

The proposed characteristics of a Best Value council we would look for during a BV2 corporate assessment:

Vision and strategic direction

The council has a clear and ambitious vision for what it wants to achieve for its locality and communities to secure high quality services and effective outcomes for local people. The vision is effectively promoted by the member and officer leadership of the council, and supported by staff and partners. It is backed up by clear plans and strategies to secure improvement, with resources aligned to support their delivery.

Vision and strategic direction¹

A clear sense of purpose and place

- The council understands the key geographic, demographic, economic, environmental and social contexts in which it and its partners are operating.
- The council has set out a clear vision of how it will work with partners to address key local, national, and for larger councils international, challenges and through this secure the well-being of local communities.
- The vision clearly reflects a commitment to continuous improvement.
- The vision is takes account of the views of communities, citizens and service users.
- The vision reflects a commitment to high quality services and a customer-first approach to their delivery.
- The council's ambitions are stretching and challenging and will make a real difference for local people. Whilst stretching they remain achievable.
- The ambitions clearly reflect the scale of the issues and opportunities locally, and are based on a mature and accurate assessment of the council's current performance position, and capacity to improve.
- Key plans and strategies, such as the SOA and Community Plan, provide a good balance between national and local priorities, with clarity about how they are linked.

¹ Best Value Guidance areas: Commitment and Leadership

Vision and strategic direction

Leadership and culture²

Open and inclusive leadership

- There is a transparent process for prioritising council activity that is open, fair and inclusive. All councillors are able to contribute to the development and review of council priorities and the approval of related strategies for their delivery.
- The council's leadership ensures support for its priorities amongst the local community, partners and other stakeholders by effectively informing them and listening to, and acting on, their responses.
- Members and officers promote and clearly communicate the council's vision and priorities to staff. Working together they provide a consistent, visible, and shared leadership message to staff and partners.
- The council is recognised externally and by its staff as providing effective political and managerial leadership, and there is confidence in its ability to secure continuous improvement in local services.
- There is a corporate approach to the delivery of council priorities, with evidence of effective collaborative working across the council, both organisationally and geographically.
- Within the authority, people are aware of the council's priorities and are committed to achieving them.
- The council can demonstrate that it maintains its focus on core priorities and is not distracted by minor operational matters or crises. Initiatives are only undertaken when it is clear that they will contribute to longer-term goals.

²Best Value Guidance areas: Commitment and Leadership and Responsiveness and Consultation

Vision and strategic direction

Planning and resource alignment³

A clear direction of travel

- The Community Plan and other key strategies sets out clear actions and SMART (specific, measurable, achievable, resourced and timed) targets, broken down into short, medium and long-term deliverables.
- Elected members and officers understand the implications of the priorities for their activities, they allocate and manage resources in a way that reflects priorities. Where necessary, resources are shifted to match needs, demonstrating clarity over what are, and are not, council priorities.
- Priority setting is supported by a clear and well understood planning framework, which ensures that effective links are made between corporate and service priorities, reflecting local community needs and resource availability. Strategic priorities and plans are regularly reviewed to ensure that they remain relevant to changing circumstances.
- Planning is informed by detailed analysis of performance and cost data and where relevant, by options appraisal.
- The council translates its priorities into more detailed strategies and plans, both statutory and otherwise.
- The planning and budgeting framework delivers detailed and realistic plans, to achieve the authority's goals at service delivery level.
- Staff are aware of council priorities and understand how their work is contributing to their delivery.
- Plans and strategies are regularly reviewed, on a cycle appropriate to their purpose and action is taken to revise them where appropriate.

³ Best Value Guidance: Sound Governance at Strategic, Financial and Operational Level

Partnership working and community leadership⁴

The Council works effectively through partnerships at all levels. This includes both mandatory partnerships (for example, community planning, Regional Transport Partnership, Community Health Partnership, Criminal Justice Authority) and partnerships where there are communities of interest (e.g. older people, gypsy/travellers), including collaborative working, networks and partnerships at regional or sub regional level.

