

**REPORT TO: IMPROVEMENT AND EFFICIENCY SUB-COMMITTEE -
30 JUNE 2009**

REPORT ON: BEST VALUE REVIEW PROGRAMME

REPORT BY: ASSISTANT CHIEF EXECUTIVE

REPORT NO: 335-2009

1. PURPOSE OF REPORT

To report to members on progress with the programme of best value reviews and to provide information on the wide range of additional officer-led review activity taking place across the Council.

2. RECOMMENDATIONS

It is recommended that members:

- (i) note progress on the various elements of the best value review programme as set out in section 4 below;
- (ii) note progress on the officer-led review activity included in the Council Plan and departmental Service Plans, as summarised in paragraph 4.6 below and detailed in Appendix 1.

3. FINANCIAL IMPLICATIONS

None.

4. MAIN TEXT

4.1 The Best Value Review Programme

This report provides an update on the following elements of the Council's Best Value Review programme:

- reviews from the programme agreed by the Policy and Resources Committee in October 2007, on the following topics:-
 - Use of Residential Schools and other Residential Placements Outwith the Council
 - Services for Older People
 - Car Parking in Residential Areas
- reviews identified through the Efficiency Diagnostic Study, and agreed by the Policy and Resources Committee in December 2008, on the following topics:-
 - Fleet Maintenance
 - Mobile and Flexible Working
- lean service reviews, agreed by the Policy and Resources Committee in December 2008, on the following topics:-
 - Libraries
 - Procurement Processing (order requests and invoices)

- Environmental Health Food Safety
 - Schools' Business Management and Administration Functions
 - Leisure and Communities Administration Team's Core Work and Processes
 - Environmental Health Public Health and Pollution Control
- additional lean service reviews which have been undertaken in response to issues identified by departments as officers are trained in the lean service approach.
 - review activity included in the Council Plan and departmental Service Plans.

4.2 Reviews from the 2007/08 Programme

4.2.1 Residential Schools and Other Placements - the final report on this review was approved by the Best Value, Performance and Efficiency Sub-Committee in December 2008. Recommendations included:

- sharing of the decision making process for external placements with Children's Panel members
- developing the contractual framework for placements to ensure greater clarity on cost and outcomes
- developing a joint decision making process across local authority and health
- benchmarking with other authorities to explore how they control the increase in placements and costs
- reviewing a number of services and discussing the development of new facilities and services with voluntary organisations
- producing a commissioning strategy based on a model for matching needs and services

4.2.2 Services for Older People - the final report on this review was approved by the Social Work and Health Committee in August 2008. Recommendations included:-

- recognising that the Dundee population is ageing and giving priority to adapting infrastructure and services
- prioritising investment in reducing the number of people waiting for care at home; providing more respite care and accommodation with care; and developing intermediate forms of care that assist rehabilitation and prevent hospital admission
- continuing measures to maintain efficient service delivery and procurement
- implementing a joint strategy and commissioning framework for older people, including people with dementia

4.2.3 Car Parking in Residential Areas - this review is considering possible solutions to the issues affecting car parking in housing estates, where increased car ownership means that demand for parking spaces exceeds supply and cars are parked on pavements, grass verges etc. Options continue to be investigated and costed.

4.3 Reviews Identified Through the Efficiency Diagnostic Study

4.3.1 Fleet Maintenance - the Review Group is gathering information from all departments on their projected spend and vehicle replacement programme over the next 3 years. Three sub groups have been formed to look at procurement and the advantages/disadvantages of lease, hire and purchase of vehicles; fleet management, including the advantages/disadvantages of a corporate fleet manager; and the costs and advantages/disadvantages of a centralised workshop.

4.3.2 Mobile and Flexible Working - the Review Group has carried out a survey of all departments to assess the numbers of staff who could be mobile and flexible, and has contacted other Councils regarding their practices. A report on options is expected to be produced in Summer 2009.

4.4 First Phase of Lean Service Reviews

4.4.1 Libraries - areas for improvement identified during the "check" phase of the lean service review included:-

- time spent by library staff assisting the public to log on to PCs
- value for money in acquiring book stock
- opening hours in libraries and community centres

The "plan" phase of the review is now underway and an update to the Improvement and Efficiency Board is planned for August.

4.4.2 Procurement - areas for improvement identified during the "check" phase of the lean service review included:-

- the number of steps in the 'purchase to pay' process
- errors in the receipting process
- inefficiencies in the process of adding suppliers' information to the creditor system

The "plan" phase of the review is now complete for departmental processes and roll out of improvements is underway with four of the larger departments. This includes greater use of e-procurement.

4.4.3 Food Safety - areas for improvement identified during the "check" phase of the lean service review included:-

- insufficient time to pursue the goal of reducing the number of non-compliant premises, as inspection frequencies were previously driven by statutory performance indicator requirements
- communication with public on premises that do not pass compliance standards

The "plan" phase of the review is now underway and a report to the Improvement and Efficiency Board is scheduled for July.

4.4.4 Schools' Admin - identification of areas for improvement focused on the workload of school admin officers and included:

- managing access to pupil toilets
- emails addressed generically to the school rather than specific staff
- registration reports

Further issues to be examined include procurement, health and safety and recruitment, and a report to the Improvement and Efficiency Board is scheduled for Autumn.

4.4.5 Leisure and Communities Admin - areas for improvement identified during the "check" phase of the lean service review included:-

- inputting staffing and payroll information
- purchase requisition and procurement
- sheets and form re-design

The "plan" phase of the review is now underway and a report to the Improvement and Efficiency Board is scheduled for August.

