

EAST AYRSHIRE COUNCIL

GOVERNANCE AND SCRUTINY COMMITTEE -18 JANUARY 2008

STRATEGIC SELF-ASSESSMENT OF PERFORMANCE PROGRESS REPORT

Report by Executive Head of Finance and Asset Management

1. PURPOSE OF REPORT

- 1.1** To provide Committee with a progress report on areas for improvement that were identified through both the Service Level Strategic Self Assessments of Performance and the Corporate Level Strategic Self- Assessment of Performance, which were undertaken in preparation for the 2006 Best Value and Community Planning Audit.
- 1.2** To seek agreement that the small number of improvement actions yet to be achieved at a service level should be remitted to the appropriate Executive Director and brought to a conclusion.
- 1.3** To seek agreement that the improvement actions outstanding at a corporate level should be continued as part of a new corporate level assessment to be carried out early in 2008.

2. BACKGROUND

- 2.1** The Corporate Management Team undertook Strategic Self- Assessments of Performance as a key element of the Council's strategy in preparing for the Audit of Best Value and Community Planning. An important aspect of this process was the identification of areas where improvements could be made, which were taken forward into the Council's Audit Submission document, submitted to Audit Scotland on 26 January 2006.
- 2.2** The Council's approach to self assessment was praised by the auditors, and an important conclusion from the Audit was that the Council is in a good position to identify areas for improvement and is well placed to deliver on its Improvement Agenda. It is important, therefore, that the Council demonstrates continuity in the process when the next audit takes place.
- 2.3** Progress reports have been discussed by the Corporate Management Team on 25 January 2006 and 31 May 2006, and agreed by Policy and Resources Committee on 14 November 2006. This report continues that process of review.

3. PROGRESS UPDATE

- 3.1** Progress in relation to the implementation of the improvement actions identified through the Strategic Self Assessments of Performance has been monitored closely by the Corporate Management Team. Each of the improvement areas identified at service level was actioned by the Executive Director responsible, and corporate level actions were assigned to the appropriate Executive Director.
- 3.2** As the assessments were initially undertaken prior to the Council restructure, the substantive document continues to be reported by those Service Units as existed within the predecessor directorates. The Corporate Management Team is therefore well placed to consider and review the Strategic Self Assessments of Performance to ensure that wider, corporate and cross-cutting improvement areas are progressed in a co-ordinated manner.

4 PROGRESS DETAIL

4.1 Service Level Self Assessments

- 4.1.1** Of the 423 areas for improvement identified when the Service Level Strategic Self Assessments were undertaken, 355 have been Fully Achieved and 53 have made Excellent Progress. 96.45% of all actions have, therefore, been substantially achieved.
- 4.1.2** The objectives of the action plan have now been met, and it is proposed that the remaining issues be concluded by Executive Directors, through the Corporate Management Team and the Chief Executive's Performance Template.
- 4.1.3** The current programme for EFQM self-assessments across the Council (as reported to Governance and Scrutiny Committee on 23 November 2007) and for Best Value Service Reviews (as reported to Cabinet on 19 December 2007) cover all issues that would be highlighted through the Service Level Strategic Self Assessment of Performance.

4.2 Corporate Level Self Assessments

- 4.2.1** Members are advised that of the 90 areas for improvement identified when the Corporate Level Strategic Self Assessment was undertaken, 57 have been Fully Achieved and 25 have made Excellent Progress. 91% of all actions have therefore been substantially achieved.
- 4.2.2** Appendix 1 contains those actions from the Corporate Level Assessments that have not been fully achieved.
- 4.2.3** It is proposed that a new Corporate Level Strategic Self Assessment is carried out in 2008 with the outstanding actions from this element of the review being incorporated into the new assessment.

4.2.4 The 2008 Strategic Self Assessment of Performance will include an appendix setting out the extent to which the September 2006 Best Value and Community Planning Improvement Agenda has been implemented, along with outcomes achieved.

