THIS PAPER RELATES TO ITEM 12

ON THE AGENDA

CLACKMANNANSHIRE COUNCIL

Report to Scrutiny Committee of 9 April 2009

Subject: Best Value Progress Report: BVR Progress and PSIF Annual Report

Prepared by: Stuart Crickmar, Business Improvement

1.0 Purpose

1.1. This report provides Scrutiny Committee with a progress update on implementation of the action plans relating to the two Best Value Reviews (BVRs) still ongoing: Housing Repairs and Fleet Services.

1.2. Progress is also reported on implementation of the Public Service Improvement Framework (PSIF) programme. Highlighted are Council-wide strengths, areas for improvement and examples of good practice that have emerged.

2.0 Recommendations

2.1. Scrutiny Committee is asked to note:

- Progress made to date with the two BVR action plans;
- Progress made to date with the Public Service Improvement Framework.

3.0 Considerations

3.1. There are currently two Best Value Reviews in an implementation phase: Housing Repairs and Fleet Services.

3.2. The Housing Repairs BVR was approved at Council on 18 December 2008, and at that time the Head of Housing Services was asked to present a progress report to Scrutiny Committee 6 months from that date, therefore, no progress is reported here.

3.3. The Best Value Review of Fleet Services, (noted by the Policy & Audit Committee of 21 September 2006), concluded that the service was provided competitively. The Review produced an action plan (Appendix 1), which is currently being implemented.

3.4. Good progress is being made, with the plan being implemented on schedule. The current situation with the improvement plan is as follows: 12 actions, 10 completed, the remaining 2 are ongoing.

3.5. This report marks the end of the first full year of deployment of the Council's PSIF programme. In 2008/09 nine assessments were undertaken as per the agreed programme. One of these, Social Services, was incomplete at the time of writing; however, the results of that assessment will be forwarded to Members when it becomes available.

3.6. Results are summarised below using the Clacks Excellence Profile. The format was noted previously by Scrutiny Committee in February 2008. The overall score banding is given as well as a breakdown by each of the PSIF criterion parts. The breakdown is designed to encourage internal benchmarking to accelerate improvement across the Council.

Banding	**Colour**	**Description**
< 150	**R**ED	Area of concern
151 to 300	**B**RONZE	Moving in right direction: compares well in some areas
301 to 450	**S**ILVER	Good progress: likely to compare well in many areas - services should consider participation in the Scottish Awards for Business Excellence
451 to 550	**G**OLD	Excellent progress: likely to be a top performer nationally
551+	**P**LATINUM	Moving towards World Class performance

Criterion	**Clacks Mode**	Social Services	Integrated Mental Health Service	Finance Service	**Property Services Mode**	Property Contracts Unit	Design Team	Catering & Cleaning	Fleet Services	Asset Management Team	Property Maintenance
Leadership	B	tbc	S	B	B	B	B	B	B	B	S
Service Planning	B	tbc	G	B	B	B	R	B	B	B	S
People	B	tbc	S	R	B	B	B	B	B	B	R
Partnerships & Resources	S	tbc	S	S	S	B	B	S	S	S	S
Services Processes	G	tbc	G	B	G	G	G	G	B	S	B
Customer Results	R	tbc	B	R	R	G	R	R	R	R	R
People Results	R	tbc	R	R	R	R	R	R	R	R	R
Community Results	R	tbc	R	R	R	R	R	R	R	R	R
Key Performance Results	B	tbc	B	B	B	G	B	G	B	R	B
Overall	B	tbc	B	B	B	B	B	B	B	B	B

Table - Clacks Excellence Profile

3.7. A number of common strengths and areas for improvements emerged from this year's programme of assessments.

3.8. A summary of key strengths emerging include:

- services are increasingly aware of the need to align their planning and performance management arrangements with Council priority outcomes;
- a number of services can demonstrate that they are customer focused, with evidence such as service standards, customer measures and getting service users involved in service design and policy development;
- there is clear evidence that staff generally believe that managers are competent, supportive and approachable;
- most services are able to provide some evidence of effective management of partnerships;
- a number of services are able to demonstrate evidence of sound approaches to ensuring that services are delivered to customers right first time, every time, for example, through using quality management systems.

3.9. A summary of key areas for improvement emerging include:

- service planning & performance arrangements are at varying levels of development across services, with some very much still in the early stages of development. In particular, performance measures tend to focus on areas where the Council is required to report to external bodies, for example, Audit Scotland, rather than on customer need and expectation;
- at a service and Council level, there is generally insufficient data relating to: staff perceptions; customer perceptions and perceptions of the wider community (more particularly so at a service level);
- service standards, giving customers a clear indication of what they can expect in terms of service delivery and performance, are not extensively deployed;
- there is clear evidence that staff are often unclear about how what they do on a day to day basis fits into wider service or Council objectives;
- deployment of the Performance Review and Development (PRD) process is variable from service to service. A significant proportion of staff felt that, even when PRDs do happen systematically, they are not always used to best effect by managers;
- workforce planning is not embedded in many service planning and performance management arrangements;
- service approaches to continuous learning, innovation and improvement are sometimes not clearly defined or systematically deployed;

- the use of option appraisal is not systematically embedded in service planning and performance management arrangements;

- the deployment of approaches relating to sustainability, equalities and diversity is variable across the Council. Our ability to demonstrate progress in these areas is hampered by a lack of performance data, at a service and Council level.

