

**REPORT TO: SCRUTINY COMMITTEE - 18 AUGUST 2010**

**REPORT ON: BEST VALUE REVIEW PROGRAMME**

**REPORT BY: ASSISTANT CHIEF EXECUTIVE**

**REPORT NO: 387-2010**

## **1. PURPOSE OF REPORT**

To report on progress with the programme of best value reviews and to provide information on the wide range of additional officer-led review activity which was included in the Council Plan and departmental Service Plans 2007-11.

## **2. RECOMMENDATIONS**

It is recommended that members:

- (i) note progress on the various elements of the best value review programme as set out in sections 4.2 to 4.6 below
- (ii) note progress on the officer-led review activity included in the Council Plan and departmental Service Plans 2007-2011, which is summarised in section 4.7 below and detailed in Appendix 1
- (iii) remit chief officers to ensure that any review activity not yet completed will be taken forward into new plans
- (iv) note that the Policy and Resources Committee, in April 2010, approved a Corporate Improvement Programme which includes the programme of best value reviews for 2010/11 to 2013/14, progress on which will be reported to this Committee in due course

## **3. FINANCIAL IMPLICATIONS**

None.

## **4. MAIN TEXT**

### **4.1 Best Value Review Programme**

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

- the final review from the programme agreed by the Policy and Resources Committee in October 2007, which had still to be completed at the time of last year's progress report:
  - 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
- best value reviews agreed since June 2009 on the following topics:

- Child Protection
  - Educational Attainment
  - Housing
- lean service reviews, agreed by the Policy and Resources Committee in December 2008, on the following topics:
    - Environmental Health Food Hygiene
    - Libraries
    - School Admin Functions
    - Procurement Processing
    - Leisure and Communities Administration Team
    - Environmental Health Pest 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:
    - Car Parking Appeals
    - Housing Relets
    - Payroll
    - Architects
    - Revenues
    - Housing Advice and Information
    - Customer Services
    - Welfare Rights Duty Advice Line
  - review activity included in the Council Plan and departmental Service Plans 2007-2011 (also including new reviews added when the Service Plans were updated in 2009)

## 4.2 Reviews from the 2007/08 Programme

- 4.2.1 Car Parking in Residential Areas - this review considered 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. The review group concluded that there were possible solutions to the provision of additional parking in these areas, but that a pilot was required to establish viability, and it is anticipated that a report will be submitted to Policy and Resources Committee in August seeking approval for such a pilot scheme.

## 4.3 Reviews Identified Through the Efficiency Diagnostic Study

- 4.3.1 Fleet Maintenance - the report on this review was approved by the Improvement and Efficiency Sub-Committee in March 2010. It was agreed that the Council should introduce a corporate approach to the management and maintenance of its fleet of vehicles; that a working group should plan and oversee its implementation, including the rationalisation of workshop facilities; that suitable control software should be installed; that procedures should be established for dispersion of fuel purchased by the Council; that a detailed review of transportation requirements should be undertaken to optimise vehicle utilisation; and that the Council should participate in a joint review of fleet management arrangements with neighbouring local authorities.
- 4.3.2 Mobile and Flexible Working - the report on this review was approved by the Improvement and Efficiency Sub-Committee in March 2010. The report recommended work-style change as an efficiency opportunity for the Council, and included detailed proposals for taking this forward. Scope for mobile and flexible working is being taken into account in planning the number and type of workstations required at Dundee House, and the wider issue is being taken forward as part of the Corporate Improvement Programme approved by the Policy and Resources Committee in April 2010.

#### 4.4 Best Value Reviews Agreed Since June 2009

- 4.4.1 Child Protection - a review to consider the future development, delivery, evaluation and monitoring of child protection services in Dundee was established following the outcome of the Joint Inspection of Services to Protect Children and Young People by HMle. The review group will continue to meet during 2010.
- 4.4.2 Educational Attainment - Education Committee agreed in May 2010 that the Best Value Review Group on Educational Attainment should be re-established as the Education Review Group, with new terms of reference and a revised membership. The group will provide an opportunity for members to comment on progress in a range of areas of the Education Department's work; receive presentations on educational developments; influence departmental thinking; and take part in discussion on areas of common interest.
- 4.4.3 Housing - following the report on the Housing Department's inspection by the Scottish Housing Regulator, a Best Value Review Group was established to oversee the development and implementation of an Improvement Plan to address the Regulator's recommendations. The Review Group meets every 2 months and, in addition to reviewing progress on the Improvement Plan, has a programme of presentations and discussions on key service areas. Topics scheduled for the next few meetings include lettings, estate supervision, repairs and homelessness. A report on progress with the Improvement Plan was approved by the Housing, DCS and Environment Services Committee in June 2010.

