

## **EAST AYRSHIRE COUNCIL**

### **GOVERNANCE AND SCRUTINY 15 JANUARY 2010**

#### **PROGRESS AGAINST BEST VALUE SERVICE REVIEW PROGRAMME FOR 2007/10**

##### **Report by Head of Finance & Asset Management**

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

- 1.1 To review the implementation of the current 2007 – 2010 Best Value Service Review Programme, in terms of progress against the programme and overall outcomes achieved.

### **2. BACKGROUND**

- 2.1 The Local Government in Scotland Act, 2003 provides a statutory requirement for all councils to undertake Best Value Reviews of all their services over a 3-year rolling programme.
- 2.2 The Council's revised arrangements in relation to Best Value Service Review, following the introduction of the Local Government in Scotland Act, were agreed by the Policy and Resources Committee of 19 February 2004. Service Committees were empowered to agree detailed programmes for the review of their own services and to consider and agree outcomes from individual reviews.
- 2.3 Within these arrangements, Executive Directors have a responsibility for monitoring progress to meet the requirements of the Best Value Service Review Programme. Following the move to a Cabinet style structure, it has been agreed that both progress against the Programme and the results of individual reviews will now fall within the remit of the Governance and Scrutiny Committee, with major changes to the service also reported to Cabinet.

### **3. PROGRESS AGAINST BEST VALUE SERVICE REVIEW PROGRAMME**

- 3.1 At its meeting on 19 December 2007, the Cabinet agreed a programme for Best Value Review over 2007-2010, demonstrating the Council's commitment to meet the statutory requirement that all Council services be the subject of a Best Value Review over a 3 year period.
- 3.2 Executive Directors were asked to provide a progress update for each of their agreed Service Units against the 2007-10 programme, details of which are provided in Appendix 1. Where Reviews have been completed, a summary of the high level outcomes arising from the reviews has also been provided.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 The implementation of the Departmental Best Value Service Review programmes plays an important part in the drive for continuous improvement and the Council's ability to demonstrate economy, efficiency and effectiveness in the delivery of its services.

#### **5. POLICY, LEGAL, COMMUNITY PLANNING IMPLICATIONS**

- 5.1 The Local Government in Scotland Act, 2003, and supporting Statutory Guidance, places a requirement on all councils to undertake Best Value Service Reviews for all services. The implementation of a programme of Best Value Service Review will ensure that the Council is acting in accordance with statutory requirements.
- 5.2 The Council's commitment to continuous improvement in service delivery will contribute to meeting the objectives of the East Ayrshire Community Plan.

#### **6. RECOMMENDATIONS**

- 6.1 The Governance & Scrutiny Committee is asked to:
- (i) note the update on progress in implementing the Council's Best Value Service Review Programme for 2007/10 (See Appendix 1);
  - (ii) note the headline outcomes arising from the completed Best Value Service Reviews; and
  - (iii) otherwise note the terms of this report.

**Alex McPhee**  
**Head of Finance & Asset Management**  
**23 December 2009**

#### **LIST OF BACKGROUND PAPERS**

1. A Guide to Carrying out a Best Value Review - May 2005

Any person wishing to inspect the above background papers or seeking further information on this report should contact Jim Farrell, Performance, Development and Projects Manager, (Tel: 01563 576223).

**IMPLEMENTATION OFFICER:** Jim Farrell, Performance, Development and Projects Manager

**2007 - 2010 BEST VALUE SERVICE REVIEW PROGRAMME:  
SCOPE AND PROGRESS UPDATE**

Proposed Scope of Reviews	Year to be Completed	Update (December 2009)	Headline Outcomes
<b>Corporate Support</b>			
<ul style="list-style-type: none"> <li>▪ Planning &amp; Economic Development*</li> </ul>	<b>2008/09</b>	Review rescheduled until 2009/10 and currently in progress with final report on schedule to be completed within the current financial year.	
<ul style="list-style-type: none"> <li>▪ Legal, Procurement and Regulatory Services</li> </ul>	<b>2008/09</b>	Best Value Service Review approved by Cabinet 22 April 2009.	<p>Revised structure agreed for Regulatory Services with the amalgamation of Environmental Health and Trading Standards into a single Regulatory Service with one manager. Support services have been streamlined and accessibility and service delivery arrangements for customers and stakeholders have been strengthened;</p> <p>Environmental Health teams reduced from 3 to 2;</p> <p>Civic Government Licensing moved from Environmental Health to a Central Licensing Unit within the Legal Services team.</p>

