

## EAST AYRSHIRE COUNCIL

COMMUNITY SERVICES COMMITTEE – 08 NOVEMBER 2006

### BEST VALUE & COMMUNITY PLANNING AUDIT IMPROVEMENT AGENDA UPDATE FOR THE DEPARTMENT OF NEIGHBOURHOOD SERVICES

#### Report by Executive Director of Neighbourhood Services

#### 1. PURPOSE OF REPORT

- 1.1 To update Members on the Department of Neighbourhood Services activity / progress in relation to Best Value Audit Action Plan for Neighbourhood Services (Leisure Services and Protective Services).

#### 2. BACKGROUND

- 2.1 As part of the formulation of the submission for the Best Value and Community Planning Audit, each Department / Section developed a Strategic Self Assessment of their Performance in September 2005.
- 2.2 The strategic self assessment assessed the performance of the Council on three levels i.e. at a:-
- corporate level
  - departmental level and
  - section level
- 2.3 The performance self assessment model was developed using the EFQM Pathway Model Criteria and the Accounts Commission Best Value Audit Criteria.
- 2.4 Each section of Neighbourhood Services underwent the strategic self-assessment process and from this developed an action plan.
- 2.5 The action plan consists of three parts:-
- a score from 1-6 for each criteria with 1 being the lowest score and 6 the highest
  - strengths are identified in relation to that criteria; and
  - a list of areas for improvement is developed
- 2.6 Each sections Strategic Self Assessment of Performance then informed the Corporate Self Assessment of Performance which ultimately informed the published corporate Best Value submission that was prepared for the audit team.

2.7 A report to the Corporate Management Team meeting on 31 May 2006 detailed the Council's Improvement Agenda as consisting of:-

- The Audit Improvement Plan which was produced by Audit Scotland which forms part of the East Ayrshire Best Value and Community Planning Audit Report.
- The Council's Draft Improvement Plan – which identified 8 Corporate Actions in the Councils Best Value and Community Planning Audit Submission.
- The Strategic Self Assessment of Performance which is the Council's Corporate Action Plan
- The Departmental Strategic Self Assessments of Performance – 4 sectional action plans one for each section of Neighbourhood Services.

2.8 There was a requirement that any progress made against the Departmental Strategic Self Assessment of Performance, improvement action plans be reported to a future meeting of the Corporate Management Team and then to relevant service committees.

### **3. PROGRESS REPORT**

3.1 Departmental Self Assessments of Performance for Neighbourhood Services is split into 4 self assessment relating to each service unit i.e. Building & Works, Housing, Leisure Services and Protective Services

3.2 Progress against the Leisure and Protective Services action plans are set out below (see Appendix 1 and 1A).

3.3 Leisure Services have made progress against the improvement actions detailed in the submission document. These include:-

- Leisure Services Best Value Service Review was reported and agreed at Community Services Committee on 29 March 2006.
- EFQM Pathway Assessments completed for all Leisure sections in 2005/06.
- Community Recreation and Outdoor Amenities are no longer classified as Direct Service Organisations and have become core services.
- The development of a corporate asset management plan is ongoing.
- Completion of all required performance management returns.
- Leisure Services is fully represented on all the thematic action plans of the Community Plan.
- Service Plans produced for every Leisure Section.

3.4 Protective Services have made progress against the improvement actions detailed in the submission document. These include:

- Protective Services Best Value Service Review will be reported to Community Services Committee in January 2007.
- Business / Service Plans have been developed for all sections of Protective Services.
- The 2005 resident survey findings have been incorporated in to the service planning process.
- All Managers have undergone their annual EAGER Review
- The development of a corporate asset management plan is ongoing
- Protective Services is fully represented on all the thematic action plans of the Community Plan.
- The completion of all required performance management returns.
- Further work on joint procurement initiatives has been completed, several new areas of procurement have been identified.

3.5 The full updated Leisure & Protective Services Self Assessments of Performance have been placed in the Members information point.

#### **4. FINANCIAL IMPLICATIONS**

4.1 None arising directly from this report

4.2 Any additional financial resources, if required, will be reported to Committee at a future date.

#### **5. LEGAL AUTHORITY IMPLICATIONS**

5.1 East Ayrshire Council has a statutory requirement under the Local Government in Scotland Act 2003 to demonstrate it is delivering Best Value.

#### **6. POLICY IMPLICATIONS**

6.1 The progress update of the Council's Improvement Agenda is a demonstration of our commitment to Best Value, Community Planning and continuous improvement in service delivery.

#### **7. CONCLUSION**

7.1 The Neighbourhood Services Department through this report demonstrate their continued commitment to, and engagement in the Best Value and Community Planning process.

## **8. RECOMMENDATIONS**

8.1 It is recommended that the Committee:-

- (I) note the good progress made by Leisure and Protective Services in responding to the areas of improvement identified during the Department's Strategic Self Assessment of Performance;
- (II) agree that any outstanding action points be incorporated in to relevant service improvement / work plans as appropriate; and
- (III) otherwise note the contents of the report.

