

## **EAST AYRSHIRE COUNCIL**

### **HOUSING COMMITTEE – 1 NOVEMBER 2006**

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

##### **Report by Executive Director of Neighbourhood Services**

## **1. PURPOSE OF REPORT**

- 1.1 To update members on the Department of Neighbourhood Services activity / progress in relation to Best Value Audit Action Plan for Neighbourhood Services.

## **2. BACKGROUND**

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

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

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

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

### **3. PROGRESS REPORT**

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

3.2 Progress against the Housing and Building & Works action plans are set out in the attached appendices.

3.3 It should be noted that the appended documents have not been reviewed except in terms of progress against the original areas for improvement identified in September 2005. Further areas for improvement were identified within the Housing Service Business Plan 2006 – 2008 approved by Housing Committee in May 2006. Reports on progress will be submitted annually.

### **4. FINANCIAL IMPLICATIONS**

4.1 None arising directly from this report.

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

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

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

## **6. POLICY IMPLICATIONS**

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

## **7. CONCLUSIONS**

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

## **8. RECOMMENDATIONS**

- 8.1 It is recommended that the Committee
- (i) note the good progress made by Housing and Building & Works in responding to the areas of improvement identified during the departments Strategic Self Assessment of Performance.
  - (ii) agree that any outstanding action points be incorporated in to relevant service improvement / work plans as appropriate; and
  - (iii) otherwise note the contents of the report.

**William Stafford**  
**Executive Director of Neighbourhood Services**

CMCA/LA  
22 September 2006

### **List of Background Papers**

Nil

Any person wishing further information should contact telephone 01563 554876 and ask for Chris McAleavey.

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# East Ayrshire Council – Department of Neighbourhood Services

## Housing (Service Unit 10)

### Strategic Self-Assessment of Performance

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
5	<b>EFQM Assessment Leadership</b>		
	<ul style="list-style-type: none"> <li>• Training Plans</li> <li>• Multi agency training</li> <li>• Continuous Professional Development</li> <li>• Value training activities</li> <li>• Open door policy</li> <li>• Team meetings</li> <li>• Focused action plans</li> <li>• Performance management</li> <li>• Structured meetings</li> <li>• Improvement agenda</li> <li>• Team briefings</li> <li>• Single Regulatory Framework groups</li> <li>• Investment trends</li> <li>• Shared ideas</li> <li>• Staff recognition</li> <li>• Tenant &amp; stakeholder involvement</li> <li>• Public meetings</li> <li>• Promotion of best practice</li> </ul>	<p>Consistent leadership throughout service. Managers to be visible and available. Managers to diary time to visit and work in satellite offices.</p> <p>More recognition of staff both formal and informal.</p> <p>Implement action arising from the 2005 Staff Attitude Survey</p>	<p>Managers regularly diary time to visit satellite offices.</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p> <p>Standing item in team meetings evidenced in minutes</p> <p>Staff conference held in 2005 and 2006</p> <p>Service personnel nominated for Council's Excellence Awards in 2005 and 2006</p> <p>Examples of recognition letters &amp; e-mails issued to staff available for inspection</p> <p style="text-align: right;"><b>ACHIEVED</b></p> <p>Complete</p> <p style="text-align: right;"><b>ACHIEVED</b></p>
	<b>Policy &amp; Strategy</b>		
	<ul style="list-style-type: none"> <li>• Community planning</li> <li>• Involved in Community Plan Action Plans (particularly Improving Community Safety,</li> </ul>	<p>Strategy and policy items to be included within the departmental induction process</p> <p>Increased input in to the community</p>	<p>Officers regularly attend all 6 thematic workgroups</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<p>Improving Health, Improving the Environment and Eliminating Poverty).</p> <ul style="list-style-type: none"> <li>• Benchmark data including Audit Scotland</li> <li>• Local Housing Strategy information</li> <li>• Stock Option Review</li> <li>• Housing Service Best Value Service Review</li> <li>• Improvement Agenda</li> <li>• Structured Team meetings</li> <li>• Target setting</li> <li>• Business Planning process</li> <li>• Staff meetings &amp; events</li> <li>• Regeneration action plans</li> <li>• Anti-Social Behaviour Strategy</li> <li>• Scottish Housing Best Value Network sub-groups</li> </ul>	<p>planning working groups</p>	<p>ensuring Housing issues are fully represented in the Community Planning process</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p>



Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
			<b>ACHIEVED</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
<b>Processes</b>			
	<ul style="list-style-type: none"> <li>• Tenant satisfaction survey</li> <li>• Repairs survey</li> <li>• Orchard Housing Management System</li> <li>• Health &amp; Safety, Homepoint, Single Regulatory Framework guidance, Gas Safety</li> </ul>	Develop and update 'Homespec' ('Homespec' is a detailed description of the service delivery processes within Housing)	<p>'Homespec' is continually updated to reflect current processes and best practice within Housing.</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p>
<b>Customer Results</b>			
	<ul style="list-style-type: none"> <li>• Staff attitude survey</li> <li>• Housing Repairs survey</li> <li>• Complaints information</li> <li>• Appreciation letters monitored</li> <li>• Anti-Social Behaviour survey</li> <li>• New tenant survey</li> <li>• East Ayrshire Residents Survey 2005</li> <li>• Surveys with East Ayrshire Residents Syndicate, Tenants &amp; Residents Associations &amp; Tenant Participation Steering Group</li> <li>• Stakeholder Meeting</li> </ul>	<p>Further develop a systematic process to survey customers regularly</p> <p>Involve tenant representatives in the Single Regulatory Framework groups</p> <p>Improve customer and tenant involvement through improved consultation</p>	<p>Ongoing surveys – Repairs, allocations, new tenant, Anti-social Behaviour, Building Strong Safe Attractive Communities, informal complaints, rents, etc.</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p> <p>Tenant reps on 2 groups:</p> <ul style="list-style-type: none"> <li>- Communications</li> <li>- Tenant Participation</li> </ul> <p style="text-align: right;"><b>ACHIEVED</b></p> <p>Tenants involved in</p> <ul style="list-style-type: none"> <li>- Allocation policy review group</li> <li>- Repairs Improvement Group</li> </ul> <p>Involved in development of Tenant Participation strategy</p> <p>Involved in developing a communications strategy</p> <p>Involved in rent setting</p> <p>Involved in the development of a Tenants Federation</p> <p style="text-align: right;"><b>ACHIEVED</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
<b>People Results</b>			
	<ul style="list-style-type: none"> <li>• Absence Management</li> <li>• Disciplinary &amp; grievance</li> <li>• Equal Opportunities</li> <li>• Scottish Health At Work award</li> <li>• Training Analysis</li> <li>• Staff surveys</li> <li>• Staff meetings and events</li> </ul>	<p>Staff training in project management and analysis</p> <p>Implement action arising from the 2005 Staff Attitude Survey</p>	<p>Complete</p> <p>Complete</p> <p style="text-align: right;"><b>ACHIEVED</b></p> <p style="text-align: right;"><b>ACHIEVED</b></p>
<b>Society Results</b>			
	<ul style="list-style-type: none"> <li>• Better neighbourhood survey</li> <li>• Anti-Social Behaviour survey</li> <li>• Tenants Satisfaction Survey</li> <li>• Local Housing Strategy in place</li> <li>• Building Strong Safe Attractive Communities survey</li> <li>• Energy efficiency</li> <li>• Fuel poverty</li> <li>• Race equality</li> <li>• Health &amp; Safety policies</li> </ul>	<p>Develop facilities for recycling within offices</p> <ul style="list-style-type: none"> <li>- Paper recycling</li> <li>- Glass and aluminium recycling</li> </ul> <p>Further develop processes to reduce waste, emissions &amp; pollution</p>	<p>Outcomes from recent internal waste audit being progressed during 2006 / 07</p> <p style="text-align: right;"><b>ON TARGET</b></p> <p>Installation of condensing boilers as a standard element of the gas central heating installation programme in council housing</p> <p>Energy Advice information promoted to support fuel poverty objectives</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p>
<b>Key Performance Results</b>			
	<ul style="list-style-type: none"> <li>• Sound financial management</li> <li>• Wide ranging performance monitoring and reporting</li> <li>• Extensive benchmarking</li> <li>• Performance group</li> </ul>		



