

# Best Value

## *Local Outcomes Improvement Plan*

*2017-2027*

East Dunbartonshire  
Community Planning



Partnership

## Best Value

### *Guiding Principle*

**We will endeavour to maintain an appropriate balance between the quality of the performance of our functions, the cost of that performance, and the cost to persons of any service provided. In maintaining that balance, the Partnership shall have regard to safety, efficiency, effectiveness and economy.**

### **What is Best Value?**

Best Value provides a common framework for continuous improvement in public services in Scotland, and is a key foundation of the Scottish Government's Public Service Reform agenda. The Boards (or equivalents) of relevant public service organisations have corporate responsibility for promoting the efficient and effective use of staff and other resources by the organisations in accordance with the principles of Best Value. Under the terms of the Public Finance and Accountability (Scotland) Act 2000 the implementation of the duty of Best Value by relevant public service organisations is subject to scrutiny by the Auditor General for Scotland.

### **What is our duty in relation to Best Value?**

- To make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost; and in making those arrangements and securing that balance
- To have regard to economy, efficiency, effectiveness, the equal opportunities requirements, and to contribute to the achievement of sustainable development.

There are nine characteristics of Best Value that public service organisations are expected to demonstrate:

1. Commitment and Leadership
2. Sound Governance at a Strategic and Operational Level
3. Accountability
4. Sound Management of Resources

5. Responsiveness and Consultation
6. Use of Review and Options Appraisal
7. A Contribution to Sustainable Development
8. Equal Opportunities Arrangements
9. Joint Working

### **What will we do?**

In essence, compliance with the duty of Best Value requires Public Bodies to take a systematic approach to self-evaluation and continuous improvement. Achieving and demonstrating continuous improvement in performance and outcomes (by whatever means is seen as appropriate by the individual body) is a core requirement for all Public Bodies. The strategic focus should be on achieving continuous improvement in performance and outcome.

It is the successful outcome of the effort that matters, rather than the detail of the processes. Whatever strategy is agreed on by the individual Accountable Officers and, where appropriate, their Boards, it should show clearly how the organisations will demonstrate the relevant characteristics, ensure continuous improvement across all activities and deliver improved performance and outcomes.

We will ensure that the principles of Best Value are taken into consideration in all elements of our Strategic Planning for delivery and that we have robust performance management and reporting frameworks in place which will facilitate improvements in service delivery and evidence the delivery of our outcomes.

# Coproduction and Engagement

*Local Outcomes Improvement Plan*  
*2017-2027*

East Dunbartonshire  
Community Planning





## Coproduction and Engagement

### *Guiding Principle*

**We will continuously strive to understand the different needs of our people, supporting them to strengthen their own communities and involving them in the design and delivery of services.**

Community engagement is a purposeful process which develops a working relationship between communities, community organisations and public and private bodies to help them to identify and act on community needs and ambitions.<sup>1</sup> There are various terms often used synonymously with engagement. Figure 1 clarifies what we mean by some of these terms and how we understand them in relation to each other. The upwards arrow indicates an increasing level of involvement of communities in local public services and where we strive to get to.

