

CLACKMANNANSHIRE COUNCIL

Report to Council of 6th November 2008

Subject: Corporate Improvement Plan & Best Value Audit Improvement Plan - Progress Report

Prepared by: Stuart Crickmar, Business Improvement Manager

1.0 SUMMARY

- 1.1. Clackmannanshire Council submitted its Corporate Improvement Plan as part of its submission to the Audit of Best Value and Community Planning for which progress is to be reported to Council on a Six Monthly basis.
- 1.2. Audit Scotland published its report '*The Audit of Best Value and Community Planning - Clackmannanshire Council*' in September 2007. The report identified an Improvement agenda for the Council showing areas of high and medium priority.
- 1.3. Following the Audit of Best Value and Community Planning an Improvement Plan in response to these areas was approved by Council and submitted to Audit Scotland in November 2007.
- 1.4. Progress against the Corporate Improvement Plan and Best Value Audit Improvement Plan is set out in Appendices 1 and 2 respectively.

2.0 RECOMMENDATIONS

- 2.1. It is recommended that Council note the current status of the Corporate Improvement Plan & the Best Value Audit Improvement Plan.

3.0 BACKGROUND

- 3.1. In November 2007 Council agreed a requirement for officers to produce reports on implementation of the Improvement Plan at six and twelve months from that date. A report went to Council in June 2008 and this report represents the next scheduled progress report for November 2008.
- 3.2. In addition, Audit Scotland have requested that Grant Thornton, the Council's external auditors review progress made to date, and this will be commented on in the Grant Thornton Audit Report.
- 3.3. Further to comments from Elected Members, the format of the document has been changed which should make it easier to read.

4.0 CONCLUSIONS

- 4.1. The Council is making good progress with its Corporate Improvement Plan and Best Value Audit Improvement Plan.

5.0 SUSTAINABILITY IMPLICATIONS

- 5.1. None as a direct result of this report.

6.0 FINANCIAL IMPLICATIONS

- 6.1. None as a direct result of this report.

6.2. Declarations

- (1) The recommendations contained within this report support or implement Corporate Priorities, Council Policies and/or the Community Plan:

- **Corporate Priorities (Key Themes)** (Please tick)

- | | |
|---------------------------------------|-------------------------------------|
| Achieving Potential | <input type="checkbox"/> |
| Maximising Quality of Life | <input type="checkbox"/> |
| Securing Prosperity | <input type="checkbox"/> |
| Enhancing the Environment | <input type="checkbox"/> |
| Maintaining an Effective Organisation | <input checked="" type="checkbox"/> |

- **Council Policies** (Please detail)

- **Community Plan (Themes)** (Please tick)

- | | |
|--------------------------------|--------------------------|
| Community Safety | <input type="checkbox"/> |
| Economic Development | <input type="checkbox"/> |
| Environment and Sustainability | <input type="checkbox"/> |
| Health Improvement | <input type="checkbox"/> |

- (2) In adopting the recommendations contained in this report, the Council is acting within its legal powers. (Please tick)

- (3) The full financial implications of the recommendations contained in this report are set out in the report. This includes a reference to full life cycle costs where appropriate. (Please tick)

Head of Business Improvement & Technology Services

Director of Corporate Development

Report to Council

To accompany all Reports to Council

To: Head of Administration And Legal Services

Author: Barry Dickson, Head of Business Improvement & Technology Services	Date: 16 October 2008
Service: Corporate Development	
Date of Meeting: 6th November 2008	
Title of Report: Corporate Improvement Plan & Best Value Audit Improvement Plan - Progress Report	

Recommendation that the attached report be:

1. Given unrestricted circulation

(tick appropriate box)

2. Taken in private

By virtue of paragraph ____ of schedule 7A, Local Government (Scotland) Act 1973.

Appendices attached to this report (if none, state "none")

1. APPENDIX 1 CORPORATE IMPROVEMENT PLAN
2. APPENDIX 2 BEST VALUE AUDIT IMPROVEMENT PLAN
- 3.
- 4.

List of Background Papers (if none, state "none")

1. Standard format for reports to CMT placed in members rooms prior to the meeting
- 2.
- 3.

Note: All documents specified must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered.

Appendix 1. Corporate Improvement Plan

Improvement Action		Lead Officer: Head of Strategic Policy
BG1	Mechanism in place for member involvement in policy setting is operated effectively	Actions: <ol style="list-style-type: none"> 1. Improved member involvement in Community Planning 2. Regular policy forums operating 3. Member and officer acknowledgement that new political structure working
Status: Completed October 2008		
Improvement Action		Lead Officer: Head of Admin and Legal
BG2	Ensure desired level of scrutiny is being achieved and Council performance is subject to an appropriate level of challenge.	Actions: <ol style="list-style-type: none"> 1. Agree subject timetable for scrutiny. 2. Acknowledgement that scrutiny role working
Status: Incomplete - expected completion date March 2009		
Completed Actions		
Planned Actions <ol style="list-style-type: none"> 1. Subject timetable to be agreed 2. Achieve acknowledgement that the scrutiny role is working 		

