

**NORTH LANARKSHIRE
COUNCIL**

REPORT

To: ECONOMIC DEVELOPMENT COMMITTEE		Subject: ECONOMIC DEVELOPMENT UNIT SERVICE REVIEW REPORT
From: DIRECTOR OF PLANNING & ENVIRONMENT		
Date: 27 January 2000	Ref: CMcA/EH/REP.640	

1 Purpose of Report

- 1.1 The purpose of this report is to present the findings of the Economic Development Unit's Service Review. It updates members on the progress made since the last report on the process was submitted to the October Committee, Agenda Item 13 (REF: CMcA/SW/REP.611).

2 Sustainability

- 2.1 The review of Economic Development Services will contribute to the sustainable policy adopted by the Council through Local Agenda 21 in addressing:
- 2.2 Section 3 - Economy and Work through the delivery of improved business development services;
- 2.3 Section 10 - Participation and Democracy, by seeking consultation with the local community on the services they need and;
- 2.4 Section 11 - Partnership and Funding by reducing duplication among partners and consequently increasing efficiency.

3 Background

- 3.1 The Economic Development Unit's review began in early 1999 and has been carried out in line with the Best Value Service Review guidelines produced by the Chief Executive's Department. North Lanarkshire Council has committed to reviewing all of its services in a five year plan. This is the second year, and both the Economic Development Unit and Building Control Service within the Planning & Environment Department were time-tabled to commence their reviews and submit reports.
- 3.2 The completed Service Review can include external and independent auditing by the Accounts Commission/Scottish Executive of its process and findings. The review process must demonstrate that the findings and recommendations made can be justified. It is therefore critical that the methodology undertaken in this Review is thorough and can stand up to external scrutiny.

3.3 Since the submission of the Service Review Report it has now been confirmed that three North Lanarkshire Council services will be independently audited and these have been confirmed as District Courts, Community Services, Housing and Property Services. However external auditors can return at a later stage to assess the implementation of service improvements as outlined in the Service Improvement Plan.

4 Next Step

4.1 It is intended that all services will be reviewed within in the Economic Development Unit by December 2001, although this timescale is subject to further agreement. The immediate focus of the review will continue to be on business development services, as many of the issues rising from the initial review are inter-related.

4.2 The Economic Development Unit will extend its consultation exercise to include other Council services, partner organisations and elected members.

4.3 The Unit will also seek to identify new benchmarking partners.

4.4 The Unit will implement its Service Improvement Plan and monitor improvements to services.

4.5 As part of the Improvement Plan a full Option Appraisal for all Business Development Services is recommended. This requires to be carried out in consultation with partner agencies and will include consideration of the following options:-

- Continue to provide the existing service in-house.
- Continue to provide the service in-house but on an improved, modified basis.
- Subject the existing or modified service to voluntary competitive tendering
- Cease to undertake the service (or part thereof)
- Externalise the service.

5 Conclusion

5.1 The Economic Development Unit welcomes input from elected members to the findings of this review and the future review process.

5.2 The continuous reviewing of policy and services is central to providing good public services. Good public services are those that are efficient and effective, and the service review must demonstrate this.

5.3 The latest recommendations from the Government Task Force on Best Value state that equality must be integrated in the Best Value Framework. It also recommends that Best Value is extended across all public services. The Economic Development Unit will seek to address both these issues at the next stage of the Economic Development Unit service review process.

6 Recommendation

- 6.1 It is recommended that the Committee:
- 6.2 note the contents of the report and the attached Economic Development Unit Service Review Report, and;
- 6.3 approve the findings and the Improvement Plan outlined in the Service Review Report.



