

The background of the slide features a large, light blue coat of arms of the Isle of Man. It includes a crown at the top with four fleurs-de-lis, a shield divided into four quarters (a ship, a castle, a lion, and a unicorn), and a ribbon at the bottom with the motto 'ANNE FOR A'.

# **AGENDA ITEM**

**2**

**SELF ASSESSMENTS AND SERVICE  
REVIEWS/IMPROVEMENT GROUPS  
– PROGRAMME FOR 2016 /19**

**FALKIRK COUNCIL**

**Subject: SELF ASSESSMENTS AND SERVICE REVIEWS/IMPROVEMENT GROUPS – PROGRAMME FOR 2016 /19**  
**Meeting: PERFORMANCE PANEL**  
**Date: 19 May 2016**  
**Author: DIRECTOR OF CORPORATE & HOUSING SERVICES**

**1. INTRODUCTION**

- 1.1 This report presents to Members a programme for self-assessments and services reviews for the coming years. This programme has been developed by Services using the self-assessment and service review assessment tool which allows areas of action to be focussed and prioritised consistently across the Council. Members will recall the tool prioritises the programme based on four key areas of Service considerations; The Stakeholder's View, External View, Efficiency and Effectiveness. A copy of the tool used is attached at Appendix 1 for reference.
- 1.2 A draft of this programme was presented to the last Performance Panel, with an acknowledgement that further information would be presented to Members prior to final consideration of the programme on issues such as scope, value and timescales. This information is now complete and is attached at Appendix 2.

**2. BACKGROUND**

- 2.1 The background to self-assessments and service reviews / areas for improvement was set out in the report that was presented to the Panel in March 2016. This followed a discussion of the process of identification of reviews which took place at the Performance Management Workshop in February 2016.
- 2.2 There are two distinct aspects to the performance reviews process – one being a structured self-assessment and the other being a more in depth service review.
- 2.3 It has been agreed that self-assessments will be carried out across all Services by division over a three year rolling programme. As such they are not always focussed on areas which have been identified as requiring improvement but rather should provide a regular check that all relevant processes, procedures and structures are in place that should deliver robust, relevant and effective services. The use of the Public Service Improvement Framework will be the default tool, but will be augmented or replaced where relevant by other appropriate self-assessment tools. Self-assessments focus on such issues as leadership, communication, performance management, service planning, community, customer and people results etc. By undertaking a structured self-assessment, Services should be able to identify areas for improvement not only within certain divisions but also recognise areas of best practice that if replicatable can be rolled out across the Service or Council.

- 2.4 Service reviews are more focussed, in depth and targeted – with a two year programme being identified. We would normally undertake a service review on a defined function or group of services usually when it has been identified that there is some aspect of that service that needs to change or improve. The process for service reviews requires a more in depth analysis of the inputs and outputs of services, with a very specific improvement / change plan resulting from quite in depth work. Part of a service review process can include a self- assessment to help identify areas of improvement.
- 2.5 Service reviews should be of an appropriate scale or focus to ensure that the effort and resources required to undertake them, is used to best effect. As part of on-going planning and delivery all Services should be looking to improve as part of their on-going management.
- 2.6 Members will note self-assessments and service reviews are embedded within the service planning process and reported through performance panel reports. To support Services undertake these two aspects of performance management, guidance has been issued to Services and posted on the Council's intranet at the following link

<http://inside.falkirk.gov.uk/policy/performance-management/>

### **3. PROGRAMME FOR THE COMING YEARS**

- 3.1 Using the information gathered from the prioritisation exercise, a programme of 19 self-assessments and 16 service reviews has been prepared. A copy of the complete programme is attached at Appendix 2.
- 3.2 It should be noted that some of the reviews identified are currently underway and these are highlighted in the programme.
- 3.3 In addition to individual service reviews, areas of corporate review have been identified. These areas include:
- Built and School Estate;
  - Income and charging;
  - Asset Management.
  - External Funding
  - Joint Systems & Processes e.g. child protection – as part of the development of a more focussed agenda on public protection, the newly created Chief Officers group has requested that a proposal on tasking and sharing information be prepared. This will be start of this process of review and improvement.
- 3.4 The first four areas have been identified as part of the budget process as strategic reviews and will progress on that basis.
- 3.5 Members are asked to note that the Integrated Joint Board (IJB) are undertaking reviews of services which fall within its remit.

