

# EAST AYRSHIRE COUNCIL

## POLICY AND RESOURCES COMMITTEE - 19 SEPTEMBER 2006

### DEPARTMENT OF CORPORATE SUPPORT – STRATEGIC SELF ASSESSMENT OF PERFORMANCE – PROGRESS REPORT

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

#### **1. PURPOSE OF REPORT**

- 1.1 To update members on the Department of Corporate Support's 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 Corporate Support in responding to and addressing the areas for improvement identified in respect of the five service units within the Department – Finance, Personnel, Administration and Legal, Corporate Development and Communication and IT Services.

#### **3. PROGRESS**

- 3.1 A summary of each of the five Service Units' 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 Corporate Support's 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) note the good progress made by the Department of Corporate Support in responding to the areas for improvement identified during the department's Strategic Self Assessment of Performance
- (ii) agree that any outstanding action points be incorporated into relevant service improvement/work plans as appropriate; and
- (iii) otherwise note the contents of the report.

Elizabeth Morton  
Depute Chief Executive/Executive Director of Corporate Support  
5 September 2006

**IMPLEMENTATION OFFICER:** Head of Corporate Development and Communication

**Any person wishing further information should contact John Clayton, Head of Corporate Development and Communication (tel. 01563 576165).**

**East Ayrshire Council – Department of Corporate Support  
Finance Services (Service Unit No.1)  
Strategic Self-Assessment of Performance (12 September 2005)**

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
5	<b>July 2005 EFQM Assessment:</b>	<b>Leadership:</b>	
	We have results in some areas which are based on regular and recent data	Continue to develop more formal employee recognition at service level.	The Finance Service actively participates in the Council's Employee Recognition Awards. Last year the Council Tax Section won the Quality Award .  Intranet and staff meetings are also used to formally recognise and record good performance.  <b>Achieved</b>
	We have quite a few results covering a significant period of time, with some year on year comparisons	<b>People:</b>	
	We have comparisons and benchmarking data available across all activities within the Service which show continuous annual improvement : <ul style="list-style-type: none"> <li>• CIPFA Director of Finance Group Performance Indicators</li> <li>• Statutory Performance Indicators</li> <li>• Treasury Management Forum annual statistics</li> <li>• CIPFA Rating Review</li> <li>• Clear audit certificate on annual accounts annually</li> <li>• National Performance Framework (Housing Benefits)</li> </ul>	Involvement of staff in identifying areas of change and improvement for service delivery.	A Finance Service suggestion/ improvement forum can be accessed on the Intranet. This is designed to encourage staff to contribute to improving service delivery.  Improvement suggestions are also encouraged through section meetings.  <b>Good progress</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
		<b>Partnerships &amp; Resources:</b>	
		Continuing work with public sector partners towards developing efficient government working arrangements.	The Finance Service has played a major role in developing partnership working arrangements through the Efficient Government Programme and has agreed to shared service provision on an Ayrshire wide basis for non-domestic rates. The Service is also investigating the delivery of other services such as pay role on an Ayrshire wide basis. <b>Good progress</b>
		<b>Processes:</b>	
		Continued development of key software to improve efficiency of service delivery.	The purchase of ledger, creditors and debtors software has recently been agreed by the Emergency Powers Committee on July 2006. An 18 month implementation plan has been developed and this will lead to a complete upgrade of the Council's Financial Management Software. <b>Good progress</b>
		<b>Customer Results:</b>	
		Continuous review of customer correspondence and adoption of plain English to improve customer satisfaction and procedural speed.	The Finance Service continually reviews its processes and paper work to ensure that correspondence is easily understood and that procedures are streamlined. <b>Good progress</b>
		<b>Key Performance Results:</b>	
		Annual review of benchmarked performance indicators to ensure	The Finance Service reviews its performance against an agreed suite of