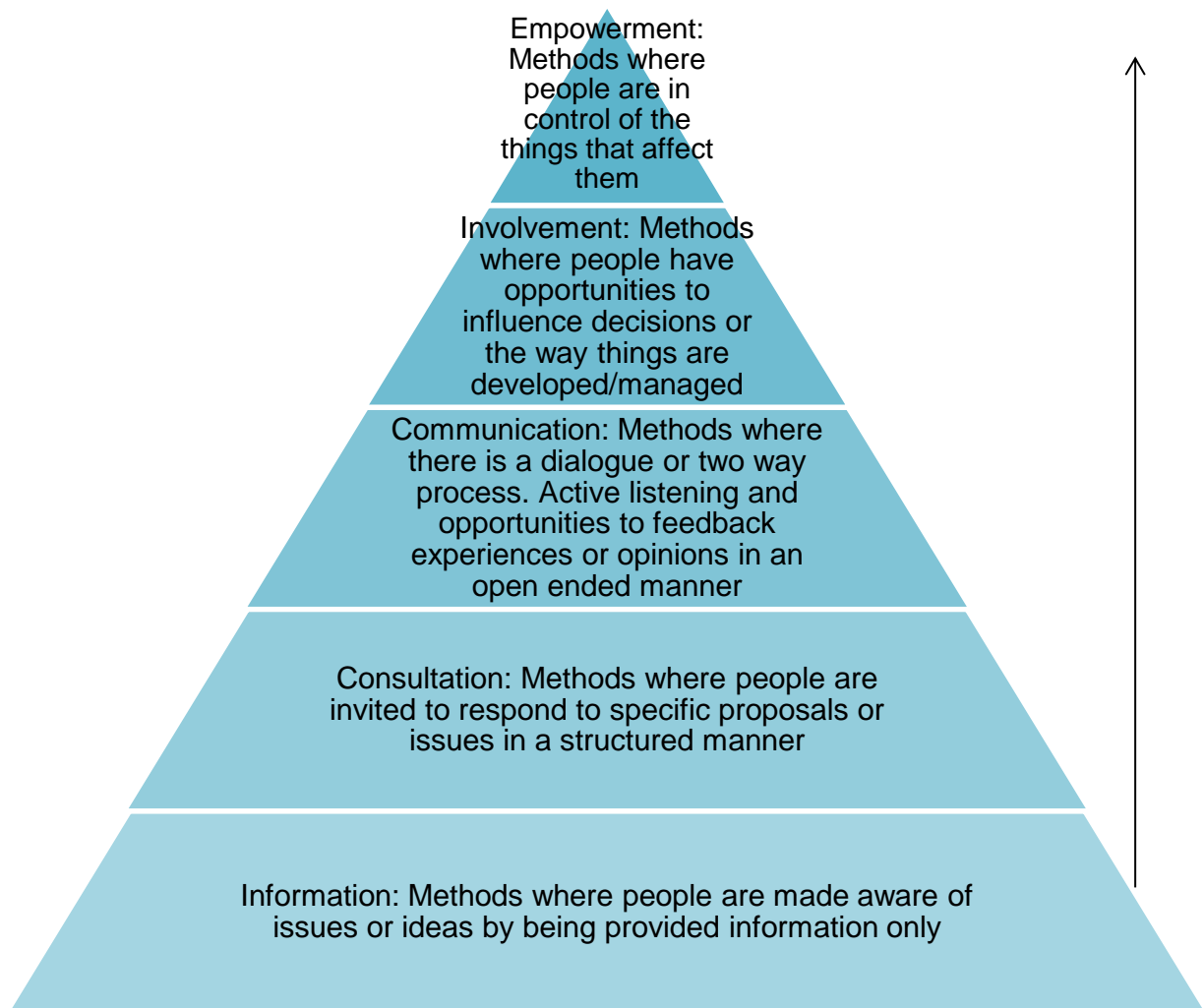
As well as communities, other service providers - public, private and voluntary - have a stake in what our community planning partnership (CPP) does.

### **Who are all of our Stakeholders?**

- People living in East Dunbartonshire
- People working, volunteering or studying in East Dunbartonshire
- People who visit East Dunbartonshire
- Voluntary sector services operating in East Dunbartonshire
- People who use voluntary sector services
- Community led groups
- Community Councils
- Elected Members of the Council
- Each other: different service areas within individual organisations.

---

<sup>1</sup> National Standards for Community Engagement 2016



**Figure 1: Hierarchy of Stakeholder Engagement**

## **Our Approach to Engagement**

We have established the Guiding Principle of Coproduction and Engagement which will transcend the preparation, writing and delivery of our Local Outcomes Improvement Plan (LOIP) over the next 10 years. To embed our guiding principle:

- We will develop an engagement strategy which sets out: how we will adhere to the national standards; maps our community landscape; and provides a framework for good practice which is relevant and tailored to our communities.
- We will share information and resources at the earliest stages of planning our engagement.

- In developing and employing our plans we will continue to determine who their target audiences are and employ appropriate means of involving them in decisions about relevant services.
- We will actively support communities to get involved in decision making.
- We will actively support community led provision wherever appropriate.

Where possible we will join up engagement across the different themes that our CPP is focussing on. Using this coordinated approach will allow us to pool our efforts and resources. This is not to say that we will employ a one size fits all method of talking to communities. We will use a variety of channels to highlight information, actively approach communities 'where they are' and seek the advice of colleagues with expertise in order to genuinely involve different groups of people who will be affected by the engagement purpose.

