

**Best Value Audit
Improvement Plan- Immediate Priorities**

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resources (inputs)	Workstream	Date and Output	Progress	Evidence
1.	Establish arrangements and working practices which demonstrate openness and accountability in strategic decision making processes	1.1 Review arrangements strategic decision-making processes	External Assistance Brodies Study of Management & Decision-Making Structures £33,050 (with 3.1,4.7, 4.8, 5.1)	Strategy	Report by end April 2007	On Track	Draft Report
2.	Develop and implement medium to longer-term strategies to ensure effective management of resources, including financial planning and workforce planning. These arrangements should also be integrated with the service planning process	2.1 Develop strategic financial planning strategy and incorporate in annual planning & budget guidance	Staff time	Finance and Performance Management (joint)	Financial Strategy Statement June07 New guidance to be issued by Aug 07 following CMT approval Training on Option Appraisal	On Track Short-life Working Group to be set up (first meeting 13/4) Training in progress	
		2.2 Undertake a review of workforce planning arrangements and the development of a model which can be incorporated into service planning	External Assistance	People	Options Report by April 2007	Not on Track Consultancy Brief prepared. Review of timescales & consultants required	Brief for WFP
		2.3 Specify and Procure HR system	External Purchase £300k from Capital Programme Plus Staff Time	People	Progress reports to each Corporate Services from March 07	On Track Project Team and Board set-up Project Leader in place 16/4	Report to Corporate services Mar07 Draft PID
		2.4 Further develop 3-year revenue budgeting	Staff Time	Finance	Departmental estimate books in March 2007 to contain firm + two outline years.	Achieved	Departmental Revenue Books

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3.	Ensure robust and effective scrutiny arrangements, including the involvement of opposition elected members, covering the council's decision making processes as well as service performance, are put in place	3.1 Undertake an option appraisal of potential scrutiny structures	External Assistance Included in Brodies study Plus consultation study from Hexagon Research (£2,000)	Strategy	Interim report to by may 07 Report to Council by June 07	On-Track Hexagon Questionnaire completed 2 Focus Groups 3/4/07 (members and staff)	Draft Report
4.	Develop a culture to support best value and continuous improvement across the organisation	4.1 A review our approach to Efficient Government and how progress should be project managed and reported; including a review of how best to monitor benefits and produce an 'Efficiency Savings' statement.	External Assistance SOLACE-Efficient Government Brief £15,000 (includes 4.2)	Finance	Report on approach to EG by April 07 Quarterly reports on progress of EG to A&PRC	On-Track Further work required following consultants draft report Review of options underway for possibly using Hedra Consultants in a VFM/Efficiency study	Draft Consultants Report Report to A&PRC Dec 06 App 1 & App 2 Report to A&PRC Mar 06
		4.2 A review of additional opportunities for shared service arrangements – both as a member of national initiatives, and at a local level	Staff time plus External Assistance Part of SOLACE-Efficient Government Brief (part of 4.1)	Strategy	Part of Report on approach to EG by April 07	On-Track Further work will be required following consultants initial review	Consultants Brief+Tender Draft Consultants Report Shared Services WG minutes National Shared Service Board minutes

