

# **EAST AYRSHIRE COUNCIL**

**CABINET - 17 JUNE 2009**

## **COUNCIL-WIDE STRATEGIC SELF-ASSESSMENT OF PERFORMANCE – IMPROVEMENT ACTION PLAN**

### **Report by Chief Executive**

#### **1. PURPOSE OF REPORT**

- 1.1** To seek consideration by Cabinet of the high level Improvement Action Plan in response to the Improvement Agenda arising from the second Council-wide Strategic Self-Assessment of Performance.

#### **2. BACKGROUND**

- 2.1** In Autumn 2005, the Corporate Management Team completed Corporate and Service Level Strategic Self-Assessments of Performance as key elements of the Council's preparations for the 2006 Audit of Best Value and Community Planning. Areas where service improvements could be made were highlighted and these taken forward into the Council's Best Value Audit Submission document, submitted to Audit Scotland in January 2006.
- 2.2** During the 2006 Best Value and Community Planning Audit, the Council's approach to self-assessment was identified as a strength by Audit Scotland, and an important conclusion from the Audit was that the Council had placed itself in a good position to identify areas of improvement and was well placed to deliver on its Improvement Agenda, the latter becoming the Council's detailed Improvement Plan as agreed by the Policy and Resources Committee on 7 February 2007. The Council, thereafter, determined that its Strategic Self-Assessment of Performance approach should be repeated on a regular basis, as part of its drive for continuous improvement.
- 2.3** The final update report on the achievement of improvement plan actions arising from the 2005 Self-Assessment exercise was considered by the Governance and Scrutiny Committee on 18 January 2008. In considering this update, Committee agreed that the role of Service Level Strategic Self-Assessment had now been superseded by the introduction of council-wide service-level EFQM assessments, and that the small number of outstanding actions should be brought to a conclusion by appropriate Executive Directors. It was further agreed that a new Council-wide Strategic Self-Assessment should be carried out in the knowledge that any outstanding actions from the first Corporate Self-Assessment and the small number of outstanding actions from Audit Scotland's 2006 Best Value and Community Planning Audit Improvement Plan would be considered during this process.
- 2.4** The outcome of the second Council-wide Strategic Self-Assessment process was considered by Cabinet on 20 May 2009 and in agreeing the Improvement Agenda arising from the Self-Assessment exercise, Cabinet agreed that the Chief Executive should return with a high level Improvement Action Plan to address the areas for improvement identified within the Improvement Agenda. This report seeks approval of the high level Improvement Action Plans which have now been developed.

### **3. COUNCIL-WIDE STRATEGIC SELF-ASSESSMENT OF PERFORMANCE - THE IMPROVEMENT AGENDA AND IMPROVEMENT ACTION PLAN**

**3.1** Details of the Improvement Agenda arising from the second Strategic Self-Assessment agreed by Cabinet on 20 May 2009 is set out below:-

- **Performance Management:** To take the Council's performance management arrangements to the next level, through the review of all performance indicators and the introduction of an IT-based performance management reporting system.
- **Responsiveness:** To review and further develop our customer interface and feedback arrangements, all with the intention of improving further our services.
- **Sustainability:** To further develop the mainstreaming of sustainable development in its widest sense across all Council services, and specifically in the fields of Regeneration, Social Services and Waste Management.
- **Effective Use of Resources:** To further develop arrangements designed to achieve the most effective deployment of finance, property and human resources in support of the Council's three key priority areas: Improving Educational Attainment, Town Centre Regeneration and New Council Housing.
- **Partnership Working:** To further develop partnership working including resource alignment to deliver more integrated services.

**3.2** A High level Improvement Action Plan to address these 5 areas where it was identified that further improvements could be achieved have now been developed by the Corporate Management Team and these are appended to this report for consideration by Cabinet.

### **4. FINANCIAL AND LEGAL IMPLICATIONS**

**4.1** There are no direct financial or legal implications arising from this report.

### **5. RISK IMPLICATIONS**

**5.1** Failure to complete regular Self-Assessments of Performance and identify improvement opportunities could result in sub-optimal performance and failure to meet legislative requirements.

### **6. POLICY AND COMMUNITY PLANNING IMPLICATIONS**

**6.1** The drive towards securing continuous improvement in delivering Council services is a fundamental requirement placed upon councils through the Local Government in Scotland Act, 2003. Progress in relation to the matters covered in this report demonstrates a continued commitment by the Council to deliver on this requirement.

