

EAST AYRSHIRE COUNCIL

POLICY AND RESOURCES COMMITTEE – 30 MAY, 2006

ADMINISTRATIVE & LEGAL SERVICES BEST VALUE SERVICE REVIEW

Report by the Depute Chief Executive/Executive Director of Corporate Support

1. PURPOSE OF REPORT

- 1.1** To advise the Committee of the outcome of the Administrative and Legal Services Best Value Service Review and to report on proposed actions arising therefrom.

2. BACKGROUND

- 2.1** The Local Government (Scotland) Act 2003 places a statutory duty on local authorities to make arrangements to secure Best Value. At the Policy and Resources Committee meeting held on 19th February, 2004, Members agreed revised arrangements for the delivery of Best Value within East Ayrshire Council comprising use of the revised EFQM assessment process and the development of a rolling three year programme for Best Value Service Reviews across all Council services.
- 2.2** The Department of Corporate Support comprises five separate service units providing primarily, but not exclusively, professional support services to the Council and its other three service Departments. Of these services, Finance concluded their initial BVSR during 04/05, whilst Administrative and Legal Services and Personnel Services carried out their scheduled reviews during 05/06, with Information Technology and Corporate Development and Communication both scheduled to undertake their initial reviews during 06/07.
- 2.3** During the same period as the Administrative and Legal Services BVSR was being undertaken, the Council itself underwent its initial corporate audit of Best Value by Audit Scotland, the results of which are now awaited. As part of that process the Department of Corporate Support also participated in the strategic self-assessment exercise which formed part of the Council's preparations for the corporate audit. Administrative and Legal Services scored a 4, out of a maximum possible of 6, as part of that process. In general terms the issues for Administrative and Legal Services as highlighted by the corporate audit process reflect those identified as part of both the recently concluded BVSR and the Services' initial new style EFQM assessment, which was undertaken by both Administrative and Legal Services in August, 2005.
- 2.4** A full copy of the Administrative and Legal Services Best Value Service Review Report has been placed in the Members' information point and further copies can be made available on request. What follows within this report is an executive summary of the approach adopted in respect of the process, the

main results and outcomes and the proposed action plan setting out the steps to be taken by the Service to address the issues which have been identified.

3. SCOPE & METHODOLOGY OF THE REVIEW

- 3.1** The review considered the structure and performance of the service within the current operational, policy and legislative context. Key stakeholders and service users were consulted and comparative benchmarking was carried out with some other local authorities.
- 3.2** The review was conducted by officers in accordance with the Council's guidance for undertaking a Best Value Service Review, focusing on the four C's of Best Value namely Challenge, Consult, Compare and Consider.
- 3.3** In terms of the policy and legislative context of the review, the undernoted matters were identified as significantly impacting on current and/or future service provision within Administrative and Legal Services:-

Legislation

- The Local Government (Scotland) Acts of 1973, 1994 and 2003
- The Ethical Standards in Public Life Etc (Scotland) Act 2000
- The Freedom of Information (Scotland) Act 2002
- The Housing (Scotland) Acts 1987 and 2001 provide the statutory frames work for the sale of Council Houses
- The Licensing (Scotland) Act 1976, The Gaming Act 1968 and the Betting, Gaming and Lotteries Act 1963 provide the statutory framework for the work of the Licensing Unit
- The District Court (Scotland) Act 1975 provides the statutory framework for the administration of the District Court Service
- The Town and Country Planning (Scotland) Act 1997 provides the statutory framework for the discharge of the Council's function as planning authority, which is supported by Administrative and Legal Services through both the Committee and Advice functions
- The Scottish Public Services Ombudsman (Scotland) Act 2002 made statutory provision for the independent investigation of complaints of maladministration against local authorities, amongst others.