Improvement Action		Lead Officer: Head of Admin and Legal
BG3	Undertake a review of training requirements for elected members and provide up to date training that will take account of all recent developments.	Actions: <ol style="list-style-type: none"> 1. Review Completed 2. Training designed 3. Training delivered
Status: Partially complete - expected completion date Dec 2008		
Completed Actions <ol style="list-style-type: none"> 1. Review completed April 2008 2. Training Needs Analysis completed Planned Actions <ol style="list-style-type: none"> 3. Information/training sessions are in the process of being delivered 		
Improvement Action		Lead officer: Head of Admin and Legal
BG4	An officer review of the new political structure to appraise the benefits and areas for improvement. To be ready for in-coming members in May 2007	Actions: <ol style="list-style-type: none"> 1. Review commissioned 2. Review completed 3. Review reported 4. Actions for improvements planned
Status: Completed May 2008		

Improvement Action		Lead Officer: Head of HR
BG5	Establish a robust equalities monitoring system, both at a departmental and corporate level, to monitor the implementation of agreed actions and assess effectiveness.	Actions: <ol style="list-style-type: none"> 1. Corporate system in place 2. Formal assessment of effectiveness reported to scrutiny committee
Status: Partially complete - expected completion date March 2009		
Completed Actions <ol style="list-style-type: none"> 1. Corporate system in place Planned Actions <ol style="list-style-type: none"> 2. Effectiveness of arrangements to be reported to Scrutiny Committee. It was felt that reporting would be better informed after a period of experience of operating the monitoring systems 		
Improvement Action		Lead Officer: Head of HR
BG6	Ensure there is an effective consultation framework for equalities issues	Actions: <ol style="list-style-type: none"> 1. Agree an Effective consultation framework
Status: Completed March 2007		

Improvement Action		Lead Officer: Strategy and Support Manager
BG7	Establish a systematic approach to mainstreaming sustainable development through the revised political structure, supported by a sustainability team.	Actions: <ol style="list-style-type: none"> 1. Establish team 2. Integrate measurable quality of life targets within operational service plans 3. Report achievement and effectiveness of these quality of life targets against corporate priorities 4. Agree format of communication to the public 5. Agree effective role for portfolio holder
Status: Completed October 2008		
Improvement Action		Lead Officer: Strategy and Support Manager
BG8	Integrate measurable quality of life targets within operational service plans	Actions: <ol style="list-style-type: none"> 1. Baseline data 2. Targets in Service Plans
Status: Completed April 2008		
Improvement Action		Lead Officer: Strategy and Support Manager
BG9	Report achievement and effectiveness of these quality of life targets against corporate priorities.	Actions: <ol style="list-style-type: none"> 1. Annual Report
Status: Completed April 2008		

Improvement Action		Lead Officer: Head of BITS
BG10	Develop and implement a corporate Information Management Strategy	Actions: <ol style="list-style-type: none"> 1. Defined information management and retention requirements across the Council 2. Agreed Information Management Strategy 3. Agreed Project Plan for roll out across Council
Status: Partially complete - expected completion date March 2010		
Completed Actions <ol style="list-style-type: none"> 1. Work has commenced on defining information management and retention requirements as part of the Customer First programme. Progress has also been made in relation to a draft document for a data classification scheme and an information security policy. This is presently out for consultation Planned Actions <ol style="list-style-type: none"> 1. Continue to progress defining information management and retention requirements across the Council 2. Agree an Information Management Strategy 3. Agree a project plan for roll out across the Council 		

Improvement Action		Lead Officer: Head of Strategic Policy
BG11	Develop and implement a Corporate Knowledge Management Strategy	Actions: <ol style="list-style-type: none"> 1. Defined knowledge management requirements across the Council 2. Agreed Knowledge Management Strategy 3. Agreed use, development and responsibilities for knowledge management within the Council 4. Agreed Project Plan for roll out across Council
Status: Partially completed - expected completion date March 2009		
Completed Actions <ol style="list-style-type: none"> 1. Knowledge management requirements across the Council are defined Planned Actions <ol style="list-style-type: none"> 2. Agreed Knowledge Management Strategy is expected to be completed by March 2009. Progress has been made with key components of the strategy agreed at the September 2008 SMF meeting. Further information and development of these components is to take place over the next 6 months 3. Agreed use, development and responsibilities for knowledge management within the Council is expected to be completed by March 2009 4. Agreed Project Plan for roll out across Council is expected to be completed by March 2009 		

Improvement Action		Lead Officer: Head of BITS
PS1	Rationalise and agree a framework for undertaking customer surveys and obtaining customer feedback.	Actions: <ol style="list-style-type: none"> 1. Framework produced and agreed 2. Timetable agreed 3. Set up and develop use of Clacks 1000
		Status: Completed June 2008
Improvement Action		Lead Officer: Head of Strategic Policy
PS2	Finalise the council communications strategy.	Actions: <ol style="list-style-type: none"> 1. Implement external Communications strategy 2. Refresh and launch internal communications strategy
		Status: Completed September 2008

Improvement Action		Lead Officer: Head of BITS
PS3	Implement the Council's Customer Service strategy.	Actions <ol style="list-style-type: none"> 1. Obtain outline approval (CMT) ensuring linkage with other Council strategies 2. Obtain formal approval (Council) for Customer Service strategy 3. Develop the Business Case/Project Initiation Document/plans for delivering the Customer Services strategy 4. Implement deliverables in line with plan
Status: Partially complete - expected completion date March 2009		
	Completed Actions <ol style="list-style-type: none"> 1. Obtain outline approval (CMT) ensuring linkage with other Council strategies 2. Obtain formal approval (Council) for Customer Service strategy 3. Develop the Business Case/Project Initiation Document/plans for delivering the Customer Services strategy Planned Actions <ol style="list-style-type: none"> 4. Progress has been made on the draft Customer Charter which was presented for consultation to CMT in September 2008 	

