

APPENDIX ONE

ENTERPRISE, PLANNING & INFRASTRUCTURE DIRECTORATE

Service Business Plan 2011-14. Performance and Progress Report (To September 2011)

DIRECTORATE PRIORITY 1: ENCOURAGE FUTURE ECONOMIC AND BUSINESS DEVELOPMENT			
SERVICE OUTCOMES	MEASURES	UPDATE (to end of September 2011)	% Complete (as appropriate)
1. Assist in the attraction of commercial/business investment, from new inward investors to Aberdeen.	£100M + Contracts	Working with ACSEF and SE to provide investment support services to inward investors. Original research needed to determine values.	
2. Provide a support and aftercare service to existing inward investors as a means of encouraging additional investment in Aberdeen.	£20M + Investment	Working in partnership with SE and SDI to support existing companies and encourage their expansion. Original research needed to determine values.	
3. Help local businesses access new business opportunities and win new contracts.	£30M+ in additional t/o	Working with local companies through our Supplier Development Programme. Original research needed to determine values.	
4. Secure new training and/or employment opportunities in local businesses capable of providing sustainable employment for	c.400 candidates	Activities in this area have been constrained due to lack of staff resources in the past year. This has now been resolved.	

disadvantaged people.			
5. Assist in increasing visitor spend in the city by a total of 20% over four years by delivering specific initiatives designed to promote the city to business and leisure tourists.	Base Line - £274.4M (2008) Target - £329.3M (by 2012)	£363.5M (Assessed for 2010 by Scottish Tourism)	
6. Strengthen the connectivity of the city region nationally and internationally through specifically, producing robust cases for- • Connecting the various key elements of “Energetica” with each other. • The future development of business land close to Aberdeen Airport. • Providing high speed broadband connectivity within the City Centre.	Actions related to projects specifically attributable to EBD team	<ul style="list-style-type: none"> • Energetica is progressing according to plan under the leadership of an SE appointed project Manager EBD are fully involved in realising projects within Aberdeen City that support Energetica objectives • Business land has been brought forward by Miller Developments and Ribnort, in consultation with ACC Planning and EBD teams • Broadband scheme has been developed and is in the process of being implemented 	30%
			30%
			10%
7. Contribute to the economic regeneration of the city by- ▪ Finalising proposals for a City Development Company to make use of Aberdeen City Council owned land assets, as a lever for stimulating private sector development on priority development sites across the city, and use any profits from this activity to support/initiate wider, non-physical, social and economic regeneration initiatives throughout the city. ▪ Supporting plans for redeveloping the Denburn Valley, including the space currently occupied by Union Terrace Gardens.	Actions related to projects specifically attributable to EBD team	<ul style="list-style-type: none"> • This project has been deferred pending determination of suitable property assets that could be transferred to the development company • Plans are progressing steadily towards the realisation of the City Garden project • Initial discussion only, so far, due to lack 	20%
			30%
			5%

<ul style="list-style-type: none"> ▪ Promoting a feasible redevelopment scheme for vacant land South of the River Dee, as part of wider efforts to regenerate the Torry area of the City. ▪ Establishing a Business Improvement District in the City Centre 		<p>of development activity/interest during the current recession</p> <ul style="list-style-type: none"> • This has been successfully established 	100%
<p>8. Support key public/private economic development/ regeneration initiatives (e.g. ACSEF, AREG etc) to achieve their stated objectives</p>	<p>Actions attributable to EBD team</p>	<p>On-going support provided in many areas, with positive annual reports produced by both organisations</p>	100%
<p>9. Help maintain Aberdeen's position in the top 40 European Cities and 10 European Small Cities, in terms of attractiveness to Foreign Direct Investment, according to the FDI Magazine Cities and regions of the Future Awards</p>	<p>Actions attributable to EBD team</p>	<p>This year listings only covered the top 25 cities and Aberdeen was not listed in this year's top 25 and Aberdeen was not listed in the top 10 European Small Cities.</p>	0%
<p>10. Maintain or improve Aberdeen's current position (20th) in Experian's UK City Centre Vitality Index</p>	<p>Actions attributable to EBD team</p>	<p>Latest rankings yet to be published</p>	N/A
<p>11. Delivery of at least one major city event per annum to project Aberdeen on an international basis</p>	<p>Number of events to include – visitor numbers, economic outcomes arising and level of press coverage</p>	<p>Offshore Europe Event held in 2011 was the most successful to date with more than 52,00 visitors of which over 50% were from overseas</p>	100%
<p>12. To ensure that there is sufficient land available of the right type and quality for businesses to locate and grow</p>	<p>Project Management timeline for Annual Employment Land Audit (in collaboration with Scottish Enterprise, Aberdeen City</p>	<p>Milestone is the external publication of the Employment Land Audit due to be completed by May 2012</p>	60%

