

EAST AYRSHIRE COUNCIL

DEVELOPMENT SERVICES COMMITTEE - 11 OCTOBER 2006

DEPARTMENT OF DEVELOPMENT AND PROPERTY SERVICES STRATEGIC SELF ASSESSMENT OF PERFORMANCE – PROGRESS REPORT

Report by the Executive Director of Development and Property Services

1. PURPOSE OF REPORT

- 1.1 To update members on the Department of Development and Property Services' progress in addressing areas for improvement identified during the Strategic Self Assessment of the Department's performance.

2. BACKGROUND

- 2.1 A key element of the Best Value and Community Planning Audit process is the assessment by the Council of its performance. The Strategic Self Assessment of Performance undertaken by the Corporate Management Team was underpinned by departmental Self Assessments carried out by Executive Directors for each of their respective service units. Crucial to this process is the identification of areas for improvement.
- 2.2 This report seeks to outline to Committee progress made by the Department of Development and Property Services in responding to and addressing the areas for improvement identified in respect of the four service units within the Department – Roads and Transportation; Planning, Development and Building Standards; Economic Development and Property and Technical Services.

3. PROGRESS

- 3.1 A summary of each of the four Service Unit's progress in responding to the areas for improvement identified in relation to their respective services is provided in the appendix to this report.
- 3.2 Members will note the good progress being made across the Department. The few areas which remain outstanding will continue to be taken forward by Service Heads and will be incorporated into relevant service improvement/work plans as appropriate.

4. FINANCIAL IMPLICATIONS

- 4.1 None arising directly from this report.

5. LEGAL IMPLICATONS

- 5.1 East Ayrshire Council has a statutory requirement under the Local Government in Scotland Act, 2003 to demonstrate delivery of Best Value.

6. POLICY IMPLICATIONS

- 6.1** The good progress in responding to areas of improvement identified during the Department of Development and Property Services' Strategic Self Assessment of Performance demonstrates clearly our continued commitment to Best Value and the continuous improvement of service delivery.

7. RECOMMENDATIONS

It is recommended that the Committee:

- (i) notes the good progress made by the Department of Development and Property Services in responding to the areas for improvement identified during the Department's Strategic Self Assessment of Performance
- (ii) agrees that any outstanding action points be incorporated into relevant service improvement/work plans as appropriate; and
- (iii) otherwise notes the contents of the report.

James Lavery
Executive Director of Development and Property Services

JL/KM
26 September 2006

Any person wishing further information should contact Kate Moir, Best Value and Performance Officer. Telephone (57)6012.

Implementation officer: James Lavery

**East Ayrshire Council – Department of Development and Property Services
Roads & Transportation - (Service Unit No. 9)
Strategic Self-Assessment of Performance 2005/06 & Action Plan 2006/07**

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
5	July 2005 EFQM Assessment:			
	<p>Leadership:</p> <ul style="list-style-type: none"> ▪ Continuous reviews involving senior management ensure prioritisation of improvements takes place ▪ Implementation of corporate EAGER system by senior management (personnel files) ▪ Range of meetings/lunch time seminars for corporate initiatives including Community Planning, Service Plans, Risk Management, EFQM etc (personnel files, minutes) ▪ Attendance at community meetings ▪ Attendance at evening/ad hoc meetings – eg school crossing patrols ▪ Open door policy exists for all employees 	<ul style="list-style-type: none"> ▪ Investigate training and professional development opportunities for key staff ▪ Further develop the introduction of formal benchmarking with other Councils ▪ Increase scope of customer consultation 	<p>31/12/06</p> <p>31/03/07</p> <p>31/12/06</p>	<p>Best Value Service Review currently underway which will drive many of the changes needed. Among these will be:</p> <ul style="list-style-type: none"> • The production of a training & development plan across the Division • The assessment of current performance indicators for their strength and appropriateness, and the identification of new indicators • An assessment of the robustness of current consultation arrangements <p>Wide ranging consultation in</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
				<p>progress for the Local Transport Strategy</p> <p>Ops/Roads questionnaire</p>
	<p>Policy & Strategy:</p> <ul style="list-style-type: none"> ▪ All units involved in Community Planning themes (particularly Improving Opportunities, Improving the Environment and Improving Community Safety) ▪ Local and Regional Transport Strategies ▪ Compliance with all Corporate Policies ▪ Maintenance Code of Practice Working Group ▪ Joint Structure & Transport Team ▪ Annual Winter Maintenance review ▪ Strathclyde Partnership for Transport ▪ Transport manager chairs Joint Ayrshire Transport Group (includes NHS) ▪ Wide consultation on designing future Business Plans (customer questionnaires and analysis reports) ▪ Monthly business planning progress meetings ▪ Supplier meetings take place fortnightly 			
	<p>People:</p> <ul style="list-style-type: none"> ▪ EAGER has been implemented across the Division (personnel/training files) ▪ JCC's and review meetings are used to discuss any changes in working procedures (at all levels) ▪ APSE meetings/courses/foremen's training courses all take place. External 	<ul style="list-style-type: none"> ▪ Consider more formal objective and target setting for staff 	31/03/07	<p>Current round of EAGER reviews will be more focused on relevant training and targets. A review will be carried out to assess their</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>contractors send their employees to attend these (targets set in the Business Plan)</p> <ul style="list-style-type: none"> ▪ Formal training schemes exist with professional institutions ▪ Upskilling takes place to improve career development of staff ▪ Working groups exist to enable staff to have a say in all aspects of their work eg QA groups, Quality Circles ▪ Open door policy exists at all management levels ▪ Graduate training scheme exists (personnel files) ▪ Skills matrix exists for division 			effectiveness in due course
	<p>Partnerships & Resources:</p> <p><i>See details of partnerships further into this pro forma</i></p> <ul style="list-style-type: none"> ▪ Monthly financial meetings take place to review financial resources for all sections (reports/minutes) ▪ QA Systems control purchasing and procurement of services ▪ Financial resources are benchmarked with neighbouring authorities ▪ Transport Section uses Service Level Agreements with all Council departments to manage relationships and control resources ▪ Street lighting maintenance brought in-house following review ▪ NESI benchmarking helps to deliver Best Value in sourcing all resources ▪ Salt barns and weighbridge introduced to control raw materials and improve Winter Maintenance ▪ New technology introduced to improve winter maintenance 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ Weather forecasting – partnership with ex-SRC councils ▪ Trading units controls assets using a range of security systems including vehicle trackers, security cameras and fences at depots ▪ Trading units carries out risk assessments on a regular basis and business cases are made for any business development ▪ Member of joint bid to Efficient Government Fund for Asset Management System. Bid involves all Scottish Councils 		Result due Jan 07	
	<p>Processes:</p> <ul style="list-style-type: none"> ▪ ISO9001 and customised QA systems (Tranman) are installed across much of the Division ▪ Transport Unit recently Quality Assured ▪ Transport Service Level Agreement manages processes and procedures ▪ Process improved through NESI Benchmarking Group ▪ Parking SLA with Roads Contracts ▪ Roads Contracts produces regular QA sheets and monthly reports to help control processes ▪ On street parking ticket machine monitoring computerised system implemented ▪ Computerised traffic light monitoring system operational 	<ul style="list-style-type: none"> ▪ Review appropriateness of Annual Business Plan, as opposed to Service Plan, introduce KPI's and consider continuation of Trading Unit – outcomes due by 31 March 2007 	31/03/07	To be considered as part of BV Service Review currently in progress. The review is expected to be completed by February 2007
	<p>Customer Results:</p> <ul style="list-style-type: none"> ▪ Surveys carried out for: <ul style="list-style-type: none"> ○ Winter Maintenance ○ Generic Roads & Transportation 	<ul style="list-style-type: none"> ▪ Review communications between Roads Transport Unit and customers 	31/12/06	The areas for improvement under Customer Results