			The additional costs incurred as a result of the recommendations of this review were offset by the savings identified. The remaining savings of approximately £77k were used to offset additional budgetary pressures identified during the 2009/10 budget setting process and savings agreed as part of the Strategic Review of the Revenue Budget.
<ul style="list-style-type: none"> <li>▪ Democratic Services*</li> </ul>	<b>2008/09</b>	Review rescheduled until 2009/10 and currently in progress with final report on schedule to be completed within the current financial year.	
<ul style="list-style-type: none"> <li>▪ Community Planning &amp; Partnership Unit</li> </ul>	<b>2009/10</b>	Best Value Service Review approved by Cabinet 17 June 2009.	<p>Future role of CPPU defined as central, strategic CPPU with a remit for corporate policy, performance and continuous improvement;</p> <p>Responsibility and resources for both the workload and two posts in respect of the community development and capacity building of consultation and engagement transferred to Community Learning and Development;</p> <p>Reduction in monitoring and evaluation coordinators;</p> <p>Saving of £45k identified.</p>

▪ Human Resources*	<b>2009/10</b>	The previous review was completed in 2007/08. As a result, this review will now be undertaken in 2010/11.	
▪ Information Technology*	<b>2009/10</b>	The previous review was completed in 2007/08. As a result, this review will now be undertaken in 2010/11.	

<b>Neighbourhood Services</b>			
▪ Building & Works – Property (Cross-Cutting Review)	<b>2007/08</b>	<p>Review approved by Cabinet July 2008</p> <p>Further update report presented and agreed by Cabinet April 2009.</p> <p>Implementation delayed pending agreement of the Building and Works Improvement Agenda.</p> <p>A final update report will be presented to Cabinet early in 2010.</p>	<p>The merger of Housing and Building and Works Services to create a new Single Business Unit for Housing Repairs and Improvement works.</p> <p>The further development of a mixed economy for Housing and Property maintenance incorporating service reconfiguration and more effective use of external contractors.</p> <p>Vanguard Lean Systems have been trialled and extended to repairs by appointment, there is ongoing work to introduce a common IT based platform to manage housing repairs and the introduction of the Optitime project.</p> <p>The adoption of an efficiency savings framework based on changes to historical operating practices including recharge systems and the current bonus scheme for craft operatives and manual workers.</p>

