

EAST AYRSHIRE COUNCIL

CORPORATE GOVERNANCE COMMITTEE – 15 FEBRUARY 2007

DEPARTMENT OF CORPORATE SUPPORT BEST VALUE PROGRESS

Report by Depute Chief Executive/Executive Director of Corporate Support

1. PURPOSE OF REPORT

- 1.1 To advise the Committee of progress made by the Department of Corporate Support against our Best Value commitments, particularly in the implementation of the European Foundation for Quality Management Excellence Model (EFQM) and in the department's programme for Best Value Review.

2. BACKGROUND

- 2.1 Members will recall that a number of reports on Best Value Review and the implications of the Local Government in Scotland Act, 2003 and supporting Statutory Guidance, have been considered by various Council committees. These reports have considered matters of a wider corporate nature, with policy implications for all services of the Council. Additionally, the Corporate Governance Committee also has specific responsibility for service related issues for the Department of Corporate Support.
- 2.2 The meeting of this Committee on 21 September 2004 agreed a report that put forward a wider, strategic programme for Best Value Review across all Council services. Among other things, the Committee agreed that Executive Directors would bring detailed proposals for Best Value Review within their own services, to their respective Service Committees for consideration.
- 2.3 The Corporate Governance Committee of 17 February 2005 subsequently agreed the Best Value Review Programme for the Department of Corporate Support. Among other things, the Committee also agreed to receive further reports on progress in the implementation of the programme. An update report was considered and agreed at the 29 September 2005 meeting of this Committee. This report advises of further progress since that time.

3. BEST VALUE PROGRESS

- 3.1 Committee will recall that a key element of the Council's approach to Best Value is the implementation of the EFQM Excellence Model. This provides a framework for the delivery of continuous improvement in services and all of the Council's Service Units must undertake a self-assessment using the EFQM Excellence Model on an annual basis. The main objective of the self-assessment process is for the service to

identify its strengths and areas for improvement and thereafter to agree an Improvement Action Plan.

3.2 There are 5 Service Units within the Department of Corporate Support. These are:

- Finance
- Corporate Development & Communication
- Personnel Services
- Administrative and Legal Services
- Information Technology

Of these 5 Service Units, to date 4 have completed an EFQM assessment and have prepared and are now implementing their Improvement Action Plans. In the case of Administrative & Legal Services, this Service Unit has been concentrating on carrying out a Best Value Service Review and development of their consolidated Service Improvement Plan. The EFQM assessment is scheduled to take place before the end of 2006/07, and thereafter details of all Improvement Action Plans will be placed in the Members' Lounge for further inspection.

3.3 The Appendix to this report contains an update on progress achieved against the agreed Areas for Improvement for each of the four completed EFQM Assessments.

3.4 Whilst EFQM self-assessment is an annual process, Best Value Review must be conducted once every 3 years. Progress in relation to the implementation of the agreed programme for Best Value Service Review for the Department of Corporate Support is highlighted in the following table.

| Service Unit | Agreed Programme | Progress |
|---------------------------------------|-------------------------|---|
| Finance | 05/06 | Review completed, and report submitted to Corporate Governance Committee meeting, June 2006. |
| Corporate Development & Communication | 06/07 | Review ongoing, with a report scheduled to be taken to committee in March 2007. |
| Personnel Services | 06/07 | Review ongoing, with a report scheduled to be taken to committee in April. |
| Administrative and Legal Services | 05/06 | Review completed, and reports submitted to various Policy & Resources and Corporate Governance Committees between May-September 2006. |
| Information Technology | 06/07 | Review ongoing. |

3.5 Detailed proposals resulting from individual Best Value Reviews will be reported to future meetings of this Committee.

4.0 POLICY/LEGAL IMPLICATIONS

4.1 The Local Government in Scotland Act, 2003, and supporting Statutory Guidance, place a requirement on all councils to secure Best Value. The implementation of EFQM as a framework for delivering continuous improvement together with Best Value Review within the Department of Corporate Support ensures that the Department is acting in accordance with Corporate policy and statutory requirements.

5.0 FINANCIAL IMPLICATIONS

5.1 The implementation of EFQM and the Departmental Best Value Review Programme will play an important part in the drive for continuous improvement and the Department's ability to demonstrate economy, efficiency and effectiveness in the delivery of its services.