## **7. CONCLUSION**

- 7.1** The second Strategic Self-Assessment of Performance has provided the opportunity to undertake a current comprehensive council-wide health check of progress made against the 10 Best Value Criteria.
- 7.2** Areas for improvement have been identified, and these have been developed by the Corporate Management Team into a high level Improvement Action Plan.
- 7.3** All of the foregoing supports the Council in demonstrating its continuous improvement in service delivery across our communities, and facilitates the achievement of the Council's three key strategic objectives of improving educational attainment, town centre regeneration and the provision of new council housing.

## **8. RECOMMENDATIONS**

- 8.1** It is recommended that Cabinet:
- (i) considers and agrees the high level Improvement Action Plan to address the Improvement Agenda arising from the second Council-wide Strategic Self-Assessment of Performance by the Corporate Management Team;
  - (ii) agrees that appropriate senior officers implement the actions detailed within the Improvement Action Plan;
  - (iii) agrees that this report be referred to the Governance and Scrutiny Committee for their interest and that the Governance and Scrutiny Committee be tasked with receiving annual progress updates against the Improvement Action Plan; and
  - (iv) otherwise notes the contents of this report.

**Fiona Lees**  
**Chief Executive**  
**10 June 2009**

### **Background Papers**

1. The Council's Second Strategic Self-Assessment of Performance document.

Any person wishing to inspect the above background papers or seeking further information on this report should contact Fiona Lees, Chief Executive, or Jim Farrell, Performance, Development and Projects Manager

### **IMPLEMENTATION OFFICER**

Fiona Lees, Chief Executive

**IMPROVEMENT ACTION PLAN****Key to Action Owners**

|                   |   |
|-------------------|---|
| <b>CE</b>         | <b>Chief Executive</b>  |
| <b>DCE/EDCS</b>   | <b>Depute Chief Executive / Executive Director of Corporate Support</b> |
| <b>EDESS</b>      | <b>Executive Director of Educational and Social Services</b>            |
| <b>EDNS</b>       | <b>Executive Director of Neighbourhood Services</b>                     |
| <b>HHR</b>        | <b>Head of Human Resources</b>  |
| <b>EHF&amp;AM</b> | <b>Executive Head of Finance and Asset Management</b>                   |

**EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008**

**IMPROVEMENT ACTION PLAN**

**No 1. Performance Management**

**Purpose of Action:** To take the Council's performance management arrangements to the next level, through the review of all performance indicators and the introduction of an IT-based performance management reporting system.

|     | Action  | Action Owner                       | Time / Target  | Comments   |
|-----|---|------------------------------------|----------------|--|
| 1.1 | <p>Continue to progress the implementation and council wide roll out of the new electronic performance management system (PMS) to consolidate existing reporting arrangements.</p> <p>This will include the development of corporate and service level scorecards, incorporating targets and reporting tolerances and the provision of robust performance management monitoring and reporting arrangements for Members, Chief Executive, Executive Directors, and Heads of Service.</p> | EHF&AM/<br>All Executive Directors | January 2010   | <p>New Electronic Performance Management System now operational and populated with a wide range of performance indicators agreed following a comprehensive review of performance indicators across all Council services.</p> <p>The new system includes a SPI benchmarking database which facilitates comparative performance analysis and reporting across all 32 Scottish authorities for the last 3 years.</p> <p>Project Board assembled, project plan agreed, and progress on schedule.</p> |
| 1.2 | Further develop systems and procedures for managing the scrutiny of performance information produced by the new electronic Performance Management System.   |                                    | March 2010     | Enhancements to the Finance and Service Strategy report will be developed during the year as PMS data becomes available.   |
| 1.3 | Working with Community Planning Partners, exploit the capabilities of new electronic performance management systems to report progress against the Single Outcome Agreement.  |                                    | September 2009 | <p>Initial meeting taken place with Ayrshire and Arran Health Board.</p> <p>System populated with indicators, awaiting progress updates.</p>   |
| 1.4 | Further develop use of robust baseline data and benchmarking across all services.   |                                    | March 2010     | Integral element of EFQM Assessments and Best Value Service Reviews.   |

**EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008**

**IMPROVEMENT ACTION PLAN**

**No 2. Responsiveness**

**Purpose of Action:** To review and further develop our customer interface and feedback arrangements, all with the intention of improving further our services.

