

## 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.	Progress as at 30 <sup>th</sup> June 2003.
5. Develop and host Service Challenge Day	<ul style="list-style-type: none"> <li>▪ Develop training programme June 2001</li> <li>▪ Services nominate staff to attend days August 2001</li> <li>▪ Trainers are trained August 2001</li> <li>▪ Organise events September 2001</li> <li>▪ Host events September 2001-2002</li> <li>▪ Review and revise events March 2002</li> </ul>	<p>Staff would have</p> <ul style="list-style-type: none"> <li>▪ greater awareness of Best Value</li> <li>▪ more involvement in the Best Value process</li> <li>▪ more ownership of the process</li> </ul>	<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. Secondly, the aim of the service challenge day is to train 3<sup>rd</sup> tier managers who were then going to act as cascades to their staff.</p>	<p>The work is programmed in the Corporate Policy Service Plan. (5)</p>	<p>January 2004</p>	<p>Working towards this date, on target to be finished on time.</p>

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			<p>However, the implementation of the organisational review recommendations would mean that a number of the existing 3<sup>rd</sup> 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"> <li>▪ Develop training programme Oct 03</li> <li>▪ Services nominate staff to attend Nov 03</li> <li>▪ Trainers are trained Dec 03</li> </ul> <p>Host events January 04(B)</p>			

- \* Gradings are explained in Exhibit 1, which is included on page 17 at the end of the IAPR.

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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"> <li>▪ Design cascade structure July 2001</li> <li>▪ Establish cascade structure Sep 2001</li> <li>▪ Monitor and evaluate the effectiveness of the structure March 2002</li> </ul>	Staff have <ul style="list-style-type: none"> <li>▪ Greater awareness of Best Value</li> <li>▪ more involvement in the Best Value process</li> <li>▪ more ownership of the process</li> </ul>	This action is based on the assumption that 3 <sup>rd</sup> 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 <sup>rd</sup> 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"> <li>▪ Design cascade structure Oct 03</li> <li>▪ Establish cascade structure Dec 03</li> <li>▪ Monitor and evaluate the effectiveness of the structure March 04</li> </ul> <p><b>(B)</b></p>	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>	January 2004	Guidance has been issued from personnel, on target to meet this date.

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10. Adopt and implement the Equal Opportunities Policy for service users	<ul style="list-style-type: none"> <li>▪ Adopt policy March 2002</li> <li>▪ Train staff December 2002</li> <li>▪ Implement Policy Jan 2003</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improved access to services for excluded groups</li> </ul>	Equal opportunities issues are dealt with through the recently adopted equalities policy.  (A)	<ul style="list-style-type: none"> <li>▪ Council minutes to demonstrate that the policy was adopted by Council on the 28<sup>th</sup> November 02 (10.1)</li> <li>▪ Equalities Policy (10.2)</li> <li>▪ The racial equalities policy has been published on our web-site (10.3)</li> <li>▪ The equalities policy is available in our Public Folders.(10.4)</li> </ul>	N/A	

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14. To introduce activity based costing	<ul style="list-style-type: none"> <li>▪ Activity based costing process December 2002</li> </ul>	A better understanding of the costs of each individual element of a service. This will ensure that better management decisions can be made about funding services.	<p>The Local Government Bill requires councils to develop trading accounts for significant operations and it requires Councils to implement BVACOP. The legalisation provides a number of new opportunities in relation to how we operate and manage our finances. The Council is investigating these opportunities and devising an action plan that may or may not include activity based costing.</p> <p><b>(D)</b></p>	<ul style="list-style-type: none"> <li>▪ Management Team paper (Feb 2003) on the implications of the Local Government Bill. (14)</li> </ul>	N/A	