	<p>Some examples of successful contributions to the community planning process include;</p> <ul style="list-style-type: none"> <li>• Developed services to enable people to access appropriate housing with support when required, 5000 people helped</li> <li>• A fuel poverty strategy has been developed and agreed by Council in September 2005 to address the issues of fuel poverty through improvements to the energy efficiency of houses and the provision of information and advice to those identified as being liable to disadvantage through fuel poverty.</li> <li>• A rent deposit scheme has been introduced, 40 deposits were guaranteed in 04/05.</li> <li>• A care an repair scheme for elderly / disabled home owners was established in December 2004</li> <li>• A community warden service has been established in the 5 BSSAC areas to assist with the reduction of instances of Anti-social Behaviour</li> </ul>		
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Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Performance Management Framework Returns</b>		
	<ul style="list-style-type: none"> <li>• Quarterly returns to Executive Director for 2004/05</li> <li>• Annual return to Director for 2004/05</li> <li>• Performance Information reports to Head of Housing each period</li> <li>• Outcome Agreements for Homelessness Strategy, Anti-Social Behaviour, Private Sector Housing Grant, Homelessness Taskforce, Furnished Tenancies, Community Regeneration &amp; Monitoring Framework for Supporting People Expenditure</li> <li>• 5 year benchmark and trends report for Neighbourhood Services Performance Indicators</li> <li>• Annual Benchmarking &amp; Trends reports from Scottish Housing Best Value Network benchmarking group</li> </ul>		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Best Value Issues</b>		
	<ul style="list-style-type: none"> <li>• Best Value Position Statements for 2004 &amp; 2005.</li> <li>• Implementation of EFQM since 1996</li> <li>• Implementation of EFQM Pathway for 2004 &amp; 2005</li> <li>• Participated in the review of the EFQM Pathway product 'one year on'</li> <li>• Participation in the Scottish Housing Best Value Network benchmark group</li> <li>• Quality Scotland Members</li> <li>• Member of Ayrshire Quality &amp; Business Improvement Association</li> <li>• Member of Race Relations Net</li> <li>• Member of Chartered Institute of Housing</li> <li>• Member of Housing Quality Network</li> <li>• Scottish Housing Best Value Network returns</li> <li>• Continuous Improvement Plan</li> <li>• Best Value Service Review reported to Housing Committee and Performance Review Group – 2005</li> </ul>		
	<b>Staffing</b>		
	<ul style="list-style-type: none"> <li>• Regular team meetings (with key issues communicated to staff)</li> <li>• Development meetings</li> <li>• Performance Meetings</li> <li>• Procedures &amp; Protocols in place for key activities</li> <li>• Staff Conference</li> <li>• Team development days</li> </ul>		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<ul style="list-style-type: none"> <li>Continuous improvement encouraged through Single Regulatory Framework groups</li> </ul>		
	<b>Sectional Work-plans in place for</b>		
	<ul style="list-style-type: none"> <li>Local Housing Strategy Action Plan</li> <li>Continuous Improvement (Service) Plan</li> <li>Single Regulatory Framework Action Plans</li> <li>EFQM Action Plans</li> <li>Homelessness Action Plan</li> <li>Anti-Social Behaviour Action Plan</li> <li>Supporting People Action Plan</li> </ul>	<p>Develop a strategy for Private Rented Sector</p> <p>Produce an annual Housing Business Plan</p>	<p>Private Rented Sector Action Plan published</p> <p style="text-align: right;"><b>ACHIEVED</b></p> <p>Business Plan for 2006 to 2008 approved by Housing Committee in May 2006</p> <p style="text-align: right;"><b>ACHIEVED</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Procurement</b>		
	<ul style="list-style-type: none"> <li>• Corporate Procurement Strategy</li> </ul>	Introduction of supply chain contracts & new partnering arrangements to support delivery of Housing Improvement Programme / Standard Delivery Plan	Supply Chain arrangements in place for <ul style="list-style-type: none"> <li>- Gas central heating systems</li> <li>- Bathroom fitments</li> <li>- Domestic radiator kits</li> </ul> <p style="text-align: right;"><b>ACHIEVED</b></p>
	<b>Consultation and Engagement</b>		
	<ul style="list-style-type: none"> <li>• Council wide Residents' Survey 2005.</li> <li>• Annual Public Performance Report</li> <li>• Tenants Satisfaction Survey 2004</li> <li>• Tenant Participation Steering Group</li> <li>• 14 Tenants &amp; Residents Associations</li> <li>• East Ayrshire Residents Syndicate</li> <li>• Contracted with Tenants Information Service to develop Tenant Participation in East Ayrshire</li> <li>• Annual Tenants Conference</li> <li>• Regular meetings with Local Area Committees</li> <li>• Tenant involvement on repairs partnership</li> <li>• Tenant representation on Single Regulatory Framework Communication Group</li> <li>• Tenants Handbook</li> <li>• Tenants Calendar</li> <li>• Garden Competition</li> </ul>	Development of a Tenant & Residents Federation	We currently support and encourage tenant participation through the establishment and development of Tenants and Residents Associations and Registered Tenants Organisations. In partnership with the Tenant Participation Steering Group and Tenants Information Service we have established a Tenant Federation working group who are aiming to develop a Tenants Federation by 2007/08 <p style="text-align: right;"><b>GOOD PROGRESS</b></p>