5. PROGRESS HIGHLIGHTS

5.1 The following is a summary containing some of the key issues that have been reported in the main document.

5.1.1 Actions Fully Achieved

- Single Status has been implemented in relation to pay and gradings.
- A Community Planning Consultation and Engagement Action Plan and toolkit have been fully developed.
- A marketing plan to improve the attractiveness and overall uptake of the school meals service has been implemented.
- A private sector housing strategy has been approved and introduced.
- A new Cabinet style decision making structure has been introduced.
- A Document Imaging System has been introduced and enhanced within the Benefits and Revenues Service which has improved the efficiency of service delivery.

5.1.2 Excellent Progress

- The Schools Estate Strategy is being implemented to improve the quality of our buildings and property.
- A Corporate Procurement Strategy has been introduced.
- The outcomes from the Strategic Review of the Revenue Budget will feed into 2008/09 budget round.
- Galston Primary School is being built incorporating 'state of the art' energy efficiency measures. Other refurbishments also include green energy solutions.
- Strategic operating arrangements have been reviewed for Community Planning and new structures will be implemented by April 2008.

5.1.3 Good / Partial Progress

- Draft Leisure and Cultural Strategy publication delayed due to delays at a national level.
- A Best Value Service Review of Asset Management Arrangements has been completed and approved by the Cabinet.
- An Elected Member Training Plan is being further developed.
- Development is continuing on the Conditions of Service aspect of
- Single Status.

6. FINANCIAL, LEGAL, POLICY AND COMMUNITY PLANNING IMPLICATIONS

- 6.1** There are no financial or legal implications arising from this report.
- 6.2** The drive towards securing continuous improvement in the delivery of council services is a key aspect of the requirements placed upon councils through the Local Government in Scotland Act, 2003. Progress in relation to the matters covered by this report demonstrates a continued commitment by the Council to deliver on this important agenda.
- 6.3** All process based improvements will improve the Council's ability to deliver against East Ayrshire's Community Plan. Progress against specific Community Plan Action Plan objectives is monitored and reported regularly.

7. RECOMMENDATIONS

- 7.1** The Committee is asked to:
- (i) note the progress being made in the implementation of the improvement areas identified through the Strategic Self- Assessments of Performance;
 - (ii) agree that the Service Level Strategic Self Assessments are now discontinued, and Executive Directors are remitted to bring outstanding actions to a conclusion;
 - (iii) agree that outstanding actions from the Corporate Level Self Assessment are carried forward, and included in a new corporate level self assessment to be carried out early in 2008;
 - (iv) otherwise note the terms of this report.

Alex McPhee
Executive Head of Finance and Asset Management
5 December 2007

Background Papers

1. The Council's Best Value/Community Planning Audit Submission, January 2006.
2. East Ayrshire Council -The Audit of Best Value and Community Planning, prepared for the Accounts Commission by Audit Scotland, September 2006.
3. The full, detailed document underpinning this report will be lodged in the Members' Information Point, and is available by e-mail on request.

Any person wishing to inspect the above background papers or seeking further information on this report should contact Jim Farrell, Performance, Development and Projects Manager.

