

Demonstrating Best Value: Best Value Review Framework

As a best value authority, the City Council has a duty to secure best value for citizens, customers, local taxpayers, businesses, partners, and stakeholders. At its heart Best Value is fundamentally aimed at enabling positive improvements to services and securing improved outcomes.

It is defined in statutory guidance as a duty to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

- Economy relates to the strategic allocation of resources and ensuring that this is appropriate given the council’s priorities and overall levels of affordability noting the council is also under a duty to set a balanced budget each year. Within the current context that requires the council to reduce its overall spending.
- Efficiency relates to ensuring the council uses its resources well and productively, minimises waste and duplication and seeks to continuously improve the way its services are managed and delivered.
- Effectiveness relates to ensuring the council secures improvements for its citizens, residents, customers, partners and stakeholders and seeks to continuously improve the outcomes it secures for local place. This means considering overall value, including economic, environmental, and social value, when reviewing the design and provision of services. Social value relates to securing additional benefits through commissioning and delivery of services, beyond the benefit of merely the services themselves e.g. benefit to citizens/ residents through employment and training, use of local supply chains and creation of opportunities for protected groups.

This Best Value Framework has been developed as a management tool to support the delivery of improved outcomes through continuous improvement and larger scale transformational change. It enables the citizen/ customer/ taxpayer and partners to be placed at the centre of the considerations regarding the future design and delivery of services.

Moreover, it will ensure that economic, environmental, and social value considerations lead to evidenced, objective and transparent decision making when assessing best value. It also ensures that the council can demonstrate that it is meeting its statutory Best Value duty in accordance with our Together for Nottingham Plan and Instructions received from the IAB, which must be complied with.

It responds/relates to the IAB Instructions to:

“Identify best value in provision of all services as key in delivering fundamental change”

“Ensure the right balance between inhouse/outsourced services”

“Ensure Best Value in delivering quality and cost effective services is paramount in officer performance”

As such the successful application of this management framework will ensure absolute consistency in understanding what Best Value means and how it is applied to each, and every service provided by the Council.

In addition to this framework, a review of existing council plans, strategies and policies will be undertaken to ensure that they are consistent with the duty to deliver best value.

This will establish a clear baseline from which the Council can continue to improve on its delivery of best value to the City of Nottingham and is a key component in the council being able to demonstrate that it is complying with its statutory Best Value duty and fulfilling the requirements of the Together for Nottingham plan and in reporting progress to the Improvement and Assurance Board.

Best Value Framework	
<p>Best Value Review 23/24 <i>*An agreed approach is needed as to the level and scope of each best value review to be undertaken – these could be on a service or themed approach e.g. Libraries vs community and neighbourhood services</i></p>	<p>INSERT SERVICE NAME *</p>
<p>Purpose and scope of service</p>	<p><i>Summary of the purpose and outcomes (impact) of the defined service area Scope of service under review Areas out of scope</i></p>
<p>Director and Head of Service:</p>	
<p>Service Information:</p>	<p><i>Gross Budget: Net Budget: Staff FTE: Capital Budget (broken down by property, plant, tech, etc): Recent or existing reviews being undertaken by the service: Existing savings proposals and plans within the MTFP</i></p>
<p>Current Effectiveness Strategic Objectives and Policy Framework</p>	<p><i>How does the service meet the strategic objectives of the Council and improve outcomes for people in the City?</i></p> <p><i>What are the current key initiatives being undertaken that contribute to the Strategic Objectives and improved outcomes?</i></p> <p><i>Which policies does the service support?</i></p> <p><i>Is there a clear policy framework/strategy in place to enable the delivery of services?</i></p> <p><i>How effective are the current arrangements in respect of economic, environmental and social value?</i></p>

<p>Duties and Responsibilities:</p>	<p><i>What are the statutory duties and responsibilities delivered by the service?</i></p>
<p>Current Key Performance Indicators for the Service and relative performance:</p>	<p><i>Key outcome, output and performance indicators for the Service and current performance including:</i></p> <ul style="list-style-type: none"> - <i>Indicators to assess relative performance over time (trend)</i> - <i>Indicators to show comparative performance to statistical neighbours</i> - <i>Benchmarking on cost of the service/unit costs etc</i> - <i>Citizen/customer satisfaction/perception</i> <p><i>Note: A Performance Management Framework will be put in place to provide baseline and on-going monitoring to assess and provide evidence of effectiveness, efficiency and economy (cost effectiveness)</i></p>
<p>Compare:</p>	<p><i>What are the population needs in relation to this service area? How do these compare with to similar authorities?</i></p> <p><i>How does the service compare in terms of delivery and VFM compared to similar authorities or providers?</i></p> <p><i>What data has been considered and what benchmarking has been undertaken?</i></p> <p><i>What has benchmarking and comparing the service to other areas highlighted in terms of improvements that can be made?</i></p> <p><i>What data has been considered and what benchmarking has been undertaken?</i></p> <p><i>Is the basis of the comparison fair, reasonable and appropriate?</i></p>