Improvement Action		Lead Officer: Head of BITS
PS4	Develop Contact Centre in line with updated route map.	Actions: <ol style="list-style-type: none"> 1. Implement new services planned in current financial year
Status: Partially complete - this is ongoing work. Whilst there is an annual plan, full Council-wide implementation is scheduled for February 2012		
Completed Actions <ol style="list-style-type: none"> 1. Ongoing implementation in line with the approved Customer First programme Planned Actions <ol style="list-style-type: none"> 1. Complete annual plan by the due date, including achieving service sign-off of new working arrangements, transfer of activity, budgets and resource 		
Improvement Action		Lead Officer: Head of BITS
PS5	Improve access to council information and services.	Actions: <ol style="list-style-type: none"> 1. Extend online functionality, in line with local/national ESD priorities 2. Pilot use of a text messaging service (where business case exists) to improve customer communication and reduce transaction costs
Status: Partially complete - expected completion date March 2009		
Completed Actions <ol style="list-style-type: none"> 1. This is ongoing work being progressed as part of the web development plan. To date, E-planning and E-forms, Recruitment Portal, E- Payments and Procurement Portal have all gone live 2. A pilot in the use of text messaging for football pitch availability commenced in September 2008 Planned Actions <ol style="list-style-type: none"> 1. Continue to extend online functionality in line with local/national ESD priorities 2. Feedback on the outcome of the text messaging pilot to the Customer First Programme Steering Group. 		

Improvement Action		Lead Officer: Head of BITS
PS6	Implement a range of customer service improvements, highlighted through regular customer & staff feedback.	Actions: <ol style="list-style-type: none"> 1. Capture and use customer contact information to assist planning within Customer Service 2. Undertake annual customer satisfaction survey as part of Council's consultation process 3. Act on findings
Status: Partially complete - ongoing work		
Completed Actions <ol style="list-style-type: none"> 1. An updated version of the council's Customer Contact Management System went live in January 2008, further enhancing our ability to capture and use customer contact data to assist with planning. This is an ongoing activity 2. Baseline customer satisfaction data has been gathered. The Contact Centre undertakes regular customer surveys on a range of topics. Results from latest Clacks 1000 survey published was in June 2008. This is an ongoing activity Planned Actions <ol style="list-style-type: none"> 1. Use feedback to identify opportunities for improvement 		

Improvement Action		Lead Officer: Head of BITS
PS7	Implement a council-wide Customer Service training programme.	Actions: <ol style="list-style-type: none"> 1. Define Customer Service management and staff competency and behaviour framework 2. Define and deliver phase 1 of a council-wide Customer Services programme, initially focused on front line Customer Services staff
Status: Partially completed - expected to be completed March 2009		
Completed Actions <ol style="list-style-type: none"> 1. Work is in progress to define a customer orientation programme and supporting guidance Planned Actions <ol style="list-style-type: none"> 1. Complete definition of customer orientation programme and supporting guidance. The Customer Service Network has also defined some key priority areas for improvement 		
Improvement Action		Lead Officer: Head of BITS
PS8	Review and improve current mechanism of public performance reporting.	Actions: <ol style="list-style-type: none"> 1. Agree and report forward dates 2. A consolidated framework which ensures all sections of the community are reached including a feedback system for exchange of information and continuous improvement
Status: Completed March 2008		

Improvement Action		Lead Officer: Head of BITS
PS9	A robust Best Value review process and publicity for Best Value Review outcomes and action plans as well as reporting progress against action plan targets.	Actions: <ol style="list-style-type: none"> 1. An agreed revised process and schedule for BV reviews 2. A summary on the web of Best Value review outcomes and progress against action plan targets
Status: Partially complete - expected completion date January 2009		
Completed Actions <ol style="list-style-type: none"> 1. Council approved the replacement of a rolling programme of BV reviews with a rolling programme of Public Service Improvement Framework assessments in January 2008 Planned Actions <ol style="list-style-type: none"> 2. One BV review, Fleet Services, has been completed since summer 2006. The outcome and action plan is on Clacksweb but a more user-friendly summary needs to be put in place. This will be completed by January 2009 		
Improvement Action		Lead Officer: Head of Strategic Policy
WC01	Publish review which reports progress against outcomes, with indicators and targets, and provide information on the Partnership's key activities over the 12 month period.	Actions: <ol style="list-style-type: none"> 1. Agreed community planning performance framework 2. Annual review published by the Alliance each year
Status: Completed April 2008		

Improvement Action		Lead Officer: Culture and Community Services Manager
WC02	Develop revised strategy for community learning and development to support community engagement in community planning	Actions: <ol style="list-style-type: none"> 1. Review of existing capacity 2. Agreed revised strategy
Status: Partially complete - actions were originally expected to be complete by December 2008, however this may now slip		
Completed Actions <ol style="list-style-type: none"> 1. Following a meeting of Community Learning & Development partners in June 2008, there was an agreement to change the make-up of the partnership and frequency of meetings Planned Actions <ol style="list-style-type: none"> 1. Given the new format and changing developments there is likely to be delay before a revised strategy can be reviewed and agreed with all partners and a realistic completion date set 		
Improvement Action		Lead Officer: Head of Strategy and Policy
WC03	Improve Community Safety partnership.	Actions: <ol style="list-style-type: none"> 1. Anti social behaviour integrated into CS strategy & partnership 2. Community safety indicators established
Status: Completed Spring 2007		
Improvement Action		Lead Officer: Strategy and Support Manager
WC04	Provide opportunities for economic regeneration	Actions: <ol style="list-style-type: none"> 1. Agree Eastern Area Regeneration Strategy 2. Property Database developed 3. Supply/demand review of business sites commissioned 4. Agree implementation project plan
Status: Completed May 2006		