IMPLEMENTATION OFFICER

Jim Farrell, Performance, Development and Projects Manager

PROGRESS ON STRATEGIC CORPORATE SELF-ASSESSMENT OF PERFORMANCE

| Best Value Criteria | Evidence | Areas for Improvement | Action Owner | Progress Update |
|---------------------|---|---|--|---|
| Strategic Direction | <p>East Ayrshire Community Plan:</p> <ul style="list-style-type: none"> • Community Plan – Sovereign Planning Document for East Ayrshire. • Community Plan - 6 Thematic Action Plans: <ul style="list-style-type: none"> ○ Promoting Community Learning ○ Improving Opportunities ○ Improving Community Safety ○ Improving Health ○ Eliminating Poverty ○ Improving the Environment • Community Plan Action Plans linked to Service Planning Framework/Section Workplans, (builds on Scottish Executive's 'Building a Better Scotland'), | <ul style="list-style-type: none"> • Wider ownership of Community Plan and related Action Plans is required. ▪ Clear connection/link to Service Planning Framework and Budgetary Process. | <p>All Executive Directors</p> <p>All Executive Directors</p> | <p>EXCELLENT PROGRESS</p> <ul style="list-style-type: none"> - Four-yearly review successfully implemented. - Community Plan review supplement prepared and distributed. - 6 new thematic Action Plans updated and implemented. - Partnership Assessment Scorecard rolled out March 2007 and key findings actioned. - Community Plan standing item at Team Meetings. - A range of consultation and promotional events convened in Feb/Mar 07. <p>EXCELLENT PROGRESS</p> <p>A new service planning template has been developed and is currently being piloted in Leisure Services.</p> |
| | Corporate Procurement Strategy | Consolidate all elements into one document. | Depute Chief Executive/ Executive Director of Corporate Support | <p>EXCELLENT PROGRESS</p> <ul style="list-style-type: none"> - A new Corporate Procurement Strategy was approved by Council on 21 November 2007. - Work continues on the revision of all procedure and practices documents, and these will be available on the Intranet from June 2008. |

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| | Cultural Strategy | Complete & Publish the East Ayrshire Cultural Strategy – March 2006. | Executive Director of Neighbourhood Services | GOOD PROGRESS Draft Leisure and Cultural strategy publication has been postponed to take into account the Scottish Government's Consultation on the 'Culture Bill' which was delayed following the change of administration at Hollyrood. The new date for the publication of the Cultural Strategy is June 2008. |
| Scrutiny | Budget Scrutiny Group: <ul style="list-style-type: none"> • Review and monitor on a continuous basis spending levels against departmental and trading operation budgets. • Report and make recommendations on findings to Service Committees and Policy and Resources Committee. | Refine links to Service Planning. | All Executive Directors | EXCELLENT PROGRESS Pilot in progress within Leisure Services which will integrate service planning with budgeting process. Pilot will be completed by end of March 2008, with a roll-out then commencing. It is anticipated that all services will have adopted the new template by September 2008. |
| | Performance Review Group: <ul style="list-style-type: none"> • To validate the Council's Best Value Review arrangements, on a systematic basis to ensure consistency, efficiency, continuing relevance and delivery of improvements. | Further develop structure of internal scrutiny of performance outcomes. | Chief Executive | DELETED Performance Review Group no longer exists. Role of performance review arrangements is now the responsibility of the Governance and Scrutiny Committee. |

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| | <p>Chairs' Monitoring Group:</p> <ul style="list-style-type: none"> • Quarterly Joint Staffing Watch. • Annual Employee Statistics Report to Chairs' Monitoring Group. • Training and Development Statistics to Chairs' Monitoring Group (quarterly). • Absence Statistics to Chairs' Monitoring Group (quarterly). • Discipline and Grievance Statistics to Chairs' Monitoring Group (quarterly). • Equal Opportunities Statistics to Chairs' Monitoring Group (quarterly). | <p>Refine Information Reporting process.</p> | <p>Depute Chief Executive/ Executive Director of Corporate Support</p> | <p>DELETED Chair's Monitoring Group no longer exists. Role of this Group is now the responsibility of the Governance and Scrutiny Committee.</p> |
| | <p>Asset Monitoring Group:</p> <ul style="list-style-type: none"> • To secure the speedy release of unused properties for which there is no longer a foreseeable use by the property holder. • To secure a more productive and cost effective use of under utilised property assets. • To ensure that all property held is in effective operational use, not just departmentally, but taking account of the potential for inter-Departmental and inter-agency use. • To review current policies and procedures relating to the disposal of surplus properties . | <p>Building on the comprehensive Asset Management Strategy (AMS) agreed at Policy and Resources on 31 May 2005, a position statement on the AMS Action Plan, and related matters, will be taken to Policy and Resources Committee on 8 February 2006.</p> | <p>Executive Head of Finance & Asset Management</p> | <p>GOOD PROGRESS Officers seconded to manage corporate asset management IT system implementation. Property portfolios and capital receipt strategy reviewed as part of overall capital investment strategy.</p> <p>Best Value Service Review completed and approved.</p> <p>As a result of this review, dedicated Asset Management Team will be assembled by May 2008. This will allow detailed, technical information to be collected for dedicated database.</p> |