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>Survey</p> <ul style="list-style-type: none"> ○ Permits applicants ○ Ex-Adversos ○ Planning applications <ul style="list-style-type: none"> ▪ The Transport Unit use Service Level Agreements to give customers the opportunity to alter services ▪ Transport progress meetings monitor service results ▪ Roads Contracts complete regular contract compliance audit checklist ▪ Roads Contracts have regular QA meetings with clients ▪ Insurance claims reducing as a better response to defects ▪ Letters of thanks and commendation from the public ▪ Contractor Performance Reports produced as part of QA system and feeds into Standing List of Contractors 	<ul style="list-style-type: none"> ▪ Consider the introduction of customer surveys for the Transport Unit ▪ Investigate possible benchmarking process for customer survey data 	<p>31/12/06</p> <p>01/09/07</p>	<p>have been incorporated into the Best Value Service Review. The outcomes of the Review will be reported before the end of 2006</p>
	<p>People Results:</p> <ul style="list-style-type: none"> ▪ SCOTS Achiever of the year – external award for member of staff ▪ Recognition Awards – internal ▪ Training records demonstrate staff have opportunity for personal and professional development ▪ Staff turnover (personnel records) ▪ Absence figures (absence management reports) ▪ EAGER implemented 	<ul style="list-style-type: none"> ▪ Implement actions arising from the 2005 Staff Attitude Survey ▪ Reduce staff absence levels 	<p>31/03/07</p>	<p>Still to be considered</p> <p>Corporate policy has been applied and trends will be examined to assess progress</p>
	<p>Society Results:</p> <ul style="list-style-type: none"> ▪ Division adheres to all corporate procedures (Health & Safety/ waste management/recycling and other 	<ul style="list-style-type: none"> ▪ Consider the introduction of Focus Groups for obtaining the views of the public for 	<p>31/03/07</p>	<p>Workshops/seminars targeting particular groups have been</p>

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	<p>environmental policies)</p> <ul style="list-style-type: none"> ▪ All SEPA controls implemented and fuel usage recorded ▪ Accessible Public Transport ▪ Public Transport Fund schemes ▪ Vehicle Policy meets and exceeds all environmental standards ▪ Improving Road Safety ▪ Improving community safety ▪ Roads Contracts tightly controls waste disposal and adheres to clear up procedures ▪ Transport Unit provides continuous support for all departments with regard to environmental policies 	particular issues.		<p>held for the LTS consultation.</p> <p>Similar workshops/seminars held to consult/obtain views of the general public on the Kilmarnock parking strategy.</p> <p>Existing “Focus Groups” i.e. Local Committees/ Community Councils, Disabled Forums etc currently consulted on local issues</p> <p>This approach, along with questionnaires, leaflets etc. will continue to be a key part of Roads’ consultations on particular issues</p>
C	<p>Key Performance Results:</p> <ul style="list-style-type: none"> ▪ Annual Performance Review & Quarterly Monitoring Report ▪ SPI’s analysed and reported to Committee ▪ Budgets are controlled and analysed through monthly reports and meetings 			

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	<p>with Chief Engineer, Departmental Accountant and Executive Director</p> <ul style="list-style-type: none"> ▪ KPI's produced for Annual Best Value Position Statement and for use by managers when making key business decisions ▪ Roads Contracts and street lighting have won several external contracts in competition with the private sector ▪ NESI benchmarking results ensure Best Value contract prices ▪ The Roads Condition Survey is used to inform future works programmes ▪ Transport SLA's contain annual review during which performance is discussed with client departments ▪ Membership of APSE helps deliver improved performance results ▪ Analysis of road accident statistics. A programme based on this is reported to Committee ▪ Transport Unit uses non-financial results and compares nationally (FTA Comparators) ▪ Transport Unit regularly measures and monitors key indicators (this is benchmarked with other Councils) ▪ Achieved Saltire Award for flood scheme ▪ Achieved Scottish Transport Award for work in Kilmarnock town centre 			
	Non EFQM Issues:			
	EAGER:			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ Corporate EAGER policy implemented throughout the Division 	<ul style="list-style-type: none"> ▪ Monitor and review implementation of this year's outcomes 	31/03/07	Training matrix has been drawn up and progress is being made with implementation of programme
	<p>Community Plan:</p> <ul style="list-style-type: none"> ▪ Division has a key role in contributing to the Community Planning Action Plans: <ul style="list-style-type: none"> ○ Improving Opportunities ○ Improving Community Safety ○ Improving the Environment Officers represented on the above Action Plan teams. ▪ Statistics and project information gathered and submitted for the Annual Performance Reports for the above 3 Action Plans for 2003/04 and 2004/05, and for the Mid Term Review 2004/05 ▪ Presentation on the Mid Term Review delivered across the Division as a means of including all staff in Community Planning process ▪ Examples of successful contributions to the Community Planning process are: <ul style="list-style-type: none"> ○ Project to complete the Strategic Footpath and Cycleway Network ahead of schedule ○ Improved transport links to town centre from New Farm Loch, Shortlees/Bellfield and Onthank ○ Improved links: A71 - Irvine Valley, A76 - Cumnock, Kilmarnock-Ardrossan ○ Creation of Quality Bus Corridors 	<ul style="list-style-type: none"> ▪ Continue to monitor and review all actions for their contribution to Community Planning 	Ongoing	Service Plans or Business Plans are being produced across the division. All projects and programmes are reviewed as part of the process, and individual actions are assessed for their contribution to the Community Plan. The Service/Business Plans will be reviewed on an annual basis

