

EAST AYRSHIRE COUNCIL

CORPORATE GOVERNANCE COMMITTEE – 29 SEPTEMBER 2005

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 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 The Committee 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 previous meetings of this Committee. While these reports have considered matters of a wider corporate nature, with policy implications for all services of the Council, 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.

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 All 5 of the Service Units within the Department of Corporate Support have completed an EFQM assessment and each have prepared and are now implementing their Improvement Action Plans. These Improvement Action Plans have been consolidated into a single Departmental EFQM Improvement Action Plan, a copy of which is appended to this report for endorsement.
- 3.3 While the majority of these action points have specific target dates, a number are described as 'ongoing'; these actions relate to matters which we undertake regularly or as required, e.g. benchmarking and training on new initiatives
- 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 is highlighted in the following table.

Service Unit	Agreed Programme	Progress
Finance	04/05	Best Value Review completed in accordance with the agreed programme. Report to the Corporate Governance Committee of 9 June 2005 on recommendations arising from the Review.
Corporate Development & Communication	05/06	This review will commence following the Best Value and Community Planning Audit which takes place between October 2005 to March 2006.
Personnel Services	05/06	Review in progress.
Administrative and Legal Services	05/06	Review in progress.
Information Technology	06/07	This review is not scheduled to commence until year 3 of the programme in 2006/07

- 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 will ensure 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

21 September 2005

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

DEPARTMENT OF CORPORATE SUPPORT – CONSOLIDATED EFQM ACTION PLANS 2005

ADMINISTRATION SERVICE		
PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Develop Annual Training Programme identifying proposed training initiatives based on EAGER Review and operational needs for all individuals/teams.	Administration Manager/Assistant Administration Manager	31/8/05
Develop Annual Management Work Programme/Schedule of Meetings - provide for review of priorities and areas for improvement.	Administration Manager/Assistant Administration Manager	31/12/05
Policy & Strategy		
Implement Best Value Service Review: Outcomes to provide for Service Plan; Review of Priorities and analysis development.	Best Value Review Team	30/10/05
Service Plan Progress Reports: standing item on team meetings.	Administration Manager/Assistant Administration Manager	31/12/05
People		
Develop Annual Training Programme identifying proposed training initiatives based on EAGER Review and operational needs for all individuals/teams.	Administration Manager/Assistant Administration Manager	31/8/05
Partnership & Resources		
Development of Information Strategy and Plan	Assistant Admin Manager	31/12/05
Processes & Customer Results		
Implement Best Value Service Review: Outcomes to provide for Service Plan; Review of Priorities and analysis development.	Best Value Review Team	30/10/05

People Results		
Carry out employee survey	Administration Manager/Assistant Administration Manager	March 2006
Key Performance Results		
Implement Best Value Service Review: Outcomes to provide for Service Plan; Review of Priorities and analysis development.	Best Value Review Team	30/10/05

LEGAL SERVICES

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Extend existing annual training programme in conjunction with training needs analysis arising from EAGER process	Head of Legal Services/Team Leaders	31/10/05
Consider extension to existing meeting schedule to include meeting with customer base	Best Value Review Team	31/10/05
Policy & Strategy		
Implement BVSR outcomes to allow for greater customer and staff feedback; also to priorities and co-ordinate development areas linked to service plans	Best Value Review Team	31/10/05
Ongoing monitoring and feedback of implementation of BVSR outcomes to be provided on a structured basis	Head of Legal Services/Team Leaders	31/12/05
People		
Develop employee attitude survey linked to corporate survey and to identify and subsequently prioritise improvement activities	Head of Legal Services/Team Leaders	March 2006
Extend existing annual training programme in conjunction with training needs analysis arising from EAGER reviews	Head of Legal Services/Team Leaders	March 2006
Partnerships & Resources		
Development of a formal communications and information strategy and plan	Head of Legal Services/Team Leaders	31/12/05
Processes		
Implement BVSR outcomes to focus on customer need and inter-authority comparison; development of a formal communications and information strategy and plan	Best Value Review Team	31/12/05

Customer Results		
Questionnaires and extension of target setting/consultation/ Comparison/benchmarking	Head of Legal Services/Team Leaders	31/12/05
People Results		
People survey; inter authority comparison; in depth analysis of EAGER outcomes over 3 years	Head of Legal Services/Team Leaders	31/3/06
Society Results		
Develop appropriate areas for measurement of society perception of legal services	Head of Legal Services/Team Leaders	April 2006
Key Performance Results		
Link to BVSR; extend target setting in conjunction with the ongoing monitoring and review of existing targets	Head of Legal Services/Team Leaders	April 2006