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Director of Planning and Environment

13 January 2000

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Service Review

Economic Development Unit

North Lanarkshire Council

January 2000

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1. Best Value Service Reviews

- 1.1 North Lanarkshire Council's Best Value submission and Action Plan was approved by the Scottish Office in December 1997. In order to ensure that the objectives of the Plan in relation to both the cost and the quality of the services are fulfilled, a programme of continuous improvement through the Service Review process was approved.
- 1.2 North Lanarkshire Council's Economic Development Unit (EDU) started its review process earlier this year with the initial focus being the development of mechanisms, systems and skills to assist in the review process and enable continuous improvements. It is intended that all services within the EDU will be reviewed by December 2001 (subject to further agreement). The services selected for consideration at this time are the first to be reviewed in this way within the EDU.
- 1.3 A Review Team has been established within the EDU to perform the review tasks. This report reflects a summary of the work undertaken to date by the team.
- 1.4 Following on from this review report, the team will undertake self assessment, a structured and recommended approach to service improvement. This will provide an introduction to the European Foundation for Quality Management (EFQM).
- 1.5 The review team will continue to report their recommendations to the departmental management team and the Economic Development Committee.

2 Economic Development Services in North Lanarkshire

2.1 Economic Development Unit

2.1.1 The EDU is a section within the Planning and Environment Department which takes its remit from the Council's Economic Development Committee to "facilitate the generation, attraction, retention and expansion of industry and commerce within North Lanarkshire in order to maximise employment opportunities and optimise the economic prospects of North Lanarkshire and its inhabitants"

2.1.2 The Unit employs 28 people directly and a further 12 staff indirectly through externally funded projects, the Unit has an annual revenue budget of over £3 million, one million of which is generated from external sources (EU, Employment Services, etc.). In addition the Unit funds and levers partnership support for a number of external projects.

2.2. Strategic Context

2.2.1 The Council generally and the EDU in particular have to work within a strategic context that must react to, and seek to influence, conditions at a European, national, Scottish, regional and local level affecting the local economy and local residents.

2.3 The European Union

2.3.1 Changes to the European Structural Funds will affect the levels of funding available for economic development activity and will also influence the types of economic development activity being considered for future planning. The EDU currently manages a number of large European-funded projects and is looking towards future bids for European funding for continuing and new programmes.

2.4. National Government and Scottish Parliament

2.4.1 Policies issuing from national Government and the Scottish Parliament's current enquiry into economic development services have and will have major effects on the Unit's current and future service delivery and development. The Unit currently manages the Government's New Deal Environment Task Force option in Lanarkshire which requires significant levels of management and administration and intensive strategic development work as the Council and its partners seek to implement evolving Government policy.

2.5. Lanarkshire and the Changing Gear strategy

2.5.1. Regionally and locally, the Unit is involved in the strategic partnerships which both seek to implement and develop national policies locally and to develop and implement partnership projects addressing the key economic challenges in Lanarkshire

2.5.2. This joint strategy work seeks to address the long term and short term challenges associated with the reclamation of derelict land in the wake of the decline of the coal and steel industries and the opportunities presented by new and growing industries on the area's industrial and business sites. The partners' particularly pressing challenge in this joint work, highlighted by the Government's priority action on Social Inclusion, is the need to link the industrial and business growth in these sectors with job opportunities for local unemployed people, particularly those living in designated areas of need, such as Social Inclusion Partnership areas.

2.6. The EDU Forward Plan

2.6.1 The EDU formulated its first Forward Plan through a series of staff workshops in 1998. The document has since been revised but its aims and objectives remain the same:-

2.6.2. Aim One: Getting People Ready for Work

To provide a range of employment access and training opportunities for people from disadvantaged communities through:-Individual development

- Skills development
- Promoting enterprise
- Sustaining employment

2.6.3. Aim Two Assisting Employment Growth

Through business development and enterprise initiatives increase the number and quality of jobs in North Lanarkshire by:-

- Developing relationships in the business community
- Strategic business development services
- enterprise and self employment services

2.6.4. Aim three Partnerships

To develop partnerships with other agencies in the public, private and voluntary sectors in pursuit of economic development and regeneration objectives by:-

- corporate working
- partnerships in the local network
- building capacities
- local delivery of services

2.6.5 The aims and objectives of the Unit will be achieved through a series of key strategic tasks that reflect the ongoing work in delivering and reviewing existing service programmes as well as new tasks required to develop new services. The Forward Plan will be reviewed each year revising where necessary key strategic tasks.

