
BEST VALUE REVIEW OF
SUPPORT SERVICES
Phase 2 (a)

Report OSB/20/04 to the Executive
January 2005

Adopted by the Overview and Scrutiny Board on 6th
December 2004

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1. Executive Summary

1.1 The Support Services Review Panel undertook a review at the end of 2003 to determine whether the actions that were agreed at the conclusion of the initial stage of the Best Value Review of Support Services had been implemented.

1.2 The recommendation of that Panel was that the Best Value Review be concluded by requiring each individual support service to prepare an options appraisal and to identify improvement actions in line with a Best Value Toolkit to be designed for the purpose.

1.3 The following services have undertaken a Best Value Review :

- Financial Services
- Engineering and Property Services
- IT Services
- Cashiers and Payments
- Estates Services

1.4 Each Review was challenged by the Support Services Challenge Panel and this reports set out the key areas of discussion at the Challenge Panel.

It is recommended to the Executive:

1.5 That the summaries of the each of the five support services, as presented in this report, be endorsed.

1.6 That the Service Improvement Plans for Financial Services, Engineering and Property Services, IT Services, Cashiers and Payments and Estates Services as set out in the appendices to this report be adopted.

1.7 That the recommendations with regards to the way forward for the Support Services Best Value Review be considered and the report to the Overview and Scrutiny Board on 16th February and the Executive on 8th March detailing the last two support services should conclude the Support Services Best Value Review including an overarching improvement plan in line with the corporate issues stated below:-

- I A corporate approach to joint working with other public sector organisations, including other local authorities, is required. This should include looking at timescales and a vision for collaborative working, identifying authority lead with a potential to create centres of excellence;
- II A 'matrix' approach should be adopted for premises-related services across the Council, led by the Corporate Property Function, rather than employing consultants to undertake a further review

as recommended in the Engineering and Property Services Best Value Report. It is suggested that this should be the subject of a report to the January Panel meeting;

- III. The packaging of support services with the view to market testing to ensure competitiveness and value for money for the council has potential.

2. Introduction

2.1 Following the Support Services Review Panel's report of the progress made with the support services best value review; it was recommended that the review be brought to a conclusion. This would require each individual support service to prepare an options appraisal and to identify improvement actions in line with a best value toolkit to be designed for this purpose. A bespoke toolkit was devised and a three phased approach adopted. Each of the support services would then report their findings to the Support Services Challenge Panel.

2.2 Following the successful pilot of this approach with the Human Resources Directorate in April 2004 and the completion of phase 1 services in August 2004, a further five support services proceeded in working through the toolkit. These services were:-

- Financial Services
- Engineering and Property
- IT Services
- Cashiers and Payments
- Estates Services

2.3 Each of the above services then reported their findings to Support Services Challenge Panels that took place on Wednesday 6th October, Thursday 18th November and Friday 19th November 2004. Specifically, and in line with the toolkit, the Challenge Panel asked each of the services to present the following:-

- The issues and future demand on the service;
- A robust options appraisal;
- Consultation and benchmarking information to aid the options appraisal process;
- An ideal scenario for the future delivery of the service;
- Service improvement actions based on the recommended option.

2.4 The membership of the Challenge Panel comprised:

Councillor Arnold
Councillor Carter
Councillor Darling
Councillor Hayman
Councillor McHugh
Councillor Turnbull
Peter Metcalfe - Union
Phil Hamburger - DeA [6th Oct only]
Roger Nicholson - South Ham SDistrict Council [18th Nov only]
Paul Hope - Learning & Culture [6th Oct and 18th Nov only]

Steve Honeywill - Social Services [19th Nov only]

Paul Lucas - Strategic Director of Community Services [6th Oct only]

(also present Zoe Williamson)

- 2.5 As the Scrutiny Lead Member for Human Resources, Law and Support, Councilor Carter chaired the Panel.

3. Key Discussion Areas

Financial Services

- 3.1 Paul Looby gave a presentation on the options appraisal and a future way forward for the delivery of Financial Services. Members of the Challenge Panel raised several discussion points:
- The overall cost of the service, the number of qualified accountants and the cost per FTE employee;
 - The average number of days sick per year and possible correlations between the lack of qualified accountants and sickness levels due to stress;
 - Improvements in reaching targets and deadlines in respect to the closing of the Council's accounts;
 - The number of employees joining the service compared to those leaving (staff turnover);
 - Customer, staff and stakeholder views of the service and reasons for any dissatisfaction;
 - Risk with regards to development of new posts;
 - Implications in relation to the 'Gershon' report;
 - Benchmarking data for 2003 and trends from previous years;
 - Recruitment and retention problem and the potential for partnership working;
 - Service improvements being driven by the end-user;
 - The difference this Best Value Review has made to service delivery.
- 3.2 All of the issues raised were considered and verbally responded to by Paul Looby and Richard Thorpe.
- 3.3 The Challenge Panel was satisfied with the responses given to the issues raised. The Challenge Panel was also satisfied with the recommendation to retain the existing service in-house and continue to re-structure the division in light of the Adults and Children Services, the new Finance System and the new directorate structure. The Challenge Panel was also satisfied with the recommendation to continue to investigate options for increased partnership working.
- 3.4 However, the Challenge Panel recommended that the following issues and actions are taken into account and incorporated into the Service Improvement Plan:-
- I Improvement action relating to the 'Gershon' report;
 - II Clear demonstration of improvements as a result of the review;

- III. Consideration needs to be given to workforce planning and to review /address staff salaries/grading/qualifications;
- IV. Encourage increased customer satisfaction through SLAs;
- V. Encourage increased partnership working.