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
		continuous improvement within Finance Service.	KPIs and SPIs to measure performance trends against family benchmarking authorities. This information is used to set improvement targets across a range of activities, including, for example Council Tax collection rates. <b>Achieved</b>
	<b>Non EFQM Issues:</b>		
	The Best Value Service Review which was approved by Committee in June 2005, identified cost efficiencies together with an action plan for further continuous improvement.	Implement Best Value Improvement Plan	Good progress has been made in implementing actions arising from the Finance Service Best Value Service Review. Initiatives taken forward to date include the role out of a Corporate Risk Register, consolidation of the Revenue and Benefits Team and optimisation of Financial Management Systems. <b>Good progress</b>
	We have identified a number of strengths based upon information and data gathered		2005 EAGER reviews have been completed for all staff and work has started on the 2006 EAGER reviews. <b>Achieved</b>
	We have evidence of benchmarking of Service provision through the CIPFA Directors of Finance Performance Measures for Finance Services		
	<b>EAGER:</b>		
	Eager reviews have been carried out across most of the Service for 2004 and 2005	Complete outstanding 2005 EAGER Reviews.	
	Departmental training & development plans prepared from Eager submissions		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	<b>Performance Management Framework Returns:</b>		
	Quarterly returns to Executive Director for 2004/05		
	Annual return to Director for 2004/05		
	Qtr 1 return to Director for 2005/06		
	Implementation of Verification Framework within Benefits Service		
	National Performance Framework (Housing Benefits)		
	Production of abbreviated financial statements 2003/04 & 2004/05 in line with CIPFA/LASSAC best practice.		
	<b>Staffing Issues:</b>		
	Comprehensive Staff Survey carried out in 2003 and 2005 and used to measure relative performance		
	Finance intranet page being developed to enhance employee engagement		
	Lead role in National Performance Management Framework pilot for Benefits Service		
	Introduction of SVQ based training for IRRV within Benefits Service		
	Professionalism in Security training programme within Benefits Service		
	Regular Team Meetings (Key issues communicated to all staff)		
	Sectional Action Plans		
	Encourage decision making/empowerment		
	Excellence Awards Ceremony – staff nominations		
	High level performance managements targets set and monitored for Section Mangers during 2004 & 2005		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	<b>Procurement:</b>		
	Contract in place for Non Statutory Audit Services – ability to drawdown service provision in support of community and voluntary bodies		
	<b>Consultation and Engagement:</b>		
	Consultation with customers carried out during completion of Best Value Service Review		
	Budget Line consultation process during estimate setting		
	E payments via Council Internet site.		
	Council A-Z Service on Internet site		

Updated 28 August 2006

**East Ayrshire Council – Department of Corporate Support  
Personnel Services (Service Unit No. 2)  
Strategic Self-Assessment of Performance (12 September 2005)**

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
<b>5</b>	<b>July 2005 EFQM Assessment:</b>	<b>Leadership:</b>	
	We have results in some areas which are based on regular and recent data	Improve team briefing system to ensure strategic aims are made clear.	Management team meetings and individual team meetings are in place. <b>Achieved</b>
	We have quite a few results covering a significant period of time, with some year on year comparisons	<b>Policy &amp; Strategy:</b>	
	We do some comparisons and benchmarking	Continue to review policies in the EFQM process	Policies and procedures for review are included in 2006-07 Service Plan. <b>Achieved</b>
		Reinstate Personnel News to inform staff.	Three issues of Personnel News have been published since September 2005. <b>Achieved</b>
		<b>People:</b>	
		Implement Competence Framework.	Final draft approved and issued to CMT for comment. <b>Good Progress</b>
		<b>Partnerships &amp; Resources:</b>	
		Implement HR recruitment system.	Implementation in progress during 2006/07. <b>On Target</b>
		<b>Processes:</b>	
		Set measurable targets for ISO 9001:2000	Targets set and reviewed at quarterly Management review. <b>Achieved</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
		<b>Customer Results:</b>	
		Undertake Customer Satisfaction Survey.	Completed and results contributing to Best Value Service Review. <b>Achieved</b>
		Maintain benchmarking initiatives with SPDS and CIPFA.	Submission made to CIPFA and SPDS 2006 benchmarking reports. <b>Achieved</b>
		<b>People Results:</b>	
		Review IIP under revised standard.	Assessed and re-accredited December 2005. <b>Achieved</b>
		<b>Key Performance Results:</b>	
		Set measurable targets for ISO 9001:2000	Targets set and reviewed at quarterly Management review. <b>Achieved</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	<b>Non EFQM Issues:</b>		
	<b>EAGER:</b>		
	Comprehensive staff EAGER assessments covering all staff, for 2003, 2004; 2005 EAGER's in progress.	Complete outstanding 2005 EAGER Reviews.	2005 Reviews completed – 2006 Reviews have commenced. <b>Achieved</b>
	<b>Performance Management Framework Returns:</b>		
	Quarterly returns to Executive Director for 2004/05		
	Annual return to Director for 2004/05		
	Qtr 1 return to Director for 2005/06		
	Customer Satisfaction Survey		
	ISO 9001:2000-External Audits carried out – specific performance indicators identified.		