Improvement Action		Lead Officer: Head of Housing
WC05	Develop regeneration plans to improve housing and the environment in partnership with other agencies within the community planning framework.	Actions: <ol style="list-style-type: none"> 1. Master plans developed 2. Proposals developed for Community Scotland/Scottish Government funding
Status: Partially complete - expected completion date December 2008		
Completed Actions <ol style="list-style-type: none"> 1. Progress has been made in relation to a pilot in Bowmar and undertaking consultation with the community and partners Planned Actions <ol style="list-style-type: none"> 1. Complete Mater Plans by December 2008. 2. The development of proposals for Community Scotland/Scottish Government funding are expected to be complete by December 2008 		

Improvement Action		Lead Officer: Strategy and Support Manager
WC06	Deliver the Vision outlined by the Clackmannanshire Alliance Economic Development Framework	Actions: <ol style="list-style-type: none"> 1. Implement Project Actions within theme of 'Building Enterprise' 2. Implement Project Actions within theme of 'Building Skills' 3. Implement Project Actions within theme of 'Building Connections' 4. Implement Project Actions within theme of 'Building Confidence'
Status: Partially complete - these actions are ongoing		
Completed Actions <ol style="list-style-type: none"> 1. The Tourism Strategy is complete Planned Actions <ol style="list-style-type: none"> 1. Further work is ongoing with Community Partners to implement all actions 2. Currently working with Community Partners to implement actions 3. Currently working with Community Partners to implement actions 4. Currently working with Community Partners to implement actions 		
Improvement Action		Lead Officer: Head of Strategic Policy
WC07	Develop greater strategic capacity for the Council.	Actions: <ol style="list-style-type: none"> 1. Establishment of policy network internally 2. Publication of policy briefings 3. Host policy seminars
Status: Completed Autumn 2006		

Improvement Action		Lead Officer: Head of BITS
WC08	Development of shared services with other local authorities and partner organisations.	Actions: <ol style="list-style-type: none"> 1. Identify areas for joint working 2. Programme and timetable produced risks identified 3. Implementation plan agreed 4. Achieve greater economies of scale
Status: Partially complete - expected completion date March 2009		
Completed Actions <ol style="list-style-type: none"> 1. The 5 Councils Shared Service Project submitted a business case to the National Shared Services Board to establish a Shared Service Organisation (SSO) in Spring 2007. The feasibility study into joint working with Stirling Council is complete and has been submitted to the Scottish Government. The Diagnostic Pathway project has identified 7 key opportunities. Many of these have already been initiated as either projects or areas of work. For example, procurement, business systems integration and an admin review. National workshops are ongoing and Clacks is participating where appropriate. 2. A programme and timetable for implementing the SSO was submitted and risks were identified. Meetings are planned for November 2008 for the Leaders and Chief Executives of the 5 councils (Clacks, Stirling, Falkirk, East Dunbartonshire and Perth & Kinross) to discuss shared services options 4. The Joint Buying Agreement between Clacks, Stirling and Falkirk Councils continues to offer economies of scale. A fibre optic connection has been developed in partnership with Stirling Council. Portals for procurement and recruitment have resulted in advertising costs reductions and the first national contact for office supplies was implemented on 1 September 2008, which Clacks will join in April 2009. Other opportunities will be identified as further national contracts are negotiated Planned Actions <ol style="list-style-type: none"> 3. On hold pending the outcome of the November 2008 meeting 		

Improvement Action		Lead Officer: Head of BITS
WC09	Progress Shared Services Efficient Government bid	Actions: 1. Obtain approval to proceed with business case
Status: Partially complete - expected completion date March 2009		
Completed Actions 1. See WC08 above Planned Actions 1. See WC08 above		
Improvement Action		Lead Officer: Head of Finance
BE1	Systematic (progressive) identification of efficiency savings arising from improvement processes and their impact on work considered core.	Actions: 1. Services, in conjunction with Business Change team, to identify efficiency savings as part of budget process 2. Agreed corporate approach to measuring and reflecting back into budget process
Status: Partially complete - expected completion date March 2009		
Completed Actions 2. An agreed corporate approach to measuring and reflecting back into budget process was agreed at CMT in Autumn 2007 Planned Actions 1. The Council currently monitors efficiency savings generated through the involvement of the Business Improvement Team through the Customer First Programme Steering Group. The Council is in the process of developing its arrangements for monitoring and reporting efficiency savings through that Group, but does not yet have a systematic approach to monitoring, measuring or reporting the achievement of the efficiency savings generated through the budget process		