Legislation having future Impact

- Local Governance (Scotland) Act 2004 – proportional representation and electronic vote counting
- Licensing (Scotland) Act 2005
- The Gambling Act 2005
- The Planning Etc. (Scotland) Bill
- The Criminal Proceedings Etc. Reform (Scotland) Bill

- Relevant Policy Considerations
- decentralisation policy
 - committee based decision making structure
 - Local Community Grants Scheme
 - Corporate Procurement Strategy
 - Corporate Asset Management Strategy

3.4 Against this background the undernoted individual service activities were reviewed:-

- | | |
|---|---|
| <p>Admin</p> <ul style="list-style-type: none"> - Committee Administration - Community Councils - Council Officer Services - Support to Elected Members - Reception & Switchboard Services - Reprographic Service | <p>Legal</p> <ul style="list-style-type: none"> - Conveyancing - Contracts - Litigation/Advice |
|---|---|

3.5 In taking these areas forward through the Best Value review process, the undernoted areas of service were specifically excluded for the reasons given in each case:-

- | | |
|---|--|
| CPAC | - subject to current national review by the Scottish Executive |
| Community Grants Scheme | - subject to extensive internal and external review in past two years |
| Civic Ceremonial and International Partnerships | - considered de minimis in terms of both percentage spend and scope of significant change |
| Freedom of Information | - previously subject to staffing structure review in April, 2005 and to a review of the first year of operation by Internal Audit |
| Procurement | - currently subject to national review/flux in terms of the McClelland Review, the Efficient Government Bid/Expansion of abc and ongoing development of EAC's e-procurement solution (Procurement to be separately reviewed in February/March, 2007) |
| Licensing | - will be subject to complete redesign as part of introduction of new national licensing system between now and 2009, and introduction of new national gambling system by 2008. |

- District Court
- will be subject to transfer to Scottish Courts Administration Service over next 4-5 years – current activity also largely governed by statutory prescription.

4. CHALLENGE

- 4.1** As part of the Best Value Service Review process there is an initial requirement to challenge, or question, the need for any particular service and the continuing provision of that service by a local authority. It is also necessary to examine the mechanisms currently in place to challenge the performance and direction of each service, which is primarily addressed within East Ayrshire Council through the use of the revised EFQM process.
- 4.2** Having regard to the extent to which our services are either prescribed or at least substantially influenced by the current national statutory framework for local authorities, the Council's own policies and the operational needs of our client services this stage of the process, perhaps not surprisingly, threw up little in the way of proposed changes to the services we provide (as opposed to the manner in or the means by which we provide them). The Council will always have some form of committee structure to be administered, as well as community grants and community councils, and Elected Members to whom we require to provide various services and forms of support. Similarly, every Council will always require at least core legal services in the form of Council House Sales; other property disposals and acquisitions and related issues such as corrective conveyancing; property and commercial leases and other contractual services and the full range of advice and representation currently provided to all of our client services.
- 4.3** As part of the Best Value Service Review process for Administrative and Legal Services it was concluded that the services currently provided either (a) assist the Council in fulfilling its statutory obligations and/or (b) facilitate the effective management of the Council's resources and accordingly it is not proposed to discontinue any current element of service provision.

5. CONSULT

5.1 An essential feature of the Best Value Service Review process is consideration of feedback from customers. In this regard, the consultation carried out by Administrative and Legal Services can be summarised as follows:-

	<u>Source</u>	<u>Issued</u>	<u>Returned</u>	<u>Percentage Return</u>	
<u>Admin</u>	Elected Members	32	18	56	
	Chief Officers	23	15	65	
	Staff	37	21	57	
	Community Representatives/Substitutes	95	40	42	
	Community Councils	31	13	42	
	Reception Customers	40	30	75	
	Switchboard Customers *	31	31	100	
	Reprographics Customers	25	18	72	
	<u>Legal</u>	Elected Members	32	19	59
Staff		38	37	97	
Council House Sales – Internal Users		29	22	76	
Council House Sales – External Users**		302	36	12	
Property Issues – Internal Users		78	58	74	
Property Issues – External Users		46	12	26	
Development Promotion/Grants & Loans		24	20	83	
General Contracts		24	20	83	
Debt Recovery		22	17	77	
Housing/Anti-Social Behaviour		45	27	60	
Welfare Work		42	24	57	
Employment Work		18	13	72	
Planning & Roads		22	13	59	
General Advice		<u>32</u>	<u>19</u>	<u>59</u>	
Total			<u>1068</u>	<u>523</u>	<u>49</u>

* Calls to the switchboard were random sampled and these figures reflect those callers who agreed to participate when asked.