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ○ along A76, A71 and B7081 ○ Traffic calming measures introduced on strategic routes ○ Cycle parking introduced at all rail and bus stations ○ Traffic plans being developed for areas outside Kilmarnock and Cumnock ○ Heavy vehicle protocol introduced ○ Preferred timber haulage routes secured ○ Road casualties have been reduced beyond government targets (particularly at identified sites and for specific road user groups) ○ 85% of main routes upgraded to high pressure sodium street lighting ○ 24 20's Plenty Zones introduced to further reduce road accidents ○ Safer Routes to Schools Programme implemented covering surveys, audits and preparation of travel plans ○ Street lighting ○ Flood Schemes ○ River inspections 			
	<p>Performance Management Framework Returns:</p> <ul style="list-style-type: none"> ▪ Division contributes to the Annual Performance Review and Quarterly Monitoring Report that is prepared for the Executive Director to discuss with the Chief Executive. Returns made for 2004 and 2005 	<ul style="list-style-type: none"> ▪ Service Plan to be designed and completed on an annual basis to include highlights from Performance Management Framework 	31/12/08	Service Plan has been completed for Roads Operations. This will be updated on an annual basis

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>The Department of Development and Property Services prepares an annual Best Value Position Statement submitted to Committee for scrutiny. This covers strategic objectives, performance and an assessment against Best Value criteria. The following are extracts from this document:</p> <ul style="list-style-type: none"> ▪ SPI's prepared and submitted to Audit Scotland on an annual basis. These cover: <ul style="list-style-type: none"> ○ Carriageway Condition ○ Traffic light repairs ○ Street light repairs ○ Age of lighting columns ○ Condition of bridges ○ Public Access ▪ A range of Local Performance Indicators have been developed over the last 3 years and are now reported on a regular basis. These include analysis of: <ul style="list-style-type: none"> ○ Roads and lighting faults ○ Liability claims against the Council ○ Length of carriageway resurfacing ○ Reactive and routine maintenance ○ Development control outputs ○ Public utilities ○ Property enquiries ○ Construction Consents ○ Permits ○ Street lighting repairs ○ Cost of gritting of roads ○ Salt usage 			<p>Local Transport Strategy covering full range of service targets to 2010 currently being prepared</p>
	<p>Best Value Issues:</p> <ul style="list-style-type: none"> • As mentioned above Best Value Position Statements for 2004/2005 has been 			

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	<p>prepared. These include (Section 6) examples of good practice and evidence of improvements within the Division classified under the 8 Best Value criteria</p> <ul style="list-style-type: none"> • EFQM Pathway has been introduced and 4 assessments were carried out within the Division: <ul style="list-style-type: none"> ○ Roads Contracts ○ Roads Operations ○ Roads Transport ○ Roads Design <p>From these an Action Plan has been prepared. The next round of assessments will commence early 2006</p> <ul style="list-style-type: none"> • An annual business planning process exists for Roads Contracts, Street Lighting DLO and Transport Services. These are subject to Committee scrutiny • Service Level Agreements are in place for the Transport Service Unit and the Parking Section • The Roads Division was subject to the full Performance Management and Planning process (PMP Audit) as implemented by Audit Scotland. Roads Contracts and Operations took part in all audits up to PMP4 • The Division has successfully upgraded Quality Assurance to ISO9001/2000 and the scope of coverage is increasing year on year • The Roads Division is a member of the NESI group of local councils involved in benchmarking across a range of areas. 			

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	<p>Members include North, South Ayrshire and Inverclyde Councils. This helps senior managers to demonstrate Best Value in all engineering works and contracts. This work includes the standardisation of contract documents, standardisation of development guidelines and common road bond charges</p> <ul style="list-style-type: none"> • The Division is part of the Roads, Winter Maintenance and SCOTS working groups which exchange Best Practice • Roads have adopted a range of processes and procedures to meet sustainable development criteria. These include: <ul style="list-style-type: none"> ○ Waste management system ○ Purchase of new winter maintenance equipment ○ Sustainable Urban Drainage Schemes (SUDS) ○ Management of coal and timber traffic within East Ayrshire ○ Promotion of walking and cycling, alternative transport methods (public transport) • The Division works in partnership with a range of organisations. These include: <ul style="list-style-type: none"> ○ SCOTS ○ Strathclyde Partnership for Transport ○ The Ayrshire Structure Plan and Transport Team ○ Strathclyde Safety Camera Partnership 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ○ Roads/Police Liaison Group ○ Roads Working Group ○ Community planning Action Groups ○ NESI Working Group 			
	<p>Staffing Issues:</p> <ul style="list-style-type: none"> ▪ The Division has a robust framework of team meetings cascading information to all staff ▪ Lunchtime seminars take place on professional matters and on new initiatives ▪ Head of Service has approachable, open door management style which reaches staff at all levels within the Division ▪ There is clear responsibility and accountability delegated to line managers. This encourages decision making and innovation ▪ Staff encouraged to undertake professional courses of study to contribute to the Division and to help their own career development 			
	<p><i>Under the Scheme of Delegation, Procurement protocol is in place and this Division adheres to regulations</i></p>			
	<p>Consultation and Engagement:</p> <ul style="list-style-type: none"> • Community Plan Action Groups provide immediate consultation and engagement with both the statutory partners and other partner organisations • Statutory Consultations are adhered to • The following customer questionnaires have been issued, analysed and recommendations implemented: 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ○ General roads questionnaire ○ Winter Maintenance questionnaire ○ Contract questionnaire for road, footway and lighting works ○ Response to planning applications ○ Response to Construction Consents ○ Response to Permits ○ Response to public/private enquiries 			