It identifies partners with whom it can deliver sustained improvements in outcomes for citizens, and funds its partnership working on effective consultation and analysis of need. Programmes and projects are visible and relevant to local communities and innovation is encouraged. Clear objectives are set for all partnership activity. Activities and tasks carried out in partnership are subject to the council's performance management framework, and carry the same burden of accountability as activities carried out solely by the council.

Partnership working and community leadership

Right partners, right relationship

- The authority identifies and attracts partners who are committed to improvement and have authority, energy, resources and motivation. The leadership of the authority signs up partners and nurtures relationships.
- The authority treats partners – including the voluntary and community sector and business representatives – with respect and seeks commitment from them in ways that recognise the particular contribution that non-public bodies can bring. Reciprocal expectations are clear.
- There is an open and mature approach to sharing and combining resources between partners. Partners all pull their weight. What each brings to the party is clear. There is transparency and clarity about resource commitments to achieve shared objectives.
- The council's partnership activities reflect the shared understanding it has with its partners of the interests and needs of all sections of the community and are underpinned by high quality communication and contact with service users, local citizens and communities of interest. Partnership plans and joint working are based on information gathered and shared in a co-ordinated way between the council and its partners.

Effective leadership

- Elected members play an active, visible role in partnership activities, assuming responsibility for creating and promoting a vision on behalf of the community.
- Council officers and members are recognised internally and externally as providing effective leadership and as being willing to champion and address difficult cross-organisational issues.

Good governance, demonstrable outcomes

- Appropriate governance arrangements are in place for all partnership activity, including effective scrutiny of decision-making and the effectiveness with which public resources are being used.
- The council and its partners monitor both what is and what is not being delivered. Changes to and progress against plans are communicated effectively to elected members, council staff, partners, local people and other stakeholders. Performance monitoring is used to anticipate new trends and challenges.
- The authority looks for opportunities to rationalise partnerships, services, and activities that duplicate each other and are not adding value. It acts upon its findings and secures the support of other partners to any changes.

⁴ Best Value Guidance: Joint Working, and Responsiveness and Consultation

Community engagement

The council understands the needs of its different communities and involves them in developing a local vision, setting priorities and shaping services. It has clear strategies for consultation, representation and participation, which reflect the national standards for community engagement⁵, and it can demonstrate that its community engagement activity is securing improved outcomes for local people.

Community engagement⁶

Commitment and dialogue

- The council understands the needs of its different communities and involves them in developing a local vision, setting priorities and shaping services. It has clear strategies for consultation, representation and participation, which reflect the national standards for community engagement
- The council is clear about the outcomes it wants to achieve from its community engagement activity and adopts appropriate engagement approaches to achieve them.
- The council uses a range of approaches to inform the community about its services, activities, performance and decision-making, which are accessible to all
- The council provides relevant information in understandable and appropriate languages and formats. Information promotes positive images of all population groups in the community, avoiding stereotypes.
- The council regularly evaluates its communication methods and adapts these in response to citizens' feedback.

Involvement and support

- The council has staff with the skills needed to work effectively with communities, asking people's views and taking them on board: it makes appropriate resources available to remove practical barriers to people taking part in community engagement activities
- The council takes consultation and other forms of engagement seriously, and gives proper consideration to the outcomes of these before making decisions.
- The council always feeds back the results of community engagement exercises to those who participated, setting out what actions will be taken as a result of it.

Impact and change

- The council evaluates and monitors its communications with the public to assess the impact it has had on policy and strategy development and in shaping services, and whether it has achieved its purpose and met people's expectations.
- The council can demonstrate that its community engagement activity is securing improved outcomes for local people: for example, better public services.