4.4.6 Public Health and Pollution Control - areas for improvement identified during the "check" phase of the lean service review included:-

- waste collection process in areas where access to bins is difficult
- officers receiving incomplete address and location information in relation to waste complaints

The "plan" phase of the review is now underway and a report to the Improvement and Efficiency Board is scheduled for July.

4.5 Additional Lean Service Reviews

Since the programme of lean service reviews set out in Section 4.4 was agreed, additional reviews have been started in response to issues identified by departments as officers are trained in the "lean service" approach. Topics identified to date are:-

- Issue of Parking Tickets and Appeals Process
- Housing Relets
- Payroll
- Architects
- Dundee House One Stop Shop

These reviews are generally less well advanced than those previously approved by Committee and the issues raised and improvements identified will be set out in detail in the next report.

4.6 Review Activity From Council Plan and Service Plans

4.6.1 A considerable amount of review activity is included in the Council Plan and departmental Service Plans for 2007-2011, and is being monitored through the Online Plan Monitoring database. The same standards of consultation and option appraisal are expected as in the type of reviews discussed above, and training materials are available to support the process. Appendix 1 sets out the latest assessments of progress on all the areas of review, grouped under the three strategic priorities from the Council Plan:-

- Creating and Delivering a Vision for Dundee (which includes lifelong learning, work and enterprise, health and care, building stronger communities, community safety and Dundee's sustainable environment)
- Modernising and Improving Services to the Public (which includes efficient public service, modern customer services, involving communities and equality and diversity)
- Making the Best Use of Public Resources in the City (which includes people, assets management, health and safety, information strategy, information and communication technology and finance)

4.6.2 The latest assessments by lead officers show that, of the 139 reviews included in the Council Plan and departmental Service Plans:

43.88% have been assessed as completed
42.45% have been assessed as on schedule

7.91% have been assessed as behind schedule
0.72% have been assessed as abandoned

The first progress update is still due to be made on 5.04% of reviews. These have only been added to Service Plans recently, as updated Service Plans have been agreed by Committees, so the first update on progress is not yet due. Full details of all the review activity in these plans are in Appendix 1.

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues. Any such policy implications will be identified as part of the process of each review and reported on at that stage.

6. **CONSULTATIONS**

The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Head of Finance and all chief officers were consulted on this report.

7. **BACKGROUND PAPERS**

None.

Chris Ward
Assistant Chief Executive

25/06/09

Strategic Priority 1 - Creating and delivering a vision for Dundee

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review allocation and priorities for youth information services	Stewart Murdoch/Kenny Lindsay	04/06/2009	This is being done as part of the wider Youth Work review.	On Schedule
Conduct a review of the processes used to maintain Housing Open Spaces	Ken Laing/Jock Paterson	30/12/2008	Later changes may have to be implemented but core of plan complete	Completed
Assess potential to expand incentive based health improvement activities linked to Discovery Card	Chris Ward/Carole Robertson	07/05/2009	The smoking cessation incentive scheme that has been developed is called Quit4you. Delivery and monitoring of this initiative will be via Healthy Dundee and the Single Outcome Agreement.	Completed
Review levels of support and respite for children, adults and carers	Alan Baird/Fred McBride	18/05/2009	This Plan Item covers Children's and Adults Services and carers. Levels of respite delivered to children and families and adults are recorded through K2 and reported annually to the Scottish Government. An exercise has been undertaken to establish target respite and support figures. Joint target figures for Children's Services and Adult services have been submitted to COSLA	On Schedule
Carry out a Best Value Review on the use of residential schools.	Alan Baird/Fred McBride	03/02/2009	Best Value Review on Residential Schools has now been completed	Completed
Review the balance of new house building in relation to entry-level affordable homes.	Mike Galloway/Gregor Hamilton	05/05/2009	The final Housing Need, Demand and Affordability Study was received on 29 April 2009. The findings of this Study will be considered and reported to Committees as appropriate.	On Schedule
Review the level of youth diversionary activities.	Stewart Murdoch/Neil Gunn	05/05/2009	Level of youth diversionary activities reviewed. New programmes of activities incorporated into Dundee Community Safety Partnership Strategy 2009-2012.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review and develop civil contingency arrangements.	Patricia McIlquham/John Handling	05/05/2009	Arrangements developing in line with the principles of integrated emergency management. Care For People Plan in place, Draft Flood Plan nearing completion, Draft Emergency Housing Plan nearing completion, Hazmat plan completed and awareness session planned for June 09. Port Health Plan being drafted. Pandemic Flu Plans being reviewed and finalised.	On Schedule
Review delivery of Working for Families initiative.	Douglas Milne Grimmond/Diane	01/08/2008	The Working for Families initiative has become part of the Fairer Scotland Fund Employability Programme and will no longer be monitored individually. The programme has therefore completed.	Completed
Review and develop response to inward investment enquiries with a view to achieving efficiency savings as funding reduces.	Douglas Dobson Grimmond/Alan	06/05/2009	Completed	Completed
Review and develop grants to business.	Douglas Morgan Grimmond/Caroline	06/05/2009	Completed	Completed
Investigate the further development of the DUNCAN scheme to areas outwith the city centre.	Douglas Douglas Grimmond/Morag	06/05/2009	Letters have been circulated to Kingsway retail park and soon letters will be circulated to Milton retail park. Hard Target training will be delivered to members for the first time on Tuesday 3 February. For the first time, feedback has been delivered to all Best Bar None accredited premises and training for assessors is arranged for Thursday 19 March	Completed
Review the delivery of the employability programme.	Douglas Grimmond/Allan Millar	18/05/2009	The Core Group and Work Groups continue to meet. Fit For Work Service bids have been submitted to the Health Department and DWP and the success or otherwise of these will have a major impact on the terms of reference of the Health Group.	On Schedule
Review the City of Discovery Campaign.	Douglas Caswell Grimmond/Jennifer	06/05/2009	Completed	Completed
Explore opportunities to expand the profile of best bar none accreditation scheme.	Douglas Douglas Grimmond/Morag		Assessment not yet due (new item in revised Service Plan)	First update not yet due