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	<p>Partnerships & Resources:</p> <ul style="list-style-type: none"> ▪ Statutory Framework exists for partnership working in delivering a range of outcomes ▪ Budgets are strictly monitored and reported regularly to Elected Members/Senior Management ▪ Team meetings constantly review resource requirements for all projects ▪ IT used as a key resource to deliver services 	<ul style="list-style-type: none"> ▪ Assess resources needs in the Division over the medium to long term; link to ongoing spending review exercise 	May 2005	<p>Received in June 2005 as part of Review of Divisional Service Plan with Section Leaders This resulted in</p> <ul style="list-style-type: none"> - revised structures in Building Standards and Development Promotion - Transfer of admin staff to Building Standards/ Development Promotion - Increase in staffing Levels to reflect increase in workload in Development Promotion and Building Standards - Increase in number of Temporary funded project posts from Community Regeneration Fund
	<p>Processes:</p> <ul style="list-style-type: none"> ▪ Statutory and in-house procedures are well established and are reviewed regularly 			
	<p>Customer Results:</p> <ul style="list-style-type: none"> ▪ Web 'talkback' facility used ▪ Formal complaints system implemented ▪ Local Plan monitors development activity on behalf of the general public and objections monitored 	<ul style="list-style-type: none"> ▪ Establish Focus Groups/Customer Surveys to collect and analyse stakeholders views on the service and implement service changes – all 	September 2005	<p>Focus group initiated early 2006 resulting in subsequent customer survey and analysis. Improvements integrated into service delivery.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ Planning Applications Link (PAL) gives customers real time information on the status of planning applications 	linked to outputs from the 2005 Residents' Survey		
	<p>People Results:</p> <ul style="list-style-type: none"> ▪ Team meetings allow for feedback from staff on a range of issues important to them ▪ Ad hoc meetings (1to1) are available as required 	<ul style="list-style-type: none"> ▪ Implement actions arising from the 2005 Staff Attitude Survey 	December 2005	Completed as part of the Divisional Action Plan
	<p>Society Results:</p> <ul style="list-style-type: none"> ▪ Officers within the Division provide professional help for local organisations with social objectives ▪ Officers attend meetings outwith office hours ▪ Talks given to local schools ▪ Participation in charitable activities (Red Nose Day, McMillan Cancer Relief) ▪ Demonstrable sustainability initiatives 			
	<p>Key Performance Results:</p> <ul style="list-style-type: none"> ▪ SPI's collected, analysed and action taken ▪ Range of other key measurements have been identified and are regularly monitored 	<ul style="list-style-type: none"> ▪ Refine systems for producing the statistics needed for the Quarterly Performance Review for the Executive Director and Chief Executive ▪ Investigate further opportunities for performance benchmarking 	<p>September 2005</p> <p>December 2005</p>	<p>Timeous production and collation of relevant information ongoing</p> <p>Benchmarking with other authorities incorporated within the new Building Standards Regulations. Additional opportunities continue to be</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
				considered by the Management Team.
	Non EFQM Issues:			
	EAGER: <ul style="list-style-type: none"> ▪ Corporate EAGER policy implemented throughout the Division 	<ul style="list-style-type: none"> ▪ Monitor and review implementation of this year's outcomes 	August 2006	EAGER implemented across division. 90% completed by August 2006. Anticipated completion by December 2006
	Community Plan: <ul style="list-style-type: none"> ▪ Division has a key role in contributing to the Community Planning Action Plans: <ul style="list-style-type: none"> ○ Improving Opportunities ○ Improving the Environment Officers represented on the above Action Plan teams. ▪ Statistics and project information gathered and submitted for the Annual Performance Reports for the above 3 Action Plans for 2003/04 and 2004/05, and for the Mid Term Review 2004/05 ▪ Presentation on the Mid Term Review delivered across the Division as a means of including all staff in Community Planning process ▪ Examples of successful contributions to the Community Planning process are: <ul style="list-style-type: none"> ○ Completion of Environmental Improvement Action Plans for 13 local areas ○ Contribution to 18 separate SIP projects since 2001/02 ○ Newmilns Townscape Heritage 	<ul style="list-style-type: none"> ▪ Continue to monitor and review all actions for their contribution to Community Planning 	June 2006	Monitoring and review of all projects and programmes within the division takes place through the Divisional Service Plan on a 6 monthly basis. All actions have timescales and lead officers assigned and show links to the appropriate themes of the Community Plan. The monitoring and review takes place through the network of team meetings throughout the division, which ensures participation by as many staff as possible

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	<p>Initiative - over £4M of funding secured from various sources</p> <ul style="list-style-type: none"> ○ Range of diverse projects including: <ul style="list-style-type: none"> ○ Retail developments for Drongan, Patna, Logan and Auchinleck ○ Footpath development at Gateside, Catrine and Riverside Patna ○ Auchinleck Clock Tower ○ Moorfield North Strategic Industrial Site ○ Ayrshire Woodlands ○ Netherthird environmental improvements ○ New Cumnock Water Wheel ○ Ochiltree Garden Project ▪ The development of IT/GIS/Mapping services has helped establish good partnership working and sound information communication to the wider public. Some highlights include: <ul style="list-style-type: none"> ○ Installation and conversion of data for contaminated land system ○ Installation of historic mapping, geology and land use maps ○ Telecommunication masts register ○ SIMD Datazone analysis and mapping ○ Preparation of Education catchment areas consultation maps ▪ Graphics support provided for the Division linking to Community Plan Actions ▪ Research and Information for the entire Community Planning Partnership is contained within the Division 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>Performance Management Framework Returns:</p> <p>Division contributes to the Annual Performance Review and Quarterly Monitoring Report that is prepared for the Executive Director to discuss with the Chief Executive. Returns made for 2004 and 2005</p> <p>The Department of Development and Property Services prepares an annual Best Value Position Statement submitted to Committee for scrutiny. This covers strategic objectives, performance and an assessment against Best Value criteria. The following are extracts from this document:</p> <ul style="list-style-type: none"> ▪ SPI's prepared and submitted to Audit Scotland on an annual basis. These cover: <ul style="list-style-type: none"> ○ Turnaround time for householder planning applications – improving performance ○ Turnaround time for non-householder planning applications - improving performance <ul style="list-style-type: none"> ○ Appeals statistics – comparable with Scottish average ○ Development Plan coverage – full coverage obtained ▪ A range of Local Performance Indicators have been developed over the last few years and are now reported on a regular basis. These include analysis of: <ul style="list-style-type: none"> ○ Analysis of Committee reports 	<ul style="list-style-type: none"> ▪ Implement performance reporting requirements from the newly formed Scottish Building Standards Agency (SBSA) ▪ Carry out a review of Local Performance Indicators to provide coverage across the Division 	<p>May 2006</p>	<p>Under the terms of the Balanced Scorecard approved by the SBSA, Management of Performance is carried out on a weekly basis. Unfortunately, the SBSA and Audit Scotland have not agreed SPI for 2006/07, hence the former PI's are being utilised as a Local PI</p> <p>Reviewed as part of Best Value Service Review and a range of performance indicators has been produced</p> <ul style="list-style-type: none"> e.g. – funds levered in for projects - No. of DP consultations - Monitoring development activity - Response time for property enquiries