William Stafford  
Executive Director of Neighbourhood Services

WS/JC/GW

19 October 2006

**BACKGROUND PAPERS – NIL**

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# East Ayrshire Council – Department of Neighbourhood Services

## Leisure Services (Service Unit 11)

### Strategic Self-Assessment of Performance 2005/06 and Action Plan 2006/07

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
5	<b>EFQM Assessment:</b>					
	<b>Leadership</b>					
	<ul style="list-style-type: none"> <li>Managers facilitate training through the EAGER process</li> <li>Eager reviews are deployed through all sections</li> <li>Managers make themselves available to employees both formally and informally to listen to ideas</li> <li>Managers take time to look for areas of improvement and set priorities</li> <li>Managers get involved in recognising teams and individuals</li> </ul>	Head of Service to prioritise training requirements identified through EAGER process	Head of Service to review EAGER returns for managers and prioritise identified requirements as appropriate	Head of Leisure Services	December 2006	EAGER reviews commenced July 2006 for Leisure Services.  Returns will be examined and prioritised by December 2006
	<b>Policy &amp; Strategy</b>					
	<ul style="list-style-type: none"> <li>All services have either a business plan or a service specific policy / strategy</li> <li>Business Plans, Policy and strategy link with the Community Plan</li> <li>Involved in Community Plan Action Plans (particularly Improving Health, Improving Opportunity, Promoting Community Learning, Improving Community Safety and Improving the Environment,</li> <li>Staff are aware and understand the Community Planning process.</li> <li>Staff are aware and understand their</li> </ul>		<p>Complete and publish a draft Leisure and Cultural Strategy for public consultation</p> <p>Publish finalised Leisure and Cultural Strategy</p>	<p>Head of Leisure Services</p> <p>Head of Leisure Services</p>	<p>May 2007</p> <p>March 2008</p>	<p>Draft Leisure and Cultural strategy publication delayed to take into account the Scottish Executive Consultation on the Culture Bill. The Draft is expected to be published in December 2006. The Culture Bill Publication is expected to be considered by the</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	sections Business / Service Plan.					Scottish Parliament in April 2007.
<b>People</b>						
	<ul style="list-style-type: none"> <li>The EAGER Process is adopted by all sections</li> <li>Staff are developed / trained to meet business needs</li> <li>Terms of employment are agreed both nationally and at a local level</li> <li>Generally objectives are set for individuals and teams</li> </ul>		<p>Continue to utilise the EAGER process to support staff development.</p> <p>Every member of staff will have an annual EAGER Assessment</p>	Head of Leisure Services and Leisure Section Heads	Annually all staff to have an EAGER Review	EAGER is utilised across Leisure Services.
<b>Partnerships &amp; Resources</b>						
	<ul style="list-style-type: none"> <li>Financial Resources are effectively controlled</li> <li>Financial Resources are allocated to support strategy and plans</li> <li>Investment decisions are evaluated and risks managed</li> <li>Appropriate Information is easily accessible for employees to do their job and based on need</li> </ul>	Further develop and refine links to the Council's Corporate Asset Management Strategy	Ensure that service developments and reviews recognise the importance of the Asset Management Strategy and support its implementation	Head of Leisure Services and Leisure Section Heads	In line with the timetable for the implementation of the Councils Asset Management Strategy (March 2007).	The Best Value Service Review was complete in March 2006. Leisure Services recognised the importance of asset management in the Best Value Service Review Process and is committed to the delivery of the Councils Asset Management Strategy.
<b>Processes</b>						
	<ul style="list-style-type: none"> <li>There is some evidence that process mapping is used in some sections e.g. extensive management information on usage of facilities</li> </ul>		Continue to keep processes under review in support of continuous improvement	Head of Leisure Services and Leisure Section Heads	Ongoing	<b>In progress</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
<b>Customer Results</b>						
	<ul style="list-style-type: none"> <li>• To some extent all Leisure Sections measure customers perception of their services.</li> <li>• All services collect performance information (financial, Stat PI's, non stat Pi's</li> <li>• The Leisure Sections have results in most performance areas over time (three years plus)</li> <li>• Those sections that set targets for key performance measurements compare well with the targets set.</li> <li>• A number of sections have received awards (Leisure Development, Outdoor Amenities)</li> </ul>	<p>Improve and formalise engagement with non service users; using mini surveys and engagement meetings</p>	<p>Introduce non service user surveys across Leisure Services, as resources allow</p>	<p>Leisure Section Heads</p>	<p>Ongoing</p>	<p>A trial non user consultation exercise was carried out by the Arts and Museum Service in May 2006 to develop the Amplify 2006 Youth Festival.</p>
<b>People Results</b>						
	<ul style="list-style-type: none"> <li>• Leisure Development and EALRIS have measured their peoples perceptions through service specific surveys.</li> <li>• The Council's Employee Attitude Survey 2005 also measured Leisure Services staffs perception of the section and the Council.</li> <li>• The EAGER process is used to determine staff perception of their section and the council</li> <li>• Staff turnover in Leisure Services is low.</li> </ul>		<p>Continue to monitor people results and take appropriate improvement action</p>	<p>Head of Leisure Services and Leisure Section Heads</p>	<p>Ongoing</p>	<p>Leisure Development and EALRIS continue carry out staff perception surveys In progress. Issues raised in the 2005 staff survey have been addressed through Leisure Services Management Team. All staff receive an EAGER Review Annually.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
<b>Society Results</b>						