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Assess the value and impact of employability services and explore the sustainability of effective activities.	Douglas Grimmond/Michelle Gautier		Assessment not yet due (new item in revised Service Plan)	First update not yet due
Best Value Review on Attainment	Jim Collins/Paul Clancy	19/05/2009	The Best Value Review on Attainment continues to receive updates on the work of the Managing Behaviour Standing Group. Indications from available data (level of physical intervention, number of violent incident reports, referrals to the Options Group), as well as feedback from school staff and parents, and informal observation by visitors to schools, suggest that our work on managing behaviour is beginning to have a positive impact. The Review Group has agreed that work should begin to improve security installations at schools, and has also received a presentation on the department's implementation of the Curriculum of Excellence.	On Schedule
Review management arrangements using EFQM model	Elaine Zwirlein/Moira Ritchie	10/02/2009	Completed. Any further actions to be included in improvement plan arising from Scottish Housing Regulator's inspection.	Completed
Review Tenant Participation Strategy	Elaine Zwirlein/Barrie Rutherford	04/05/2009	Housing Committee approved the revised tenant participation strategy in March 2009.	Completed
Review the balance of new house building in relation to entry-level affordable homes	Elaine Zwirlein/John Wolstencroft	16/04/2009	Housing Need, Demand and Affordability research Study expected to be complete by end of April (originally planned for completion in January). Delays caused by problems with data cleansing of sasines records.	Behind Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Root and branch review for Scottish Housing Quality Standard Delivery Plan.	Elaine Zwirlein/Roger Seaman	15/05/2009	Root and Branch review due for completion by April 2009. Remit now agreed with DFTA July 2008. Stock condition database now received, analysis of this will be complete Autumn. Initial results of Stock condition survey show that SHQS is achievable by 2015. Project Plan and Consultation methods agreed with DFTA. Liaison Group with DFTA underway and focus groups with interested tenants are being held on the Key themes of the review. Tenants conference planned to discuss the key findings of the review before submission in Spring/Summer. Guidance on resubmissions not yet received from the Scottish Government. Submission date to Scottish Government now amended to June 2010	On Schedule
Open Plan Maintenance Review.	Elaine Zwirlein/Duncan McDonald	04/05/2009	Project is with IT Dept, awaiting resources to commence development work.	On Schedule
Review Adult Literacies Partnership	Stewart Murdoch/Marie Dailly	04/06/2008	Review completed. Service level agreements with Dundee College and Craigowl Communities approved by Committee	Completed
Review the deployment of community learning and development (adult learning) staffing and resources according to service plan priorities and budget allocation	Stewart Murdoch/Marie Dailly	16/05/2008	Allocation of literacies been received as part of the GAE a review undertaken of the key areas of service to be delivered and staff deployed accordingly	Completed
Review the deployment of community learning and development (youth work) staffing and resources according to service plan priorities and budget allocation	Stewart Murdoch/Kenny Lindsay	04/06/2009	An initial review has been completed and some actions are being implemented. There is a wider review of youth work taking place from which more developments will follow	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review the Scheme for the Operation of Community Councils	Stewart Murdoch/John Hosie	18/05/2009	Dundee City Council's review of the scheme for the operation of community councils is scheduled for the period 2008-2009 following the outcome of the Scottish Government's consultation on their model scheme. meeting of National Working Group has taken place. A report will go to June 2009 Committee seeking endorsement to consult on New Model Scheme of Operation with timescales leading to Community Council elections in 2010.	On Schedule
Review the operational arrangements for Dundee City Council's Scheme for Decentralisation	Stewart Murdoch/Neil Gunn	14/05/2008	Revised arrangements agreed by Policy and Resources Committee.	Completed
Review the deployment of community regeneration support staff according to service plan priorities and the resources available in the light of the Community Regeneration Fund Review	Stewart Murdoch/Neil Gunn	14/05/2008	New Community Regeneration Staff Team Structure established June 2008.	Completed
Undertake a feasibility study to establish the most effective way of providing materials in Eastern European languages accessible through public libraries across Scotland	Stewart Murdoch/Judy Dobbie	09/03/2009	Following a major consultation exercise with other local authorities, the feasibility study has been produced outlining recommendations for provision of material.	Completed
Review management, funding arrangements, resources and changing options for Dundee Translation and Interpretation Service	Stewart Murdoch/Olive Smiles	17/02/2009	A Committee report has been prepared with recommendations for future development of the service	Completed

