

South Ayrshire Council

**Report by Assistant Director - People
to Audit and Governance Panel
of 7 September 2022**

Subject: Best Value Action Plan 2021-22 – Update

1. Purpose

- 1.1 The purpose of this report is to advise members of the progress made in delivering the actions identified in the Best Value Assurance Report - Action Plan 2021-22.

2. Recommendation

2.1 It is recommended that the Panel:

2.1.1 scrutinises the content of the Best Value Action Plan 2021-22 update report; and

2.1.2 considers the progress through the narrative set out within [Appendix 1](#).

3. Background

- 3.1 The Local Government in Scotland Act 2003 places statutory duties on Councils in relation to Best Value. The audit of Best Value is a continuous process that forms part of the annual audit of every Council. Findings are reported each year through the Annual Audit Report.

- 3.2 In addition, the Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five-year audit appointment for each Council. Audit Scotland published the Council's Best Value Assurance Report published in October 2021.

- 3.3 In response to the recommendations in the report, an action plan was developed by officers and agreed by Council in December 2021. Members agreed that progress on the action plan should be reported to the Audit and Governance Panel quarterly. This is the first report since the plan was agreed.

4. Proposals

- 4.1 It is proposed that members of the Audit and Governance Panel scrutinise the attached report ([Appendix 1](#)) and offer feedback to officers.

5. Legal and Procurement Implications

- 5.1 There are no legal implications arising from this report

5.2 There are no procurement implications arising from this report

6. Financial Implications

6.1 Not applicable.

7. Human Resources Implications

7.1 Not applicable.

8. Risk

8.1 *Risk Implications of Adopting the Recommendations*

8.1.1 There are no risks associated with adopting the recommendations.

8.2 *Risk Implications of Rejecting the Recommendations*

8.2.1 Rejecting the recommendations may impact on the reputation of the Council.

9. Equalities

9.1 The proposals in this report allow scrutiny of performance. The report does not involve proposals for policies, strategies, procedures, processes, financial decisions and activities (including service delivery), both new and at review, that affect the Council's communities and employees, therefore an equality impact assessment is not required.

10. Sustainable Development Implications

10.1 ***Considering Strategic Environmental Assessment (SEA)*** - This report does not propose or seek approval for a plan, policy, programme or strategy or document otherwise described which could be considered to constitute a plan, programme, policy or strategy.

11. Options Appraisal

11.1 An options appraisal has not been carried out in relation to the subject matter of this report.

12. Link to Council Plan

12.1 The matters referred to in this report contribute to Commitment 1 of the Council Plan: Fair and Effective Leadership/ Leadership that promotes fairness.

13. Results of Consultation

13.1 There has been no public consultation on the contents of this report.

13.2 Consultation has taken place with Councillor Martin Dowe, Portfolio Holder for Corporate and Strategic, and the contents of this report reflect any feedback provided.

Background Papers [Audit Scotland - Best Value Assurance Report - published on 27 October 2021](#)

[Best Value Assurance Report - Action Plan 2021-22](#)

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Best Value Assurance Report - Action Plan 2021-22

Appendix 1

Recommendation 1 The Council should confirm that it has the capacity and skills required to increase its pace of improvement in key aspects of Best Value, such as community empowerment, financial and workforce planning and transformation Where appropriate external support should be sought from other Councils, or the Improvement Service, to help with focussing its areas of improvement. (paragraph 119)

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Secure additional funding to add temporary resources to key areas of Best Value	Eileen Howat	20%	31-Dec-2022	31-Dec-2022	Report to Council on 29 June 2022 agreed that CEO should meet with members of Chief Officers' Appointments and Appraisal Panel to discuss structural changes including addressing comments made in BVAR report. Report on proposals scheduled for end August
Engage the Improvement Service on aspects of Best Value	Eileen Howat	10%	31-Dec-2022	31-Dec-2022	Further discussion with IS scheduled for end August to agree the support to be provided. Initial focus on strategic planning - how best to carry out, respective roles of members and officers and decision making linked to key strategic plans