	<ul style="list-style-type: none"> <li>EAC has a range of business ethic policies that leisure services applies e.g. FOI, DDA, Data Protection, Race Equality, Equal Opportunities etc</li> <li>Leisure Services support activities / charities in the local community</li> <li>Leisure Services measure their health &amp; safety performance</li> <li>EAC measures its utility usage and performance</li> </ul>	<p>Implement actions arising from the 2005 Residents' Survey</p> <p>Utilise Citizens Panel and Geographic Focus Groups emerging from the 2005 Residents' Survey</p>	<p>Examine survey findings and prioritise issues to be addressed</p> <p>Support the work of focus groups in relation to Leisure and Culture issues</p>	<p>Head of Leisure Services and Leisure Section Heads</p> <p>Head of Leisure Services and Leisure Section Heads</p>	<p>December 2006</p> <p>December 2006</p>	<p>Residents' survey findings are now part for service planning process.</p> <p>No focus groups established as yet, it is intended to develop these as part of the East Ayrshire Cultural Strategy Development Process.</p>
<b>Key Performance Results</b>						
	<ul style="list-style-type: none"> <li>Leisure Services measure their financial results (4 weekly) in line with EAC Financial Regulations.</li> <li>The latest set of financial results show that all sections are performing well and have done so for many years.</li> <li>Leisure Services measure a variety of</li> </ul>	<p>Formalise an approach to key performance results using surveys, reviews and meetings.</p> <p>Source additional</p>	<p>Produce an effective range of performance results and indicators</p> <p>Identify and</p>	<p>Head of Leisure Services (Policy Officer)</p> <p>Leisure Section</p>	<p>Can only be achieved with additional resources</p> <p>Ongoing</p>	<p>Information is collated on industry best practice to assist in development of new systems.</p> <p>Ongoing</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<p>non financial performance results</p> <ul style="list-style-type: none"> <li>• Key performance measurement information is available over time (three years or more)</li> <li>• Performance comparisons with other organisations is carried out but not in all sections (Stat PI's, Benchmarking Groups, Cipfa Performance Reports)</li> <li>• Where benchmarking is in place our performance is as good as our partners.</li> </ul>	benchmarking partners / groups internally and externally.	participate in benchmarking activity	Heads		
<b>Non EFQM Issues:</b>						
<b>EAGER:</b>						
	<ul style="list-style-type: none"> <li>• Comprehensive staff EAGER assessments covering all staff, for 2003, 2004, 2005</li> </ul>	Complete 2006 EAGER reviews	All staff to undergo EAGER reviews	All managers	December 2006	EAGER reviews underway. Due for completion December 2006.
<b>Community Plan:</b>						
	<ul style="list-style-type: none"> <li>• Sets strategic context for East Ayrshire</li> <li>• 2003/04 Year 1 Annual Performance Report</li> <li>• 2004/05 Year 2 Annual Performance Report</li> <li>• 2004/05 Action Plan Mid Term Review</li> </ul> <p>Leisure Services plays a key role in the delivery of the following Community Plan thematic action plans</p> <ul style="list-style-type: none"> <li>• Improving Health</li> <li>• Improving Opportunity</li> </ul>	<p>Improve Leisure Services influence in the Community Planning Process and the associated thematic action plans.</p> <p>Improve the linkage between the community plan and leisure service through</p>	<p>Retain and develop Leisure input into thematic groups</p> <p>Produce Leisure and Cultural Strategy for public consultation</p>	<p>Head of Leisure Services</p> <p>Head of Leisure Services</p>	<p>May 2006</p> <p>May 2007</p>	<p>Leisure is represented on thematic groups and inputted into the recent review of the thematic plans.</p> <p>Draft Leisure and Cultural strategy publication delayed to take into account the</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Promoting Community Learning</li> <li>• Improving Community Safety and</li> <li>• Improving the Environment</li> <li>• Eliminating Poverty</li> </ul> <p>Some examples of successful contributions to the community planning process include:</p> <ul style="list-style-type: none"> <li>• The development and promotion of the Peoples Network in East Ayrshire, which saw free access to 104 PC's throughout the library network.</li> <li>• 19,946 sessions accessed through the peoples network in 04/05</li> <li>• Broadband installed in every local office and library</li> <li>• The development of a Cultural &amp; Leisure Strategy for East Ayrshire</li> <li>• The successful development of the CHIP van a lifestyle referral scheme (this innovative project has won three national awards) 183 visits carried out, 3,548 people accessing the service in 04/05</li> <li>• The development of the PACT Club in Patna Games Hall to provide young people with diversionary activities and therefore reduce anti-social behaviour.</li> <li>• The development of the premier night leagues 5 aside football leagues on weekend nights as diversion for young people aged 12-18 from antisocial behaviour</li> </ul>	<p>the production of a cultural and leisure strategy.</p>				<p>Scottish Executive Consultation on the Culture Bill. The Draft is expected to be published in December 2006. The Culture Bill Publication is expected to be considered by the Scottish Parliament in April 2007.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• The development of street sport express a mobile sports unit that works with young children to divert them from antisocial behaviour</li> <li>• The East Ayrshire Access strategy has been developed and cycle routes at Failford, Catrine and Auchinleck opened</li>   <li>• The CATCH project a fitness through walking project has set up 10 walking groups, 3478 people have taken part and walked a total of 28,436 miles in 04/05</li> <li>• 20,000 children attending the kids' club network received healthy snacks as part of the healthy lifestyle agenda.</li> </ul>					
<b>Performance Management Framework Returns:</b>						
	<ul style="list-style-type: none"> <li>• Quarterly returns to Executive Director for 2004/05</li> <li>• Annual return to the Executive Director for 2004/05</li> <li>• Half year return 05/06</li> <li>• 5 year benchmark and trends report for Neighbourhood Services PI's</li> <li>• Public Library Statistics, CIPFA Annually</li> <li>• Library Statistics, LISU, Annually</li> <li>• Project Monitoring Frameworks (Leisure Development) i.e. Chip Project, Catch Project, Recreation Partnership, Activity Motivation</li> </ul>		Continue to make the required Performance Management returns	Head of Leisure Services and Leisure Section Heads	Quarterly Performance Reports covering periods April – June July – Sept Oct – Dec & Jan – March of financial year 2006/07	All required Performance Management returns have been made for the Department of Neighbourhood Services within the agreed timescales.

