Plan			Proposed Corporate Plan 2008-11 considered by Cabinet	Supplemented by emerging joint programme with PCT etc.	Corporate Plan 2008-11 approved by Council Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.
Directorate and service plans			2008-11 plans approved	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.	Issue requirements re. refreshed 2009-11 plans	Supplemented by emerging joint programme with PCT etc.	Supplemented by emerging joint programme with PCT etc.
Finance & Governance			- Council Tax & Budget set - Annual Governance statement			Statement of Accounts approved			Audit Commission Opinion on the Accounts	Updated MTFMS Annual summary of Accounts and performance published	Confirmation of the LG settlement within the three year settlement framework	Budget Advice to directorates and services
Performance reports				Month 12 IPR Leader and CX-led performance meetings		Month 2 IPR Confirmation of month 12 out-turn	Leader and CX-led performance meetings	Month 4 IPR		Month 6 IPR Leader and CX-led performance meetings		Month 8 IPR?
Human Resources			Directors & Service heads		All other managers & staff		Employee Opinion Survey	Training and Development Programme		Six- month reviews		

PCT				Final 3 year overarching plan 2008-10					1 st draft of 5 year (2009-2014 Strategic Plan Annual report published			- Operating Framework published - Strategic Plan published - PCT allocations
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2009	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
LAA			12-month review							6-month review?		
CPA/CAA	- Last CPA assessments published? - Use Resources judgement - CAA details confirmed	Direction Travel judgement CAA details confirmed			CAA risk assessment of the Council and partners?					First set of CAA results published	APA assessments Adult Social Care & Children & YPs ??	
Needs Assessment	Report on the survey and public consultation			Agreed needs assessment programme					Annual local satisfaction survey?			
Corporate Plan	Draft 2009-10 operating statement	Strategic options and challenge - CMB, Cabinet, SMC	- 2009-10 operating statement approved - Strategic options and challenge - CMB, Cabinet, SMC	Strategic options and challenge - CMB, Cabinet, SMC		Draft Corporate Plan 2010-13			Corporate Plan 2010-13 approved			Initial draft of 2010-11 operating statement
Directorate and service plans	First drafts of refreshed 2009-11 plans		Refreshed 2009-11 plans approved						Issue requirements re. 2010-13 plans			First drafts of 2010-13 plans
Finance & Governance	LG settlement confirmed	Updated MTFMS	- Council Tax & Budget set - Annual Governance statement		Updated MTFMS (reflecting strategic options and challenge process)	Statement of Accounts approved			Audit Commission Opinion on the Accounts	Annual summary of Accounts and performance published	Confirmation of the LG settlement within the three year settlement framework	Budget Advice to directorates and services
Performance reports	Month 8 IPR? Leader and CX-led performance meetings	Month 10 IPR		Month 12 IPR Leader and CX-led performance meetings		Month 2 IPR Confirmation of month 12 out-turn	Leader and CX-led performance meetings	Month 4 IPR		Month 6 IPR Leader and CX-led performance meetings		Month 8 IPR
Human Resources			Directors and heads of service		All other managers and staff		Employee Opinion Survey	Training and Development Programme		Six- month reviews		

PCT	SHA confirm and challenge meetings Budget setting begins	FIMS Plan submission and LTFM	- LDP sign-off (Operating plan from 2009/10) - Budgets and Financial Plan approved by PCT Board	Final 3 year overarching plan 2009-11					1 st draft of 5 year (2010-2015 Strategic Plan Annual report published			- Operating Framework published - Strategic Plan published - PCT allocations
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