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		4.3 A review of options for improving the culture of Best Value throughout the organisation – including a review of plans for implementing the PSIF and its fit with the BV Service Review process and liP and Charter Mark programmes	Staff time plus some External Assistance as required. A Consultancy Brief prepared to review Culture of Best Value – not issued (probably not now needed) Staff Conference and Publicity Material (£6,000)	Performance Management	Report to CMT end March 07	On-Track Continuous Improvement Group set-up. New approach designed Consultation on-going with IS, Quality Scotland and liP Plans for Staff Communication (staff briefing, new intranet site & conference)	CMT Presentation by QS and IS Minutes of Continuous Improvement Group
		4.4 Adopt the Public services improvement framework (PSIF) and draw up a project plan and commence assessor training	Staff Time plus new Additional post Quality & Improvement Officer (£35k) Assessor Training (EFQM) approx £15k Quality Scotland Membership (£3,000)	Performance Management	Commence using PSIF in July 2007 CMT progress report end March 07 Regular progress reports to each A&PRC	Slight Delay New officer recruited - commences 23/4 Training Plan in preparation Commencement of use of PSIF delayed slightly from 7/07 to 9/07	Report to A&PRC Dec06 Report to A&PRC Mar06
		4.5 Develop and implement Project Plan for liP awards	Staff Time plus some external consultancy (est £10,000)	Performance Management	Report to CMT April 07	On-Track Being prepared by Continuous Improvement Group	Report to A&PRC Mar 07
		4.6 Implement Charter Mark award plan	Staff time plus some external consultancy (est £10,000)	Performance Management	Report to CMT April 07	On-Track Being prepared by Continuous Improvement Group	Report to A&PRC Mar 07

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		4.7 Review the role of the BVSG and its relationship to CMT and potential member involvement	External Assistance Will be covered by Brodies study	Strategy	Report by April 2007	On-Track	
		4.8 Consider options for Directors in relationship to championing of corporate issues	External Assistance Will be covered by Brodies study	Strategy	Report by April 2007	On-Track Director of Social Work is Continuous Improvement Champion	
5.	Review political and managerial structures to ensure that they operate effectively and are complementary	5.1 Review of options for departmental and committee structures	External Assistance Will be covered by Brodies study	Strategy	Report by April 2007	On-Track	
6.	Provide elected members with support and training to discharge their functions	6.1 Preparation of new proposals for training for elected members and senior officers	Staff Time	People	Originally report due by April 2007; A Training Needs Analysis is now expected end May	On-track Work so far has concentrated on 1 day mandatory induction for new members	
		6.2 Consultation with senior officers on Member-Officer relationships and formulation of options for improvement.	External Assistance Consultancy Brief to be issued 4/07	People	Report by April 2007	Not on-Track Dependent on Brodies study – and will further develop with new Council	
		6.3 Prepare a communication plan for staff which clarifies role of Councillors in taking forward constituent issues	External Assistance See above	People	Report by April 2007	Not on-Track See above	
		6.4 A review of the Member-Officer protocol	External Assistance See above	People	Report by April 2007	Not on-Track See above	

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resources (inputs)	Workstream	Date and Output	Progress	Evidence
7.	Agree and adopt an up-to-date community plan. Continue to drive the community planning partnership with a focus on defined outcomes	7.1 Implement and monitor the ROA	CPP and Council staff time	Strategy	Annual Progress Report by June 07	On-Track	CPP progress Report June 2006 Midyear stock take. CPP board meetings Feb and April
		7.2 Develop new Community Plan including Strategic Environmental assessment	CPP and Council staff time	Strategy	CPP Board Agreement by June 07	On-Track SEA process well advanced	Consultation Events
8.	Establish robust action plans for all areas of poor performance identified within the best value report and housing services in particular	8.1 Produce and monitor Action Plans for all poorly performing SPIs	Staff Time	Performance Management	Reports to CMT and A&PRC	On-Track Action Plans reported to CMT Mar 07. Overall progress of SPIs reported to A&PRC	Report to A&PRC mar 06
9.	Refine and embed the new performance management framework, improve traffic light reporting to better support scrutiny, resource allocation and public performance reporting	9.1 Review the Quarterly Performance Review (QPR) process and Member reporting framework including review of use of traffic lights and comparator groups	Staff Time Brief for external consultants to review framework (K3 or Robson Rhodes)	Performance Management	Report to Council June 07	On-Track Being reviewed by Planning & performance Management Group	
		9.2 Under-take review of vendor performance management systems and produce options report	Possible External Purchase	Performance Management	Report to Council April 2007	On-Track Report to CMT 10/4. Tender Committee 25/4 Project Team setup	CMT report Tender Committee Report
		9.3 Carry-out further training on Action Planning database (if no external system to be purchased) to ensure used in consistent and comprehensive manner	Staff time	Performance Management	Report to A&PRC by June 07	On-Track Not started: Programme to be prepared if APdb is to remain our preferred system	

