

**REPORT TO: BEST VALUE, PERFORMANCE AND EFFICIENCY SUB-COMMITTEE
- 17 JUNE 2008**

REPORT ON: BEST VALUE REVIEW PROGRAMME

REPORT BY: ASSISTANT CHIEF EXECUTIVE (COMMUNITY PLANNING)

REPORT NO: 239-2008

1. PURPOSE OF REPORT

To advise members of progress with the programme of Best Value Reviews agreed for 2007/2008, propose a process for identifying the programme of reviews for 2008/2009 and provide information on a wide range of additional officer-led review activity underway across the Council.

2. RECOMMENDATIONS

It is recommended that members:

- i) note progress on the 2007/8 Best Value Review programme as outlined in paragraph 4.2
- ii) agree that a programme of proposed Best Value Reviews for 2008/9 should be brought forward following the efficiency diagnostic study which is currently underway
- iii) contact the Chief Executive if they wish to propose a topic for a Best Value Review
- iv) note progress on the officer-led reviews contained in the Council Plan and departmental Service Plans as set out in paragraph 4.4 and Appendix 1

3. FINANCIAL IMPLICATIONS

None.

4 MAIN TEXT

4.1 Background

At its meeting on 22 October 2007, the Policy and Resources Committee agreed a programme of Best Value Reviews on topics where there was a demand from elected members to be involved in the review groups, and also agreed that the Best Value, Performance and Efficiency Sub-Committee should monitor progress with the programme.

4.2 2007/2008 Programme

Progress on the reviews agreed in October can be summarised as follows:

i) Best Value Review on Education Attainment

A report headed 'Education Best Value Review - Attainment (Early Years)' was approved by the Education Committee on 10 March 2008. The following recommendations were agreed:

- . review all Early Years provision in Local Authority settings across Dundee with a view to introducing one of three models detailed in the report in each, as appropriate
- . continue to ensure that Education Department Early Years services are flexible, wide ranging and responsive to family needs and community needs across the city
- . continue to monitor, track and review levels of Local Authority nursery service demand and provision across Dundee
- . continue to review the efficiency of resource deployment within Early Years across the city
- . continue to support and promote the professional development of Early Years and childcare staff across public, private and voluntary sectors
- . further support and develop the Early Years and childcare workforce to raise qualification levels and to improve skills, knowledge and practice
- . implement and develop career structures to allow Early Years practitioners to progress appropriately where resources can be identified
- . continue to support private nurseries in partnership with Dundee City Council to ensure that children in those settings are receiving a high level of quality pre-school education
- . empower staff in local authority centres to take leading roles and to develop their leadership capacity
- . review the roles and remits of all staff in the Link Nursery scheme

The Director of Education was instructed to implement these recommendations.

In addition to reviewing early years provision, the review group also continues to meet to monitor progress on the action plan set out in their June 2006 report on Education Attainment.

ii) Best Value Review of the use of Residential Schools and Other Residential Placements Outwith the Council

The first meeting of this group is scheduled for 17 June.

iii) Best Value Review of Services for Older People

The final meeting of this group is scheduled for 16 June, to agree the report on the review.

iv) Best Value Review on Car Parking in Residential Areas

The first meeting of the review group took place in March 2008. This included presentations by the Directors of Housing and Planning and Transportation on the problems associated with parking in housing estates.

The Director of Housing gave examples of the particular issues affecting drivers and residents such as:

- . lack of parking provision in certain areas
- . dangerous parking i.e. parking on grass verges, obstruction of carriageways, creation of ad hoc spaces
- . non-residents parking in residential areas

- . safety for pedestrians/other drivers
- . obstruction for emergency services

The Director of Planning and Transportation outlined various measures which the review would consider to offer potential solutions:

- . increasing the number of car parking spaces e.g. by tarmacking over grass verges or other vacant land
- . allowing access from roads so residents can park in front of their houses
- . taking steps to reserve parking spaces for local residents e.g. through residents' parking zones

It was agreed that the Directors of Housing and Planning and Transportation should identify priority areas, undertake option appraisals to determine the most appropriate solution and consider funding issues. A further meeting to discuss these issues took place in June and arrangements are being made for a final meeting of the review group in the Autumn.

4.3 2008/2009 Programme

The Council is currently undertaking an efficiency diagnostic study. It is proposed that this study be the process by which the programme of reviews for 2008/9 is determined, and that a further report will be brought to the Sub-Committee on this following the conclusion of the study. In addition, members can contact the Chief Executive if they wish to propose a topic for a Best Value Review.

