

Best Value Audit Implementation Plan

Progress Update

15 February 2021

UPDATE

- The last update on the progress of the Best Value Audit Implementation Plan was presented to the Audit and Scrutiny Committee in September 2020.
- As requested, this update focusses on actions by exception and presents 12 of the 40 actions which make up the Implementation Plan.
- The update was presented to CMT on 27 January 2021 and a further update on progress of the wider Implementation Action Plan will be provided to this forum in due course.
- Best Value Audit Implementation Plan Update Timeline:

29/07/2020	15/09/2020	28/09/2020	27/01/2021	08/02/2021
Corporate Management Team	APWG	A&S Committee	Corporate Management Team	A&S Committee



UPDATE *cont.*

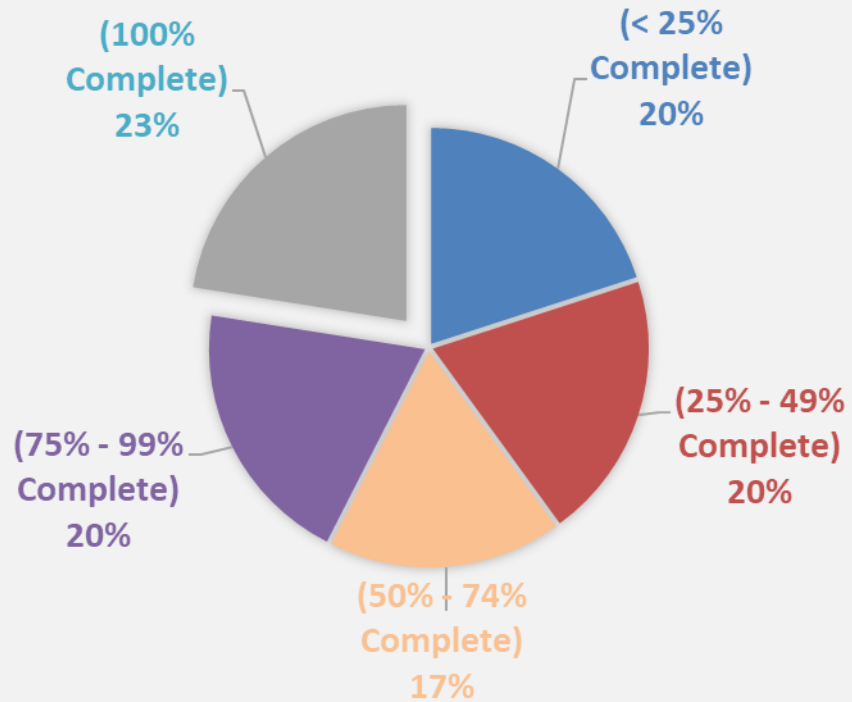
- The impact of CV-19 on the organisation is acknowledged and while the response to the pandemic has provided opportunity to progress many developments, it has also brought an increased demand on staff.
- Many of the Officers responsible for the Implementation Plan's progression are heavily involved in the council's response to CV-19. Where progress has been halted or delayed, senior managers have noted these and will endeavour to move these forward quickly.
- Since the last update there has been completion of a further 3 actions, with many more continuing to make progress.

NEXT STEPS

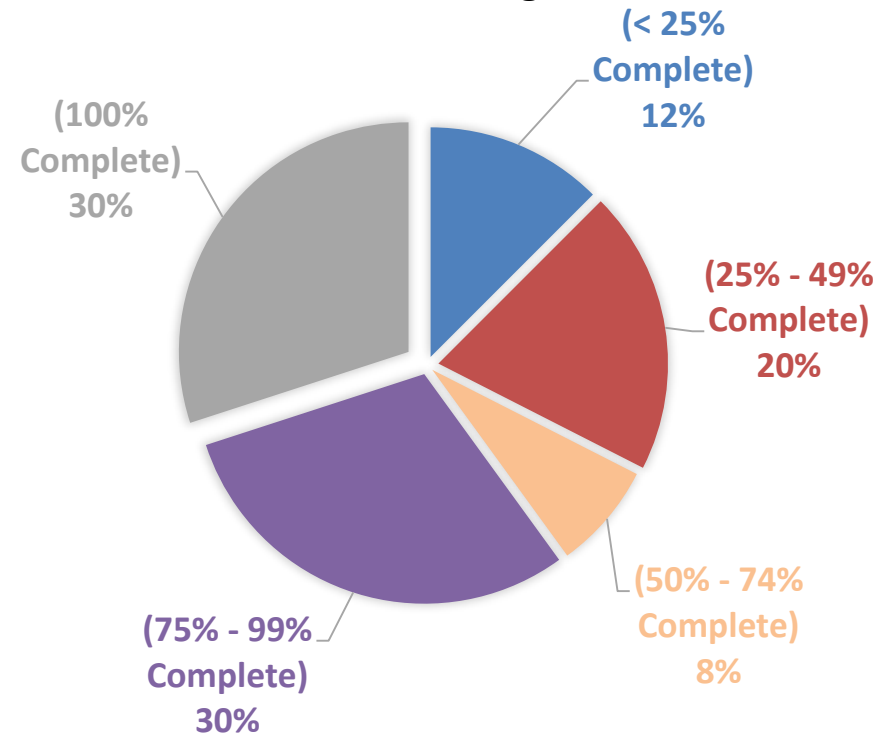
- CMT to continue to help drive through implementation of actions.
- Regular updates to continue to be sought from Service Leads and progress reported to A&S

