

APPENDIX 4

IMPROVEMENT ACTION PROGRESS REPORT

1. Agreed improvement action from the 2000/01 PMP with Audit Scotland.	2. Agreed key milestone dates from the 2000/01 PMP audit.	3. Brief description of what the improvement was intended to achieve.	4. To what extent has the improvement action been implemented? Please describe and allocate a letter A-D as per Exhibit 1.	5. Evidence that can be made available to the auditor to support the assessment.	6. Dates for follow up work agreed with Audit Scotland	7. Progress at 31 December 2003, review by Internal Audit.
5. Develop and host Service Challenge Day	<ul style="list-style-type: none"> ▪ Develop training programme June 2001 ▪ Services nominate staff to attend days August 2001 ▪ Trainers are trained August 2001 ▪ Organise events September 2001 ▪ Host events September 2001-2002 ▪ Review and revise events March 2002 	Staff would have <ul style="list-style-type: none"> ▪ greater awareness of Best Value ▪ more involvement in the Best Value process ▪ more ownership of the process 	We have postponed this task for the following reasons. The Service Challenge Day aimed to inform staff about Best Value in general and particularly in relation to the Best Value requirements outlined in the Local Government Bill (as they are likely to be the staff responsible for implementing these requirements). However, the Local Government Bill has still not received assent and the associated guidance has been considerably delayed. Therefore, we have decided to wait until the guidance has been developed and the Bill has received assent to ensure that all of the required information is given to staff otherwise there is a high risk of having to run the training days again which would be prohibitively expensive and not achieve the best use of our resources. Secondly, the aim of the service challenge day is to train 3 rd tier managers who were then going to act as cascades to their staff.	The work is programmed in the Corporate Policy Service Plan. (5)	January 2004	A service challenge day has been held on 9 December 2003 and a Best Value champions forum established with predominately 3 rd tier managers. Every quarter the champions will meet to discuss performance.

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			<p>However, the implementation of the organisational review recommendations would mean that a number of the existing 3rd tier staff might no longer be the most appropriate people to train. Therefore, to avoid duplication it is important that we wait until after the review to ensure that we train the most appropriate people.</p> <p>We still have this work scheduled in our work programme however we do not plan to commence until the Local Government Bill receives assent and the organisation review is completed. The revised timescales are as follows</p> <ul style="list-style-type: none"> ▪ Develop training programme Oct 03 ▪ Services nominate staff to attend Nov 03 ▪ Trainers are trained Dec 03 <p>Host events January 04(B)</p>			

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7. Ensuring team meeting structures are in place to cascade information about best value to Council staff	<ul style="list-style-type: none"> ▪ Design cascade structure July 2001 ▪ Establish cascade structure Sep 2001 ▪ Monitor and evaluate the effectiveness of the structure March 2002 	Staff have <ul style="list-style-type: none"> ▪ Greater awareness of Best Value ▪ more involvement in the Best Value process ▪ more ownership of the process 	This action is based on the assumption that 3 rd tier managers are going to act as cascades to their staff. However, the implementation of the organisational review recommendations would mean that a number of the existing 3 rd tier staff might no longer be the most appropriate people to train. Therefore, to avoid duplication it is important that we wait until after the review to ensure we train the most appropriate people. The revised timescales are as follows <ul style="list-style-type: none"> ▪ Design cascade structure Oct 03 ▪ Establish cascade structure Dec 03 ▪ Monitor and evaluate the effectiveness of the structure <p>(B)</p>	<ul style="list-style-type: none"> ▪ N/A 	January 2004	Working towards the March 04 date, on target to be finished on time.

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22. Complete implementation of management information systems to deliver required performance information	<ul style="list-style-type: none"> • The Council is to review its management information systems Nov 02 • Recommendations as how to improve systems Dec 02 • Implement action Plan Mar 03 	The Council will have information systems, which will enable it to provide the information that stakeholders require.	The Council has undertaken a review of the information systems and made recommendations for improvement. Corporate Policy has also established a research forum. However the finally implementation of the recommendations is likely to be delayed due to the restructuring of the organisation as it would not be wise to implement a number of recommendations until the correct structures are in place. (B)	<ul style="list-style-type: none"> ▪ Knowledge Management Report to Management Team (19th Dec 2002) (See 21.1) ▪ Establishment of research forum.(23.2) 	Initially scheduled for March 2003 Could be delayed until autumn depending on the Best Value Task Force - Autumn 2003 – September 2003	Although progress is being made this will be the subject of a review by the new Policy & Strategy Manager once in post.

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1. Agreed improvement action from the 2000/01 PMP audit.	2. Agreed key milestone dates from the 2000/01 PMP audit carried out by Audit Scotland.	3. Brief description of what the improvement was intended to achieve.	4. To what extent has the improvement action been implemented? Please describe and allocate a letter A-D as per Exhibit 1.	5. Evidence that can be made available to the auditor to support the assessment.	6. Dates for follow up work agreed with Audit Scotland	7. Progress as at 31 October 2003.
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<p>A – The council manager can demonstrate that implementation has progressed as planned in the original improvement action template i.e. action complete or planned milestones met and on target.</p>	<p>C – Progress is less than intended in the original improvement action template. The council manager cannot demonstrate they have plans in place to complete the action.</p>
<p>B – Progress is less than intended in the original improvement action template. The council manager can demonstrate they have plans in place to complete the action.</p>	<p>D – The council no longer intend implementing the original improvement action. Reasons should be given for not implementing the original action.</p>