It is anticipated that, in future, more 'lean service' reviews will be undertaken as part of the Best Value Review Programme. 'Lean service' or 'systems thinking' is a methodology based on designing service delivery around customer requirements and the ability to absorb variation in customer demand. Applying lean service principles drives service improvement and achieves economies by managing the flow of work and eliminating steps which are wasteful or non-value from the customer's perspective. The lean service approach was recently applied to a re-design of the process of selling Council houses. Average time to complete transactions has been reduced from 150 to 112 days, and the Council now meets the target to conclude sales within 6 months in 97% of cases compared to 57% previously. Process cost has gone down and customer satisfaction has increased.

4.4 Other Reviews

As mentioned in the report to Policy and Resources Committee in October 2007, review activity led by officers within departments and on multi-disciplinary working groups is an ongoing part of continuous improvement. In addition to the reviews involving elected members as described above, a considerable amount of review activity was 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, and best value review training materials are available to support this. Appendix 1 sets out the latest assessments of progress on all the areas of review. In some cases, the first update has not yet been done where the Service Plan has only recently been approved and work on the review is scheduled to begin later during the period of the plan.

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 (Community Planning)..... 10/06/2008

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|--|--|-----------------------|------------------------|--|---------------|
| Contract Services Department Service Plan 2007-2011 | Conduct a review of the processes used to maintain Housing Open Spaces | Ken Laing | 02/06/2008 | Review underway | On Schedule |
| Contract Services Department Service Plan 2007-2011 | 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 | 02/06/2008 | Plan preparation scheduled for September | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Undertake a review of operational bothies and other welfare facilities | Ken Laing | 02/06/2008 | Review almost complete | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Conduct a review of the Garden Maintenance Scheme | Ken Laing | 02/06/2008 | Plan preparation to commence July 08 | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Review the methods and measures used in monitoring tenants' satisfaction | Ken Laing | 20/05/2008 | A report was approved by the Housing Repairs Service Management Board which identified a number of alternative means of collection of satisfaction data. These will be implemented over the next few months. | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Review the method of delivering the 'out of hours' repairs service | Ken Laing | 15/05/2008 | Review continuing. Appointment of new Out of Hours Staff about to commence. | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Review existing working practices and systems to optimise use of integrated IT systems | Ken Laing | 02/06/2008 | 2 x laptops with wireless connectivity are now being used on site. | On Schedule |
| Contract Services Department Service Plan 2007-2011 | In conjunction with clients, undertake a review of the partnership process to ensure Best Value continues to be delivered | Ken Laing | 03/03/2008 | Planning for review of partnerships is underway in conjunction with Director of Housing | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|----------------|-----------------|---|-------------|
| Contract Services Department Service Plan 2007-2011 | Review existing working practices and systems to optimise use of integrated IT systems | Ken Laing | 27/03/2008 | A trial of a laptop with wireless connection is in progress | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Identify whether the Charter Mark initiative would help to meet the Department's aspirations in relation to customer service | Ken Laing | 20/05/2008 | Plan is to use the Cabinet Office Self-assessment Tool for Customer Service Excellence to determine the current status of the Department against this standard. | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Conduct a review of the Housing Repairs Partnership Agreement. | Ken Laing | 02/05/2008 | Survey questionnaires have been distributed to all of the stakeholder groups in accordance with the approved review plan. Based on the outcomes, a series of facilitated workshops / focus groups is planned. | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Conduct a review of the operation of the Glasshouses/Nursery. | Ken Laing | 02/06/2008 | Review underway | On Schedule |
| Contract Services Department Service Plan 2007-2011 | Conduct a review of the operation of the Joiners Workshop | Ken Laing | 27/03/2008 | Obsolete machines removed and replaced. Review continuing. Target date 30th June 2008. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|--|-------------------|
| Corporate Planning Service Plan 2007-2011 | Review and update the corporate customer services strategy (Customer First) | Chris Ward | 19/05/2008 | The review and updating of the corporate customer service strategy was due to commence in April 2008. This will cover the website, contact centre, National Entitlement Card and one stop shop. The production of a new strategy document is delayed due to work on the Single Outcome Agreement and the efficiency diagnostic study. Will commence August 2008. | Behind Schedule |
| Corporate Planning Service Plan 2007-2011 | Consider the future method of self assessment for continuous improvement | Chris Ward | 19/05/2008 | A meeting of all departments has been called to consider the options on 30 May. Invited speakers will present different approaches. A report will be produced for the Chief Executive and Policy & Resources Committee. | Ahead of Schedule |