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| | How Good is our School? | Enhance self evaluation at local level, including improvement planning. | Executive Director of Educational and Social Services | <p>VERY GOOD PROGRESS</p> <p>Established procedures at all levels; training provided to all Headteachers; support from the Quality Improvement Team. HMIE invited to discuss new generic indicators. Seminar planned on integrated services evaluation. All schools will be using the new procedures by June 2008.</p> |
| | Training for Elected Members | <ul style="list-style-type: none"> • Further development of Elected Member Training Plan. • Paper to be taken to Members Services Committee – Nov 05. | Depute Chief Executive/ Executive Director of Corporate Support | <p>GOOD PROGRESS</p> <ul style="list-style-type: none"> - In relation to management initiatives an investigation of a range of Ward potential systems has been carried out. A suitable, bespoke system has been identified and will be procured following final demonstration of system at another local council. - Members Training and Development Scheme and Members' Training Plan – Draft needs analysis scheme in place and professional and personal development planning process under review. |

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| Responsiveness | Improving Customer Service through Better Customer Contact | <ul style="list-style-type: none"> Implement Best Practice Guidance reported in Audit Scotland's Improving Customer Services Report, April 2005. Implement proposals agreed by Policy and Resources Committee 20 September 2005. | All Executive Directors | EXCELLENT PROGRESS <ul style="list-style-type: none"> The Customer Commitment is displayed in all offices / work places and sets out the standard of customer service stakeholders can expect. Toolbox talks have been rolled out. The actions set out in the September 2005 report will be complete by 31 March 2008. Improving customer service will remain an on-going task for all Council services |
| | <ul style="list-style-type: none"> Annual Council House Tenant Conference – 2004 & 2005 Council House Repairs Survey – 2005 BSSAC Community Satisfaction Survey – 2004 | | | |
| | <ul style="list-style-type: none"> 2005 Residents' Survey | Develop new flexible and co-ordinated procedures for Citizen Panel and Geographic Focus Groups; targeted identification of consultees; make best use of IT. | Depute Chief Executive/ Executive Director of Corporate Support | EXCELLENT PROGRESS <ul style="list-style-type: none"> Residents' Survey results analysed & cascaded. Residents' Panel & geographic focus groups established & working effectively. Consultation and engagement database established. |
| Planning and Budgeting | <ul style="list-style-type: none"> Elected Member led Annual Revenue/Capital estimates process – 3-year budgeting, with a cascaded coherent budget process. We have plans in place to seek to influence the next Spending Review to be undertaken by Scottish Executive: <ul style="list-style-type: none"> Consultation commences | <ul style="list-style-type: none"> Identify areas for efficient government across Council Services, whilst at the same time building a case for an improved share of the Scottish Executive's 3-yearly Block Allocations, all with a view to diverting | Executive Head of Finance & Asset Management / Depute Chief Executive/ Executive Director of Corporate Support | EXCELLENT PROGRESS <p>Strategic Review of Revenue Budget outcomes to feed into 2008/09 revenue estimates.</p> |