CORPORATE DEVELOPMENT AND COMMUNICATION

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Consider training requirements for new policy initiatives.	Line Managers at Team Meetings	Ongoing
Consider opportunities for cascading training received by individual employees within the section through attendance at formal training events/ seminars to all relevant employees within the Section. Procedure note to be prepared to assist in this initiative.	Best Value and Performance Manager	Ongoing
Ensure that appropriate systems are in place to ensure that key actions agreed at the section's management team meetings are cascaded down to all staff.	Best Value and Performance Manager/ Community Planning and Partnership Manager	Every 6 weeks; action notes to be circulated to staff (line managers).
Policy and Strategy		
Continue to review the ongoing training needs for employees participating in the EFQM process.	Head of Corporate Development and Communication	End July 2005.
Further develop arrangements for disseminating information on key issues arising from the Local Government in Scotland Act 2003 to Elected Members.	Best Value and Performance Manager/ Community Planning and Partnership Manager	6 weekly

Seek to develop a more systematic approach for driving forward ownership of the Community Plan Action Plans to all employees within the section.	Head of Corporate Development and Communication/Best Value and Performance Manager/ Community Planning and Partnership Manager	Every alternate Team Meeting agendas (12 weeks).
People		
Continue to conduct annual EFQM assessments to involve staff in continuous improvement activity.	Head of Corporate Development and Communication	July 2006
Continue to carry out EAGER Reviews on an annual basis with a 6 monthly review process built in.	Head of Corporate Development and Communication/Best Value and Performance Manager/ Community Planning and Partnership Manager	End Sept 05 for the 2005 Reviews.
Seek to reduce reliance on temporary posts within the Community Planning and Partnership section.	Head of Corporate Development and Communication/Community Planning and Partnership Manager.	Report to Corp Gov Cttee 29 Sept 05.
Partnership and Resources		
Develop an information exchange protocol between Community Planning Partners.	Community Planning and Partnership Manager	January 2006
Further develop the Council's Public Performance Reporting Strategy in line with Statutory Guidance and Regulations.	Best Value and Performance Manager	November 2005
Develop a consultation and engagement action plan and tool kit.	Community Planning and Partnership Manager	January 2006
Process		
Further develop Local Key Performance Indicators across the Section.	Head of Corporate Development and Communication Best Value and Performance Manager/ Community Planning and Partnership Manager	June 2006
Customer Results		
Review results and feedback received from annual customer surveys undertaken in respect of Public Relations, Photography, Event Management and Graphic Design Commissions to inform future target setting and identify potential for improvement in existing protocols and procedures.	Head of Corporate Development and Communication	October 2005
Consider potential areas for benchmarking Initiatives to allow learning from other organisations.	Head of Corporate Development and Communication and Line Managers	Ongoing

People Results		
Consider results of the employee attitude survey in relation to the section with a view to identifying potential improvement initiatives and setting future targets as appropriate.	Head of Corporate Development and Communication Best Value and Performance Manager/ Community Planning and Partnership Manager	October 2005
Key Performance Results		
Consider potential areas for benchmarking Initiatives to allow learning from other organisations.	Head of Corporate Development and Communication Best Value and Performance Manager/ Community Planning and Partnership Manager	Ongoing

INFORMATION TECHNOLOGY

PROPOSED ACTION - AREAS FOR IMPROVEMENT		BY WHOM	BY WHEN
Leadership			
Policies and Strategies	Review Policies, Procedures and Objectives	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Review effectiveness of Policies etc. via other organizations.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	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	Ongoing
Customer involvement	Review the approach for developing and maintaining contact with all customers.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Internal Communications	Develop Communications Strategy ; Knowledge sharing via IT Intranet	Head of IT/Service Delivery Manager/IT Strategy Business Manager	April 2006
KPIs	Implementation and Review	IT Strategy Business Manager	Ongoing
Customer Survey	Implementation of Action Plan - Review Customer Survey content - publish at yearly intervals.	Service Delivery Manager	April 2006