	Quarterly Joint Staffing Watch		
	Statutory Performance Indicators – Absence and Equal Opportunities		
	Annual Employee Statistics Report to Chairs' Monitoring Group		
	Training and Development Statistics to Chairs' Monitoring Group (quarterly)		
	Absence Statistics to Chairs' Monitoring Group (quarterly)		
	Discipline and Grievance Statistics to Chairs' Monitoring Group (quarterly)		
	Equal Opportunities Statistics to Chairs' Monitoring Group (quarterly)		
	Reports for Health and Safety at Work Group (Trade Unions consultation also)		
	SHAW Accreditation Scotland's Health at Work		
	Outposted Personnel Officers (to all main service departments)		
	<b>Best Value:</b>		
	Best Value Position Statement for 2004 & 2005		
	Participation in the SPDS & CIPFA Benchmarking Group		
	<b>Staffing Issues:</b>		
	Service-wide Action Plan		
<b>Performance Assessment 1-6</b>	<b>Evidence</b>	<b>Areas for Improvement</b>	<b>Progress Update</b>
	Accredited Investor in People (IIP)		
	Regular team meetings (key issues cascaded down to all staff)		
	Ad hoc development meetings		
	Team development days on new policy initiatives		
	Line Manager's role		
	Encourage decision making/empowerment		

	Suggestions encouraged for continuous improvement (through ISO system)		
	ISO Management System Work Instructions in place	Develop more specific measurable targets.	Targets set and reviewed at quarterly Management review. <b>Achieved</b>
	<b>Sectional Work Plans in place for:</b>		
	Employee Relations		
	Health & Safety		
	Training & Development		
	Skills Training Unit		
	<b>Consultation and Engagement:</b>		
	Service Customer Satisfaction Survey		
	ISO 9001 audited externally every six months		
	IIP externally assessed every three years		
	Implemented Employee Attitude Survey		
	Employee Recognition/Excellence Awards (October 2005)		

Updated 28 August 2006

**East Ayrshire Council – Department of Corporate Support  
Administration & Legal Services (Service Unit No. 3)  
Strategic Self-Assessment of Performance (12 September 2005)**

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
4	<b>July 2005 EFQM Assessment:</b>	<b>Leadership:</b>	
	We have some results in some areas which are based on regular and recent data; and		
	We have some results covering a significant period of time with some year on year comparisons.	Development of annual management work programme for the Administration Service to provide for review of priorities/areas for improvement	Draft Annual Management Service Work Programme for the Administration Service prepared for review and further development. <b>Achieved</b>
		Supporting and provision of CPD programme for Solicitors and Para-legals.	The service has continued to support Solicitors and Para-legals in their CPD programmes and has introduced a central record of Solicitors' CPD returns. <b>Achieved</b>
		<b>Policy &amp; Strategy:</b>	
		Development of electronic procurement solution;	Successfully completed initial scoping and readiness assessment and is moving to stage one of the implementation phase in October 2006. <b>Good progress</b>
		Development and integration proposals in respect of new liquor licensing and gambling legislation;	Timescales for Implementation of the New primary legislation in relation to liquor licensing and gambling confirm that it is not scheduled to be fully implemented until 2009. As a consequence, in view of the timescale involved, there has been limited

