

EAST AYRSHIRE COUNCIL

CABINET – 28 SEPTEMBER 2011

FUTURE ARRANGEMENTS FOR BEST VALUE SERVICE REVIEW AND SELF-ASSESSMENT

Report by the Executive Director of Finance and Corporate Support

1. PURPOSE OF REPORT

- 1.1 This report seeks to provide Members with a position statement on Best Value Service Review and Self-assessment activity within the wider context of the Efficiency Strategy (SRRB2) and seeks agreement of future arrangements for Best Value Service Review and Self-assessment activity to ensure that the Council's statutory requirements in relation to Best Value continue to be met and remain appropriate to respond to the challenging financial environment in which the Council is currently operating.

2. BACKGROUND

- 2.1 The Local Government in Scotland Act, 2003 provides a statutory requirement for all councils to:

“make arrangements to secure continuous improvement in performance (while maintaining an appropriate balance between quality and cost); and in making those arrangements and securing that balance, to have regard to economy, efficiency, effectiveness, the equal opportunities requirements and to contribute to the achievement of sustainable development.”

- 2.2 To achieve this, the Council has put in place a comprehensive Best Value Framework that encompasses the Council Wide Strategic Self-assessment of Performance, annual EFQM Assessments of service performance and a three year programme of Best Value Service Review which challenges the need for and the way in which the Council delivers its services. These initiatives are supported by sound arrangements for Service Planning which focus on maximising efficiency across all services to ensure the most effective use of resources in line with Community Planning priorities and well developed performance management arrangements that link service planning with Community Plan priorities, customer feedback and resources.
- 2.3 As the financial challenges facing the Council have escalated, these review activities have increasingly dovetailed and intertwined with the annual budget setting process and the review activity being taken forward under the

Council's Efficiency Strategy (SRRB2) which Members will recall was agreed by Cabinet on 19 May 2010.

- 2.4 In order to consider future arrangements for Best Value Service Review, following the conclusion of the last three year programme; prepare for the next Council-wide Strategic Self-assessment of Performance and assess the outcome of the pilot of new arrangements for undertaking EFQM assessments, this report provides a position statement on current activity and seeks agreement of future arrangements for Best Value Service Review and Self-assessment activity to ensure that our arrangements remain appropriate to respond to the challenging financial environment in which the Council is currently operating and that the Council's statutory requirements in relation to Best Value continue to be met.

3. PROGRESS AGAINST BEST VALUE SERVICE REVIEW PROGRAMME

- 3.1 Members will recall that Cabinet, at its meeting on 19 December 2007, agreed a programme for Best Value Service Review for the period 2007-2010. This ensured that all Council services would be the subject of a Best Value Service Review over this three year period.
- 3.2 At its meeting of 15 January 2010, the Governance and Scrutiny Committee noted the progress achieved in implementing the Council's Programme of Best Value Service Reviews, and noted the main outcomes arising from the eight reviews that had been completed at that date.
- 3.3 The challenging financial environment in which the Council has subsequently been operating has required an immediate response to deliver the level of efficiencies required. As a consequence, Best Value activities were accelerated through an ambitious programme of review activity under the Council's Efficiency Strategy (SRRB2). This included 23 Business Reviews, a comprehensive review of the Council's management structures, a line by line review of budgets, benchmarking of budget and performance data to drive efficiencies, a review of Fairer Scotland Funding and Workforce Planning initiatives. Concurrent with this activity, a Sustainability Review of Social Work has been undertaken and priority has also been given to the investigation of opportunities for the delivery of services on an Ayrshire wide shared services basis.
- 3.4 Much of the review activity outlined above has intertwined with the remaining Best Value Service Reviews in the 2007-2010 review programme and as a consequence, all of these Best Value Service Reviews have now been superseded by ongoing SRRB2 Efficiency Review and other Best Value activity. This is evidenced by the recent reports on the outcome of the Management Reviews of IT and Asset Management, Finance and Planning and Economic Development, all of which have resulted in major service

reconfiguration and have delivered cumulative savings of £1.183M. Further details of the specific review activity that has superseded each of the remaining Best Value Service Reviews in the 2007-2010 programme is provided at Appendix 1 of this report.

- 3.5 The effectiveness of our approach was acknowledged by the Controller of Audit in the October 2010 Report to Members on the 2009/10 Audit which recognised the Council's Efficiency Strategy as the keystone of the Council's response to the funding constraints and praised the well embedded review arrangements which the Council had in place:-

"The council recognises that to deliver the cost reductions forecast whilst continuing to provide statutory services and address key priorities will, inevitably require service re-design and transformational change. The steps it has put in place thus far will provide a sound foundation to achieve the necessary reductions."

- 3.6 Taken together, this review activity evidences the Council's commitment to achieve cost reductions by continuously pursuing improvements in economy, efficiency, effectiveness and, as a consequence, address the statutory requirements of Best Value.