#### 4.5 First Phase of Lean Service Reviews

- 4.5.1 Environmental Health: Food Hygiene - the impact of this review has been to move more resources to the fundamental purpose of reducing non-compliant premises, by making the process of routine inspection of all premises more efficient and more proportionate to risk. The number of category A premises (non compliant) has reduced by 21% and the number of hygiene improvement notices has increased by 20%. An instant tear-off report provided in the premises being inspected has been introduced, saving process steps and speeding up the servicing of improvement notices from an average of 8.1 days to less than an hour. Copy hygiene reports to corporate clients are now transferred electronically, saving paper and time. Service requests are being resolved more quickly, with average completion time improved from 10.3 days to 3.4 days.
- 4.5.2 Libraries - a high level demand was from members of the public who required staff to log them on to PCs. A system of self log-ins is being introduced which will save staff time and provide a quicker service. Arrangements for purchase of books have been reviewed. Changing the supply method has reduced order-to-delivery time by about 2 weeks, and purchase costs have been reduced on average by £2.60 per book. Arrangements for cataloguing books have eliminated duplication. Self-issue terminals for booking out books are being piloted in two branch libraries. A plan to change opening hours to reflect footfall patterns has been devised.
- 4.5.3 School Admin Functions - the focus of this review was to identify opportunities to transfer non-teaching duties away from teaching staff. Concentrating on Craigie High, where a Business Manager had recently been appointed, a number of initiatives to remove non-value activities from the Admin Team meant that about 10% of the capacity of team was released to take up other duties. Services to pupils and their parents/guardians have been improved, delivering a better image of the school. For example, the group call arrangement for non attendance has been speeded up and become more accurate, reducing follow up queries by 75%. As the admin team now have the capacity to become involved in other activities, they are taking work from teaching staff, mainly principal teachers, such as the administration of "late detentions" and dealing with queries which would previously have been referred to teaching staff, taking up their time and disrupting classes. There has also

been a significant reduction in referrals to the Schools Community Support Service arising from improvements made in handling and resolving absences.

- 4.5.4 Procurement Processing - there have been a number of improvements in practices, some of which result from e-procurement and the corporate procurement strategy, while others result from the Lean Service Review. The fact that these have been going on at the same time, and have been complementary, has enhanced the benefits. The process from realising that something is needed, to having it in stock and paid for, would typically have involved 35 steps and is being reduced to 13 steps. In one department, the timeframe from knowing something is needed to placing the order was typically 11 days, but could be as much as 23 days, and this has now been reduced to less than one day. There have been dramatic reductions in order time, reduced process time, reduced direct cost, access to collaborative contracts, and enhanced management controls with more accurate monitoring data. A roll-out programme has been agreed.
- 4.5.5 Leisure and Communities Administration Team - the review resulted in a restructuring of the Central Administration Team, a reduction in numbers by 2, a transfer of post to the Finance Department to undertake payroll and a new post of Staffing Officer. This post will work very closely with the Personnel Department to undertake staffing issues within Leisure and Communities. There has been a series of briefings undertaken regarding the filling of forms required for Resourcelink and other functions of the Central Administration Team, to improve the amount of miscoding etc that results in wasted time.
- 4.5.6 Environmental Health: Pest Control - measures taken reduced failure demand on the service from 17% to 5% and reduced the recording of incomplete/incorrect information about jobs from 60% to 25%. Incorporating the Corporate Address Gazateer will eliminate this completely. Attendance at wrong addresses has been eliminated. Closure time on informal Public Health Nuisance Complaints has been reduced from an average of 24.5 days to 5.9 days. Changes to collection methods, made in co-operation with Waste Management in problem areas of the city, have significantly improved the compliance by the customer in waste presentation, enhancing the appearance of these areas and improving the health and wellbeing of citizens.
- 4.6 Additional Lean Service Reviews in response to issues raised by departments
- 4.6.1 Car Parking Appeals - the backlog in handling appeals against parking tickets which was causing a 14 week (and growing) delay has been completely eliminated, reducing significantly the amount of progress chasing by customers. There is a 70% reduction in cases for the Appeals Panel, which now has a 50% reduction in the number of meetings required. Further experiments planned are evaluating the impact of equipment purchased in-house to repair quickly small areas of signs and lines damaged; scanning of mail to make electronic transfer and access to information faster; introducing cash receipting and telephone automatic payment line; and training for staff on conflict management. An option appraisal is being carried out on the best value between using the Sheriff Officers or the in-house debt management team. Plain English is being applied to customer information on parking charge notices. A planned request for additional staff has now been considered unnecessary.
- 4.6.2 Housing Relets - the relet process took too long and a factor was the poor standard of accommodation offered. There were 3.7 offers per let. The aims were to reduce the time taken to let the house, improve the quality of the house offered and reduce the number of offers per house. A series of experiments have taken place over the past year and are being evaluated. These include more accurate information about the prospective tenant at the first point of contact, reducing the time taken to repair houses and experimenting with the Council redecorating the house to a higher standard instead of relying on redecoration allowances to tenants. Movement of keys took up a significant amount of time and a new system is being introduced to install locks on houses as they become vacant that can be operated by a master key available to the relevant staff. It is hoped that, over the long

term, the decoration programme will improve the quality of homes being offered and the next phase of the review will look at how this will reduce the number of offers per let. Further work will involve getting a closer match between the top ten tenants in the allocation system to the house that has become available. Outcomes of all the experiments will be reported to the Best Value Review Group.