Objectives	Owner/Officer		Assessment Date	Assessment	Status
Undertake a Strategic Review of outdoor play areas in Dundee	Stewart Sandwell	Murdoch/Peter	27/04/2009	Play strategy on hold, due to go to Policy and Resources Committee in September	Behind Schedule
Review the current pitch strategy and identify action plan with key tasks to be taken forward	Stewart Robertson	Murdoch/Gary	03/06/2009	Key elements of the pitch strategy improvement have been identified and will progress depending on finance. The reviewed Pitch Strategy will now go to formal consultation as part of the Sport & Physical Activity Strategy.	On Schedule
Review the Camperdown Masterplan and update both the Plan and key tasks	Stewart Robertson	Murdoch/Gary	03/06/2009	The Masterplan has had a further review with the objective of submitting a revised plan to Committee by October 2009 and also note that it is projected that the Cafe/Education Centre will go on site September 2009 subject to all approvals.	On Schedule
Undertake a major strategy review of Caird Park and identify outline costs and proposals for future implementation and engage with user groups for the future including the development of the velodrome and athletic track as regional facilities	Stewart Robertson	Murdoch/Gary	03/06/2009	A Vision Paper has been drafted but will only progress subject to funding being available. The department continue to liaise with the key stakeholders.	On Schedule
Evaluate the current needs for swimming in the City and, in particular, review the options for a replacement of the Olympia Leisure Centre including outline plans and costs	Stewart Robertson	Murdoch/Gary	03/06/2009	The Aquatic needs for the city have been revised and the outline design and costs in respect of a replacement facility for the Olympia is well progressed and on schedule to be operation by 2012.	On Schedule
Review Parks Masterplan and update accordingly with the overall objective of identifying an improvement strategy and action plan with focus on enhancement	Stewart Robertson	Murdoch/Gary	03/06/2009	Caird Park and Balgay is complete with actions identified. Review of other parks will be ongoing during 2009	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Complete review of and take forward both new and agreed actions from the Open Space Strategy	Stewart Murdoch/Peter Sandwell	16/02/2009	Strategy framework agreed by August Policy and Resources Committee and being implemented	On Schedule
Review and formulate a Sport and Physical Activity Strategy for the city and agree and implement Action Plan	Stewart Murdoch/Audrey White	21/05/2009	Draft Strategy is currently being developed and is going out for consultation in June 2009.	On Schedule
Review the resource management and collections policy.	Stewart Murdoch/Judy Dobbie		Assessment not yet due (new item from revised Service Plan)	First update not yet due
Monitor the effectiveness of the Development Quality Charter 2005 and review prior to 2010 to incorporate the implications of the new Planning Act.	Mike Galloway/Charlie Walker	27/02/2009	Final report on review not necessary until 2010. To be programmed to fit our experience in implementing new procedures under the new Act.	On Schedule
Conduct a review of national best practice against current practice in recycling relating techniques to Roads Maintenance and prepare a report recommending future actions.	Mike Galloway/Ron Mackenzie	18/05/2009	Working in Partnership with Tayside Contracts on the use of recycled materials on Structural maintenance of carriageways, footways and footpaths as part of the annual Road Maintenance Programme. Development and monitoring performance of new methods including Cold Mix Trial using recycled material.	On Schedule
Undertake a review of services to unborn babies where there is a cause for concern as a result of parenting capacity	Alan Baird/Fred McBride	19/02/2009	Review was completed in January 2009	Completed
Undertake a full review of Family Support Services	Alan Baird/Heather Gunn	27/02/2009	Review ongoing. Task groups making good progress in areas targeted, but competing demands on worker time have required completion date for review to be put back until May/June 2009.	Behind Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Undertake with Housing Department (as part of SHIP) the feasibility of a parent and baby accommodation and assessment service	Alan Baird/Fred McBride	08/05/2009	Ongoing	On Schedule
Review the system for access services for Children in Need	Alan Baird/Beverley Hart	17/06/2008	This was completed in May 2008.	Completed
Review the level and range of respite care	Alan Baird/Stewart Watt	19/01/2009	The first phase of the review has been completed in relation to controlling the provision of residential respite care in Craigie House. Discussions to take place around funding an appropriate model for the provision of nursing respite care and placement data is being reviewed to inform for an increase in overall expenditure on residential care. Taking account of domiciliary based respite provision and overall bed/night day respite levels.	On Schedule
Undertake a review of the East Port House Admissions Policy	Alan Baird/Kathryn Lindsay	19/11/2008	The new admissions policy was agreed at the Community Justice Authority meeting on 18 June 2008 and has been implemented fully. Links with Arrest Referral Service provide a direct link to assessment and treatment for residents at East Port House to further support the policy implementation.	Completed
Review and redevelop advocacy provision with full involvement of advocacy providers	Alan Baird/Arlene Mitchell	25/05/2009	Review report was approved at Directorate on 30th October 2008 and discussions are now underway with providers and commissioners to develop and implement a new model of service provision.	On Schedule

