

APPENDIX 4

IMPROVEMENT ACTION PROGRESS REPORT

1. Agreed improvement action from the 2000/01 PMP audit.	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. Follow up date.
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 	<p>Staff would have</p> <ul style="list-style-type: none"> ▪ greater awareness of Best Value ▪ more involvement in the Best Value process ▪ more ownership of the process 	<p>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.</p> <p>Secondly, the aim of the service challenge day is to train 3rd tier managers who were then going to act as cascades to their staff.</p>	The work is programmed in the Corporate Policy Service Plan. (5)	January 2004

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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.</p> <p>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 ▪ Host events January 04 <p>(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 March 04 	<ul style="list-style-type: none"> ▪ N/A 	January 2004

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20. Develop the information strategy to ensure that effective, relevant and timely measures of performance are in place or are in development	<ul style="list-style-type: none"> ▪ Initial proposed measures by April 2001 ▪ Consultation on measures via Citizens Panel third quarter of 2001 ▪ Agreed plan for action 23 incorporated into Integrated Corporate Plan February 2002 	<ul style="list-style-type: none"> ▪ Identification of key performance measures across all services 	<p>This has been incorporated into the council's strategic service review on knowledge management. The review has a six month timescale and is due to start in February</p> <p>Also identified as an action to be taken forward from the latest EFQM face to face session.</p>	<ul style="list-style-type: none"> ▪ Knowledge Management Best Value Review Report to Management Team (19th Dec 2002) (21.1) ▪ Alasdair's diary of road shows (21.2) ▪ The road show presentation (21.3). 	September 2003
21. Extension of reporting to relevant service points	<ul style="list-style-type: none"> ▪ Following agreed measures, performance information to be displayed at all service points by March 2003 	Performance Information available to the public at point of service use	<p>As some services already publish performance information at the point of service delivery.</p> <p>The Council has been undergoing an organisational review since August 2002. The review is likely to change the structure of the organisation and the way we interface with the public.</p>	<ul style="list-style-type: none"> ▪ The Development and Building Control Handbook is sent/given to every one who makes a planning application. (22.1) ▪ A notes about the location/ availability of the figures. There is a need to visit the offices to verify this. (22.2) 	<p>At some points March 2003</p> <p>At all points September 2003</p>

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			<p>Therefore, we decided that if services did not have their point of service reporting structure in place then we would suspend the requirement to do so until after the review.</p> <p>There has also been slippage because of the latest of national guidance from the Best Value Task Force. See 23.</p>	<ul style="list-style-type: none"> ▪ An example of the performance figures that Development and Building Control report at the Areas Offices. (22.3) 	

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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.	<ul style="list-style-type: none"> ▪ Knowledge Management Report to Management Team (19th Dec 2002) (See 21.1) ▪ Establishment of research forum.(23.2) 	<p>Initially scheduled for March 2003</p> <p>Could be delayed until autumn depending on the Best Value Task Force - Autumn 2003 – September 2003</p>

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<p>23. Ensure effective systems are in place for improvement in PPR systems for succeeding years.</p> <p><i>As a result of Audit Scotland's recommendations, we have added the following- Develop and report on local performance indicators.</i></p>	<p>Services are to develop qualitative performance indicators rather than just using the quantitative statutory indicators.</p>	<ul style="list-style-type: none"> ▪ Identification of key performance measures across all services <p>The Council could provide to customers and citizens useful and meaningful performance information relating to local concerns, or needs.</p>	<p>On schedule to achieve this as we have embarked upon this task however do not wish to complete this work until the Local Government Bill second tier guidance for PPRg and developing local indicators is available as being too proactive may result in duplicating work. Therefore, we are on track now but it is considered that the national guidance may not be available until autumn hence this would delay our completion date.</p>	<ul style="list-style-type: none"> ▪ PMP framework ▪ Knowledge Management Report to Management Team (19th Dec 2002) (See 21.1) ▪ Establishment of research forum. (24.2) 	<p>March 2003</p> <p>Initially scheduled for March 2003</p> <p>Could be delayed until autumn depending on the Best Value Task Force - Autumn 2003 – September 2003</p>