In keeping with our guiding principle of fair and equitable services, we will apply a protected characteristic 'lens' on to our processes. Our communities of interest, for example people who don't speak English or speak it as an additional language, will engage with public services differently, through various means and channels, and we need to respect and reflect that in how we reach out to them. We will continually review how we are doing this, asking questions and checking in with our communities and other stakeholders regularly. In times where we must all do more with less, all of our stakeholders' time is valuable and we will continue to respect that by adapting our engagement to suit people's lifestyles, for example visiting local club and group meetings or aligning to existing drop ins.

### **National Standards for Community Engagement**

The national standards for community engagement are for public, voluntary or private sector bodies to use as a central benchmark and reference point for engagement practices. We use and will continue to use the national standards. In organising and running engagement exercises we will sense check our practices against these standards to ensure our practices are the best they can be. We

recognise that the national standards help us to realise the spirit of the Community Empowerment (Scotland) Act 2015 in East Dunbartonshire.

**1. Inclusion**

**We will identify and involve the people and organisations that are affected by the focus of the engagement.** For example, identifying whether any protected characteristic groups are affected and involving them at the earliest opportunity.

**2. Support**

**We will identify and overcome any barriers to participation.** Practical barriers include out-of-pocket expenses, caring for dependents, suitable transport and timings of events.

**3. Planning**

**There is a clear purpose for the engagement, which is based on a shared understanding of the community needs and ambitions.** For example, ensuring the focus of the engagement is clear, time-bound and properly resourced.

**4. Working Together**

**We will work effectively together to achieve the aims of the engagement.** For example, ensuring that the roles and responsibilities of everyone involved are clear and understood.

**5. Methods**

**We will use methods of engagement that are fit for purpose.** For example, using different styles of communication, being creative to encourage different participation and continuously adapting methods if needed.

**6. Communication**



**We will communicate clearly and regularly with the people, organisations and communities affected by the engagement.** For example, feeding back about what has happened as a result of the engagement and providing a true representation of the range of views expressed during the engagement.





# Evidence Based Planning

*Local Outcomes Improvement Plan*

2017-2027



## Evidence Based Planning

### *Guiding Principle*

**We will share information and data to inform robust and transparent decision making, planning and evaluating our impact in partnership and implementing improvement practices.**

Evidence based planning is about applying what we know about the circumstances, needs and aspirations of a given community, to plan and make decisions about services for them which will have the most benefit. This applies to all sectors of public services. In times where public services must do more with less available to them, it is imperative that we plan our services directly in relation to the evidence about where they are likely to have the greatest impact. Using evidence to influence service decisions moves away from historic models where services were provided in a 'blanket' manner, across a whole population with less reflection or evaluation with the people who are using them.

We will adopt the Guiding Principle of Evidence Based Planning to ensure that our CPP is using a consistent methodology for gathering, analysing and using evidence to plan. In practice each of our Local Outcome Delivery Groups which sit beneath the CPP Board will adopt the general process shown in Figure X. This is sometimes referred to as a 'Strategic Assessment' process.

### **Why use evidence based approach to planning across our CPP?<sup>1</sup>**

- Provides opportunities to develop and establish shared priorities using information from all relevant parties resulting in:
  - enhanced partnership working;
  - information –led service delivery;
  - better use of knowledge and experience;
  - efficient use of resources and other economic benefits