Improvement Action		Lead Officer: Head of Finance
BE2	Review and improve the capital planning process.	Actions: 1. Develop a methodology for prioritising capital bids ensuring fit with Customer First
Status: Partially complete - expected completion date March 2009		
Completed Actions 1. A methodology for prioritising capital bids has been developed and is being deployed for capital bids covering the period 2009 - 2012. Planned Actions 1. Work is ongoing to achieve closer fit with the Customer First programme.		
Improvement Action		Lead Officer: Head of BITS
BE3	Review of procurement spending categories using new chart of accounts.	Actions: 1. Complete review by spending category
Status: Completed Winter 2006		
Improvement Action		Lead Officer: Head of BITS
BE4	Procurement processes are more efficient and cost effective.	Actions: 1. Review Purchase To Pay process and agree council wide 2. All procurement capable of being dealt with electronically 3. Implement KPIs as recommended by McClelland Report
Status: Partially complete - expected completion date Spring 2009		
Completed Actions 2. All procurement is now capable of being dealt with electronically, although currently only operational within schools administration 3. KPIs are in place and reported through the balanced scorecard Planned Actions 1. The review of the Purchase to Pay process is expected to be		

	completed in Spring 2009. Progress has slipped due to delays with the general ledger. Business Change team resource has now been allocated to this work	
Improvement Action		Lead Officer: Head of BITS
BE5	Ensure the Council's risk assessment is updated in light of work done for Business Continuity.	Actions: <ol style="list-style-type: none"> 1. Corporate risk assessment complete and action plan agreed 2. Strategic and operational service assessments complete and action plans agreed
Status: Completed June 2008		
Improvement Action		Lead Officer: Head of HR
BE6	Ensure maximising flexible working opportunities.	Actions: <ol style="list-style-type: none"> 1. Agreed commitment to home working; hot desking and other innovative approaches to employment practices and the use of property
Status: Partially complete - expected completion date March 2009		
Completed Actions <ol style="list-style-type: none"> 1. We have a stated commitment to flexible working, have highlighted options and possibilities and have produced a framework of policy and guidance for practice. A pilot exercise has been carried out to evaluate effectiveness of technology to support the work practices. Planned Actions <ol style="list-style-type: none"> 1. Ongoing implementation will be carried out in line with the Customer First Programme 		

Improvement Action		Lead Officer: Head of Property Services
BE7	Actively Manage Property Assets.	Actions: <ol style="list-style-type: none"> 1. Complete population of the data management system and test the system. 2. Resolve mechanisms and processes for scrutiny by members 3. Progress service strategies
	Status: Partially complete - expected completion date March 2009, however further slippage is possible	
	Completed Actions <ol style="list-style-type: none"> 2. Specific decisions from the CAMP team will be referred to Council Planned Actions <ol style="list-style-type: none"> 1. Delayed due to being more complicated and resource-intensive than first anticipated 3. Proposals from the working groups will be formulated for Council approval 	

Improvement Action		Lead Officer: Head of BITS
BE8	Agree and implement revised Planning and Performance Management framework.	Actions: <ol style="list-style-type: none"> 1. Identify how the Council's planning and performance management framework can be improved 2. Develop revised framework 3. Approve and communicate revised framework 4. Agreement of future corporate and service priorities with Elected members and CMT 5. Implementation of an integrated service planning and 3 year budgeting approach 6. Improved reports to elected members and officers 7. Agree frequency of reports to Scrutiny (formerly Performance and Audit) Committee showing progress against Corporate Priorities 8. Provide sufficient information in a format which allows reader to draw meaningful conclusions about service performance and assist the scrutiny process
		Status: Partially complete - expected completion date March 2009
		Completed Actions <ol style="list-style-type: none"> 1. Improvements were identified and an integrated planning and performance framework was presented to and approved by CMT in July 2007 2. Improvements were identified and an integrated planning and performance framework was presented to and approved by CMT in July 2007 3. Improvements were identified and an integrated planning and performance framework was presented to and approved by CMT in July 2007 4. Based on the approved integrated planning and performance framework, a final draft Corporate Plan comprising revised priority outcomes was approved at Council in June 2008 7. The frequency of progress reports to Scrutiny (formerly

Performance and Audit) Committee showing progress against Corporate Plan priority outcomes was approved at Council in June 2008

Planned Actions

5. Implementation of an integrated service planning and 3 year budgeting approach is expected to be completed by March 2009.

6. Reports to elected members and officers have been improved based on feedback received. This is an ongoing area of work

8. Significant effort has gone into providing sufficient information in a format which allows the reader to draw meaningful conclusions about service performance and assist the scrutiny. This includes the inclusion of data relating to trends, comparisons and performance against target in performance reports. This is an ongoing area of work

Improvement Action		Lead Officer: Head of BITS
BE9	Develop and implement a Corporate Management Information Strategy.	Action: <ol style="list-style-type: none"> 1. Defined management information requirements across the Council 2. Agreed Management Information Strategy 3. Agreed use, development and responsibilities for management information within the Council 4. Agreed Project Plan for roll out across Council
Status: Partially complete - expected completion date March 2010		
<p>Completed Actions</p> <ol style="list-style-type: none"> 1. Defining management information requirements is being progressed on an ongoing basis through Business Improvement work <p>Planned Actions</p> <ol style="list-style-type: none"> 1. Complete the definition of management information requirements across the Council 2. Agree Management Information Strategy 3. Agree use, development and responsibilities for management information within the Council 4. Agree Project Plan for roll out across Council 		
Improvement Action		Lead Officer: Head of BITS
BE10	Deliver a council-wide Change Programme (Customer First).	Action: <ol style="list-style-type: none"> 1. Agreement of a Council-wide business change roadmap
Status: Completed April 2008		

