

**REPORT TO: SCRUTINY COMMITTEE - 16 FEBRUARY 2011**

**REPORT ON: BEST VALUE 2 PATHFINDER AUDIT - PROGRESS WITH IMPLEMENTATION OF IMPROVEMENT PLAN**

**REPORT BY: CHIEF EXECUTIVE**

**REPORT NO: 40-2011**

**1. PURPOSE OF REPORT**

To provide a progress report on implementation of the Improvement Plan which was agreed following the findings of the Best Value 2 Pathfinder Audit.

**2. RECOMMENDATIONS**

It is recommended that the Committee:

- i) notes the progress which has been made so far towards implementing the Improvement Plan arising from the Best Value 2 Pathfinder Audit
- ii) remits the Chief Executive to continue to monitor and report on progress
- iii) remits the Chief Executive to forward this report to Audit Scotland and the Accounts Commission for their information

**3. FINANCIAL IMPLICATIONS**

None.

**4. BACKGROUND**

4.1 At its meeting on 28 June 2010, the Council received a report on the findings of the Best Value 2 Pathfinder Audit carried out by Audit Scotland, and agreed an Improvement Plan covering areas where the Council could do more to achieve continuous improvement and lead the process of community planning. The Improvement Plan consisted of 45 actions under the headings:

- performance of key services
- vision and strategic direction
- partnership working and community leadership
- community engagement
- governance and accountability
- performance management
- use of resources
- equalities
- sustainable development

4.2 The Council agreed that progress with implementation of the Improvement Plan should be monitored on a half-yearly basis through a progress report to the Improvement and Efficiency Sub-Committee. This now falls within the remit of the Scrutiny Committee.

4.3 Progress on the Improvement Plan is being monitored using the Online Plan Monitoring database, and Appendix 1 shows the most recent updates provided by lead officers, in most cases towards the end of 2010. Of the 45 actions in the Plan, 23 have been

assessed as completed, 17 as on schedule, 1 has been superseded by another action and 5 are behind the original schedule but plans are in place to complete the action.

#### 4.4 Notable achievements to date include:

- follow up reports by HMle on child protection and by the Housing Regulator have been very positive
- a new Integrated Children's Services/Getting It Right For Every Child framework has been launched
- a business plan is in place for the Adult Support and Protection Committee and partnership development is taking place
- the Curriculum For Excellence is being delivered in consultation with all relevant partners
- a Corporate Improvement Programme has been agreed and a Corporate Improvement Team established
- elected member (and partners' board member) representation on the Dundee Partnership has been agreed and implemented
- the lead role for each of the Single Outcome Agreement outcomes has been allocated to strategic theme groups and performance reporting arrangements have been agreed
- the process of carrying out PSIF self assessments is underway
- improvements have been made to the Online Plan and Performance Monitoring databases which will enhance future progress reports to members
- meetings are taking place with partners to explore the potential for shared services
- options for alternative service delivery models are being considered
- equality impact assessments are being carried out and published

#### 4.5 A number of actions have been assessed as 'behind schedule' or 'abandoned':

- some actions relating to climate change, carbon management and sustainable development are behind schedule but reports are being prepared for the Policy and Resources Committee and other work is continuing
- a Best Value Review of Asset Management has been superseded by the development of a Corporate Asset Strategy as part of the Changing For The Future programme
- two actions on procurement are slightly behind the original target of December 2010, but are now scheduled for completion in February 2011
- guidance on option appraisal will be issued by 31 March 2011

In addition, it is proposed to revise the target date for producing a five year Revenue Budget covering 2010-2015 to December 2011, because the settlement announced by the Scottish Government in December 2010 only covered 2011/12.

- 4.6 It is recommended that the Scrutiny Committee note the progress which has been made so far, remit the Chief Executive to continue to monitor and report progress and remit the Chief Executive to forward the report to Audit Scotland and the Accounts Commission for their information

5. **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues and no policy implications which would require an Equality Impact Assessment.

6. **CONSULTATIONS**

The Depute Chief Executive (Support Services), Assistant Chief Executive and Directors of Finance, Leisure and Communities, Social Work, Education and City Development have been consulted.