6.0 RECOMMENDATIONS

6.1 Committee is asked to:-

- (i) note the progress made in the Department of Corporate Support's implementation of EFQM and in its agreed programme for Best Value Review;
- (ii) endorse the Department's consolidated EFQM Action Plan at the appendix to the report;
- (iii) note that further reports providing detailed recommendations on individual Best Value Reviews will be brought to future committees in accordance with the agreed programme; and
- (iv) otherwise note the terms of this report.

Elizabeth Morton

Depute Chief Executive/Executive Director of Corporate Support

23 January 2007

List of Background Papers

1. Local Government in Scotland Act, 2003 and supporting statutory guidance and regulation.

Anyone wishing further information on this report should contact John Clayton, Head of Corporate Development and Communication, Tel No: 01563 576165

| CORPORATE DEVELOPMENT AND COMMUNICATION | | | |
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| PROPOSED ACTION - AREAS FOR IMPROVEMENT | BY WHOM | BY WHEN | PROGRESS REPORT |
| Leadership | | | |
| Within the Graphics Section, Senior Graphic Designer to set aside time for specialist training for Graphics Staff. | Senior Graphic Designer | March 2007 | One 'out of office' Training Day held 19 Dec 2006; options for external training being considered. |
| 2 development days per year to be held for staff within the Best Value and Performance Unit. | Best Value and Performance Manager | January and July 2007 | Two development days held: 1 st and 19 th Nov 2006; 3rd day planned March 2007. |
| Policy and Strategy | | | |
| Ensure key issues arising from the Best Value and Community Planning Audit are summarised and disseminated to all staff. | Head of Corporate Development and Communication | October 2006 | Achieved, Sept 2006. |
| Develop integrated impact assessments for Community Planning related activities. | Community Planning and Partnership Manager | December 2006 | On target for March 2007. |
| People | | | |
| Consider the production of an annual planner for key activities within the Best Value and Performance Unit. | Best Value and Performance Manager | March 2007 | On target for March 2007. |
| Partnership and Resources | | | |
| Ensure that appropriate Corporate Development and Communication input into the Council's wider strategic review of the revenue budget is provided. | Head of Corporate Development and Communication | December 2006 | Stage 2 input agreed at Special P&R Committee, 23 January 2007; on progress for 2007/08. |
| Participate in the Corporate Support pilot of the Electronic Purchasing System. | All Managers | October – December 2006 | Achieved, Dec 2006 and progressing. |
| Process | | | |
| Carry out further customer surveys to inform the Best Value Service Review of the Corporate Development and Communication section. | All Managers | November-December 2006 | Achieved, Dec 2006. |
| Add to the suite of local key performance | Best Value and Performance | March 2007 | On target for March 2007. |

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| indicators in place by developing further performance indicators for the Best Value and Performance Unit and the Community Planning and Partnership Unit. | Manager and Community Planning and Partnership Manager | | |
| Customer Results | | | |
| Where available, carry out benchmarking across the service to inform the Best Value Service Review of the Corporate Development and Communication Section. | All Managers | November 2006 -January 2007 | Achieved, Dec 2006. |
| Key Performance Results | | | |
| Where available, carry out benchmarking across all areas of the service to inform the Best Value Service Review of the Corporate Development and Communication Service. | All Managers | November 2006-January 2007 | Achieved, Dec 2006. |

INFORMATION TECHNOLOGY

| PROPOSED ACTION - AREAS FOR IMPROVEMENT | | BY WHOM | BY WHEN | PROGRESS REPORT |
|---|--|--|---|---|
| Leadership | | | | |
| Policies and Strategies | Continue to Review Policies, Procedures and Objectives | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2007 | Revised Email & Internet Use policy scheduled for April 2007. |
| | Continue to Review effectiveness of Policies etc. via other organizations. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to annual review and Service Review | Benchmarking against other Authorities. |
| | Continue to update I.C.T. Strategies (e.g. ICT Security Policy, E-Government Business Strategy, Security Strategy etc.) and associated Documents | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2007 | Next releases of ICT/e-Gov /Security Strategies due April 2007. |
| Customer involvement | Continue to Review the approach for developing | Head of IT/Service Delivery Manager/IT Strategy | December 2006 | Customer Perception surveys carried out with results published on Intranet. |