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	Project, New Sporting Futures, Leisure United.					
	<b>Best Value Issues</b>					
	<ul style="list-style-type: none"> <li>• <b>Best Value Position Statements for Leisure Services for 2004 and 2005</b></li> <li>• EFQM Assessments for each leisure section in 2004 &amp; 2005</li> <li>• Participated in the evaluation of the EFQM Pathway Product 'one year on'</li> <li>• Quality Scotland Members</li> <li>• Leisure Services Section is a member of a variety of Bench Marking Groups examples are set out below,</li> <li>• Arts and Museums Service bench mark attendances with the Moffatt Centre</li> <li>• Community recreation bench mark pricing with Sportscotland and operational matters with other 7 local authorities.</li> </ul>	<p>Ensure the Leisure Service Review is delivered by February 2006</p> <p>Complete the 2005 programme of EFQM Pathway Assessments</p> <p>Complete the 2006 programme of EFQM Pathway</p>	<p>Completed</p> <p>Completed</p> <p>Complete all 6 Sections EFQM Assessments</p>	<p>Head of Leisure Services</p> <p>Leisure Section Heads</p> <p>Leisure Section Heads</p>	<p>February 2006</p> <p>December 2005</p> <p>December 2006</p>	<p>An updated Best Value Position Statement up to September 2006 has been produced.</p> <p>All Leisure Services EFQM Assessments for 2005/06 were completed by December 2005.</p> <p>Outdoor Amenities, Dean Castle Country Park, Arts &amp; Museums,</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Dean Castle Country Park was awarded a 4* rating from Visit Scotland</li> <li>• EALRIS have a wide variety of bench marks i.e. Library Statistics with CIPFA, Library Statistics with LISU, Customer Service Standards with Argyle &amp; Bute, Inverclyde, North and South Ayrshire, EFQM Standards with West Lothian, Scottish Reader Development with all Scottish Authorities, 4Ureader website with 7 Scottish Local Authorities.</li> <li>• Leisure Development have received 4 national awards for the CHIP Van Project.</li> <li>• Outdoor Amenities benchmark locally with North &amp; South Ayrshire and at a national level with APSE.</li> <li>• Grounds Maintenance exposed to Voluntary Competitive Tendering</li> <li>• Regular reviews of staffing structures</li> <li>• Significant savings achieved through merging of Client and Contractor roles</li> <li>• Regular review and realigning budget to meet changing needs</li> <li>• Significant External Funding achieved</li> </ul>	Assessments				and EALRIS have completed their EFQM Assessment for 2006/07.
	<b>Staffing Issues:</b>					

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Monthly Leisure Management Team Meetings (key issues communicated to staff, issues cascade to each team)</li> <li>• Bi-Monthly extended Leisure Management Team Meetings</li> <li>• Regular section team meetings (key issues cascaded down to all staff)</li> <li>• Ad hoc development meetings</li> <li>• Joint Consultative Committees</li> </ul>		Continue with staff consultation and information programmes	Head of Leisure Services and Leisure Section Heads	Ongoing	Staff issues continue to be progressed through the sections meetings schedule.
	<p><b>Annual Sectional Workplans in place for:</b></p>					