3.5 The amended Financial Services Service Improvement Plan can be found in appendix 1.

Engineering and Property

3.6 Mike Yeo gave a presentation on the options appraisal and a future way forward for the delivery of Engineering and Property Services. Members of the Challenge Panel raised several discussion points:

- Concerns with regards to 'reviewing to review' - the capital building review and the premises-related services review;
- Customer satisfaction and the disparity between satisfaction on various projects;
- More understanding with regards to 'partnering'/framework arrangements;
- The review of the service by a Beacon Council (Middlesbrough) and the contribution and benefits this brought to the review;
- Responding to 'Gershon' implications;
- Partnership working and arrangements across other Devon councils;
- Engineering and Property Services as a 'Business Unit';
- Benchmarking data and the percentage of project costs spent on project fees;
- How the Disability Discrimination Act has impacted on the service;
- Staff training, staff rotation and customer focus;
- Corporate mandate for policy on energy management.

3.7 All of the issues raised were considered and verbally responded to by Mike Yeo and Neil Stevens. The Challenge Panel concluded that the service has improved and that this 'story' should be told.

3.8 The Challenge Panel was satisfied with the responses given to the issues raised. The Challenge Panel was also satisfied with the recommendation to retain the existing Civil and Structural Engineering service in-house. However, with regards to the further recommendation for the Property Services Group to conduct two further in-depth reviews in relation to Capital Building Design services and premises-related services within the Council, the Challenge Panel felt that further clarity is required.

3.9 The Challenge Panel recommended that the following issues and actions are taken into account and incorporated into the Service Improvement Plan:-

- I Corporate support required for sustainability and energy management policies to be put in place and then implemented;
- II Increased partnership working and links with other Devon authorities especially with regards to purchasing power, looking at generic issues and risks.

3.10 The amended Engineering and Property Service Improvement Plan can be found in appendix 2.

IT Services

3.11 Bob Clark gave a presentation on the options appraisal and a future way forward for the delivery of IT Services. Members of the Challenge Panel raised several discussion points:

- Procurement within IT and working to improve procurement through the Devon Procurement Group or through the corporate procurement team internally;
- Whole life costing of IT services provided to external customers;
- Clarity surrounding the project methodology used within IT Services for large and smaller projects and whether this will be adopted corporately;
- The Helpdesk and the ability to get through to the Helpdesk Support Officers;
- Maximising external income for the Council and promoting IT Services to others;
- Understanding the statistics surrounding IT training and the number of courses run per year versus the number of people trained;
- A vision for partnership working with other public sector organisations;
- IT provision in light of the Adults Trust, and potential Children's Services, and the differing IT systems of the Primary Care Trust and the Council;
- Benchmarking information through the Society of IT Managers (SO C IIM);
- Aiming for top quartile performance against performance indicators;
- Feedback on the use of Prince 2 project methodology on major projects;
- The effect of the Gershon Report on IT Services;

- Ensure the service is forward thinking and gets the balance right between provider versus instigator;
 - Peak purchasing at year end presenting the IT Service with potential problems.
 - Collaborative working for future improvement.
- 3.12 All of the issues raised were considered and verbally responded to by Bob Clark, Steve Humberstone, Andy Margetts and Ian Harrison. The Challenge Panel concluded that the service was very busy and proud of what they do and were forward thinking.
- 3.13 The Challenge Panel was satisfied with the responses given to the issues raised. The Challenge Panel was also satisfied with the recommendation to retain the existing service in-house with a service improvement plan and to further explore and extend partnership working.
- 3.14 However, the Challenge Panel recommended that the following issues and actions be taken into account and incorporated into the Service Improvement Plan:-
- I. Further analysis with the SO C IIM benchmarking information with regards to target setting;
 - II. Report to Members following receipt of the SO C T M report on outsourcing IT in January 2005;
 - III. Vision and drive towards more collaborative working;
 - IV. Maximise and ensure the service is getting the right returns from income generation;
 - V. Broaden horizons with regards to training within a discrete group of public sector bodies;
 - VI. More analysis and understanding with regards to the Helpdesk to be provided to Members.
- 3.15 The amended IT Services Service Improvement Plan can be found in appendix 3.