3.0 EDU Service Review

3.1 Services selected for review

- 3.1.1 The EDU selected two services and one management issue for the focus of this review.
- 3.1.2 The EDU provides services to both businesses and the unemployed. This review has focused mainly on services provided by the Business Development team which has seven staff directly involved in delivering a range of services to North Lanarkshire businesses. Two of these services have been selected for review.

3.2 Loan Services

- 3.2.1 Loan services which are made up of two programmes: Small Business Support Scheme and the West of Scotland Loan Fund. These programmes provide loans to businesses of between £1,000 to £30,000. Loans of under £15,000 require no legal security.

3.3 Employment Grant Scheme

- 3.3.1 The Employment Grant Scheme (EGS) provides wage subsidies ranging from 40 - 60% to businesses in all sectors (SME's) employing unemployed people in new and permanent posts.

3.4 Staff Absence

- 3.4.1 A third management issue has also been selected for review. This is staff absence caused by illness.

3.5 Basis for selection

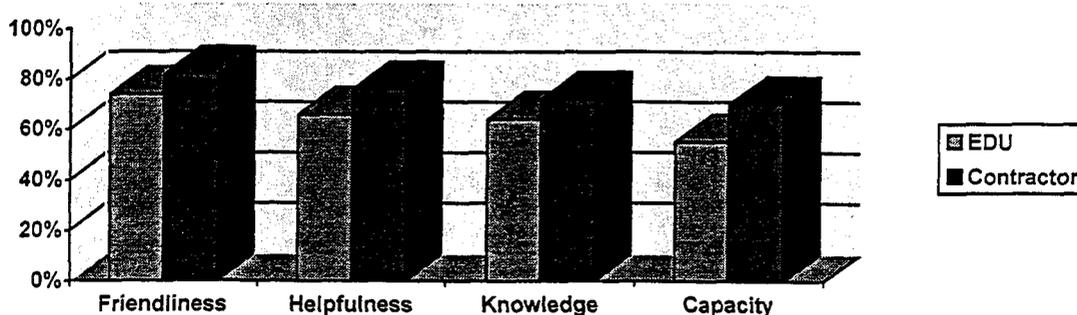
- 3.5.1 The two services were selected on the basis that:
- The selected services represent the largest budget spend of the EDU business development services.
 - They represent both types of financial assistance (grants and loans) which are provided by the EDU.
 - Both services offer us an opportunity to assess our business development approach and its impact on both macro and micro economic strategies. The EGS impacts on the national government initiative New Deal while the loan services provide an opportunity to deliver as part of a local business development strategy.
 - It was appropriate to focus a review on services to businesses as an extensive review on services to unemployed is being undertaken by the Lanarkshire Alliance. It was therefore inappropriate to review the EDU's services to unemployed at this time.
- 3.5.2 Staff absence was selected on the basis that:
- it was an issue affecting the performance of the EDU.
 - reducing staff absence is critical to service improvements.
 - the review process would provide a mechanism to develop management processes, practices and skills relative to this issue.