#### **4. RECOMMENDATIONS**

**Members are asked to:**

- 4.1 Consider the programme attached; and**
- 4.2 Note progress and conclusions from these assessments and reviews will be reported back to the Performance Panel as part of the regular performance reporting statements.**

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**DIRECTOR OF CORPORATE & HOUSING SERVICES**

Date: 12 May 2016

Ref: ABCA0516FC-Self Assessment and Service Reviews

Contact Name: Fiona Campbell

## Appendix 1

5 = This statement applies fully 0 = No, this does not apply at all

| Section 1: The Stakeholder View   | Weight | 5 | 4 | 3 | 2 | 1 | 0 | Total |
|---|--------|---|---|---|---|---|---|-------|
| 1. This service area is of special interest or concern to our citizens.   |        |   |   |   |   |   |   |       |
| 2. There are pressing issues in this area that are causing concern to our Members or senior management.                                 |        |   |   |   |   |   |   |       |
| 3. Our customers are telling us that this service should be improved.   |        |   |   |   |   |   |   |       |
| 4. This service area has no systematic and regular customer feedback covering the last 12 months.                                       |        |   |   |   |   |   |   |       |
| <b>Total</b>  |        |   |   |   |   |   |   |       |
| Section 2: The External View  | Weight | 5 | 4 | 3 | 2 | 1 | 0 | Total |
| 5. This service area is designated as a current or future corporate priority.<br><i>(Score 5 if you don't know: then find out)</i>      |        |   |   |   |   |   |   |       |
| 6. External factors make a self-assessment of this area timely.<br><i>For example: legislative changes; new government initiatives.</i> |        |   |   |   |   |   |   |       |
| 7. This service area still has improvement areas outstanding from previous inspection audit reports.                                    |        |   |   |   |   |   |   |       |
| 8. This area may cause us concern during the next BV Audit.   |        |   |   |   |   |   |   |       |
| <b>Total</b>  |        |   |   |   |   |   |   |       |
| Section 3: Efficiency   | Weight | 5 | 4 | 3 | 2 | 1 | 0 | Total |
| 9. This is a significant area of spend for the Council.   |        |   |   |   |   |   |   |       |
| 10. There was an overspend last year.   |        |   |   |   |   |   |   |       |
| 11. We have no detailed measures of the cost of providing this service.   |        |   |   |   |   |   |   |       |
| 12. This is an area of service delivery where we are overperforming.  |        |   |   |   |   |   |   |       |
| <b>Total</b>  |        |   |   |   |   |   |   |       |
| Section 4: Effectiveness  | Weight | 5 | 4 | 3 | 2 | 1 | 0 | Total |
| 13. This service area is consistently falling below the top 25% of statutory performance indicators.                                    |        |   |   |   |   |   |   |       |
| 14. This service area is failing to meet our own, locally set performance targets.  |        |   |   |   |   |   |   |       |
| 15. The performance figures are below the Scottish average.   |        |   |   |   |   |   |   |       |
| 16. The service area lacks performance indicators for this area of delivery.  |        |   |   |   |   |   |   |       |
| <b>Total</b>  |        |   |   |   |   |   |   |       |
| <b>Overall Total</b>  |        |   |   |   |   |   |   |       |