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	<p>against particular Best Value criteria</p> <ul style="list-style-type: none"> ○ Consultations carried out ○ Response times for property enquiries ○ Analysis of Forestry Commission consultations ▪ Asset Management - performance indicators are being developed from the new ICT based system which will be installed in 2006. These will be reported through the Annual Best Value Position Statement and the Quarterly Report to the Chief Executive 			
	<p>Best Value Issues</p> <ul style="list-style-type: none"> ▪ As mentioned above Best Value Position Statements for 2004/2005 has been prepared. These include (Section 6) examples of good practice and evidence of improvements within the Division classified under the 8 Best Value criteria ▪ EFQM Pathway has been introduced an assessment was carried out across the Division. From this an Action Plan has been prepared. The next assessment is due early 2006 ▪ A comprehensive framework of team meetings exists to ensure communication between all staff and the Departmental Management Team and the CMT ▪ These forums are also used to discuss workload, staffing levels and service priorities 	<ul style="list-style-type: none"> ▪ Continue to ensure all Best Value issues cross cut projects and programmes within the Division 	<p>Best Value Service Review by December 2006</p>	<p>Service Review commenced May 2006. Team assembled, supported by Policy Officer, and led by Head of Service. Review being produced in line with corporate guidance, incorporating the 4 'C's', Scottish Executive best practice. It is anticipated review will be submitted to CMT and to committee before end of 2006</p>

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	<ul style="list-style-type: none"> ▪ The Divisional Service Plan prioritises work and accesses resources for the coming year ▪ Range of statistical reports produced for both staff and Members ▪ Several business driven reviews have taken place over the past few years including: <ul style="list-style-type: none"> ○ Restructuring of Technical and Administration Support ○ Scheme of Delegation for Planning Applications ○ Divisional Policy on Recruitment and Retention ○ Review of IT ○ Roles and responsibilities within Development Promotion ▪ National review of Building Standards currently being implemented with the Council's Senior Manager a member of the National Committee ▪ Sustainable development is a key service priority as well as a cross cutting issue across all projects and programmes. Specific outcomes include: <ul style="list-style-type: none"> ○ Working with SEPA, other Ayrshire Councils and Dumfries & Galloway, the Division has produced an Area Waste Plan for Recycling ○ The Newmilns Townscape Heritage Initiative has been held up as an example of Best Practice ○ Impact Assessments have been 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>completed for the Environment, Drainage, Flood Risk and Transport Impact</p> <ul style="list-style-type: none"> ○ Sustainable Urban Drainage Systems (SUDS) offer a practical framework for all developments ○ Staff are members of working groups that contribute to sustainable development including Cycling and Walking, Community Transport and the Local Biodiversity Action Plan 			
	<p>Staffing Issues:</p> <ul style="list-style-type: none"> ▪ As mentioned above the Division has a robust framework of team meetings cascading information to all staff ▪ As mentioned above Recruitment and Retention Policy has been designed and implemented to try to overcome local and national difficulties in recruiting professional staff ▪ Head of Service has approachable, open door management style which reaches staff at all levels within the Division ▪ There is clear responsibility and accountability delegated to line managers ▪ Staff encouraged to undertake professional courses of study to contribute to the Division and to help their own career development. This has led to a strong recruitment of vacant posts from within the Division and across professions 	<ul style="list-style-type: none"> ▪ Recruitment and Retention measures require constant review to ensure it reflects the current market conditions 	Ongoing	<p>There is now currently only 1 vacancy within the division. This is due to a concerted effort to recruit and to provide attractive employment packages to ensure staff retention. This situation will be subject to ongoing monitoring and evaluation</p>
	Consultation and Engagement:			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ Statutory consultation plays a major part across the Division. However, further involvement of members of the public is arranged through meetings with local groups ▪ Discussions/advice is available for all Planning and Building Warrant applications, well beyond the statutory minimum ▪ Consultations also take place with other organisations including Fire Authority, SEPA, Environmental Health and Health & Safety Executive ▪ All projects are prepared, implemented and reviewed in consultation with the local community ▪ East Ayrshire Council Planning & Building Standards have been awarded joint 5th place of all 32 Scottish Local Authorities for their electronic Planning & Building online internet services in a recent survey announced by the Office of the Deputy Prime Minister. Using web technology, members of the public can view a range of information contained in Planning & Building Standards IT systems, plans and publications from their own home pc. ▪ Development Promotion operates a system of Hearings to allow consultation and debate with applicants and members of the public. This is beyond statutory requirements ▪ Development of Kilmarnock Town Centre Strategy has involved consultation with a range of interested parties and individual stakeholders (a 	<ul style="list-style-type: none"> ▪ A mechanism is needed to involve local developers and other professionals in the consultation process. A system of Focus Groups is currently under consideration, as part of residents' survey, and for professional groups. 	January 2006/ August 2006	Achieved – Consultation has been built into Best Value Service Review which is underway. Consultation took the form of a combination of questionnaires and Focus Groups covering the various “customers” of the division. All results have been analysed, and will be addressed as part of the Best Value Improvement Plan, the key output from the Review. It is anticipated that the whole exercise will be repeated on an annual basis

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>non statutory requirement)</p> <ul style="list-style-type: none"> ▪ The Division has introduced an internet search facility offering real time information about the current progress of planning an other applications (PAL) 			

**East Ayrshire Council – Department of Development and Property Services
 Technical Services (Service Unit No. 6)
 Strategic Self-Assessment of Performance 2005/06 & Action Plan 2006/07**