| Corporate Planning Service Plan 2007-2011 | Consider the options for using the intranet for knowledge sharing | Chris Ward | 19/05/2008 | This project has been delayed due to other work on the Single Outcome Agreement and the efficiency diagnostic study. Will commence in August 2008. | Behind Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|--|-------------|
| Corporate Planning Service Plan 2007-2011 | Assess potential to expand incentive based health improvement activities linked to Discovery Card | Chris Ward | 15/05/2008 | Working with NHS Tayside, an outline smoking cessation demonstration proposal was developed for consideration by the NHS nationally. This proposal built on the smoking cessation incentive approach employed via Give it Up For Baby (GIUFB) in which Dundee Discovery Card plays a pivotal operational role. While GIUFB focuses on pregnant smokers the new proposal supports a similar smoking cessation incentives scheme targeting the wider population in the city. Dundee Discovery Card is again proposed as a key operational component of the targeted approach. NHS Tayside is currently developing a more detailed proposal for national consideration. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|--|-------------|
| Corporate Planning Service Plan 2007-2011 | Consider the options for introducing a members caseload system to help manage constituent enquiries | Chris Ward | 02/05/2008 | Officers have attended a seminar organised by the Improvement Service, including a demonstration of commercially available systems. A paper outlining the potential benefits of such a system, along with the features it should incorporate, will be produced for discussion with members and their support staff. | On Schedule |
| Corporate Planning Service Plan 2007-2011 | Review elected members training and development plan | Chris Ward | 02/05/2008 | This is scheduled to be carried out during the course of 2008/9, and will include consideration of job descriptions and personal development plans for members. In the meantime, a paper has been produced for the Council's Corporate Governance Group, setting out the training and development activities which have taken place to date. | On Schedule |
| Council Plan 2007-2011 | Review levels of support and respite for children, adults and carers | Alan Baird | 28/05/2008 | To be completed by December 2008 | On Schedule |
| Council Plan 2007-2011 | Carry out a Best Value Review on the use of residential schools. | Alan Baird | 28/05/2008 | To be completed by December 2008 | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|------------------------|---|--------------------|-----------------|---|-----------------|
| Council Plan 2007-2011 | Review the balance of new house building in relation to entry-level affordable homes. | Mike Galloway | 08/05/2008 | Consultancy study into Housing Need, Demand and Affordability in the Dundee Housing Market is underway. 10,000 questionnaire surveys to be issued in May 2008. Study to be concluded in September 2008. | On Schedule |
| Council Plan 2007-2011 | Review the level of youth diversionary activities. | Stewart Murdoch | 02/05/2008 | The report on monitoring and evaluation of the 2007/08 programme has been submitted to Scottish Government on the prescribed format templates. A report to Council is in preparation and will be scheduled for May/June 2008 | Completed |
| Council Plan 2007-2011 | Review and develop civil contingency arrangements. | Patricia McIlquham | 19/05/2008 | Council Generic Emergency Plan reviewed and updated at the end of February 2008. This informs emergency planning/resilience work. Report to Policy and Resources Committee due in June 2008 detailing development of Council resilience/contingency arrangements. | On Schedule |
| Council Plan 2007-2011 | Consider options for using the intranet to encourage knowledge sharing. | Chris Ward | 19/05/2008 | This project has been delayed due to other work on the Single Outcome Agreement and the efficiency diagnostic study. Will commence in August 2008. | Behind Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|------------------|-----------------|---|-------------|
| Council Plan 2007-2011 | Review the corporate communications strategy. | Les Roy | 30/05/2008 | This work is scheduled to be completed by December 2008 | On Schedule |
| Council Plan 2007-2011 | Consider the options for a Dundee Partnership wireless network for the city. | Ged Bell | 22/05/2008 | Free wireless currently being set-up in Libraries. Wireless Test Bed project is currently at final approval stage with SET. Fibre City proposal may also include City-wide wireless network - feasibility being investigated. | On Schedule |
| Economic Development Service Plan 2007-2011 | Review delivery of Working for Families initiative. | Douglas Grimmond | 06/05/2008 | Working for Families has been subsumed by the Fairer Scotland Fund. A number of key projects will continue to be funded through the Fairer Scotland Fund, including Link Workers, Money Advice Support, ICT training and childcare support. Targets set by the Scottish Government for 2006/08 were achieved with 1465 clients registered (target 1400) and 61.1% of clients achieving an outcome (target 60%). | On Schedule |
| Economic Development Service Plan 2007-2011 | Review and develop response to inward investment enquiries with a view to achieving efficiency savings as funding reduces. | Douglas Grimmond | 19/05/2008 | Currently in the process of updating and redesigning Inward Investment documentation and marketing material. This project has commenced and we are in the process of pulling together all up-to-date key information/statistical data on Dundee and its key employment sectors. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|------------------|-----------------|--|-------------|