Cashiers and Payments

- 3.16 Adrian Lardner gave a presentation on the options appraisal and a future way forward for the delivery of the Cashiers and Payments Services. Members of the Challenge Panel raised several discussion points:

- Serving others as well as the council, for instance tourist attractions;
- Local banking and the use of processing centres;
- Re-negotiation of the contract with the NatWest Bank;
- Increased income from the decriminalisation of car parking and the use of swipe card machines;
- The results from the Exit Survey and non-users who may find it inconvenient to use the service;
- Expansion of opening hours in line with the national average;
- Process re-engineering of the Payments function in relation to the new Financial Management System;
- The number of invoices paid per year, the number of suppliers this represents and the use of payment cards;
- The effects on invoices as a result of on-line purchasing and Lyreco;
- Benchmarking information and comparisons with the national averages rather than top quartile performers;
- Explanation surrounding the achievement of a 30% reduction in the cost of handling invoices;
- The new Financial Management System and efficiencies for the service

3.17 All of the issues raised were considered and verbally responded to by Adrian Iardner. The Challenge Panel felt that the Cashiers and Payments Services have willingly accepted the challenge of the future; the service is open to change; the service compares well and is aware of the issues it will face in the future. The Challenge Panel felt that the service was good tactically but strategically will have to be looked at in conjunction with a number of support services.

3.18 The Challenge Panel was satisfied with the responses given to the issues raised. The Challenge Panel was also satisfied with the recommendation given to continue with the Cashiers function as in-house service provision whilst implementing service improvements. In April 2006 a review of the operation of cash offices will be undertaken once the impact of electronic payments has been fully assessed. With regards to the Payments function, the Challenge Panel was satisfied with the recommendation to retain the service in-house and review the future delivery options after the new financial management system is implemented.

3.19 However, the Challenge Panel recommended that the following areas and actions are taken into account and that a fully costed Service Improvement Plan with SMART targets be adopted:-

- I Continue to undertake benchmarking but ensure comparisons are with the top quartile (top 25%) performers rather than national averages;
- II Take account of the non-user survey results in future service improvement.

3.20 The amended Cashiers and Payments Service Improvement Plan can be found in appendix 4.

Estates Service

3.21 Sam Partridge gave a presentation on the options appraisal and a future way forward for the delivery of the Estates Service. Members of the Challenge Panel raised several discussion points:

- Benchmarking valuations and ensuring competitiveness;
- Undertaking work for the Torbay Development Agency and the employment of a Marine Valuer;
- Estates services for the Adults Trust and consideration for Estates Management at Torbay Hospital;
- The buying and selling of assets for income generation for the Council;
- Consideration to partnership working with neighbouring authorities such as Teignbridge District Council, South Hams District Council and Devon County Council including the timescales the services are working to and the shared vision;
- Partnership working and partnering arrangements;
- Aiming towards achieving the Quality Assurance Scheme ISO 9000
- The review of property/premises related functions in the council and the suggestion of matrix working rather than consultants undertaking the review;
- Insurance cover to school and opting out;
- Customer consultation and meeting the 5% improvement target each year;
- Clarification and understanding of 'non-service assets'.

3.22 All of the issues raised were considered and verbally responded to by Sam Partridge. The Challenge Panel welcomed the move towards the ISO 9000 quality assurance standard but felt the service needs challenge and competition.

3.23 The Challenge Panel was satisfied with the recommendation to retain the service in-house with the monitoring of clear performance measures and targets for continuous improvement. The Challenge Panel was also in agreement with the recommendations to explore opportunities for co-working consortia for specialist work with other

public sector bodies or private providers together with the continued development of formal Service Level Agreements with clients.

3.24 The Challenge Panel also support the recommendation that all premises related services be drawn together through a matrix of services being assembled with each service retaining its own identity. This is rather than the premises-related review using consultants as recommended in the Engineering and Property Service Best Value Review report. The Challenge Panel considered the 'matrix' approach and a forum for property related services with closer working between each of the premises related services as a positive way forward.

3.25 However, the Challenge Panel recommended that the following areas and actions are taken into account and incorporated into the Service Improvement Plan:-

- I Real commitment to the 'public' ensuring the service is used and not processed;
- II Further consideration of joint working with other public sector organisations, including other local authorities.

3.26 The amended Estates Service Improvement Plan can be found in appendix 5.

4. A Way Forward for the Support Services Best Value Review

- 4.1 A further Challenge Panel has been scheduled for Monday 13th December 2004 to look at the remaining two support services in Phase 2 - Facilities Management and Corporate Policy and Change Management. The key discussion areas, recommendations and amended service improvement plans will be presented to the Overview and Scrutiny Board on the 16th February 2005 and then to the Executive on the 8th March 2005.
- 4.2 Following the Challenge Panel on the 13th December, Panel Members have requested a meeting with Paul Lucas as the Lead Director on the Support Services Review to discuss how to progress with the review and bring it to a conclusion. This meeting will take place in January 2005.
- 4.3 The way forward for the Support Services Best Value Review should take into account the following corporate issues that have been raised during the most recent round of Challenge Panel meetings:
- I A corporate approach to joint working with other public sector organisations, including other local authorities, is required. This should include looking at timescales and a vision for collaborative working, identifying authority leads with a potential to create centres of excellence;
 - II That a 'matrix' approach be adopted for premises-related services across the Council, led by the Corporate Property Function, rather than employing consultants to undertake a further review as recommended in the Engineering and Property Services Best Value Report. It is suggested that this should be the subject of a report to the January Panel meeting;
 - III The potential packaging of support services with the view to market testing to ensure competitiveness and value for money for the council.
- 4.4 It is recommended that the report to the 16th February Overview and Scrutiny Board and 8th March Executive meeting detailing the last two support services should also conclude the Support Services Best Value Review including an overarching improvement plan in line with the corporate issues stated above.