** Legal Services operate as a matter of practice a customer satisfaction survey for both Council House purchasers and their solicitors and it was the results collected from this ongoing process during the period of the Best Value Service Review which were used. Unfortunately, whilst the

satisfaction levels expressed in these survey responses are generally always high, the level of return is usually low.

- 5.2** Across both Administrative and Legal Services the responses received disclose, virtually without exception, extremely high or high levels of satisfaction with the services provided. As might reasonably be expected, however, a number of areas for improvement were suggested, at both operational and management level. Those which were of a practical nature either have been, or are in the process of being, implemented (for example improvements in provision of reference materials and training for Members) whilst those that require further consideration and planning will be taken forward in the proposed action plan.
- 5.3** With particular, but not exclusive, reference to Legal Services, the main issues identified through the consultation process related to:-
- a need for greater promotion of the services provided and of specific points of contact for different types of inquiry
 - a need to provide regular updates and legislative developments linked to the provision of appropriate training for colleagues/Members
 - a need to review/introduce agreed timescales for work progression
 - a need to develop a set of appropriate internal non-statutory performance indicators (in common with Administration)

Underpinning all of these, there is also an identified need to review the existing management structure and current allocation of responsibilities to facilitate additional management support for these identified areas of activity.

6. COMPARE

- 6.1** Due to the diverse nature of the services provided by Administration and Legal respectively, comparison was carried out with different groups of families of local authorities, in order to achieve the closest fit, although North and South Ayrshire Councils and East Dunbartonshire participated in both exercises.
- 6.2** The Administration service issued benchmarking questionnaires to nine authorities and received seven responses, although not all responses covered all areas of service activity under review, usually where a comparator authority did not undertake such activity through the Administration service.
- 6.3** This element of the process did not identify any significant deficiencies or anomalies in our existing arrangements for service delivery within Administration, nor did it disclose any major areas of improvement. As expected, however, it did highlight a number of areas of potential improvement which largely reflected those previously identified by both the August 2005 EFQM assessment and the strategic self-assessment undertaken for the purposes of the recent corporate Best Value Audit.
- 6.4** Across all the areas of service activity under review within Administration there is a clearly identified, and accepted, need for the development of a reasonable

suite of non-statutory performance indicators to enable us to provide relevant and meaningful performance information which will serve to evidence in future the high levels of performance we already currently achieve in virtually all areas. This will form an integral part of the proposed action plan (Appendix 1 refers)

6.5 The comparative exercise undertaken in respect of Administration also led to the identification of various lesser areas for improvement which will also be taken forward by the service including:-

- development of a more systematic and tailored approach to the identification and fulfilment of Members' training, development and research needs
- further consideration of the introduction of an e-tracking system for Members' constituency case work
- provision of some additional dedicated staff and training to Community Councils
- further consideration of the possible outsourcing of the current reprographic facility located within the Annexe at Council Headquarters (to be taken forward in conjunction with a proposed procurement exercise to be undertaken by North Ayrshire Council during 2006/07)

6.6 With regard to Legal Services, limited statistical comparative data was available in respect of a number of services areas including Council House Sales which is subject to statutory reporting. In addition questionnaires were issued to twenty other authorities and responses were received from ten of those. The main results arising from that comparative exercise can be reasonably summarised as follows:-