Evaluation and Review	Review of all processes and procedures.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
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	Ongoing
Customer Input	Review Policy and Strategy in line with Customer involvement within ICTSG	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Objectives and Targets	Relate to specific actions within KPIs.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Relate back to SLAs.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Service Level Agreements/ Service Review Meetings/KPIs	Implementation of full KPIs; Review SLA with Customer departments in line with agreed KPIs.	Service Delivery Manager	Ongoing
Evaluation and Review - Perception Studies	Review awareness amongst Customers and measure effectiveness.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
People			
EAGER	Set annual timetable for year on year reviews.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	March 2006
Staff Development	Undertake Training Needs Analysis.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	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	Ongoing

Staff Surveys	Prepare feedback/action plan from Corporate survey.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	January 2006
	Align to Departmental / Corporate Survey.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Evaluate relevance of Corporate staff survey and review accordingly	Head of IT/Service Delivery Manager/IT Strategy Business Manager	January 2006
Employee Feedback	Develop other forms of feedback for IT staff. Further Intranet development of published information & knowledge sharing	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
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	Ongoing
Internal Communication	Staff Survey, IT Intranet, Feedback processes	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Service Review	Adopt "regular" Service Review in line with Corporate approach	Head of IT	2006/07
Partnership and Resources			
Inventory	Review processes	Service Delivery Manager	Ongoing
Corporate ICT Strategy	Review policies on utilisation of assets, recycling and optimisation of inventories.	Head of IT	April 2006
Partnerships	Review Processes	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Assessment and Review	Evaluation and review of all processes - through Working Groups, Project Boards, Member Officer Working Groups, Service Reviews etc.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Knowledge	Use of Intranet for knowledge & information sharing	IT Strategy Business Manager	Ongoing
Processes			
Review of Key Processes	Involve all customers	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Performance Targets	Formalise & Review targets for processes within IT SLA	Service Delivery Manager	Ongoing

Key Process procedures	Investigate the potential of developing a documented process (e.g,OSIAF)	Head of IT/Service Delivery Manager/IT Strategy Business Manager	April 2006
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	Ongoing
Internal Complaints	Formalise procedures for dealing with these -	Head of IT/Service Delivery Manager/IT Strategy Business Manager	January 2006
Evaluation and Review	Review of all key processes and method of reviewing	Head of IT/Service Delivery Manager/IT Strategy Business Manager	March 2006
Customer Results			
Surveys	Include face to face interviews with customers regarding results of survey at Service Review Meetings.	Service Delivery Manager	Ongoing
	Review relevance of Survey Questions.	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Review the use of other Customer Perception measures – e.g. focused telephone surveys	Service Delivery Manager	Ongoing
KPIs	Formalise KPI reporting, monitoring and benchmarking across all processes	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Establish and publish comparison trends on year by year basis	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
People Results			
Surveys	Use results to review Action Plans	Head of IT/Service Delivery Manager/IT Strategy Business Manager	October 2005
	Review relevance of Survey Questions	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Feedback results to staff	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing

	Ensure results cover scope/trends/comparisons over time	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Use of Intranet for knowledge & information sharing	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
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	February 2006
	Surveys – measure effectiveness and uptake of ESD	IT Strategy Business Manager	December 2005
Corporate	Review IT Services alignment to Corporate policies	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing
Key Performance Results			
KPIs	Implement KPI's in line with SE/SOCITM standards	Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Formalise recording of results to identify trends and targets	Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Ensure full scope of results is covered across all business areas, where appropriate	Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Relate results to actions planned and taken	Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Review Benchmarking processes against other organisations	Service Delivery Manager/IT Strategy Business Manager	Ongoing
	Use of Intranet for knowledge & information sharing	Head of IT/Service Delivery Manager/IT Strategy Business Manager	Ongoing

FINANCE – PAYMENTS

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Review Section Meeting Process	Payments Manager	June 2005
Investigate possibilities of more formal recognition	Payments Manager	July 2005
Formalise system improvements/ evaluation at section meetings	Payments Manager	June 2005
People		
Review Section Meetings Agenda	Payments Manager	June 2005
Policy and Strategy		
Review strengths, weaknesses, opportunities and threats at team meetings.	Payments Manager	June 2005
Partnership and Resources		
Investigate possibilities for SAP development	Payments Manager	August 2005
Highlight building issues to management	Payments Manager	ongoing
Formalise Systems improvements/ evaluation at section meetings	Payments Manager	June 2005
Processes		
Review of Performance Indicators – discuss at section Meetings	Payments Manager	June 2005
People Results		
Review areas for improvement from staff surveys	Payments Manager	July 2005
Investigate the possibilities for comparing our different groups	Payments Manager	July 2005
Customer Results		
Introduce Customer Surveys	Payments Manager	October 2005
Key Performance Results		
Review current range of Performance Indicators	Payments Manager	July 2005