5. Conclusions, Recommendations and Monitoring Arrangements

- 5.1 The Challenge Panel agreed with the information presented and with the recommendations provided by each service for future delivery options along with the modified Service Improvement Plans in line with the feedback given.

It is therefore recommended to the Executive:

- 5.2 That the summaries of the each of the five support services, as presented in this report, be accepted.
- 5.3 That the Service Improvement Plans for Financial Services, Engineering and Property Services, IT Services, Cashiers and Payments and Estates Services as set out in the appendices to this report be adopted.
- 5.4 That the recommendations with regards to the way forward for the Support Services Best Value Review be considered and that the report to the 16th February Overview and Scrutiny Board and 8th March Executive meeting detailing the last two support services should also conclude the Support Services Best Value Review including an overarching improvement plan in line with the corporate issues stated below:-

- I A corporate approach to joint working with other public sector organisations, including other local authorities, is required. This should include looking at timescales and a vision for collaborative working, identifying authority leads with a potential to create centres of excellence;
- II That a 'matrix' approach be adopted for premises related services across the Council, led by the Corporate Property Function, rather than employing consultants to undertake a further review as recommended in the Engineering and Property Services Best Value Report;
- III The potential packaging of support services with the view to market testing to ensure competitiveness and value for money for the council.

Monitoring Arrangements

- 5.5 Each Service Improvement Plan will be incorporated into the relevant divisional or directorate business plan. Service Improvement Plans will also be monitored quarterly by the relevant performance board.

Appendix 1

Financial Services Service Improvement Plan

	Description	Anticipated Outcome	Target(s)	Date action to start	Date target to be completed	Performance indicator	Other organisations involved	Responsible Officer	Estimated financial implications	Risk	Link to Corporate Priorities
1.	Implementation of the Financial Information and Management System (FIMS) Training programme for all officers completed by April 2005	The implementation of the new system will greatly enhance the quality of financial information to all members and officers	The new system to be rolled out to all directorates by April 2005. All users to be trained in the new system by April 2005.	January 2004	Go live date – January 2005	CPA target to replace the current FIMS system.	CedAr – the software supplier	Assistant Director – Corporate Finance FIMS Project Board FIMS Project Manager	Officer time – 50 days	High Failure to implement the new system could impact upon the Council's CPA score Risks of poor financial management across the council. Users dissatisfied with the new system.	Financial Management 7.1, 7.2, 7.3
2.	Develop and agree SLAs for 2005/06	A clear understanding by our customers of the services we provide, particularly for Adults and Children's Services.	To have all SLA agreed and circulated before the start of the 2005/06 financial year.	April 2004	March 2005	Customer satisfaction	None	Assistant Director – Finance	Officer time – 20 days	High Customers dissatisfied with SLA	Service Level Agreements 10.1, 10.2, 10.3, 10.4, 10.5
3.	To develop and improve SLA monitoring processes.	A clear timetable is in place for regular monitoring by the client of performance standards through SLA meetings.	Identify and agree a process for monitoring SLAs Improved customer satisfaction by having a clear and focused SLA	April 2004	March 2005	Customer satisfaction	None	Assistant Director – Finance	Officer time – 20 days	High	Service Level Agreements 10.1, 10.2, 10.3, 10.4, 10.5

Best Value Review of Support Services (Phase 2a)

	Description	Anticipated Outcome	Target(s)	Date action to start	Date target to be completed	Performance indicator	Other organisations involved	Responsible Officer	Estimated financial implications	Risk	Link to Corporate Priorities
4.	Earlier closure of statutory accounts in accordance with the Local Government Act 2003 and Accounts and Audit Regulations 2003.	Completion to statutory deadline.	<p>Clear timetable developed and met</p> <p>Statement of account presented to Members in July 2005 and June 2006</p> <p>Statement of accounts signed off by PWC in October 2005 and September 2006.</p>	November 2004	September 2006	Statutory target for closure the accounts.	Close liaison with external auditors PWC	<p>Assistant Director – Corporate Finance</p> <p>Chief Accountant</p>	All officers within the division spend time working on the closure of accounts.	<p>High</p> <p>Risk of receiving qualified statement of accounts and impact upon CPA score.</p>	<p>Financial Management 7.3</p> <p>Medium Term Financial Plan 9.3</p>
5.	Support the move towards an Adults Care Trust.	An effective Adults Care Trust supported by the Financial Services division.	<p>Review of the role of the finance support function for the provision of Adults Services and develop partnership working for the provision of the finance function</p> <p>Revised structure for the division to support the new service</p> <p>Identification of key risks for the Council i.e. VAT, transfer of assets and liabilities.</p>	June 2004	October 2005	Effective support service	Torbay Primary Care Trust	<p>Director of Finance</p> <p>Assistant Director – Finance</p> <p>Chief Executive PCT</p>	<p>Officer Time approx.30 days</p> <p>Any set up costs – yet to be determined.</p>	<p>High</p> <p>Risk of inadequate financial control</p>	<p>Financial Management 7.0</p> <p>Medium Term Financial Plan 9.0</p>
6.	Support the move towards an integrated Children's Service.	An effective Children's Service supported by the Financial Services division.	<p>Review of the role of the finance support function for the provision of Children's Services</p> <p>Revised structure for the division to support the new service</p>	July 2004	April 04	Effective support service	None	Assistant. Director – Corporate Finance	Officer time approx. 30 Days	High	<p>Financial Management 7.0</p> <p>Medium Term Financial Plan 9.0</p>