| Economic Development Service Plan 2007-2011 | Review and develop grants to business. | Douglas Grimmond | 08/05/2008 | The Dundee Development Grant continues to support the Business Gateway Dundee in providing Start-up/existing business grant funding. DDG has attracted 5 applicants over March/April 2008. The Overseas Market Dev Grant has supported 3 businesses in Dundee during March and April 2008. | On Schedule |
| Economic Development Service Plan 2007-2011 | Investigate the further development of the DUNCAN scheme to areas outwith the city centre. | Douglas Grimmond | 22/02/2008 | Investigations into the further development of the DUNCAN scheme to areas outwith the city centre are well under way. There are retail members in both Kingsway West and Milton Retail Parks. Also stores that are part of a chain throughout the city are members, i.e. Co-Ops, Somerfields etc. This includes Broughty Ferry, Barnhill, Hilltown, Claypotts, St Marys, Charleston and Menzieshill. Best Bar None has brought publicity to DUNCAN evening economy with 34 members, 12 of these outwith the city centre, based in Broughty Ferry. With the launch of BBN 2008 imminent it is hopeful this will again encourage more evening economy members. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|------------------|-----------------|---|-------------|
| Economic Development Service Plan 2007-2011 | Review the delivery of the employability programme. | Douglas Grimmond | 28/05/2008 | The ongoing evaluation of the programme will constitute an element of the ongoing review by external consultants. The Partnership has also committed to a review of the Employability Programme (the Employability Plan) and to reviewing the Partnership structures which support employability and are currently organised around the former WFP, MCMC and Financial Inclusion funding streams. | On Schedule |
| Economic Development Service Plan 2007-2011 | Review the City of Discovery Campaign. | Douglas Grimmond | 16/05/2008 | Communications strategy and branding proposition delivered by Klein O'Rourke. This now has to be shared with leaders and decision makers and if agreed an implementation plan developed. | On Schedule |
| Environmental Health And Trading Standards Service Plan 2007-2011 | Review existing customer surveys and develop improved methods. | Albert Oswald | 08/04/2008 | Lead Officer to attend Improvement Service workshop on customer satisfaction measuring May 2008 | On Schedule |
| Finance General Service Plan 2007-2011 | Review Business Processes of Payroll Section | Marjory Stewart | 08/05/2008 | As Resourcelink migration is not yet completed it is expected this will now commence in Sept/Oct 2008. | On Schedule |
| Finance General Service Plan 2007-2011 | Review Business Processes of Pension Admin Section | Marjory Stewart | 08/05/2008 | 2 temporary upgraded posts have been filled. Action plan for consultation with stakeholders is being developed | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|-----------------|-----------------|--|-------------|
| Finance General Service Plan 2007-2011 | Review CIPFA FM Model - measure level of customer satisfaction when contacting the Finance (General) Department. | Marjory Stewart | 05/06/2008 | Improvement Plan being considered by Management Team | On Schedule |
| Finance General Service Plan 2007-2011 | Review Revenue Budget. | Marjory Stewart | 05/06/2008 | Efficiency Savings for 2007/08 will be calculated as part of the year end accounting process. | On Schedule |
| Finance General Service Plan 2007-2011 | Pension Fund Forum - ensure administration and investment information more readily available. | Marjory Stewart | 08/05/2008 | It is expected this will be held in Autumn 2008 | On Schedule |
| Finance General Service Plan 2007-2011 | Review staff survey | Marjory Stewart | 05/06/2008 | Departmental analysis now being considered by Management Team. | On Schedule |
| Finance Revenues Service Plan 2007-2011 | Review Accounts and Benefits business processes - impact of homeworking. | David Dorward | 02/05/2008 | Information being collated as the homeworking pilot progresses. To be reviewed in June 2008. | On Schedule |
| Finance Revenues Service Plan 2007-2011 | Review Liaison Section business processes - impact of homeworking and corporate visiting system. | David Dorward | 02/05/2008 | Currently resolving health & safety issues. Once procedures put in place, CVS will be rolled out incrementally within Revenues. Thereafter business processes will be reviewed in light of new working arrangements. | On Schedule |
| Finance Revenues Service Plan 2007-2011 | Review statutory PIs performance in Finance Revenues. | David Dorward | 02/05/2008 | Statutory PIs are reviewed on a continuous basis. | On Schedule |
| Housing Service Plan 2007-2011 | Review management arrangements using EFQM model | Elaine Zwirlein | 12/05/2008 | Review complete. Report outlining action plan for 2008/10 with Housing Department Management Team | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|--------------------------------|--|-----------------|-----------------|---|-------------|
| Housing Service Plan 2007-2011 | Review Tenant Participation Strategy | Elaine Zwirlein | 22/05/2008 | The tenant and officer working group has completed its report which was submitted to the Department's management team for their consideration. The management team agreed to use this report as the basis for wider consultation involving tenants and all registered tenant organisations. This proposed consultation will take place over the next 3 months June /July August | On Schedule |
| Housing Service Plan 2007-2011 | Review the balance of new house building in relation to entry-level affordable homes | Elaine Zwirlein | 13/05/2008 | Housing Need, Demand and Affordability research contract awarded to Craigforth Consultancy in January 2008. Study scheduled to be complete by October 2008 | On Schedule |