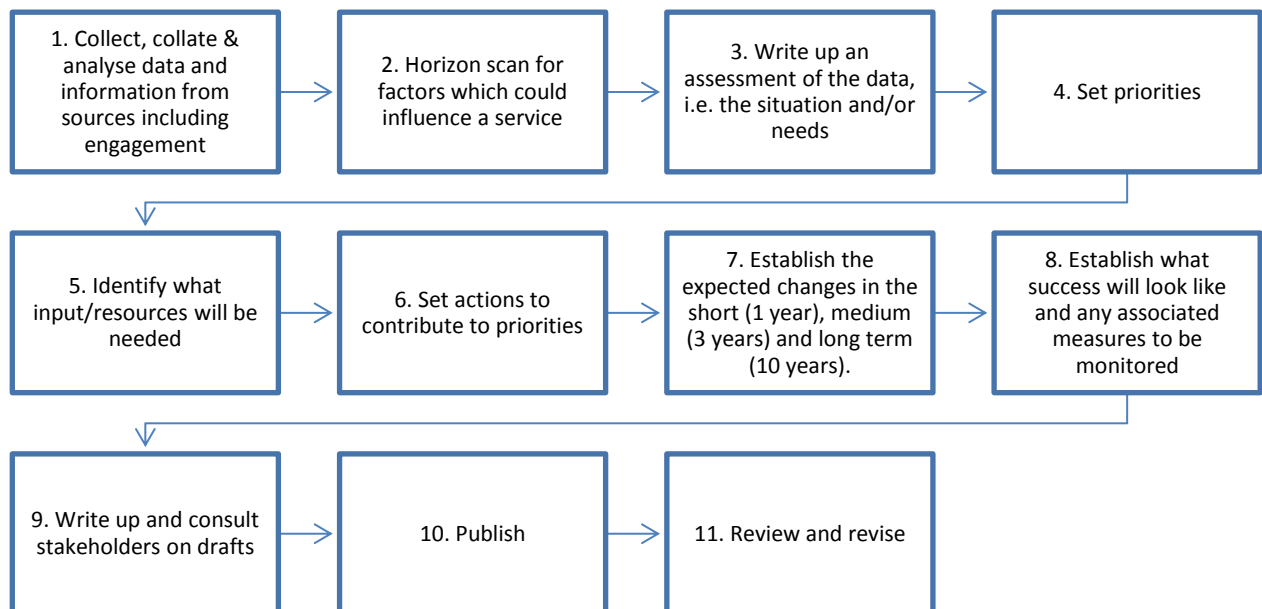
---

<sup>1</sup> Benefits derived from Scottish Government, Community Safety Unit guidance. See:

<http://www.gov.scot/Topics/archive/law-order/17141/practitioners/newcommsafetytools/assessmentguidance>

## Consultative draft

- holistic use of all partners' priorities
- ability to address cross-cutting themes
- Demonstrates that your business is in line with the principles of Best Value
- Creates compatibility with national strategy
- Provides evidence based priorities which are able to stand up to scrutiny
- Has the ability to influence budgets when used in conjunction with long-term planning, creating a more effective use of finances.
- Enhances relationships, information sharing processes and joint problem solving across the local authority area.



**Figure 1: Evidence based planning process**

We will apply this process in order to make improvements under our outcomes across East Dunbartonshire and in our Place areas more specifically. Each of our Local Outcome Delivery Groups will be responsible for managing this and ensuring that all stakeholders, including the relevant communities, are involved in each stage - from identifying the issues through to evaluating progress and revising plans.

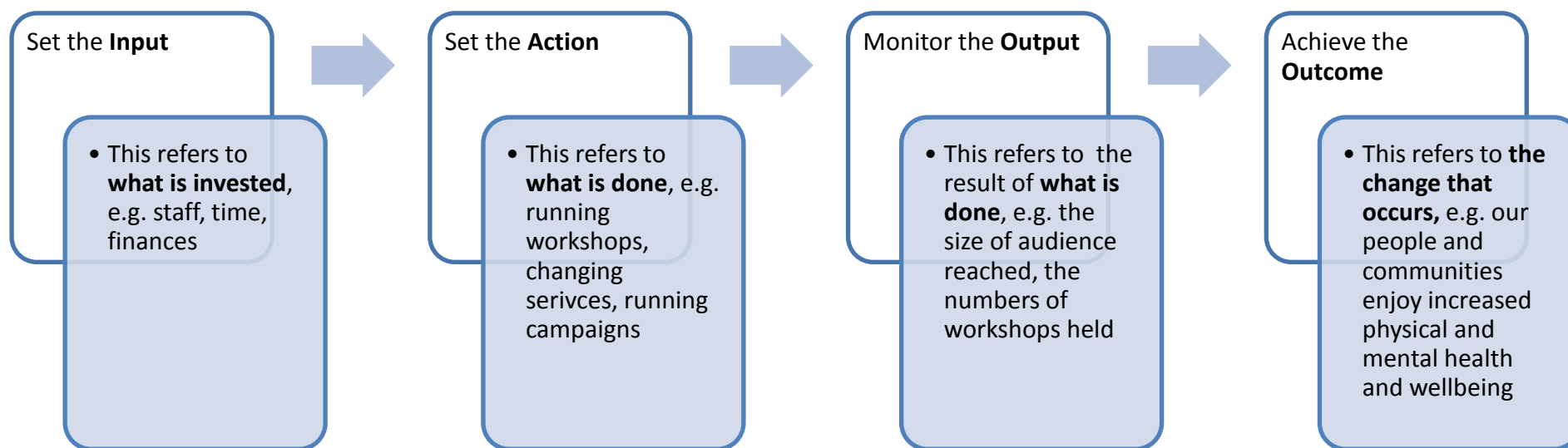
Achieving this with our communities will provide the assurances that we have embedded an evidence based approach to community planning.

