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ARGYLL AND BUTE COUNCIL   **SMT**

Customer Services   **9 July 2018**

Argyll and Bute Improvement Framework: Implementation

1.0   HEADLINES

1.1   This paper sets out a proposed approach to the implementation of a programme of self-evaluation across the council, and an associated timeline. Teams for self-evaluation in year one are identified. Schedules of self-evaluation activity in future years will be announced on a year-by-year basis.

1.2   This paper is being submitted to SMT for decision.

2.0   RECOMMENDATIONS

2.1   SMT approves the implementation timetable as set out in this report.

3.0   DETAIL

3.1   Self-evaluation is one of the activities identified in the council's Performance and Improvement Framework (PIF) that helps us to deliver our performance and improvement functions. In turn, the PIF helps the council to deliver its statutory duty 'to make arrangements to secure Best Value (continuous improvement in the performance of functions)', as required by the Local Government in Scotland Act 2003.

3.2   The Council's approach to self-evaluation is set out in the Argyll and Bute Improvement Framework (ABIF) guidance, which was approved by SMT on 22 January, 2018 (*Argyll and Bute Improvement Framework: Guidance*).

3.3   Key aspects of the agreed approach are that:

- Self-evaluation will be carried out at the team level. (For the purpose of the ABIF, a team is defined as that part of the organisation that falls under the responsibility of a single Third Tier Manager.)

- Ownership of the self-evaluations lies with the Third Tier Managers.

- HROD will support and facilitate workshops for the first team in a Service (if required). Support to teams within Services will reduce over time as capacity is built within Services to facilitate their own workshops.

- Responsibility for reporting on individual self-evaluations and the improvements that come out of them lies with the Third Tier Managers. Responsibility for reporting on the overall progress of the self-evaluation programme lies with HROD Performance and Improvement.

The self-evaluation process is outlined in Table 1, below.

Table 1: The self-evaluation process

Stage		
1	Preparatory work	- Carry out survey of team staff; HROD will set up and run the survey. Results to be available at workshops. - Liaise with Third Tier Manager about workshop arrangements and list of participants. - Circulate topics for discussion ahead of workshops to allow participants to consider issues.
2	Half-day workshops,	- Three half-day workshops centred around the themes of: *Leadership, Strategy and Impact* *Organisational Capability* *Impact on Society.* - Facilitation by HROD Performance and Improvement team where required.
3	Improvement planning session	- Creation of improvement and benefits realisation plans, based on Areas for Improvement identified in Stage 2. - Session to be owned by Third Tier manager, but facilitation support available from HROD, if requested.

Stage		
4	Report to SMT (copying to HROD Performance and Improvement); also reporting to Strategic Committees	• Third Tier manager reports the outcome of the self-evaluation process, including the improvement actions and benefits realisation plan to SMT and strategic committees.
5	Monitoring, review and scrutiny	• Regular reporting by Third Tier manager on progress and delivery of improvements to SMT and council strategic committees.
6	Reporting on progress of the self-evaluation programme and setting of corporate improvements	• HROD to report on progress of self-evaluation programme to Audit and Scrutiny committee • Elected Members to set agenda and prioritise corporate improvements, informed by overview of self-evaluations, as programme progresses.

3.4 This current paper sets out the proposed implementation timetable and the rationale behind the suggestions made.

3.5 The programme for self-evaluation should be completed in approximately 3 years, working on the basis of ten teams per year. One self-evaluation will be carried out every month, with the exceptions of July and December. July and December have been excluded from the timetable on the basis that these are holiday periods, and it is likely that it will be difficult to assemble workshop participants together during these periods.

3.6 The implementation programme takes into account the planned programme for budget reconstruction and begins in October 2018, with a pilot process on IHR services.

3.7 The programme of activity encompasses: all teams from Development and Infrastructure; all teams with the exception of those in Education from Customer Services; teams within Strategic Finance; Community Planning and Community Development. We also suggest including Directorate Support as a unit for self-evaluation.

3.8 The suggested programme of activity organises teams by directorate and service. The rationale for this approach is that:

- As set out in the framework, HROD fully supports first evaluation, partially supports the second, and after that, the service should be able to support their own activities.

- It enables the services to develop their own self-evaluation capabilities within a short space of time. The ABIF assumes that officers from one team will support self-evaluation activities among other teams within the same Service.

3.9 The self-evaluation activities will start with teams within Improvement and HR, enabling a 'soft launch' to the self-evaluation programme. This will also help to mitigate pressures on other teams when Transformation/budget reconstruction activity picks up again in the autumn. Once self-evaluation of teams within IHR is complete, the programme of activity will then be extended to the other Services within Customer Services.

3.10 At least initially, all teams will be treated as equal, independent of their size. This approach will be subject to review, as the programme progresses.

3.11 The self-evaluation programme will be monitored and reviewed as it progresses. Any improvements in approach and deployment will be implemented as required.

3.12 The programme for self-evaluation has not been set out in detail beyond Year 1. This is to maintain the flexibility of the programme, which should be able to be adapted in light of any wider organisational changes that may take place.

3.13 BV3 audits are looking at self-evaluation activity with councils. The implementation of the ABIF means that a programme of self-evaluation will be in place by time Audit Scotland's auditors visit.

Table 2: Timetable for ABIF activity: Year One.

Directorate	Service	Team	Date
Customer Services	Improvement & HR	Communications	October 2018
		Health and Safety	November 2018
		HROD	January 2019
	Facility Services	Property Services	February 2019
		Integrated Transport	March 2019
		Catering and Cleaning	April 2019
	Governance and Law	Area governance	May 2019
		Central governance	June 2019
		Legal: commercial and contract	August 2019
		Legal: corporate	September 2019

4.0 CONCLUSION

4.1 This paper is a follow up to the paper *Argyll and Bute Improvement Framework: Guidance*, which was approved by SMT on 22 January 2018.

4.2 This paper sets out a proposed approach to implementation and a timeline. Teams for self-evaluation in year one are identified. Schedules of self-evaluation activity in future years will be announced on a year-by-year basis.

4.3 The programme of self-evaluation activity will start with IHR, then progress to look at other Services within Customer Services.

4.4 The implementation of the ABIF programme of activity will ensure that self-evaluations are in place by the time the BV3 audit takes place.

5.0 IMPLICATIONS

5.1 Policy: None.

5.2 Financial: None.

5.3 Legal: None.

5.4 HR: None.

5.5 Equalities: None.

5.6 Risk: Reduces the risk of self-evaluation being an area of weakness in the BV3 audit.

5.7 Customer Service: None arising directly from this paper.

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Report prepared 28 June 2018

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