7. **BACKGROUND PAPERS**

Report No 337-2010 to Dundee City Council on 28 June 2010 : Best Value 2 Pathfinder Audit.

David K Dorward  
Chief Executive

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08/02/2011

**Best Value 2 Pathfinder Audit Improvement Plan**

Description	Owner/Officer	Latest Assessment	Target Date	Status
<b><u>Community engagement</u></b>				
Each Local Community Planning Partnership to have a strategy to publish the yearly progress report towards the achievement of targets, to improve local reporting of outcomes.	Stewart Murdoch/John Hosie	<b>23/12/2010</b> A report was approved by Policy and Resources Committee on 14 June 2010. It advised on progress made with regard to the actions addressed within each of the eight Local Community Plans. Details have been posted on the Dundee Partnership website. The next monitoring report on progress made through Local Community Plans for the period from 1st April 2010 until 31st March 2011 will be completed by 30th June 2011.	30/04/2012	On Schedule
Improve integration of local community plans into community and strategy planning - include in service plan guidance to be issued by end of October.	Chris Ward/Paul Carroll	<b>04/10/2010</b> The service plans guidance includes awareness of local community planning priorities. The local community planning feedback was issued to the service planning lead officers and was referred to in the Council Planning report to the Chief Executive's Management Team	31/12/2010	Completed
<b><u>Equalities</u></b>				
An equality impact assessment for every policy report to committee is being carried out and published on the Council's website linked to the relevant committee report. Any implications of note will be included in the committee report in the mandatory policy screening section.	Stewart Murdoch/Scott Mands	<b>05/11/2010</b> To date 66 completed Equality Impact Assessments have been published on the DCC Equalities Web page	31/12/2011	On Schedule
The Council's Single Equality Scheme will be the subject of an annual report identifying achievements and areas for improvement.	Stewart Murdoch/Stewart Murdoch	<b>18/11/2010</b> The Council's approved Single Equality Scheme will be reported to Committee after a year since its publication. The first one will be in January 2011. Drafting has started and it is on schedule to be reported on time.	30/04/2011	On Schedule
Three equality community engagement Equality Action Groups are being established on Disability and Age, Race/Ethnicity Religion and belief, Gender and Sexual Orientation.	Stewart Murdoch/Scott Mands	<b>18/11/2010</b> Equality Action Groups for Disability & Age, Race, Ethnicity, Religion & Belief and Gender and Sexual Orientation have all been established. Regular quarterly meetings of the groups are timetabled for the next year. Minutes are available on the DCC Equalities Web Site.	31/12/2010	Completed

Description	Owner/Officer	Latest Assessment	Target Date	Status
<b><u>Governance and accountability</u></b>				
A review of Scrutiny within the Council will provide a mechanism for continually improving the committee structures and processes to ensure appropriate levels of scrutiny in line with Best Value.	Chris Ward/Chris Ward	<b>11/11/2010</b> The review of scrutiny has been completed and this will be an annual event to ensure structures and processes deliver best value. The new Scrutiny Committee, with revised terms of reference, has been in operation since August 2010.	31/12/2010	Completed
Members Development and Training Programme will be reviewed to reflect the Best Value Areas for Improvement.	Chris Ward/Bill Findlay	<b>15/12/2010</b> The Council has agreed to adopt the Improvement Service CPD Framework for Elected Members in Scottish Local Government. The framework is based around the kind of skills which members require to take forward the recommendations of the Best Value Audit, notably in terms of effectively fulfilling their governance roles, promoting and leading change and improvement, providing leadership and direction, and effective partnership working. The framework will help them assess their development needs, then give them access to a range of training resources including case studies, briefing notes and masterclasses. Arrangements are now being made for launch/briefing events, likely to be in March 2011. Resources provided through the IS will continue to be complemented by a programme of seminars for members on key issues.	31/12/2010	Completed
<b><u>Partnership working and community leadership</u></b>				
Enhance the level of partnership working in relation to adult support and protection.	Alan Baird/Alan Baird	<b>05/01/2011</b> Governance arrangements for the Adult Support and Protection Committee were approved in January. Business plan in place. Partnership development taking place through:- work of Chief Officer Protection Group, review of multi agency protection protocol, and staff development programme, and activities of communication group. Briefing to take place for members on Adult Protection Committee's bi-ennial report	31/03/2011	On Schedule
Enhance the level of partnership working in relation to alcohol/drugs dependency.	Alan Baird/Alan Baird	<b>12/01/2011</b> 2 key areas currently being developed in partnership (1) children and families affected by substance misuse in conjunction with CYPCC, (2) developing a focus on alcohol. This has a range of partners including NHS Tayside, Licensing Forum and Leisure and Communities.	31/03/2011	On Schedule
Enhance the level of partnership working in relation to child protection.	Alan Baird/Alan Baird	<b>11/01/2011</b> Partnership working is now at a very high level and has been key to	30/11/2010	Completed