| Housing Service Plan 2007-2011 | Letting Contact Centre Service Review. | Elaine Zwirlein | 11/03/2008 | The report detailing the findings of the review of the Lettings Contact Centre is now complete. Discussions on the content have now started with relevant stakeholders and it is anticipated that the report will be finalised and the review concluded by end March 2008 | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|--------------------------------|--|-----------------|-----------------|---|-------------|
| Housing Service Plan 2007-2011 | Rent Recovery Contact Centre Service Review. | Elaine Zwirlein | 11/03/2008 | The report detailing the findings of the review of the Rent Recovery Centre is now complete. Discussions on the content have now started with relevant stakeholders and it is anticipated that the report will be finalised and the review concluded by end March 2008. | On Schedule |
| Housing Service Plan 2007-2011 | Tenant Participation Strategy Peer Review. | Elaine Zwirlein | 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 |
| Housing Service Plan 2007-2011 | Estate Management Peer Review. | Elaine Zwirlein | 10/03/2008 | Scottish Housing Best Value Network Estates Management Peer Review completed. Good rating achieved. | Completed |
| Housing Service Plan 2007-2011 | Homelessness Peer Review | Elaine Zwirlein | 02/05/2008 | Peer review carried out. Action plan arising from recommendations produced and approved by HDMT. Actions ongoing and reported to HDMT on a monthly basis. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|-----------------|-----------------|--|-----------------|
| Housing Service Plan 2007-2011 | Root and branch review for Scottish Housing Quality Standard Delivery Plan. | Elaine Zwirlein | 02/05/2008 | Root and Branch review due for completion by April 2009. Remit to be agreed with DFTA April 2008. Stock condition database now received, analysis of this will be complete April 2008, Remit for Review drafted and meeting with DFTA to agree on 9th May. Initial results of Stock condition survey show that SHQS is achievable by 2015. | On Schedule |
| Housing Service Plan 2007-2011 | Open Plan Maintenance Review. | Elaine Zwirlein | 02/05/2008 | Project Plan currently being developed in liaison with DCS. | On Schedule |
| Information Technology Service Plan 2007-2011 | Review potential use of IP Telephony | Ged Bell | 19/05/2008 | The Council's FeatureNet telephony contract has been extended for a further 3 years. Over the course of the new contract Telephone Services and IT will work to replace FeatureNet handsets with VoIP handsets. Approximately 30% of FeatureNet handsets will be replaced over the coming year. | On Schedule |
| Information Technology Service Plan 2007-2011 | Review IT Training Provision | Ged Bell | 19/05/2008 | Changes in the staffing situation leading to a significant reduction in available training hours have complicated the review process. Review of available options is now necessary. | Behind Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|---|-------------|
| Information Technology Service Plan 2007-2011 | Review Council's Data Storage Strategy | Ged Bell | 13/05/2008 | The disk storage and related software have been purchased. The next phase is to configure the underlying system and perform testing of the software before live implementation. | On Schedule |
| Information Technology Service Plan 2007-2011 | Consider the options for a Dundee Partnership wireless network for the city | Ged Bell | 22/05/2008 | Free wireless currently being set-up in Libraries. Wireless Test Bed project is currently at final approval stage with SET. Fibre City proposal may also include City-wide wireless network - feasibility being investigated. | On Schedule |
| Information Technology Service Plan 2007-2011 | Review and update the data security and business continuity strategy to maximise availability of information systems and data | Ged Bell | 16/05/2008 | Additional Storage to enable data replication was installed on 16/05/2008 | On Schedule |
| Information Technology Service Plan 2007-2011 | Review the use of the current Corporate messaging system (Teamware) | Ged Bell | 04/06/2008 | Feasibility report outlining proposals and costs submitted to Chief Executive. Committee report to follow. | On Schedule |
| Information Technology Service Plan 2007-2011 | Review workload and functions of Operations section | Ged Bell | 04/06/2008 | Review completed. Recommendations for job descriptions forwarded to Personnel. | Completed |
| Information Technology Service Plan 2007-2011 | Review Administration and Help-desk functions | Ged Bell | 20/02/2008 | Review of functions partially carried out. Full implications of new financial systems requirements not yet established. This will partially determine scope for review. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|----------------|-----------------|---|-------------|
| Information Technology Service Plan 2007-2011 | Review consolidation/standardisation across all areas or service of service delivery | Ged Bell | 15/05/2008 | Still working on interim report of current situation. Have gathered details of next phase of consolidation or standardisation from some areas others still to be completed | On Schedule |
| Information Technology Service Plan 2007-2011 | Review the use of open source technologies | Ged Bell | 16/05/2008 | The Open Source review report is complete. | Completed |
| Information Technology Service Plan 2007-2011 | Review/replace business support system | Ged Bell | 04/06/2008 | Replacement of current MS-Access by Oracle system on 'as-is' basis now developed and live. Current position mapping on use of Business Support, Trading Accounts and Assyst almost complete. About to start reviewing business processes to reduce interfaces and paperwork and make processes more 'joined-up'. Started prototyping computerisation of weekly 'IT Bids' and 'IT requests' processes. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|-----------------|-----------------|--|-------------|