**Appendix 1** shows how our Local Outcome Delivery Groups will consider the key information that they will need to establish and publish in their Action Plans for delivering each of our local outcomes, i.e. the 'input', 'action', 'output' and 'outcome' - stages 5 to 8 in **Figure 1** above.

**Appendix 2** shows an example of how the information considered at stages 5 to 8 in **Figure 1** will be compiled as an Action Plan. Important features of any Action Plan are that they are specific, measurable, achievable, relevant and time-bound (SMART). The indicative Action Plan at **Appendix 2** aims to reflect a logical and coherent thought process, allowing partners and stakeholders to view what needs to be done and with what resources to meet specific ends.



## Appendix 1



## Appendix 2

East Dunbartonshire is a safe place in which to live, work and visit.						
Crime (including serious and organised)						
Issue	Required Improvement(s)	Related Action(s)	Lead Partners	Timescale for Improvement	How will we know the improvement has been made?	How will we measure longer term impact
Increased cases of older adults and vulnerable adults being targeted by bogus doorstep callers, telephone calls and rogue traders	1. Greater awareness amongst potential victims, their families and carers on the risks and what to look out for	Establish an annual month-long campaign including pop-up stalls in town centres and supermarkets and staff training for Social Care services	Police Scotland  Health and Social Care Partnership  East Dunbartonshire Council – Trading Standards Team	Short term (one year) and on an annual basis	Evidence of campaign materials  Number of people engaged at pop-up stalls  Number of staff trained who report feeling more confident in this area	Reported incidents of bogus doorstep callers, telephone calls and rogue traders victimising older adults and vulnerable adults

	2. Increase our joint intelligence work within authority and across Greater Glasgow	Hold a scoping event with key representatives from community safety services across Greater Glasgow to discuss current issues and develop protocol for intelligence sharing in future	Police Scotland  Health and Social Care Partnership  East Dunbartonshire Council – All Community Protection Teams  Scottish Fire and Rescue	Short term	Evidence of event and feedback from participants  Creation of intelligence sharing protocols	
	3. Increase links between intelligence and regular patrolling/policing	Set up a steering group to monitor reports of rogue traders and provide regular recommendations to Police Scotland  Work with Community Councils in areas of higher prevalence to disseminate information	Police Scotland  East Dunbartonshire Council	Medium term	Meetings held with Community Councils  Evidence of steering group progress  Number of Police and Trading Standards investigations into bogus callers and rogue traders	



# Fair and Equitable Services

## *Local Outcomes Improvement Plan*

2017-2027



## Fair and Equitable Services

### *Guiding Principle*

**We will plan and deliver services which account for the different needs of population groups who share a characteristic protected by the Equality Act.**

Equality isn't about treating people the same. It means everyone's rights, responsibilities and opportunities will not depend on the way they were born or the characteristics they identify with. Equitable services are those that take the interests, needs and priorities of everyone into consideration, recognising the diversity of different groups.

In 2016 the Equality and Human Rights Commission published their report *Is Scotland Fairer?*<sup>1</sup> The report reviewed evidence across: Education and learning; Work, income and the economy; Health and care; Justice, security and the right to life; and Individual and society. Whilst the report showed recent progress in some domains, it also showed persisting challenges for public services.

- Bullying is a particular issue for some children and young people who share particular protected characteristics – including disabled, and lesbian, gay and bisexual (LGB) children and young people.
- Women and disabled people remained more likely to have no qualifications.
- Unemployment rates increased more for disabled people than for non-disabled people between 2008 and 2013.
- Age-related employment gaps widened – young people were less likely to be in work and saw the greatest increase in unemployment between 2008 and 2013.
- Between 2008 and 2012, there was an increase in the proportion of adults aged 25 to 34 at risk of poor mental health.
- Police-recorded hate crime in relation to disability and sexual orientation increased.