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
			progress to date. <b>Limited progress</b>
		Provision of enhanced title data in support of Corporate Asset Management Strategy;	This action is dependent upon the installation of the recently procured computer software by the property section. <b>Limited progress</b>
		Further develop services for Elected Members to support constituent role;	Progress has been made in relation to a) a ward management system, b) a case management system and c) additional research facilities for Elected Members with all necessary actions identified programmed for implementation in advance of the 2007 elections. <b>On Target</b>
		Further develop services to support Community Council role within Local Government structure; and	Limited progress to date; further areas for taking this action forward have been identified and reported within the Administration and Legal Service's Best Value Service Review. <b>Limited progress</b>
		Further develop Election Services to meet issues arising from the Local Governance (Scotland) Act 2004.	Seminars have been attended in relation to e-counting and assessment exercises. Work is continuing on the review of polling places. <b>Good progress</b>
		<b>People:</b>	
		Develop annual training programme based on EAGER.	Completed and submitted in respect of the Administration Service. Legal Services training programme under development. <b>Partially achieved</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
		<b>Partnership and Resources:</b>	
		Develop an information sharing strategy and action plan.	Development of information sharing strategy ongoing – to be completed by March 2007. <b>On Target</b>
		<b>Processes:</b>	
		Review and develop existing local key performance indicators.	A number of draft local performance indicators have been identified – progress is ongoing with a view to implementation by March 2007. <b>On Target</b>
		<b>Customer Results:</b>	
		Review results and feedback received from customer surveys in terms of Members Support, Committee Administration, Council Officer Services, Common Services, Community Council Support, client Departments, Council House Sale applicant/agents and external organisations/Trusts, e.g. West of Scotland Loan recipients to identify areas for developing services and review existing processes and procedures; and	A wide range of customer surveys were conducted and used to inform the Administration and Legal Best Value Service Review. Results were used to identify service development opportunities and are reflected in outcome of the Best Value Service Review. <b>Achieved</b>
		Identify benchmark activities to support continuing improvement.	A wide range of benchmarking activities were used to inform the Administration and Legal Service's Best Value Service Review. Areas for improvement identified informed the service review process and have been addressed in the outcome of the Best Value Service Review.

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
			<b>Achieved</b>
		<b>People Results:</b>	
		Consider results of employee survey in respect of key activities. Identify improvement areas.	High Level issues debated at CMT 7 December. Four Staff Focus Groups have been established to respond to specific areas for improvement identified by the Survey. <b>Achieved</b>
		<b>Key Performance Results:</b>	
	Local Performance Indicators for: <ul style="list-style-type: none"> <li>• Errors in Committee papers/minutes etc.</li> <li>• Administration of Local/National Election process</li> </ul>	Consider opportunities for benchmarking key service activities for comparison with "family of Councils".	The Administration and Legal Service's Best Value Service Review identified opportunities for benchmarking key service activities with family groups. Work in this respect is ongoing and will be further developed through participation on the SOLAR Administrative Services Best Practice Group. <b>Good Progress</b>
	<b>Non EFQM Issues:</b>		
	<b>EAGER:</b>		
	Comprehensive staff EAGER assessments covering 2003, 2004 and 2005.		
	<b>Performance Management Framework Return:</b>		
	Annual return to Director for 2004/05.		
	<b>Best Value Position Statement:</b>		
	2004		
	2005		
	Participation in key activity partner and stakeholder benchmarking working groups.		
	<b>FREEDOM OF INFORMATION:</b>		
	Fully compliant arrangements for Freedom of		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	Information.		
	Lead role in Freedom of Information and associated legislation.		
	CoSLA: Freedom of Information Officers' network.		
	<b>RECORDS MANAGEMENT:</b>		
	Lead role in developing Council's policy and procedures.		
	<b>STAFFING ISSUES:</b>		
	Regular Team Meetings;		
	Comprehensive procedure notes for key activities;		
	Managers/Leaders give continuous support/mentoring;		
	Job rotation/secondment opportunities encouraged;		
	Career Development Scheme for Administration Officers, Solicitors and Para-Legals; and		
	Suggestions encouraged for continuous improvement (e.g. developing on-line purchasing for Trust applicants).		
	Implementation of staff ID protocol.		
	Scottish Member Services Development Network.		
	Administration Services Best Practice Group - SOLAR.		
	<b>Procurement:</b>		
	Development/implementation of corporate procurement strategy; and		
	Re-engineering of Council's Procurement Section.		
	Development/review of Standing Orders Relating to Contracts.		
	Lead role in Procurement Working Group.		
	<b>Consultation and Engagement:</b>		
	One-to-one support/consultation with Elected		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	Members;		
	Annual Seminar for Community Representatives;		
	Annual consultation meeting with Community Councils;		
	Participation in Community Representative Working Group;		
	Consultation with Licensing Trade		
	Council House Sale User Questionnaire		
	Client consultation in respect of tendering/procurement services		
	Progress meetings with Departmental cliental.		
	Engagement of communities in Boundary Commission review.		
	Support to Local Committee process guide for Community Representatives and Community Representatives Working Group.		
	Grapevine: Local Committee newssheet.		
	Council A-Z Service on internet site.		
	Availability of Minutes and reports on internet site.		
	Planning Hearing System.		
	Co-ordinating role in public 15 minute question and answer session.		