## Self Assessments

| Area                                   | Service    | Year |
|--|------------|------|
| Children & Families                    | Children's | 1    |
| CLD                                    | Children's | 1    |
| P, T & I                               | CHS        | 1    |
| Economic Development and Environmental | DEV        | 1    |
| Procurement                            | CHS        | 1    |
|  |            |      |
| Cleaning                               | Children's | 2    |
| Education Division                     | Children's | 2    |
| Housing Management                     | CHS        | 2    |
| Operational Services                   | DEV        | 2    |
| HR & Payroll                           | CHS        | 2    |
|  |            |      |
| Central Support Teams                  | Children's | 3    |
| Criminal Justice                       | Children's | 3    |
| Catering                               | Children's | 3    |
| Housing Property                       | CHS        | 3    |
| Corporate Finance                      | CHS        | 3    |
| Governance                             | CHS        | 3    |
| Customer First & Business Support      | CHS        | 3    |
| Roads and Design                       | DEV        | 3    |
| Planning & Transportation              | DEV        | 3    |

**Service Reviews  
2016 -2019**

| Area of service under review | Lead Service | Area of Concern | Year Started | Date to report/<br>Conclude? | Value of Service under review                | Broad/short description of Review including relevant outcome/outputs  |
|------------------------------|--------------|-----------------|--------------|------------------------------|--|---|
| Looked after Children        | CS           | Stakeholder     | Underway     | June 2016                    | £6 - £7m spend<br><br>(across whole service) | Review accommodation options with a view to delivering a range of flexible, local placements, to address the issue of balance of care between community and residential placements.   |
| Inclusion Review             | CS           | Stakeholder     | 1            | March 2017                   | £1.6m  | A review is currently being undertaken to explore options to reconfigure both Mariner Support Service and Oxbang School into one 3-18 service, providing a wider range and higher intensity of support to the children and young people of Falkirk.   |
| Care Provision Contracts     | CS           | Stakeholder     | 1            | June 2016                    | Budget £0.9m<br>Spend £1.7m                  | <p>Review and negotiate better costs and provision from external providers on care provision contracts.</p> <p>Review and revise existing contracts and develop new contracts as necessary. Work with external providers on contracts due to finish at the end of March 2016 to secure better terms and conditions and best value for Falkirk Council.</p> <p>Overspend is not due to high contract costs but increasing number of children requiring care.</p> |

| Area of service under review | Lead Service | Area of Concern | Year Started | Date to report/<br>Conclude? | Value of Service under review | Broad/short description of Review including relevant outcome/outputs  |
|------------------------------|--------------|-----------------|--------------|------------------------------|-------------------------------|---|
| Family Support               | CS           | Stakeholder     | 1            | March 2017                   | £3.8m                         | <p>To develop and implement a specification for a family support service to meet a range of identified children's needs</p> <p>Organisations/Services within scope are:</p> <ul style="list-style-type: none"> <li>• Education Family Support Service</li> <li>• IFSS</li> <li>• Family Support at Mariner</li> <li>• Cluaran</li> <li>• New Beginnings</li> <li>• CLASP</li> <li>• Bo'ness Family Centre</li> <li>• Aberlour Trust – Langlees Family Centre</li> <li>• One Parent Families Scotland - Braes Family Centre</li> <li>• Homestart Denny</li> <li>• Time 4 Us</li> <li>• Axis</li> </ul> |
| Restructuring CLD            | CS           | Stakeholder     | 1            | March 2017                   | £3.5m                         | <p>The purpose of this service review is to identify service delivery priorities and a revised service structure (following the budget reductions that are currently being considered).</p> <p>In addition, this review also seeks to align how the CLD service intends to contribute to the delivery of Falkirk's CLD Action Plan, which is a requirement placed on the Council by the Community Learning and Development (CLD) Scotland) Regulations 2013 and the Community Empowerment Bill.</p>   |