- 4.6.3 Payroll - the Payroll Section processes pay and employment details of over 4,000 employees (excluding Education). Problems included consistently missing the deadlines for processing pay set by the IT system and a staff turnover of 60% caused by the high stress environment. It was noted that the failure demand was caused in the main by an error rate in data submitted by departments. 12% of staff time is spent chasing errors at a critical stage in the process and this is replicated in departmental payroll teams. Two experiments are proposed to make departments responsible for the quality of data (to be measured by clean data received centrally) and piloting local input by departmental staff. The main principle being pursued is that the quality of the data should be owned by departmental managers, and should be right first time. Further innovations are being pursued that will reduce the paperwork and steps in the process. These include an electronic signing off process for noting absence and return to work, e-payslips instead of paper and self-service by employees on maintaining data in the resourcelink system such as next of kin, change of address etc.
- 4.6.4 Architects - this review focussed on two issues. Firstly, an increase of 550 hours travel time by using the bus to travel to site compared to taxis. Secondly, that 70% of the Division's work comes through the GVA process and this required 24 more steps than the standard process used when clients contact Architectural Services directly. The project is concentrating on exploring cost-effective means of getting staff to sites apart from re-introducing contract taxis, and how Architectural Services engage with customers and other departments to find ways to streamline the GVA system.
- 4.6.5 Revenues - in the year prior to the review, there were 74,209 contacts at the enquiry office. Revenues noted 22% failure demand at the reception point which deals with 25,000 of the total enquiries to the office. Immediate action was taken to deal with the issuing of unnecessary tickets for customers to queue and this had the immediate effect of reducing failure demand to 14%. It is anticipated that this will reduce further by increasing the skills available at the reception over lunchtime and by converting the mail member of staff to a skilled member. It was noted that the remaining 10% of failure demand is a result of customers seeking other Council services not available at City Square. A number of experiments are being devised to streamline processes.
- 4.6.6 Housing Advice and Information - in year prior to the review, they had 14,099 contacts and this service has now transferred to the customer services team in Tayside House. It deals with four housing services: letting/homeless, rent recovery, housing repairs and anti social complaints. 70% of the contacts are related to rent recovery and lettings/ homelessness and the level of failure demand was 84% and 41% respectively. The main reason for this is that staff can give information and advice about the application forms but cannot actually process them, as this can only be done at the lettings/Lily Walker centre. The staff do not have access to the relevant information to verify medical/homeless status. To reduce this failure demand, a genuine 'first point of contact' service needs to be designed. The team will investigate the feasibility of inputting data at the first point of contact and providing front line staff with access to more and relevant information. With respect to rent recovery, the main issue concerned customers being confused about the contact details for dealing with rent arrears. The team will work with the Rent Recovery Section to clarify and improve customer communications.
- 4.6.7 Customer Services - the annual number of contacts to customer services on Floor 2 was 529,168. This included 439,779 to the switchboard and 53,599 face to face contacts. Investigation revealed 39% failure demand in the contacts made by the public. One of the main causes is that the majority of services at the contact centre are still not 'first contact' in

design and frequently require the customer to make repeat visits, having completed a form or brought in 'proof of entitlement' documentation. In services looked at in detail, the length of time for service provision was a key factor and resulted in 75% of the repeat visits for customers. By far the biggest cause is disabled bus pass applications. The average time elapsed for new applicants and renewals is respectively 52 days and 44 days. More than half of this time is the gap between the customer requesting an application form and receipt of application form from the customer. Therefore, from the customers' perspective, eliminating the need to complete the application form and make a second visit would be a significant improvement. The next step is to investigate and analyse the full end-to-end process with other departments (Social Work, City Development, Education) with a view to making the entitlement verification process a one stop service.

- 4.6.8 Welfare Rights Duty Advice Line - the average number of inward telephone calls per week is 607. The demand analysis estimated that 52% is failure demand. Analysing staff activity identified that a number were calls to the DWP, Revenues and HMRC to establish benefit status. This involved welfare rights staff calling back the customer relaying the same information already previously provided by the Revenues Division. The next step is to conduct an experiment to eliminate the impact on customer time and experience through enabling welfare rights staff to access the documents issued by the Revenues Division that a welfare rights customer may be calling about it. An additional line of enquiry was to look at the approximately 397 'notice of potential eviction' cases per annum. It was noted that the actual number of eviction cases last year was 72. When eviction proceedings are started by the Housing Department, an intensive amount of casework has to be carried out with a combination of welfare rights and staff from a variety of departments. It is proposed to establish a project in conjunction with the Rent Recovery Section, Housing Support Team, Lily Walker Centre, Legal Section and Homelessness Strategy Team, to test new preventative measures and early intervention support services for tenants.