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| | <p data-bbox="548 312 674 336">June 2006</p> <ul style="list-style-type: none"> <li data-bbox="510 339 902 387">- Working towards Block Allocations June 2007 <p data-bbox="477 1075 792 1099">• Civil Emergencies Plan</p> | <p data-bbox="958 312 1227 387">more resources to Community Plan priorities at the frontline.</p> <ul style="list-style-type: none"> <li data-bbox="925 395 1227 531">• Earlier input from Elected Members on annual revenue/capital/3 yearly estimates process. <li data-bbox="925 539 1227 675">• Further refining links between Community Planning/Service Planning, with estimates process. <li data-bbox="925 683 1227 906">• Undertake a comprehensive review of spend priorities in advance of the Scottish Executive's next Spending Review (process to commence around June 2006). <li data-bbox="925 914 1227 1074">• Make more progress in aligning community planning partners' budget contributions for key action plan priorities. | | <ul style="list-style-type: none"> <li data-bbox="1514 507 1899 619">- Initial report submitted on aligning budgets to Community Planning Partners Group in August 2007. <li data-bbox="1514 627 1899 754">- A pilot is in progress with Leisure Services to integrate Service Planning and Community Planning with the budgeting process. <li data-bbox="1514 762 1899 930">- Pilot will be completed by end of March 2008, with a roll-out then commencing. It is anticipated that all services will have adopted the new template by September 2008. |

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| Employees | <p>EAGER reviews for most staff; 2003, 2004 & 2005</p> <ul style="list-style-type: none"> • Service led Training Plans, • Clear job outlines. | <ul style="list-style-type: none"> • Improve performance management skills. • Extend scope of EAGER reviews. | Depute Chief Executive/ Executive Director of Corporate Support | <p>PARTIALLY ACHIEVED</p> <ul style="list-style-type: none"> - ILM Introduction to First Line Mgt - 30 completed. - ILM Certificate in First Line Management - 6 completed. - ILM Introduction to Team Leading - 26 completed. - ILM Certificate in Team Leading will commence March 2008. <p>This will be a continuing process of roll-out across the Council.</p> <p>EXCELLENT PROGRESS</p> <p>Group EAGERs rolled out to Onsite Services, Community Centre Stewards, Outdoor Amenities, Road Workers, and Building and Works to December 2007. Will complete during 2008.</p> |
| | Single Status Job Evaluation (all targeted job evaluations completed). | Implement Single Status by April 2006. | Depute Chief Executive/ Executive Director of Corporate Support | <p>GOOD PROGRESS</p> <p>Good progress made in relation to Conditions of Service. Completion by March 2008.</p> |

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| Fixed Assets | Asset Management Strategy in place – non Educational Properties. | <ul style="list-style-type: none"> • Progress the implementation of the medium and long term action plan points included in the Council's adopted Corporate Asset Management Strategy. • Software system to be implemented; to be fully compatible with Technology Forge System as used by Education. | Executive Head of Finance and Asset Management | <p>EXCELLENT PROGRESS</p> <p>Property Portfolios reviewed as part of individual Capital Programme meetings with Directors.</p> <ul style="list-style-type: none"> - Option appraisal model currently being tested. - Officers seconded to manage corporate asset management IT system implementation. - Integrated Council-wide system in place, with test system being run to confirm configuration of information. Population of database will then be rolled out over coming months. |
| | Option Appraisal arrangements (AMS). | <ul style="list-style-type: none"> • Prepare Policy Report to the Corporate Management Team November 2005. • Policy Options Report to Policy and Resources Committee February 2006. | Executive Head of Finance & Asset Management -do- | <p>EXCELLENT PROGRESS</p> <p>Option appraisal model currently being tested using proposed capital projects.</p> <p>New system will be used for all proposed new projects from April 2008.</p> |

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| Procurement | Council-wide Procurement Strategy in place. | <ul style="list-style-type: none"> Demonstrate the achievement of significant cost reductions through the application of modern procurement / purchasing arrangements. | Depute Chief Executive/ Executive Director of Corporate Support | <p>EXCELLENT PROGRESS</p> <ul style="list-style-type: none"> - A new Corporate Procurement Strategy was approved by Cabinet on 21 November 2007. - This will herald the creation of a Centralised Purchasing Unit (CPU) within the Council from 1/4/08 which ultimately will undertake all purchasing activities within the Council. - The CPU will operate alongside the ePS Unit as part of the Corporate Procurement Team. - The overall aim of the proposals in the new strategy is to facilitate long-term cost reductions, both in terms of price and time release savings across the Council which is entirely consistent with the ongoing national strategy of continuous improvement on procurement issues being developed and implemented by virtue of the McClelland Programme. In terms of timescale the Scottish Government backed McClelland Programme will continue indefinitely but it is likely that a range of both national and regional contracts for various commodities will become available for local authority use during 2008. |