30 June 2006  
**Assessment Matrix**

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

# East Ayrshire Council – Department of Neighbourhood Services Building & Works (Service Unit 13) Strategic Self-Assessment of Performance

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
5	<b>EFQM Assessment</b>		
	<b>Leadership</b>		
	<ul style="list-style-type: none"> <li>Formal training opportunities</li> <li>East Ayrshire General Employee Review implemented (EAGER)</li> <li>Joint Consultative Committee (JCC's)</li> <li>H &amp; S Committee</li> <li>Benchmarking of projects and results</li> <li>Association of Public Service Excellence (APSE)</li> <li>Informal recognition</li> <li>Training certification</li> </ul>	<p>Implement regular team meeting structure</p> <p>Enhance communications with suppliers</p> <p>Improve direct communication with customers</p>	<p>Meeting structure agreed with Management Team April &amp; implemented May 2006</p> <p style="text-align: right;"><b>ACHIEVED</b></p> <p>Purchased Customer Care Module through Servitor, Regular joint meeting with Tenant Participation Groups, and internal partners</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p>
	<b>Policy &amp; Strategy</b>		
	<ul style="list-style-type: none"> <li>Annual Business Plan (externally validated by APSE for 2005)</li> <li>Involved in Community Plan Action Plans, particularly Improving the Environment and Improving Opportunity.</li> <li>Financial analysis</li> <li>Quarterly review of strategies and Business Plan objectives</li> </ul>	<p>Compare and contrast service improvements through APSE Benchmarking</p>	<p>Compiling data 2005/06 ongoing for submission on August to APSE.</p> <p>Policy Officer appointed October 2006</p> <p>Data for 2005/06 complete and published</p> <p>2<sup>nd</sup> phase data 2006/07 submitted to APSE</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>People</b>		
	<ul style="list-style-type: none"> <li>• EAGER reviews completed</li> <li>• Low turnover of staff</li> <li>• Joint Consultative Committee with Trade Unions</li> <li>• Joint Working with Trade Unions</li> </ul>	<p>Review training requirements, provision and methods of delivery</p> <p>Job rotation to be promoted to support business needs at all levels</p> <p>Implement and monitor EAGER development plans</p> <p>Improve staff career development opportunities</p>	<p>Progress with personal competency scheme is part of Best Value Service Review commenced June 2006</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p> <p>Job rotation for all key business processes commencing October 2006</p> <p style="text-align: right;"><b>ON TARGET</b></p> <p>Completed reviews December 2005</p> <p style="text-align: right;"><b>ACHIEVED</b></p> <p>Promoted through Central Personnel annually</p> <p style="text-align: right;"><b>ACHIEVED</b></p>
	<b>Partnership &amp; Resources</b>		
	<ul style="list-style-type: none"> <li>• Council financial regulations and Standing orders</li> <li>• Secure systems in place</li> <li>• Asset register</li> <li>• Stock monitoring</li> <li>• APSE membership and involvement</li> </ul>	<p>Consider the development of a call centre for inwards calls linked to the Council's Customer Contact Gateway</p> <p>Upgrade office accommodation Burnside Street.</p>	<p>Cross Cutting Best Value Service Review underway</p> <p style="text-align: right;"><b>ON TARGET</b></p> <p>At design &amp; planning stage through Technical Services</p> <p style="text-align: right;"><b>ON TARGET</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Processes</b>		
	<ul style="list-style-type: none"> <li>• Customer requirements and market trends evaluated</li> <li>• Competitive benchmarking</li> <li>• Processes, work instructions and protocols in place</li> <li>• Quality standards maintained through inspection</li> <li>• Material conform to or exceed H&amp;S and BS standards</li> <li>• Customer feedback monitored and reviewed</li> <li>•</li> </ul>	<p>In relation to the Repairs Service System, shorten lines of communication and duplication in conjunction with clients and customers</p>	<p>Cross Cutting Best Value Service Review underway</p> <p style="text-align: right;"><b>ON TARGET</b></p>