- Legal Services is principally a support provider and consequently the availability of key comparative information, such as statutory performance indicators is limited
- In those areas where relevant statutory performance indicators are available an upturn in performance has been noted for the financial year 2004/05
- In order to provide meaningful comparison a benchmarking exercise was carried out with a number of other local authorities. Information was sought in respect of the range of services offered, method and extent of service delivery in respect of the areas selected for review and staffing costs
- East Ayrshire Council was the only authority with managerial responsibility for their Council's procurement function
- Variations were noted as to the extent of the registration and licensing services falling within the managerial responsibility of Legal Services
(Note – this issue will be progressed separately at Head of Service level in the context of the separate, ongoing Best Value Service Review in respect of Protective Services, within the Department of Neighbourhood Services, which currently operates the non-liquor licensing function on behalf of this Council)

- There were no significant differences in the range of services provided in respect of the areas selected for review although with the exception of statutory performance indicator information limited statistical or performance related data was available for comparative purposes.
- Variations were however noted in the managerial structure and division of responsibility within the three main service areas with the majority of authorities having a Legal Manager or Assistant Head of Service
- Significant variations were noted in the extent of service provision in the areas of Council House Sales, Property Disposals, Development Promotion, Loan and Grant Funding, Debt Recovery, Welfare work, Employment work and Advice work with East Ayrshire Council generally providing a greater width and depth of services than any of its comparator Councils.
- No significant variations were noted in the extent of service provision in respect of the remaining Conveyancing activities, Commercial Property Leasing, General Contracts, Housing/Anti-Social Behaviour work and Planning and Roads work.
- Cost comparisons in respect of staff costs show that, given the extent of current service provision and the inclusion of District Court and Liquor Licensing staff costs, East Ayrshire Council's Legal Services compares favourably in respect of staffing costs with other authorities of a similar geographical size and population level.
- The need to consider reconfiguration of the service structure linked to delivery of the proposed action plan was identified together with specific potential improvement or review activities .

7. CONSIDER/COMPETE

7.1 Following completion of the various earlier stages of the review process the next requirement is to consider the future delivery of services in light of the results obtained and to specifically question whether existing services could be delivered better by another means and to assess alternative methods of service delivery.

7.2 Committee Administration, Members Services & Council Officer Support Services

7.2.1 It was identified through the review process that there is a considerable degree of synergy in the existing combination of Administration services, which are focussed on providing support to the political leadership and full membership of the Council and to its decision-making structures. Whilst consideration was given to a devolved Committee Administration service, it was concluded that an independent corporate approach to supporting quality decision-making was important and that the independence of the corporate service helped to ensure the highest standards of transparency, probity and accountability.

7.2.2 It was also concluded that an independent corporate Support service for Elected Members, which secures co-ordination of services, consistent

deployment of best practice and resource efficiency in terms of a unified team providing flexible cover, was the best option.

- 7.2.3** Consequently, it is proposed that these services continue to be provided in-house by the Administration service and the outcome of the Best Value Service Review and the associated improvement plan will ensure that the service continues to meet its customer needs into the future.

7.3 Reprographic Service

- 7.3.1** The current manned facility operated by Administration at the Council's Lugar offices is no longer considered suitable and discussions will shortly take place with the client services based there to facilitate the integration of the current facility into the service of one of the main users.

- 7.3.2** In terms of option appraisal relevant to the main reprographic facility based at Council Headquarters, preliminary discussions have already taken place, in parallel with the Best Value Service Review, with North Ayrshire Council to explore the feasibility of outsourcing reprographic services on an Ayrshire basis. In this regard a full feasibility study will be carried out during 2006/07 and this is reflected in the proposed action plan.

7.4 Reception/Switchboard Services

- 7.4.1** In respect of the Reception service there is considered to be limited scope for alternative provision. However, as a result of this review process some areas of improvement have been identified and have in some cases already been implemented, but in all cases these are nevertheless detailed in the proposed action plan for the sake of completeness.

- 7.4.2** As regards the Switchboard service, there was also considered to be limited scope for consideration of alternative provision having regard to the Council's commitment to the Improving Customer Service initiative and the introduction of the Customer Contact Gateway and Distributed Contact Centre Services.