Updated 28 August 2006

**East Ayrshire Council – Department of Corporate Support  
Corporate Development and Communication (Service Unit No. 4)  
Strategic Self-Assessment of Performance (12 September 2005)**

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
5	<b>July 2005 EFQM Assessment:</b>	<b>Leadership:</b>	
	<p>We Have a Wide Set of Results in this area, which are maintained as part of a formal review process.</p> <p>We can show actions and initiatives driven from this data.</p>	<p>Consider putting in place more formal training requirements for new Policy Initiatives.</p>	<p>Staff development standing item on CPPU team meetings.</p> <p>A PRINCE 2 accredited Project Management 4-day course was held in March 2006. 3 staff from CD&amp;C Section attended this course.</p> <p>Elected Members have been briefed on the BV/CP Audit – December 2005.</p> <p style="text-align: right;"><b>Good Progress</b></p>
	<p>We can display some year on year comparisons and external benchmark data.</p>	<b>Policy &amp; Strategy:</b>	
	<p>We can show trends and improvements against action plans.</p>	<p>Continue to review the ongoing training needs for employees participating in the EFQM process.</p>	<p>Training session held on 12 November. Graphics staff briefed June 2005. New staff Member for Best Value &amp; Performance undertook Quality Scotland training.</p> <p style="text-align: right;"><b>Achieved</b></p>
	<p>Our performance in this area is sought after by other organisations for benchmarking purposes, e.g. :</p> <ul style="list-style-type: none"> <li>• Community Planning</li> <li>• Co-location of Public Services</li> <li>• Compliance with CIPFA/SOLACE Corporate Governance Framework</li> </ul>	<p>Further develop arrangements for disseminating information on key issues arising from the Local Government in Scotland Act, 2003 to Elected Members.</p>	<p>Policy Officers briefing session held on 10 October 2005.</p> <p>Community Planning Partnership Board established. Best Value &amp; Performance Workplan maintained. Best Value Review Guide published and distributed. Best Value Audit</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	<ul style="list-style-type: none"> <li>ABC Benchmarking Group</li> </ul>		<p>Submission published and distributed. Member briefings produced. A review of compliance with the CP elements of the Local Government Scotland Act has been carried out as part of the Community Planning four-yearly review.</p> <p style="text-align: right;"><b>Achieved</b></p>
		<p>Drive forward ownership of the Community Plan Action Plans to all employees within the Section.</p>	<p>Periodic Management Reports produced for BV&amp;P, CPPU and PR/Graphics evidences that this is now routinely happening. Action plans routinely considered within the overall CPPU processes. Annual Performance report circulated to all CPPU staff.</p> <p style="text-align: right;"><b>Achieved</b></p>
		<b>People:</b>	
		<p>Seek to reduce reliance on temporary posts within the CP&amp;P Section.</p>	<p>All CPPU staff now made permanent.</p> <p style="text-align: right;"><b>Achieved</b></p>
		<b>Partnerships &amp; Resources:</b>	
		<p>Develop an information exchange protocol between Community Planning Partners.</p>	<p>Informal information exchange protocols in place.</p> <p style="text-align: right;"><b>Achieved</b></p>
		<p>Further develop the Council's Public Performance Reporting Strategy in line with statutory guidance and regulations.</p>	<p>Update reports to Committee. Finalised Regulations awaited. Significant delays by the Scottish Executive resulting in confirmation by the Executive that regulations will not be published. Strategy to be developed now taking cognisance of the conclusions from the Best Value Audit.</p>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
			<b>Good Progress</b>
		Develop a community planning consultation and engagement Action Plan and toolkit.	Action Plan and toolkit prepared and 'signed off' by the Scottish Community Development Foundation – expected to issue November 2006. <b>Good Progress</b>
		<b>Processes:</b>	
		Further develop Local Key Performance Indicators across the Section.	Local KPI's now in place for Press Releases; PR Events Management; Press Cuttings, and Graphic Design Commissions <b>Achieved</b>
		<b>Customer Results:</b>	
		Review results and feedback received from annual customer surveys undertaken in respect of Public Relations, Photography, Event Management and Graphic Design Commissions to inform future target setting and identify potential for improvement in existing protocols and procedures.	Completed for all functions listed in the action <b>Achieved</b>
		Consider potential areas for benchmarking initiatives to allow learning from other organisations.	ABC Benchmarking Group attended by Best Value & Performance Section. <b>Ongoing</b>
		<b>People Results:</b>	
		Consider results of the 2005 Employee Attitude Survey in relation to the section with a view to identifying potential improvement initiatives and setting future targets as appropriate.	High Level issues debated at CMT 7 December. Four Staff Focus Groups have been established to respond to specific areas for improvement identified by the Survey. <b>Achieved</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
		<b>Key Performance Results:</b>	
		Consider potential areas for benchmarking Initiatives to allow learning from other organisations.	ABC Benchmarking Group attended by Best Value & Performance Section. <b>Ongoing</b>