	<b>Customer Results</b>		
	<ul style="list-style-type: none"> <li>• Customer surveys carried out</li> <li>• Positive results over 5 years</li> <li>• Positive customer feedback</li> <li>• Post work inspections carried out</li> <li>• Client meetings</li> </ul>	<p>Set quality and customer care improvement targets</p> <p>Work closer with client and wider department on the issue of customer feedback</p> <p>Review inspection and ordering regime</p>	<p>Customer Care Servitor module testing complete</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p> <p>Cross Cutting Best Value Service Review underway</p> <p style="text-align: right;"><b>ON TARGET</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>People Results</b>		
	<ul style="list-style-type: none"> <li>• Craft worker survey carried out</li> <li>• Favourable absence and staff turnover results</li> <li>• Staff comparisons through APSE</li> <li>• Staff Attitude Survey</li> </ul>	Implement action arising from the 2005 Staff Attitude Survey	Nominations for Group Participation Complete, meetings in progress  <p style="text-align: right;"><b>GOOD PROGRESS</b></p>
	<b>Society Results</b>		
	<ul style="list-style-type: none"> <li>• Recycling of scrap metal, paper, toner cartridges etc.</li> <li>• Sustainable procurement</li> <li>• Helpline operation</li> <li>• Charities supported</li> <li>• Work experience supported</li> <li>• Implement Health &amp; Safety Policy</li> <li>• Fuel usage monitored</li> </ul>		Waste Management Facility, Burnside Street. Development complete June 2006. Facility for recycling wood, metal, paper, toner cartridges in place.  <p style="text-align: right;"><b>GOOD PROGRESS</b></p>
	<b>Key Performance Results</b>		
	<ul style="list-style-type: none"> <li>• Financial data monitored</li> <li>• Improving performance over 7 years</li> <li>• Key Performance Indicators measured and analysed</li> <li>• Benchmarking with APSE, Local Authorities, private contractors etc.</li> <li>• 4 week performance and progress review</li> </ul>	Computerised management account reports to be set up for each aspect of the business.	Reports being tested July / August 2006 Due for implementation 2007  <p style="text-align: right;"><b>ON TARGET</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Non EFQM Issues:</b>		
	<b>EAGER</b>		
	<ul style="list-style-type: none"> <li>Staff EAGER assessments for 2003, 2004 &amp; 2005</li> </ul>	Complete EAGER reviews for 2005	<p>Complete</p> <p style="text-align: right;"><b>ACHIEVED</b></p> <p>CSCS certification, residual employees programmed</p> <p style="text-align: right;"><b>ON TARGET</b></p>
	<b>Community Plan</b>		
	<ul style="list-style-type: none"> <li>Set strategic context for East Ayrshire Council and its partner organisations</li> <li>2003/04 year 1 Annual Performance Report</li> <li>2004/05 year 2 Annual Performance Report</li> <li>2004/05 Action Plan mid-term review</li> </ul> <p>Building and Works plays a key role in the delivery of the following Community Plan thematic action plans</p> <ul style="list-style-type: none"> <li>Improving the Environment</li> <li>Improving Opportunity</li> </ul> <p>Some examples of successful contributions to the community planning process include;</p> <ul style="list-style-type: none"> <li>4 Apprentices started, 2 of which came from the Ayrshire Enterprise back to work scheme. Building and Works has 25 apprentices</li> <li>Working with Grange Academy to</li> </ul>	Improve profile and contribution of Building and Works in Community Planning Process and associated thematic groups	<p>Management Team establishing service input to Community Planning thematic work groups</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p> <p>6 apprentices employed July 2006 1 employee nominated for Scotland's Apprenticeship Awards</p> <p style="text-align: right;"><b>ACHIEVED</b></p>

