

Appendix One



BEST VALUE IMPROVEMENT AGENDA

- Strategic Action Plan

May 2009

BV Improvement Agenda	Current Improvement Plans/Actions in Place	Additional Plans/ Actions to Address Outstanding Issues	Timescale	Lead Officer	Outcome
<p>1. Increase the pace of development in relation to customer services including simplifying access to the council, implementation and monitoring of complaints and the new corporate customer service strategy</p>	<p>The Council approved a new Customer Service Strategy in March 2009. The Strategy includes an Implementation Plan which sets out a revised corporate approach to responding to customer feedback and complaints and improving customer access</p> <p>The Strategy was informed through the findings of a scrutiny review of customer services which reported to the Policy and Resources Committee in December 2008 together with the outcomes of the diagnostic work undertaken during 2008.</p>	<p>Roll out of customer service training and awareness programme, including the piloting of the Customer Service Professional Qualification</p> <p>Implement a single system for recording and monitoring customer feedback</p> <p>Develop three year programme to improve the number of electronically enabled services available to customers</p>	<p>June 2009</p> <p>August 2009</p> <p>October 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Improved levels of customer satisfaction with Council services</p>

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<p>2. Improve resource management to ensure that finance, assets, ICT and workforce are considered together, and used strategically to deliver key priorities</p> <p>(Also refers to improvement agenda items – 3, 4 and 5)</p>	<p>Strategic Operating Model setting out a revised management organisational structure approved by Council in March 2009. The Model has been developed to support the achievement of corporate objectives and the delivery of the local outcomes prioritised for delivery in the East Dunbartonshire SOA.</p> <p>The following core elements for the strategic management of resources are now in place and are geared to support the implementation of the Strategic Operating Model and the delivery of the SOA</p> <ul style="list-style-type: none"> - ICT Strategy - Workforce Planning Framework - Corporate Asset Management Plan - Capital Programme 	<p>Develop and implement corporate approach to workforce planning. Framework approved by Policy and Resources Committee in April 2009</p> <p>Roll out of Corporate Asset Management Plan approved by Council in April 2009</p> <p>Capital Programme developed for 2009/10 -2012/13</p> <p>Roll out of ICT Strategy approved by Council in February 2008</p>	<p>April 2010</p>	<p>Chief Executive</p>	<p>Enhanced longer-term planning of workforce requirements, finances, ICT and buildings and land linked to the delivery of the outcomes in the East Dunbartonshire Single Outcome Agreement</p>

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2. (continued)		Medium Term Financial Plan developed for approval by Council which links financial decision-making to delivery of SOA outcomes	September 2009		

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<p>3. Increase the level of challenge to existing ways of doing things through a programme of service and strategic reviews, and a clear approach to testing competitiveness</p> <p>(Also refers to improvement agenda items 4, 5 and 10)</p>	<p>A more effective alignment of services is set out in the Strategic Operating Model, developed following a Council wide organisational review.</p> <p>Corporate guidance for the undertaking of reviews will apply the best value principles of customer focus, consultation, benchmarking and option appraisal to underpin a systematic approach to competitiveness.</p>	<p>Corporate Improvement Programme being developed to support the implementation of the Corporate Improvement Plan. The Programme will include a schedule for the undertaking of strategic and service reviews linked to the delivery of objectives and outcomes set out in the East Dunbartonshire Single Outcome Agreement</p>	<p>November 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Improved evidence of best value service delivery</p>

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<p>4. Draw-up and manage a council-wide programme of service level improvement priorities</p> <p>(Also refers to improvement agenda – items 3, 5 and 10)</p>	<p>One of the core objectives of the Strategic Operating Model was the need to better align services and resources and support performance and improvement.</p> <p>Review of implementation of the Corporate Improvement Plan and the scrutiny of Directorate performance are undertaken six monthly by Council and the Policy and Performance Panels.</p> <p>These reviews identify service areas prioritised for improvement in each Directorate.</p>	<p>The Corporate Improvement Programme being developed to underpin the development of the Corporate Improvement Plan will further prioritise and target service level improvement activity across the Council.</p>	<p>September 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Improved service performance linked to the delivery of the East Dunbartonshire Single Outcome Agreement</p>