Best Value Review of Support Services (Phase 2a)

	Description	Anticipated Outcome	Target(s)	Date action to start	Date target to be completed	Performance indicator	Other organisations involved	Responsible Officer	Estimated financial implications	Risk	Link to Corporate Priorities
7.	Benchmarking as part of the CIPFA benchmarking club	To enable Torbay to compare its costs with other local authorities, Financial Services is a member of the CIPFA Accountancy Benchmarking Club. CIPFA is recognised as the leading professional accountancy body for the public services and facilitates a number of benchmarking clubs. The main focus of the CIPFA club is on benchmarking costs. To assist in this process CIPFA divides the accountancy function into a number of clearly defined activities namely: Financial strategy and planning; Financial advice; Budget preparation; Budget monitoring; Preparation of final accounts; Technical research and major projects.	To maintain the divisions position as a low cost provider of accountancy services To work towards increasing the number of qualified accountants within the division in line with other similar sized organisations.	September 2004	Annual review	Benchmarking comparison with other local authorities	CIPFA Benchmarking Club.	Assistant Director - Finance	20 days officer time	Medium. Comparison with other authorities will not be possible without this analysis.	Best Value Programme 5.3 Financial Management 7.0
8.	CIPFA Financial Management Model	To provide Torbay with a profile of its strengths and weaknesses of financial management	To achieve a minimum score of 3 across all categories of performance.	October 2004	September 2005	Financial Management across all aspects of the Council.	CIPFA	Director of Finance Assistant Director – Corporate Finance	100 days of officer time across all directorates.	High The FM model will be used as part of the self-assessment process for the CPA post 2005.	Financial Management 7.0 Medium Term Financial Plan 9.0
9.	Gershon Report	The Council achieves efficiency savings as identified by the Gershon report	To assist in the identification of efficiency savings of 2.5% for each of the next three financial years commencing 2005/06	October 2004	March 2008	Annual Budget to Council in March of each year.	Torbay Primary Care Trust	Director of Finance	As required to achieve objectives	High	Financial Management 7.0 Medium Term Financial Plan 9.0

Appendix 2

Engineering and Property Service Improvement Plan

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Corporate Ability	To adopt EFQM Excellence Model for the Service	Continuous Improvement	Oct 2004	Ongoing	Process based improvement actions in annual Business Plans	Other Stakeholders may be involved	Assistant Director / NS	Officer time
Corporate Ability	To increase partnering with the supply chain in line with "Gershon" report	<ul style="list-style-type: none"> - Multiple instead of single contracts - Awards based on performance - Savings on the tendering process - Consortia / shared working / purchasing with adjacent public bodies 	Oct 2004	Ongoing	Increased number of partnering contracts Group purchasing for appropriate contracts	Suppliers / Contractors / Consultants / Internal audit	NS / DS / CEL / TD	Officer time / potential for cost savings on revenue work
Corporate Ability	Distribute lessons learnt to avoid repetition of mistakes	<ul style="list-style-type: none"> - Less wastage and duplication - Extend Quality Management System 	Oct 2004	Ongoing	Increased time/ cost and quality control of projects and customer satisfaction.	None	NS / DS / CEL / TD	Officer time

Best Value Review of Support Services (Phase 2a)

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Corporate Ability	Improve resource management and planning	<ul style="list-style-type: none"> - Cost effective resource management - Staff motivation 		Ongoing	All projects under SLA's and Project Plans	None	NS / DS / CEL / TD Cheng Long	Officer time
Corporate Ability	Take more comparison with other service providers	<ul style="list-style-type: none"> - Set improvement targets and show commitment to improve customer satisfaction. 		Ongoing	Improved KPI ratings	COPROP Benchmarking Group	NS / Assistant Director	Officer time
Corporate Ability	To develop staff retention strategy	<ul style="list-style-type: none"> - Improve staff motivation 	In accordance with timetable set by Human Resources		Adoption of a staff retention strategy.	Human Resources	Assistant Director	Officer time
Corporate Ability	To acknowledge success and achievements	<ul style="list-style-type: none"> - Improve staff motivation 	Oct 2004	Ongoing	Improved KPI ratings	None	NS / DS / CEL / TD	Officer time