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	<b>Non EFQM Issues:</b>		
	<b>EAGER:</b>		
	Comprehensive staff EAGER assessments covering all staff, for 2003, 2004, 2005	Monitor/Review implementation of the 2005 Service Objectives (for employee and employer related objectives)	Mid year reviews of all employees' 2005 EAGER objectives carried out. 2006 EAGER assessments now being undertaken. <b>Achieved</b>
	<b>Community Plan:</b>		
	Sets strategic context for East Ayrshire	Facilitate more Mainstreaming of flagship/key CP&P projects.	Process to progress mainstreaming of CP&P projects underway. Report on this issue due to be considered by the Community Planning Partnership Board in Autumn 2006. <b>Good Progress</b>
	Key strategic and Facilitating role for East Ayrshire CP&P (including engagement of all parties)		
	2003/04 Year 1 Annual Performance Report		
	2004/05 Year 2 Annual Performance Report		
	2004/05 Action Plan Mid Term Review		
	Partnership Assessment Scorecard piloted	Roll out Assessment Scorecard with Joint Officers Group, Community Groups and Partner Organisations including Council	Partnership Assessment Scorecard implemented in March 2006. All relevant actions have been incorporated into the JOG workplan.

			<b>Achieved</b>
	Regeneration Outcome Agreement:, 05/08: sets Strategic Regeneration Priorities for East Ayrshire		
	<b>Performance Management Framework Returns:</b>		
	Quarterly returns to Executive Director for 2004/05		
	Annual returns to Director for 2004/05		
	Qtr 1 return to Director for 2005/06		
	Public Relations Customer Satisfaction Survey		
	Public Relations Photocall/Event Handling Customer Satisfaction Survey		
	Graphic Design Customer Satisfaction Survey		
	BNSF Independent Evaluation		
	BNSF Annual Reports 2003 & 2004		
	SIP Coalfield Area 1999-2005 Annual Reports		
<b>Performance Assessment 1-6</b>	<b>Evidence</b>	<b>Areas for Improvement</b>	<b>Progress Update</b>
	SI North Initiative 2001-2005 Annual Reports		
	Community Based Youth Justice 2003-2005 Annual Reports		
	<b>Best Value Issues</b>		
	<b>Best Value Position Statements for:</b>		
	<ul style="list-style-type: none"> <li>• 2004</li> <li>• 2005</li> </ul>		
	PWC's Transitional Audit Action Plan		
	Introduction of EFQM Pathway Product		
	Review of EFQM Pathway Product 'one year on'	2 <sup>nd</sup> Annual Review of process due April 2006	Report on the outcome of the annual review of EFQM and Pathway considered by the Corporate Governance Committee on 8 June