Strategic Priority 2 - Modernising and improving services to the public

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review the provision of areas of bedding, tubs and plantings in conjunction with Leisure and Communities, Planning and Transportation and Housing to maximise impact	Ken Laing/Rod Houston	05/06/2009	Proposals not yet complete	On Schedule
Undertake a review of operational bothies and other welfare facilities	Ken Laing/Jock Paterson	24/11/2008	Review complete and report prepared and presented to the Director.	Completed
Conduct a review of the Garden Maintenance Scheme	Ken Laing/Jock Paterson	24/11/2008	Review complete and report prepared and approved.	Completed
Review the methods and measures used in monitoring tenants' satisfaction	Ken Laing/Bruce Patrick	02/06/2009	A report was approved by the Housing Repairs Service Management Board which identified a number of alternative means of collection of satisfaction data. The implementation of these proposals is the subject of a new project.	Completed
Review the method of delivering the 'out of hours' repairs service	Ken Laing/Tony Dolan	02/06/2009	Review complete and regular meetings with Trades Unions are being held, in particular with regard to heating repairs. Staff positions now filled and training complete. Further developments will be taken forward in a new project.	Completed
Review existing working practices and systems to optimise use of integrated IT systems	Ken Laing/Peter Wilson	10/12/2008	Successful trial of laptops completed. All major contract sites now have communication links via laptops or table top computers & use of e-mail etc	Completed
In conjunction with clients, undertake a review of the partnership process to ensure Best Value continues to be delivered	Ken Laing/Ken Laing	22/05/2009	Review ongoing but delayed until June 2009	Behind Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Identify whether the Charter Mark initiative would help to meet the Department's aspirations in relation to customer service	Ken Laing/Bruce Patrick	02/06/2009	Agreement has been reached with Investors in People Scotland to examine customer service issues during this year's assessment with a view to seeking the Customer Service Excellence award (successor to Charter Mark) in 2009.	Behind Schedule
Conduct a review of the Housing Repairs Partnership Agreement.	Ken Laing/Bruce Patrick	08/05/2009	The revised Partnership Agreement will be considered by the Repairs Development team on 13th May and following approval by the Housing Best Value Review Group before being put to Committee in June 2009.	Behind Schedule
Conduct a review of the operation of the Joiners Workshop	Ken Laing/Peter Wilson	02/06/2009	A new project has been established to review the use of all of the Department's buildings	Abandoned
Review, redesign and modernise working practices associated with incentive bonus driven operations in light of the Single Status Agreement.	Ken Laing/Tony Dolan		Assessment not yet due (new item in revised Service Plan)	First update not yet due
Review and update the corporate customer services strategy (Customer First)	Chris Ward/Paul Carroll	18/05/2009	The review and updating of the corporate customer service strategy was approved by the Management Team in April 2009 and will be submitted to committee by June 2009. This covers the website, contact centre, National Entitlement Card and one stop shop.	On Schedule
Consider the future method of self assessment for continuous improvement	Chris Ward/Paul Carroll	12/02/2009	The Best Value Performance & Efficiency Sub Committee agreed to adopt the Public Sector Improvement Framework following a report in December 2008	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Consider the options for introducing a members caseload system to help manage constituent enquiries	Chris Ward/Bill Findlay	04/05/2009	A seminar took place in September 2008 to present ideas and options to elected members and seek their feedback on how they would like such a system to work. Following this, each political group nominated representatives to take part in a working group along with IT and Members Support staff, with a view to developing an in-house system. The first meeting of that group took place in January 2009 and the issues discussed are helping to produce a detailed brief for the system. Future meetings will be arranged once the new Members' Support Supervisor is in post, and will focus on looking at prototype screens for the system. The first stage of this work is therefore completed, and a new action will be introduced in the revised Corporate Planning Service Plan to take forward the next phase of the project.	Completed
Explore opportunities to align strategic partner funding for employability services.	Douglas Grimmond/Allan Millar		Assessment not yet due (new item in revised Service Plan)	First update not yet due
Merger of Whitfield and Newfields primary schools and Whitfield Early Years Child Centre	Jim Collins/Paul Clancy	03/03/2009	The consultations with all parents and staff have been conducted with unanimous agreement that this merger and new build should go ahead. The report has been to committee and accepted by elected members.	On Schedule
Review existing customer surveys and develop improved methods.	Albert Oswald/Frank Feechan	24/02/2009	Progress awaited on national bank of customer satisfaction questions.	On Schedule
Review Business Processes of Payroll Section	Marjory Stewart/Sandy Flight	04/05/2009	Still in line with Lean Service timetable	On Schedule
Review Business Processes of Pension Admin Section	Marjory Stewart/Sandy Flight	04/05/2009	Stakeholder meetings continued for implementation of new employee contribution rates	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review CIPFA FM Model - measure level of customer satisfaction when contacting the Finance (General) Department.	Marjory Stewart/Rod McKay	12/05/2009	Improvement Plan now in operation.	On Schedule
Review Revenue Budget.	Marjory Stewart/Rod McKay	19/11/2008	Efficiency Savings of £2.865million identified per the Performance Report 2008.	Completed
Pension Fund Forum - ensure administration and investment information more readily available.	Marjory Stewart/Sandy Flight	04/05/2009	Event still intended for second half of 2009	On Schedule
Review statutory PIs performance in Finance Revenues.	David Dorward/Ian Gillanders	14/05/2009	Statutory PIs are reviewed on a continuous basis with a view to improving performance.	On Schedule
Letting Contact Centre Service Review.	Elaine Zwirlein/Jim Fenton	20/11/2008	Discussions were concluded and agreement reached in November 2008. An Establishment Change Note is being prepared and a report is to go to the Housing, Dundee Contract Services and Environment Services Committee.	Completed
Rent Recovery Contact Centre Service Review.	Elaine Zwirlein/Jim Fenton	20/11/2008	Discussions have now concluded and agreement reached in November 2008. An Establishment Change Note is being prepared and a report is to go to the Housing, Dundee Contract Services and Environment Services Committee.	Completed
Tenant Participation Strategy Peer Review.	Elaine Zwirlein/Barrie Rutherford	22/05/2008	These recommendations were considered by the tenant officer working group and they have incorporated them into their proposed changes to the council's tenant participation strategy.	Completed
Estate Management Peer Review.	Elaine Zwirlein/Kevin Anderson	10/03/2008	Scottish Housing Best Value Network Estates Management Peer Review completed. Good rating achieved.	Completed
Homelessness Peer Review	Elaine Zwirlein/Ian Dobson	06/11/2008	Peer Review complete. Most items from action plan complete. Progress on outstanding items to be taken forward through regulation and inspection action plan.	Completed
Objectives	Owner/Officer	Assessment	Assessment	Status