<ul style="list-style-type: none"> <li>▪ Roads and Transportation*</li> </ul>	<p><b>2007/08</b></p>	<p>The Roads and Transportation Best Value Service Review was presented and agreed by cabinet on the 22 April 2009.</p>	<p>The number of service units in Roads and Transportation has been reduced from 4 to 2.</p> <p>Roads Contracts and Roads Lighting business units ceased being significant trading operations as at 1 April 2009</p> <p>A ten year bridge investment programme and a three year rolling carriageway structural maintenance programme have been agreed by cabinet; these will be reviewed on an annual basis.</p> <p>Good progress has been made on the extension of framework contracts to promote a mixed economy of service provision and further developments have been made to improve joint working arrangements with other local authorities.</p> <p>Roads and Transportation will manage all Council roads related maintenance works which are out-with the public road network and are the responsibility of other Departments.</p> <p>The rationalisation of the office and depot network is underway and should be completed by March 2010.</p> <p>The review identified savings of £265,500.</p>
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<ul style="list-style-type: none"><li>▪ Housing</li></ul>	<b>2008/09</b>	The Housing Services Best Value Service Review was presented and agreed by cabinet on the 06 May 2009.	<p>A summary of the recommendations implemented, together with an update on those currently being taken is provided below:-</p> <p><b>Efficiency Savings</b> The adoption of the efficiency savings framework which has identified annual efficiency savings of £362,000 across the existing service.</p> <p><b>Asset Management and Repairs</b> To embed the Single Business Unit into Housing Services in accordance with Cabinet decisions in July 2008. A further update report will be presented to Cabinet early in 2010.</p> <p><b>Housing Management</b> Frontline services have been re-aligned to improve outcomes for local neighbourhoods.</p> <p><b>Services to Homeless People</b> New strategic service planning and operational arrangements have been adopted to increase the supply of affordable housing and meet identified local housing needs.</p>
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			<p><b>Community Safety</b></p> <p>Integrate Housing Management and Community Safety services to improve outcomes for our communities. A further report on the outcomes of the Sub-business Review of Community Safety will be presented to Cabinet early in 2010.</p> <p><b>Waste Management / Recycling</b></p> <p>Develop Waste Management and kerbside recycling services in accordance with the outcomes of the May 2008 review by the Governance &amp; Scrutiny Committee. Good progress is being made and a progress report was submitted to the Governance and Scrutiny Committee on 18 December 2009.</p>
<ul style="list-style-type: none"> <li>▪ Leisure*</li> </ul>	<b>2008/09</b>	Review rescheduled until 2009/10 and currently in progress with final report on schedule to be completed within the current financial year.	
<b>Education &amp; Social Services</b>			
<ul style="list-style-type: none"> <li>▪ Resources</li> </ul>	<b>2008/09</b>	Review completed and presented to Cabinet on 16 December 2009.	<p>Reconfiguration of schools administration and technician staffing structures.</p> <p>Restructuring and streamlining of Educational and Social Services Finance, Property and Transport Teams.</p>

			<p>Strengthening of Admin and clerical support for Social Work Child Protection Review Meetings.</p> <p>The total savings identified from the service review were £584,000.</p>
<ul style="list-style-type: none"> <li>▪ Community Support</li> </ul>	<b>2008/09</b>	<p>This was a review of Youth Strategy, which is part of Community Support. The review has been superseded by the business review process which generated saving of £52,000.</p> <p>In addition, a review of Support Services for young people has now been completed and will be presented to Cabinet in early 2010.</p>	<p>Total savings of £52,000 were identified from the business review process.</p>
<ul style="list-style-type: none"> <li>▪ Facilities Management*</li> </ul>	<b>2008/09</b>	<p>Review rescheduled until 2009/10 and currently in progress with final report on schedule to be completed within the current financial year.</p>	
<ul style="list-style-type: none"> <li>▪ Schools Support</li> </ul>	<b>2009/10</b>	<p>Review superseded by a number of business and educational provision reviews which have been presented to Cabinet and the Lifelong Learning Strategic Review Group. These include:- Review of Outdoor Learning; Review of Secondary School Management Structures; Review of Class Sizes in Secondary 1&amp;2; Review of Class Sizes</p>	<p>Educational priorities have been re-focused to meet the Council's over-arching target of 'raising attainment'.</p> <p>Available staffing and material resources have been matched to ensure delivery of Concordat targets.</p> <p>Partnership approaches to improving learning</p>

		P1-P3; Review of strategies and priorities to Raise Attainment (3-18); Review of Music provision; Review of Continuing Professional Development; Review of Quality Improvement Services across ESS (phase 2 of this Review to be completed in January 2010).	and teaching have been strengthened.
<ul style="list-style-type: none"> <li>▪ Social Work</li> </ul>	<b>2009/10</b>	Review currently in progress with final report on schedule to be completed in April 2010.	
<b>Chief Executive's</b>			
<ul style="list-style-type: none"> <li>▪ Finance &amp; Asset Management</li> </ul>	<b>2009/10</b>	Review currently in progress with final report on schedule to be completed within the current financial year.	

*\* These reviews have been rescheduled from the originally agreed dates*