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| | and maintaining contact with all customers. | Business Manager | | |
| Internal Communications | Develop Communications Strategy ; Knowledge sharing via IT Intranet | Head of IT/Service Delivery Manager/IT Strategy Business Manager | December 2006 | Web pages implemented for Community Planning and specific Social Work Services processes. Roll out to other services and processes ongoing. |
| KPIs | Implementation and Review | IT Strategy Business Manager | April 2006 | SOCITM KPIs adopted and updated with IT Intranet pages published for IT BV Monitoring. |
| Customer Survey | Implementation of Action Plan - Review Customer Survey content - publish at yearly intervals. | Service Delivery Manager | December 2006 | Customer Perception surveys carried out with results published on the Intranet. |
| Evaluation and Review | Continue to Review all processes and procedures. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | December 2006 | Online customer surveys used for first time in 2006. |
| Policy & Strategy | | | | |
| IT Policy and Strategy | Develop Policy and Strategy in line with Customers requirements and needs; Align these to Corporate Strategies where applicable | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2007 | ICT Strategy alignment to Community Plan. |
| Customer Input | Review Policy and Strategy in line with Customer involvement within ICTSG | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2007 | Next releases of ICT/e-Gov/ Security Strategies due April 2007. |
| Objectives and Targets | Relate to specific actions within KPIs. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to ICTSG review | Benefits Realisation processes under development in conjunction with SE. |
| | Relate back to SLAs. | Head of IT/Service Delivery | December 2007 | Service Level Agreements to be |

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| | | Manager/IT Strategy Business Manager | | reviewed following outcome of Service Reviews. |
| Service Level Agreements/ Service Review Meetings/KPIs | Implementation of full KPIs; Review SLA with Customer departments in line with agreed KPIs. | Service Delivery Manager | December 2007 | Service Level Agreements to be reviewed following outcome of Service Reviews. |
| Evaluation and Review - Perception Studies | Review awareness amongst Customers and measure effectiveness. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | December 2006 | Customer Perception surveys carried out with results published on Intranet. |
| People | | | | |
| EAGER | Set annual timetable for year on year reviews. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | March 2007 | March 2007. |
| Staff Development | Undertake Training Needs Analysis. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service & Project specific TNAs completion | Project based TNA carried out for Desktop, Networks and Integration processes; EAGER process further identified training needs. |
| | Introduce new methods of staff development e.g. workshops on specific topics, use of Intranet for knowledge sharing | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 | IT Intranet pages published with IT BV Monitoring pages. |
| Staff Surveys | Prepare feedback/action plan from Corporate survey. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | November 2006 | Incorporated into IT Action Plan. |
| | Contribute / Align to Departmental Survey. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | November 2006 | Incorporated into IT Action Plan. |
| | Evaluate relevance of Corporate staff survey and review accordingly | Head of IT/Service Delivery Manager/IT Strategy Business Manager | November 2006 | Incorporated into IT Action Plan. |
| Employee Feedback | Develop other forms of feedback for IT staff. Further Intranet development of published information & | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 / December 2006 | IT Intranet pages published with IT BV Monitoring pages; IT staff survey completed as part of Service Review. |

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| | knowledge sharing | | | |
| Skills | Share knowledge and best practice across teams. Encourage team/individual participation in improvement activities. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 / December 2006 | As above. |
| Internal Communication | Staff Survey, IT Intranet, Feedback processes | Head of IT/Service Delivery Manager/IT Strategy Business Manager | December 2006 | Customer Perception surveys carried out with results published on Intranet. |
| Appraisals | Adopt regular appraisal and recognition as part of day-to-day or regular activity | Head of IT/Service Delivery Manager/IT Strategy Business Manager | March 2006 | EAGER, TNA and Resource management adopted. |
| Service Review | Adopt "regular" Service Review in line with Corporate approach | Head of IT | 2006/07 - April 2007 | 2006/07 Review underway – target for draft report April 2007 |
| Partnership and Resources | | | | |
| Inventory | Review processes | Service Delivery Manager | December 2006 | Inventory processes updated. |
| Corporate ICT Strategy | Continue to Review policies on utilisation of assets, recycling and optimisation of inventories. | Head of IT | April 2007 | Part of ICT Strategies review. |
| Partnerships | Continue to Review Processes | Head of IT/Service Delivery Manager/IT Strategy Business Manager | October 2006 | Continued involvement in projects such as CONDUIT and specific Community Planning Improving Opportunities. |
| Assessment and Review | Evaluation and review of all processes - through Working Groups, Project Boards, Member Officer Working Groups, Service Reviews etc; Align to external forces. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | IT BV Service Review underway. |
| Building Maintenance | Requires urgent and ongoing attention | | September 2006 | Repairs to stairwell carried out; new security door entry system installed |