4. Techniques used

4.1 Customer Consultation

- 4.1.1 Over 200 users of North Lanarkshire Council's EDU responded to a base line survey which established current levels of customer satisfaction. Respondents had accessed the service directly through the EDU and indirectly through Local Enterprise Trusts or Local Training Support Centres. Respondents were made up of 50% unemployed and 50% employed.
- 4.1.2 The survey asked about any problems customers had experienced when using the service; whether they had made direct or indirect contact with the EDU (only 38% of customers 'had been in touch' with the EDU services directly). In total 67% of clients worked with one organisation whilst the remainder were 'in touch' with one or more organisations. 2 respondents were 'in touch' with 5 organisations.
- 4.1.3 The survey was able to establish levels of satisfaction among the various client groups. 36% said that the assistance received had exceeded their expectations whilst 46% stated that their expectations had been met.
- 4.1.4 There were higher levels of satisfaction among contractors' customers compared to the EDU's customers as illustrated below. This could reflect contractors being in a better position to respond to the needs of businesses and/or the unemployed compared to the Council. Some of the customers will have been unsuccessful in their application to the EDU for assistance and this will have affected their level of satisfaction. Contractor organisations have been developed and established at a local level to respond to specific needs and can therefore provide a more responsive service.

'The People You Spoke to' - Contractor versus EDU



- 4.1.5 Only 39% of respondents knew that the Council had funded the assistance they received through the contractor organisation, compared with a total of 37% who did not.
- 4.1.5 Overall satisfaction levels were high with no fewer than 66% being very satisfied and 25% fairly satisfied with the organisation they dealt with.

4.2 Staff Consultation

- 4.2.1 In addition to the customer survey, a survey of staff was undertaken to establish staff attitudes to managers, customers, their workplace, their responsibilities, as well as providing an opportunity to identify barriers to improvement in customer service. 64% (16 staff) responded to the survey.

- 4.2.2 The results of these surveys have been reported back to staff who considered the findings in a series of workshops and made a series of recommendations. Further analysis and consideration of this data is on going. Recommendations for service improvements based on this customer and staff information are influencing departmental service reviews and a current departmental restructuring.

4.3 Benchmarking Club

- 4.3.1 The EDU has been involved with a benchmarking club since January 1999. Members of the club include other economic development services in South Lanarkshire, Renfrewshire, Falkirk, Fife and West Lothian Councils. The club has met seven times and has exchanged various types and levels of information. The initial work of the club commenced with a rough and ready assessment of the various services provided with a range of performance indicators. Following this, it was apparent that there was substantial differences in the various economic development services provided through local authorities which have lead to difficulties in benchmarking through the club. Despite this, it was agreed by members that meetings should continue, but on a reduced basis, focusing on specific and measurable services but also using the opportunity to exchange information on best practice within service reviews.

- 4.3.2 Steps have been taken by Scottish Local Authorities and COSLA to identify appropriate performance indicators for Economic Development Services in Councils. A range of possible indicators have been developed and consultation has just been completed. It is expected that further work will be required and that a final list will be available later this year.

- 4.3.3. When finalised these performance indicators will assist the benchmarking process by allowing data to be collated and calculated in the same way among all Scottish Local Authorities thereby allowing easier access to information and more accurate comparisons to take place.

4.4 Other Benchmarking

- 4.4.1 Other benchmarking work has been carried out by identifying specific service providers who have developed an element of expertise in the delivery of their service. Meetings have been held and data exchanged with Glasgow City Council, British Steel (Industries) Ltd and the Bank of Scotland. Benchmarking in this way has proved more beneficial than through the club.

- 4.4.2 Benchmarking in this way has provided information for comparison on successful marketing strategies, cost and performance of various service delivery approaches, the ratio of resources invested to results achieved, identified successful management methods and affirmed when appropriate current practice.

4.5 Value for Money Assessment

- 4.5.1 As part of the review North Lanarkshire Council's Management Services has carried out Value for Money Assessments in both loan and EGS services. The assessments calculated the average hours spent on each application, average cost of processing an application and length of time from application to award. This exercise has examined the cost and effectiveness of both services and resulted in a series of recommendations.