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<p>5. Extend the involvement of Elected Members in leading Best Value and Community Planning including involvement in prioritising and challenging service level improvement activity</p> <p>(Also refers to improvement agenda items – 3, 4, 10 and 14)</p>	<p>The revised performance management and reporting arrangements approved by Council in October 2008 enhances the role of Elected Members in identifying service priorities and challenging performance.</p> <p>The Partnership Improvement Plan which was approved by Council in October 2008, sets out a schedule for enhancing the role of Elected Members in community planning structures</p>	<p>The review of Council decision-making structures will provide a clearer alignment of scrutiny arrangements and the reconfigured management structure, enabling a strengthened focus on improvement activity.</p> <p>The review will also make recommendations relevant to enhancing the involvement of Elected Members in the work of local community planning partnerships</p>	<p>September 2009</p> <p>October 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Enhanced involvement of Elected Members in ensuring continuous improvement of service and community planning performance</p>

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<p>6. Review effectiveness of training for elected members and determine an improvement plan for delivering training in future</p> <p>(Also refers to improvement agenda items – 5 and 10)</p>	<p>Framework and Implementation Plan for Elected Members’ Training and Development was approved by Policy and Resources Committee in June 2008.</p> <p>Progress report on implementation was reported to the Policy and Resources Committee in May 2009. Role Profiles for Elected Members now agreed.</p>	<p>Implementation Plan being developed further to incorporate scrutiny roles and skill needs subsequent to the review of decision-making structures and the re-alignment of scrutiny arrangements.</p> <p>Role profiles currently being developed for Conveners, Vice Conveners, Provost and Depute Provost</p> <p>Interim reviews on progress and structured evaluation of training planned for Elected Members will be report to the Policy and Resources Committee</p>	<p>March 2010</p>	<p>Director, Corporate and Customer Services</p>	<p>Enhanced confidence of Elected Members that training and development supports their leadership role of Best Value and Community Planning</p> <p>Improved Elected Member participation in training and development</p>

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<p>7. Improve the capture and reporting of benchmarking information, satisfaction levels and customer evaluation feedback and reduce the reliance on data through better analysis and narrative summary</p> <p>(Also refers to improvement agenda items, 5, 8 and 9)</p>	<p>Revised performance management and reporting arrangements approved by Council in October 2008, improve the quality of the performance information reported to Strategic Committees and Policy and Performance Panels.</p> <p>Corporate performance reporting template has been revised to incorporate customer feedback and provide an enhanced qualitative summary of the assessment of service performance from October 2008 onwards.</p>	<p>The level and quality of performance reporting to Strategic Committees and the Policy and Performance Panels, will be further reviewed subsequent to the current review of Council decision – making structures</p>	<p>September 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Elected Members can make more effective judgements on service performance</p>

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<p>8. Refine the local performance indicators within the service plans to ensure that they are SMART, reflect priorities and provide a better balance of service coverage, efficiency, economy, effectiveness and impact measures</p> <p>(Also refers to improvement agenda items, 5, 7, 9 and 10)</p>	<p>Council approved the Corporate Planning and Improvement Framework in May 2008, which provides guidance for services in developing local performance indicators to reflect the delivery of corporate objectives.</p> <p>Key corporate indicators already reflect the impact of local outcomes prioritised for delivery in the East Dunbartonshire Single Outcome Agreement.</p>	<p>Corporate guidance is being revised to ensure that local indicators also reflect the impact of outcomes set out in the Single Outcome Agreement and provide a comprehensive picture of service performance</p>	<p>August 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Local indicators provide a comprehensive review of service performance</p>

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<p>9. Systematically apply a process of corporate quality assurance and challenge the content of service plans, performance reports and directorate level public performance reporting and the quality and balance of local performance indicators</p> <p>(Also refers to improvement agenda items, 5, 7 and 8)</p>	<p>Council approved a revised schedule for enhanced reporting of performance to Strategic Committees, Policy and Performance Panels and the Corporate Management Team in October 2008.</p>	<p>The updated Corporate Planning and Improvement guidance will provide step by step guidance for the reconfigured Directorates on service plan preparation and review</p> <p>Revised corporate guidance on Public Performance Reporting will set out the requirements for Directorate level public performance reporting</p>	<p>August 2009</p> <p>August 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Consistent approach to implementation of corporate guidance on performance management and reporting across all services</p>