| Leisure And Communities Department Service Plan 2007-2011 | 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 | 19/02/2008 | Through funding from the Scottish Government's Public Libraries Improvement Fund, Dundee is leading the feasibility study. All Scottish authorities have been invited to attend two consortium meetings and a consultation exercise with Eastern European library users and non users has taken place across Scotland. | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Undertake a Strategic Review of outdoor play areas in Dundee | Stewart Murdoch | 02/06/2008 | Draft report to go to Dundee Partnership theme groups in June | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review the current pitch strategy and identify action plan with key tasks to be taken forward | Stewart Murdoch | 16/05/2008 | An initial review of the Pitch Strategy has been undertaken and an Action Plan is being prepared for consultation by October 2008 | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review the Camperdown Masterplan and update both the Plan and key tasks | Stewart Murdoch | 16/05/2008 | Review complete and key actions including the development of a Cafe/Education Centre approved in principle to go forward during 2008/09 | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | 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 | 16/05/2008 | Master plan review ongoing. To be complete by June 2008 | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|-----------------|-----------------|--|-------------|
| Leisure And Communities Department Service Plan 2007-2011 | 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 | 16/05/2008 | Aquatic Strategy ongoing as part of submission to SportScotland in relation to the replacement swimming pool | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review Parks Masterplan and update accordingly with the overall objective of identifying an improvement strategy and action plan with focus on enhancement | Stewart Murdoch | 16/05/2008 | Audit of existing plans will be complete by October 2008 so that outstanding actions can be reviewed and /or built in to future financial plans | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Complete review of and take forward both new and agreed actions from the Open Space Strategy | Stewart Murdoch | 02/06/2008 | Public consultation complete. Report to be submitted to the June 2008 committee. | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review and formulate a Sport and Physical Activity Strategy for the city and agree and implement Action Plan | Stewart Murdoch | 05/03/2008 | Parks, Sport and Leisure plan complete. Sports Development Section Plan complete. Commissioning group established. SportScotland and L&C investigating funding to progress joint plan. | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review Adult Literacies Partnership | Stewart Murdoch | 04/06/2008 | Review completed. Service level agreements with Dundee College and Craigowl Communities have been approved by Committee. | Completed |
| Leisure And Communities Department Service Plan 2007-2011 | Review the deployment of community learning and development (adult learning)staffing and resources according to service plan priorities and budget allocation | Stewart Murdoch | 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 |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|-----------------|-----------------|---|-------------|
| Leisure And Communities Department Service Plan 2007-2011 | Review the deployment of community learning and development (youth work) staffing and resources according to service plan priorities and budget allocation | Stewart Murdoch | 02/06/2008 | Review progressing. | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review allocation and priorities for youth information services | Stewart Murdoch | 02/06/2008 | Review will commence in late August 2008 and complete by end December 2008. | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review the Scheme for the Operation of Community Councils | Stewart Murdoch | 30/05/2008 | The Scottish Government national working group have issued a consultation document on 30/04/08 with regard to their provisional proposals. This document will now be the subject of consultation with key stakeholders and a report prepared for Council attention. The deadline for return of comments is 01/08/08 | On Schedule |
| Leisure And Communities Department Service Plan 2007-2011 | Review the operational arrangements for Dundee City Council's Scheme for Decentralisation | Stewart Murdoch | 14/05/2008 | Revised arrangements agreed by Policy and Resources Committee. | Completed |
| Leisure And Communities Department Service Plan 2007-2011 | Review management, funding arrangements, resources and changing options for Dundee Translation and Interpretation Service | Stewart Murdoch | 03/06/2008 | The "lean service" approach is underway and is already showing results with a number of changes to internal systems being investigated. These will be piloted over the coming weeks and implemented fully if they prove beneficial. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|-----------------|-----------------|--|-------------|
| Leisure And Communities Department Service Plan 2007-2011 | 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 | 14/05/2008 | New Community Regeneration Staff Team Structure established June 2008. | Completed |
| Leisure And Communities Department Service Plan 2007-2011 | Review future support and role of Community Councils and Community Representative Structures | Stewart Murdoch | 14/05/2008 | Review scheduled for 2009/2010. | On Schedule |
| Personnel Department Service Plan 2007-2011 | Review effectiveness of absence policy | Jim Petrie | 22/05/2008 | Update report to be submitted to Council management team in June 2008. Comprehensive review of absence reduction strategy to be completed by October 2009. | On Schedule |
| Personnel Department Service Plan 2007-2011 | Review of recruitment and selection procedures | Jim Petrie | 22/05/2008 | Review to be completed by 31 August 2008. | On Schedule |