⁵ National Standards for Community Engagement. Communities Scotland. 2005

⁶ Best Value Guidance: Responsiveness and Consultation

Governance and accountability⁷

The council is committed to high standards of probity and can demonstrate high standards of governance and accountability. It has effective political and managerial structures and processes to govern decision-making and the exercise of authority within the organisation, supported by mature and effective relationships between members and officers. The council is committed to effective public performance reporting as a key element of effective public accountability. It clearly sets out service standards which reflect the needs of local people and other stakeholders, and is balanced in its presentation of the council's strengths, weaknesses and challenges for the future

Governance and accountability

Structure and policies

- The council's political management arrangements and constitution are consistent with efficient and effective decision-making.
- Decision-making arrangements are open, transparent and well publicised, and are understood by members and officers across the council. There are appropriate checks and balances to support the achievement of Best Value.
- Where a cabinet is in operation, clearly defined portfolios reflect the council's strategic priorities. The council's scheme of delegation includes a formal schedule of matters specifically reserved for the collective decision of the authority.
- The council's scrutiny arrangements are clear and are seen to be independent. Scrutiny committees are open to the public and their work is well documented and made accessible to local citizens. The monitoring officer role is well understood and effective.
- The council makes sure that policy/decision-making and the scrutiny of services is properly resourced, with sufficient professional officer support.
- An up-to-date and clear scheme of delegation sets out the varied levels of authority for decision-making within the officer corps.

Roles and relationships

- Policy and decision-making (including executive) and scrutiny functions are member-led, with elected members taking full responsibility for the brief that they hold. Members are committed to good governance, and work effectively with appropriate senior officers.
- Working relationships between policy and decision-making (including executive) and scrutiny colleagues are constructive and reflect mutual respect irrespective of party politics. These may be formalised through formally documented protocols.
- Scrutiny and challenge are acting as an effective 'critical-friend', and make their recommendations for future action based on good evidence.
- Members receive appropriate and timely information to enable them to make informed decisions. They have been provided with appropriate training to support them in their role (executive, scrutiny, or front-line councillor) and are confident in exercising their challenge and scrutiny role
- There is a clear distinction between the roles of executive management and the political executive.
- Member-officer relationships are constructive and cordial. The respective responsibilities of members and officers may be codified in a formal protocol setting out respective roles and responsibilities.

⁷ Best Value Guidance: Commitment and Leadership, and Accountability

Governance and accountability.

Public performance reporting

Commitment and leadership, balanced reporting

- The council is meeting its formal obligations under s13 of the Local Government in Scotland Act 2003.
- There is commitment from the very top, both politically and managerially, to effective public performance reporting as a key element of effective public accountability.
- Public performance reporting is clear and balanced and presents an honest reflection of the council's strengths, weaknesses and challenges for the future.
- There are clear measurable objectives and indicators which can be used to track improvement in performance over time. Trends in complaints are fairly represented through the PPR process including action taken in response to any systemic problems.
- Where appropriate, the council makes performance comparisons with other councils, in relation to the cost, quality and effectiveness of its services and programmes.
- The council has integrated its PPR approaches with its broader partnership working. It routinely reviews its PPR approaches to ensure that they remain fit for purpose.

Information that's useful to citizens

- The council has a strategic approach to the setting of service standards and can demonstrate that when setting standards they reflect the needs and views of service users.
- The council presents information in plain language and in a tone and style that people can readily relate to and understand.
- The council has consulted citizens and other stakeholders on the types and range of information it would like to receive and developed its communication and PPR strategy based on the views and needs of local people.
- The council uses an appropriate range of media to communicate and targets its approaches appropriately to different audiences
- There is evidence that special emphasis has been placed on hard-to-reach groups.

Performance management and improvement

The council has a performance management culture which is embedded throughout the organisation. The council's performance management framework is comprehensive and integrated with service planning and delivery. Staff have a customer-first culture. The council is able to demonstrate significantly improved outcomes for citizens and more effective and efficient services as a consequence of its performance management arrangements.

Customer focus and responsiveness

Responsiveness

- The council has a customer-first approach; it listens to service users and citizens, and works with them to prioritise and design services according to their wishes and needs. Their wishes and needs are reflected in corporate strategy and service plans which contain clearly specified customer service outcomes and performance targets (for example, customer satisfaction measures).
- The council understands what drives customer satisfaction and uses this information to improve services, extending choice and personalising services where possible. It uses local data to understand residents' needs and plan services accordingly.
- There is an understanding of the service user profile and thorough analysis of non-users to ensure that provision of services is not biased against any sub-section of the community, with particular reference to hard-to-reach groups.
- The council has a well-developed, well-publicised complaints procedure, accessible to all citizens through a range of channels. Complaints are resolved as quickly as possible and there are targets for the time taken to respond to both formal and informal complaints. The council analyses complaints information and uses it to improve services.