	Council and Aberdeenshire Council).		
13. The Development of an Infrastructure Strategy to allow for 'developer certainty' allied to the delivery of the Local Development Plan (EPI Directorate Priority 2)	Project Management timeline for the development of the action programme.	The LDP and action programme was published Aug 2010. The adoption process of the LDP is due to be completed after the response has been received from the Directorate of Planning and Environmental Appeals (DEPA). It is anticipated that the response will be received by Dec 2012 however; the target date for DEPA is 7/02/12. Once adopted, the LDP action programme for delivering development will be approved within a 3 month timeframe.	

DIRECTORATE PRIORITY 2: DELIVER AN UP TO DATE DEVELOPMENT PLAN FOR THE CITY			
SERVICE OUTCOMES	MEASURES	UPDATE (to end September 2011)	% COMPLETE
1. To successfully conduct an Examination in Public of the Proposed Aberdeen Local Development Plan	Project Management timeline of the Examination in Public.	Milestone to be completed by December 2011(subject to DEPA, noting that DEPA may not deliver before their target date of 7/02/12). At present 39 responses have been issued as a result of additional information requests, all resolved within the agreed timeframe.	90%
2. Adoption of Supplementary Guidance to Local Development Plan	Project Management timeline for the Adoption of 36 Supplementary Planning Guidance documents in conjunction with	Milestones: <ul style="list-style-type: none"> • A number of Interim planning guidance documents were approved by EP&I Committee on 13 September 2011. • A number of Supplementary Planning Guidance documents were approved for public consultation by EP&I Committee on 13 September 2011. 	70%

	the Local Development Plan.	<ul style="list-style-type: none"> Adoption of all 36 Supplementary Planning Guidance documents by Spring 2012 (subject to DEPA) 	
3. Devise, in Collaboration with Partners (the SDP Authority and Aberdeenshire Council), a new Strategic Development Plan.	Project management timeline for the publication of the Main Issues Report and associated documents by Aberdeen City and Shire SDPA.	Milestone is the publication of the Main Issues Report on the 24 th October. The consultation period ran from the 24 th October 2011 to the 6 th January 2012.	80%

DIRECTORATE PRIORITY 3: PROTECT AND ENHANCE OUR HIGH QUALITY NATURAL AND BUILT ENVIRONMENT			
SERVICE OUTCOMES	MEASURES	UPDATE (To end September 2011)	% Complete (as applicable)
1. Development of Property Asset Management Plan to assist with decision making on planned maintenance	% of Public buildings in a Condition suited to delivery of services – current target 89%	On target for completion	89%
	Energy Usage – target 2.5% reduction on current usage	On target. BEMS review completed. Basic insulation surveys of all public buildings completed.	On-going

	<p>Number of public buildings connected to the Combined Heat and Power network- current target 12</p> <p>% of energy supplied from sustainable sources- current target is 10% by end of 5yr plan</p> <p>Water Usage – current target to reduce consumption by 2%</p>	<p>On Target – 8 completed</p> <p>PV contract awarded; projects on-going eg Duthie Park moving from oil to gas ;CHP network progressing</p> <p>1.5% reduction achieved</p>	<p>66% on-going</p> <p>On-going</p> <p>75% complete</p>
2.Develop and Implement a Carbon Management Plan	Carbon consumption – current target to reduce carbon emissions by 23% by 2015	10% reduction to date. First footprint and evidence pack produced	43% complete
3.Development of Fleet Asset Management Plan to assist with decision making on planned maintenance	Fleet Profile – current target to maintain current highest EU standards for emissions)	50% HGV vehicles on reduced pollution taxation class; 5% of light vehicles	On-going
4. Increase the number of sites using the	Project	The milestones for the adoption process of	