4.6 Independent Evaluation

- 4.6.1 Both services as part of a West of Scotland Partnership, receive up to 50% funding from the EU. As part of the funding agreement, independent evaluation and continual performance monitoring is regularly carried out. Access to the analysis and information contained in the evaluations greatly assisted the review process but both evaluations were done for West of Scotland Local Authority

consortiums set up after the demise of Strathclyde Business Development. The evaluations did not therefore look specifically at the performance of each local authority but in the main at the consortium as a whole and the economic impact on the West of Scotland region. There were some examples where information was desegregated on a council ward level but in general comparison /benchmarking among partners would not have been part of the brief.

- 4.6.2. As part of both independent evaluations recommendations were made to improve monitoring systems. As part of this review process it was also recognised that significant work is still required on the development of performance monitoring systems. The development of new systems is recognised as a priority within the EDU.

4.7 Job Costing System

- 4.7.1 Since April 1999, a job costing system (Logotech) has been implemented within the EDU. This requires all staff to complete timesheets and has enabled us to establish and measure the cost and effectiveness of service delivery.

- 4.7.2. Further development of this system and the management of the information it contains will be done on a Planning and Environment Department basis.

4.8 Internal Audit

- 4.8.1 In April 1999, the Council's internal audit team completed a review of the EDU's financial procedures and identified a number of areas for improvement in a comprehensive report. These have all been implemented.

4.9 Client Based Management Information System

- 4.9.1 A new client based management information system has been developed and implemented within the EDU within the last three months. It will provide a tracking system to record and monitor the cases of client companies and provide basic measurement and output information. This system still requires substantial development work in order that a fully integrated market information system is in operation within the EDU.

5.0 Review Findings

5.1 Introduction

- 5.1.1. This section draws together the findings of the review process into broad conclusions and summarises the issues for discussion. This report has mainly focused on areas where there is room for improvement and should not be interpreted as a complete reflection of service performance. Separate review reports have been prepared for each review 'topic' and these provide in depth analysis and further background information on each of the services.
- 5.1.2. Some of the strengths of the services are that both the Employment Grants Scheme (EGS) and North Lanarkshire Business Loans have had substantial success since their initial development under Strathclyde Business Development. Operationally the review concluded that EGS is a successful programme. The procedures for it are clearly set out, easy to follow and create a simplicity in the scheme which appeals to the local business community.
- 5.1.3. The review of the Council's Business Loan service has shown it to be a service that is well run and provides genuine additionality to client organisations. Segal Quince Wicksteed (independent evaluators) concluded that the loan fund is an important business development tool for SME's in the West of Scotland and in economic development terms one that offers high levels of additionality and low levels of displacement.

5.2 Business Loan Services

- 5.2.1. The customer consultation exercise presented both services in a good light with many service users rating the staff involved as being of high quality, friendly, efficient, quick to respond and informative. However Enterprise Trusts and other community based organisations did consistently score higher in customer service attributes such as 'helpfulness' and 'knowledge'
- 5.2.2. One concern highlighted in the SQW evaluation of business loan services was the need for a higher proportion of the funds to be directed towards funding new technology as opposed to being devoted to the use of working capital. This could be monitored over past, existing and future loan applicants to assess whether loans for technology are accounting for a greater or smaller proportion of all loans. Consideration should be given to the benefit of linking loan funding to new technology driven companies.
- 5.2.3. It is notable that a significantly higher proportion of clients admitted to using the loan fund for working capital after they had benefited from the fund than when they were actually applying for a loan, indicating they are perhaps not always 100% honest in revealing what they need the loan for. Consideration should be given to using loan funds to address the government's social inclusion agenda, targeting companies who will commit themselves to, for example, employing the long term unemployed, residents of SIPs (Strategic Inclusion Partnership) or those companies or firms that are located in or near to areas designated as suffering from social and economic decline.
- 5.2.4. In terms of the future of the business loan fund we should establish if the initial reason which was to provide access to needed capital for small businesses in the West of Scotland, is still a valid reason. Priorities for which loan funding is to be considered need to be agreed.

5.3 Employment Grants Scheme

- 5.3.1. The EGS contains a very high volume of administrative requirements for the local authority as part of processing applications.