| Area of service under review           | Lead Service | Area of Concern | Year Started | Date to report/<br>Conclude? | Value of Service under review           | Broad/short description of Review including relevant outcome/outputs   |
|--|--------------|-----------------|--------------|------------------------------|---|--|
| Review of Secondary Schools Management | CS           | External        | 2            | March 2018                   | £75.4M                                  | <p>Review current promoted posts structures across secondary schools and realign and prioritise resources to achieve consistent management structure.</p> <p>Augment the targeted budget cuts and ensure our devolved resources are appropriately benchmarked against other comparator Local Authorities.</p>  |
| Pre 5 Education & Care                 | CS           | External        | 1            | March 2017                   | £8.6m<br>(budget growth will be needed) | <p>Review 600 hours implementation to ensure it meets the needs of parents and children.</p> <p>Prepare for potential increase in provision to 1,140 hours and consequent increase in staffing, nursery estate and administration of the increase in service delivery.</p>   |
| Centralised Admissions Systems         | CS           | Stakeholder     | 2            | March 2018                   | N/A                                     | <p>Streamline all current admission processes and systems to a unified, centrally-based and administered system.</p> <p>This is to fulfil the Government agenda to minimise bureaucracy in schools and the Falkirk Council transformation agenda.</p> <p>This review should lead to increased efficiency and better data to support and assist Forward Planning.</p> |

| Area of service under review                                 | Lead Service | Area of Concern | Year Started | Date to report/ Conclude?  | Value of Service under review                 | Broad/ short description of Review including relevant outcome/outputs   |
|--|--------------|-----------------|--------------|--|---|---|
| Cluster Management   | CS           | Effectiveness   | 2            | March 2018   | £156m<br>(total schools budgets inc PPP/NPDO) | <p>Review deployment and management of resources, including staff, in order to best meet local needs in a time of diminishing budgets.</p> <p>Mapping local needs is a feature of this review.</p> <p>There is a reduction of staff in schools, clusters and at centre so central support functions need reviewed to ensure continuity of service to ensure it is appropriate, of high quality and fulfils statutory obligations.</p>   |
| Environmental Health, Trading Standards and Community Safety | DEV          | Effectiveness   | 2            | Review scheduled for March to September 2017 reporting in winter 2017. | £2.7 m  | <p>To carry out a comprehensive service review of a the newly established unit which continues to experience budget pressures as well as structural and personnel changes;</p> <ul style="list-style-type: none"> <li>• in 2014 Food &amp; Safety and Trading Standards merged with Environmental Health and</li> <li>• in January 2016 when Community Safety joined the unit.</li> <li>• the current manager retires in spring 2016. He is one of several key personnel who have left the unit.</li> </ul> <p>Given these changes a service review scheduled for March to September 2017 would be appropriate. It would enable the team to assess and measure the unit's effectiveness and identify areas for improvement.</p> |

| Area of service under review   | Lead Service | Area of Concern | Year Started | Date to report/ Conclude?  | Value of Service under review               | Broad/ short description of Review including relevant outcome/outputs   |
|--|--------------|-----------------|--------------|--|---|---|
| Roads  | DEV          | Effectiveness   | Underway     | Review scheduled for March to September 2017 reporting in winter 2017. | £6m (including Revenue, Capital and Winter) | <p>We carried out a Roads Review which resulted in a re-organisation of activities within Roads Services. The outputs of this review have been implemented, completing in mid2014.</p> <p>We have also just completed a comprehensive review of our Winter Service Plan and are about to publish a new Asset Management Plan both of which will drive new working practices. Currently we are looking to assimilate Grounds Maintenance operations with Roads Services including the adoption of a new costing system for GM. We are also currently working with Stirling, Clackmannanshire and West Lothian Councils to consider options for forming a formal collaborative body within the Roads Collaboration Project.</p> |
| Frontline Service Delivery<br><br>Future Frontline Service Delivery to Customers | CHS          | External        | Underway     | Reported Exec – March 16<br><br>Pilot Imp – Dec 16                     | £1.2m                                       | The vision is for service provision for advice and support services is to be more aligned to meeting the needs of our customers through a variety of channels including single point of access advice hubs. This holistic service would be provided to customers across the Council area, with specialist services being available in three central hubs and complemented by additional provision across the Council areas on a 'surgery' basis as appropriate.   |