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<p>10. Increase scrutiny of directorate and service performance and community planning performance</p> <p>(Also refers to improvement agenda items 5, 7 and 14)</p>	<p>Revised performance management and reporting arrangements approved by Council in October 2008 enhance the level of scrutiny of performance undertaken by the Strategic Committees and the Policy and Performance Panels. This includes the implementation of the reporting of headline 'dashboard data' on a quarterly basis from August 2009 onwards</p> <p>Partnership Improvement Plan approved by Council in October 2008 sets out a schedule for scrutiny of community planning performance to ensure effective implementation of the East Dunbartonshire Single Outcome Agreement</p>	<p>The review of Council decision-making structures will provide a clearer alignment of scrutiny arrangements and the reconfigured management structure, enabling a strengthened focus on scrutiny of Directorate and service performance</p> <p>The review will also make recommendations for the scrutiny of community planning performance.</p> <p>Subsequent to the approval of the review recommendations, corporate guidance will be issued setting out a step by step guide for the undertaking of scrutiny</p>	<p>September 2009</p> <p>September 2009</p> <p>October 2009</p>	<p>Chief Executive</p>	<p>Enhanced accountability through more coherent scrutiny by Elected Members</p>

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<p>11. Improve the effectiveness of consultation by co-ordinating activity between services and partners and systematically feed back to communities how their views have changed things and explain where aspirations cannot be met</p> <p>(Also refers to improvement agenda item – 4)</p>	<p>The revised Consultation and Engagement Strategy for 2008-11, was approved by Council in May 2008. It sets out a framework for reporting back to local stakeholders on the findings of consultation and the actions that have been taken on the result of the findings, including the publication of an e-newsletter for those participating in consultation.</p> <p>The Strategy includes an Implementation Plan which requires the submission of a six monthly review of progress to Council.</p>	<p>Develop integrated programme of consultation with community planning partners linked to the delivery of local outcomes set out in the East Dunbartonshire Single Outcome Agreement.</p> <p>Improve the content of information on the Consultation website to set out the action plans for implementing the findings of consultation, providing explanations where aspirations cannot be met</p>	<p>October 2009</p> <p>October 2009</p>	<p>Director, Corporate and Customer Services</p>	<p>Integrated planning of consultation activity with partners and improved reporting of implementation of consultation findings to local stakeholders</p>

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<p>12. Establish comprehensive and continuing information about staff morale and satisfaction</p> <p>(Also refers to improvement agenda – item 13)</p>	<p>Comprehensive Improvement Action Plan for 2009-11, to address issues identified in 2008 Employee Survey, was approved by Policy and Resources Committee in April 2009.</p> <p>Plan clarifies that an Employee Survey will be undertaken every two years and sets out a schedule of implementation for each improvement action. It includes a commitment to review internal communications, engagement with Partnership at Work Forum, leadership development, employee engagement and development</p>	<p>Improvement Action Plan in progress and currently on schedule</p> <p>Joint working approach to deliver improvement actions agreed with trades union representatives</p> <p>Join development work with trades unions in progress</p>	<p>Schedule of Implementation rolled out from May 2009- March 2011</p>	<p>Head of Customer Relations and Organisational Development</p>	<p>Enhanced levels of employee satisfaction</p>

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<p>13. Fully implement PDMP across all services and monitor results</p> <p>(Also refers to improvement agenda item 12)</p>	<p>Revised Performance and Development Framework for Employees was approved by Policy and Resources Committee in April 2009</p> <p>Sets out strategy and schedule for implementation and roll out across Council</p>	<p>Action Plan for roll out currently on schedule. Review reports on implementation will be submitted on a regular basis to Policy and Resources Committee.</p> <p>Joint working and development work with trades unions through the Partnership at Work Forum to progress and implement the framework</p>	<p>April 2010</p>	<p>Head of Customer Relations and Organisational Development</p>	<p>Performance and Development Framework fully implemented across all services with continuous review of implementation</p>

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<p>14. Ensure implementation of the community planning improvement plan, particularly in relation to addressing the capacity of the themed partnerships to take forward the SOA outcomes, and developing a monitoring framework</p> <p>(also refers to improvement agenda items – 5 and 10)</p>	<p>In accordance with the improvement actions in the Partnership Improvement Plan, the scope and composition of all local themed partnerships is being reviewed in order to ensure effective co-ordination of delivery of SOA outcomes.</p> <p>All local themed partnerships are developing three year work plans which are being submitted to the Community Planning Partnership Board in August 2009.</p> <p>SOA outcomes are now embedded in Council service planning framework</p>	<p>A six monthly review of progress in implementation of the Partnership Improvement Plan is reported to the Community Planning Partnership Board.</p> <p>Local themed partnerships will submit six monthly progress reports relevant delivery of SOA outcomes to the Partnership Board.</p> <p>A twice yearly review of SOA implementation will also be reported to Council.</p>	<p>May 2009</p> <p>December 2009</p> <p>October 2009</p>	Chief Executive	Enhanced capacity to support the delivery of local outcomes prioritised within the Single Outcome Agreement