4. FUTURE ARRANGEMENTS FOR BEST VALUE SERVICE REVIEW

- 4.1 Following the completion of the 2007-10 Review Programme, the opportunity has been taken to assess the effectiveness of our Best Value Service Review guidance and arrangements for undertaking Best Value Service Reviews.

- 4.2 *"There is a need to move from the blanket classification of major services as 'protected' to an approach based upon comparative 'prioritisation' within constrained resources."*

Independent Budget Review, the Report of Scotland's Independent Budget Review Panel - July 2010

- 4.3 *"The scale of the challenges ahead is such that a comprehensive public service reform process must now be initiated. We believe that Scotland's public service landscape is unduly cluttered and fragmented, and that further streamlining of public service structures is likely to be required."*

Independent Commission on the Future Delivery of Public Services (Christie Commission) Budget Review, the Report of Scotland's Independent Budget Review Panel – June 2011

- 4.4 As Members will appreciate, the above quotations indicate that the public sector in Scotland has entered an unprecedented period of change. Some of this may be imposed but if the Council is to achieve the level of savings which will require to be delivered over the next three years, a much more risk and opportunity based approach to Best Value Review activity, integrated with the budgetary process and service planning arrangements, which focuses on

delivering significant efficiencies, whilst minimising the impact on the achievement of key outcomes is now required.

- 4.5 To achieve this, a three stage approach to Best Value Service Review is proposed. The first stage (initial screening and challenge process) will review all of the Council's activities taking account of high level financial and performance information and other considerations such as statutory requirements and national and local service priorities as detailed within Service Plans, and wider strategic priorities set out in the Community Plan and Single Outcome Agreement (SOA), to establish whether the activities in question are capable of delivering cost reductions which are significant enough to justify additional work to undertake more detailed analysis of the service (Stage 2) and consideration of alternative methods of service delivery through an options appraisal process (Stage 3).
- 4.6 It is proposed that the first Stage of the new approach to Best Value Service Review will be carried out by the Corporate Management Team (CMT) and that this initial screening and challenge process should use financial and performance information within Service Plans and be built into the Council-wide Strategic Self Assessment of Performance, arrangements for which are discussed in more detail in section 6 of this report.
- 4.7 The Service Planning Template used across the Council has recently been redesigned to streamline the annual Service Planning process, ensure greater integration with the Community Plan/SOA priorities and reflect progress against savings targets arising from implementation of cost reductions agreed through efficiency reviews and/or the annual budget setting process. The new Service Plans will be more practical working documents which will also include real-time performance information drawn from the Service Scorecards held on the Council's Electronic Performance Management System and bring together all action plans into a single document. The summary Service Plans in place for 2011/12 will provide an ideal starting point for the challenge process proposed at Stage 1 above.
- 4.8 The outcome of this first stage will be a prioritised and risk based programme for more detailed Best Value Service Review activity. It is proposed that each Review in this programme should be of a critical mass to stand alone and have the potential to offer up substantial savings and/or deliver significant service improvements. It should also be noted that the proposed review programme arising from the first stage may not always be coterminous with Head of Service responsibilities and that in some cases may be cross-cutting.
- 4.9 It is anticipated that these Reviews will become a key strand of the Council's Efficiency Strategy and that their outcome will feed into and inform the Council's annual budget setting process. Accordingly, it is proposed that progress against the programme of Best Value Service Reviews should be

- coordinated by the new Policy, Planning and Performance Division with regular reporting on progress to the CMT and Elected Members as appropriate.
- 4.10 Detailed guidance on the proposed revised framework for carrying out the new form of Best Value Service Reviews, which is based around the 4 C's (Challenge, Consult, Compare and Compete) and will include templates to assist in the review process and facilitate the proposed three stage approach to Best Value Service Reviews is currently being developed.
- 4.11 In order to demonstrate key linkages between the statutory Best Value Guidance and the proposed new arrangements for Best Value Service Review outlined within this report, a mapping exercise has been undertaken, the results of which are enclosed at Appendix 2. This clearly demonstrates that the new arrangements proposed meet or exceed the key requirements of the statutory Best Value Guidance.
- 4.12 It is further suggested that each of the Best Value Service Reviews within the agreed programme should be undertaken by a review team which will include key departmental staff and staff from the new Policy, Planning and Performance Division. The make up of each team will be dependent upon the nature and complexity of the service being reviewed. It is further proposed that an element of challenge, similar to the current Management Review arrangements should be built into each Best Value Service Review. The rationale behind this approach is set out below:-
- there is already a considerable burden placed on Heads of Service and the provision of a multi-disciplinary team to carry out and support Heads of Service to undertake each review will be welcomed;
 - there would be an independence of thought from a unique multi-disciplinary review team set up solely for this purpose; and
 - expertise would be developed across the Council through participation on each review team that could be exploited to improve the effectiveness and outcomes of future Best Value Service Reviews.
- 4.13 Within every organisation there needs to be an effective arrangements for early identification and response to deteriorating performance. As a consequence, it is proposed that any such service deterioration identified through the Council's well established performance management arrangements should be brought to the attention of the CMT and Committee, as appropriate. This could result in these activities or services being added to the agreed Best Value Service Review Programme at any time.
- 4.14 Taken together the arrangements proposed within this report will ensure that our approach to Best Value Service Review is risk based, proportionate and will focus on achieving the level of cost reductions required.