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| | | | | at 2 The Cross. |
| Knowledge | Use of Intranet for knowledge & information sharing | IT Strategy Business Manager | Subject to annual review | |
| Processes | | | | |
| Review of Key Processes | Involve all customers | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Underway as part of Service Review. |
| Performance Targets | Formalise & Review targets for processes within IT SLA | Service Delivery Manager | Subject to Service Review | Underway as part of Service Review. |
| Key Process procedures | Develop a documented process via the use of OSIAF | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2007 | Report to next ICTSG. |
| Benchmarking | Continue to develop benchmarking comparisons through KPIs and with other authorities / organisations. Publish KPIs through SOCITM & Scottish Executive. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | September 2006 | Now aligned to SE benefits realisation and definitions by SE. |
| Internal Complaints | Formalise procedures for dealing with these - | Head of IT/Service Delivery Manager/IT Strategy Business Manager | January 2006 | Completed. |
| Currency and Sharing of Knowledge | Ensure Strategies etc. are kept up-to-date and accurate | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Review completed as part of BV Service Review. |
| | Provide easy access, over the Intranet, to documents and information | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 | IT Intranet pages published with IT BV Monitoring pages. |
| Evaluation and Review | Continue to Review of all key processes and method of reviewing | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Underway as part of Service Review |
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| Customer Results | | | | |
|-----------------------------------|--|--|----------------------------|---|
| Surveys | Include face to face interviews with customers regarding results of survey at Service Review Meetings. | Service Delivery Manager | December 2006 | Web online Survey implemented. Internal surveys carried out as part of Service Review. |
| | Review relevance to IT of Survey Questions. | Head of IT/Service Delivery Manager/IT Strategy Business Manager | December 2006 | As above. |
| | Review the use of other Customer Perception measures – e.g. focused telephone surveys | Service Delivery Manager | December 2006 | Customer surveys carried out as part of Service Review. |
| Currency and Sharing of Knowledge | Ensure KPIs etc. are kept up-to-date and accurate and reflect period covered | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 | IT Intranet pages published with IT BV Monitoring pages. |
| | Provide easy access, over the Intranet, to KPIs and information | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 – December 2006 | IT Intranet pages published with IT BV Monitoring pages; IT Customer Perception surveys carried out with results published on Intranet. |
| KPIs | Formalise KPI reporting, monitoring and benchmarking across all processes | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Review underway as part of BV Service Review. |
| | Establish and publish comparison trends on year by year basis | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 | Intranet populated with IT BV Monitoring KPIs etc. |
| People Results | | | | |
| Currency and Sharing of Knowledge | Ensure KPIs etc. are kept up-to-date and accurate and reflect period covered | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 | IT Intranet pages published with IT BV Monitoring pages. |
| | Provide easy access, over the Intranet, to Survey documents and information | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 – December 2006 | IT Intranet pages published with IT BV Monitoring pages; Service Review customer perception results published on Intranet. |

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| Surveys | Use results to review Action Plans | Head of IT/Service Delivery Manager/IT Strategy Business Manager | November 2006 | Incorporated into IT Action Plan. |
| | Review relevance of Survey Questions | Head of IT/Service Delivery Manager/IT Strategy Business Manager | November 2006 | Completed. |
| | Feedback results to staff | Head of IT/Service Delivery Manager/IT Strategy Business Manager | December 2006 | Service Review customer perception results published on Intranet. |
| | Ensure results cover scope/trends/ comparisons over time | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 | IT Intranet pages published with IT BV Monitoring pages. |
| | Use of Intranet for knowledge & information sharing | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 – December 2006 | IT Intranet pages published with IT BV Monitoring pages; Service Review customer perception results published on Intranet. |
| Society Results | | | | |
| ESD / EAC Online Services | Develop continuous formal comparisons between EAC Website and “Best in Class” and review Action Plan for improvements. Use SOCITM results; | IT Strategy Business Manager | September 2006 | Now aligned to SE benefits realisation and definitions by SE |
| | Surveys – measure effectiveness and uptake of ESD | IT Strategy Business Manager | September 2006 | Benefits Realisation model adopted throughout Scotland. |
| Corporate | Review IT Services alignment to Corporate policies | Head of IT/Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Underway as part of Service Review. |
| Key Performance Results | | | | |