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		the considerable improvements made. This has been highlighted by HMIe.		
Enhance the level of partnership working in relation to children's services	Chris Ward/Bert Sandeman	<p><b>20/12/2010</b> The new ICS/GIRFEC framework was launched on 24th November at a major conference in the Caird Hall with 500 delegates from across all children's services in Dundee. An implementation plan has been agreed with 5 key workstreams identified, workforce development, service, development, communication &amp; engagement, performance monitoring &amp; self evaluation and integrated assessment &amp; care planning</p>	31/03/2011	Completed
Enhance the level of partnership working in relation to educational attainment.	Jim Collins/Paul Clancy	<p><b>15/11/2010</b> Curriculum for Excellence is being delivered in consultation with all relevant partners including parents, Dundee College, and partner Departments and agencies such as Skills Development Scotland and NHS Tayside staff. The ICS Attainment and Achievement Group members work in partnership to identify and address the additional support needs of the city's children and young people some of whom may be vulnerable and or at risk such as looked after children and young people or children with disabilities or learning difficulties. City-wide, multi-agency training has been provided for key professionals to inform staff of implications of recent changes to the legislative framework for supporting children and young people with additional support needs. We have introduced flexible learning packages to sustain children and young people in full-time education through partnership approaches working with partner agencies, parents and the young person. A new set of transitions documentation has been agreed and implemented by a range of agencies to supporting children, young people, parents and carers as the children move from one stage of their education to the next including the transition to post-school. A new Project Manager for 16+ Learning Choices has been appointed, this new mechanism for ensuring all young people receive an appropriate, relevant, attractive offer of learning well in advance of their intended leaving date. A Young Adult Joint Action Team is now operational and helping to support the young people leaving school who fail to enter a positive destination under 16+ Learning Choices. Discussions have taken place across agencies, including the voluntary sector, with a view to merging the accreditation of achievement awards, where possible and desirable,</p>	31/03/2011	Completed