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
4	July 2005 EFQM Assessment:			
	Leadership:			
	<ul style="list-style-type: none"> ▪ Managers attend courses on a regular basis to keep up to date with current practices ▪ There are areas of good professional practice within the Section particularly highlighted was engineering ▪ Formal recognition is given to staff who perform well 	<ul style="list-style-type: none"> ▪ Need to improve communication between managers and the Section's customers ▪ CPD should be rolled out across the Section 	<p>May 2006</p> <p>May 2006</p>	<p>Regular meetings monthly with key departments.</p> <p>CPD now rolled out to all professional staff.</p>
	Policy & Strategy:			
	<ul style="list-style-type: none"> ▪ Business planning is undertaken where appropriate ▪ Client views are taken into consideration through a network of meetings ▪ Reviews are undertaken at the time of setting budgets 	<ul style="list-style-type: none"> ▪ Long term (3 year) plans required once the Best Value Service Review is completed ▪ Business Plan for the unit as a whole required once the Best Value Service Review is completed ▪ Implement action plan arising from 2005 Project Management VFM study (PWC Report) 	<p>Feb 2007</p>	<p>Will be finalised once Cross-Cutting Review is complete.</p> <p>As above.</p>
	People:			
	<ul style="list-style-type: none"> ▪ All corporate policies are clearly defined and implemented ▪ Good people management practices exist in some sections within the Unit (engineering and admin) 	<ul style="list-style-type: none"> ▪ The areas of good practice should be adopted across the Unit ▪ A Competency based scheme should be considered 	<p>March 2007</p> <p>Dec 2006</p>	<p>Ongoing review discussed at team meetings.</p> <p>Being considered.</p>
	Partnerships & Resources:			
	<ul style="list-style-type: none"> ▪ Budgetary Protocols exist which are comprehensive and effective ▪ Annual procedure for Budget Monitoring 	<ul style="list-style-type: none"> ▪ Information system needed for filing/retrieving data on new initiatives 	<p>March 2007</p>	<p>Review being considered as part of PRINCE2.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ All equipment is fit for purpose and fully utilised and investment obvious in ICT ▪ ABC and approved list of contractors help to provide Best Value ▪ Tender approvals in place for all Building Contractors 	<ul style="list-style-type: none"> ▪ Clearer delegation of duties required which will be implemented through the Best Value Service Review 		
	<p>Processes:</p> <ul style="list-style-type: none"> ▪ Procedure notes exist for some areas of work e.g Standard Contract Conditions, Risk Assessments and Health & Safety Issues - all addressed ▪ Fee levels are guided by professional bodies ▪ Building Regulations govern much of the work 	<ul style="list-style-type: none"> ▪ Consideration should be given to the introduction of a QA System, externally verified ▪ Need to further develop KPI's throughout the Unit to be used as a management tool 	<p>March 2007</p> <p>Dec 2006</p>	<p>Given current work pressures, review of this will take place.</p> <p>Work will be undertaken as required.</p>
	<p>Customer Results:</p> <ul style="list-style-type: none"> ▪ Unit undertakes on their behalf monitoring of customer's budget spend ▪ Design awards have been received ▪ Customer Support Section has received letters of thanks 	<ul style="list-style-type: none"> ▪ Structured assessment of customer satisfaction is needed ▪ Consideration should be given to the introduction of formal SLA's 	<p>Feb 2007</p> <p>Dec 2006</p>	<p>Procedures in the process of being drawn up.</p> <p>Proposed SLA's will be drawn up for key departments.</p>
	<p>People Results:</p> <ul style="list-style-type: none"> ▪ Areas of good practice exist 	<ul style="list-style-type: none"> ▪ Consideration to results of staff survey to assess people results 		
	<p>Society Results:</p> <ul style="list-style-type: none"> ▪ The Unit implements all corporate procedures ▪ The Unit has compiled and maintains Health & Safety/Waste/Recycling/Asbestos Registers ▪ Energy Efficiency Task Force Group 	<ul style="list-style-type: none"> ▪ Examine the possibility of car sharing amongst staff to reduce town centre traffic ▪ Consider introduction of fleet vehicles for staff use 	<p>Feb 2007</p> <p>Dec 2006</p>	<p>Not relevant given the nature of works.</p> <p>As above.</p>
	<p>Key Performance Results:</p> <ul style="list-style-type: none"> ▪ The Clerks of Work reports on contractor performance 	<ul style="list-style-type: none"> ▪ Need to introduce response time measurements for job tracking 	<p>Dec 2006</p>	<p>Being reviewed as part of Work In Progress review.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ All contracts comply with corporate procedures ▪ Corporate financial procedures are in place ▪ Annual reports produced for financial performance against budget 	<ul style="list-style-type: none"> ▪ Further develop performance indicators - particularly non-financial indicators 	Dec 2006	As above.
Non EFQM Issues:				
	<p>EAGER:</p> <ul style="list-style-type: none"> ▪ Corporate EAGER policy implemented throughout the Division 	<ul style="list-style-type: none"> ▪ Monitor and review implementation of this year's outcomes 	Dec 2006	Existing reviews being completed October 2006, will roll-out December 2006.
	<p>Community Plan:</p> <ul style="list-style-type: none"> ▪ The Unit contributes to the Community Planning Action Plans through work completed for client departments of the Council. The Action Plans concerned are: <ul style="list-style-type: none"> ○ Improving Opportunities ○ Improving the Environment ○ Improving Community Safety ○ Eliminating Poverty ○ Improving Health ▪ The Unit provides statistics and project information for the Annual Performance Reports for the above 5 Action Plans for 2003/04 and 2004/05, and for the Mid Term Review 2004/05 ▪ Presentation on the Mid Term Review delivered across the Unit as a means of including all staff in Community Planning process ▪ Examples of successful contributions to the Community Planning process are: <ul style="list-style-type: none"> ○ Revamped Dean Castle resulting in 	<ul style="list-style-type: none"> ▪ Continue to monitor and review all actions for their contribution to Community Planning ▪ Need to make Community Planning more relevant to individual members of staff with regard to their day to day work 		Continually updated with staff briefings at regular intervals throughout the year.

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>the reopening of the Minstrels' Gallery which had been closed for several years. This work was carried out in partnership with Leisure Services and Historic Scotland</p> <ul style="list-style-type: none"> ○ Funding secured for Cumnock Academy's new synthetic sports pitch for school and public use ○ Meter (right sizing exercise) carried out in conjunction with Scottish Water ○ Successfully completed Housing's Capital Expenditure Plans of £11.7M; sustainability issues addressed ○ Successfully completed spending on Education's School Fund Award, including full recovery from the Scottish Executive ○ Outline proposals produced for new community facilities at Stewarton ○ Indicative design produced for London Road CCTV and Risk Management Centre 			
	<p>Performance Management Framework Returns:</p> <ul style="list-style-type: none"> ▪ The Unit is subject to strict controls and annual review and assessment of all financial matters ▪ The Unit uses different levels of management information to plan, allocate, control and measure work. This includes: <ul style="list-style-type: none"> ○ A job tracking system ○ Work in progress ○ Invoice tracking ○ Central Repairs Account/Property System 	<ul style="list-style-type: none"> ▪ A review of managing performance is to be carried out as part of the agreed Business Planning Process ▪ Further develop Performance Information in respect of Technical Services 	Dec 2006	Being reviewed as part of overall performance review procedures.