Recommendation 2 The Council prepare both medium and long-term financial plans. The plans should consider changes to both income and expenditure, identify both budget gaps and set out the actions necessary to address those gaps. There should also be a clear linkage to Council priorities (paragraph 62)

Action	Managed By	Progress	Original Due Date	Current Due Date	Latest Note
Develop a Long-Term Financial Outlook (LTFO) that draws together all known factors which affect the Council's financial position and its financial sustainability over the longer term (i.e., a ten-year period). The LTFO will be refreshed bi-annually	Tim Baulk	100%	31-Dec-2022	31-Dec-2022	The Long Term Financial Outlook (LTFO) and Medium Term Financial Plan (MTFP) was considered and approved by Leadership Panel in 2021.
Develop a Medium-Term Financial Plan (MTFP) that provides a clear understanding of the anticipated resources available to the Council in the short and medium term (i.e. three years) in order to deliver its	Tim Baulk	100%	31-Dec-2022	31-Dec-2022	Plan developed and approved

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priorities and objectives. The MTFP will be updated annually					
Ensure clear and continued linkage between the LTFO and MTFP with other key strategic documents, including the Council Plan, Workforce Plan, Long Term Financial Linkage evidenced in future strategic developments. Executive Leadership Team (ELT) and Corporate Leadership Team (CLT) Ongoing and aligned to Council Plan and Workforce Plan Strategy and Treasury Management Strategy	Corporate Leadership Team; Executive Leadership Team	10%	31-Dec-2022	31-Dec-2022	Discussions are ongoing with new Administration to take these actions forward
Develop a public-facing communication plan to publicise and explain the significant financial challenges facing the Council for the foreseeable future	Executive Leadership Team	15%	31-Mar-2022	31-Mar-2023	A communications plan was developed and implemented (videos, social media etc) as part of the public engagement process in December 21 to February 22 for the 2022-23 budget setting process. A further communications plan will be developed at the appropriate time linked to the new Council Plan and future financial outlook.
Develop a clear understanding of public needs, preferences, and priorities through a robust and recurring engagement process, aligned with the local government electoral cycle	Corporate Leadership Team; Executive Leadership Team; South Ayrshire Council Elected Members	0%	31-Dec-2022	31-Dec-2022	An engagement strategy will be developed and delivered through Thriving Communities teams at the appropriate time.
Develop processes to support Elected Members in setting clear, prioritised objectives based on the Council Plan and the projected needs of the public, including service redesign, reduction, and cessation where appropriate	Corporate Leadership Team; Executive Leadership Team	10%	31-Dec-2022	31-Dec-2022	Discussions are ongoing with new Administration to take these actions forward
Engage with external partners (e.g. Improvement Service) to ensure that the design and delivery of community engagement improvement actions are effective and reflects best practice	Jane Bradley	100%	31-Mar-2022	31-Mar-2022	Thriving Communities are liaising with the HSP, 3RD Sector and other CPP partners to improve community engagement across CPP. It is proposed that the existing CPP Communities Reference Group is refreshed and called Community Engagement Coordination Group. (Proposal Attached). Internally improvements have already taken place, this includes the established consultation officer's group, engagement with Community Councils and the roll out of Place Standards toolkit. Initial meetings have taken place with the

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					Improvement Service and a presentation was delivered by them to Senior Management. Early engagement has commenced in relation to best practice engagement activity.