#### 4.7 Review Activity from Council Plan and Service Plans

- 4.7.1 A considerable amount of review activity was included in the Council Plan and departmental Service Plans for 2007-2011, progress on which was monitored through the Online Plan Monitoring database.

- 4.7.2 The assessments by lead officers show that, of the 149 reviews included in the Council and departmental Service Plans:

63.76% have been assessed as completed  
 32.89% have been assessed as on schedule  
 2.68% have been assessed as behind schedule  
 0.67% have been assessed as abandoned

- 4.7.3 60 of the reviews have previously been reported to Committee as completed in last year's progress report. The latest assessments of progress on the remaining 89 are set out in Appendix 1, grouped under the three strategic priorities in 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)

4.7.4 Chief Officers will be asked to ensure that any review items not yet completed are carried forward into new plans.

#### 4.8 Future Reviews

At its meeting on 26 April 2010, Policy and Resources Committee approved a report headed 'Corporate Improvement Programme, Training and Self Evaluation', which includes the programme of best value reviews for the period 2010/11 to 2013/14. As well as continuing to implement the recommendations of the best value review of mobile, flexible and home working, the programme includes Best Value Reviews of:

- Procurement
- Fleet Management
- Asset Management
- Property-Related staff
- Car Parking services
- Ground Maintenance services

Future reports to this Committee will focus on progress with this programme of reviews.

#### 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 are 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), Director of Finance and all chief officers were consulted on this report.

#### 7. **BACKGROUND PAPERS**

None.

Chris Ward  
Assistant Chief Executive

12/08/2010

**Strategic Priority 1 - Creating and delivering a vision for Dundee**

<b>Description</b>	<b>Owner/Officer</b>	<b>Assessment Date</b>	<b>Assessment</b>	<b>Status</b>
Review levels of support and respite for children, adults and carers	Alan Baird/Jane Martin	18/05/2010	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
Undertake a full review of Family Support Services	Alan Baird/Heather Gunn	18/05/2010	Review Report underway. Proposals to be brought forward June 2010	Behind Schedule
Undertake with Housing Department (as part of SHIP) the feasibility of a parent and baby accommodation and assessment service	Alan Baird/Jane Martin	18/05/2010	Further meetings to be held with voluntary sector to determine direction.	On Schedule
Review the level and range of respite care	Alan Baird/Diane McCulloch	30/09/2009	The first phase of the review has been completed in relation to controlling the provision of residential respite care in Craigie House. Scoping of costs to develop nursing respite care model now in final stages.	On Schedule
Review CMHTs (Adults) with Health partners and move to integrated teams (currently co-located)	Alan Baird/Laura Bannerman	18/12/2009	The Mental Health Review process has an agreed workstream to progress this issue. Progressing satisfactorily.	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	26/05/2010	This has largely been achieved with the creation of one integrated Youth Work Team in central Dundee. More restructuring may be required but this target is achieved.	Completed
Review allocation and priorities for youth information services	Stewart Murdoch/Kenny Lindsay	26/05/2010	This is a work in progress.	On Schedule



Description	Owner/Officer	Assessment Date	Assessment	Status
Review the Scheme for the Operation of Community Councils	Stewart Murdoch/John Hosie	04/06/2010	First phase of consultation on the Review of Community Council boundaries has taken place. On 24th May, Council Committee approved plans to undertake a second phase of consultation focusing on the proposals for boundaries, Scheme of Operation and Code of Conduct for Community Councillors. This will take place over a 12 week period from mid-June until mid-September 2010.	On Schedule
Undertake a Strategic Review of outdoor play areas in Dundee	Stewart Murdoch/Peter Sandwell	04/02/2010	Policy agreed by Leisure, Arts and Communities Committee December 2009	On Schedule
Review the current pitch strategy and identify action plan with key tasks to be taken forward	Stewart Murdoch/Merrill Smith	19/05/2010	Consultation with the clubs and specific sports officers as well as Fields in Trust has been undertaken and the final draft of the new pitch strategy is now being completed.	On Schedule
Review the Camperdown Masterplan and update both the Plan and key tasks	Stewart Murdoch/Gary Robertson	19/05/2010	Camperdown Master Plan is currently being evaluated with objective of completing the review by April 2010 and goes to Committee in June 2010.	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 Murdoch/Gary Robertson	19/05/2010	The Department continue to liaise with Scottish Cycling and a draft lease is being developed together with a bid to SportScotland to upgrade the track and safety fencing during 2010.	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 Murdoch/Gary Robertson	19/05/2010	The replacement for the existing building is on track to be complete by 2012 with work due to commence in 2010.	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 Murdoch/Gary Robertson	19/05/2010	Complete	Completed