---

<sup>1</sup> Is Scotland Fairer? The state of equality and human rights 2015. See: <https://www.equalityhumanrights.com/en/scotland-fairer>



- Confidence in the criminal justice system was lower for disabled people (compared with non-disabled people) and older people (compared with other age groups).

The EHRC report and other literature about the experiences of people who share different characteristics provide our CPP with a firm evidence base that supports the need for this Guiding Principle.

Our statutory partners are individually responsible for meeting the General Equality Duty ('General Duty') which was created by the Equality Act (2010). The **General Duty** requires listed bodies, in the exercise of their functions, have regard to the need to:

- ✓ Eliminate unlawful **discrimination, harassment** and **victimisation**;
- ✓ Advance **equality of opportunity** between those who share a characteristic and those who do not; and
- ✓ Foster **good relations** between those who share a characteristic and those who do not.

The General Duty compliments equality obligations placed upon community planning partnerships (CPPs) in the *Local Government in Scotland Act 2003* and more recently in the *Community Empowerment (Scotland) Act 2015*. These obligations include the need to agree, in partnership, arrangements for mainstreaming equity and fairness, and place a strong emphasis on reducing inequalities felt by communities who share particular interests/characteristics.

Our CPP is committed to eliminating unlawful discrimination, advancing equality of opportunity, promoting good relations and ensuring the relevant provisions of the Equality Act (2010) are upheld in the delivery of its services. We value diversity and will always seek to promote good relations between different groups of people and communities.

In planning services we will ensure that discriminatory practices, either direct or indirect, are removed, and that attitudes and beliefs are consistent with the fairness and respect that anyone would expect to receive.

We have agreed this Guiding Principle and in order to embed it we will adopt our own charter for excellence, shown below.

## ***Fair and Equitable Services***

### ***Charter***

**We will plan and deliver services which account for the different needs of population groups who share a characteristic protected by the Equality Act. Specifically we will:**

- Promote service uptake and participation from proportionately under-represented groups;
- Acknowledge the differential impact our existing services may have on different groups;
- Appreciate that discrimination can be unintended or indirect and ensure due diligence is given when planning new services;
- Seek to better understand the access barriers associated with individual characteristics.

*We will strive for continuous improvement, reviewing our charter annually.*

#### **How will we measure success?**

- Completed Equality Impact Assessments
- Engagement activities and communications organised in a way which reaches communities of need and interest, proportionately to our local population
- Evidence of accessible written materials and events.



# Prevention and Early Intervention

*Local Outcomes Improvement Plan*

2017-2027

East Dunbartonshire  
Community Planning

  
Partnership

## Prevention and early intervention

### *Guiding Principle*

**We will direct resources with the aim of improving resilience and preventing or mitigating poorer outcomes.**

The Christie Commission<sup>1</sup> in 2011 estimated that as much as 40% of all spending on public services goes towards interventions that could have been avoided by prioritising a preventative approach. The Christie Commission identified a range of priorities for Scotland's public services, if they are to weather the storm of significant demographic changes and unprecedented financial and social challenges. This includes prioritising a prevention-focused approach. Using a prevention-focused approach means carrying out actions which prevent problems occurring and ease future demand on services by intervening early.

We are committed to building in prevention and early intervention approaches to our core activities as service providers. Over the next 10 years we will invest resources and place a strong emphasis on prevention to achieve our long-term ambitions.

There has been a growing demand for public services in East Dunbartonshire. For example, supporting an increasing number of older people to continue living independently; East Dunbartonshire has the highest average life expectancy for both men (80.5 years) and women (83.5years)<sup>2</sup> in Scotland. Other costs to our services which are associated with circumstances that we are in a position to influence, such as alcohol and drug related illness or unemployment and underemployment, are also substantial. Addressing the demands on services that result from negative consequences rather than their causes has a high cost which we recognise as being increasingly difficult to sustain.

---

<sup>1</sup> Report of the Commission on the Future Delivery of Public Services in Scotland, 2011

<sup>2</sup> National Records of Scotland, Life Expectancy within Scotland 2013-2015.