Best Value Review of Support Services (Phase 2a)

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Corporate Ability	To redefine key processes	<ul style="list-style-type: none"> - Improved link between Business Plan and the Strategic Plan - Make Quality Management more robust. 	Oct 2004	April 2005	Improved Business Plan for 2005/06	None	NS / DS / CEL / TD	Officer time
Corporate Ability	To provide opportunity for customer liaison pre and post contract.	<ul style="list-style-type: none"> - Adequate instruction and targets from clients - Introduce post-contract monitoring procedure - Review meetings with Clients - Further develop SLA's. 	Oct 2004	March 2005	Improved KPI rating	None	NS / DS	Officer time.
Corporate Ability	In depth review of Building Capital Design Service	<ul style="list-style-type: none"> - To adjust the service in line with future workload. 	Oct 2004	Jan 2005	Balanced resource and workload	None	Mike Yeo / Neil Stevens	To be confirmed as part of the study.
Corporate Ability	In depth cross directorate review of property related services in the Council	<ul style="list-style-type: none"> - Improved customer satisfaction - Financial savings 	Jan 2005	Sept 2005	Improvement recommendations	Other property related support services / Chaired by an Independent	Mike Yeo + Consultants	£5,000 - £7,000

Best Value Review of Support Services (Phase 2a)

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
		- In conjunction with the Strategic Partnership for Property Practice (DCC/ODPM)				Consultant.		
Corporate Ability	To form a Business Unit	Better resource management and target setting	Oct 2004	Sept 2005	Monthly Business account operating	None	Neil Stevens / Cheng Long	Officer time
Community Plan Sustainable Community	To develop a sustainability and energy management policy.	<ul style="list-style-type: none"> - Clear policy for the Council with measurable sustainability targets - Incorporate outcomes of Part P of Bldg Regs - Implement energy audits and property related energy log books 	Oct 2004	March 2005	Adoption of the policy by the Council	South West Environment and Energy Group	Neil Stevens / Andrew Bourne / Steve Haywood / Bldg Control / Estates / Asset Manager	Officer time

Best Value Review of Support Services (Phase 2a)

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Corporate Ability	Review the structure of the Group	- To create management capacity and improve focus on delivery of the Strategic Plan.	March 2005	March 2005	New structure to be implemented by May 2005	None	Assistant Director	Possible savings.
Corporate Ability	Improved training by rotation of staff between sections	- Increased ability to deal with future changes - Improved customer focus - Sharing good practices	Oct 2004	Ongoing	- Increased skills - More customer satisfaction	None	CEL DS TD	None

Appendix 3

IT Services Service Improvement Plan

Description	Anticipated Outcome	Target(s)	Timescale		Performance indicator	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
To develop SLA monitoring process	To assist our clients in measuring the IT services provided and to create a forum where issues/requirements can be identified and tracked	To establish and complete SLA review meetings and adjust SLA's as necessary	Apr/04	Mar/05	Customer satisfaction SLA feedback actions	none	Asst Dir – IT & IT unit Managers	Within existing resources
To continue to Benchmark the IT support Services via the SOCITM national programmes	To identify strengths and weaknesses of the IT support Services and implement improvements to try and achieve upper quartile on all PI's	To complete benchmarking exercise with Socitm. To develop improvement programme to reach upper quartile	Jun/04	annually	ALL Socitm KPI's	Socitm for Benchmarking data Other SW LA's	Asst Dir – IT & IT unit Managers	Within existing resources
To report to members following receipt of SOCITM "IT outsourcing" study Jan 2005	Clearer view on IT outsourcing contracts and potential benefits, pitfalls, etc	Summarised report to members (Scrutiny committee)	Jan/2005	Feb/2005	"Compare"	SOCITM	Asst Dir IT IT Customer Support manager	Within existing resources
Improve capacity Bottleneck options by establishing partnerships and partnership working	1. Able to "call-off" resources from pre-selected third party organisation without needing to go through formal interview processes and negotiation of contracts as is normal with contractors. 2. Greater use and reliance of other Devon Partnership LA resources.	1.. Establish a list of "preferred" contactors and expertise which can be provided by other Devon LA's.	Apr/04	On-going	Customer satisfaction	Other partners as and when required IT Agencies	Asst Dir – IT & IT unit support Managers	Within existing planned resources.