5. PROGRESS AGAINST THE SECOND COUNCIL-WIDE STRATEGIC SELF-ASSESSMENT OF PERFORMANCE

5.1 Member will recall that the outcome of the second Council-wide Strategic Self-Assessment process was considered by Cabinet on 20 May 2009 when the Improvement Agenda arising from the Self-Assessment exercise was agreed. Cabinet on 17 June 2009 subsequently considered and approved a high level Improvement Action Plan to address the Improvement Agenda arising from the second Council-wide Strategic Self-Assessment of Performance.

5.2 This exercise informed the Council's Best Value 2 Audit and it should be noted that a key outcome of the BV2 Audit was a recognition of the Council's embedded culture of continuous improvement and a well established and comprehensive approach to self-evaluation and review. This is reflected in Audit Scotland's comments below:-

"There is a very good level of awareness of what needs to improve. Key areas for improvement, such as performance management, reporting and scrutiny, member development and staff and management development, are already being addressed by the Council."

5.3 The first annual progress update on the Improvement Action Plan arising from the second Council-wide Strategic Self-Assessment of Performance was considered by the Governance and Scrutiny Committee on 21 May 2010 and the Committee noted the strong improvement made in a number of areas, including performance, resource and asset management, and the contribution that these achievements would have in responding to the findings of the Council's Best Value 2 Audit Report.

5.4 At that time, six of the fifteen improvement actions had been achieved (40%). Details of latest progress made against the remaining outstanding high level Improvement Action Plan is provided within Appendix 3 of this report. Analysis shows that a further three improvement actions have now been achieved. This brings the total number of improvement actions achieved to 9 (60%). Good progress has also been made against almost all of the remaining actions with positive progress made in tackling longer term issues such as aligning Community Planning Partners' budget contributions, shared services and joint management and service delivery arrangements. Any outstanding actions will be carried forward into the 2011/12 Strategic Self-assessment exercise, arrangements for which are outlined in section 6 below.

6. ARRANGEMENTS FOR THE THIRD COUNCIL-WIDE STRATEGIC SELF-ASSESSMENT OF PERFORMANCE

6.1 The Council-wide Strategic Self-Assessment of Performance is intended to provide a corporate overview of the Council's performance. The assessment

- should be 'credible and balanced, reflecting the realities of finite resources and competing priorities.' Audit Scotland's Audit Guide also highlights that assessment should, wherever possible, be based on outcomes and results. As a consequence, our process needs to ensure that the self-assessment is evidence based and provides a clear and unambiguous account of the Council's performance.
- 6.2 Recognising Audit Scotland's praise of the Council's approach to self-assessment and to ensure a consistent approach, it is suggested that the same approach as the last Council-wide Strategic Self-Assessment of Performance, which scores the Council's performance against the 10 Best Value Criteria, should form the basis of the 2011/12 Self-assessment. This approach has proven effective and has stood the scrutiny test of both the BV1 and BV2 Audits.
 - 6.3 As outlined in section 4 above, it is suggested that the first Stage of the proposed approach to Best Value Service Review should also be built into the Council-wide Strategic Self Assessment of Performance, this will allow the CMT to take an overview of service activity and performance and agree upon a prioritised and risk based programme of more detailed Best Value Service Review activity, the outcome of which will feed into the Council's Efficiency Strategy and annual budget setting process.
 - 6.4 It is again proposed that the Council-wide Strategic Self-Assessment of Performance should be conducted by the Chief Executive and Executive Directors and that a dedicated session of the CMT should be arranged for this purpose.
 - 6.5 Members will recall that Alastair MacNish was engaged by the Council in a 'critical friend' capacity to facilitate the conduct of the Council's Strategic Review of Performance in 2008. The 'critical friend' role was to provide a degree of external challenge to the process by engendering open and frank discussion of high level performance and assisting in the development of challenging improvement actions. To ensure a consistent approach, it is suggested that Alastair MacNish should again be engaged to assist with the 2011/12 Assessment.
 - 6.6 Detailed arrangements for the 2011/12 Council-wide Strategic Self-Assessment of performance were considered and agreed by the CMT on 24 August and an indicative process and timetable for the 2011/12 Self-assessment is provided in the table below:-

| Timetable for the 2011/12 Corporate Strategic Self Assessment of Performance | | |
|---|----------------------------|------------------|
| Action | Responsibility | Timescale |
| Desktop review and update of the previous corporate self assessment document. | Best Value and Performance | End Nov 2011 |
| Review of content of the updated self assessment document by Executive Directors through Departmental Management Teams. | Executive Directors | End Jan 2011 |
| Initial internal trial run of the Corporate Strategic Self Assessment by the Corporate Management Team. | Corporate Management Team | End March 2012 |
| Meeting of Corporate Management Team (attended by 'critical friend') to undertake the final Corporate Strategic Self Assessment of Performance. | Corporate Management Team | End April 2012 |
| Production of new Corporate Strategic Self Assessment of Performance including proposed Best Value Service Review Programme. | Best Value and Performance | End May 2012 |
| Agreement of Best Value Service Review Programme and High Level Improvement Plan. | Cabinet | June 2012 |