3.10. We are currently considering how we will address these issues as a Council. At a service level, each service develops an action plan on completion of its PSIF assessment that feeds into its business planning process. In between assessments services are expected to build on their strengths and tackle areas for improvement. In doing so we would expect to see the Clacks Excellence Profile improve year on year.

3.11. Data from the PSIF programme has provided invaluable business intelligence, enabling greater clarity on improvement priorities. At present services are expected to undertake a PSIF assessment once every three years, however, given the benefits already apparent, we are now considering how the programme could be accelerated.

4.0 Sustainability Implications

4.1. There are no direct sustainability implications arising from this report.

5.0 Resource Implications

5.1. Financial Details

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate. ☑

5.3. Staffing - not applicable.

6.0 Exempt Reports Only - Reasons for Exemption

6.1. Not applicable.

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011**(Please tick ☑)

The area has a positive image and attracts people and businesses ☑
Our communities are more cohesive and inclusive ☑
People are better skilled, trained and ready for learning and employment ☑

Our communities are safer	☑
Vulnerable people and families are supported	☑
Substance misuse and its effects are reduced	☑
Health is improving and health inequalities are reducing	☑
The environment is protected and enhanced for all	☑
The Council is effective, efficient and recognised for excellence	☑

(2) Council Policies (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐ No ☑

9.0 Legality

9.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers Yes ☑

APPROVAL/SIGNATURE	DATE
Head of Service:	
Director:	

Appendix 1 - Fleet Services BVR Action Plan Update

No	Action Description	Responsible Officer	Complete?	Date Complete
1.	Review management structure to reduce cost by £18k	Head of Property Services	Yes	Sept 06
2.	Review arrangements requirements to generate a surplus with a view to reducing charges by £22k	Head of Property Services & Head of Finance + BWG	Yes	March 07
3.	Review costs of servicing refuse freighters to reduce to £8,000pa - *a vehicle replacement programme has resulted in a significant improvement in average vehicle maintenance costs, e.g. 2004/05 the average cost was £13,728; this was reduced to £8275 by March 2007.*	Fleet Manager	Yes	March 07
4.	Reduce staff absence by 1% - *significant progress was made quickly as a result of increased management focus on attendance - reduced to 0.39% by March 2007, with favourable performance sustained since.*	Fleet Manager	Yes	Aug 06
5.	Introduce Regular workshop briefings - *toolbox talks and regular one to one meetings were introduced in 2006. These have improved service communication and knowledge transfer as confirmed in our recent PSIF assessment.*	Fleet Manager	Yes	Aug 06
6.	Improve vehicle availability rates by 1% annually over 3 years - *no quantitative data is as yet available, however, anecdotal evidence from our customers suggests that availability has improved.*	Fleet Manager	Ongoing	March 07 - 09
7.	Review the service users' group format and effectiveness and address specific issues for particular client groups - *the Transport User Group meetings are in place, providing a continuous link for service users to identify and resolve transport related issues.*	Fleet Manager & R & I Officer	Yes	March 07
8.	Introduce Taxi Drivers Forum - *since its introduction this has proved a useful information sharing forum, allowing issues to be discussed and resolved proactively.*	Fleet Manager	Yes	March 07
9.	Continue to seek work from external sources and re-apply for Ford warranty accreditation - *external work includes companies such as ACE recycling. In respect of Ford warranty re-accreditation, there has been a change in emphasis away from accreditation to ensuring all vehicles have a 3 year warranty. This is now obtained with all new purchases of Ford vehicles.*	Head of Property Services & Fleet Manager	Yes	Sept 07

No	Action Description	Responsible Officer	Complete?	Date Complete
10.	Review vehicle procurement procedures and prepare new tender - *since 2007 our fleet procurement has been done through a framework agreement, which also includes Falkirk Council and Central Scotland Fire & Rescue. Although Clackmannanshire's requirements make up only a small percentage of the wider £2M contract, involvement has leveraged procurement savings. A re-tendering process is currently underway.*	Fleet Manager & Procurement Manager	Yes	March 07
11.	Engage APSE to undertake independent review of BV findings with a specific view to recommending any action on alternative delivery arrangements.	Head of Property Services	Yes	March 07
12.	Monitor progress with emerging hydrogen cell and i-mogen hybrid technology and evaluate demonstration vehicles as they become available - *maintaining a watching brief as to date hybrid technologies are neither cost efficient nor practical for our particular service requirements. However, we do ensure that we procure carbon efficient vehicles through the procurement framework.*	Fleet Manager	Ongoing	As required

CLACKMANNANSHIRE
COUNCIL

REPORT TO SCRUTINY COMMITTEE

To: Head of Administration and Legal Services, Greenfield, Alloa FK10 2AD

Report author: Stuart Crickmar

Service: Business Improvement & Technology Services

Report title: **Best Value Progress Report: BVR Progress and PSIF Annual Report**

Date of meeting: 9 April 2009

It is recommended that the attached report be:

1. Given unrestricted circulation ☑

2. Taken in private by virtue of paragraph __ of schedule 7A of the Local Government (Scotland) Act 1973 ☐

List any appendices attached to this report (if there are no appendices, please state 'none')

1. Appendix 1 - Fleet Services BVR Action Plan Update

2.

3.

4.

List the background papers used in compiling this report . If you have completed a sustainability checklist please add this to your list (if there are no background papers please state 'none'

1. None

2.

3.

Nb. All documents listed must be kept available by the author for public inspection for four years from the date of the meeting at which the report is considered