Description	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	04/02/2010	Open space strategy prepared and published	Completed
Review and formulate a Sport and Physical Activity Strategy for the city and agree and implement Action Plan	Stewart Murdoch/Audrey White	03/06/2010	The Strategy has been approved at Committee. Implementation Group are currently creating the annual action plan.	On Schedule
Review and redevelop advocacy provision with full involvement of advocacy providers	Alan Baird/Arlene Mitchell	10/09/2009	Advocacy review is complete and has been discussed and agreed with the various providers	Completed
Review input into issues on migration identified by the regional meetings between Scottish Government and Scottish authorities.	Chris Ward/Rod Crawford	12/04/2010	The progress paper produced by Steven Szymoszkowskyj from the Fresh Talent section of Scottish Government was reported to the October Co-ordinating Group. There have been no further developments and no contact with Scottish Government since.	On Schedule
Review the balance of new house building in relation to entry-level affordable homes.	Mike Galloway/Gregor Hamilton	19/05/2010	Report on Housing Need, Demand and Affordability Study approved by City Development and Housing Committees in October 2009. Implications will be considered in review of Development Plan and Local Housing Strategy.	On Schedule
Review and develop civil contingency arrangements.	Patricia McIlquham/John Handling	07/06/2010	Arrangements developing in line with the principles of integrated emergency management (IEM). Tayside Strategic Co-ordinating Group Strategic Plan 2010-2012 published in April 2010. This takes IEM to the multi-agency level. Dundee City Council are responsible for the Community Support and Recovery Portfolio which integrates our strategy with our partner agencies. Currently developing a multi-agency Strategic and Tactical co-ordinating plan to set out planning arrangements for the next two years and beyond and to detail arrangements for multi-agency community support and recovery during an emergency.	On Schedule

Description	Owner/Officer	Assessment Date	Assessment	Status
Review the delivery of the employability programme.	Mike Galloway/Allan Millar	12/05/2010	The development of the specification was delayed due to other work priorities. This was discussed with the evaluator and the timescale for the draft specification being circulated to the Employability Core Group was revised to 20 May 2010	On Schedule
Explore opportunities to expand the profile of best bar none accreditation scheme.	Mike Galloway/Morag Douglas	22/03/2010	This year's launch will take place on Tuesday 4 May with award ceremony booked for Sunday 26 September. The Evening Telegraph are going to run an article pre-launch to assist in promoting BBN. A first mailshot to approx. 180 licensed premises has already been circulated. Promotional poster will follow shortly as will another letter to a shortlist of licensed premises. For the first time social/members' clubs will be invited to participate which will hopefully help to increase numbers this year. All of this year's applicants will be put forward for the chance to represent Dundee in the very first national awards which will be hosted in Dundee in March 2011.	On Schedule
Assess the value and impact of employability services and explore the sustainability of effective activities.	Mike Galloway/Michelle Gautier	05/04/2010	The specification for the evaluation of the Employability Programme is currently being drawn up for approval of the Core Group and discussion with Glasgow University. Further update will be provided at the next report	On Schedule
Best Value Review on Attainment	Jim Collins/Paul Clancy	04/03/2010	Main aspects of the best value review are now incorporated into the Education Service Plan 2008-2011.	Completed
Review Tenant Participation Strategy	Elaine Zwirlein/John Wolstencroft	04/05/2009	Housing Committee approved the revised tenant participation strategy in 2009	Completed
Review the balance of new house building in relation to entry-level affordable homes	Elaine Zwirlein/John Wolstencroft	05/03/2010	Study Complete and agreed by Housing Committee in December 2009	Completed

Description	Owner/Officer	Assessment Date	Assessment	Status
Root and branch review for Scottish Housing Quality Standard Delivery Plan.	Elaine Zwirlein/Roger Seaman	19/05/2010	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. A Tenants conference is planned for the 22nd February 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. Financial scenarios regarding levels of core stock are currently being discussed with the Focus Group and as a result of this the Root and Branch review may not be fully complete before guidance on resubmission is received from the Scottish Government, this is expected at the end of the calendar year. As at beginning of Feb 2010 new deadlines established by the Scottish Government of a partial submission in Sept 2010 with a full resubmission during 2011. Consultative Guidance is to be issued Spring 2010. It is however still the intention to report the results of DCCs review to Housing Committee this summer. The financial plan to 2015 is now drafted. This plan has been discussed with the SHQS focus group and will be presented to a Tenants conference prior to submission to Housing Committee.	On Schedule
Open Plan Maintenance Review.	Elaine Zwirlein/Duncan McDonald	03/05/2010	Project is with IT Dept. Development work is underway. Presentation of outline system made to the DFTA in April.	On Schedule