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		with the development of individual flexible learning packages. A joint NHST/DCC Education project aims to improve both the school experience and attainment/achievement of some of the most vulnerable and disadvantaged pupils in 3rd year of two secondary schools.		
Enhance the level of partnership working in relation to employability.	Mike Galloway/Allan Millar	<b>20/12/2010</b> The Employability Core Group and Workgroups continue with their activity to ensure that Partnership working continues at a strategic and operational level. An action plan has been developed from the project manager meetings held in September and October. The Job broker event went ahead as scheduled on 17/11/2010.	31/03/2011	On Schedule
Increase the contribution of elected members to the leadership of the Dundee Partnership.	Chris Ward/Peter Allan	<b>15/11/2010</b> Elected and Board representation on Dundee Partnership agreed and implemented.	31/10/2010	Completed
Review partnership structures to ensure that the respective roles and responsibilities of different groups are clear to minimise overlap.	Chris Ward/Peter Allan	<b>15/11/2010</b> Initial approach for best practice and benchmarking has been made to Scottish Government and Improvement Service	31/03/2012	On Schedule
Set partnership aims at an appropriate level, supported by relevant indicators and monitor impact and progress.	Chris Ward/Peter Allan	<b>15/11/2010</b> The new SOA focused remit and performance management arrangements were agreed by the Dundee Partnership Management Group on 12 November 2010.	31/03/2012	Completed
Strengthen partnership working at a strategic level and address complex operational areas.	Chris Ward/Peter Allan	<b>15/11/2010</b> The new SOA focused remit and performance management arrangements were agreed by the Dundee Partnership Management Group on 12 November 2010.	31/03/2012	Completed
The Single Outcome Agreement Delivery Plan will give each Partnership Group a clear plan to deliver, monitor progress and measure its impact in annual reports.	Chris Ward/Peter Allan	<b>15/11/2010</b> Lead role for each of the SOA outcomes has been allocated to strategic theme groups along with agreed performance reporting arrangements and an annual presentation of progress to the Dundee Partnership Management Group.	31/03/2012	Completed
<b>Performance management</b>				
A Benchmarking project is underway that will increase the amount of comparative evidence in performance monitoring reports and an increase in benchmarking reviews being carried	Chris Ward/Paul Carroll	<b>22/11/2010</b> A benchmarking project to encourage more benchmarking of performance and external best practice was completed earlier in 2010. One measure was to increase the number of performance indicators on	30/10/2010	Completed

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out by departments.		the council's online performance monitoring database that have comparators with sector benchmarks included which can be incorporated into performance reports to committee. These have increased from 101 before the benchmarking project to 155 now despite a reduction in the number of indicators supplied by Audit Scotland across all councils. The number of services using APSE benchmarking services has increased by three and there are benchmarking reviews contained in some department's service plans.		
A Corporate Improvement Programme to modernise the council's working methods and achieve efficiencies will be developed and monitored by the Improvement and Efficiency Sub Committee. (Council Plan).	David Dorward/Chris Ward	<b>11/11/2010</b> A Corporate Improvement Programme has been agreed by the Council and is being monitored by the Strategic Management Team and through the Changing for the Future Board	30/10/2010	Completed
A Corporate Improvement Team is being established in the Corporate Planning Department.	David Dorward/Chris Ward	<b>11/11/2010</b> A Corporate Improvement Team has now been established	31/10/2010	Completed
A golden thread approach is being followed in the development of the Council Plan and linking this with each department plan.	Chris Ward/Paul Carroll	<b>15/11/2010</b> Each Department of the Council has now submitted their service plan to committee based on the golden thread service planning guidance issued. The actions and performance indicators are on the online performance and plan databases and linked to the relevant corporate objective.	30/10/2010	Completed
Guidance will be issued on including option appraisal in reports to Committee when there are significant financial implications.	Marjory Stewart/Marjory Stewart	<b>21/01/2011</b> The current option appraisal guidelines for capital projects will be adopted for appropriate revenue projects and financial limits set accordingly. Guidance will be issued by 31 March 2011	30/10/2010	Behind Schedule
Improvements to the Online Plan and Performance Monitoring database will lead to more robust reports to Elected Members.	Chris Ward/Bill Findlay	<b>05/11/2010</b> Improvements were made during 2010 to both the Online Plan and Online Performance databases which will enhance reporting to elected members. In Online Plan, the target date for completion of projects is now shown alongside the lead officer's assessment of the project's status, allowing a more robust assessment of whether the project is on, behind or ahead of schedule. Online Performance now includes enhanced capability to store and present comparative information with other Councils and organisations. Both databases now group specific actions and indicators under the key strategic objectives in each plan,	30/10/2010	Completed