| Area of service under review                                | Lead Service | Area of Concern | Year Started | Date to report/<br>Conclude?  | Value of Service under review                | Broad/short description of Review including relevant outcome/outputs  |
|---|--------------|-----------------|--------------|---|--|---|
| Rent Collection<br><br>Rent Collection & Rent Arrears       | CHS          | Effectiveness   | 1            | Action Plan to be prepared by 30/6/16<br><br>Project conclusion by 31/3/18  | Gross debt of c. £3.5m o/s as at end 2014/15 | To reduce rent arrears. The objectives are to improve rent arrears collection to top two quartile performance by the end of 2017/18 ( currently we are in the bottom quartile for performance) and continue to improve year on year thereafter to ultimately achieve top quartile; ensure awareness of the requirements of the Housing Regulator and the authority's "Toward a Fairer Falkirk" strategy tackling poverty and inequalities; and proposals must be justified by evidence from other top quartile performers and that the proposed approach has been proven to be successful. The outcomes are to have higher collection rates freeing up more revenues to meet the needs of HRA tenants and/or limits the annual increases applied to rent charges; and to ensure households minimise their level of indebtedness making them more sustainable making a positive impact on our wider communities. |
| Housing Property (BMD)<br><br>Building Maintenance Division | CHS          | Stakeholder     | Underway     | Report to Business Transformation Board 21/3/16<br>Review completed and actions being implemented<br>Primary work-streams fully implemented by March 2017 | c£28mpa                                      | To ensure the future viability of the BMD over the next 5-10 years. We will progress the Work streams identified and recommended by APSE to deliver financial and operational efficiencies going forward. The outcomes delivered to date include: new rationalised Schedule of Rates; improved work scheduling for reactive repairs covering the East of Falkirk; roll out of mobile working; home to work arrangements; move towards a permanent workforce; single depot provision; benchmarking cyclical maintenance and offers of voluntary severance.   |

| Area of service under review                  | Lead Service | Area of Concern | Year Started | Date to report/<br>Conclude?  | Value of Service under review | Broad/short description of Review including relevant outcome/outputs   |
|---|--------------|-----------------|--------------|---|-------------------------------|--|
| Housing Management<br><br>Services to Tenants | CHS          | Stakeholder     | Underway     | Action Plan<br>30/5/16<br><br>Project Plan<br>approved<br>31/10/16<br><br>Conclusion<br>31/3/17 | £50m                          | Design a new customer focused housing management service. It is however recognised that a small number of external influencing factors will inform the direction that the project progresses along, e.g. the Council's desire to facilitate access to services via Advice HUBs.<br><br>The objectives are to have roles and mechanisms in place to manage new, and likely more complex relationships between Housing Officers and customers; maintain awareness of the requirements of the Housing Regulator and the authority's "Towards a Fairer Falkirk" strategy tackling poverty and inequalities; proposals must be justified by evidence from research and reflective of the needs of tenants in the local situation and that the proposed approach has been proven to be successful; and consider how we can make improvement in key areas that impact upon reputation as a landlord, e.g. the management of their neighbourhoods and anti-social behaviour. The outcomes are to ensure frontline service has the support and resilience to handle the more challenging environment and stress in the emerging housing field; and ensure we improve the patched based approach to housing management that is still highly praised by tenants and confirmed by consultation and inspection. |
| Governance – Printworks                       | CHS          | Efficiency      | Underway     | March 2016  | £828,430.00                   | Consider the financial viability of Printworks. Conduct options appraisal, aligned to budget timetable, and provide recommendations on the most appropriate way forward in terms of value for money.   |