			2006. <b>Achieved</b>
	Participation in the ABC Benchmarking Group	Summarised report on outcomes arising from the Group	Report on outcomes arising from participation in the ABC Benchmarking Group prepared as evidence for the Best Value and Community Planning Audit. <b>Achieved</b>
	Quality Scotland Members		
	<b>Staffing Issues:</b>		
	Regular reviews of Staffing Structures (major reviews June 2003 & 29 Sept 05)		
	Regular team meetings (key issues cascaded down to all staff)		
	Ad hoc development meetings		
	Team development days on new policy initiatives		
	Line Manager's role		
	Encourage decision making/empowerment		
	Suggestions encouraged for continuous improvement (e.g. Spend to Save for in-house photograph printing)		
	Procedure notes in place for all key activities		
	<b>Sectional Workplans in place for:</b>		
	Best Value and Performance (2003 Act)		
	Community Planning and Partnership (2003 Act)		
	CP&P JOG Workplan		
	Communications Plan linked to Community Plan Action Plans		
	Graphics Design Workplan 05/06 (with fortnightly updates)		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	<b>Procurement:</b>		
	Photography contract in place since April 2003 for Freelance Photographers	New Tender / Contract to be arranged w/e/f April 2006	
	Advertising Agency contract in place for Council magazines Eastwords and Headlines		
	<b>Consultation and Engagement:</b>		
	Customer feedback sought through a variety of mechanisms including Surveys, Option Finder, Focus Groups and Citizens' Panels		
	Council wide Residents' Survey – Summer 2005		
	Annual Public Performance Report, including analysis of returns		
	'It's Better to Listen' leaflet returns		
	Community Planning Partnership commitment to joint consultation and engagement (e.g. 2005 Residents' Survey)		
	Engagement with local media organisations		
	Links to Community Health Partnership		

Updated 28 August 2006

**East Ayrshire Council – Department of Corporate Support  
Information Technology (Service Unit No. 5)  
Strategic Self-Assessment of Performance (12 September 2005)**

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
<b>5</b>	<b>January 2005 EFQM Assessment:</b>	<b>Policy &amp; Strategy:</b>	
	We have results in some areas which are based on regular and recent data	Update IT Policies and Codes of Practice - Continue to update IT Strategy, ICT Security Policy, E-Government Strategy etc.	A new IT Strategy, which incorporates and updates the E-Government Strategy has been drafted and circulated to members of the ISG for comment – anticipated publication date December 2006.  ICT Security Policy currently being updated – anticipated publication date December 2006.  <b>Partially achieved</b>
	We have quite a few results covering a significant period of time, with some year on year comparisons	Expand Asset Management project will implement remote software delivery, anti-virus control, asset management and remote control of PC's across the WAN.	Completed for all existing PCs – all new PCs will also be included within the Asset Management Project.  <b>Achieved</b>
	We do some comparisons and benchmarking	<b>People:</b>	
		Adopt “regular” Service Review in line with corporate approach.	IT Service Review currently underway and being carried out using Corporate guidance.  <b>Achieved</b>
		Production of a service report for stakeholders, including elected members.	An electronic service delivery Performance Report was considered by the Policy and Resources Committee on 8 February 2006. This will be developed into a wider IT

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
			Performance Report in June 2007. <b>Partially achieved</b>
		Redraft and reissue 'Employee Guide to Best Value' to improve the employee awareness of Best Value.	Corporate Best Value Review Guide updated and issued to all IT managers – August 2005. <b>Achieved</b>
		<b>Partnerships &amp; Resources:</b>	
		Further develop use of Intranet for knowledge & information sharing.	Intranet information constantly updated and developed by a dedicated team for example the intranet is now used for service review questionnaires and IT Performance Reporting. <b>Achieved</b>
		<b>Processes:</b>	
		Continue to develop benchmarking comparisons through KPIs and with other authorities / organisations. Publish KPIs through SOCITM & Scottish Executive.	SOCITM and Scottish Executive input has been used to develop KPIs in relation to Electronic Government. <b>Achieved</b>
		Establish more benchmarking partners.	All Scottish local authorities now participate and contribute to benchmarking KPIs in relation to Electronic Government . <b>Achieved</b>
		<b>Customer Results:</b>	
		Include face to face interviews with customers regarding results of survey at Service Review Meetings	This will be completed as part of the IT Service Review scheduled to be completed by Spring 2007. <b>Ongoing</b>
		<b>Society Results:</b>	
		Develop continuous formal comparisons between EAC Website	Comparisons are carried out annually by SOCITM. The Council's website