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		and also link each item to one of the 14 outcomes set out in the Council Plan, showing the 'golden thread' between the Council's overall objectives and specific actions and achievements. The process for production of reports to members has also been streamlined		
The Corporate Management Team is adopting an approach of leading cross cutting groups to increase joint working.	David Dorward/David Dorward	<b>06/11/2010</b> The Policy & Resources Committee on 26th April 2010 approved the Changing for the Future corporate improvement programme. This programme includes 33 individual cross cutting projects ,all of which have a sponsor who is a member of the Strategic Management Team	31/12/2010	Completed
The Public Sector Improvement Framework has been adopted as a consistent model of self assessment which will develop a common approach to identifying improvements across the council and sharing best practice.	Chris Ward/Paul Carroll	<b>22/11/2010</b> In the first year of using the PSIF self assessment framework, seven services have undergone an assessment of which three have been reported to Committee and one to the Strategic Management Team. The process has been reviewed to reduce the amount of time it takes and a further five services are planned to complete an assessment by Spring 2011. As a consistent process is now in place, this action is deemed to be completed, although the outcomes from assessments will continue to be reported to Committee	30/04/2012	Completed
The Shared Service Programme and the Dundee Partnership will develop more joint working arrangements.	David Dorward/Andrea Calder	<b>21/11/2010</b> Shared Services exploration has been extended to include Police, Fire and NHS Tayside, therefore establishing links with some the Partnership bodies. Regular meetings on collaboration are being held at various levels to assess any options that can be moved forward. Lead officers from the Tayside Public Sector Strategy Group and the Dundee Partnership will identify mechanisms to connect Tayside wide and Dundee activity for the next meeting of the DP Management Group in February 2011.	30/04/2012	Completed
<b><u>Performance of key services</u></b>				
Best Value Working Group on the Housing Improvement Plan will continue to meet until the improvement plan is complete and a positive re-inspection report is achieved.	David Dorward/David Dorward	<b>06/11/2010</b> The Housing Regulator has completed a follow up Inspection with the Housing Department, and have provided a very positive feedback. The next formal Housing Regulator inspection is in October 2011 and the Best Value Working Group will continue to meet bi-monthly, with a programme of meetings agreed for 2011	30/04/2011	On Schedule
Chief Officer's Group on the Child Protection Improvement Plan will continue to meet until a	David Dorward/David	<b>06/11/2010</b> The Chief Officers will continue to meet monthly although there has	30/04/2011	On Schedule

Description	Owner/Officer	Latest Assessment	Target Date	Status
positive re-inspection report is achieved	Dorward	been a recent and very positive inspection. The role of the COG has been widened to include the protection of all people		
<b><u>Sustainable development</u></b>				
Amalgamate the Climate Change Framework and Carbon Management plan into one document.	Chris Ward/Chris Ward	<b>19/01/2011</b> The Council's Climate Change Board agreed the governance arrangements for the Council's ongoing climate change activity at its meeting on the 17th November and a report on this was agreed by the Chief Executive's Management Team on 11 January. The Carbon Management Plan is now being used as the key document guiding the approach to action on climate change but further work requires to be done to fully incorporate the wider actions from the earlier climate change framework	30/10/2010	Behind Schedule
Implement the Carbon reduction Strategy.	Chris Ward/Chris Ward	<b>19/01/2011</b> The Council's Climate Change Board agreed the changes to the draft 'Carbon Management Action Plan' at its meeting on the 17th November and a report on this was approved by the Chief Executive's Management Team on 11 January 2011. Work to implement the strategy will continue	30/04/2012	On Schedule
Produce annual report on the Council's Sustainable Development Framework.	Chris Ward/Bryan Harris	<b>19/01/2011</b> The Council's Sustainable Development Governance Framework has been reviewed and updated in light of the BV2 Audit and to enable the Council's SOA and Climate Change activity to be reflected. The updated framework will aim to continue to facilitate the integration of sustainable development into all Council policies, services and activities, through strategic corporate and service level action. In doing so, the Council will work towards achieving its contribution towards sustainable development, in line with the Best Value requirements for sustainable development. The Framework will be submitted to P&R Committee in March 2011 and the first annual report will be produced later in 2011	31/12/2010	Behind Schedule
Report on governance framework for the Council's approach and departmental sustainable development.	Chris Ward/Bryan Harris	<b>19/01/2011</b> The draft Sustainable Development Governance Framework has now been agreed by the Climate Change Board and a report will be submitted to P&R Committee in March 2011 recommending adoption.	30/10/2010	Completed