7.5 Community Councils

- 7.5.1** Every local authority has a statutory duty to prepare a scheme for the creation of Community Councils. Further, this Council particularly recognises the importance of Community Councils in terms of its decentralisation policy, local committee structure and the Community Planning process. Consequently, the cessation of this service was not considered to be an option.

- 7.5.2** The review process has, however, identified some opportunities to make minor, but beneficial, improvements in the form of dedicated support from within the existing Administrative Officers service facility and additional training provision to Community Councils.

7.6 Future Challenges

- 7.6.1** The Administration service will require to meet substantial challenges ahead in terms of the proposed reviews of our existing political, management and decision-making structures which will necessarily be required in the run up to the 2007 elections, as well as the additional support to Elected Members arising from the introduction of multi-member wards. However, this Best Value Service Review exercise has provided an opportunity to look at the existing service and identify areas for improvement which will build on the existing strengths and enable the service to meet the challenges ahead.
- 7.6.2** In this regard there will also be a need to ensure that the existing management structure of the service can both meet the future challenges referred to above and be able to effectively progress the strategic development of the service in terms of EFQM and Best Value. Consequently, it is proposed to re-align the managerial responsibilities within the Administration Service Management Team with a focus on redistributing areas of responsibility at both an operational and strategic development level.

7.7 Legal Services

- 7.7.1** Given the generic nature of the areas of legal services selected for review and the need in considering within options for future service delivery the statutory and operational challenges facing the District Court and Liquor Licensing and Procurement functions not selected for review consideration was given to future service delivery of the service in totality as opposed to individual units.
- 7.7.2** The Scottish Executive's study on Best Value carried out in 2001, "Best Value – Making Choices (Volume 2) – A Practical Guide to Best Value, Procurement and Competitiveness" identifies a number of possible options for service delivery
- 7.7.3** Legal Services currently provide an in house service in respect of all areas of service provision although other service models are utilised as appropriate. Staff within Legal Services for instance participate in joint working with staff from other Local Authorities particularly in respect of Ayrshire wide initiatives. Joint working also takes place with both Health Board staff and other Authorities. Similarly, the Council already works in partnership with other bodies such as the West of Scotland Loan Fund, The Ayrshire Educational Trust and the various Heritage Initiatives established or to be established within East Ayrshire where Legal Services takes on an advisory role. In addition, it is recognised that in certain areas limited externalisation of services and hybrid working is required, for example engagement of Counsel for Court of Session work, the contracting out of certain aspects of the debt recovery service to sheriff officers and debt recovery agents or seeking legal opinions on complex legal issues outwith the expertise of in house staff. The most significant current example of recent externalisation of services is in respect of the Public Private Partnership (PPP) school building project.

7.7.4 There is notwithstanding the use of alternative service models as identified an ongoing requirement for the retention of several elements of service delivery in-house. There is for instance a statutory requirement for the Council to provide District Court and Liquor Licensing functions and, it is not appropriate to externalise these functions. Further, there are certain roles that legal services carry out that cannot easily be externalised. For example the Solicitor to the Council as a non statutory chief officer is required to report directly or is directly accountable to the Local Authority itself or any committee or sub committee of the authority and is required to provide direct advice on all statutory and legal issues to the Council's Chief Executive. In addition, the Solicitor to the Council has been appointed as the Council's Monitoring Officer in terms of Section 5 of the Local Government and Housing Act 1989. It would be impossible for a non statutory chief officer or a Monitoring Officer's functions to be performed by an external appointee.

7.7.5 Following an initial filtering process and taking into account the various models of service currently utilised and the ongoing corporate and statutory requirements of the Council corporately and having due regard to the results obtained from the previous stages of the review process the following options were discounted in isolation:-

- Market testing the In-house Service
- Externalisation
- Transfer.
- Cessation
- Hybrids
- Joint Working
- Partnership.