To carry this forward we will adopt the Guiding Principle of **Prevention and Early Intervention** across our community planning partnership (CPP).

There are a number of challenges we face for fully embedding this Principle. For example these include:

- resources required to tackle the symptoms, as opposed to the causes, of negative outcomes;
- requirement to work in a joined-up fashion across services and partner agencies; and
- requirement to apply resources to priority areas and preventative courses of action.

Prevention is commonly understood as being one of three types:

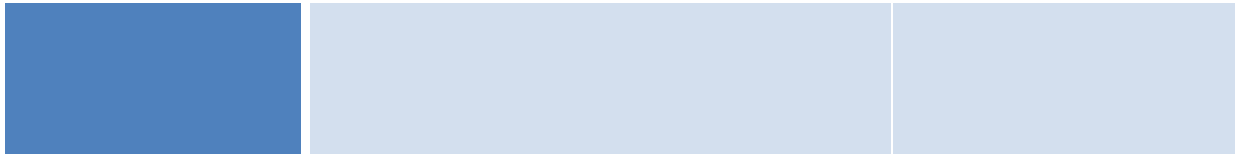
- Primary (upstream): where the focus is on improving conditions and processes which can result in inequalities, before the inequalities occur;
- Secondary (midstream): where services are mitigating the effects of harm once it is already happening; and
- Tertiary (downstream): where services are simply coping with the consequences of harm and trying to prevent them worsening.

Prioritising prevention and early intervention is not a new approach for our CPP. Since 2012 we have been delivering services which aim to improve circumstances for people before harm or poorer outcomes. Prevention based work is interrelated with action impacting on a range of issues or groups. In order to embed our Guiding Principle we will continue existing preventative projects and strive to promote prevention-based considerations when designing new services. The table below provides a snapshot of preventative projects or services in East Dunbartonshire which our partners deliver directly or support the community to deliver.

Theme	Preventative Projects	Partners
<b>Economic Growth and Recovery</b>	<b>Pop-Up Shop</b> Kirkintilloch took place in March-April 2017 and was aimed at boosting the town and encouraging new enterprises. The Pop-Up Shop initiative gave new or growing businesses – particularly those based online or in mobile premises – a chance to trade from a vacant retail unit within the town centre, free of charge, during a two-week event with advice and support provided by the Council and Business Gateway.	<ul style="list-style-type: none"> <li>• EDC – Tourism and Business Development</li> <li>• ED Business Gateway</li> <li>• Local businesses</li> <li>• Federation of Small Businesses</li> </ul>
<b>Employment and Skills</b>	The <b>School Leaver Programme</b> , based at Positive Achievements in Kirkintilloch, is an 18 week educational, vocational and personal development programme for young people who are still attending school (aged 15-16) but are at risk of not going on to further education, training or employment once they leave. It supports and encourages young people to develop new skills and gain wider achievement qualifications. The programme includes job coaching, conservation projects, vocational training, a residential trip and outdoor pursuits such as mountain biking, climbing, abseiling, canoeing, kayaking or gorge walking.	<ul style="list-style-type: none"> <li>• EDC – Education Service</li> <li>• EDC – Skills for Learning, Life and Work Service</li> <li>• Skills Development Scotland</li> </ul>
<b>Children and Young People</b>	<b>Little Explorers Nurture Day (LEND)</b> is a weekly activity session for families which focuses on learning and child development from pre-birth until the child starts Early Learning and	<ul style="list-style-type: none"> <li>• EDC – Education Service</li> <li>• Health and Social Care Services</li> </ul>