7. EFQM – FUTURE ASSESSMENT ARRANGEMENTS

- 7.1 Over the past year, revised arrangements for undertaking EFQM assessments, which involved a return to the more rigorous RADAR scoring system and included a degree of challenge by a team of internal staff trained as accredited EFQM assessors have been piloted within three services. These changes were intended to ensure a return to a more evidence based assessment process and the consistent application of RADAR scoring to allow meaningful comparison of scores across the council and to stimulate the development of more focused and robust improvement action plans.
- 7.2 The new arrangements were piloted within the Planning and Economic Development Service, the Housing Service and the Facilities Management Service and a detailed report on the outcome of these pilot exercises and proposals for future arrangements was considered by the CMT on 24 August 2011. Reflecting on the experience of the pilot assessments, a new methodology, the key features of which are outlined below is proposed.
- 7.3 The new EFQM assessment arrangements will require all participants to consider and record their services strengths and areas for improvement against the requirements of the EFQM question set prior to a consensus meeting. In advance of the consensus meeting, it is also proposed that the

trained EFQM assessors, together with service performance staff will meet with the Head of Service to consider performance results using EPMS and any other relevant results to agree a provisional score for the results side of the EFQM model. This will be used to inform priorities for improvement and inform discussion at the consensus meeting assist in finalising the scoring and developing an Improvement Action Plan.

7.4 In summary, the proposed new EFQM arrangements will:-

- require less time input from participants;
- require more time input from service performance staff and trained assessors;
- provide a greater focus on using performance results to influence and change approach;
- provide a greater focus on action planning to drive service improvement;
- ensure that Heads of Service take ownership of the EFQM consensus process; and
- provide more consistent and reliable scoring verified by approved EFQM assessors.

7.5 In terms of a programme for the completion of the annual EFQM Assessments in 2011/12, it is suggested that assessments co-terminus with Heads of Service responsibility should be carried out following completion of the individual management reviews being undertaken in each service. This will allow the new management teams in place within the respective services to undertake an early self-assessment of their performance using the EFQM model.

7.6 It should also be noted that specific alternative self assessment arrangements which are derived from and aligned with the EFQM model are in place to cover all aspects of the Department of Educational and Social Services with the exception of the Facilities Management Service. These include the SCSWIS Self Evaluation Model in Social Work and Quality Management in Education 2 and How Good is our School in Education. In addition, a Control Self-assessment Toolkit has been developed by Internal Audit to assess compliance with the Council's financial and budgetary processes and procedures at an individual establishment level. This supports the Council's governance arrangements and adds to and strengthens the Council's embedded culture of self-assessment and continuous improvement.

7.7 It is proposed that the EFQM programme should be coordinated by the new Policy, Planning and Performance Division and, as with previous EFQM programmes, that the Governance and Scrutiny Committee should receive an annual progress report on the outcome of EFQM Assessments.

8. POLICY, LEGAL, COMMUNITY PLANNING IMPLICATIONS

- 8.1 The drive towards securing continuous improvement in the delivery of council services is a key aspect of the requirements placed upon councils through the Local Government in Scotland Act, 2003. Progress in relation to the matters covered by this report demonstrates a continued commitment by the Council to deliver on this important agenda.

9. FINANCIAL IMPLICATIONS

- 9.1 There are no direct financial implications arising from this report.

10. RECOMMENDATIONS

- 10.1 Cabinet is asked to:

- (i) note the final update position in respect of the 2007-2010 Best Value Service Review Programme as detailed in Appendix 1 of this report;
- (ii) agree to the proposed new approach to Best Value Service Review as outlined in section 4 of this report;
- (iii) note the final update position in respect of progress made against the remaining outstanding high level Improvement Action Plan points arising from the last Council-wide Strategic Self-assessment of Performance as detailed in Appendix 3 of this report;
- (iv) agree to the proposed arrangements for the 2011/12 Council-wide Strategic Self-assessment of Performance as outlined in section 6 of this report;
- (v) agree to the proposed new arrangements for EFQM Assessments as outlined in section 7 of this report;
- (vi) note the contribution that these new arrangements will make to the Council's Efficiencies Strategy and continuous improvement; and
- (vii) otherwise note the terms of this report.

Alex McPhee
Executive Director of Finance and Corporate Support
19 August 2011

LIST OF BACKGROUND PAPERS

1. A Guide to Carrying out a Best Value Review - May 2005.
2. Christie Commission on the Future Delivery of Public Services Report: June 2011
3. Scotland's Public Finances, Preparing for the Future - Audit Scotland: November 2009.
4. Independent Budget Review - Independent Budget Review Panel (Crawford W Beveridge, Chair): July 2010.