- 5.3.2 The main issue for the EGS programme is its economic justification with regards to its fit with New Deal and the need to reduce the level of dead-weight from 45% i.e. the level of employers who would have recruited the same person at the same time without the subsidy.
- 5.3.3 In order to prevent any overlap with New Deal, criteria for EGS recruits would have to be limited to people unemployed for between 3 and 6 months.
- 5.3.4 In addition, if dead-weight is to be reduced and additionality perhaps in the form of a training commitment from the employer included in the criteria, it is uncertain that the scale of the programme would be economically justified or would provide an improved service. Therefore if these changes are to be made to the fundamentals of the programme, an economic impact assessment would be required.

5.4 Business Development Services - General

- 5.4.1 There are training and procedural improvements that can be made to both programmes which could increase efficiency and effectiveness and these are detailed in each of their reviews.
- 5.4.2 All business development programmes require substantial improvements in their evaluation and monitoring. It has been proposed that a framework for this be established for all services.
- 5.4.3 All business development programmes need improved marketing. This marketing needs to be more strategically focused to assist in improved targeting of the service.
- 5.4.4 It is clear throughout the customer consultation exercise that local business are dealing with a number of agencies when it comes to getting assistance for their business. The consultation exercise revealed that some clients did not even know at stages who they were dealing with, by returning the questionnaire saying they had never received assistance from the council when they clearly had. In some cases this could be dealt with by improved marketing and branding of services, but the number of agencies in the network is certainly a factor in confusing the client. This observation is applicable across all business development services and all the economic development agencies in North Lanarkshire. Clearly this is an issue which needs to be addressed by all partner agencies. Discussions have already commenced with partner agencies on improving and streamlining business development services across the Lanarkshire network.
- 5.4.5 The Scottish Parliament have already begun work examining the delivery of economic development services throughout the country. The Parliament's Enterprise and Lifelong Learning Committee has launched an inquiry, due to be completed in March/April 2000, into the potential duplication in the delivery of economic development activity by organisations such as local enterprise companies, local authorities, enterprise trusts and chambers of commerce. Lanarkshire has many examples of good partnership practice in economic development partnership which are relevant to this inquiry.
- 5.4.6 The strategic rationale for North Lanarkshire Council's commitment to business development activity is clearly stated in the Corporate Plan and the area regeneration strategy, Changing Gear. What is less clear is precisely what the Council's involvement in this activity should be. The services provided by the EDU are largely those which were inherited at reorganisation. While most have been adapted to best meet the needs of local companies, there has been no major shift in resources or services to reflect the priorities of the new organisation. The key question is, what does the Council want to achieve through its business development activity? Increased consultation with elected members, other Council services and partner agencies should provide guidance on the strategic role of the Council in business development activity.

5.5 Staff Absence

- 5.5.1 The EDU's rate of absence (from April 1999, an average of 7.6% compared to the public sector average of 4%- Source CBI) is affecting the services provided by the Unit. The EDU's high level of absence is caused mainly by long term absence. In order that future levels decrease, improved management of staff absence requires to be implemented in line with the corporate absence management policy and procedures.

6. Conclusion

- 6.1. The findings clearly state that the services achieve a high level of success among customers, do create economic benefits and operationally function well. Both loan and EGS services are well established and popular forms of assistance, which provide real economic benefit to the North Lanarkshire business community.
- 6.2. The main issues arising from the review are the need to strategically clarify the role the Council has in business development activity, to agree consistent priorities which will influence improvements to the current services and the need to improve service delivery.
- 6.3. These are issues which the EDU have been seeking to address in its discussions with partners, service users, staff and within the Council.
- 6.4. The improvement plan sets out a course of action which will build on the success of the service to date, but will also encourage a more strategically focused approach to the Council's economic development function in order that better value can be achieved.