<p>Consult:</p>	<p><i>How does the service perform from a customer's and stakeholders' perspective?</i></p> <p><i>What level and type of consultation or engagement has been undertaken to support this review in relation to?</i></p> <ul style="list-style-type: none"> - Citizens - Customers - Staff and Trade Unions - Partners and Stakeholders <p><i>What other data is available in relation to the customer experience e.g. complaints, compliments, cost and ease of customer enquiries</i></p> <p><i>What engagement has been undertaken with service users in identifying options for the future design and delivery of services</i></p> <p><i>What are the equality and inclusion considerations for the future delivery of services?</i></p> <p><i>How will proposed changes and improvements to be communicated to all stakeholders ?</i></p>
<p>Compete:</p>	<p><i>Which delivery models have been examined to assess the best value option for the service.?</i></p> <p><i>Options should consider:</i></p> <p><i>DIY- do it yourself</i> <i>BIY- buy it yourself e.g. procurement</i> <i>BIWO- buy it with others- joint procurement</i> <i>DIWO- do it with others e.g. shared services/ partnerships with local authorities</i> <i>DIFO – trading and income enhancement</i> <i>EO- enable others</i> <i>REDUCE- service standards commensurate with affordability</i> <i>STOP</i></p> <p><i>How do the future options for the service align with the council's Commercial Strategy?</i></p> <p><i>When considering trading and income enhancement has regard been given to the commercial strategy and the following questions?</i></p> <p>1) <i>What is the core proposition?</i></p>

	<ol style="list-style-type: none"> 2) <i>What is the service/ set of products we would be offering? e.g. this could be the set of products we would offer at different stages of a project development</i> 3) <i>Who are we proposing we would provide these services to?</i> 4) <i>What are the prices we would offer for these products and what is the basis for those prices this would include full cost of providing the service and additional contribution to be the Council?</i> 5) <i>Under which power would we provide this service and how would we ensure we continued to comply with the requirements of that power?</i> 6) <i>What are the risks to the Council and how would they be managed e.g. public liability, non-compliance with procurement regs from client councils?</i> 7) <i>How will we able to deliver this whilst being able to deliver priorities for the Council – assurance there is capacity to do both</i> 8) <i>Are we proposing to deliver these services entirely from Council resources or is there an expectation we would buy additional capacity in? if so, does this fit within the requirement of the power we are proposing to use to do this work?</i> 9) <i>Summary of the projected financial position covering costs, projected income and net position for future years</i> 10) <i>If grant funding has been used to develop or grow services what assurance is there of no funding restrictions around generating income from assets (including staff) funded by the grant?</i> <p><i>How has overall value – economic, economic, and social been considered in the development of the best value option?</i></p>
<p>Challenge:</p>	<p><i>Taking account of the assessment what challenge has been undertaken to assure best value is being delivered?</i></p> <p><i>How has the challenge been undertaken e.g. internal peer review, external peer review, external advisors/ experts e.g. LGA, APSE,</i></p> <p><i>The Challenge process should also include assessment from the council's Commercial Team to test alignment with Commercial Strategy and validation of draft recommendations based on market assessment</i></p>

<p>Service Improvement Recommendations:</p>	<p><i>Outline how the process and the key recommendations will improve best value in relation to economy, effectiveness and efficiency?</i></p> <p><i>Economy relates to the strategic allocation of resources and ensuring that this is appropriate given the council's priorities and overall levels of affordability noting the council is also under a duty to set a balanced budget each year. Within the current context that requires the council to reduce its overall spending.</i></p> <p><i>Efficiency relates to ensuring the council uses its resources well and productively, minimises waste and duplication and seeks to continuously improve the way its services are manage and delivered. Examples include</i></p> <ul style="list-style-type: none"> <i>a. redesigning existing services,</i> <i>b. using alternative delivery models such as strategic procurement options</i> <i>c. enabling service users to find the support they need within their community to reduce demand on council services,</i> <i>d. focusing the council's approach on early intervention</i> <i>e. using of technology to improve the overall running of the council in its transactions.</i> <i>f. Using property and office accommodation efficiently and releasing property to improve the council's overall capital budget position</i> <p><i>Effectiveness relates to ensuring the council secures improvements for its residents, partners and stakeholders and seeks to continuously improve the outcomes it secures for the local place</i></p>
<p>Implementation of Recommendations and Monitoring</p>	<p><i>Outline the programme plan, timeframes, dependencies and resources required to enable delivery of the recommendations.</i></p> <p><i>Outline the control processes and monitoring framework to ensure that implementation arrangements will be delivered to plan and adhered to thereafter, including key indicators of success, timeline for review, operational</i></p>

	<p><i>oversight/governance, ongoing engagement with stakeholders particularly citizens, residents, customers and tax payers.</i></p>
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