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| | Benchmarking Groups (APSE, ABC etc.). | More structured use of comparative financial data. | All Executive Directors | EXCELLENT PROGRESS Services collect a wide range of benchmarking information using Family Group and Extended Family Group comparisons. |
| | All 32 Building Standards Services (verification process under the Building (Scotland) Act 2003). | Employ robust Option Appraisal – external appraiser to confirm conclusions reached. | Depute Chief Executive/ Executive Director of Corporate Support | EXCELLENT PROGRESS Full audit will be undertaken within 2008/09. |
| Competitiveness and Trading | Benchmarking Groups (APSE, ABC, Scottish FM BG etc.). <ul style="list-style-type: none"> • Robust Trading Operations Accounts. • Commercial arrangements. discipline | <ul style="list-style-type: none"> • Extend into other areas of preference. • Identify private sector comparators for benchmarking. | All Executive Directors | EXCELLENT PROGRESS Services collect a wide range of benchmarking information using Family Group and Extended Family Group comparisons. |

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| Trading | Service Level agreements in place for service areas. | <ul style="list-style-type: none"> • Ongoing review of SLAs. • Marketing and promotion of services to increase turnover and viability. | All Executive Directors | <p>EXCELLENT PROGRESS</p> <ul style="list-style-type: none"> - Transport Services has SLA agreements with all its partners in East Ayrshire Council. - Leisure Services have SLAs in place with all grant funded/ external service providers e.g. Kilmarnock Leisure Trust, Visions Cumnock Ltd etc. - Outdoor Amenities has Grounds Maintenance SLAs with Roads and Transportation and Housing Services. - SLAs are in place with the Benefits Service and various agencies of the Department for Work & Pensions. - Full review will be completed by end of 2008. |
| | Implementation of Sustainability Guidance. | <ul style="list-style-type: none"> • Better co-ordinate the Council's approach to sustainable development across all Council services, to achieve improved outcomes. • Sustainable Development Strategy to be implemented. • Reflect on 'Building a Better Scotland – SPICE Information Note.' | <p>Executive Director of Neighbourhood Services</p> <p>-do-</p> <p>-do-</p> | <p>EXCELLENT PROGRESS</p> <ul style="list-style-type: none"> - A cross department sustainability working group was set up in August 2006 and continues to meet regularly. - Sustainability Audit complete. - Local Biodiversity Action Plan updated. - Sustainability Strategy drafted and undergoing a Strategic Environmental Assessment under the terms of the Environmental Assessment (Scotland) Act 2005 prior to implementation. This will be achieved by end of January 2008. |

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| | <ul style="list-style-type: none"> • ECO Schools Programme for Energy Management | Long term investment issues. | Executive Director of Educational and Social Services | <p>EXCELLENT PROGRESS.</p> <ul style="list-style-type: none"> - Galston Primary School is being built incorporating 'state of the art' energy efficiency measures. Other major refurbishments are including green energy solutions. - 62 establishments are registered on the ECO Schools Programme. 29 Bronze awards, 12 Silver Awards and 5 Green Flags have been achieved. - Progress against the Area for Improvement will continue. Investment will be considered annually, in line with other Council budget imperatives. |