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15. To develop 3 year budgeting (prompt 14) further by integrating the service planning process with the budgeting process more fully. The key intention being to produce during the course of 2001-2, the framework for an integrated corporate service and financial plan.	<ul style="list-style-type: none"> <li>▪ Integrated planning guidance issued in draft July 2001</li> <li>▪ First integrated service and budget plans November 2001</li> <li>▪ First Corporate Service and Financial Plan Feb 2002</li> </ul>	<ul style="list-style-type: none"> <li>▪ Developing a corporate integrated budget and service plan will ensure that the council is making the best use of scarce resources.</li> <li>▪ It will also ensure a more integrated and joined up approach to service delivery</li> </ul>	Completed  (A)	<ul style="list-style-type: none"> <li>▪ Service Planning Guide (15.1)</li> <li>▪ An integrated service and budget plan (15.2)</li> <li>▪ The Corporate Service Plan. (15.3)</li> <li>▪ Minute of the Council (15.4)</li> </ul>	N/A	

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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"> <li>▪ Initial proposed measures by April 2001</li> <li>▪ Consultation on measures via Citizens Panel third quarter of 2001</li> <li>▪ Agreed plan for action 23 incorporated into Integrated Corporate Plan February 2002</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of key performance measures across all services</li> </ul>	<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> <p><b>(B)</b></p>	<ul style="list-style-type: none"> <li>▪ Knowledge Management Best Value Review Report to Management Team (19<sup>th</sup> Dec 2002) (21.1)</li> <li>▪ Alasdair's diary of road shows (21.2)</li> <li>▪ The road show presentation (21.3).</li> </ul>	September 2003	Follow up work to be completed, but on target to be completed on time.
21. Extension of reporting to relevant service points	<ul style="list-style-type: none"> <li>▪ Following agreed measures, performance information to be displayed at all service points by March 2003</li> </ul>	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><b>(A)</b></p> <p>The Council has been undergoing an organisational review since August 2002. The review is likely to change the</p>	<ul style="list-style-type: none"> <li>▪ The Development and Building Control Handbook is sent/given to every one who makes a planning application. (22.1)</li> <li>▪ A notes about the location/ availability of the figures. There is a need to visit the</li> </ul>	<p>At some points March 2003</p> <p>At all points September 2003</p>	As a result of org. review and staffing problems there is a possibility that this deadline may not be met.

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			structure of the organisation and the way we interface with the public.	offices to verify this. (22.2)		
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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"> <li>▪ An example of the performance figures that Development and Building Control report at the Areas Offices. (22.3)</li> </ul>		

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22. Complete implementation of management information systems to deliver required performance information	<ul style="list-style-type: none"> <li>• The Council is to review its management information systems Nov 02</li> <li>• Recommendations as how to improve systems Dec 02</li> <li>• Implement action Plan Mar 03</li> </ul>	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 final 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>(B)</b>	<ul style="list-style-type: none"> <li>▪ Knowledge Management Report to Management Team (19<sup>th</sup> Dec 2002) (See 21.1)</li> <li>▪ Establishment of research forum.(23.2)</li> </ul>	Initially scheduled for March 2003  Could be delayed until autumn depending on the Best Value Task Force - Autumn 2003 – September 2003	On track to meet Sep'03 deadline

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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-</i>                      Develop and report on local performance indicators.</p>	<p>Services are to develop qualitative performance indicators rather than just using the quantitative statutory indicators.</p>	<ul style="list-style-type: none"> <li>▪ Identification of key performance measures across all services</li> </ul> <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> <p><b>(B)</b></p>	<ul style="list-style-type: none"> <li>▪ PMP framework</li> <li>▪ Knowledge Management Report to Management Team (19<sup>th</sup> Dec 2002) (See 21.1)</li> <li>▪ Establishment of research forum. (24.2)</li> </ul>	<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>	<p>Completed</p> <p>Completed</p>

**Exhibit 1: Extent of action implementation**

<b>A</b> – 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.	<b>C</b> – 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.
<b>B</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.	<b>D</b> – The council no longer intend implementing the original improvement action. Reasons should be given for not implementing the original action.