	provide work experience and mentoring to disadvantaged pupils		
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Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Performance management Framework Returns</b>		
	<ul style="list-style-type: none"> <li>• Quarterly returns to Executive Director for 2004/05</li> <li>• Annual return to Director for 2004/05 and 1<sup>st</sup> Quarter 05/06</li> <li>• Performance Information reports to Head of B&amp;W</li> <li>• Best Value Position Statements for 2003 &amp; 2005.</li> <li>• EFQM in place since 1996</li> <li>• Implementation of EFQM Pathway for 2004</li> <li>• Participated in the review of the EFQM Pathway product 'one year on'</li> <li>• Participation in the APSE benchmarking</li> <li>• Quality Scotland Members</li> <li>• Significant re-tendering of works including Central Repairs Accounts</li> <li>• Ongoing Market Testing and benchmarking of contract rates</li> </ul>	Carry out EFQM Pathway for 2005	Complete Building and Works Management Review June 2006 Cross Cutting service review EFQM completed June 2006  <p style="text-align: right;"><b>ACHIEVED</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Best Value Issues</b>		
	<ul style="list-style-type: none"> <li>• Best Value Position Statements for 2003 &amp; 2005.</li> <li>• EFQM in place since 1996</li> <li>• Implementation of EFQM Pathway for 2004</li> <li>• Participated in the review of the EFQM Pathway product 'one year on'</li> <li>• Participation in the APSE benchmarking</li> <li>• Quality Scotland Members</li> <li>• Significant re-tendering of works including Central Repairs Accounts</li> <li>• Ongoing Market Testing and benchmarking of contract rates</li> </ul>	Carry out EFQM Pathway for 2005	<p>Complete</p> <p>Cross cutting EFQM: Housing, B&amp;W, Tech Services carried out June 06 as part of Cross Cutting Best Value Service Review.</p> <p style="text-align: right;"><b>ACHIEVED</b></p>
	<b>Staffing Issues</b>		
	<ul style="list-style-type: none"> <li>• Regular team meetings (with key issues communicated to staff)</li> <li>• Development meetings</li> <li>• Performance meetings</li> <li>• Procedures and Protocols in place for key activities</li> <li>• Team development days</li> </ul>	Continue with staff consultation and information programmes	<p>2<sup>nd</sup> Phase to be developed in relation to Cross Cutting Best Value Service Review and EFQM Action Plans</p> <p style="text-align: right;"><b>GOOD PROGRESS</b></p>
	<b>Annual sectional Work-plans in place for</b>		
	<ul style="list-style-type: none"> <li>• Annual Business Plan</li> <li>• Capital Programme</li> <li>• Project Management in place for major works</li> </ul>	Continue to produce appropriate service work-plans	<p>Revised pending outcome of Cross Cutting Best Value Service Review</p> <p style="text-align: right;"><b>ON TARGET</b></p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Report
	<b>Procurement</b>		
	<ul style="list-style-type: none"> <li>Corporate Procurement Strategy</li> </ul>	Implement the Corporate Procurement Strategy Introduction of supply chain contracts and new partnering arrangements	Being Developed as part of the Cross Cutting Best Value Service Review  Central Heating components, Bathroom components in place. Option appraisal for new premises in progress along with further material procurement issues  <b>ON TARGET</b>
	<b>Consultation and Engagement</b>		
	<ul style="list-style-type: none"> <li>Council wide Residents' Survey 2005.</li> <li>Annual Public Performance Report</li> <li>Tenant involvement on repairs partnership</li> <li>Non Housing issues</li> </ul>	Improve consultation processes Introduce service user surveys across Building & Works as resources allow	Cross Cutting Best Value Service Review  <b>ON TARGET</b>

30 June 2006

### Assessment Matrix

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