Improvement Action		Lead Officer: Head of BITS
BE11	EFQM Excellence model integrated into Council processes.	Action: <ol style="list-style-type: none"> 1. Develop project plan and identify associated support and costs for rolling out EFQM across the Council ensuring consolidated with other quality frameworks 2. Implement programme
Status: Partially complete - expected completion date March 2011		
Completed Actions <ol style="list-style-type: none"> 1. The Public Service Improvement Framework (PSIF), which is a variant of the EFQM Excellence Model, was approved by Council in January 2008. A PSIF implementation plan, 2008-11 was communicated in April 2008 Planned Actions <ol style="list-style-type: none"> 2. The implementation plan is currently being progressed on schedule, with completion due in 2011 		

Improvement Action		Lead Officer: Head of HR
SOS1	Equal pay and single status addressed	Action: <ol style="list-style-type: none"> 1. Equal pay and single status addressed 2. % compensation offers take up 3. Single status exercise finalised and employment package approved
Status: Partially complete - expected completion date April 2009		
<p>Completed Actions</p> <ol style="list-style-type: none"> 2. Initial compensation offers were made to resolve historic equal pay claims to catering, cleaning and care staff with around a 90% take-up <p>Planned Actions</p> <ol style="list-style-type: none"> 1. Equal pay and single status are being addressed although there remain major local and national issues to resolve; equal pay issues will continue indefinitely - at present implementation of Single Status is planned for April 2009 2. Employment Tribunal cases - around 75 employees have chosen to pursue an equal pay case against us through independent lawyers. We are resisting these claims through the Employment Tribunal process, but are negotiating potential settlements for most cases 3. The Council has underestimated the complexity and resources required to achieve the timescale set. Council has signalled commitment to implementation if a negotiated settlement is not achieved in the current process. The new pay and grading model, equality impact assessment and terms and conditions package are at an advanced stage. It is expected that these will be ready by January 2009 for implementation in April 2009 		

Improvement Action		Lead Officer: Head of HR
SOS2	Staff development - the implementation of Performance Review and Development - ensure progressing across services at acceptable rate.	Action: <ol style="list-style-type: none"> 1. Establish 2004/5 baseline. 2. Integration with planning and performance mgt framework 3. Establish measured improvements through balanced score card reporting 4. Established systematic management training at senior and middle levels
Status: Partially complete - expected completion date March 2009		
<p>Completed Actions</p> <ol style="list-style-type: none"> 1. Baseline established 3. Reporting is in place and measured improvements have been achieved 4. A Leadership Development Programme was systematically rolled out at senior and middle manager levels <p>Planned Actions</p> <ol style="list-style-type: none"> 2. Integration with planning and performance management framework is expected to be completed by March 2009. Revision of the PRD process and promoting it across services is ongoing work 4. The Leadership Development Programme was the first stage of assessing current strengths and development needs. Proposals for a further series of skills development programmes will be presented to CMT in November 2008 		
Improvement Action		Lead Officer: Head of HR
SOS3	To facilitate Council organisational development	Action: <ol style="list-style-type: none"> 1. Organisational Development framework in place to guide approach to change initiatives
Status: Completed Autumn 2006		

Improvement Action		Lead Officer: Head of HR
SOS4	To ensure staff equipped to do their job	Action: <ol style="list-style-type: none"> 1. Leadership Development programmes extended across management tiers 2. Action plan agreed to support managers redress key skills gaps and embed workforce and succession planning
Status: Partially complete - expected completion date March 2009		
Completed Actions <ol style="list-style-type: none"> 1. Leadership Development programmes have been extended across management tiers Planned Actions <ol style="list-style-type: none"> 2. A project plan for Workforce Planning which has been agreed by CMT, will be taken forward by the recently appointed OD Adviser 		
Improvement Action		Lead Officer: Head of HR
SOS5	Conduct of overall employees attitude/satisfaction survey	Action: <ol style="list-style-type: none"> 1. Survey commissioned 2. Survey carried out 3. Survey reported to CMT 4. Survey report to members/staff
Status: Completed Autumn 2006		
Improvement Action		Lead Officer: Head of HR
SOS6	Develop Local/service specific employee feedback measures.	Action: <ol style="list-style-type: none"> 1. Establish baseline 2. Canvas options 3. Set aspirations
Status: Completed Summer 2007		

Improvement Action		Lead Officer: Head of HR
SOS7	Consolidate and review in - house mediation provision.	Actions: <ol style="list-style-type: none"> 1. Measure reduction in discipline/grievance work through HR timesheets 2. Post-mediation evaluations
Status: Partially complete - expected completion date March 2009		
	Completed Actions Planned Actions <ol style="list-style-type: none"> 1. Relatively low level use and it is therefore not yet possible to demonstrate impact on HR time. Current awareness programmes will be extended 2. Post-mediation evaluations will be extended once processes are fully utilised. There will be a re-launch of advice and guidance as part of the promotion of employee support services 	