PROGRESS ROUND UP OF ALL 40 ACTIONS

Progress at 28/09/2020



Current Progress



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

ACTION		Timescales	Lead Officer	Report Ref	Service Lead	Progress at 28.09.20	Updated Progress	NOTES
2	As part of regular Corporate Management Team performance monitoring, review service self-evaluation arrangements, including use of peer evaluations.	30-Jun-20	Jenni Craig	67	Jason McDonald	0%	30%	The Self Evaluation tool has been agreed and is ready to go to managers; however, this has been delayed due to demands placed on all managers to facilitate CV-19 related response work and information returns.
4	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	Jenni Craig	62	Clare Malster	0%	25%	Recent customer engagement initiatives, such as Borders Older Peoples Planning Partnership (BOPPP), have created opportunity to gather real-time feedback to inform and shape future surveys. The next phase is to engage internally with Service Areas to ensure appropriate questioning for future surveys. Discussions are ongoing to determine how best to proceed with this while services continue to respond to the CV-19 pandemic.

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

ACTION		Timescales	Lead Officer	Report Ref	Service Lead	Progress at 28.09.20	Updated Progress	NOTES
5	Bring together a joint approach to transformation and evaluation process across the organisations.	28-Feb-20	C Hepburn / J Smyth	112 – 116	Clair Hepburn	25%	25%	An evaluation on the discharge programme of work due for discussion at IJB in February 2021, the method used here could form the basis of a joint approach to transformation and evaluation across the organisations.
7	Explore co location and shared services opportunities as part of Fit for 2024 and corresponding NHS programmes.	30-Sep-20	John Curry	112 – 116	-	25%	25%	Discussions between SBC and NHS took place on 19/01/21 in relation to co-location and shared services opportunities. NHS were supportive of a joined up approach and being involved in this, including exploring options for shared facilities and/or services. Further discussions will be arranged in due course. A summary paper on strategic service review/place making is due to be presented to CMT for discussion on 27/01/21.
8	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"> improving quality and availability of reports outlining proposals to enable these groups to plan and take decisions more effectively. 	31-May-20	Rob McC-G	112 – 116	Graeme McMurdo	80%	90%	As Action 10.The Chief Officer Health & Social Care Integration recently presented a revised structure which will enhance governance arrangements and joint working between SBC and Health.

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ACTION		Timescales	Lead Officer	Report Ref	Service Lead	Progress at 28.09.20	Updated Progress	NOTES
9	Develop a model for localities that adopts a single structure for the management and provision of joint health and Social services.	31-Mar-21 (30/06/2020)	Rob McC-G	112 – 116	Clare Richards	25%	40%	Locality hubs in operation, accelerated by response to CV-19. Work is ongoing to determine local demand, resource requirements and structures. No governance issues, current risk would be reduction in NHS involvement as staff are pulled away to support the response to CV-19. Next steps are to re-establish virtual What Matters hubs, standardise approach across localities with a core framework and, finalise staffing structure. Scope expanded to include multiple services (C&F, Education, Homelessness, H&SC).
10	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	Rob McC-G	112 – 116	Graeme McMurdo	80%	80%	Meeting of the IJB on 17 February 21 will consider IJB's commissioning role of the Strategic Implementation Plan; therefore, bringing together budget and operational delivery. This will be 100% complete following the February meeting.

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

ACTION		Timescales	Lead Officer	Report Ref	Service Lead	Progress at 28.09.20	Updated Progress	NOTES
11	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-Nov-20 (30/04/2020)	Jenni Craig	133 - 144	Shona Smith	40%	80%	Ongoing - CEA information now appears on every Area Partnership Agenda, and features on SBC website.
13	<i>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.</i>	31-Oct-20	Jenni Craig	133 - 144	Shona Smith	20%	50%	<i>Evaluation of Locality Bid Fund 1&2 as well as the Community Fund was received by Council 27.08.2020. Further engagement is taking place on the future of the Community Fund and, although Covid-19 has delayed the progress of mainstreaming Participatory Budgeting, this will be picked up as part of the budget process and will be a focus for 2021/22.</i>

Audit Recommendation:

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

ACTION		Timescales	Lead Officer	Report Ref	SERVICE LEAD	Progress at 28.09.20	Updated Progress	NOTES
28	Ensure that resourcing of Fit for 2024 does not adversely impact on business as usual service delivery. Rebalance senior portfolios or use of secondments, backfill, recruitment and/or consultancy as appropriate.	31-Dec-20	Jason McDonald	35	Jason McDonald	30%	100%	With the exception of new Chief Executive, CMT roles are occupied with full time officers.

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

ACTION		Timescales	Lead Officer	Report Ref	SERVICE LEAD	Progress at 28.09.20	Updated Progress	NOTES
31	Develop a members section of SBLearn where specific materials linked to Councillor responsibilities could be housed.	31-Dec-20	Jenny Wilkinson	28-29	Jenny Wilkinson	0%	0%	<p>Delayed start due to CV-19.</p> <p><i>Although development of SBLearn modules has been delayed, Members development of digital skills has progressed through MS teams training, 1-1 digital support, assistance with accessing paperwork online, the use of skype for business and through the development of training guides to assist and inform on how to utilise digital resources.</i></p>
33	Review the potential for earlier visibility of meeting / Committee content, for members.	31-Dec-20 (31/03/2020)	Jenny Wilkinson	25	Jenny Wilkinson	0%	0%	<p>Delayed by CV-19 - anticipate work underway by end of financial year.</p>