Description	Owner/Officer	Assessment Date	Assessment	Status
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	03/05/2010	The Development Management Charter has now been reviewed and a new Charter, incorporating the implications of the new Planning Act, was approved by the Development Quality Committee at its April 2010 Meeting.	Completed
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	19/05/2010	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

**Strategic Priority 2 - Modernising and Improving Services to the Public**

<b>Description</b>	<b>Owner/Officer</b>	<b>Assessment Date</b>	<b>Assessment</b>	<b>Status</b>
Undertake a feasibility study by the Transitions Group on the roll out of the lead professional model	Alan Baird/Michael Holligan	28/05/2010	The Transition Forum have discussed the progress report. Proposals regarding future implementation of this model will be prepared by the Transition Pilot task group.	On Schedule
Review the suitability of the current referral forms across the children's service, department and other agencies	Alan Baird/Lynne Cameron	19/05/2010	An implementation plan has been undertaken. The tool is to be used by various services between April and June 2010. The tool will require to be used initially as a paper version and once IT have approved this work it will be undertaken electronically. More staff have asked to pilot the tool and it may be that the time to pilot will be extended	On Schedule
Review existing approaches to involving foster carers by producing, implementing and evaluating an involvement strategy	Alan Baird/Derek Aitken	05/03/2010	Proposals for regular post-placement feedback forms have been developed by service staff in consultation with foster carers, with new system to be implemented in April 2010.	Completed
Complete an options appraisal on reducing use of external fostering placements	Alan Baird/Derek Aitken	05/03/2010	Committee report now submitted for consideration at March Social Work Committee	Completed
Complete a Best Value Review of the Out of Hours Services and implement the outcomes	Alan Baird/Kathryn Lindsay	01/04/2010	Review completed and Implementation Group established to take forward required changes. Timescale for implementation June 2010.	Behind Schedule
Complete a process improvement review on access for users in Ninewells Hospital and implement the recommendations	Alan Baird/Diane McCulloch	03/09/2009	Testing is now complete. Final paper being completed and will be submitted to management. Status complete	Completed
Conclude a programme of supporting people service reviews	Alan Baird/Laura Bannerman	22/03/2010	Service reviews prioritised. Concluded.	Completed
Review management cost centres and responsibility centres in line with departmental efficiency saving requirements.	Alan Baird/Laura Bannerman	22/03/2010	Review undertaken revised responsibility centres agreed by Social Work Directorate.	Completed

Description	Owner/Officer	Assessment Date	Assessment	Status
Sponsor a review of community care procedures and systems for the development of more individualised and personalised methods of service delivery.	Alan Baird/Laura Bannerman	21/06/2010	Report on progress. Prepared for Health and Social Work Committee in June.	On Schedule
Review MHO service ensuring LA statutory functions met.	Alan Baird/Laura Bannerman	21/06/2010	Review in progress.	On Schedule
During lifetime of Social Work Service Plan review vision, values and aims to ensure still fit for purpose	Alan Baird/Jenni Tocher	24/05/2010	New departmental service plan to be completed in 2010. Work well underway and includes revisiting of vision. This task is therefore completed as 'life' of current service plan has reached an end.	Completed
Review plan for Registration priorities and Continuous Professional Development.	Alan Baird/Frances Greig	21/06/2010	A working group is being set up with Personnel and Staff Development to review registration priorities.	On Schedule
Review admin systems in Staff Development Service.	Alan Baird/Frances Greig	21/06/2010	Currently being reviewed and action plan being developed.	On Schedule
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	03/12/2009	Review complete	Completed
In conjunction with clients, undertake a review of the partnership process to ensure Best Value continues to be delivered	Ken Laing/Ken Laing	06/07/2009	This action is now complete following report to Policy and Resources Committee on 1 July 2009 on Construction Procurement Policy. Annual report to P&R on all construction partnership projects to be prepared to review VFM/Best Value on outcomes achieved.	Completed
Identify whether the Charter Mark initiative would help to meet the Department's aspirations in relation to customer service	Ken Laing/Bruce Patrick	02/12/2009	Contract Services Management Board agreed in November 2009 that the Cabinet Office Self-assessment tool will be used to develop an action plan based on the Customer Service Excellence Standard. A decision on external verification will be deferred.	Completed