<p>masterplanning approach and report on progress.</p>	<p>management timeline for the adoption of materplans as Supplementary Guidance as part of the LDP Action Programme by July 2012.</p> <p>Adoption of masterplans for identified sites within the Proposed Aberdeen Local Development Plan are as follows:</p> <ol style="list-style-type: none"> 1. Aberdeen City Centre Development Framework 2. Aberdeen Harbour 3. Newhills expansion including: Craibstone, Greenferns Landward, Newhills & Rowett 4. Countesswells Development Framework 5. Cove Development Framework 6. Friarsfield 	<p>each masterplan are as follows:</p> <ul style="list-style-type: none"> -Site appraisal -Planning policy review -Vision statement -Feasibility -Planning and design principles -Accessibility -Infrastructure -Communication & engagement <ol style="list-style-type: none"> 1. 100% went to EPI committee 24 May 2011, now being used to inform developments within the City Centre. 2. 90% due to go to EPI committee 31 Jan 2012. 3. Update to follow 4. 20% complete - working towards producing a Development Framework. Some of the early work, surveys and consultation have commenced. 5. Update to follow 6. 90% complete due to go to EP&I committee 31 Jan 2012. 7. 100% complete 8. 100% complete, planning application in for phase 1. Work on masterplans for later phases expected to start early 2012. 9. 50% Early discussions have taken place and draft completed. 10. 100% complete agreed by EP&I committee 24 May 2011. 11. 90% due to go to EP&I committee 31 Jan 2012. 12. 100% complete agreed by EP&I 24 May 2012. 13. 90% complete due to go to EP&I 31 Jan 	<p>100%</p> <p>90%</p> <p>20%</p> <p>90%</p> <p>100%</p> <p>100%</p> <p>50%</p> <p>100%</p> <p>90%</p> <p>100%</p>
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	<p>Development Framework</p> <p>7. Greenferns Development Framework</p> <p>8. Kingswells Development Framework</p> <p>9. Maidencraig Development Framework</p> <p>10. Former Davidsons Mill Development Framework</p> <p>11. Oldfold Farm Development Framework</p> <p>12. Stoneywood Development Framework</p> <p>13. Dubford Development Framework</p> <p>14. Loirston Development Framework</p> <p>15. Grandhome Development Framework (Scottish Sustainable Communities Initiative)</p> <p>16. Energetica Hub Co (North of Scotland Territory)</p>	<p>2012.</p> <p>14. Update to follow</p> <p>15. SSCI complete. 40% complete now working to produce a development framework for the site, early studies being carried out.</p> <p>16. 90% complete Supplementary Guidance agreed by EP&I 15 Nov 2011, work still required to complete changes to Planning Advice.</p>	<p>90%</p> <p>40%</p> <p>90%</p>
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<p>5. Utilise external expertise to promote high design standards.</p>	<p>Three (3x) meetings of the joint City//Shire Design Review Panel</p> <p>No of planning applications amended in response to input from the design review panel.</p>	<p>10 Aberdeen City and Shire Design Review Panel meetings have been held since it was set up in Nov 2010. A total of 11 projects within the City and 10 within the Shire have been reviewed. It is scheduled to review the panel and its processes in Jan 2012 and an exercise to determine how it has influenced design will be included in the review.</p>	
<p>7. Foster sustainable development and protect the environment of Aberdeen.</p>	<p>Project Management timeline for the implementation of the following projects:</p> <p>1. Deliver the annual core path programme - adopted on 28/4/2009 and measured by a set of Statutory Performance Indicators reported to the Government at the end of every financial year.</p> <p>2. Developing the process of establishing an</p>	<p>The Core Path programme: The length of core paths signposted or waymarked for non-motorised access as at 31 March 2011, including those signposted or waymarked before commencement of the Land Reform (Scotland) Act 2003 equals 118km.</p> <p>Annual Open Space Audit monitoring review to be completed by 2012:</p> <ul style="list-style-type: none"> • Developing GIS layer for the Open 	<p>100%</p>