Any person wishing to inspect the above background papers or seeking further information on this report should contact James Lally, Best Value and Performance Officer, (Tel: 01563 576148).

IMPLEMENTATION OFFICER:

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**2007 - 2010 BEST VALUE SERVICE REVIEW PROGRAMME:
MAPPING EXERCISE WITH OTHER REVIEW ACTIVITY**

| Proposed Scope of original reviews outstanding from the 2007-2010 Best Value Service Review Programme | Details of other Review Activity - Update – July 2011 |
|--|---|
| Planning & Economic Development | <p>Superseded by comprehensive service redesign and management review, the outcome of which was agreed by Cabinet on 22 June 2011 and will strengthen economic development activity and deliver an annual saving of £200K.</p> <p>The outcome of this management review was informed by the benchmarking work undertaken by the Cross Council Budget and Performance Working Group in relation to Development Management. This key strand of the Council's Efficiency Strategy uses Local Finance Returns and other performance information to benchmark costs and performance across the participating councils to identify best practice and share opportunities for improving efficiency and services performance.</p> |
| Finance & Asset Management | <p>Superseded by comprehensive service redesign and management review of the Finance Service, the outcome of which was agreed by Cabinet on 22 June 2011 and will realign the core functions of the Finance Service to provide a basis for flexible, proactive services to be delivered in a financially constrained environment and deliver an annual saving of £463K. (See update below for Asset Management).</p> |
| Information Technology | <p>Superseded by comprehensive service redesign and management review of the Information Technology and Asset Management Services which was agreed by Cabinet on 1 June 2011 and will ensure the full integration of the management arrangements and take advantage of the synergies between these respective services under a new Corporate Infrastructure Service. This will ensure improved service delivery by providing a flexible and responsive service that meets customers' needs and deliver an annual saving of £0.520M.</p> |
| Democratic Services | <p>Superseded by two wider, cross cutting reviews covering administration arrangements</p> |

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|-----------------------|--|
| | <p>across the Council, and a wider cross cutting review of Public Relations and Marketing. These two reviews have the potential to impact significantly on the future structure of the service, and the proposals will be incorporated into the Phase 3 Management Review to be completed by December 2011.</p> |
| Human Resources | <p>Superseded by the management review of HR currently underway and scheduled to be completed by December 2011 and by a number of smaller reviews resulting in the introduction of a range of service improvements and initiatives. These have included:</p> <ul style="list-style-type: none"> ▪ Development of Revised Conditions of Service for Local Government Employees and Organisational Development Strategy. ▪ The design and implementation of a web-based Recruitment Portal. ▪ The introduction of a 'Business Partner' approach to providing HR support. ▪ The introduction of a formalised Workplace Strategy involving effective workforce planning. ▪ The development and introduction of Integrated Equality Impact Assessments. ▪ A revised EAGER process with integrated Competency Framework. ▪ The provision of a Leadership and Management Development Programme for Senior Officers. ▪ The introduction of the Customer Service professional qualification. ▪ The introduction of revised severance arrangements. |
| Leisure | <p>Superseded by a wider cross-cutting management review of Leisure Services and Community Learning and Development and a further cross-cutting management review of Waste Management, Outdoor Amenities and Street Cleaning, both of which are currently underway and are scheduled to be completed by the end of September 2011.</p> |
| Facilities Management | <p>Superseded by the management review of Facilities Management which is currently underway and scheduled to be completed by September 2011.</p> |
| Social Work | <p>Superseded by the Social Work Sustainability Review Programme which, to date, has released efficiency savings of £2.918 M to offset the overall re-investment required across the Social Work Service.</p> |

**Mapping of the Requirements of a Best Value Service Review
against the Proposed Best Value Review of Service Activities**

| Requirements of BVSR | Element of Proposed Template |
|---|--|
| 1. Take into account the need to improve in cross cutting agendas such as equalities, joint working and sustainable development. | The proposed arrangements are capable of accommodating cross cutting agendas. |
| 2. Allow the local authority to demonstrate an approach to Best Value Review that is rigorous and robust with no areas of work protected from consideration for review. | The proposed approach will incorporate several levels of scrutiny and challenge, and all Council activities will be included for consideration in the programme. |
| 3. Be conducted on a regular basis and become integrated into the authority's management arrangements. | Arrangements will ensure that all services are reviewed at a high level during the Council wide Strategic Self-assessment of Performance. This will allow for a proportionate focus for more detailed review activity based on performance and risks identified. |
| 4. Be undertaken on a systematic basis and concentrate on identified priorities, and areas where performance may be poor, which are of importance to stakeholders, which are of significant concern to the authority or otherwise offer clear opportunities for improvements in services. | <ul style="list-style-type: none"> • The proposed arrangements will be based on statutory, strategic, and operational priorities. • The review activity will link closely with the work underway on reviewing the Community Planning strategic priorities and outcome based budgeting. • Service improvements will be based on improved efficiency and effectiveness of service delivery. |
| 5. Be focused on achieving real improvement for communities. Services supporting front-line service delivery should also be viewed as making a contribution to the well being of communities. | <ul style="list-style-type: none"> • This new approach to review will be based on available performance information and will be focused on providing the most efficient services possible, which will make a direct contribution to the wellbeing of the local community. • All support services will be included in the programme. |
| 6. Support high levels of service quality and secure improvement on a continuing basis. Future demands are clearly addressed. | An assessment of both current and future service needs is central to reviewing service delivery for the coming years. |
| 7. Cover significant topics where current policies and approaches are challenged explicitly and are justified if retained. | Several layers of challenge will be built into the process including initial screening, Heads of Service, CMT and Committee. |
| 8. Demonstrate that the views of stakeholders have been taken into account in analysing and developing recommendations. | Reviews will consider the results from existing customer and employee feedback mechanisms and will accommodate the results of consultation with residents and internal customers. The current review of strategic priorities will feed partners' views into the process. |