7.7.6 In reaching this view full account was taken of the fact that current service provision is generally accepted to be of a consistently high standard and that the retention of an in-house team allows for the further development of sustainable improvements in terms of value for money and service quality. It was considered that market testing the In House Service, was not in itself consistent with corporate objectives. It was again considered that transfer of the service would raise barriers to the effectiveness of combined service delivery within the Council and continued partnership working. Given that there is a need for continued Legal Services to ensure service delivery linked to statutory provision and Council strategies and policies cessation of the service is not an option. As identified above it was, however, also recognised that certain elements of current service provision are already subject to a degree of exposure to the externalisation, hybrid, joint working and partnership models. It was however considered that whilst these models of service delivery would require to continue to be utilised and tailored to meet individual circumstances further exposure to those models in isolation was not merited given the lack of weakness in the current in-house service provision; could raise barriers to the effectiveness of combined service delivery and would not allow for appropriate accountability in service provision.

7.7.7 Thereafter, further detailed consideration was given to the two remaining options identified by the Scottish Executive namely:-

- Improved in-house service
- Reconfiguration of the service

Legal Services will require to meet substantial challenges ahead in order to ensure that Council Services continue to be statutorily compliant and to ensure that Corporate Policies and Strategies are capable of delivery and that their implementation is not subject to legal challenge. In particular implementation of future legislation linked to the delivery of corporate policy objectives as identified in section 3.3 of this report will have a major impact on the work of legal services. It was accepted within the BVSR that a reconfiguration of some services will be required to allow for the management of growth areas and to provide for an increase in management support. However, this reconfiguration can be completed as part of an improvement in in-house service provision and accordingly reconfiguration of the service as an option in isolation was also discounted

7.7.8 The review concluded therefore that in order to meet the identified future challenges as detailed in 7.7.7 of this report that the most appropriate option for future service delivery was to develop an improved in-house service model linked with a limited reconfiguration of the service. Consequently, it is proposed that the service be reconfigured to allow for an improved in house service with more direct support being provided to the Head of Service and managerial responsibilities within the Legal Services Management Team being realigned with a focus on redistributing areas of responsibility at both an operational and strategic development level.

8. CONCLUSION

8.1 Administrative and Legal Services have concluded a Best Value Service Review in accordance with the relevant policy and procedures of the Council. The results obtained from the comparative exercises carried out as part of that process clearly support the view that our current service provision is of a high standard and that our current arrangements for service delivery are largely sound. Consequently, no major wholesale changes are proposed to our current methods of service delivery. As expected, however, certain potential areas for improvement have been consistently highlighted and these will be taken forward and addressed within the context of the proposed action plan annexed as Appendix 1 to this report, along with a proposed review of the current management structure to ensure the best fit between future service delivery arrangements, the policies and objectives of the Council and the operational needs of our individual client services.

8.2 Ordinarily, such a review of the existing staffing structure would have been forwarded as part of this reporting process, but in view of the impact and timing of the current implementation of Single Status within this Council it was not considered feasible to address such matters in detail at the present time. Accordingly, it is proposed to bring forward an appropriate report to, firstly, the

next Policy and Resources Committee, as the relevant service committee, and thereafter to the Corporate Governance Committee, in the first cycle of meetings after the summer recess.

9. FINANCIAL/POLICY/LEGAL IMPLICATIONS

9.1 In completing the Best Value Service Review of Administrative and Legal Services we have supported the Council in continuing to comply with the statutory duty to secure Best Value and the Council's own associated policy and procedures.