		Date		
Review the Racial Harassment reporting process, with emphasis on staff training.	Elaine Zwirlein/Stewart Steen	16/04/2009	Process completed. Staff Training completed.	Completed
The Repairs Partnership Agreement is currently the subject of a comprehensive review, drawing on the experience of the Housing Department, Dundee Contract Services and tenants, with a view to developing further our measures for Value for Money and Efficiency.	Elaine Zwirlein/Duncan McDonald		Assessment not yet due (new item in revised Service Plan)	First update not yet due
Review Tenant Participation Strategy by March 2012.	Elaine Zwirlein/Barrie Rutherford	17/06/2009	A tenant and officer group remitted to monitor the Tenant Participation Strategy is in the process of being established. It is envisaged that this group will carry out the detailed work necessary to conduct this review	On schedule
Review future support and role of Community Councils and Community Representative Structures	Stewart Murdoch/Neil Gunn	14/08/2008	Community Regeneration Team re-structured to provide sustainable levels of support to Community Councils and Neighbourhood Representative Structures.	Completed
Review XPT recruitment advertising and management system in the light of the development of a portal website for Scottish Councils which will have an alternative back office system	Iain Martin/Gaynor Myles	03/06/2009	The council is in phase 4 and is in the process of moving all vacancies to the portal by end of September 2009.	On Schedule
Review and rationalise inspection regimes required to comply with obligations under the Flood Prevention and Land Drainage (Scotland) Act	Mike Galloway/Graham Storr	09/02/2009	An inspection regime has been developed for the inspection of watercourses compliant with the requirements of Flood Prevention and Land Drainage (Scotland) Act.	Completed
Audit current services for Planning and Building Standards and report back to Management Board on status	Mike Galloway/Ramsay Hood	26/02/2008	Confirmation received from Building Quality Team Leaders that Building Standards and Planning services transferred to the Customer Contact Centre are now fully functional	Completed
Objectives	Owner/Officer	Assessment	Assessment	Status

		Date		
Review further potential services including parking for transfer to the Contact Centre	Mike Galloway/Ramsay Hood	08/05/2009	Discussions ongoing with Corporate Customer Services	On Schedule
Review Departmental Organisation and structures due to TACTRAN; Modernisation Programmes; Management Change; and Succession Profile	Mike Galloway/Ron Tinley	25/05/2009	Transportation reviewed and being implemented.	On Schedule
Review Planning and Transportation Support Services Division	Mike Galloway/Ron Tinley	25/05/2009	Support Services division being reviewed as part of the Departmental Merger with Economic Development March - June 2009	On Schedule
Review and Implement Online Training Database within Planning and Transportation	Mike Galloway/Ron Tinley	25/05/2009	System finalised and being tested for implementation June/ July 2009.	On Schedule
Review Roads Maintenance Partnership Arrangements	Mike Galloway/Fergus Wilson	06/03/2008	Review completed and Committee agreed to proceed with Roads Maintenance Partnership (Report No 294-2007 refers). Development of Partnership being monitored under a separate objective.	Completed
Finalise the review of current procedures against the Well Maintained Highways Code of Practice. Obtain Council approval of documented policies as appropriate.	Mike Galloway/Bill White	06/02/2009	Will be incorporated in development of Roads Asset Management Plan as part of SCOTS Framework initiative. Seek additional resources when Framework document is available.	Behind Schedule
Undertake an option appraisal on reviewing systems for children in kinship care placements and for children on home supervision	Alan Baird/Lynne Cameron	16/02/2009	Option Appraisal complete and options agreed. Now implementing.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Undertake a feasibility study by the Transitions Group on the roll out of the lead professional model	Alan Baird/Michael Holligan	27/02/2009	Report to Social Work & Health Committee on Improving Transitional Planning for Young People with Additional Support Needs includes reference to progress under this objective. The Transition Forum is attracting national attention to Dundee in the area of Transition.	On Schedule
Review the suitability of the current referral forms across the children's service, department and other agencies	Alan Baird/Lynne Cameron	21/05/2009	Work regarding initial assessments complete, and following discussion will be incorporated in the assessment framework. Work of independent consultant to be presented to CYPPC, and IMG to discuss implications and implementation.	On Schedule
Review existing approaches to involving foster carers by producing, implementing and evaluating an involvement strategy	Alan Baird/Derek Aitken	03/03/2009	Further work needs to be undertaken by Service Manager/SPSS due to poor response to consultation exercise by foster carers.	On Schedule
Complete an options appraisal on reducing use of external fostering placements	Alan Baird/Derek Aitken	03/03/2009	Committee report approved in February 2009, outlining need for further review and planning. To be completed by end June 2009	On Schedule
Review the resources and services that are available to foster carers, including the level of fees	Alan Baird/Derek Aitken	01/09/2008	A review was undertaken which changed the foster carer fee structure with effect from 31st December 2007.	Completed
Undertake a review of the Adoption Service	Alan Baird/Gail Aboim	22/08/2008	Adoption Service Review report to be presented to Committee 25/08/08. Implementation of action plan arising from report now underway.	Completed
Complete a Best Value Review of the Out of Hours Services and implement the outcomes	Alan Baird/Fred McBride	08/05/2009	Now on track for completion in June 2009. Delay due to Perth and Kinross Council reconsidering their position	Behind Schedule
Undertake a Best Value review of external residential placements for children and implement the findings	Alan Baird/Fred McBride	19/02/2009	This was completed in December 2008	Completed
Undertake an options appraisal on The Elms residential resource	Alan Baird/Margo Dymock	12/05/2008	Completed and now for discussion at directorate	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Complete a process improvement review on access for users in Ninewells Hospital and implement the recommendations	Alan Baird/Diane McCulloch	18/05/2009	Agreed to implement new duty system permanently.	On Schedule
Conclude a programme of supporting people service reviews	Alan Baird/Laura Bannerman	21/05/2009	Timescales renegotiated for some reviews. Revised target being met.	On Schedule
During lifetime of Social Work Service Plan review vision, values and aims to ensure still fit for purpose	Alan Baird/Jenni Tocher	03/06/2009	Current vision, values and aims confirmed as fit for purpose. In the employee survey 2007, 94% of departmental staff said they understood the purpose, aims and objectives of their department. Aims, values and vision to be reviewed as relevant future opportunities arise.	On Schedule
Determine feasibility of pursuing Charter Mark Status for Social Work services	Alan Baird/Ray Wilson	14/11/2008	Report and framework going to Committee in November. Achieving this award should be feasible between 2008-2011.	Completed
Review of Architectural Services QA process to allow integration into Workflow.	Patricia McIlquham/Mike Keddie	08/05/2009	Various amendments instigated to take into account changes in office procedures.	Completed
Undertake a comprehensive review of the skip/rolonof service to identify available capacity and container availability	Jim Laing/Eddie Ogg	02/05/2008	Comprehensive review complete	Completed
Investigate the feasibility of zonal working for collection of residual waste and recyclates.	Jim Laing/Eddie Ogg	17/06/2009	Commenced feasibility study. 10% complete.	On Schedule