|     | <b>Action</b>   | <b>Action Owner</b> | <b>Time / Target</b> | <b>Comments</b>   |
|-----|---|---------------------|----------------------|---|
| 2.1 | <p>Review corporate approach to Customer First Strategy and develop appropriate indicators to measure performance against Customer First Service Standards.</p> <p>This will include finalisation of the review of existing Corporate Complaints Policy and put review of arrangements for recording and reporting of complaints.</p> | DCE/EDCS            | December 2009        | Review of Corporate Complaints Policy underway including raising awareness, development of toolkit and regular system testing.  |
| 2.2 | <p>Review the capacity of Residents Panels.</p> <ul style="list-style-type: none"> <li>▪ Review composition of Residents Panel to ensure equalities balance is appropriate.</li> <li>▪ Consider the potential need for other mechanisms and arrangements to engage with our customers and stakeholders.</li> </ul>                    | DCE/EDCS            | March 2010           | The East Ayrshire Community Planning Residents' Panel currently comprises a representative number of 969 East Ayrshire residents. The Panel membership needs to continue to be broadly representative in terms of gender, age, ethnicity and ward of East Ayrshire's adult population as a whole and able to provide a reliable cross-section of local views. |

**EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008**

**IMPROVEMENT ACTION PLAN**

**No 3. Sustainability**

| <b>Purpose of Action:</b> To improve the mainstreaming of sustainable development across all Council services. |  |                     |   |  |
|--|--|---------------------|---|--|
| <b>Action</b>  |  | <b>Action owner</b> | <b>Time/Target</b>                        | <b>Comments</b>  |
| 3.2  | Ensure the Social Services budget is sustainable in the medium and longer term.  | EDE&SS              | September 2009                            | Sustainability Board established. Phase 1 complete reported to Cabinet 3 June 2009. Phase 2 report planned September 2009.   |
| 3.3  | Ayrshire Strategic Waste Group – Develop on an all Ayrshire basis suitable solutions to meet long term waste objectives. | EDNS                | 5 Year Programme commencing December 2008 | Agreement has been reached between the three Ayrshire Authorities on how to progress this matter.<br>Funding has been identified from the Zero Waste Fund for the employment of a Project Manager and Consultants to advise on the various solutions.<br>A Steering Group, of officers and Elected Members, has been established with regular meetings scheduled to progress this issue. |

**EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008**

**IMPROVEMENT ACTION PLAN**

**No 4. Effective Use of Resources**

**Purpose of Action:** To further develop arrangements designed to achieve the most effective deployment of finance, property and human resources in support of the Council's three key priority areas: Improving Educational Attainment, Town Centre Regeneration and New Council Housing.

| Action |   | Action Owner                    | Time / Target  | Comments   |
|--------|---|---------------------------------|----------------|--|
| 4.1    | Develop medium term financial strategy taking account of the reduced level of resources likely to be available over the next three years, 2009/10 to 2011/12. | EHF&AM                          | June 2009      | Development underway including assessment of forward financial outlook and presentation to Extended Management Team.   |
| 4.2    | Secure efficiency gains through the detailed business reviews identified during the 2008/09 budget process.   | EHF&AM/ All Executive Directors | September 2009 | Strategic Review Groups led by portfolio holders established. Progress update standing item on CMT agenda.   |
| 4.3    | Further develop the Council's approach to Asset Management to ensure optimum use of the Council's property portfolio for service delivery..                   | EHF&AM                          | September 2009 | Data gathering in progress to be complete by September 2009. Office Accommodation Strategy and Strategic Asset Management Plan to be complete by September 2009. |

**EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008**  
**IMPROVEMENT ACTION PLAN**  
**No 5. Partnership Working**

| <b>Purpose of Action:</b> To further develop partnership working at all levels within the Council. |  |                             |                    |   |
|--|--|-----------------------------|--------------------|---|
| <b>Action</b>  |  | <b>Action owner</b>         | <b>Time/Target</b> | <b>Comments</b>   |
| 5.1  | Further develop the alignment of community planning partners' budget contributions for key action plan priorities              | CE/ All Executive Directors | September 2009     | The Strategic Alliance established and has introduced new operating arrangements for the Community Health Partnership.  |
| 5.2  | Further develop data sharing partnership and information sharing protocols.  | CE/ All Executive Directors | December 2009      | Ayrshire group in place chaired by EDESS  |
| 5.3  | Develop arrangements for the joint management of teams.  | CE/ All Executive Directors | December 2009      | Facilitated by new CHP arrangements   |
| 5.4  | Explore further opportunities to develop partnership working including, shared services, aligned budgets and joint management. | DCE/EDCS                    | March 2010         | Build on the successful co-location of the all Ayrshire Emergency Planning Service at Prestwick Airport.<br><br>Arrangements in place to take forward Integrated Resource Framework with NHS and other Ayrshire councils. |

**June 2009**