No.	Immediate Priorities (Objectives)	Management Comments (Actions)	Resources (inputs)	Workstream	Date and Output	Progress	Evidence
10.	Establish robust arrangements from which the council is able to demonstrate the competitiveness of its services	10.1 Review statutory trading accounts and assess value-for-money aspects	Staff time	Finance	Report to corporate services Mar 07 committees by June07	Achieved	Report to Corporate Services Mar07
		10.2 A review of approaches to competitiveness including a review on the optimum organisational arrangements for ensuring that competitiveness is properly and fairly addressed	External Assistance SOLACE-Competitiveness Study £11,250 (15 days at £750)	Finance	Interim Report April 07	On-Track First draft received	Brief Tender Return
11.	Develop and embed a risk management culture across the council	11.1 Complete training for senior managers	External Training £8k – Zurich	Risk Management	To be complete by March 2007	Achieved	
		11.2 Review Strategic Risk Identification	Staff time	Risk Management	Progress Report to each A&PRC	On-Track Process re-started	Report to A&PRC mar 06
		11.3 Update Departmental Risk Registers	Staff time	Risk Management	Progress Report to each A&PRC	On-track Progress being maintained	Report to A&PRC mar 06
		11.4 Procure new software, train users	External Purchase £44k capital allocation 07/08	Risk Management	Recommendation report to CMT end April	On-Track May combine with performance management system	
		11.5 Include section on risks as part of committee reports and monitor effectiveness	Staff time	Risk Management	Memo to Directors	Achieved All Committee reports now include section on risk	

BV Audit Improvement Plan – Medium Term Priorities

No	Medium Term Priorities (objectives)	Management Comments (Actions)	Resources (inputs)	Workstream	Date and Outputs	Progress	Evidence
1.	Ensure robust review and option appraisal is undertaken on all services	1.1 Develop plans and monitor BV Service Reviews, report to Members	Staff Time	Performance Management	Regular Reports to each A&PRC	On-Track BV review programme and action plans reviewed by Continuous Improvement Gp	Report to A&PRC Mar 06
		1.2 Review of options for improving our approaches to option appraisal and benchmarking and implement recommendations.	Staff time + External Assistance Included in pended Brief for Culture of Best Value Consultant for training courses (c.£1,200)	Performance Management	Report to Council by June 2007	On-Track Continuous Improvement Group proposing training sessions and to produce new guidance Joined abc benchmarking	
2.	Implement a leadership and management development programme	2.1 Review options for enhancing the leadership and management development programme for CMT and middle managers and implement programme	External assistance Consultant – K3 to facilitate CMT events (£4,000)	People	Report to Council by June 2007	On-Track Three strand approach being recommended for CMT, middle and junior managers	Consultancy Brief Tender Return
3.	Review community engagement activity for efficiency and effectiveness	3.1 Review of the Community Participation Committee	Will be covered by Brodies study	Strategy	Report by Apr 2007	On-Track	Report to CPC Mar 07
		3.2 Implement and monitor consultation strategy, keep database up-to-date	Staff Time plus external training from Consultation Institute (est £12,000)	Strategy	Report to June 07 A&PRC. Regular reports thereafter	On-Track Training programme in preparation	Consultation Strategy Consultation Activity database
		3.3 Review options for improving our budget consultation process with the community and elected members.	Staff Time	Strategy	Report to Corporate Services by June 2007	On-Track	Invite to budget consultation meeting Jan 06