Strategic Priority 3 - Making best use of public resources

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Conduct a review of the operation of the Glasshouses/Nursery.	Ken Laing/Jock Paterson	24/11/2008	Review complete and a report passed to the Director.	Completed
Assess the risks associated with the Single Status Agreement and equal pay legislation.	Ken Laing/Ken Laing		Assessment not yet due (new item in revised Service Plan)	First update not yet due
Consider the options for using the intranet for knowledge sharing	Chris Ward/Paul Carroll	18/05/2009	Some work has been undertaken by priority projects to create intranet sites for staff involved in the corporate project. This project has now been included in an internal communications review agreed by the Best Value, Performance and Efficiency Sub Committee in May 2009.	Behind Schedule
Review elected members training and development plan	Chris Ward/Bill Findlay	04/05/2009	A paper was produced for the Council's Corporate Governance Group, setting out the training and development activities which have taken place to date, and a further paper was also agreed on the development of personal development plans with members. The intention had been to wait for the national launch of the member development framework being piloted in 7 local authorities by the Improvement Service. However, this will not be available until Autumn 2009, so work is underway to ensure that members have personal development plans before then. It was aimed to have this done by 31 March 2009 to meet the recommendation in the report of the Scottish Local Authorities Remuneration Committee, but work on this was delayed by the by-election and subsequent change in Administration. To develop the plans, members have been asked to complete self-assessment questionnaires identifying any areas in which they would benefit from development support, and the Corporate Planning Officer is about to embark on a programme of one-to-one meetings with all members to discuss the process and ensure that plans are agreed.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review the corporate communications strategy.	Les Roy/Les Roy	26/02/2009	The review has been completed and a paper is being drafted for consideration	Completed
Consider the options for a Dundee Partnership wireless network for the city.	Ged Bell/Ged Bell	24/11/2008	The review is completed. The findings are: The requirement and economic climate has changed since the plan item was devised. Cities who were in the process of procuring Wireless City deployments have cancelled. Library and public building wireless will continue to be installed and provided, but City-wide deployment will not be considered in the short-term. If the Fibre-City deployment is successful, this may change the economics of city-wide deployment. this will be reviewed at a later date.	Completed
New Kingspark School	Jim Collins/Paul Clancy	19/05/2009	School staff have been involved in selecting furnishings and the paints have been chosen for each internal area of the school. Building work progressing well - no adverse reports received.	On Schedule
Review staff survey	Marjory Stewart/Rod McKay	19/05/2009	Details have now been posted on the Finance Intranet.	On Schedule
Review Accounts and Benefits business processes - impact of homeworking.	David Dorward/Ian Gillanders	14/05/2009	Impact of homeworking has been positive although other considerations have to be considered within the office environment. Situation is reviewed on a regular basis.	On Schedule
Review Liaison Section business processes - impact of homeworking and corporate visiting system.	David Dorward/Ian Gillanders	14/05/2009	Health & Safety issues still persist and further trials are scheduled to be carried out in the near future.	Behind Schedule
Review potential use of IP Telephony	Ged Bell/Steve Boyd	15/09/2008	Option Appraisal outlining funding proposals for IP Telephony rollout prepared by IT for consideration by Finance Dept. and wider Council. 3-year plan prepared for wireless network expansion and Featurenet replacement. Implementation work scheduled to start October 2008.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review IT Training Provision	Ged Bell/Steve Boyd	15/09/2008	Review process now complete. Staffing changes within the IT Training section mean that original review findings will not be implemented. Wider corporate review of training function is a possible future option.	Completed
Review Council's Data Storage Strategy	Ged Bell/Jim Gorman	01/12/2008	Second tier storage has successfully been used to migrate data from the 1st tier freeing up space and allowing the more expensive disk to be more effectively utilised. The use of different levels of disk storage is now standard working practise.	Completed
Review and update the data security and business continuity strategy to maximise availability of information systems and data	Ged Bell/Tim Simpson	01/06/2009	No real progress as move to new email system has taken majority of our resources over last 3 months, but all servers now have correct version of virtualisation code running on them	On Schedule
Review the use of the current Corporate messaging system (Teamware)	Ged Bell/Niall Gibb	24/11/2008	Review completed. Recommendation put forward for Committee approval in November.	Completed
Review workload and functions of Operations section	Ged Bell/Tim Simpson	04/06/2008	Review completed. Recommendations for job descriptions forwarded to Personnel.	Completed
Review Administration and Help-desk functions	Ged Bell/Ged Bell	03/03/2009	Review carried out - due to automation of procurement/invoicing process, one member of admin staff now allocated new duties (Software audit/reconciliation)	Completed
Review consolidation/standardisation across all areas or service of service delivery	Ged Bell/Jim Walker	05/03/2009	Final document circulated. Feedback being gathered and acted upon before publishing document for wider audience	On Schedule
Review the use of open source technologies	Ged Bell/John Lawson	16/05/2008	The Open Source review was completed and it was noted that usage of Open Source technology is already widespread within the Council. Free and Open Source solutions are actively considered for new IT projects and Open Source alternatives to existing proprietary solutions were identified.	Completed