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| Equalities | <ul style="list-style-type: none"> • All-Ayrshire Race Equality Partnership • Race Equality Action Plan (over 3 years) | <ul style="list-style-type: none"> • To mainstream Equality & Diversity Policies. • To review Equality & Diversity arrangements to meet changing legislative and regulatory framework. • Review Council website and intranet site to ensure comprehensive accessibility. | <p>Chief Executive</p> <p>All Executive Directors</p> <p>All Executive Directors</p> | <p>EXCELLENT PROGRESS</p> <ul style="list-style-type: none"> - Race Equality Audit Year 3 complete. - A Disability Equality Scheme has been developed and agreed by the Policy and Resources Committee on 14/11/06. - A Gender Equality Scheme was developed and agreed by the Policy and Resources Committee on 27/03/07. - The Neighbourhood Services Department has developed 4 Equalities Action Plans (one per section). (October 2007) - A Neighbourhood Services 3-year rolling Equalities Impact assessment timetable has been developed. (October 2007) - Impact assessments are underway in line with the 3-year rolling plan. - Cabinet 19/12/07 agreed Disability Equality Scheme and departmental Equalities Action Plans. These plans reflect the Council's move to a single Equalities framework, meeting the needs of the new Equality and Human Rights Commission. |
| | Single Status Agreement | Implement Single Status Agreement W/E/F 1 April 2006. | Depute Chief Executive/ Executive Director of Corporate Support | <p>EXCELLENT PROGRESS</p> <p>Excellent Progress in relation to Conditions of Service. Will be completed 1/4/08.</p> |

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| Partnership Working | East Ayrshire Community Plan – Sovereign Planning Document | Refine arrangements for the new Community Planning Partnership Board, especially Community Group involvement. | Depute Chief Executive/ Executive Director of Corporate Support | EXCELLENT PROGRESS. - Strategic operating arrangements for CP have been reviewed as part of the four-yearly review of the Community Plan. - New structures will be implemented by 1 April 2008. |
| | Community Planning Core Partners Working Group (strategic): <ul style="list-style-type: none"> • East Ayrshire Council • East Ayrshire the Community • Scottish Enterprise Ayrshire • NHS Ayrshire and Arran • Strathclyde Fire and Rescue • Strathclyde Police • SPT | <ul style="list-style-type: none"> • Streamlining Planning Structures. | Depute Chief Executive/ Executive Director of Corporate Support | EXCELLENT PROGRESS - Operating arrangements reviewed as part of the four-yearly review of the community plan. New operating arrangements will be in place by 1 April 2008. |
| | Business Breakfasts/'Determined to Succeed' | Responsibility transferred from Scottish Enterprise Ayrshire to East Ayrshire Council (per JOG 1.11.05). | Executive Director of Educational and Social Services | EXCELLENT PROGRESS 'Determine to Succeed' funding established. Schools/Head Teachers invited to attend conferences to share good practice. Plans developed with Scottish Executive Business Links Officer for standard meetings with local businessmen. Meetings ongoing. |

| Best Value Criteria | Evidence | Areas for Improvement | Action Owner | Progress Update |
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| | Community Benefit Contribution: <ul style="list-style-type: none"> • Arrangements for Wind Farms • Mineral Trust | Developing arrangements with 2 other Councils. | Depute Chief Executive/ Executive Director of Corporate Support | EXCELLENT PROGRESS <ul style="list-style-type: none"> - Cabinet approved the Whitelee Windfarm report (including the arrangements with East Renfrewshire and South Lanarkshire) on 22/8/2007. The EA Windfarm policy was agreed at Cabinet on 5/12/2007 having been called into the Governance & Scrutiny Committee on 23/11/2007. - A review is underway of all Developers' Contributions, including the Minerals Trust. Due at Cabinet end of March 2008. |
| Accountability | Chief Executive's Performance Review of Executive Directors returns (Qtrly/Annually). | Publicise Housing Estate Management Plans. | Executive Director of Neighbourhood Services | EXCELLENT PROGRESS <ul style="list-style-type: none"> - A pilot was completed in the Irvine Valley Area Team to share Estate Action Plan information with tenant representatives. - An Estate Action Plan for Irvine Valley / Kilmarnock South has been drafted and shared with the Resident and Tenants Organisation forum in October / November 2007. The draft Estate Action Plans for other areas will be rolled out by March 2008. |

6 December 2007

CMT Review 25 Jan 2006; CMT Review 31 May 2006; Policy and Resources Review 14 November 2006; CMT Review 12 December 2007; Governance and Scrutiny Review 18 January 2008.