FINANCE – FINANCIAL ACCOUNTING AND CONTROL

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Review communication arrangements with our customers.	Finance Manager – Finance Accounting and Control	Sept 2005
Pilot & create development plan for in-house training arrangements for section.	Finance Manager - Finance Accounting and Control	August 2005
People		
Promote staff objective setting & development through the EAGER review process.	Finance Manager - Finance Accounting and Control	June 2005

Policy and Strategy		
Introduce action plan review as part of regular section management team meetings.	Finance Manager - Finance Accounting and Control	August 2005
Partnership and Resources		
Develop a specific action plan for system development incorporating ongoing review of available technology.	Finance Manager - Finance Accounting and Control	June 2005
Processes		
Ensure action above - Review communication arrangements with our customers incorporates analysis of customer requirements	Finance Manager - Finance Accounting and Control	Sept 2005
People Results		
Introduce performance review discussion as part of regular section team meetings.	Finance Manager - Finance Accounting and Control	August 2005
Customer Results		
Extend action plans details to incorporate performance measurements and PI's as appropriate.	Finance Manager - Finance Accounting and Control	August 2005
Society Results		
Increase the use of electronic storage to minimise waste and make more efficient use of resources	Finance Manager - Finance Accounting and Control	November 2005
Review recycling opportunities by adding to section meeting agenda	Finance Manager - Finance Accounting and Control	June 2005
Key Performance Results		
Increase the use of electronic storage to improve access to information and maintain an historic database	Finance Manager - Finance Accounting and Control	November 2005

FINANCE – STRATEGIC AND OPERATIONAL ACCOUNTING

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Training tailored to suit individuals' requirements should be assessed and planned as part of the EAGER Process	Finance Manager – Strategic and Operational Accounting	May 2005
Performance measurement indicators should be developed as part of the Service Review	Finance Manager – Strategic and Operational Accounting	July 2005
A formal staff recognition system should be developed	Finance Manager – Strategic and Operational Accounting	July 2005

People		
EAGER process should involve all employees and staff should be discouraged from withdrawing from the process	Finance Manager – Strategic and Operational Accounting	June 2005
Staff to be involved in continuous improvement measures	Finance Manager – Strategic and Operational Accounting	Aug 2005
Policy and Strategy		
Improved communication of the effectiveness of Strategic and Operational Accounting to all stakeholders	Finance Manager – Strategic and Operational Accounting	May 2005
There should be a redevelopment of the service/division strategy statement	Finance Manager – Strategic and Operational Accounting	June 2005
Strategy and plans should be communicated to all areas	Executive Head of Finance	July 2005
Partnership and Resources		
Circulate information on strategy and mission to all staff	Executive Head of Finance	July 2005
Staffs' concerns regarding office accommodation should be fed into the Corporate Office review	Executive Head of Finance	June 2005
Processes		
Regular customer/client satisfaction surveys should be carried out to assess the effectiveness of the service and to demonstrate continuous improvement	Finance Manager – Strategic and Operational Accounting	July 2005
People Results		
Staff should be given the relevant training they may require on the EAGER process	Finance Manager – Strategic and Operational Accounting	May 2005
Customer Results		
Develop performance measurement indicators locally and nationally	Finance Manager – Strategic and Operational Accounting	July 2005
Society Results		
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	December 2005
Key Performance Results		
Additional performance measures should be developed to ensure continuous improvement and client satisfaction	Finance Manager	Sept 2005

FINANCE – BENEFITS

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
A formal staff recognition system should be developed	Benefits Manager	July 2005
People		
Further development of formal SVQ qualification in benefits is required	Benefits Manager	December 2005
Policy and Strategy		
Carry out a customer survey to ensure that the service provided is of a good standard	Assistant Benefits Manager	December 2005
Business and operational plans should be more widely distributed and discussed with staff	Benefits Manager	October 2005
Partnership and Resources		
Improvements required to enhance current systems – DIP/workflow should be installed to aid processes	Benefits Manager	October 2005
Partnership working required regarding section budgets in order that there is more accountability within the section	Benefits Manager	August 2005
Processes		
Regular customer surveys are required to ensure that the service provided is of a good standard	Assistant Benefits Manager	December 2005
Procedures are required to be put in place to reduce inaccuracies	Assistant Benefits Manager	June 2005
A system for monitoring the standard of response to incoming calls is required to ensure customer care is kept high	Benefits Manager	August 2005
Adopt the full Verification Framework from DWP in order to secure the benefits system from fraud	Benefits Manager	October 2005
People Results		
Review areas for improvement from staff surveys	Benefits Manager	August 2005
Customer Results		
Improvements required to enhance current systems – DIP/workflow should be installed to aid processes	Benefits Manager	October 2005
Implement a targeted take-up campaign in order to help maximise income	Assistant Benefits Manager	Dec 2005