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review/replace business support system	Ged Bell/Jane Crawford	19/05/2009	Replacement of current MS-Access Business Support system by Oracle system on 'as-is' basis now developed and live. Current position mapping on use of Business Support, Trading Accounts and Assyst complete. Documented and reviewed business processes to reduce interfaces and paperwork and make processes more 'joined-up'. Prototype of computerisation of weekly 'IT Bids' and 'IT requests' processes presented to management. Facility for online requesting/authorisation of annual leave/flexi live across department. Enhancements to Business Support processes (covering Business Support System, Assyst, Trading Accounts and introducing new workflows for current manual processes such as recording absence) will be the subject of a separate project.	Completed
Review effectiveness of absence policy	Iain Martin/Val Ridley	01/06/2009	Comprehensive review of absence reduction strategy to be completed by October 2009.	On Schedule
Review of recruitment and selection procedures	Iain Martin/Val Ridley	02/03/2009	Completed and guidance issued to departments.	Completed
Review range and content of training courses	Iain Martin/Jim Duffy	18/05/2009	Most courses redesigned, some work still to do	On Schedule
Review Children's Services database needs and contribute a further development of K2	Alan Baird/Margo Dymock	03/03/2009	Action plan drafted for this year and priorities set	On Schedule
Explore options on the different roles and responsibilities of Social Workers and paraprofessional staff	Alan Baird/Ray Wilson	23/02/2009	This project is currently being looked at for feasibility. Long term approach.	On Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Evaluate the impact of staff support and development systems in Criminal Justice to ensure we are providing effective support	Alan Baird/Mike Hendry	17/03/2009	Introductory sessions on the How Good Is Our Team self evaluation approach have been undertaken with extended management team and Criminal Justice Core Services Teams. Included brief worked examples. Further work to be done with teams to identify priority key processes for evaluation.	On Schedule
Review and develop Social Work charging policies and procedures for equality, cost effectiveness and consistency of application	Alan Baird/Dave Berry	10/06/2009	Currently reviewing Respite Charging policy and exploring introduction.	On Schedule
Review Social Work Client Information Systems with a view to striking the correct balance between accessibility of information and protecting sensitive data about individuals and families	Alan Baird/Jenni Tocher	26/02/2009	Final proposal paper agreed at Directorate in December 2009. Solution involves proposed amendments to Event Recording, updated case recording procedures and proposed training for all staff on ethical recording. Final meeting held with SWIA in December 2008 when they fully accepted proposal and agreed that recommendation had been met in full.	Completed
Review and update Social Work Human Resource Strategy	Alan Baird/Gillian Milne	18/02/2009	Work continuing in updating HR strategy both internally within the department through HR group and linking with corporate colleagues in respect of the corporate HR Action Plan	On Schedule
Review and update safe systems of work for Social Work staff undertaking lone working	Alan Baird/Gillian Milne	18/02/2009	Updated report to be submitted to SWD Directorate 25 February 2009	On Schedule
Review and update Social Work Department Health and Safety Policy	Alan Baird/Bruce Davidson	18/05/2009	Policy to be sent to Directorate for approval by end of September 2009	Behind Schedule

Objectives	Owner/Officer	Assessment Date	Assessment	Status
Review implementation of SSSC Codes of Practice	Alan Baird/Gillian Milne	16/12/2008	The SSSC Codes of Practice in relation to employers responsibilities were checked to ensure the Department were adhering to them. This included ensuring: 1) safe recruitment practices and ensuring the workforce understands their roles and responsibilities 2) written policies and procedures for effective support to staff 3) providing training and development opportunities to staff 4) written procedures for ensuring safe systems of work and required standards of behaviour of employees.	Completed