| Requirements of BVSR | Element of Proposed Template |
|--|---|
| <p>9. Deliver services that are competitive and provide consistently good service quality. In considering opportunities for improvement a fair and open approach should be taken in evaluating alternative forms of service delivery from whatever the sector.</p> | <ul style="list-style-type: none"> • Efficient and effective service delivery is central to the process. • All alternative service delivery mechanisms will be considered. |
| <p>10. Involve elected members at key stages and ensure that members approve the overall process and policies.</p> | <p>Members will be involved at key stages of the process..</p> |
| <p>11. Be reviewed as a process on a systematic basis to ensure consistency, efficiency, continuing relevance and delivery of improvements.</p> | <p>Review of the progress will be carried out on an annual basis.</p> |
| <p>12. Be conducted within a consistent corporate approach which ensures that review teams have the necessary skills, knowledge and aptitudes, and that they themselves are challenged on their conclusions.</p> | <ul style="list-style-type: none"> • A dedicated team will be assembled for each review that will ensure that skills and knowledge are available and that experience will be accumulated throughout the review programme. • Challenge of the team's findings will be through scrutiny by the CMT and Elected Members. |
| <p>13. Look ahead to understand how stakeholder needs and expectations may change in the future due to demography; the natural, social or cultural environment; and the local economy.</p> | <ul style="list-style-type: none"> • As per requirement 6 above, assessments will be made of future stakeholder needs. • Analysis of the future operational environment will be carried out. |
| <p>14. Recognise the value of working with communities and voluntary sector organisations to achieve service goals.</p> | <p>Communities and voluntary sector providers will be specifically considered as part of 'External Options' for future service delivery.</p> |
| <p>15. Produce clear recommendations based on factual analysis and consideration of quality, social impact, and whole-life costs.</p> | <p>Barriers to each service delivery option will be clearly identified, as will potential costs and savings.</p> |
| <p>16. Develop actions which are clearly described in sufficient detail to be readily understood; are clearly explained in terms of importance, relevance, and priority; and are realistic and achievable.</p> | <p>Actions will flow from Stage 3 - Option Appraisal which will be subject to challenge and scrutiny by the CMT and Elected Members..</p> |
| <p>17. Provide specific statements about what improvements are actually intended to achieve.</p> | <p>This will be a key outcome for each review.</p> |
| <p>18. Is monitored by senior management in terms of progress in implementing recommendations and actions on a regular and systematic basis.</p> | <p>Progress will be scrutinised by the new Policy, Planning and Performance Division and reported to CMT and Elected Members.</p> |

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 | Second Annual Review of Performance – August 2011 |
| 1.1 | Further develop systems and procedures for managing the scrutiny of performance information produced by the new electronic Performance Management System. ACHIEVED | | March 2010 | <p>Real time period performance information is used to inform electronic performance scorecards for the Chief Executive, Executive Directors and Heads of Service. In addition, the system is used to enhance the performance information provided within the regular Finance and Service Strategy Report and to update the Elected Members' scorecard. Regular consideration of the Finance and Service Strategy Report by the Corporate Management Team, Cabinet and the Governance and Scrutiny Committee ensures a systematic approach to the reporting and scrutiny of performance to both Senior Officers and Elected Members.</p> <p>More detailed scrutiny of performance is carried out at the Chief Executive's one to one meetings with Executive Directors and Executive Directors' one to one meetings with Heads of Service to review and monitor performance using the bespoke EPMS scorecards.</p> |
| 1.2 | Further develop use of robust baseline data and benchmarking across all services. ACHIEVED | | March 2010 | <p>As part of the Council's Efficiency Strategy, a proactive approach to benchmarking activity costs and performance with other authorities has been agreed. A Cross Council Budget and Performance Working Group, comprising North Ayrshire, South Ayrshire, Clackmannanshire, East Renfrewshire, South Lanarkshire, Inverclyde and West Dunbartonshire has been established, the aim of which is to benchmark comparative spend and performance and use this information to drive efficiencies. The information derived from this Group is used to benchmark comparative spend and performance, drive efficiencies and reduce costs by adopting best practice identified from the review of processes. A review of Development Control has been completed and further reviews of Libraries and Waste Collection and Disposal are currently being finalised. Source data analysis has also commenced for Education.</p> <p>SOLACE are building upon this successful approach and the Council is actively participating in the SOLACE Benchmarking Project which aims deliver comparative performance and cost information across all Scottish authorities for a range of council services.</p> |