	Childcare. Some of the activities on offer at LEND are: Baby Drop-in; Men Behaving Dadly; Toy Lending Library; Free healthy breakfast; Support and Awareness Raising; Family Fun and Baby Sensory; and Story Stars.	
<b>Safer and Stronger Communities</b>	The international <b>16 Days of Action</b> campaign takes place every year in November and December. A local programme of information sessions, learning and training events, presentations and social media posts is coordinated by the Violence Against Women Partnership each year as a means of exploring the causes and consequences of the spectrum of gender-based violence with local workers and local communities.	<ul style="list-style-type: none"> <li>• Specialist gender based violence services including Rape Crisis and Women's Aid</li> <li>• Health and Social Care Services</li> <li>• Police Scotland</li> <li>• EDC – Education Service</li> <li>• Other voluntary sector organisations</li> </ul>
<b>Adult Health and Wellbeing</b>	<b>Kirkintilloch Men's Shed</b> is a workshop where anyone can go to work on their own or on communal projects and socialize with others. The project is a community based asset which reduces the potential for social isolation of people, particularly older men, and the negative impact this can have on health and wellbeing.	<ul style="list-style-type: none"> <li>• Men's Shed Committee</li> <li>• Health and Social Care Services</li> <li>• ED Voluntary Action</li> <li>• Service Users</li> <li>• Families</li> <li>• Carers</li> </ul>
<b>Older Adults and Vulnerable People</b>	East Dunbartonshire's <b>Local Area Co-ordinators</b> work with individuals aged 14+ who have a diagnosis of a learning disability and/or a diagnosis on the autistic spectrum. Local Area Co-ordination allows people to take the lead role in determining what they need to live an independent life. Local Area Co-ordinators can help with independent travel, identifying opportunities for training and work, and supporting individuals to access social and cultural activities.	<ul style="list-style-type: none"> <li>• Health and Social Care Services</li> <li>• EDC – Education Service</li> <li>• Voluntary Sector</li> <li>• Private Sector</li> <li>• Service Users</li> <li>• Families</li> <li>• Carers</li> </ul>



We will measure our success in embedding this Guiding Principle by requiring Local Outcome Delivery Groups to present key developments and evidence of impact in their detailed progress reporting, backed by costed analyses of the savings these projects are making, where possible.



# Sustainability

*Local Outcomes Improvement Plan*

2017-2027

East Dunbartonshire  
Community Planning



## Sustainability

### *Guiding Principle*

**We will create the conditions for a better quality of life for East Dunbartonshire residents, by recognising the importance of the quality of our built, natural and historic environment in improving the health and wellbeing of our communities. Our environments must also support sustainable economic growth in our communities. We will protect and enhance our local natural environment, build resilience to a changing climate, use natural resources prudently and consider the long term implications of our decisions for present and future generations.**

Doing so will help us not only to meet legislative requirements but to go beyond this by delivering on local priorities in smarter, more efficient ways. The principle of sustainability is embedded into the Council's Local Development Plan (LDP), which sets out a land use strategy to improve the quality of East Dunbartonshire as a place to live, work and visit. This reflects the community planning partnership's desire to create high-quality places for residents to live, facilitate sustainable economic growth, improve our town centres, maximise our tourism and business potential and protect the quality of our local historic, natural and water environment (through the focus of its vision and outcomes for 2027). It also ensures that essential infrastructure for energy, broadband, minerals and waste is provided.

We have agreed this guiding principle and in order to embed it within our local outcome action plans and Place plans, we will adopt our own charter for excellence, shown below.

## *Sustainability*

### *Charter*

**We will work as a partnership in a way that seeks to promote the relationship between health, well-being, social and economic opportunities and the built and natural environment. Doing so, will help us add value and identify new opportunities for delivering our local outcomes. We will:**

- Ensure that the role of the physical environment, its planning and relevant physical interventions are considered and acted upon as opportunities to deliver our local outcome priorities
- Contribute to the development of an indicator to demonstrate and embrace the inter-connectedness between local outcome priorities and the central role of the built and natural environment
- Explore and act upon opportunities to delivery our local outcomes in new innovative, greener ways
- Minimise the negative impacts of the basic, functional activities related to CPP work, including travel, printing and catering
- Promote a spatial development strategy that supports sustainable economic growth and allows people to make sustainable choices by directing appropriate development to the most sustainable locations.

*We will strive for continuous improvement, reviewing our charter annually.*

#### **How will we measure success?**

- Demonstrable partnership contribution to delivery of commitments in East Dunbartonshire Council's Green Network Strategy, Local Biodiversity Action Plan, forthcoming Food Growing Strategy and other land use and intervention policies and strategies owned and implemented by each of our statutory community planning partners where relevant and appropriate.
- Completed Strategic Environmental Assessments, in line with CPP Policy Development Framework requirements
- Monitored local carbon emission data
- Evidence of shifts towards more sustainable ways of working by each local outcome delivery group, reflected in time through local outcome delivery group progress reports.