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ▪ Monthly management reports are produced on operating performance within 3-4 weeks of each month end. These are reported to Committee ▪ Reports on the Council's overall Capital Programme are reported to Committee, to the Capital Programme Monitoring Group, and to respective Council departments ▪ Series of audits carried out by the Internal Audit Section of the Council. In all cases agreed actions have been implemented. The areas that have been examined include: <ul style="list-style-type: none"> ○ All issues concerning Contracts For Demolitions ○ Warm Deal Programme ▪ Returns are submitted for the annual Best Value Position Statement and the Annual Performance Review and Quarterly Monitoring Report for the Chief Executive ▪ Some KPI's have been developed over the last 12 months and are now reported regularly ▪ Positive impacts can be demonstrated on service delivery; Key PI's (wide range in use) and costs 			
	<p>Best Value Issues:</p> <ul style="list-style-type: none"> ▪ As mentioned above Best Value Position Statements for 2004/2005 has been prepared. These include (Section 6) examples of good practice and evidence of improvements within the Unit classified under the Best Value criteria ▪ EFQM Pathway has been introduced an assessment was carried out across the 	<ul style="list-style-type: none"> ▪ Ensure all Action Plans are completed on target 		<p>EFQM Action Plan will be updated in line with the annual EFQM which will take place before end of 2006.</p> <p>Best Value Service Review Action Plan has been completed. Its implementation</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>Unit. From this an Action Plan has been prepared. The next assessment is due early 2006</p> <ul style="list-style-type: none"> ▪ A Best Value Service Review is in the final draft stage. This has highlighted a need for more formal consultation with client departments. However, as part of the review, consultation took place with key clients; the findings have been addressed in the resulting Action Plan ▪ As provider of services to client departments the Unit responds to their requirements, incorporating sustainable development objectives ▪ The Unit leads on sustainable development through ensuring this issue is included in all projects and programmes 			<p>will be subject to the Review's recommendations being agreed by the Corporate Management Team and by Development and Property Services Committee.</p>
	<p>Staffing Issues:</p> <ul style="list-style-type: none"> ▪ Areas of good practice have been identified in certain sections of the Unit. It is accepted that these should be rolled out across the Unit 	<ul style="list-style-type: none"> ▪ A range of improvement actions have been developed. These will be further refined. 		
	<p>Consultation and Engagement:</p> <ul style="list-style-type: none"> ▪ As a contracting Unit for other departments within the Council, regular review takes place through client meetings ▪ As mentioned above, consultation took place as part of the Best Value Service Review and all actions are being addressed 	<ul style="list-style-type: none"> ▪ There is a need to extend aspects of Best Practice that exist and to formalise consultation with client departments. This may result from the introduction of SLA's 		

**East Ayrshire Council – Department of Development and Property Services
Economic Development & Property (Service Unit No. 7)
Strategic Self-Assessment of Performance 2005/06 & Action Plan 2006/07**

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
4	July 2005 EFQM Assessment:			
	Leadership:			
	<ul style="list-style-type: none"> ▪ Staff given project responsibility ▪ Individual Local Initiatives have particular strengths in ensuring ongoing training of staff (meeting requirements of Strathclyde European Partnership/Scottish Executive) ▪ Open door policy by Head of Service/Service Managers 	<ul style="list-style-type: none"> ▪ Need to implement communication strategy ▪ Improve the frequency of customer review meetings ▪ Overall training plan needed throughout the Division ▪ More regular and formal team meetings 	<p>31/03/07</p> <p>30/11/06</p>	<p>Regular team meetings with key communication items discussed. Six monthly reviews being developed.</p> <p>Being done on completion of EAGER reviews.</p> <p>Team leaders ritualising schedule of meetings.</p>
	Policy & Strategy:			
	<ul style="list-style-type: none"> ▪ Facilitating and enabling progress towards meeting Community Planning objectives ▪ Local Initiatives meet a range of policy and strategy objectives including those from the Council, Scottish Executive, Strathclyde European Partnership and Scottish Enterprise Ayrshire ▪ Elected Members closely involved in Local Initiatives ▪ Goals/targets set for key strategic objectives eg capital receipts (Committee reports) ▪ Local Initiatives must meet all social policies as decreed by SEP. This includes policies on equalities, sustainability, race etc 	<ul style="list-style-type: none"> ▪ Refine and improve communication of targets/goals ▪ Produce a Service Plan ▪ More structured process in developing annual strategies 	<p>Done</p> <p>Done</p> <p>31/01/07</p>	<p>Regular team briefings with CP objections.</p> <p>Service improvement plan produced May 2006.</p> <p>Will roll out for 2007/08 involving group workshops.</p>
	People:			
	<ul style="list-style-type: none"> ▪ Corporate policies are clearly defined and implemented ▪ Continuous Professional Development for staff in 	<ul style="list-style-type: none"> ▪ Introduce a Training Plan for Division derived from individual 	<p>31/10/06</p>	<p>Plan will be rolled out on completion of EAGER review</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	Society Results:			
	<ul style="list-style-type: none"> ▪ Concessionary rentals given to local organisations with social objectives ▪ Local Initiatives comply with all horizontal themes within the European Funding Framework 			
	Key Performance Results:			
	<ul style="list-style-type: none"> ▪ Key performance measurements have been identified and are regularly monitored ▪ Community Plan outcomes meet targets in over 90% of actions ▪ Job creation and retention statistics show successful outcomes for Business Support Section ▪ Local Initiatives provide a comprehensive range of KPI's for SEP and the Scottish Executive and this is monitored and reviewed on a regular basis 	<ul style="list-style-type: none"> ▪ Increase the scope of performance benchmarking 	31/03/07	<p>Roll out of work carried out on need bench marking work on Economic Development.</p> <p>Roll out of work with Association Chartered Surveyors.</p>
	Non EFQM Issues:			
	EAGER:			
	<ul style="list-style-type: none"> ▪ Corporate EAGER policy implemented throughout the Division 	<ul style="list-style-type: none"> ▪ Monitor and review implementation of this year's outcomes 	31/12/06	<p>Roll out of completion of this years outcomes.</p>
	Community Plan:			
	<ul style="list-style-type: none"> ▪ Division has a key role in contributing to the Community Planning Action Plans: <ul style="list-style-type: none"> ○ Improving Opportunities ○ Eliminating Poverty ○ Improving the Environment Officers represented on the above Action Plan teams. ▪ The Division takes a lead on the Improving Opportunities Action Plan with the Head of Service leading the group ▪ Statistics and project information gathered and submitted for the Annual Performance Reports for the 	<ul style="list-style-type: none"> ▪ As the lead organisation of Improving Opportunities, examine ways to encourage partner organisations to apportion budgets to the Community Planning Partnership 	31/03/07	<p>Major corporate issue, will be assessed as part of this years CPP review. There is already a considerable amount of join sharing of finance on development projects.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>above 3 Action Plans for 2003/04 and 2004/05, and for the Mid Term Review 2004/05</p> <ul style="list-style-type: none"> ▪ Presentation on the Mid Term Review delivered across the Division as a means of including all staff in Community Planning process ▪ Examples of successful contributions to the Community Planning process are: <ul style="list-style-type: none"> ○ Developing Moorfield North Strategic Industrial Development Site ○ Developing Top of the Town in Kilmarnock ○ Delivering inward investment, maintaining existing jobs and creating new jobs through funding and advice programmes ○ Investigating tourism/leisure development opportunities in restored opencast coal sites ○ Developing golf tourism opportunities ○ Developing project to regenerate Cumnock town centre ○ Examining opportunities in forest industries, opencast coal, food and drink, and eco tourism in support of rural diversification ○ Developing a gateway mechanism specifically for rural businesses ○ Providing a database of all Derelict Property Revolving Fund ○ Supporting new golf developments at Rowallan Castle and in the South of East Ayrshire ○ Providing business support for upgrading local hotels ○ Providing advice and support for families who are experiencing economic problems through the Working For Families project 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ○ Contributing to local economic and social issues through Intermediate Labour Market projects including CONDUIT, East Ayrshire Woodlands and Business Technology Training Centre 			
	<p>Performance Management Framework Returns:</p> <ul style="list-style-type: none"> ▪ Division contributes to the Annual Performance Review and Quarterly Monitoring Report that is prepared for the Executive Director to discuss with the Chief Executive. Returns made for 2004 and 2005 <p>The Department of Development and Property Services prepares an annual Best Value Position Statement submitted to Committee for scrutiny. This covers strategic objectives, performance and an assessment against Best Value criteria. The following are extracts from this document:</p> <ul style="list-style-type: none"> ▪ SPI prepared and submitted to Audit Scotland on an annual basis. This covers Public Access to Council Buildings by Disabled People. This is the first year of this SPI and the Division has developed systems and procedures for audit of buildings, collection of data and analysis for return to Audit Scotland ▪ A range of Local Performance Indicators have been developed over the last 3 years and are now reported on a regular basis. These include analysis of: <ul style="list-style-type: none"> ○ Jobs supported (new and existing) ○ Companies supported (new and existing) ○ Loans issued ○ Funding leverage ○ Trainee outcomes through Intermediate Labour Market projects ○ Woodlands planted, managed and footpaths created through East Ayrshire Woodlands 	<ul style="list-style-type: none"> ▪ Develop a range of Key PI's; monitor and evaluate, all with a view to identifying areas for service improvement 		<p>Being considered as part of development of new PI's, as noted above.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<ul style="list-style-type: none"> ○ Number of clients dealt with and services provided through Working For Families project (there is a comprehensive statistical return made to the Scottish Executive on a quarterly basis and an annual review takes place) ○ Capital receipts ○ Council house sales plans ○ Commercial/investment occupancy levels ○ Commercial /investment rental void level 			
	<p>Best Value Issues</p> <ul style="list-style-type: none"> ▪ As mentioned above Best Value Position Statements for 2004/2005 has been prepared. These include (Section 6) examples of good practice and evidence of improvements within the Division classified under the 8 Best Value criteria ▪ EFQM Pathway has been introduced and 2 assessments were carried out within the Division: <ul style="list-style-type: none"> ○ Enterprise Support ○ Property Services ▪ From these an Action Plan has been prepared. The next round of assessments will commence early 2006 ▪ An Asset Management Strategy has been prepared and submitted to the Policy & Resources Committee in May 2005 together with a detailed implementation timetable ▪ Capital Programme Monitoring Group meets monthly in order to review progress towards achieving Council's Capital Receipts targets ▪ A range of mechanisms exist to monitor and review performance within the Property Section. These include: <ul style="list-style-type: none"> ○ Capital Programme Monitoring Group ○ Monthly Council house sale plans 	<ul style="list-style-type: none"> ▪ Best Value issues will be incorporated in the proposed Service Plan 	Done	Now completed for Service Plan for 2006/07.

