



# Appendix 2

## Best Value Audit Action Plan

**Audit Recommendation:**      *Embed a culture of Continuous improvement by implementing a corporate approach to self evaluation and benchmarking*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Adopt PSIF as a corporate approach to self evaluation where no service-specific model is not already in place. Ensure read-across with all services.	31 Mar 20	J Craig	67
2	As part of regular Corporate Management Team performance monitoring, review service self-evaluation arrangements, including use of peer evaluations.	30 Jun 20	J Craig	
3	Incorporation of self-evaluation and benchmarking data into annual planning process, ensuring learnings inform planned actions.	30 Apr 20	D Robertson / J Craig	

**Audit Recommendation:**      *Seek to improve partnership working with NHS Borders in order to support the strategic objectives of the Integration Joint Board*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Bring together a joint approach to transformation and evaluation process across the organisations.	28 Feb 20	C Hepburn / J Smythe	112 – 116
2	Raise visibility of key policies and decisions across respective governance groups including Executive Management Team and Corporate Management Team.	31 May 20	R McCulloch-Graham	
3	Explore co location and shared services opportunities as part of Fit for 2024 and corresponding NHS programmes.	30 Sep 20	M Joyce	
4	Enhance governance arrangements and clarity of role of respective partnership groups including IJB Board , Executive Management Team and Strategic Planning Group. <ul style="list-style-type: none"> <li>improving quality and availability of reports outlining proposals to enable these groups to plan and take decisions more effectively.</li> </ul>	31 May 20	R McCulloch-Graham	
5	Develop a model for localities that adopts a single structure for the management and provision of joint health and Social services.	30 Jun 20	R McCulloch-Graham	
6	Ensure a joint financial and service plan that is fully endorsed by respective partners is prepared for IJB on an annual basis.	30 Apr 20	R McCulloch-Graham	

**Audit Recommendation:** *Improve how the Community Planning Partnership involves communities and the third sector, through greater involvement in local decision making and by accelerating implementation of the Community empowerment act*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Work with the Improvement Service and Scottish Gov't to provide guidance and support to gain insight into best practice in the implementation of the community empowerment act.	30 Apr 20	J Craig	133 - 144
2	Conduct a review of the operation of local area partnerships to inform the development of enhanced local decision making service provision and the allocation of resources.	31 Jan 20	J Craig	
3	Use the experience of the budget consultation process 2020/21 to develop the approach to mainstreaming participatory budgeting. Work with communities to identify priority areas within current budgets. Evaluation of Localities Bid Fund to be undertaken.	31 Oct 20	J Craig	
4	Promote the #your part campaign to recognise the contribution of communities.	31 Dec 20	J Craig	
5	Undertake an organisational review under Fit for 2024 of how to best develop community capacity in the 3rd sector and localities.	TBC	J Craig	

Continued overleaf

**Audit Recommendation:** *Improve how the Community Planning Partnership involves communities and the third sector, through greater involvement in local decision making and by accelerating implementation of the Community empowerment act*

Actions Proposed (Continued from previous page)		Timescales	Lead Officer	Report Ref
6	Review Community Plan and Action Plan to ensure actions align to 2020 Strategic Assessment.	30 Jun 20	J Craig	133 - 144
	Agree Community Planning Partnership (CPP) Performance Management Framework through CPP Joint Programme Board and CPP Strategic Board.	31 Mar 20		
7	Completion of Locality Plans and Action Plans.	31 Mar 20	J Craig	
8	Promote stakeholder engagement through Area Partnerships and community engagement events, with training around leadership/national standards of engagement.	31 Dec 20	J Craig	
9	Community Empowerment Act to become standing agenda item at Area Partnerships with information to raise awareness and provide support to Communities. Research to be undertaken on SBC performance relative to other authorities.	31 Dec 20 / ongoing	J Craig	
10	Develop regular reporting of progress on Community Engagement across the whole council, for inclusion in reports to members and CPP Strategic Board.	30 Jun 20	J Craig	

**Audit Recommendation:**      *Establish a structured programme of ongoing staff consultation and engagement*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Continue the process of engagement sessions with staff under the Fit for 2024 programme.	30 Jun 20	C Hepburn	36 - 37, 96 - 97, 153 - 154
2	Hold 2 CMT meetings per quarter in council premises outwith HQ.	30 Jun 20	J McDonald	
3	Develop a communications plan for staff engagement and undertake a structured survey of all staff using the online survey tool.	30 Jun 20	C Hepburn	

**Audit Recommendation:** *Update its people plan for 2017 -21 and ensure longer term workforce plans are reflected in service and financial plans*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Launch a new appraisal process for staff based on the updated competency framework.	31 Mar 20	C Hepburn	90 – 92, 149
2	Ensure each department has a 5 year people plan which aligns with the corporate plan and Fit for 2024 principles.	30 Sep 20	C Hepburn	
3	People planning to be undertaken using a consistent approach as part of Fit For 2024, taking into account Fit for 2024 design principles, staff turnover, succession planning, talent management and future operating models.	Start now / ongoing	C Hepburn	

**Audit Recommendation:**      *Support members Continuing Professional Development by tailoring training to meet their individual needs and use technology to make training more accessible*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Use improvement service Member CPD to allow members to evaluate their continuing professional development needs.	31 Mar 20	J Craig	28 - 29
2	Undertake a review of induction training with members to establish any gaps.	31 Dec 20	J Craig	
3	Develop a members section of SBLearn where specific materials linked to Councillor responsibilities could be housed.	31 Dec 20	J Craig	
4	Survey with the members to identify skills gaps.	31 Mar 20	J Craig	



**Audit Recommendation:** *Ensure performance reports to members and the public are more comprehensive balanced and that they cover service performance and the delivery of the Fit for 2024 programme*

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Redevelop the performance management framework to reflect Fit for 2024 priorities and demonstrate best value within performance reporting.	31 Aug 20	J Craig	71 - 72, 145 – 151, 152
2	Ensure that benchmarking data and longer term trend info is included within performance reports and is used to identify improvement priorities.	30 Jun 20	J Craig	
3	Align the approach & sequencing of performance monitoring for Executive Committee, Corporate Management Team and Directorate Management Team’s, incorporating a programme of service level deep dives.	Agree approach 30 Mar 20 Commence 31 May 20	J Craig	
4	Ensure performance reports include adequate commentary on reasons for underperformance and actions to address.	30 Mar 20	J Craig	

## Additional planned actions

Actions Proposed		Timescales	Lead Officer	Report Ref
1	Review the potential for earlier visibility of meeting / Committee content, for members.	31 Mar 20	J Craig	25
2	Ensure that resourcing of Fit for 2024 does not adversely impact on business as usual service delivery. Rebalance senior portfolio's or use of secondments, backfill, recruitment and/or consultancy as appropriate.	Ongoing	C Hepburn	35
3	Review content of customer satisfaction surveys, engaging with partner organisations/providers as required, to maximise opportunities for insight and ensure appropriate questioning & results analysis in future Scottish Borders Household Surveys.	30 Jun 20	J Craig	62
4	Ensure relevant officers are reminded of their responsibilities to the council and Arm's Length External Organisation(s) at appointment and on a regular basis thereafter.	30 Mar 20 / Ongoing	R Dickson	123
5	Develop regular progress reporting on Fit for 2024 for FF24 Board, Corporate Management Team and Executive/Public Performance Reporting.	30 Mar 20	C Hepburn	154
6	Review Fit for 2024 implementation plans in light of the council's Annual Governance Statement.	30 Mar 20 / Annually	C Hepburn	155-156