Best Value Review of Support Services (Phase 2a)

Description	Anticipated Outcome	Target(s)	Timescale		Performance indicator	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Review and re-negotiate existing IT support contracts as they come up for renewal	To encourage best value and evaluate more cost effective options for support contracts jointly with other Devon LA's	1. Hardware maintenance contracts 2. Data & telephone line rental contracts 3. Software support contracts	Apr/04	On-going	Effective support service Affects a number of Socitm KPI's	Yes. – depends on contract	Asst Dir – IT & IT unit support Managers	Savings should be found
With other Devon LA's evaluate any common IT Systems or Services which could be potentially provided by an external service provider or key Devon LA Partner	To encourage best value for service delivery	To identify any areas where joint provision of an IT system can bring benefits to the Devon LA's	Apr/05	On-going	Effective Support service	Devon La's Other private sector bodies	Asst dir – IT	To be assessed.
Raise the profile of ITIL's IT Service management framework within the IT Section & implement the necessary changes to IT process/procedures	ITIL's IT Service Management framework is a recognised standard. We intend to train as many IT Staff in this standard as possible. It will assist in developing new processes/procedures to increase our performance in terms of IT support and management.	1. All IT Managers to complete course(s) first 2. IT Project Leaders and Help desk and PC support staff to complete course 3. Implement ITIL standards	Apr/04	July/04	Customer satisfaction.	Joint course with other Devon IT Divisions have been established to reduce cost of training SYSOP provide training	Asst Dir – IT & IT unit support Managers	Within existing training budget
			July/04	Mar/05	& a number of SOCITM PI's			
			Oct/04	On-going				
Provide the necessary IT technical training to all members of IT staff	To ensure that IT technical staff are fully trained to deliver and support the multitude of technical environments within the IT division. This will ensure that excellent technical support is provided to our clients	To complete the IT training plans developed for the numerous IT support teams	Apr/04	Mar/05	Customer satisfaction & a number of Socitm PI's	Use of IT Training company's	IT Unit managers	Within existing IT Training budget

Best Value Review of Support Services (Phase 2a)

Description	Anticipated Outcome	Target(s)	Timescale		Performance indicator	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Continue to review IT Staff structure in line with changing structure and demands of the Council	To make sure the current IT Structure can continue to provide the IT services to a "changing" organisation	1. Phase 1 re-structure completed by OCT/04 2. Phase 2 completed by Aug/05	Jun/04 Mar/05	Oct/04 Aug/05	Effective support service	none	Asst Dir - IT	Year/05 costs to be identified in budget pressures for 05/06
Continue to explore and bid for funds from the numerous Government funding streams	To assist in providing extra capital to invest in new technological solutions	Explore : Extra funding streams to assist in delivering the new Customer focus strategy Extra funding streams to assist in delivering a Devon wide Authentication/registration process	Oct/04 Oct/04	Dec/05 Dec/04	Effective support service	Yes potentially, but need to be identified Other Devon La's	Corporate Customer services Manager ? Asst Dir - IT	Match funding may be required.
Support the move towards the Adults Care Trust	To assist (with partners) the delivery of an IT support Service to the new trust	Work with the PCT IT providers to establish a joint strategy for the provision of IT Services to the trust	June/04	Oct/05	Effective support service	PCT IT service providers	Torbay IT unit managers & PCT IT service providers	To be assessed
Support the move towards an integrated Children's service	To assist in the creation of an effective Children's Service in providing the necessary IT skills to manage the change process	To respond to changes in staff locations (affects networks, telephones, etc) To develop/ integrate the necessary new IT systems	July/04	April/04	Effective support service	none	Torbay IT Unit managers	To be assessed
To deliver the E-Gov Targets set by the ODPM	To assist all Directorates of the Council in meeting their E-Gov Targets defined in the ODPM's E-Gov priority outcomes document	Deliver targets established in IEG/4 statement	Apr/02	Mar/06	ODPM target	Numerous external organisations are involved in meeting this target	All the Council	Significant funding is involved in terms of grants from ODPM and local funding from the Council Est. £2m - £3m

Best Value Review of Support Services (Phase 2a)

Description	Anticipated Outcome	Target(s)	Timescale		Performance indicator	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Explore the IT implications of the Governments Regionalisation agenda and liaise with LA partners to shape future IT support functions	Clearer view of the IT impacts of the Governments agenda and methods of joint IT service delivery with other La Partners Provide the vision and drive towards more collaborative working	Try and develop a Devon Wide strategy which will meet the needs of the regionalisation agenda and promote extended ways of collaborative working	Apr/05	Dec/05	None set	Devon IT mangers Devon E-Gov partnership SW E-Gov Partnership Adults Trust	Asst Dir - IT	To be assessed
Maximise and ensure the service is getting the right returns from income generation	Maximise income generation	Broaden horizons with regards to maximising income generated from providing IT Training to other public sector bodies.	Dec/04	On-going	Income generation	Other public bodies	IT Customer Support manager & IT Training team	Will increase income not expenditure
Improve the efficiency of the IT Held Desk service	Contact with the IT help Desk is streamlined. IT help Desk calls from clients are always answered – ie no engaged calls	Analysis of HelpDesk calls from the Call Logging system provided to Members (scrutiny.) Help Desk improvement programme developed and implemented	Dec/04	July/05	Customer satisfaction	none	IT Customer Support manger & help Desk operators	Within existing budget
ICT Strategy Development – Develop a new ICT Strategy for the Council which reflects the changing structure of the organisation and assists in delivering the priorities of the Community plan and Councils Strategic plans	A new ICT Strategy will be developed.	Corporate ICT Strategy approved and published on Intranet	Dec/04	Mar/05	None set	All It Unit managers E-Gov Steering Group Nominated Directorate reps. SOCITM	Asst Dir - IT	£10 – 15k