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Continuous Improvement Plan</li> <li>• EFQM Action Plans</li> <li>• Community Planning Action Plans</li> <li>• Community Recreation Business Plan to deliver the East Ayrshire Leisure Management Contract</li> <li>• Outdoor Amenities Business Plan, Grounds Maintenance Contract , Service Level Agreement and Work Plans</li> <li>• Dean Castle Country Park operates a three year management strategy with annual work plans for the countryside rangers and access officers. These are monitored by Scottish National Heritage</li> <li>• Libraries Service Section Plans (rolling three year plan)</li> <li>• Local Office Development Plan</li> <li>• Leisure Development operate a number of action plans linked to the funded projects i.e. CATCH Project, CHIP Project, Recreation Partnership, Activity Motivation Project, New Sporting Futures and Leisure United</li> <li>• Annual Arts &amp; Museums Development Plan</li> </ul>		Continue to produce appropriate service work-plans	Head of Leisure Services and Leisure Section Heads	There is a rolling programme of Action Plan Development within the Leisure Section.	Leisure Services have developed all the action plans timetabled for development. (see evidence)

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
<b>Procurement:</b>						
	<ul style="list-style-type: none"> <li>• Corporate Procurement Strategy</li> </ul>	Implement the Corporate Procurement Strategy	Ensure that the requirements of the Corporate Strategy are implemented	Head of Leisure Services and Leisure Section Heads	December 2006	Implemented as appropriate.
<b>Consultation and Engagement:</b>						
	<ul style="list-style-type: none"> <li>• Customer feedback sought through a variety of mechanisms including Surveys, Option Finder, Focus Groups and Citizens' Panels</li> <li>• Council wide Residents' Survey – Summer 2005</li> <li>• Annual Public Performance Report, including analysis of returns</li> <li>• 'It's Better to Listen' leaflet returns</li> <li>• Community Planning Partnership commitment to joint consultation and engagement (e.g. 2005 Residents' Survey)</li> <li>• Council wide employee attitude survey summer 2005</li> <li>• Arts &amp; Museums various consultation exercises</li> <li>• Dean Castle Country Park annual visitors survey 2004 &amp; 2005</li> <li>• East Ayrshire Libraries regularly undertake a variety of user and non user surveys</li> <li>• Leisure Development, The following projects have been consulted on</li> <li>• Chip Project</li> <li>• Activity Motivation Initiative, Schools Project</li> </ul>	Improve consultation exercises to include non users.	Introduce non service user surveys across Leisure Services, as resources allow	Leisure Section Heads	Ongoing	A trial non user consultation exercise was carried out by the Arts and Museum Service in May 2006 to develop the Amplify 2006 Youth Festival.

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Youth Sports / New Sporting Futures</li> <li>• Walking Development</li> <li>• Recreation Partnership</li> <li>• Outdoor Amenities have undertaken a cemeteries survey, a cemetery safety survey with primary school children and a sports area consultation (Onthank and Shortlees)</li> </ul>					

17 October 2006

**Assessment Matrix**

1. **No Results** - we have little or no evidence of results in this area. We don't have a formal process or procedure to collect the information which would allow results and trends to be tabulated.
2. **A Few Results** – we have some results but they are not part of a formal or regular process. We don't have trends or comparisons.
3. **Some Results** – we have results in some areas which are based on regular and recent data. We do some comparisons and benchmarking.
4. **Quite a Few Results** – we have a good set of results showing performance in this area over a significant period of time. We can display some year on year comparisons and external benchmark date.
5. **We Have a Wide Set of Results** – in this area which are maintained as part of a formal review process. We can show actions and initiatives driven from this data. Our benchmarking results allow us to structure actions to be best in class.
6. **Most Areas Have Results** – all areas have documented results over a protracted period of time. We can show trends and improvements against action plans. Our performance in this area is sought after by other organisations for benchmarking purposes

**East Ayrshire Council – Department of Neighbourhood Services  
Protective Services (Service Unit 12)  
Strategic Self-Assessment of Performance 2005/06 and Action Plan 2006/07**

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
5	<b>EFQM Assessment:</b>					
	<b>Leadership</b>					
	<ul style="list-style-type: none"> <li>Managers facilitate training through the EAGER process</li> <li>Eager reviews are deployed through all sections</li> <li>Managers should get involved in recognising teams and individuals</li> <li>Managers make themselves available to employees both formally and informally to listen to ideas</li> <li>Managers take time to look for areas of improvement and set priorities</li> <li>Managers get involved in recognising teams and individuals</li> </ul>	<p>Head of Service to prioritise training requirements through the EAGER process</p> <p>Consistent leadership to be demonstrated throughout Service</p> <p>Enhance employee communication</p>	Head of Service to review EAGER returns for managers and prioritise identified requirements as appropriate	Head of Protective Services	December 2006	<p>EAGER reviews completed June 2006 for Protective services.</p> <p>EAGER reviews examined and prioritised.</p>
	<b>Policy &amp; Strategy</b>					
	<ul style="list-style-type: none"> <li>All services have either a business plan or a service specific policy / strategy</li> <li>Business Plans, Policy and Strategy link with the Community Plan</li> <li>Involved in Community Plan Action Plans (particularly Improving the Environment, Improving Community Safety, Improving Health, and Promoting Community Learning</li> <li>Services largely governed by Statute</li> </ul>	Improve the links between service / business plans and the community plan	Continue to develop business / service plans with clear links to the community plan and the action plan themes.	Head of Protective Services	April 2006	Protective Services business / service plans developed April 2006 linkages have been made between business / service plans and the community plan.