Recommendation 3 The Council should improve and embed workforce planning, so that service workforce plans are developed consistently across the Council. The plans should include clear links to the Council's priorities and to its strategic change programme. (paragraph 77)

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Convene a Corporate Working Group to develop a workforce plan for 2022-25 that links to the Council's strategic priorities and improvement areas in relation to Best Value	Eileen Howat	100%	31-Dec-2021	31-Dec-2021	Complete, a workforce planning group has been convened.
Workforce Plan Implementation	Eileen Howat	95%	31-Mar-2022	31-Mar-2022	Plans still awaited from a few services - support being provided to ensure plans completed by end June. In addition, a workforce planning implementation group has now been established to be led by an Assistant Director with representation from HR and Employee Services, Organisational Development, Strategic Planning, Thriving Communities, Finance and with other representation from Directorates as required. The Trade Unions will also be represented. This group will now analyse and summarise the key themes from the returned workforce templates with support from the Improvement Service. A benchmarking exercise with other authorities will also take place to identify best practice. Officers are also in discussions with the Local Government Association who have also been supporting Councils with workforce planning, around facilitating a session with CLT to determine the key strategic workforce themes that will drive the next three year plan. Officers are currently working on workforce demographic data and will agree any corporate actions which need to be taken as a result of themes, issues, or data emerging from these activities which will form part of the corporate action plan/ workforce plan. Future action plans will be developed to refresh and redesign

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					the toolkits used to incorporate elements of the newly published IS toolkit and streamline the process to capture data and trends.

Recommendation 4 The Council should make sure that its transformation work is fully aligned and integrated to its covid recovery planning work and improve its approach to its Strategic Change Programme by: • Adding greater detail about individual projects • Setting clear timelines for each project • Developing a benefits realisation tracker to assess whether the Council has achieved its aims. (paragraphs 123 and 124)

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Update Leadership Panel on the development and delivery of the South Ayrshire Way Strategic Change Programme	Stuart MacMillan	100%	31-Dec-2022	31-Dec-2022	To date, the following updates have been provided: <ul style="list-style-type: none"> • Leadership Panel - 15 February • Service and Improvement Panel - 29 March • Cabinet - 14 June An update will also go to the Service Improvement Panel in October.
Development of a Communications Strategy including the roll out of key messages to staff, stakeholders, partners and the public on the launch of the Change Programme; key themes and outputs and the benefits that will be achieved	Stuart MacMillan	100%	31-Mar-2022	31-Mar-2022	Communication Strategy approved and implemented, and updates provided to the Strategic Change Executive
Implementation of internal effective mechanisms for reporting programme progress and in particular tracking benefits	Stuart MacMillan	100%	31-Mar-2022	31-Mar-2022	Benefits Realisation Plan has been approved by Strategic Change Executive (26 August 2021). It was also shared at Service and Performance Panel on 29 March 2022 which noted the approach that the Council is taking to benefit realisation and implementing trackers.
Continue to progress the delivery of projects, focussing on moving projects from the scoping/exploratory phase and into delivery	Stuart MacMillan	100%	31-Mar-2022	31-Mar-2022	Over 80% of the projects on the Programme are at delivery stage.
Review governance arrangements across the Council to integrate its approach to transformation and change; avoid duplication, promote recovery from covid and inform best practice	Donald Gillies	75%	31-May-2022	31-May-2022	Governance arrangements in place for the Strategic Change Programme as managed by Place Directorate together with timelines for all change programme projects and benefits tracker in place. Wider

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					Governance arrangements will be required to identified, adopted and integrated across whole Council for strategic change activity that sits out with the change programme managed by Place Directorate. This will require to be identified and implemented by the new administration and Chief Executive.