9.2 There are no financial implications arising directly from this report.

10. RECOMMENDATIONS

10.1 It is recommended that Members:-

- (i) note the outcomes of the Administrative and Legal Services Best Value Service Review;
- (ii) approve the proposed improvement action plan set out as Appendix 1 to this report;
- (iii) note that a further report will be brought forward to the next meeting of the Policy and Resources Committee setting out any associated changes to the current staffing structure arising from this Best Value Service Review, prior to presentation of the same report to the Corporate Governance Committee; and
- (iv) otherwise to note the contents of this report

Elizabeth Morton

Depute Chief Executive/Executive Director of Corporate Support

DM/SM

23.5.06

BACKGROUND PAPERS

1. Administrative and Legal Services Best Value Service Review Report

Implementation officer: David Mitchell, Head of Administrative & Legal Services

APPENDIX 1

ADMINISTRATION AND LEGAL SERVICES ACTION PLAN

ADMINISTRATION SERVICE - BEST VALUE REVIEW - ACTION PLAN			
REF NO	ACTION	TARGET DATE	OFFICER
1. COMMITTEE ADMINISTRATION SERVICES			
1.1	Facilitate Action 6 of East Ayrshire Council Best Value and Community Planning Audit: Alignment of Political and Management Structures.	December 2006	AM
1.2	Facilitate Action 2 of East Ayrshire Council Best Value and Community Planning Audit: Build on the impact of the scrutiny arrangements currently in place with particular emphasis on maximising challenge and improvement obtained from existing mechanisms.	December 2006	AM
1.3	Develop performance measurement information.	October 2006	AM/AAM
2. MEMBERS SERVICES SUPPORT			
2.1	Elected Member Development and Training.	December 2006	AM
2.1.1	<ul style="list-style-type: none">• Finalise Training and Development Scheme for Elected Members.		
2.1.2	<ul style="list-style-type: none">• Finalise Model Template for Elected Members' Personal Development Plan.		
2.2	Developing Elected Member Research Support.	January 2007	AAM
2.2.1	<ul style="list-style-type: none">• Carry out Feasibility Study for Introduction of Online Research Facility.		

ADMINISTRATION SERVICE - BEST VALUE REVIEW - ACTION PLAN			
REF NO	ACTION	TARGET DATE	OFFICER
2. MEMBERS SERVICES SUPPORT (CON'T)			
2.3	Develop Elected Member Constituency Support		
2.3.1	<ul style="list-style-type: none"> Develop guidance on ward management issues in lead up to 2007 Elections. 	March 2007	AM
2.3.2	<ul style="list-style-type: none"> Carry out feasibility study for introduction of e-tracking system for constituency enquiries. 	December 2006	AAM
2.4	Develop performance measurement information	October 2006	AM/AAM
3. COUNCIL OFFICER SUPPORT SERVICES			
3.1	Develop performance measurement information.	October 2006	AM/AAM
4. REPROGRAPHICS SERVICE			
4.1	Review joint working arrangements at Lugar in relation to reprographic/reception services.	August 2006	AM/AAM
4.2	Carry out feasibility study in respect of the outsourcing of reprographic services, including the option of an all Ayrshire service.	May 2007	AM
4.3	Develop performance measurement information.	October 2006	AM/AAM

ADMINISTRATION SERVICE - BEST VALUE REVIEW - ACTION PLAN			
REF NO	ACTION	TARGET DATE	OFFICER
5. RECEPTION/SWITCHBOARD SERVICES			
5.1	<u>Reception</u>		
5.1.1	<ul style="list-style-type: none"> • Provide online booking system for HQ meeting rooms in conjunction with IT. 	August 2006	AAM
5.1.2	<ul style="list-style-type: none"> • Provide public electronic daily meetings calendar in conjunction with IT. 		
5.1.3	<ul style="list-style-type: none"> • Develop performance measurement information. 		
5.2	<u>Switchboard</u>		
5.2.1	<ul style="list-style-type: none"> • Provision of an enhanced Intra Staff Telephone Directory Service. 	August 2006	AAM
5.2.2	<ul style="list-style-type: none"> • Develop performance measurement information. 	October 2006	AM/AAM
6. COMMUNITY COUNCILS			
6.1	Develop dedicated support mechanism.	August 2006	AAM
6.2	Develop performance measurement information.	October 2006	AM/AAM
7. GENERAL			
7.1	Develop performance measurement framework.	October 2006	AM/AAM
7.2	Strengthen management arrangements within service by realigning responsibilities in order to best meet operational requirements together with the Council's policies and strategies in terms of EFQM and Best Value.	August 2006	AM