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7.0 IMPROVEMENT PLAN

No	Improvement Actions	Improvement target/ Output	Responsibility	To be completed by
1.	Review all business development delivery mechanisms across network as part of an option appraisal.	Improved customer services Increase in demand for services - 10% per year.	MMcC/CMcA	Sept 2000
2.	Review the Council's role in business development activity.	A more strategically focused approach to Economic Development activity within North Lanarkshire Council.	Chief Exec's Dept/ MMcC/CMcA/ EB	Sept 2000
3.	Carry out an audit and review business development activity across the network	No duplication of effort. Increased customer satisfaction. Consistency in service provision.	MMcC	Jan2000-audit Dec2000-review
4.	Revise the criteria and assistance available through the EGS programme to include: 'no overlap with New Deal'; reducing the company size from a maximum limit of 250 employees; including a training element; increase mentoring service; reducing the value of the EGS grant offer; and assess the impact of these changes.	Reduce deadweight by 10%. Reduction in number of recruits eligible. Reduce underspend/ overspend /accruals.	EB	Dec 2000
5.	Increase multiple economic development applications to provide a more holistic service to businesses and people.	Applications to other schemes from EGS to increase by 20%.	EB	Dec.2000
6.	Training for staff and intermediaries as appropriate on: loan assessment procedures; customer service; managing staff absence; communications; etc	Improved communications Reduction in staff absence Increased efficiency in loan assessments.	CMcA/CD	August 2000
7.	Review the manual aspects of administering the EGS scheme once the computer system has been fully implemented.	Review undertaken & recommendations implemented.	EB	Dec 2000
8.	A new financial forecasting software package for business loans is purchased subject to cost benefit analysis.	More rigid financial forecasting procedure to be put in place.	EB	March 2000
9.	Develop a performance monitoring framework for all economic development activity which will produce monthly and quarterly measurements of activity.	Monthly and quarterly monitoring reports.	CMcA	March 2000
10.	Set targets for business loans including increasing the number of higher value, higher risk and/or technology loans awarded and a relative decrease in the	Increase customer satisfaction. Improved effectiveness of loan.	EB/CMcA	March 2000

	average time taken from loan application to approval being reduced.			
11.	Greater use of post-scheme evaluation process	50% response rates achieved.	EB/CMcA	March 2000
12.	Develop a marketing strategy for business development services	Marketing Plan to be produced.	EB/CMcA	March 2000
13.	Implement the corporate policy on managing absence in the EDU.	Reduction in levels of absence.	MMcC	December 1999
14.	It is recommended that medical referrals are instigated after 6 weeks in all appropriate cases.	Reduction in current levels of long term and recurring absenteeism.	MMcC	November 1999
15.	Develop procedures and systems for staff/supervisor meetings guaranteeing a minimum of four meetings per year to discuss workload, performance, training requirements and other issues.	Minimum of four meetings a year for all staff with their line manager.	MMcC/JT/EB/TL/CMcA/CD	March 2000
16.	Improve the monitoring and reporting procedures for absence data.	Monthly monitoring reports for all supervising staff	MMcC/CD	January 2000
17.	An absence management pack be developed for supervisory staff to include: 'back to work' interviews guidance; procedures for maintaining contact with employees during protracted periods of absence; etc.	Pack to be developed. All absent staff to be interviewed in their return to work.	MMcC/CD	January 2000
18.	It is recommended that a pro forma to review workloads and responsibilities be drawn up and completed for each post which is unfilled and/or cut from the structure. This proforma should clearly make decisions on how the workload is to be managed.	Increased levels of staff satisfaction.	MMcC/TL	April 2000

Key

MMcC Maureen McConachie

EB Ellen Byers

CMcA Caitriona McAuley

JT John Turley

TL Teresa Lavery

CD Cathy Durham

SL Steven Latta

PMI Performance Monitoring Indicators

Cex Chief Executive's Department

Ets Enterprise Trusts

ScOf Scottish Office