<b>Description</b>	<b>Owner/Officer</b>	<b>Assessment Date</b>	<b>Assessment</b>	<b>Status</b>
Conduct a review of the Housing Repairs Partnership Agreement.	Ken Laing/Bruce Patrick	10/07/2009	The revised and updated Housing Repairs Partnership Agreement was approved by committee on 1st July 2009	Completed
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/Mark Ross	11/01/2010	A review of all trades targets and allowances is complete and revised targets and narratives have been developed and issued. In consultation with the Trades Unions a number of changes have been implemented. All revisions have been agreed in principle for all trades except joiners.	On Schedule
Review and update the corporate customer services strategy (Customer First)	Chris Ward/Paul Carroll	07/06/2010	The review and updating of the corporate customer service strategy was approved by the Management Team in April 2009. This covers the website, contact centre, National Entitlement Card and one stop shop. This is consistent with the Council's policies and continues to be implemented. A report will be prepared for Committee after the recess on customer service standards.	Behind Schedule
Explore opportunities to align strategic partner funding for employability services.	Mike Galloway/Allan Millar	22/06/2010	A partnership assessment panel made recommendations on Disadvantaged Areas Funding to the Employability Core Group which were approved, Funding Agreements are being finalised.	On Schedule
Best Value Review on Residential Schools (led by Social Work)	Jim Collins/Paul Clancy	19/05/2009	This review was completed on schedule.	Completed
Review existing customer surveys and develop improved methods.	Albert Oswald/Frank Feechan	01/03/2010	Pilot completed and Improvement Service are producing a report on the pilot outcome	On Schedule
Review Business Processes of Payroll Section	Marjory Stewart/Sandy Flight	10/05/2010	IT looking at system of absence reporting recording.	On Schedule
Review Business Processes of Pension Admin Section	Marjory Stewart/Sandy Flight	10/05/2010	Altair test system ready to be trialled once IT hardware (server) in place. Meetings with employers continuing on a regular basis	On Schedule



<b>Description</b>	<b>Owner/Officer</b>	<b>Assessment Date</b>	<b>Assessment</b>	<b>Status</b>
Review CIPFA FM Model - measure level of customer satisfaction when contacting the Finance (General) Department.	Marjory Stewart/Rod McKay	05/05/2010	To be replaced by EFQM in the coming year	Completed
Pension Fund Forum - ensure administration and investment information more readily available.	Marjory Stewart/Sandy Flight	10/05/2010	Next forum will be organised in second half of year. Increased information now available on website	On Schedule
Review statutory PIs performance in Finance Revenues.	Marjory Stewart/Ian Gillanders	03/05/2010	Statutory PIs are reviewed on a continuous basis with a view to improving performance.	On Schedule
Lean service review of customer contact.	Marjory Stewart/Ian Gillanders	22/06/2009	Review has taken place and presentation made to the Efficiencies Board on 10 June 2009. Now moving forward with experiments to improve service.	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	18/12/2009	The new Repairs Service Partnership Agreement 2009-2014 has been implemented.	Completed
Review the resource management and collections policy.	Stewart Murdoch/Judy Dobbie	01/03/2010	The first stages of the review of the policy have commenced.	On Schedule
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	18/05/2010	All vacancies are now on the portal and the contract with Hr Director has ended.	Completed
Review further potential services including parking for transfer to the Contact Centre	Mike Galloway/Ron Tinley	10/06/2010	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	20/08/2009	Staff Structure implemented	Completed

<b>Description</b>	<b>Owner/Officer</b>	<b>Assessment Date</b>	<b>Assessment</b>	<b>Status</b>
Review Planning and Transportation Support Services Division	Mike Galloway/Ron Tinley	20/08/2009	New Support Services Structure approved and up and running. Further check/review in 6 months (April - June 2010)	Completed
Review and Implement Online Training Database within Planning and Transportation	Mike Galloway/Ron Tinley	10/06/2010	Training database now implemented across Department. However this is not yet available as an online tool for staff. To be reviewed in the next Service Plan.	On Schedule
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	24/05/2010	To be prioritised for completion within time frame of plan.	On Schedule
Review effectiveness of workflow and associated QA system and recommend improvements to electronic system and QA procedures.	Patricia McIlquham/Mike Keddie	05/04/2010	H&S changes in legislation introduced into processes. External audit November 2009. Various amendments carried out to suit changes in ISO Standards. Revised templates are presently being prepared for smaller scale projects.	Completed
Investigate the feasibility of zonal working for collection of residual waste and recyclates.	Jim Laing/Eddie Ogg	21/06/2010	Investigate the feasibility of zonal working for all refuse collection routes 10% complete.	On Schedule