	<p>Annual monitoring review for the Open Space Audit by 2012. The Open Space Audit was completed and adopted in April 2010 and is due to be updated every 5 years.</p> <p>3. Annual review Carbon Management Plan</p> <p>4. Draft Climate Change Strategy to be completed by April 2013</p> <p>5. Annual Review of Nature Conservation Strategy Implementation Plan. The Nature Conservation Strategy 2010 –</p>	<p>Space Audit</p> <ul style="list-style-type: none"> • Developing a Green Space Network <p>Carbon Management Plan Annual Review - completed in October 2011 and presented to EP&I Committee through the Bulletin on the 15th Nov.</p> <p>Climate Change Strategy: Prepare the annual Scottish Climate Change Declaration Report – to be presented to EP&I Committee on 31st Jan 2012. Draft Climate Change Strategy - initial preparation to be completed May – Aug 2012</p> <p>Annual review of Nature Conservation Strategy Implementation Plan: Review reported to EP&I Committee 13th September updating on the following areas:</p> <ul style="list-style-type: none"> • Review of 80 local natural conservation sites – all mapped in GIS and published 	<p>50%</p> <p>50%</p> <p>100%</p> <p>80%</p> <p>10%</p> <p>100%</p>
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	<p>2015 was adopted 21st Jan 2010 and is reviewed every 5 years.</p>	<p>on ACC website</p> <ul style="list-style-type: none"> • Interim supplementary guidance on Bats and Development, Buffer Strips adjacent to water bodies and Natural Heritage completed (adoption subject to LDP) • Draft Urban and Communities Local Biodiversity Action Plan • Identify and implement Nature Conservation Projects <ul style="list-style-type: none"> ○ Sunnybank Park Community Garden ○ Torry Wetland Project ○ Green Infrastructure Network Project • Infrastructure requirement and developer contributions for restoring habitats has been included within the LDP 	<p>80%</p> <p>50%</p> <p>70%</p> <p>30%</p> <p>10%</p> <p>!00%</p>
	<p>6. Aberdeen City Fairtrade programme</p>	<p>Fairtrade programme: Report to Committee on 15th Nov disbanded the Fairtrade Working Group so a new Steering Group could be established – it was also agreed that a summary report of Fairtrade progress made throughout the year would be submitted to Committee on an annual basis.</p>	<p>70%</p>
	<p>7. Allotments Policy (2008)</p>	<p>Allotments Policy (2008) Implementation:</p>	<p>60%</p>

	Implementation - providing strategic lead to Environmental Services.	Supporting movement to a community based model for service delivery. Establishment of site associations and umbrella federation and / or a community enterprise partnership. Association's actions finished. Currently scoping out Federation / community enterprise models	
8. Delivery of externally funded projects in conjunction with the community and business partners.	Project management timeline for the delivery of the following projects along with 6 month activity report and annual indicators submitted to the EU: <ul style="list-style-type: none"> • Build with Care • North Sea Sustainable Energy Planning • MUSIC • Peri-Urban Parks • Sustainable Urban Fringes 	Deliver the following environmental projects: <ul style="list-style-type: none"> ▪ Build with Care to be completed March 2012 ▪ North Sea Sustainable Energy Planning to be completed August 2012 ▪ MUSIC to be completed August 2013 ▪ Peri-Urban Parks to be completed October 2012 ▪ Sustainable Urban Fringes to be completed August 2012 	<ul style="list-style-type: none"> 70% 60% 30% 50% 60%