| Personnel Department Service Plan 2007-2011 | Review range and content of training courses | Jim Petrie | 02/06/2008 | Review under way, and proposed changes being considered and agreed, new course to be researched | On Schedule |
| Personnel Department Service Plan 2007-2011 | 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 | Jim Petrie | 14/05/2008 | Two phases to the portal website, a 'soft-launch' by mid-June and a full launch week beginning 4 August 2008. Discussions ongoing regarding if/when Dundee City Council will move from Hr Director to the new back office. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|--|---|----------------|-----------------|--|-------------|
| Planning And Transportation Service Plan 2007-2011 | Review and rationalise inspection regimes required to comply with obligations under the Flood Prevention and Land Drainage (Scotland) Act | Mike Galloway | 07/05/2008 | Review of existing inspection procedures completed following meetings 12 & 31 April. Actions identified and further review of inspection regimes to be completed end May. | On Schedule |
| Planning And Transportation Service Plan 2007-2011 | 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 | 06/05/2008 | No report at this stage. It is not yet appropriate as the implementation of the new Act is still at the consultation stage. Position should be clearer towards the Autumn. | On Schedule |
| Planning And Transportation Service Plan 2007-2011 | Audit current services for Planning and Building Standards and report back to Management Board on status | Mike Galloway | 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 |
| Planning And Transportation Service Plan 2007-2011 | Review further potential services including parking for transfer to the Contact Centre | Mike Galloway | 02/05/2008 | Discussions to commence with P&T Divisional Managers in May/June 2008 to develop a service transfer programme | On Schedule |
| Planning And Transportation Service Plan 2007-2011 | Review Departmental Organisation and structures due to TACTRAN; Modernisation Programmes; Management Change; and Succession Profile | Mike Galloway | 05/06/2008 | Report on review of department being drafted for August Committee | On Schedule |
| Planning And Transportation Service Plan 2007-2011 | Review Planning and Transportation Support Services Division | Mike Galloway | 05/06/2008 | Review extended to whole Department. Report being drafted for submission to Committee August 2008 | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|--|---|-----------------------|------------------------|--|-----------------|
| Planning And Transportation Service Plan 2007-2011 | Review and Implement Online Training Database within Planning and Transportation | Mike Galloway | 05/06/2008 | Live testing to be undertaken across the department, to be completed by mid July 2008. Implementation across whole department targeted for end August 2008 | On Schedule |
| Planning And Transportation Service Plan 2007-2011 | Review Roads Maintenance Partnership Arrangements | Mike Galloway | 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 |
| Planning And Transportation Service Plan 2007-2011 | Finalise the review of current procedures against the Well Maintained Highways Code of Practice. Obtain Council approval of documented policies as appropriate. | Mike Galloway | 02/05/2008 | Not progressing due to other work commitments. | Behind Schedule |
| Planning And Transportation Service Plan 2007-2011 | 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 | 20/05/2008 | 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 |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|---|---------------------------|
| Social Work Department Service Plan 2007-2011 | Undertake an option appraisal on reviewing systems for children in kinship care placements and for children on home supervision | Alan Baird | 23/05/2008 | This is still to be written up. Some discussions have taken place with staff about the issues. | On Schedule |
| Social Work Department Service Plan 2007-2011 | Undertake a review of services to unborn babies where there is a cause for concern as a result of parenting capacity | Alan Baird | 28/05/2008 | To be completed by December 2008 | On Schedule |
| Social Work Department Service Plan 2007-2011 | Undertake a feasibility study by the Transitions Group on the roll out of the lead professional model | Alan Baird | 04/06/2008 | Subgroup of Transitions Forum designing the criteria for an initial pilot cohort of 10 young people aged 14-17 years. | On Schedule |
| Social Work Department Service Plan 2007-2011 | Undertake a full review of Family Support Services | Alan Baird | 23/05/2008 | Review about to commence with consultation process with Family Support Team Managers in June 2008. | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review the suitability of the current referral forms across the children's service, department and other agencies | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Review existing approaches to involving foster carers by producing, implementing and evaluation an involvement strategy | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Undertake with Housing Department (as part of SHIP) the feasibility of a parent and baby accommodation and assessment service | Alan Baird | 21/05/2008 | This has been discussed with Housing Department and included in SHIP | On Schedule |
| Social Work Department Service Plan 2007-2011 | Complete an options appraisal on reducing use of external fostering placements | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Review the resources and services that are available to foster carers, including the level of fees | Alan Baird | | Assessment not available | First update not yet done |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|---|---------------------------|