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>Regular Section Team Meetings</li> </ul>					
<b>People</b>						
	<ul style="list-style-type: none"> <li>The EAGER Process is adopted by all sections</li> <li>Staff are developed / trained to meet business needs</li> <li>Terms of employment are agreed both nationally and at a local level</li> <li>Generally objectives are set for individuals and teams</li> </ul>	<p>Expand staff involvement in Continuous Improvement Initiatives</p> <p>Implement actions arising from Best Value Service Review (report due June 2006)</p>	<p>Continue to utilise the EAGER process to support staff development</p> <p>Deliver on the agreed action plan</p>	Head of Protective Services	<p>Annually all staff to have an EAGER Review</p> <p>December 2006</p>	<p>The annual EAGER Review Process is cascaded within Protective Services</p> <p>The Best Value Service Review has been delayed to early 2007</p>
<b>Partnerships &amp; Resources</b>						
	<ul style="list-style-type: none"> <li>Financial Resources are effectively controlled</li> <li>Financial Resources are allocated to support strategy and plans</li> <li>Investment decisions are evaluated and risks managed</li> <li>Appropriate Information is easily accessible for employees to do their job and based on need</li> <li>All sections control stock levels</li> <li>Inventories</li> <li>Joint Working Initiatives with other Councils and Health Board</li> </ul>	Further develop and refine links to the Council's Corporate Asset Management Strategy	Ensure that service developments and reviews recognise the importance of the Asset Management Strategy and support its implementation	Head of Protective Services	<p>Ongoing as services are reviewed and developed.</p> <p>Best Value Service Review to be Completed January 2007.</p>	<p>The Best Value Service Review has been delayed to January 2007. Protective Services has recognised the importance of asset management in the Best Value Service Review Process and is committed to the delivery of the Councils Asset Management Strategy.</p>
<b>Processes</b>						

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• There is some evidence that process mapping is used in some sections</li> <li>• All sections have defined relevant key performance indicators</li> <li>• The Cleansing Service is accredited to the ISO9000/2000 quality standard</li> <li>• Benchmarking Initiatives</li> <li>• Independent Audits undertaken by the Foods Standards Agency</li> <li>• Peer Review in Trading Standards</li> <li>• Statutory Guidance notes</li> </ul>	<p>Seek to match Benchmarking outcomes with examples of Continuous Improvement in service delivery</p>	<p>Continue to keep processes under review in support of continuous improvement</p>	<p>Head of Protective Services</p>	<p>Review Annually</p>	<p>All services within Protective Services have mapped their key processes and review them annually.</p>
<b>Customer Results</b>						
	<ul style="list-style-type: none"> <li>• Most of the sections within Protective Services have measured customer perceptions of their services.</li> <li>• A number of sections have received awards</li> </ul>	<p>Refine approach to customer and non user results using surveys, reviews and meetings</p> <p>More dynamic response to identify customer needs and aspirations</p>	<p>Introduce non service user surveys across Protective Services, as resources allow</p>	<p>Head of Protective Services</p>	<p>31 March 2007</p>	<p>There has been limited progress on non-user surveys. Trading Standards will pilot a non user survey in 2006/07.</p>
<b>People Results</b>						
	<ul style="list-style-type: none"> <li>• Environmental Health have measured their peoples perceptions through surveys. The Council's employee attitude survey 2005 also measured protective services staffs perceptions of the section and the Council.</li> <li>• Low staff turnover</li> <li>• Absence Management</li> </ul>	<p>Further develop team meetings structure to ensure comprehensive cascading of business objectives and related staff</p>	<p>Continue to monitor people results and take appropriate improvement action</p>	<p>Head of Protective Services</p>	<p>Ongoing</p>	<p>Improvements to the team meeting arrangements have been made. Policy / Strategy has been formalised in to the agendas of all team meetings.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>Compliance with Equal Opportunities Regulations</li> <li>Close working relationships with Trade Unions</li> </ul>	inputs Implement actions arising from the Staff Attitude Survey				
<b>Society Results</b>						
	<ul style="list-style-type: none"> <li>EAC has a range of business ethic policies that Protective Services applies e.g. FOI, DDA, Data Protection, Race Equality, Equal Opportunities etc</li> <li>Protective Services support activities / charities in the local community</li> <li>Protective Services measure their health &amp; safety performance</li> <li>EAC measures its utility usage and performance</li> <li>The service contributes significantly to Society particularly in relation to:                             <ul style="list-style-type: none"> <li>Public Health</li> <li>Consumer Complaints</li> <li>Community Safety</li> <li>Quality of Life</li> <li>Air Quality</li> <li>Waste Reduction</li> <li>Emergency Planning</li> </ul> </li> </ul>	Implement actions arising from the 2005 Residents' Survey  Utilise Citizens Panel and Geographic Focus Groups emerging from the 2005 Residents' Survey	Examine survey findings and prioritise issues to be addressed  Support the work of focus groups in relation to Protective Services issues	Head of Protective Services  Head of Protective Services	December 2006  December 2006	Residents' survey findings inform the Protective Services section service planning process.  Neighbourhood Services actively participates in the Corporate Consultation Steering Group and inputs into the research topics to be consulted on by the residents panel.
<b>Key Performance Results</b>						