Best Value Audit Improvement Plan – Other Priorities

No	Objectives	Management Comments (actions)	Resources (inputs)	Workstream	Date & output	Progress	Evidence
1	Ensure employees are treated in a fair and transparent manner	1.1 Update dignity at work policy, train supervisory staff and monitor effectiveness	External consultancy Project brief drafted	People	Report to Council June07	Some Progress Will review post the staff survey	Brief
		1.2 Provide support for staff who raise issues and the development of interventions, including mediation	External consultancy Part of above Project brief	People	Report to Council June07	Some Progress Current grievances being progressed	JCF report Mar 07
2	Ensure employees are listened to and their views taken account of	2.1 Plan and implement Employee survey and report on findings	External Consultancy IBP selected after tender exercise Cost £15,000	People	Complete and reported to Council June 07	On-Track Survey to take place 23/4 to 4/5	Brief and Tender Return Staff Communication information
		2.2 Implement recommendations resulting from staff survey	Probable additional staff resources required	People	Progress report to Corporate Services Committee Sept 07	On-Track Will start after survey results analysed	
3	Ensure that employees are managed effectively and efficiently	3.1 Develop HR strategy	Additional staff resources required	People	Progress report to Corporate Services Jun07	Not on-Track Will start after restructure report	
4	Reduce time lost due to sickness absence	4.1 Review approach & Implement recommendations	Additional staff resources required	People	Solace Report by 4/07 Progress report to Corporate Services Jun07	Some Progress Action Plan prepared, Absence Group Refreshed	Report to A&PRC Mar 07 + app1
5	Provide employees with opportunities to learn and develop	5.1 Develop new learning & development strategy including review and refresh the approach to PDPs	Additional staff resources required	People	Progress report to Corporate Services Jun07	Not on-Track Will review after restructure	
6	Ensure Equal Opportunities in Employment practice	6.1 Implement equality guidance for staff and monitor	New Post Equal Opportunity Employment Officer	People	Annual report to SJC from Jan/Feb 08	On-Track Officer recruited (starts end April)	

No	Objectives	Management Comments (actions)	Resources (inputs)	Workstream	Date & output	Progress	Evidence
7	Improve customer services and reduce bureaucracy	7.1 Implement Contact Centre Pilot and further develop contact centre with additional business processes	Staff time + Capital funding of £135k in 07/08	Customer First	Contact Centre pilot due to be live May07	Slight Delay Software on-track, Section Head in post, delay to June due to office refurb	Report to November 2006 corporate services
		7.2 Further implementation of CRM system, integration with citizens and property databases and with 'back-office' systems	Staff time Will require further licence costs (Report to August Council)	Customer First	Scoping Report by June07 Project Initiation Doc (PID) by 9/07	On-Track	Project Board minutes CMT presentation
		7.3 Implement and integrate national citizens account, address gazetteer and authentication with all appropriate systems	Staff time Will require further licence costs (Report to August Council)	Customer First	Scoping Report by June07 PID by 9/07	On-Track Shared with 5 councils + visionware	
		7.4 Complete entitlement card roll-out	Existing MGF Funding	Customer First	New PID by 9/07 Report to Council 8/07	On-Track Hand-over from HRES to ICT in progress	Hand-over document Process Maps
		7.5 Further develop website for more on-line transactions	Capital allocation for Content Management system (£50k)	Customer First	Revised Project Plan by May07	On-Track	
		7.6 Continue implementing DIP/Workflow	Capital allocation for £100k in 07/08. Further funding required from savings	Customer First	Revised Project Plan by May07 plus options report to CMT by July 07	On-Track Benefits, C-Tax and personnel on-line	
		7.7 Pilot further electronic service delivery options	Funding options to be identified	Customer First	Project Plan by Aug07	On-Track	
		7.8 Refresh the complaints procedure and integrate into the CRM process	Funding options to be identified	Customer First	Scoping Report by Dec 07	On-Track	
		7.9 Monitor customer care	Possible external mystery shopping	Customer First	Options report to CMT by July 07	On-Track	