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|--|--|--|--|--|
| | | | | <p>Benchmarking is an integral element of EFQM Assessments and Best Value Service Reviews.</p> <p>The new EPMS includes a SPI benchmarking database which facilitates comparative performance analysis and reporting across all 32 Scottish authorities.</p> |
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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.

| Action | | Action Owner | Time / Target | Second Annual Review of Performance – August 2011 |
|--------|---|--------------|--|--|
| 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 a review of arrangements for recording and reporting of complaints.</p> <p>GOOD PROGRESS</p> | EDF&CS | December 2009 (Revised to September 2010) | <p>Customer First arrangements remain in use. In addition, a range of initiatives have been implemented to improve the customer interface, including the introduction of digital television, ongoing website development and the inclusion of a range of service standard indicators within the Council's Electronic Performance Management System. In addition, a Customer Service Professional Qualification for staff has introduced structured learning and support around our customer service activity.</p> <p>Building upon the Sinclair Report's recommendations, the National Statement of Complaints Handling Principles and Guidance was published in January 2011. Concurrent with this, the Scottish Public Services Ombudsman has set up an internal unit, the Complaints Standards Authority (CSA), which will provide further support in improving complaints handling procedures. The CSA has been working in partnership with individual public sector areas to oversee the process of developing model Complaints Handling Procedures (CHPs) for each sector in line with the framework of the principles and guidance. Engagement with the local government sector is currently taking place to prioritise the introduction of standardised complaints processes.</p> <p>At a local level, work is progressing to ensure that our own Complaints Handling Procedures reflect best practice outlined within the National Statement and will be further developed to reflect the standardised complaints process for the local government sector currently being finalised by the CSA.</p> |

EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008 - IMPROVEMENT ACTION PLAN

No 3. Sustainability

| Purpose of Action: To improve the mainstreaming of sustainable development across all Council services. | | | | |
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| Action | | Action owner | Time/Target | Second Annual Review of Performance – August 2011 |
| 3.1 | <p>Ensure the Social Services budget is sustainable in the medium and longer term.</p> <p>ACHIEVED – Now integrated into Service Planning process</p> | EDE&SS | September 2009 | <p>The latest update report on the Social Work Sustainability Review which advised of progress in implementing the new service design for the children and families service was considered by Cabinet on 17 August 2011.</p> <p>The Social Work Sustainability Review has released efficiency savings of £1.6 Million from Care and Homecare services and a further £1 Million of efficiencies in Adult Services, all of which has been re-invested into Social Work priorities and used to address increasing demand for Social Work Services.</p> <p>Key Achievements include:-</p> <ul style="list-style-type: none"> • Streamlined Management arrangements for Social Work. • Review of Admin and Support Services completed. • Modernisation programme for homecare service agreed and implemented. • New community care management model agreed and implemented. • Revised adult service models agreed and implemented. • Review of Adult Day Services completed and implemented. • New service design for the children and families agreed and now being implemented. <p>The three key strands of the Sustainability Review; Reshaping Care for Older People, Adult Services – Integrated Resource Framework and the Redesign of Children and Families Services have now been mainstreamed into the Social Work Service’s annual planning process in order to ensure the longer term sustainability of the Social Work Service.</p> |
| 3.2 | <p>Ayrshire Strategic Waste Group – Develop on an all Ayrshire basis suitable solutions to meet long term waste objectives.</p> <p>GOOD PROGRESS</p> | EDNS | 5 Year Programme commencing December 2008 | <p>The Ayrshire Joint Strategic Waste Management Project Group (AJSWMPG), consisting of members and officers from the three Ayrshire Authorities, meets on a regular basis (minimum quarterly) to drive forward action to deliver a Joint Ayrshire residual waste treatment facility. The AJSWMPG approved the formation of a project board comprising of Waste, Planning, Finance and Procurement officers from the three Ayrshire Authorities.</p> <p>The board appointed a Project Manager with Admin support in October 2009 to</p> |

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| | | | | <p>progress this initiative and develop an Outline Business Case (OBC).</p> <p>A technical options appraisal has been carried out which recommends a reference case for the Project based on Mechanical Biological Treatment (MBT) of residual waste and progress in relation to the development of the OBC was reported to Cabinet on 15 June 2011.</p> <p>Due to the delayed approval of the Scottish Zero Waste Regulations, and given that the joint residual waste treatment facility will involve a 25 year operating contract, final consideration of the OBC has been delayed until the Zero Waste Regulations 2011 are ratified, which is anticipated to be later this year.</p> |
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EAST AYRSHIRE COUNCIL: STRATEGIC SELF-ASSESSMENT OF PERFORMANCE NOVEMBER 2008 - IMPROVEMENT ACTION PLAN