DIRECTORATE PRIORITY 4: SUPPORT THE DELIVERY OF A FULLY INTEGRATED TRANSPORT NETWORK

SERVICE OUTCOMES	MEASURES	UPDATE (to end September 2011)	% Complete (as applicable)
<p>1. Develop and implement a Road Asset Management Plan to assist with decision making on planned maintenance</p>	<p>Road Carriageway Asset Condition SP I- current target is to exceed Scottish Average</p>	<p>Scotland 38 Scottish Cities 38 ACC 34.7</p>	<p>Meeting target</p>
	<p>% of Bridges unable to carry vehicles up to 44 Tonne limit – current target 4.12%</p>	<p>4.12%</p>	<p>Meeting target</p>
	<p>%of Footways in the Poor Category – current target 14%</p>	<p>15.1%</p>	<p>Majority of works programmed for second half of financial year</p>
	<p>Number of Traffic Signals greater than 15 years old – current target is 59 or less</p>	<p>54</p>	<p>Exceeding target</p>
	<p>Number of KSI Accidents in City – current target is to maintain at current</p>	<p>32 (validated figure)</p>	<p>Exceeding target</p>

	level of 77 or less % of Street Lights greater than 30 years old - current target is to maintain at 34.9%	36.1%	Below target – investment limits being reviewed
2. Prepare the initial delivery stages of the Aberdeen Western Peripheral Route (AWPR).	[Pending resolution of extant legal challenges]	No update due to impending legal outcomes	
3. Delivery of Local & Regional Transport Strategies (LTS & RTS)	Performance measured through completion of the Annual Review which tracks a number of project management timelines and indicators.	RTS: Annual review of delivery of the RTS was completed by September 2011. LTS: Annual review of delivery of the LTS to be completed by December 2011 – due to be externally published Jan 2012.	100% 80%
4. Develop an efficient and effective Public Transport Unit	Project management timeline for the completion of the tender for ¼ of Community and Social Work transport provision (Tender completion	<ul style="list-style-type: none"> • Press notice and publication in OJEU – due 16th December 2011 • ITT Return with members – anticipated 31st Jan 2012 • ITT Assessment – anticipated 17th Feb 2012 • Preferred bidders notified – complete Feb 2012 • Mini-competition for transport prices – Feb / Mar 2012 • Contracts sent out – anticipated May 2012 	95%

	anticipated to be 2012).	<ul style="list-style-type: none"> Contract commencement – anticipated April 2012 	
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DIRECTORATE PRIORITY 5: ENSURE THE COUNCIL'S PHYSICAL ASSETS ARE MANAGED AND MAINTAINED IN A COST EFFECTIVE MANNER			
SERVICE OUTCOMES	MEASURES	UPDATE (to end September 2011)	% Complete (as applicable)
1. Development of Property Asset Management Plan to assist with decision making on planned maintenance	% of Public Buildings Suitable for Service Delivery – current target 90% by end of plan	Current performance 82% - service asset management plans will allow buildings to be prioritised	Early stages of plan
	% of Public Buildings Accessible in terms of the Disability Discrimination Act – current target 90% by end of plan	Current performance 86% - service asset management plans will allow buildings to be prioritised	Early stages of plan
2. Road Maintenance and Management Activities	Priority 1 Road Defect Repairs- current target is 92%	91%	Overall performance at year end is target for this grouping
	Traffic Signal Repairs – current target is 98%	94%	

	Street Lighting Repairs – current target is 92%	92.5%	
3.Property Maintenance and Management Activities Catering Provision	Uptake in Primary School Meals- target is 5600/day	6188/day	Above target so review at year end to establish new target
	Uptake in Secondary School Meals- target is 2400/day	2106/day	End of school year always sees drop off so monitoring continues
	No subsidy for internal catering – target is to remove by end of FY	Income vs expenditure balanced	On target for year end