No	Objectives	Management Comments (actions)	Resources (inputs)	Workstream	Date & output	Progress	Evidence
8	Improve the alignment of corporate and service planning	8.1 Produce new Corporate Plan 2007-2011 with refined objectives, indicators and targets and ensure it reflects community plan and manifesto commitments	Staff time External assistance to facilitate process (J Couper or Robson Rhodes)	Performance Management	Draft to Council June 07 and published September 2007	On-Track	
		8.2 Produce Service Plans to fit with new corporate plan	Staff Time	Performance Management	Drafts by end October 2007	On-Track To commence in Sept	
9	Provide council premises that are fit for purpose in the 21 st century	9.1 Collate and maintain baseline information on condition, useage, occupancy, maintenance & energy costs	Staff Time	Asset Management	Asset Manager db operational by june07	Some Progress Property Data collation into Asset Manager db on track. Finance and estates to follow	
		9.2 Produce and update Asset Plan	Staff Time	Asset Management	New Asset Plan by 9/07	Some Progress Report on new strategic approach to CMT on track for 5/07	
		9.3 Ensure that full and transparent option appraisal is adopted in asset decision making	Staff Time	Asset Management	Originally planned a Report to CMT on Option Appraisal guidance by May07	Achieved Covered by Finance Dept Option Appraisal training	
		9.4 Review Care Homes	Staff Time	Asset Management	Review of Options to CMT by July07	Some Progress Survey work complete, BV reviews in progress	

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10	Procure goods and services that achieve economy and reflect the Councils objectives	10.1 Further develop corporate procurement plan 07/08 including participation in joint procurement initiatives and benefits realisation model	Staff Time	Finance	Report to March 07 Corporate Services	On-Track Refresh of corporate procurement strategy to commence	Report to Corporate Services Mar07
		10.2 Develop new approach to approved contractor lists	Staff Time	Finance	Report to June 07 Corporate Services	On-Track New Working Group set up	Minutes of Select Contractors Working Group
		10.3 Develop sustainable procurement policy	Staff time	Finance	Report to Corporate services	Achieved	Report to Corporate Services Jan 07+Appendix 1
		10.4 Implement purchasing cards and e-procurement	Staff time plus temporary post for purchasing cards (£17k)	Finance	Report to June 07 Corporate Services	On-Track Good progress with purchasing cards pilot in Roads. Next area: stationery	Report to Corporate Services Mar07
11	Improve our approach to sustainable development	11.1 Produce WDD Sustainable Development Strategy & Action Plan and monitor thereafter	New Post Sustainable Development Officer (£33,000)	Sustainable Development	Officer to be in post by April. Draft Strategy by Sept07	On -Track Officer recruited: started 16/4 Climate Change Declaration signed	
		11.2 Produce Local Biodiversity Action Plan	New post Biodiversity officer (25% funding of joint post with EDC and SNH). Agreed budget £10k for 07/08	Sustainable Development	Officer to be in post March 2007, Draft Plan by Mar08	Slight Delay Minute of Agreement approved by EDC Mar 07. Recruitment progressing	

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12	Provide a full range of mechanisms and processes that meet the different needs of the people of WD	12.1 Continue implementation of Race and Disability Equality duties and ensure gender equality duty addressed by April 07	Staff Time	Strategy	Gender equality duty to SJC march 07	Achieved	SJC Report March 07
		12.2 Continue implementation of Race Equality scheme	Staff Time	Strategy	Annual report to SJC	On-Target	
		12.3 Implement Disability Equality Scheme	Staff Time	Strategy	Launch Jan/Feb 07 Report to SJC from Jan 08	Achieved	
		12.4 Agree implement and monitor Gender equality scheme	Staff Time	Strategy	Draft scheme to Council before June07	On-Track	
		12.5 Implement Access Improvement Strategy	Staff Time	Strategy	Annual Report to Social Justice June07	On-Track	Capital Programme SPI
		12.6 Implement new approach to Integrated Impact Assessment	Staff Time	Strategy	Progress report to SJC by May 2007	On-Track	
13	Increase accountability to stakeholders	13.1 Improve the balance of public performance reporting	Staff Time	Performance Management	Report to June A&PRC on progress in PPR	On-Track Improved Performance reports in WD news	
		13.2 Improve the annual performance report on the corporate plan to allow improved scrutiny	Staff Time	Performance Management	Performance report to Council June 07	On-Track	