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| KPIs | Implement KPI's in line with SE/SOCITM standards | Service Delivery Manager/IT Strategy Business Manager | September 2006 | Now aligned to SE benefits realisation and definitions by SE. |
| | Formalise recording of results to identify trends and targets | Service Delivery Manager/IT Strategy Business Manager | April 2006 | IT Intranet pages published with IT BV Monitoring pages. |
| | Ensure full scope of results is covered across all business areas, where appropriate | Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Underway as part of Service Review. |
| | Relate results to actions planned and taken | Service Delivery Manager/IT Strategy Business Manager | November 2006 | Incorporated into IT Action Plan. |
| | Review Benchmarking processes against other organisations | Service Delivery Manager/IT Strategy Business Manager | Subject to Service Review | Benchmarking against other Authorities. |
| | Use of Intranet for knowledge & information sharing | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 – December 2006 | IT Intranet pages published with IT BV Monitoring pages; Service Review customer perception results published on Intranet. |
| Currency and Sharing of Knowledge | Ensure KPIs etc. are kept up-to-date and accurate and reflect period covered | Head of IT/Service Delivery Manager/IT Strategy Business Manager | September 2006 | Now aligned to SE benefits realisation and definitions by SE; IT Intranet pages published with IT BV Monitoring pages. |
| | Provide easy access, over the Intranet, to Survey documents and information | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 – December 2006 | IT Intranet pages published with IT BV Monitoring pages. Service Review customer perception results published on Intranet. |
| | Use of Intranet for knowledge & information sharing | Head of IT/Service Delivery Manager/IT Strategy Business Manager | April 2006 – December 2006 | IT Intranet pages published with IT BV Monitoring pages. Service Review customer perception results published on Intranet. |

FINANCE SERVICE

| PROPOSED ACTION - AREAS FOR IMPROVEMENT | BY WHOM | BY WHEN | PROGRESS REPORT |
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| Leadership | | | |
| Training Need Analysis to be included as standing item on FSM outposted team staff agenda | Corporate Accounting Manager | April 2006 | Implemented and subject to ongoing review as part of annual Eager reviews. |
| Review and develop Performance measures for Revenues & Benefits Service | Revenues & Benefits Manager | July 2006 | In progress as part of Vanguard Review agreed by Policy & Resources Committee - 19 September 2006. Anticipated completion June 2007. |
| People | | | |
| All Managers to receive training on EAGER process | Executive Head of Finance/Finance Management Team | September 2006 | Ongoing. |
| Review results of staff survey to identify areas of improvement | Executive Head of Finance/Finance Management Team | September 2006 | Completed. Ongoing review to be carried out. |
| Policy & Strategy | | | |
| Completed EFQM Action Plan to be distributed to all staff. | Executive Head of Finance/Finance Management Team | April 2006 | 2007 action plan to be added to Finance Intranet site by March 2007. |
| Vision Statement to be issued to all staff within Finance Service. | Executive Head of Finance/Finance Management Team | April 2006 | Council Vision Statement included on Finance intranet home page. |
| A Service Plan for Corporate Accounting to be developed, incorporating future plans which will be issued to all staff. | Corporate Accounting Manager | | Ongoing. |

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| Develop performance monitoring framework within the Revenues & Benefits Service | Revenues & Benefits Manager | July 2006 | Framework to be developed through ongoing Vanguard Review – June 2007. |
| Partnership & Resources | | | |
| Development of Community / Service Planning and Budgeting systems and processes | Corporate Accounting Manager | August 2006 | Initial planning template produced for evaluation. Strategic Review of Revenue Budget agreed by P&R Committee 8 February 2006. |
| Encouragement of staff to identify new and emerging technologies to support current business processes. | Executive Head of Finance/Finance Management Team | June 2006 | Staff feedback and suggestions forum added to Finance intranet pages. |
| Staffs' concerns regarding office accommodation should continue to be fed into the Corporate Office review | Executive Head of Finance | Ongoing | Ongoing. |
| Upgrade of current Revenues and Befits Systems to Windows based version to maximise functionality | Revenues & Benefits Manager | November 2006 | Ongoing – Anticipated completion September 2007. |
| Processes | | | |
| Regular customer/client satisfaction surveys should be carried out to assess the effectiveness of the service and to demonstrate continuous improvement | Executive Head of Finance/ Finance Management Team | August 2006 | CIPFA FM Module to be introduced – June 2007. |
| Upgrade the current revenues Document Imaging Process/Workflow software to windows to gain flexibility from system, and improve mail handling and file storage. | Revenues & Benefits Manager | August 2006 | Upgrade to current software commenced in January 2007, expected completion date June 2007. |
| Upgrade the Council Tax & Domestic Rates System to a windows based platform | Revenues & Benefits Manager | September 2006 | Council Tax upgrade not yet available. Non Domestic Rates testing underway. |
| Implementation of Verification Framework Modules 2 & 3 within Benefits, to assist in prevention of fraud and overpayment. | Revenues & Benefits Manager | April 2006 | Complete. |
| People Results | | | |