4.Property Maintenance and Management Activities Building Cleaning Activities	No of complaints received regarding below standard performance in cleaning public buildings – current target is 10 complaints or less per month	Performance measurement being established across the city and therefore full set of statistics unavailable to date.	Incomplete
5.Property Maintenance and Management Activities Car Parking	To achieve net level of income from car parking charges applied to off and on street car parking - budget set annually	Current income levels across the differing charges is on target to be achieved	Annual target should be met

in February

DIRECTORATE PRIORITY 6: DELIVER OUR STATUTORY RESPONSIBILITIES EFFECTIVELY AND EFFICIENTLY			
SERVICE OUTCOMES	MEASURES	UPDATE (to end September 2011)	% Complete (as applicable)
1. Delivery of a modern, effective, efficient and accessible Development Management Service.	Monthly Development Management Statutory Performance Indicators (SPIs) to measure service efficiencies, delivery and continuous improvement. They are as follows:		
	• Number of householder applications	199	
	• Number of householder applications dealt with within two months	171	
	• Percentage of householder applications dealt with within two months	85.93%	
	• Number of non-householder applications	175	
	• Number of non-householder	98	

	<p>applications dealt with within two months</p> <ul style="list-style-type: none"> • Percentage of non-householder applications dealt with within two months • Total number of applications • Total number of householder and non-householder applications dealt with within two months • Percentage of householder and non-householder applications dealt with within two months • Development Management application income generation <p>Project Management timeline for the following projects:</p> <ul style="list-style-type: none"> • Development Management Charter and Enforcement Charter • Establish a 	<p>56%</p> <p>374</p> <p>269</p> <p>71.93%</p> <p>£215,933</p> <ul style="list-style-type: none"> • Adoption, review and online publishing of a Development Management Charter and Enforcement Charter – completed Nov 2011 • 1 x meetings held for Community 	<p>100%</p>
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	<p>Community Council Liaison Group and protocol (report on number of meetings held per year)</p> <ul style="list-style-type: none"> • Annual customer satisfaction survey – report on findings • Agents Focus Groups (report on 2 focus groups per year) • Research and plan implementation for a Customer Service Excellence Award <ul style="list-style-type: none"> - Research - Develop implementation plan <p>Enhancement of e-planning portal</p>	<p>Council Liaison Group to develop protocol.</p> <ul style="list-style-type: none"> • 1 x meeting scheduled to provide training for the Community Council Liaison Group – Scheduled for Dec 2011 • Annual customer satisfaction survey – initial preparation currently being conducted for the survey which is due to take place in spring 2012. • 1 x Agent Focus Groups scheduled for spring 2012 • Research and plan implementation for a Customer Service Excellence Award <ul style="list-style-type: none"> - Research to be initiated Jan 2012 - Develop implementation plan Mar / Apr 2012 • Update on e-planning portal: e-Planning project Manager appointed – Oct 2011 	<p>20%</p> <p>30%</p> <p>20%</p>
<p>2. Delivery of a modern, effective, efficient and accessible Building Standards Service</p>	<p>Building Standards performance is measured through the completion of the balanced scorecard</p>	<p>Building standards: Annual review of balanced scorecard completed Sept 2011</p>	<p>100%</p>

	<p>Building Standards warrant income generation</p> <p>Project Management timeline for the following projects:</p> <ul style="list-style-type: none"> • Review Building Standards Customer Charter • Agents Focus Groups (report on 4 focus groups per year) • National annual customer satisfaction survey • Research and plan implementation for a Customer Service Excellence Award • Research Develop implementation plan 	<p>£328,210</p> <ul style="list-style-type: none"> • Review and publish online the Building Standards Charter – completed Nov 2011. • Agents Focus Groups to start in Feb 2012 • National annual customer satisfaction survey being prepared by Scottish Government for use from May 2012 • Research and plan implementation for a Customer Service Excellence Award Research to be initiated Jan 2012 • Develop implementation plan Mar / Apr 2012 	<p>100%</p>
<p>3.Ongoing provision of effective marketing services on a council wide basis to support service statutory adherence and income generation by other Council services</p>	<p>Actions attributable to EBD team</p>	<p>More than 1500 individual marketing jobs undertaken year to date, for various Council Service Groups</p>	<p>100%</p>