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>Protective Services measure their financial results (4 weekly) in line with EAC Financial Regulations.</li> <li>The latest set of financial results show that all sections are performing well and have done so for many years.</li> <li>Protective Services measure a variety of non financial performance results</li> <li>Key performance measurement information is available over time (five year trend)</li> <li>Performance comparisons with other organisations is carried out in a few sections (Stat PI's, Benchmarking Groups)</li> <li>We have benchmarking in place which shows our performance is as good as our partners.</li> <li>All services collect performance information (financial, Stat PI's, non stat Pi's</li> <li>The Protective Services Sections have results in most performance areas over time (three years plus)</li> </ul>	<p>Formalise an approach to key performance results using surveys, reviews and meetings.</p> <p>Source additional benchmarking partners / groups internally and externally.</p>	<p>Produce an effective range of performance results and indicators</p> <p>Identify and participate in benchmarking activity</p>	<p>Head of Protective Services</p>	<p>Can only be achieved with additional resources</p> <p>Ongoing</p>	<p>All services collate Information on industry best practice to assist in development of new systems</p> <p>Ongoing</p>
	<b>Non EFQM Issues:</b>					
	<b>EAGER:</b>					
	<ul style="list-style-type: none"> <li>Comprehensive staff EAGER assessments covering all staff, for 2003, 2004 &amp; 2005</li> </ul>	<p>Complete 2005 EAGER reviews</p> <p>Monitor the implementation of the 2005 staff</p>	<p>All staff to undergo EAGER reviews</p>	<p>All managers</p>	<p>April 2006</p>	<p>EAGER reviews completed June 2006 for Protective Services.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
		development objectives				
<b>Community Plan:</b>						
	<ul style="list-style-type: none"> <li>• Sets strategic context for East Ayrshire</li> <li>• 2003/04 Year 1 Annual Performance Report</li> <li>• 2004/05 Year 2 Annual Performance Report</li> <li>• 2004/05 Action Plan Mid Term Review</li> <li>• 2005/06 Year 2 Annual Performance Report</li> </ul> <p>Protective Services plays a key role in the delivery of the following Community Plan thematic action plans</p> <ul style="list-style-type: none"> <li>• Improving the Environment</li> <li>• Improving Community Safety and</li> <li>• Improving Health</li> <li>• Promoting Community Learning</li> </ul> <p>Some examples of successful contributions to the community planning process include;</p>	Improve the linkage between the community plan and Protective Services delivery.	Retain and develop input into thematic groups	Head of Protective Services	May 2006	Protective Services is represented on thematic groups and inputted into the recent review of the thematic action plans.

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• 2008 Recycling Targets (30%) met in 2005 (3 years ahead of target)</li> <li>• The introduction of the three bin system and black box recycling scheme which has increased the amount of waste recycled from 6.2% in 03/04 to 19.2% in 04/05.</li> <li>• Grass Fire Initiative developed and delivered</li> <li>• Road Runner initiative in association with Stagecoach</li> <li>• Danger Detectives Experiential Learning Event held for all P6 school children in East Ayrshire.</li> <li>• Personal and Home Safety Talks delivered</li> <li>• Implementation of an enforcement programme to restrict the sale of fireworks to the public.</li> <li>• The Council through the Community Safety Partnership funded a public firework display.</li> <li>• Local Biodiversity Action Plan</li> <li>• 'Eat Safe' Awards</li> </ul>					
<b>Performance Management Framework Returns:</b>						
	<ul style="list-style-type: none"> <li>• Quarterly returns to Executive Director for 2004/05</li> <li>• Annual return to the Executive Director for 2004/05</li> <li>• Quarterly returns to Executive Director for 2005/06</li> <li>• Annual return to the Executive Director for 2005/06</li> <li>• 5 year benchmark and trends report for Neighbourhood Services PI's</li> </ul>	Continue to improve the performance management framework within Protective Services.	Continue to make the required Performance Management returns	Head of Protective Services	Quarterly Performance Reports covering periods April – June July – Sept Oct – Dec & Jan – March of financial year	All required Performance Management returns have been made for the Department of Neighbourhood Services within the agreed timescales.