Recommendation 5 The Council needs to build on the Service Recovery and Improvement Plans and the Community Engagement Strategy to ensure that future community engagement and consultation is consistent, and fully involves communities to develop how Council services will operate in the future in response to the Covid-19 pandemic, in order that real change and outcomes can be delivered. (paragraphs 25 and 112)

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Establish a new Thriving Communities service has been established to lead community engagement across South Ayrshire	Jane Bradley	100%	31-Mar-2022	31-Mar-2022	A new Thriving Communities service has been established and implementation of new structure and formation of community-based locality teams is ongoing
An annual log of all consultations and engagement will be published	Jane Bradley	75%	31-Dec-2022	31-Dec-2022	Officers group established who will now log consultations. Information will be published in April 2023 and annually thereafter in line with reporting cycle.
Thriving Communities will be responsible for engaging with local communities to help develop local place plans – November – March 2022 already underway and planned	Jane Bradley	75%	31-Dec-2022	31-Dec-2022	On target to be completed December 2022
A new online platform will be launched in January 2022 and will provide an opportunity for residents to let public services and community groups know what is important to the people of South Ayrshire	Jane Bradley	100%	31-Jan-2022	31-Jan-2022	South Ayrshire Community Conversations' (Consul) Training has been rolled out to internal officers and 3rd sector partners. The platform will be piloted in July 2022 as part of the consultation to amend the Community Council Boundaries in North Carrick.
A new officers group will be established to support and improve consultation across the organisation. We will continue to work alongside the Consultation Institute to improve our consultation processes	Jane Bradley	100%	31-Jan-2022	31-Jan-2022	Officers group established and officers commenting on the Teams channel already provide support and guidance for colleagues. Training for Consul has been rolled out.

Recommendation 6 The Council should improve performance reporting, by: • Setting targets for its KPIs • Including a summary of performance against KPIs in its performance reports to Members • Increasing the frequency of reports to Elected Members • Making performance reports more accessible to the public (paragraphs 32, 47 and 51)

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Explore options for the future iterations of the Council Plan with Members and community planning partners and consider how reporting could be improved	Mike Newall	25%	31-Dec-2022	31-Dec-2022	Scoping of good practice in other LAs complete and data packs are being compiled at a ward and locality level. Induction meeting/training arranged with members on the 27th of June.
As part of the development of the new Council Plan a greater emphasis will be on measuring outcomes	Mike Newall	10%	31-Dec-2022	31-Dec-2022	Webinar on measuring outcomes attended by Service Lead and CP Lead Officer. 9/6Further discussion on outcome measures will flow from the plans ongoing development.
Review the performance monitoring framework to improve public performance reporting	Mike Newall	100%	28-Feb-2022	28-Feb-2022	The review of the Performance Monitoring Framework was approved at the Service and Performance Panel that took place on Tuesday 8th February 2022.

Recommendation 7 To help them carry out their roles, including their responsibilities under Best Value, Elected Members should take advantage of the learning and development opportunities provided by the Council. The Council should continue to work with Elected Members to understand and address reasons for variable uptake of training (paragraph 30)

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Conversion of all training to on-line Coast training courses and production of online Member's pack	Catriona Caves	90%	28-Feb-2022	31-Aug-2022	Induction training has been uploaded as Coast training courses and confirmation awaited from ICT on the format as to how members can access Member Briefings on-line after in person training. This will then be implemented after recess for new Briefing Schedule. On-line induction pack completed and uploaded on members area
Consideration of medium for delivery of training – ie by Hybrid training where Members can be both present in person and attending on-line	Catriona Caves	75%	31-May-2022	31-Aug-2022	Members responses to questionnaire will be presented together with ICT solutions for making training available and the proposed timetable for training in a paper to CLT in July for approval and implementation.

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Return to PDP and personalisation of training needs with new Members intake	Catriona Caves	60%	30-Apr-2022	31-Dec-2022	The Improvement Service provided a new template in May 2022 that will now be used by OD to carry out the schedule of PDPs with members after recess.
Further develop new Member induction training	Catriona Caves	100%	30-Apr-2022	30-Apr-2022	A timetable of Induction Training was completed and an electronic new member's induction pack provided to all members and uploaded on a freshly designed new members page on the Core (the Council's intranet)
Report to Service and Performance Panel on training that is delivered with details of Member attendance	Catriona Caves	10%	31-Dec-2022	31-Dec-2022	Please see above for detail that is being considered.