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
		and "Best in Class" and review Action Plan for improvements. Use SOCITM results.	remains consistently best in class. <b>Achieved</b>
	<b>Non EFQM Issues:</b>		
	<b>EAGER:</b>		
	Comprehensive staff EAGER assessments covering all staff, for 2003, 2004; 2005 EAGER's in progress.	Complete outstanding 2005 EAGER Reviews.	2005 EAGER Reviews completed for all IT staff. <b>Achieved</b>
	<b>Community Plan:</b>		
	Actions 2.5 and 7.4 of Community Plan completed in respect of PCs in Public Buildings and introduction of Income management		
	<b>Corporate ICT Strategy in place:</b>		
	ICT Action Plan in place		
	Progressing with electronic delivery of council and information services		
	An Electronic Government Strategy has now been published and is the principle strategic document for delivering ICT Services		
	<p>An Electronic Government Action Plan in place;</p> <ul style="list-style-type: none"> <li>• Benchmarking arrangements in place</li> <li>• Key Performance Indicators in place, measuring and reporting on the effectiveness of the Council's approach</li> <li>• Adherence to the 2005 e-government targets through Customer Contact Gateway</li> <li>• Working with the private sector following Scottish Executive Stage 1 approval of e-government plans for development of shared ICT Services</li> </ul>	Continue working relationship with North and South Ayrshire Councils and NHS Ayrshire & Arran	Scottish Executive stage 2 bid developed and approved by Policy and Resources Committee on 30 March 2006. <b>Achieved</b>
	Public Sector Electronic Delivery Targets met		
	Improvements to the Council's/Customer Interface		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	in place		
	<b>Performance Management Framework Returns:</b>		
	Quarterly returns to Executive Director for 2004/05		
	Annual return to Director for 2004/05		
	Qtr 1 return to Director for 2005/06		
	Customer Satisfaction Survey		
	External Audit assessments carried out, specific actions identified and being progressed		
	SOCITM Website assessment and action plan agreed	Implement Action Plan.	The Council's website is reviewed annually by SOCITM and remains consistently best in class. <b>Achieved</b>
	SOCITM National Award for Council's Website (2 <sup>nd</sup> in 2004; 1 <sup>st</sup> in 2005, including e-transactions)		
	<b>Best Value Position Statement:</b>		
	Adoption of EFQM Pathway Product in support of Best Value		
	Participation in the Scottish Councils Benchmarking Group using SOCITM KPIs.		
	<b>Staffing Issues:</b>		
	Regular team meetings (key issues cascaded down to all staff)		
	Ad hoc development meetings		
	Team development days on new policy initiatives		
	Encourage decision making/empowerment		
	Suggestions encouraged for continuous improvement		
	Procedure notes in place for all key activities		
	<b>Sectional Work Plans in place for:</b>		
	IT Service Review		
	Network Audit		

Performance Assessment 1-6	Evidence	Areas for Improvement	Progress Update
	IT Service Strategy		
	Modernising Government Fund Initiative (MGF)		
	E-Government Fund Initiative (EGF)		
	Electronic Service Delivery Initiative (ESD)		
	Information Communications Technology Steering Group (ICTSG)		
	<b>Procurement:</b>		
	Processes in place to establish and monitor corporate procurement arrangements for all IT equipment, services and systems.		
	Council at advanced stage in adopting the CAP GEMINI / Ernst & Young e-purchasing system	Measure ongoing procurement savings	This initiative is at the early stages of implementation with a live trial launch scheduled by end 2006. <b>On Target</b>
	<b>Consultation and Engagement:</b>		
	Customer feedback sought through a variety of mechanisms including Customer Surveys, Website Surveys		
	Staff Attitude Survey		
	Employee Excellence Awards Ceremony.		

Updated 28 August 2006