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Environmental Health service performance benchmarking group. The group is made up of North Ayrshire, South Ayrshire and Inverclyde Council and reports annually on a wide variety of agreed performance measures (03/04 &amp; 04/05)</li> <li>• Royal Environmental Health Institute of Scotland (REHIS) Annual Report</li> <li>• Independent Food Safety Audit</li> </ul>				2006/07	
<b>Best Value Issues</b>						
	<ul style="list-style-type: none"> <li>• Best Value Position Statements in place for Protective Services for 2004 &amp; 2005</li> <li>• EFQM Assessments for each Protective Service section in 2004 2005 and 2006.</li> <li>• EFQM in place from 1996</li> <li>• Participated in the evaluation of the EFQM Pathway Product 'one year on'</li> <li>• Quality Scotland Members</li> <li>• Trading Standards Service Review</li> <li>• Comprehensive Review of Waste Management 2004 – 3 bin system introduced</li> <li>• Client/contractor split arrangements discontinued</li> <li>• Protective Services Best Value Service Review (ongoing)</li> </ul>	<p>Ensure the Protective Service Review is delivered by October 2006</p> <p>Complete the 2005 programme of EFQM Pathway Assessments</p>	<p>Ongoing</p> <p>Complete all EFQM Assessments for Protective Services Section</p>	<p>Head of Protective Services</p> <p>Head of Protective Services</p>	<p>October 2006</p> <p>December 2005</p>	<p>The Protective Services Best Value Service Review has been delayed to January 2007.</p> <p>All year 2 EFQM Assessments completed by January 2007.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<b>Staffing Issues:</b>					
	<ul style="list-style-type: none"> <li>• Protective Services Management Team Meetings (key issues communicated to staff, issues cascade to each team)</li> <li>• Regular section team meetings (key issues cascaded down to all staff)</li> <li>• Joint Consultative Committees</li> <li>• Employee Attitude Survey (2005)</li> </ul>		Continue with staff consultation and information programmes	Head of Protective Services	Ongoing	Staff issues continue to be progressed through the sections meetings schedule.
	<b>Annual Sectional Work-plans in place for:</b>					

**Appendix 1A**

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Continuous Service Improvement Plans</li> <li>• EFQM Action Plans</li> <li>• Community Planning Action Plans</li> <li>• Cleansing Service Plan to deliver the East Ayrshire Cleansing Contract</li> <li>• Emergency Planning Annual Work Plan</li> <li>• Trading Standards Annual Work Plan</li> <li>• Improving Community Safety Action Plan</li> <li>• Food Service Plan</li> <li>• Environmental Health Programmed Inspection Plan</li> <li>• Health &amp; Safety Service Plan</li> </ul>		Continue to produce appropriate service work-plans	Head of Protective Services	There is a rolling programme of Action Plan Development.	Protective Services have developed all the action plans timetabled (see evidence).
	<b>Procurement:</b>					
	<ul style="list-style-type: none"> <li>• Corporate Procurement Strategy</li> </ul>	<p>Implement the Corporate Procurement Strategy</p> <p>Investigate further options for Joint Procurement Initiatives</p>	<p>Ensure that the requirements of the Corporate Strategy are implemented.</p> <p>Investigate further opportunities for Joint Procurement with internal and external partners.</p>	<p>Head of Protective Services</p> <p>Head of Protective Services</p>	<p>December 2006</p> <p>May 2006</p>	<p>Implemented as appropriate</p> <p>Complete</p>
	<b>Consultation and Engagement:</b>					

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Customer feedback sought through a variety of mechanisms including Surveys, Option Finder, Focus Groups and Citizens' Panels</li> <li>• Council wide Residents' Survey – 2005</li> <li>• Annual Public Performance Report, including analysis of returns</li> <li>• 'It's Better to Listen' leaflet returns</li> <li>• Community Planning Partnership commitment to joint consultation and engagement (e.g. 2005 Residents' Survey)</li> <li>• Council wide employee attitude survey 2005</li> <li>• Cleansing Services has consulted and engaged in the following ways:- Waste Aware Scotland Survey (2004) Domestic Waste Customer Survey (2004) Commercial Waste Survey (2004) Street Cleanliness Survey (2004) Telephone Help and comments line introduced for the roll out of the three bin system. Public/ information meetings for the introduction of the three bin system</li> <li>• Environmental Health Survey (2001) follow up survey to be completed 2005</li> <li>• Emergency Planning training event assessment questionnaires</li> <li>• Debriefing meetings following training events</li> </ul>	<p>Improve consultation exercises to include non users.</p>	<p>Introduce non service user surveys across Protective Services, as resources allow</p>	<p>Protective Section Heads</p>	<p>31 March 2007</p>	<p>There has been limited progress to date. Trading Standards will pilot a non-user survey in 2006/07.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Action Required	Responsibility	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> <li>• Quarterly meetings / consultations with all council departments emergency planning officers</li> <li>• Taxi driver consultation on disabled access vehicles (2004)</li> <li>• Event appraisal for the Danger Detectives, Experiential Learning Event</li> <li>• Licensing Services Customer Survey ongoing (2005)</li> <li>• The improving Community Safety Action Plan is consulted on via the community safety forum</li> <li>• Trading Standards carry out quarterly customer satisfaction surveys</li> </ul>					

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**Assessment Matrix**

1. **No Results** - we have little or no evidence of results in this area. We don't have a formal process or procedure to collect the information which would allow results and trends to be tabulated.
2. **A Few Results** – we have some results but they are not part of a formal or regular process. We don't have trends or comparisons.
3. **Some Results** – we have results in some areas which are based on regular and recent data. We do some comparisons and benchmarking.
4. **Quite a Few Results** – we have a good set of results showing performance in this area over a significant period of time. We can display some year on year comparisons and external benchmark date.
5. **We Have a Wide Set of Results** – in this area which are maintained as part of a formal review process. We can show actions and initiatives driven from this data. Our benchmarking results allow us to structure actions to be best in class.
6. **Most Areas Have Results** – all areas have documented results over a protracted period of time. We can show trends and improvements against action plans. Our performance in this area is sought after by other organisations for benchmarking purposes