**Strategic Priority 3 - Making best use of public resources**

<b>Description</b>	<b>Owner/Officer</b>	<b>Assessment Date</b>	<b>Assessment</b>	<b>Status</b>
Review Children's Services database needs and contribute a further development of K2	Alan Baird/Margo Dymock	03/03/2010	Action plan drafted for this year and K2 group continuing to make progress in areas of child protection and intake services	On Schedule
Explore options on the different roles and responsibilities of Social Workers and paraprofessional staff	Alan Baird/Ray Wilson	15/02/2010	Currently in operation in some parts of social work services	Completed
Evaluate the impact of staff support and development systems in Criminal Justice to ensure we are providing effective support	Alan Baird/Mike Hendry	28/06/2010	Pathway to Improvement self evaluation completed and currently with Organisational Development. Staff representation on evaluation team. Findings to be reported to staff group, actions identified. Department wide self evaluation now developing with plan for staff focus groups on impact on staff. How Good is our Team approach to be re-introduced to inform and progress ongoing self evaluation. Staff Survey results will inform.	On Schedule
Review and develop Social Work charging policies and procedures for equality, cost effectiveness and consistency of application	Alan Baird/Dave Berry	01/07/2010	Charging group set up to explore specific areas of inconsistency across client groups.	On Schedule
Review and update Social Work Human Resource Strategy	Alan Baird/Gillian Milne	03/06/2010	Work on-going	On Schedule
Review and update safe systems of work for Social work staff undertaking lone working	Alan Baird/Gillian Milne	30/12/2009	Lone working procedure complete and implemented. Working group no longer meeting. Responsibility for monitoring the procedure has been passed to SWD Health and Safety Steering Group.	Completed
Review and update Social Work Department Health and Safety Policy	Alan Baird/Bruce Davidson	19/03/2010	Department has been notified of changes to corporate H&S Policy which requires department to review own policy.	On Schedule

Description	Owner/Officer	Assessment Date	Assessment	Status
Review Employee Development Process.	Alan Baird/Frances Greig	21/06/2010	Corporate Performance and Development Review Process to be incorporated into employee handbook.	On Schedule
Review Staff Development Strategy (Will be called learning and development strategy)	Alan Baird/Frances Greig	21/06/2010	Approved by Directorate to seek Committee approval 28/06/2010	On Schedule
Assess the risks associated with the Single Status Agreement and equal pay legislation.	Ken Laing/Ken Laing	02/07/2010	Review complete and discussions with trade unions initiated	Completed
Consider the options for using the intranet for knowledge sharing	Chris Ward/Paul Carroll	15/02/2010	Some work has been undertaken by priority projects to create intranet sites for staff involved in the corporate projects. This project has now been included in an internal communications review agreed by the BVPE Sub Committee May 2009 and now as part of the corporate employee communication strategy under the BV2 implementation plan and is being developed by the internal communications team.	Completed
Review elected members training and development plan	Chris Ward/Bill Findlay	03/05/2010	Papers were produced for the Council's Corporate Governance Group, setting out the training and development activities which have taken place to date, and recommending 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, when it became apparent that this would not be available soon, it was agreed to develop an in-house approach to ensure members had personal development plans in time to comply with the recommendations of the Remuneration Committee that these should be in place by March 2009, although achievement of this target was delayed slightly by a by-election and subsequent change in Administration. To develop the plans,	On Schedule

			members were asked to complete self-assessment questionnaires identifying any areas in which they would benefit from training, development or support, and the Corporate Planning Officer met all members individually to discuss the process and ensure that plans were agreed. 28 plans have been agreed and 1 has still to be completed. Good progress has been made in delivering on all the individual development requests, and a programme of training events aimed at all councillors is also continuing.	
Review staff survey	Marjory Stewart/Rod McKay	05/05/2010	New staff survey due in 2010	Completed
Review Accounts and Benefits business processes - impact of home working.	Marjory Stewart/Ian Gillanders	03/05/2010	Impact of homeworking has been mainly positive although other considerations have to be taken into account 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.	Marjory Stewart/Ian Gillanders	03/05/2010	The trial with the Netbook has now been completed. Several technical issues were encountered and these have been passed to I.T. to deal with. Once these have been resolved, homeworking for Liaison staff can proceed and the impact assessed.	Behind Schedule
Review and update the data security and business continuity strategy to maximise availability of information systems and data	Ged Bell/Tim Simpson	02/02/2010	This is now complete. Data is replicated between both data centres	Completed
Review consolidation/standardisation across all areas or service of service delivery	Ged Bell/Jim Walker	03/03/2010	Virtualisation of windows boxes is now gathering pace and, where appropriate is becoming the norm. Departmental Printers have been replaced with large Multifunction devices in preparation for the move to Dundee House.	On Schedule
Review effectiveness of absence policy	Iain Martin/Val Ridley	12/05/2010	Revised Procedure for Managing Sickness Absence was approved by P&R Committee in June 2010	Completed
Review range and content of training courses	Iain Martin/Jim Duffy	02/06/2010	As part of the corporate improvement programme agreed in May 2010, a review of the training and development programme will be carried out to meet the Council's future needs.	On Schedule

Description	Owner/Officer	Assessment Date	Assessment	Status
Review recruitment advertising and management system in light of participation in Scottish Portal - myjobscotland.gov.uk	Iain Martin/Val Ridley	25/11/2009	Council vacancies advertised on the National Portal from September 2009.	Completed