Description	Owner/Officer	Latest Assessment	Target Date	Status
<b><u>Use of resources</u></b>				
Asset Management will be reviewed and developed further.	Mike Galloway/Mike Galloway	<b>22/12/2010</b> A report on a draft Corporate Asset Management Strategy was approved at the Chief Executive's Management Team in December. A further report on the final Strategy is currently being drafted.	30/04/2012	On Schedule
Develop five year financial strategy - draft report by December 2009 and final report	Marjory Stewart/George Manzie	<b>11/11/2010</b> The Scottish Government only announced a one-year settlement for 2011/12 and it is therefore proposed to revise the target date for developing a five year strategy to follow the next Comprehensive Spending Review by the Scottish Government	31/12/2011	On Revised Schedule
Develop procurement strategy - E - procurement system deployed by all departments.	Marjory Stewart/Karen Lawson	<b>22/12/2010</b> Authority Purchasing system is currently the main system for issuing committed purchase orders in all departments apart from Social Work (currently being completed) and DCS (which have bespoke systems not included in current improvements). Revised completion target of February 2011	31/12/2010	Behind Schedule
Develop procurement strategy - annual procurement report detailing saving and scope of strategic deployment.	Marjory Stewart/Mark Mitchell	<b>22/12/2010</b> Annual procurement update has been approved at committee. (see report 550-2010)	31/12/2010	Completed
Develop procurement strategy - first phase of lean service review of department procurement processes completed.	Marjory Stewart/Karen Lawson	<b>22/12/2010</b> Lean Service Reviews are being completed in City Development and Social Work. All other reviews are being included in the Corporate Improvement Plan - Procurement project. Revised completion target of February 2011	31/12/2010	Behind Schedule
Develop the Asset Management process - Best Value Review report.	Marjory Stewart/Marjory Stewart	<b>05/01/2011</b> This action has been superseded by the Corporate Asset Strategy which is being developed by the Director of City Development as part of the Changing For The Future programme.	31/12/2011	Superseded as now combined with other action
Further embed risk management throughout the Council	Marjory Stewart/Graeme MacKenzie	<b>17/11/2010</b> First Meeting of Risk Management Group held on 26 October 2010	30/04/2012	On Schedule
Option Appraisal - produce corporate guidance document and training.	Marjory Stewart/Karen Lawson	<b>02/12/2010</b> Tendering and Terms & Conditions documents have been updated and conveyed to departments seeking advice. Training Information is being built around this and other Procurement guidance. As part of	30/03/2012	On Schedule

Description	Owner/Officer	Latest Assessment	Target Date	Status
		Corporate Improvement Programme Procurement projects face to face training is being undertaken for e-procurement and it is intended to use e-learning packages to supplement all forms of Procurement training going forward.		
<b><u>Vision and strategic direction</u></b>				
Communicate the Council's vision and strategic direction to establish a clear golden thread between it and all subsequent plans.	Chris Ward/Paul Carroll	<b>15/11/2010</b> The Council Plan was published by June 2010 and following it banners with the vision and priorities were displayed in the main offices. The vision and priorities were communicated over several sessions with the departmental service planning group (officers from each department that lead on performance management throughout the council).	28/02/2011	Completed
Develop a shared service programme with other public sector bodies.	David Dorward/Andrea Calder	<b>17/11/2010</b> Shared Services exploration has been extended to include Police, Fire and NHS Tayside. Regular meetings are being held at various levels to assess any options that can be moved forward.	31/12/2010	Completed
Establish shared, clearly understood priorities for spending anticipating reductions in resources.	David Dorward/Chris Ward	<b>25/11/2010</b> As part of the Changing for the Future programme a Service Prioritisation project has been undertaken in order to identify areas for the Council to prioritise for expenditure. This initial work is expected to be completed by January 2011	31/12/2011	On Schedule
Review delivery options for Council services.	David Dorward/Andrea Calder	<b>15/11/2010</b> Alternative service models are being considered, including formation of a charitable organisation to manage leisure and cultural facilities. a plan for reviewing delivery options for each department/service will be developed once plans for organisational re-structure have been considered and approved	30/04/2012	On Schedule