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| Additional performance measures should be developed to ensure continuous improvement and customer satisfaction, with the results being fed back to staff. | Executive Head of Finance/ Finance Management Team | August 2006 | Monthly performance meetings between Executive Head of Finance and Managers – Ongoing. |
| Customer Results | | | |
| Development of the CIPFA Finance Model to gauge client satisfaction and encourage sound financial management. | Corporate Accounting Manager | September 2006 | Initial consultation phase scheduled for June 2007. |
| Targeted campaign to maximise Housing & Council Tax Benefit Take Up. | Revenues & Benefits Manager | Ongoing 2006 | Ongoing. |
| Comprehensive customer survey to obtain feedback on service | Revenues & Benefits Manager | April 2006 | Completed. |
| Document Image Process and Workflow within Benefits should improve overall processing times. | Revenues & Benefits Manager | June 2006 | Ongoing – anticipated “go live” date – June 2007. |
| Society Results | Corporate Accounting Manager | September 2006 | |
| Stakeholders’ views and perceptions of the Council and of the Finance Service should continue to be sought and more emphasis placed on the areas covered by Society Results in the EFQM Model | Executive Head of Finance | July 2006 | CIPFA FM Module / Customer Surveys to be reviewed – June 2007. |
| Key Performance Results | | | |
| Development of the CIPFA Finance Model to gauge client satisfaction and encourage sound financial management. | Corporate Accounting Manager | September 2006 | Ongoing – target implementation of June 2007. |
| Performance targets and measures to be agreed for Revenues and Benefits Service | Executive Head of Finance/ Revenues & Benefits Manager | April 2006 | Monthly performance meetings. Targets for 2007/08 to be agreed March 2007. |
| People Results | | | |
| Review staff survey results | Executive Head of Finance/ Finance Management Team | April 2006 | Completed. Ongoing review to be carried out. |

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| Additional performance measures should be developed to ensure continuous improvement and client satisfaction, with the result being fed back to staff. | Executive Head of Finance/ Finance Management Team | August 2006 | CIPFA FM Module to be used to identify additional performance measures – June 2007. |
| Key Performance Results | | | |
| Housing & Council Tax throughout Benefit Take Up 2006 Campaign | Revenues & Benefits Manager | Ongoing 2006 | Joint project with DWP, Pensions Service and Social Work. Ongoing through 2007. |
| Full Revenues & Benefits customer survey to be carried out | Revenues & Benefits Manager | April 2006 | Annual survey of customers carried out. |
| Implement Dip & Workflow (Benefits) | Revenues & Benefits Manager | June 2006 | Ongoing – anticipated “go live” date – June 2007. |
| Development of the CIPFA Finance Model to gauge client satisfaction and encourage sound financial management. | Corporate Accounting Manager | September 2006 | Due to be implemented June 2007. |
| Stakeholders’ views and perceptions of the Council and of the Finance Service should continue to be sought and more emphasis placed on the areas covered by Society Results in the EFQM Model | Executive Head of Finance | September 2006 | CIPFA FM Module to be used to identify additional performance measures – June 2007. |

PERSONNEL

| PROPOSED ACTION - AREAS FOR IMPROVEMENT | BY WHOM | BY WHEN | PROGRESS REPORT |
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| Leadership | | | |
| Ensure that team meetings are held as appropriate to allow a free flow of information | Line Managers | Ongoing | Team meetings are programmed. |
| Ensure training and development is a standing item on every Management team agenda. | Head of Personnel | Ongoing | This is in place at all management meetings. |
| Ensure that achievements are appropriately acknowledged and recorded. | Line managers at team meetings | Ongoing | This is in place at all management meetings. |