LEGAL SERVICES - BEST VALUE REVIEW - ACTION PLAN			
REF NO	ACTION	TARGET DATE	OFFICER
1	<p><u>Divisional Structures</u> Develop new divisional staffing structure to facilitate increased management support and realignment of responsibilities in order to best meet the Council's statutory requirements and ensure enhanced co-ordination and delivery of Council policies and strategies.</p>	Corporate Governance Committee 28/09/06	HALS
2	<p><u>Service Development and Promotion</u> (i) Promote enhanced awareness of both the range of services offered by Legal Services and individual roles and responsibilities of Officers within Legal Services for the benefit of service users. (ii) Prepare and circulate regular Legal Services' Information Bulletins to include a range of relevant information across all service departments. (iii) Develop service delivery protocols.</p>	January 2007 Commence January 2007 March 2007	HALS +TLS
3	<p><u>EFQM Issues</u> (i) Complete and thereafter implement revised management/meetings arrangements both internally and with Client Departments (ii) Develop and implement improved internal communications strategy (iii) Improve identification of training needs and subsequent delivery of relevant targeted training.</p>	October 2006 March 2007 March 2007	HALS +TLS
4	<p><u>Performance Management</u> Design and implement Performance Management framework in accordance with Action 4 of East Ayrshire Council's Best Value Community Planning Audit submission, to include design of performance measures and systems for collection of information in consultation with client customer base.</p>	Arrangements to be in place for 1 st April 2007	HALS/TLS

5	<u>Licensing</u> Manage and implement statutory change as identified in Section 2 of the review	Ongoing to 2009	HALS/TLS
6	<u>District Court</u> Manage and implement statutory change as identified in Section 2 of the review	Ongoing to 2010	HAL/TLS
7	<u>Procurement</u> (i) Facilitate Action 8 of East Ayrshire Council's Best Value Community Planning Audit submission by the implementation of the eProcurement Scotl@nd Service (ii) Review ongoing implementation of the Council's Corporate Procurement Strategy (iii) Consider available options to consolidate aspects of the Council's purchasing activities (iv) To consider the ongoing implications for the Council of the recommendations of the McClelland Report in conjunction with the plans to reconfigure the Authorities Buying Consortium. (v) To assess and thereafter implement any consequent reconfiguration of staff resources within the Procurement Unit	November 2006 Corporate Governance Committee 23/11/06 November 2006 Corporate Governance Committee 28/09/06 January/February 2007	HALS HALS/TLS
8	<u>CONVEYANCING, CONTRACTS AND LITIGATION</u> (i) Facilitate Action 1 of East Ayrshire Council's Best Value Community Planning Audit submission (Asset Management) to include the development of a title database in respect of the Council's property assets. This will incorporate leased assets and sold council properties for which the Council maintains a shared maintenance obligation linked to the proposed development of a factoring policy. (ii) Review current policies and procedures in respect of the disposal of loft space linked to the proposed introduction of a factoring system	December 2007 April 2007	TLS

	(iii) Review current policies and procedures in respect of open space areas linked to a cost/benefit analysis.	November 2006	
	(iv) Review current procedures for processing improvement/ repair grant applications	March 2007	
	(v) Review Standing Orders Relating to Contracts in accordance with Corporate Procurement Strategy.	Corporate Governance Committee 08/06/06	
	(vi) Review Planning procedures in relation to Planning Agreements and TPO's linked to implementation of Planning etc (Scotland) Bill	May 2007	
	(vii) Further develop and monitor implementation of the Councils Anti-Social Behaviour Strategy.	Ongoing	
	(viii) Develop and implement a Debt Recovery Case Management System	March 2007	
	(ix) Linked to implementation of Debt Recovery Case Management System review staffing requirements in respect of Debt Recovery Service	March 2007	