Appendix 4

Cashiers Service Improvement Plan

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Best Value / Improving Performance	CIPFA Benchmarking Club	Identify possible improvements/ amendments to service.	June 05	Sept 05	Reach top quartile for performance. Improve performance against good practice checklist.	None	A.Lardner	Within existing resources
Corporate Ability / Customer Focus	Undertake Customer Survey On quality of service to a random sample of all households. Undertake internal customer survey.	Identify customer needs /requirements to enhance service	Oct 05	Dec 05	Match service to customer requirements	None	A.Lardner	Within existing resources
E - Govt	Roll out of Electronic Payments to all services across the Council	Enhanced service to customers	Jan05	Dec 05	Meet E-Govt Targets	All Directorates	A.Lardner	Review impact after 12 months
Corporate Ability Customer Focus	Development of SLAs with customers	Meet the needs of the customers	Apr 05	Ongoing	Efficient and effective service measured by feedback at meetings.	Countryside Trust Other Directorates RHT	A.Lardner	Within existing resources

Payments Service Improvement Plan

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Best Value / Improving Performance	CIPFA Benchmarking Club	Identify possible improvements/ amendments to service.	May 05	Aug 05	Reach top quartile for performance	None	M.Allen	Within existing resources
Corporate Ability Customer Focus	Undertake mail shot to customers paid by cheque to convert them to BACS payments.	Improve service and reduce costs.	Aug 05	Oct 05	Increase number of BACS payments by 5%.	None	M.Allen	Within existing resources
Best Value / Improving Performance	Monthly monitoring of performance statistics.	Enhanced service to customers by redeploying resources	Jan05	Dec 05	Improve productivity by 5%.	None	M.Allen	Within existing resources
Corporate Ability Customer focus	Development of SLAs with customers	Meet the needs of the customers	Apr 05	Ongoing	Efficient & Effective service measured by feedback at meetings	All Directorates	M.Allen	Within existing resources

Appendix 5

Estates Services Service Improvement Plan

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
ADDING VALUE TO SERVICE DELIVERY								
Corporate Ability	Benchmarking with similar service providers	Improved service processes	Ongoing	Ongoing	Improve in one service area following each benchmarking meeting	Plymouth City Council Poole Council	Estates Manager	Officer time
Corporate Ability	Assume responsibility for rental invoicing and monitoring	Improved service processes	April 2005	June2005	Dispatch of invoices for April 2005 Quarter	None	Jackie Baker	Officer time
Corporate Ability	Develop and agree with Members policies on on various aspects of lettings and in conjunction with the Head of Legal Services the recharge of Estates fees (where appropriate)	Improved service processes	Nov 2004	June2005		Head of Legal Services	Estates Manager Ailsa Delaney	Officer time
Corporate Ability	Introduction of Core Procedures Manual	Basis for quality accreditation	Nov 2004	Nov 2005		None	Estates Manager	Officer time

Best Value Review of Support Services (Phase 2a)

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Corporate Ability	Move towards quality assurance ISO 9000 for service	ISO 9000 for Service	Nov 2004	Nov 2006		Benchmark model with Plymouth and Devon Estates teams	Stephen Forsey	Officer time
Corporate Ability	In conjunction with Legal Services to review recoverable recharges and formulate a recharge policy		Oct 2004	Dec 2004		Legal Services	Estates Manager	Officer time
SERVICE IMPROVEMENT THROUGH PERFORMANCE MANAGEMENT								
Corporate Ability	Monitoring of local service casework performance indicators	Feedback to service clients	1 st quarter 2005	Ongoing	Continual improvement	None	Service Valuers	Officer time
TARGETED AND FLEXIBLE SERVICE PROVISION								
Corporate Ability	Commitment to the Public (via Service clients where appropriate) as "end user" by setting service standards	Service Standards	Dec 04	Ongoing	Standard setting in Business Plan Monitoring & Review	None	Estates Manager in consultation with staff	Officer time

Best Value Review of Support Services (Phase 2a)

Link to Corporate Priorities	Action	Outcome	Timescale		Target(s)	Other organisations involved	Who? Responsible Officer	Estimated (financial) implications
			Date action to start	Date target to be completed				
Corporate Ability	Develop a manual explaining & promoting Estates services. Electronic document also available through the Councils Website	Summary information available to new service clients & providers	Nov 04	April 05		None	Jackie Baker	Officer time
INCREASING CUSTOMER SATISFACTION								
Corporate Ability	Client Service liason	<ul style="list-style-type: none"> - Adequate instruction and targets from clients - Review meetings with Clients - Further develop SLA's. 	Ongoing	Ongoing	Provide cost information for SLAs by Sept 05	Service Accountant	Service Valuers	Officer time
Corporate Ability	To support a review of property related services in the Council with the recommendation that Estates Service still be delivered separately as part of a matrix of services	<ul style="list-style-type: none"> - Improved customer satisfaction 	Jan 2005	Sept 2005	Matrix working	Other property related support services	Estates Manager	Officer Time