Appendix 2. Best Value Audit Improvement Plan

Improvement Action		Lead Officer: Head of Strategic Policy
No 1	Develop a clearer set of priorities for the council to better direct improvement activity and investment.	
	<p>Status: Action Completed June 2008</p> <p>The Single Outcome Agreement and the revised Corporate Plan have been developed in tandem so there is a single set of priorities. These will also be consistent with the revised Community Plan.</p>	
Improvement Action		Lead Officer: Head of Strategic Policy
No 2	Consistently articulate the vision and improvement themes for the area in key strategic documents and structures	
	<p>Status: Action Completed Spring 2008</p> <p>The Council's vision is now clearly and consistently articulated in the SOA and the Corporate Plan which has been informed by consultation with our stakeholders. The current Community Plan priority outcomes feature prominently in the SOA and these have also been incorporated into the Corporate Plan. The new Community Plan will further strengthen this linkage when it is published in 2009, providing consistent vision and improvement themes across these 3 key documents.</p>	
Improvement Action		Lead Officer: Head of Strategic Policy
No 3	Improve the leadership and demonstrable impact of community planning	
	<p>Status: Action Completed March 2008</p> <p>Further to consultation with Clackmannanshire Alliance, the Council now has outcomes and performance indicators in the SOA that the Clackmannanshire Alliance have endorsed. Progress towards these and the implementation of the Fairer Scotland Fund will be reported back to the Council's Scrutiny Committee and the Alliance on a regular basis. The performance framework for these will ensure any impact can be demonstrated. Through the priority outcomes, the Council's leadership have been given clear direction and services are now progressing their service plans to contribute towards delivering the outcomes as appropriate.</p>	

Improvement Action	Lead Officer: Head of BITS
No 4	Further develop the effectiveness of performance management arrangements to support effective scrutiny and the achievement of the vision for the area
	<p>Status: Action Completed June 2008</p> <p>CMT approved to implement an Integrated Planning & Performance Management Framework in July 2007. This document identified the linkages from the Community Plan to the Corporate Plan, and from there to Business Plans and ultimately to individual staff Performance Review and Development plans. This approach provides the "golden thread" from the delivery of SOA, through the Corporate Plan, budgets and service plans, through to individual staff activities via the PRD process.</p>
Improvement Actions	Lead Officer: Head of Admin and Legal
No 5	Review the political management structure to ensure it provides for transparent scrutiny of decisions and an effective scrutiny role for the opposition
	<p>Status: Action Completed June 2008</p> <p>After the Local Government elections in May, 2007, Member roles were redefined in Council. In January 2008 Council approved a report entitled "Role Descriptions for Elected Members and a Protocol for Member Training and Development Opportunities".</p> <p>The Scrutiny Committee is now chaired by the Leader of the main opposition party and non-Administration Members have the majority of places on the Scrutiny Committee. The Regulatory Committee is now chaired by the Council's only Conservative member; the Regulatory Sub-Committee is chaired by the only Liberal-Democrat member.</p>
Improvement Actions	Lead Officer: Head of Admin and Legal
No 6	Continue to support and develop elected member training specifically in respect of leadership development and scrutiny
	<p>Status: Action up to date. This is felt to be a continuous ongoing task</p> <p>After the elections of May 2007, all elected members were asked to complete a training needs analysis questionnaire. Every member returned a completed form. The results were used as the basis for a one to one development needs interview. Collective and individual Continuing Personal Development (CPD) and training plans were then</p>

	agreed. Members have been progressing these both individually and collectively since then.
Improvement Actions	
Lead Officer: Head of Admin and Legal	
No 7	Update the scheme of delegation and review the clarity of the roles and responsibilities of elected members and officers
	<p>Status: Action Completed January 2008</p> <p>A revised Scheme of Delegation was approved by Council in January 2008. This document clearly sets out the roles and responsibilities of Council, its committees and officers.</p>
Improvement Action	
Lead Officer: Head of BITS	
No 8	Review and prioritise the corporate improvement plan in line with the council's strategic priorities and ensure that timescales are realistic
	<p>Status: Action up to date. This is felt to be a continuous ongoing task</p> <p>Reviews of the Corporate Improvement Plan have been ongoing from 2006. The last review was carried out at CMT in August 2008. Priorities were aligned with Council and Community Planning Partnership priorities by March 2008 as we developed our SOA.</p> <p>Timescales are also kept under review and realigned when deemed necessary due to developing priorities. Some of the actions have been subsumed within other programmes (e.g. the Customer First Business Transformation Programme) and the time lines for these actions have been realigned accordingly. Similarly, as the complexity of some of the tasks have become apparent, revised timescales have been developed.</p>
Improvement Action	
Lead Officer: Head of HR	
No 9	Extend the performance review and development process to include the Chief Executive
	<p>Status: Action Completed December 2007</p> <p>This has been completed and a system is now in place.</p>
Improvement Action	
Lead Officer: Head of Strategic Policy	
No 10	Improve the engagement and involvement of staff in the design and implementation of the council's improvement activity
	Status: Action Completed June 2008