| Social Work Department Service Plan 2007-2011 | Undertake a review of the Adoption Service | Alan Baird | 10/04/2008 | Review group completed report on review of adoption service in 2007. Recommendations being considered by Children's Services Management Team. | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review Children's Services database needs and contribute a further development of K2 | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Complete a Best Value Review of the Out of Hours Services and implement the outcomes | Alan Baird | 21/05/2008 | This is behind schedule - will be completed by December 2008 | Behind Schedule |
| Social Work Department Service Plan 2007-2011 | Review the system for access services for Children in Need | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Undertake a Best Value review of external residential placements for children and implement the findings | Alan Baird | 28/05/2008 | Completion date December 2008 | On Schedule |
| Social Work Department Service Plan 2007-2011 | Undertake an options appraisal on The Elms residential resource | Alan Baird | 12/05/2008 | Completed and now for discussion at directorate | Completed |
| Social Work Department Service Plan 2007-2011 | Review the level and range of respite care | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Complete a process improvement review on access for users in Ninewells Hospital and implement the recommendations | Alan Baird | 13/05/2008 | Review ongoing. Three working groups in place. Pilot changes being undertaken | On Schedule |
| Social Work Department Service Plan 2007-2011 | Conclude a programme of supporting people service reviews | Alan Baird | 14/05/2008 | Reviews proceeding within agreed timescale | On Schedule |
| Social Work Department Service Plan 2007-2011 | Explore options on the different roles and responsibilities of Social Workers and paraprofessional staff | Alan Baird | 28/05/2008 | Project not yet started | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|----------------|-----------------|--|---------------------------|
| Social Work Department Service Plan 2007-2011 | Undertake a review of the East Port House Admissions Policy | Alan Baird | 02/06/2008 | The EPH Admissions Policy has been reviewed and a report is being submitted to the Criminal Justice Authority for approval on 18 June. | On Schedule |
| Social Work Department Service Plan 2007-2011 | Evaluate the impact of staff support and development systems in Criminal Justice to ensure we are providing effective support | Alan Baird | 05/06/2008 | The information gathering for this project will be undertaken as part of a wider survey of effectiveness of staff support systems to be undertaken in August 2008 | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review and develop Social Work charging policies and procedures for equality, cost effectiveness and consistency of application | Alan Baird | | Assessment not available | First update not yet done |
| Social Work Department Service Plan 2007-2011 | Review and redevelop advocacy provision with full involvement of advocacy providers | Alan Baird | 14/05/2008 | Review almost complete | On Schedule |
| Social Work Department Service Plan 2007-2011 | During lifetime of Social Work Service Plan review vision, values and aims to ensure still fit for purpose | Alan Baird | 05/06/2008 | 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 |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|---|--------------------|-----------------|---|-------------|
| Social Work Department Service Plan 2007-2011 | 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 | 05/06/2008 | Half day cross departmental event held. Action plan outlined. Meeting to be arranged with IT staff in June 2008 to progress. Progress within timescales outlined in SWIA Report Action Plan | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review and update Social Work Human Resource Strategy | Alan Baird | 20/05/2008 | Work ongoing | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review and update safe systems of work for Social work staff undertaking lone working | Alan Baird | 20/05/2008 | Lone working procedure has been re-issued to employees. Employees to sign on receipt of procedure. Lone working group to monitor team action plans | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review and update Social Work Department Health and Safety Policy | Alan Baird | 13/05/2008 | H&S Policy for department has been reviewed. Policy sent to Heads of Service to disseminate around Services. Action plan to be reviewed by Steering Group and take policy forward. | On Schedule |
| Social Work Department Service Plan 2007-2011 | Review implementation of SSSC Codes of Practice | Alan Baird | 23/05/2008 | Work ongoing | On Schedule |
| Social Work Department Service Plan 2007-2011 | Determine feasibility for pursuing Charter Mark Status for Social Work services | Alan Baird | 28/05/2008 | We have registered for this award. An action plan on User Involvement and Customer Care is being prepared. | On Schedule |
| Support Services Service Plan 2007-2011 | Review of Architectural Services QA process to allow integration into Workflow. | Patricia McIlquham | 14/05/2008 | Existing systems being integrated into Workflow. QS procedures are presently being adapted prior to integration. | On Schedule |

| Source | Objectives | Responsibility | Assessment Date | Assessment | Status |
|---|--|-----------------------|------------------------|--|---------------|
| Waste Management Service Plan 2007-2011 | Undertake a comprehensive review of the skip/rolonof service to identify available capacity and container availability | Jim Laing | 02/05/2008 | Comprehensive review complete | Completed |
| Waste Management Service Plan 2007-2011 | Re-evaluate existing refuse collection systems and carry out changes where appropriate. | Jim Laing | 02/05/2008 | Consultation with Councillors programmed for week ending 10th May 2008 | On Schedule |
| Waste Management Service Plan 2007-2011 | Examine and rationalise existing sweeping routes, and make alterations to routes based on output standards. | Jim Laing | 02/05/2008 | This work will be ongoing. | On Schedule |