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| Ensure that all employees have opportunity to engage in Best value Service Review | Line managers at team meetings | Ongoing | This was done during Review. |
| Issue Employee attitude survey to all Council employees | Head of Personnel | End April 2007 | Completed February 2005. |
| Participate in external professional bodies e.g. Society of Personnel Directors, Scotland (SPDS). Institute of Occupational Safety & Health (IOSH) and Slavtags | Head of Personnel & line managers | Ongoing | Ongoing. |
| Policy and Strategy | | | |
| Ensure that Personnel Forum, Health & Safety, Training & Development and Skills Training Unit team meeting agendas contain relevant cpd and training issues | Head of Personnel and managers | Ongoing | Agendas reflect this. |
| Formally record employee recognition by Head of Service to employees | Head of Personnel and Managers | Ongoing | Recorded in Minutes. |
| Review policies and procedures in accordance with the Service Action Plan | As detailed in Action Plan | As detailed in Action Plan | Ongoing. |
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| Consider Charter Mark recognition for Personnel Services | Skills Training and Training Development Managers | September 2007 | Initial research completed – report to be submitted to management team. |
| | | | |
| Update employees on the Service's strategic documents and management systems. | Head of Personnel and line managers | September 2007 | |
| People | | | |
| Continue to conduct annual EFQM assessments and ISO reviews (managing our service) to involve staff in continuous improvement activity. | Head of Personnel and line managers | Quarterly for ISO | Ongoing. |
| Continue to carry out EAGER Reviews on an annual basis with a 6 monthly review process built in. | Head of Personnel and Line Managers | Ongoing | System in place. |
| Prepare Competence framework | Training and Development Manager | February 2007 | Submit to CMT April 2007. |
| Consider results from Customer Feedback system | Head of Personnel and line managers | Ongoing at regular | Done at management review meetings. |

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| | | management review meetings | |
| Partnership and Resources | | | |
| Implement HR recruitment System | Head of Personnel | March 2007 | Feb 2007. |
| Produce Information Strategy | Head of Personnel | July 2007 | In preparation. |
| Review arrangements for updating service intranet content | Line managers | Ongoing | Completed. |
| Review Occupational Health | Health and Safety Manager | April 2007 | Revised contract out to tender. |
| Processes | | | |
| Carry out Best Value Service Review | Head of Personnel | April 2007 | CMT April 2007. |
| Set measurable targets for ISO 9000 management system | Line managers | Ongoing | Completed and subject to external audit. |
| Customer Results | | | |
| Maintain participation in CIPFA and SPDS benchmarking activities | Head of Personnel | Ongoing | Membership maintained. |
| Carry out Customer Satisfaction Survey | Head of Personnel | June 2007 | Done for Best Value Service Review. |
| Benchmark our results through SPDS & CIPFA | Head of Personnel and line managers | Ongoing | Ongoing. |
| People Results | | | |
| Design and develop annual internal survey for implementation throughout Personnel Services | Skills Training Manager | March 2007 | In preparation. |
| Consider 360 degree appraisal within service | Training and Development Manager | March 2007 | |
| Align EAGER process to Competency framework | Head of Personnel | April 2007 | Awaiting Competence Framework. |
| Continue to carry out EAGER Reviews on an annual basis with a 6 monthly review process built in. | Head of Personnel and Line Managers | End August 2007 | Done. |
| Society Results | | | |
| Reduce Printing Costs, Recycle appropriate | All Employees within | Ongoing | Currently being implemented. |

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| consumables, ensure all electrical items are switched off and not left on standby. | Personnel Services. | | |
| Undertake ISO:1400 training on Environmental issues | Skills Training Manager | August 2007 | Date to be set. |
| Maintain participation in CIPFA and SPDS benchmarking activities | Head of Personnel | Ongoing | Confirmed. |
| Implement terms of Regeneration Agreement | Skills Training Manager | Ongoing | Ongoing. |
| Key Performance Results | | | |
| Review Service Budget structure | Head of Personnel | September 2007 | Will be done in line with Best Value Service Review. |
| Maintain participation in CIPFA and SPDS benchmarking activities | Head of Personnel | Ongoing | Ongoing. |
| Set measurable targets for ISO 9000 management system | Line managers | March 2007 | Done and subject to external audit. |

23 January 2007