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>progress reviews</p> <ul style="list-style-type: none"> ○ Monthly review of commercial/investment portfolio <ul style="list-style-type: none"> ▪ A range of mechanisms exist to monitor and review performance within the Enterprise and Regeneration Section. These include: <ul style="list-style-type: none"> ○ Monthly meetings of the Ayrshire Business Gateway Group ○ Budget Monitoring Group ○ Committee reporting on issues such as grants and loans, funding of external agencies and Following the Public Pound ▪ Sustainable Development is achieved through a range of mechanisms: <ul style="list-style-type: none"> ○ Marketing procedures - the Division seeks to maximise the development of brownfield sites to achieve sustainable development ○ The Division works with other Council departments to identify vacant sites which can be redeveloped to sustain the economic and environmental situation ○ Suitable accommodation is identified for charities and the local community through the Concessionary Rental Policy ○ The Business Development Section is currently working on several tourism related projects, all of which have sustainable development as the key objective ▪ The Division delivers its services through a range of partnerships. These include: <ul style="list-style-type: none"> ○ Action Plan groups from the Community 			

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>Planning Partnership</p> <ul style="list-style-type: none"> ○ Scottish Enterprise Ayrshire ○ East Ayrshire Employment Initiative ○ Local businesses ○ NHS Ayrshire & Arran ○ Strathclyde Police ○ VisitScotland ○ Ayrshire Chamber - Tourism Group ○ CONDUIT ○ East Ayrshire Woodlands ○ Ayrshire Economic Forum ○ Scottish Local Authorities Economic Development Group ○ Business Technology Training Centre 			
	<p>Staffing Issues:</p> <ul style="list-style-type: none"> ▪ Head of Service meets with individual members of staff on a regular basis ▪ Professional courses of study are available to all staff ▪ Head of Service has approachable, open door management style ▪ Work plans are submitted to Head of Service for discussion on a regular basis 			
	<p>Consultation and Engagement:</p> <ul style="list-style-type: none"> ▪ Community Plan Action Groups provide immediate consultation and engagement with both the statutory partners and other partner organisations ▪ The Property Section uses surveys/questionnaires to analyse perception of service ▪ The development of the Asset Management Plan has involved consultation with all departments on their current and future property requirements ▪ The Enterprise and Regeneration Section plays a lead role in carrying out the Business Services Review 	<ul style="list-style-type: none"> ▪ A more strategic approach to consultation and engagement is required across the Division 	Done	Regular assessment of customer views of services. Recent survey of QWSLF clients by Scottish Executive. This will be incorporated into a six monthly report covering all areas of service delivery.

Performance Assessment 1-6	Evidence	Areas for Improvement	Target Completion Date	Progress Report
	<p>involving the Economic Forum, Scottish Enterprise Ayrshire and local businesses</p> <ul style="list-style-type: none"> ▪ Close association with the Ayrshire Chamber of Commerce and Industry allows feedback from the key client group ▪ There has been extensive consultation with the retail community through the Kilmarnock Regeneration Plan and the Cumnock Regeneration Plan ▪ Working For Families carry out regular consultation exercises with their client group. The results are reported to the Scottish Executive ▪ Intermediate Labour Market projects (CONDUIT, East Ayrshire Woodlands) analyse questionnaires completed by trainees and in the case of CONDUIT those completed by host businesses 			