	<p>The consultation and decision-making process has been broadened with the establishment of the Senior Managers' Forum. The SMF is made up of approximately 40 senior managers representing all areas of the Council. Key strategic and improvement issues are discussed and debated at the forum.</p> <p>A key part of the Public Service Improvement Framework (PSIF) now in use in the Council is involvement of a representative "diagonal slice" of staff from all parts of a service to both identify strengths and areas of opportunity for improvement</p> <p>The Customer First Business Transformation Programme, has staff participation in Lean Systems Thinking workshops. This is a key component of identifying potential improvements for the service</p>		
<table border="1"> <tr> <td>Improvement Action</td> <td>Lead Officer: Head of BITS</td> </tr> </table>		Improvement Action	Lead Officer: Head of BITS
Improvement Action	Lead Officer: Head of BITS		
No 11	Better demonstrate the competitiveness of the council's activities		
	<p>Status: Action Completed March 2008</p> <p>The feasibility study into joint working with Stirling Council is complete and has been submitted to the Scottish Government. This includes a comprehensive set of comparative costs which will be studied over the coming period and updated with current year figures. Resource utilisation will also be evaluated against the Diagnostic project data, including comparison with other Councils where possible and appropriate.</p>		
<table border="1"> <tr> <td>Improvement Action</td> <td>Lead Officer: Head of Education and Head of Housing</td> </tr> </table>		Improvement Action	Lead Officer: Head of Education and Head of Housing
Improvement Action	Lead Officer: Head of Education and Head of Housing		
No 12	Sustain a focus on improving service performance, particularly in key services such as housing management and maintenance, educational attainment and community services		
	<p>Status: Action up to date. This is felt to be a continuous ongoing task</p> <p>Renewed focus on Performance in Housing, Education and Community services is now in place and this has evidenced significant improvement in almost all areas i.e. Balanced scorecard and inspection improvement plan</p> <p>Community Services has been enhanced and will continue to receive attention. Community Development Plan published autumn 2007. SPIs in these areas show improvement.</p>		
<table border="1"> <tr> <td>Improvement Action</td> <td>Lead Officer: Head of Admin and Legal</td> </tr> </table>		Improvement Action	Lead Officer: Head of Admin and Legal
Improvement Action	Lead Officer: Head of Admin and Legal		
No 13	Improve its arrangement for holding to account the full range of arms-length organisations which it funds		

	<p>Status: Action ongoing A paper was presented to Scrutiny Committee in Oct 2008 entitled "Following the Public Pound". This report created a central register of ALEO funding and is the first stage in compiling such a register from existing funding arrangements.</p> <p>Planned Actions: Outstanding procedural issues to be implemented to fully adhere to new guidance.</p>
Improvement Action Lead Officer: Head of Property and Head of Finance	
No 14	Continue to develop and improve the approach to capital planning and asset management
	<p>Status: Action expected to be completed by March 2009</p> <p>Planned Actions: Still awaiting output from Asset Management Group. Action will follow the conclusion of this groups findings.</p>
Improvement Plan Lead Officer: Head of HR	
No 15	Develop a corporate approach to workforce planning
	<p>Status: Action expected to be completed by December 2008</p> <p>Revised PRD process in place & promoted across services. Development programmes in place for new and middle level managers. Corporate workforce planning approach agreed by CMT July 2008</p> <p>Planned Actions: HR working closely with HOS to identify workforce requirements and supporting national workforce planning initiative. Job evaluation being undertaken across the Council looking at relativities. SMF asked to look at rationalising working practices This remains a priority task. The National initiative is behind schedule. Progress made in sector specific areas.</p>
Improvement Plan Lead Officer: Head of Strategic Policy	
No 16	Monitor the effectiveness of existing mechanisms to meet the needs of the council and its partners within the community planning framework
	<p>Status: Action completed Spring 2008</p> <p>This is being carried out as part of the current Community Plan review.</p>

Improvement Plan	Lead Officer: Head of BITS
No 17	Develop a more integrated approach to review activity within the council and ensure that identified best value reviews are completed
	<p>Status: Action completed Sept 2008</p> <p>PSIF approved at Council Jan 2008 as councils key BV/ self assessment tool.</p> <p>PSIF programme was approved by Council Apr 2008</p> <p>BVR of Housing Repairs presented to Scrutiny Committee Aug 2008</p>
Improvement Plan	Lead Officer: Head of BITS
No 18	Continue to develop and embed arrangements for managing staff, customer care and procurement
	<p>Status: Action is expected to be completed by March 2009 and will be reviewed on an annual basis</p> <p>Draft Customer Charter was presented to CMT for consultation in September 2008.</p> <p>Customer First Steering Group continues to work on developing a sound corporate approach to customer care.</p> <p>Planned Actions:</p> <p>Procurement strategy will be presented to CMT by end of 2008.</p> <p>Contract Standing orders are currently being reviewed.</p> <p>Procurement issues being dealt with on an authority wide basis to smooth out costs</p>
Improvement Plan	Lead Officer: Head of BITS
No 19	Further develop PPR to ensure it provides a balanced account of the council's performance, reported in a variety of accessible formats
	<p>Status: Action completed October 2007</p> <p>Revised approach approved by CMT October 2007.</p>
Improvement Plan	Lead Officer: Head of BITS & Head of HR
No 20	Continue to embed the council's arrangements in respect of customer care, equal opportunities and sustainable development

Status: Action is expected to completed by March 2009 and will be reviewed on an annual basis

Draft Customer Charter was presented to CMT for consultation in September 2008.

Customer First Steering Group continues to work on developing a sound corporate approach to customer care.

An Equality Impact Assessment Toolkit has been developed.

A Draft Sustainability and Climate Change Strategy was approved by Council in June 2008 and approved for public consultation.

PSIF provides services with a self assessment tool to assess against all these areas.

Planned Actions

Work is ongoing in these areas:

Customer care is part of the Customer First Strategy

Statutory Equalities statements and policies to be updated on agreed timescales.

Customer First Steering Group continuing to work on developing a sound corporate approach to customer care, equal opportunities and sustainability. Procurement issues being dealt with on an authority wide basis to maximise efficiencies.

Complete public consultation on Climate Change Strategy