No 5. Partnership Working

| Purpose of Action: To further develop partnership working at all levels within the Council. | | | | |
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| Action | | Action owner | Time/Target | Second Annual Review of Performance – August 2011 |
| 5.1 | <p>Further develop the alignment of community planning partners' budget contributions for key action plan priorities</p> <p>GOOD PROGRESS</p> | CE/ All Executive Directors | September 2009 | <p>The Strategic Alliance has been established and has supported the introduction of new operating arrangements for the Community Health Partnership.</p> <p>Under the banner of the Scottish Government's Shifting the Balance of Care Programme, the three Ayrshire Councils, together with NHS Ayrshire and Arran are participating in an Integrated Resource Framework (IRF) pilot, the aim of which is to identify opportunities for a more local, integrated and effective approach to partnership working. Four Service Areas were examined:-</p> <ul style="list-style-type: none"> ➤ Older People's Services (South Ayrshire); ➤ Children with complex needs (North Ayrshire); ➤ Adults with complex needs (East Ayrshire); and ➤ Chronic Obstructive Pulmonary Disease (Pan-Ayrshire). <p>East Ayrshire is leading on the Adults with complex needs work stream. The focus of this work is to develop protocols that describe agreed and transparent methods to allow resources to flow between partners, following the patient to the care setting that delivers the best outcomes.</p> <p>Operational services have been supported in the delivery of the Integrated</p> |

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| | | | | <p>Resource Framework programme by colleagues from Corporate Finance who have developed a framework “Financial Protocols and Mechanisms to support the Integrated Resource Framework” this was endorsed by the Governance and Scrutiny Committee on 11 February 2011.</p> <p>Cabinet on 15 June 2011 noted progress and endorsed the East Ayrshire Integrated Resource Framework Implementation Plan for adults with complex needs. The Scottish Government has recently confirmed that this East Ayrshire pilot is the only IRF initiative in Ayrshire that will receive national support and be taken forward through an accelerated programme.</p> |
| 5.2 | <p>Further develop data sharing partnership and information sharing protocols.</p> <p>GOOD PROGRESS</p> | CE/ All Executive Directors | December 2009 | <p>An Ayrshire and Arran Data Sharing Partnership Group has been established and is Co-Chaired by the Executive Director of Educational and Social Services. This Group comprises of representatives from the three Ayrshire Councils, NHS Ayrshire and Arran and Strathclyde Police and aims to ensure that all partners have real time access to shared information for every client. This work will facilitate the use of the Single Shared Assessments and the Integrated Assessment Framework for children and young people.</p> <p>Progress has been made regarding the fundamentals of the project and partners remain committed to implementation. However, some significant obstacles have been encountered. There is no longer specific project funding available to staff developments, and difficulties of software and IT infrastructure compatibility continue to pose challenges. Negotiations with the main software suppliers and continued liaison with the Scottish Government will go some way to addressing these issues – particularly in the area children protection messaging. A new national infrastructure for further developing the projects across Scotland is being implemented with a view to providing a renewed focus on this area of activity.</p> |
| 5.3 | <p>Develop arrangements for the joint management of teams.</p> <p>SOME PROGRESS</p> | CE/ All Executive Directors | December 2009 | <p>This will be facilitated by the new CHP arrangements. The initial focus has centred on the joint delivery of services, themes and processes.</p> <p>Work has been initiated to ensure closer alignment of service delivery in relation to the development of rehabilitation and enablement services in East Ayrshire with new working practices and models of service delivery developed to ensure a single point of contact for users of rehabilitation and enablement services.</p> <p>The further development of joint management arrangements will be informed by</p> |

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| | | | | the Shared Services Scoping events outlined at 5.4 below and through the Integrated Resource Framework Implementation Plan and Financial Protocols discussed at 5.1 above. |
| 5.4 | Explore further opportunities to develop partnership working including, shared services, aligned budgets and joint management. GOOD PROGRESS | EDF&CS | March 2010 | <p>The Council has continuously demonstrated that it is making significant progress and is leading the way in terms of co-location and the volume of collaborative arrangements in place.</p> <p>The Ayrshire Shared Services Executive meets regularly to identify and monitor progress on shared services initiatives. A Project Board has been established to drive forward the shared services agenda in Ayrshire and oversee commissioning, monitoring and reporting of all shared services projects.</p> <p>In addition, a dedicated Shared Services Project Manager was appointed jointly by the three Ayrshire Councils in May 2011.</p> <p>Progress in relation to the Shared Services Agenda was reported to Cabinet on 17 August 2011. This advised that work is continuing on the development of a Pan Ayrshire Regulatory Service with an operational target date set for June 2012; An option appraisal has been carried out in respect of Roads with a detailed report on the benefits and savings of the two preferred options for shared service delivery expected to be completed by September; and that work is progressing on the provision of Social Work Standby Services with a pan-Ayrshire Working Group established to develop a service that will meet the needs of the communities within Ayrshire and Arran.</p> <p>Arrangements in place to take forward the Integrated Resource Framework initiative for adults with complex needs.</p> |

August 2011