DIRECTORATE PRIORITY 7: ENSURE THAT THE ACSEF STRATEGIC PRIORITIES IN RELATION TO THE CITY CONTINUE TO BE DEVELOPED			
SERVICE OUTCOMES	MEASURES	UPDATE (to end SEPTEMBER 2011)	% Complete (as applicable)
1. Development of a detailed delivery programme for the City Centre Development Framework. (CCDF)	High level project management timeline for the delivery of the CCDF programme. Monitor and review of the implementation of CCDF to be conducted every 5 years	Delivery programme prepared and agreed	100%
2.Continued engagement in ACSEF Planning Modernisation Group	Number of Planning Modernisation Group (PMG) meetings held (NB monitoring of PMG actions is carried out by ACSEF)	2 x PMG meetings held during the last quarter of 2011	

DIRECTORATE PRIORITY 8: CONTINUOUSLY IMPROVE SERVICE DELIVERY INCLUDING THE ESTABLISHMENT OF A MONITORING, REPORTING AND QUALITY ASSURANCE FRAMEWORK			
SERVICE OUTCOMES	MEASURES	UPDATE (to September 2011)	% Complete (as appropriate)
1.All EPI Services will develop 'SMART' service plans detailing actions, performance indicators,	Service Plans in Place	SMART template discussed and in circulation. Being utilised at senior management level	

targets and timescales			
2. Our Service planning will evidence the 'Golden Thread' principle at all levels including conformity with government and corporate priorities and objectives	'Golden Thread' Evidenced at all Levels	In process of being rolled out to team manager level	
3. Our Service performance and developments will be regularly monitored and reported	Monthly Scorecards	In place but subject to further development as HGIOS QA framework is applied	
4. The HGIOS self assessment framework will be adopted and implemented in all EPI Services	Self Assessments completed in all services	Self assessment documentation issued to all services and in process of completion	
5. EPI Services will engage with users, partners and stakeholder organisations	Events, Web sites, Forums	Services	
6. EPI Services will identify and implement where practical new ICT initiatives and revenue generation sources	New ICT, New Revenue	Services	
7. EPI Services will contribute to improving the public profile of the Directorate through event participation and contributions to public media	Web sites, E-Mag, the Zone, contributions to externals	2 editions of e-mag published in April and August. 3rd edition planned for December. Initial discussions held with Web team re Zone framework and editing process	
8. The EPI Directorate will 'pilot' the achievement of a National QA award with a view to further supporting the continuous improvement of its services	National Award selected, progressed and achieved	IIP national Award identified and selected. DSU team assessed by IIP consultant. (IIP Award achieved in October with presentation ceremony planned)	
9. The EPI Directorate will take actions to maximise staff attendance	Number of days lost / employee	Corporate maximising attendance procedure applied across all services and returns reported and reviewed monthly. Returns to September indicate reduced	

		absence across all services.	
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DIRECTORATE PRIORITY 9: UNDERTAKE EFFECTIVE ENGAGEMENT WITH OUR PARTNERS, STAKEHOLDERS, SERVICE USERS AND STAFF TO ENSURE EFFICIENT AND EFFECTIVE COLLABORATIVE WORKING AT ALL ORGANISATIONAL LEVELS

SERVICE OUTCOMES	MEASURES	UPDATE (to end September 2011)	% Complete (as appropriate)
1.The EPI Directorate/Services will continue and further develop its on - going communications and operational collaborations with Strategic Partners	Forum Meetings Minutes Collaborative Plans Collaborative Actions	All services have communicated with appropriate stakeholders/partners in course of service delivery. The roll out of the HGIOS QA framework will further develop this aspect as part of its integral stakeholder/part-ner engagement review	
2.All EPI Services will be in receipt of service user feedback and be able to evidence service responses to that	Service Questionnaires Response Actions	Roll out of HGIOS QA framework will include this development as part of its integral customer engagement review	
3.EPI Web presences (incl the ZONE) will be reviewed and updated as required to facilitate customer access and service awareness	Web profiles reviewed	Initial discussions held with corporate web team to clarify options and methodology.	
4.Staff Communications will be further developed through electronic and 'face to face' communications	EPI E magazine circulated Team Meetings 1-1 Supervisory meetings incl. Appraisal	EPI E- magazine published quarterly since April 2011. Team meetings now reported monthly. Appraisals on hold pending Corporate revisions.	