

Appendix 4: List of Prioritised Services and current competitiveness position statements

<b>Housing, Environment &amp; Economic Development</b>	
<b>Grounds Maintenance and Street Cleansing</b>	Best Value Review from 03-04 but did not include Street Cleansing. Member of APSE Performance networks benchmarking group since 05/06. Both services last tendered in 1994.
<b>Soft Facilities Management</b> (including Janitorial, Caretaking, Building Cleaning, Catering, Concierge services, CE Centre Supervisors and other associated building support services)	Best Value Reviews of Janitorial services (06-08), Building Cleaning (05-06) and Catering (00-01). Cleaning and Catering members of APSE Performance Networks benchmarking group since 05/06. Catering tendered in 1990 and Building Cleaning in 1994.
<b>Architectural Services</b>	Best Value Reviews partially completed without benchmarking in 02-03 and 06-07. No current benchmarking activities.
<b>Planning and Building Control</b>	Participated in PSIF pilot and is member of Building Standards Peer Review Group. Some SPI benchmarking.
<b>Housing Management</b>	Best Value Review from 06-07. Member of Scottish Housing Best Value Quality Network benchmarking group. SPI benchmarking and also via Scottish Government quarterly & annual returns.
<b>Corporate Services</b>	
<b>HR &amp; Payroll</b>	No direct benchmarking has yet been carried out but a number of site visits to other organisations and some early diagnostic work has commenced. Significant efficiencies could be gained from delivering these services through different ways of working.
<b>Contact Centre</b>	Development & expansion work underway but limited benchmarking to date and options for future models of service delivery require more investigation
<b>Printing Services</b>	Currently developing specification with LARS to issue to potential suppliers
<b>Administration</b>	Work underway in identifying internal efficiencies (sharing, structures and new technology). No formal benchmarking
<b>Procurement</b>	Work underway in identifying internal efficiencies (sharing, revised structures and further roll out of We-Buy, Scotland Excel, purchasing cards). No benchmarking activities
<b>Social Work</b>	
<b>Homecare</b>	The service is currently delivered using a combination of WDC employees and external service providers with a view to optimising hourly rates for

	<p>service delivery where possible.</p> <p>An Internal Audit review of Home Care has been commissioned including an analysis of hourly rates in that between in-house and external providers following the implementation of the single status agreement</p> <p>Benchmarking with other Councils was attempted about 3-years ago but was difficult due to lack of participation of other Councils. Some further benchmarking was done in 2008 as part of budget savings options comparing in-house versus external service provision.</p>
<b>Older Peoples' Residential</b>	A BV Review 3 years ago provided benchmarking information against some other authorities and external providers which is now out of date due to Single Status. Relatively easy to compare internal unit costs with what it costs to buy external care-home provision.
<b>Social Work Field Work</b>	Only information available at present is a Scottish Government statistical return on Social Care Workforce across Scotland. This information is published annually and West Dunbartonshire Council is consistently at the top end in terms of staffing levels. However this survey may not portray the full picture, as some Councils have differing methods of service provision for services such as Home Care, etc and it is not clear that the comparison is fully like for like.
<b>Older Peoples Daycare</b>	A BV Review 3 years ago was not successful in obtaining benchmarking data from other Councils. Difficult to benchmark with private/voluntary sector as service will be significantly different.
<b>Welfare Rights</b>	No benchmarking done recently. Full PSIF review highlighted the need for benchmarking & competitiveness testing. Planning to commission independent review of all WDC funded advice giving in WDC area with a view to developing a Commissioning Strategy for future models of service delivery, part of which will be comparisons across Scotland
<b>Educational Services</b>	
<b>Sport Development</b>	No formal benchmarking activity has been carried out and it has never been the subject of a Best Value Review. This Section is currently participating in a Public Service Improvement Framework (PSIF) pilot, a requirement of which is to carry out benchmarking activities and measures to test competitiveness.
<b>Cultural Services</b>	No formal Best Value Review and no formal benchmarking activity. This Section is also participating in the PSIF pilot

<b>Libraries Service</b>	There has been no Best Value activity and any current benchmarking activity is inadequate to draw meaningful conclusions. The Section also has a number of low performing SPIs
<b>Pre-5 Provision</b>	Not been subject to review nor has there been any formal benchmarking activity to test competitiveness.
<b>Outdoor Education</b>	Not been subject to any formal review nor has there been any benchmarking activity carried out. Service has potential growth and results of competitiveness testing would inform better decision making on how the service should be developed
<b>Chief Executives Services</b>	
<b>Corporate Communications and Marketing</b>	Competitiveness overall was reviewed as part of a Best Value Review in 2006. In addition competitiveness tests are carried out monthly by the in-house Marketing and Design team. A random sample of design jobs completed internally are quoted for externally to allow a cost comparison to be recorded and monitored over the year to demonstrate best-value. A competitiveness test of the Press Office was carried out throughout November 2009. A further development would be to include printing services in on-going competitiveness studies