Key Performance Results		
Targets and measures to be discussed with staff on an ongoing basis	Benefits Manager	December 2005

FINANCE – REVENUES

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
A formal staff recognition system should be developed	Revenues Manager	July 2005
Individual poor performance should be handled in a better way	Revenues Manager	July 2005
People		
Staff involvement in initiatives should be encouraged	Revenues Manager	July 2005
Policy and Strategy		
Ensure that information from management and supervisor meetings are passed to all staff.	Revenues Manager	July 2005
Partnership and Resources		
There should be plans to introduce an SVQ qualification for Local Taxation	Revenues Manager	July 2005
Security issues for staff both in their office environment and at the public counter should be addressed	Revenues Manager	August 2005
Processes		
Implement AUDDIS to enhance customer service	Assistant Revenues Manager	May 2005
Implement Paperless Direct Debit systems to Council Tax and Non Domestic Rates	Assistant Revenues Manager	June 2005
Install telephone recording system to assist with customer care and training issues	Assistant Revenues Manager	August 2005
Carry out a review of all standard letters and add these to the systems module	Assistant Revenues Manager	October 2005
Upgrade the current DIP/workflow software	Assistant Revenues Manager	September 2005
Upgrade the current Council Tax and Non-Domestic Rates software	Assistant Revenues Manager	March 2006

People Results		
Carry out a staff survey and review areas for improvement	Revenues Manager	October 2005
Customer Results		
Carry out a customer survey and review areas for improvement	Revenues Manager	Dec 2005
Key Performance Results		
Performance measures to be developed and discussed on an ongoing basis	Revenues Manager	October 2005

PERSONNEL

PROPOSED ACTION - AREAS FOR IMPROVEMENT	BY WHOM	BY WHEN
Leadership		
Ensure that team meetings are held as appropriate to allow a free flow of information	Line Managers	Ongoing
Ensure training and development is a standing item on every Management team agenda.	Head of Personnel	Ongoing
Ensure that achievements are appropriately acknowledged and recorded.	Line managers at team meetings	Ongoing
Ensure that all employees have opportunity to engage in Best value Service Review	Line managers at team meetings	Ongoing
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
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
Review policies and procedures in accordance with the Service Action Plan	As detailed in Action Plan	As detailed in Action Plan

Reinstate Personnel News	Employee Relations manager	August 2005
Assess findings of Employee Attitude Survey	Head of Personnel and line managers	August 2005
Update employees on the Service's strategic documents and management systems.	Head of Personnel and line managers	September 2005
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
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 2005
Prepare Competence framework	Training and Development Manager	October 2005
Consider results from Customer Feedback system	Head of Personnel and line managers	Ongoing at regular management review meetings
Partnership and Resources		
Implement HR recruitment System	Head of Personnel	August 2005
Produce Information Strategy	Head of Personnel	July 2005
Review arrangements for updating service intranet content	Line managers	August 2005
Review Occupational Health	Health and Safety Manager	December 2005
Processes		
Carry out Best Value Service Review	Head of Personnel	December 2005
Carry out Customer Satisfaction Survey	Head of Personnel	July 2005
Set measurable targets for ISO 9000 management system	Line managers	December 2005
Customer Results		
Maintain participation in CIPFA and SPDS benchmarking activities	Head of Personnel	Ongoing

Carry out Customer Satisfaction Survey	Head of Personnel	June 2005
Take account of findings from Employee Attitude Survey	Head of Personnel and line managers	August 2005
Benchmark our results through SPDS & CiPFA	Head of Personnel and line managers	Ongoing
People Results		
Review IIP and consider the implications of the revised Standard.	Training and Development Manager	December 2005
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 2005
Society Results		
Maintain participation in CIPFA and SPDS benchmarking activities	Head of Personnel	Ongoing
Implement terms of Regeneration Agreement	Skills Training Manager	Ongoing
Key Performance Results		
Maintain participation in CIPFA and SPDS benchmarking activities	Head of Personnel	Ongoing
Set measurable targets for ISO 9000 management system	Line managers	December 2005

21 September 2005