Accessible services

- The council has a comprehensive understanding of when, where and how people want to access services, including providing services and information in different languages and formats and providing access for people with disabilities. The council develops this understanding through consultation with people from diverse communities, analysing usage information and timely feedback to users. Its website provides high quality information on, and easy access to council services.
- People are able to access services at times and places which are convenient to them. E-technology and call centres extend the hours and ways that users can access services.
- Services are designed around customer needs, providing seamless, flexible access to all public services in the area.

Efficient and effective high quality services

- The council strives to be as efficient and pleasant as possible. In how it deals with customers Staff have a culture of customer-first. There are clear well publicised service standards.
- The council uses methods such as online, card and direct payments to give people more choices in how they pay for council services and improve cash flow.
- Good use is made of performance and unit cost data to ensure services are delivered cost-effectively

Performance management and improvement

Performance management

Performance culture

- Leaders champion the use of performance management (including self assessment) as one of the means for achieving improvement. Leaders lead by example in proactively managing performance and talk publicly about improving performance.
- Elected members are actively interested in performance management and help drive improvements. There are clearly defined, effective and complementary roles in performance management for policy and decision-making committees (including executive), scrutiny functions, and full council.
- Good performance is recognised and celebrated. The council effectively and systematically deals with poor performance at individual, team and service level, leading to action being taken to improve. Managers and staff have the skills and abilities necessary to manage performance (including providing constructive feedback in the case of poor performance).
- Performance management is seen as part of the job, integral to the way in which officers and members operate. Staff are involved in managing and improving performance (setting targets, receiving regular feedback on their own performance and being provided with corporate performance information).
- There is learning across the authority, with partners and more widely, on how to improve performance, with time and opportunities explicitly made available so to do. There is willingness to learn from mistakes without an atmosphere of fear or blame. The focus is on improving outcomes for citizens.

Effective processes which deliver improvements

- There is an effective performance management framework, including all elements of the plan-do-review-revise cycle, and appropriate use of improvement tools and techniques, embedded at all levels in the organisation, and with others with whom it fulfils its functions in partnership.
- There is an effective balance between central support and control, to ensure an effective system with flexibility to allow for differences across the organisation, and encourage ownership of performance management.
- The performance management framework is fully integrated with the management of finance, people, IT, information, and property, including the planning, reporting, use and re-allocation of these resources. The performance management process plays its role effectively in relation to other initiatives and activities such as community planning, SOA, and efficiency.
- The authority consults and involves users, clients, citizens and other stakeholders, and this is used in developing indicators and targets and monitoring and managing performance. Planning, data collection and analysis, reporting and action take full account of the needs of minority and other specific groups and geographic areas.

Action and improvement oriented

- The council, the community and partners have a clear and accurate understanding of how the council is performing and how far it is meeting its objectives.
- The council takes action that leads to improved performance, or revisions to objectives. Time is allocated at all levels for monitoring, reviewing and managing performance. The council can demonstrate clear improvements in performance and outcomes as a consequence of its improvement activity.
- The council and its partners invite external challenge and evaluation where appropriate with a view to improving the delivery of their objectives.

Performance management and improvement

Efficiency

Efficiency is everyone's business

- There is leadership of the efficiency agenda and corporate support for it including internal communication.
- Internal service review programmes (for example, Best Value) and performance management processes target opportunities for improved value for money.
- The council's work on competition and VFM incorporates a prioritised, medium-term (3-6 years) strategy and action plan designed to meet or exceed the Government's efficiency targets and address cost and performance issues. It includes cashable and non-cashable gains (people and productivity), and provides appropriate local incentives.
- The council seizes appropriate opportunities for improved efficiency. It simplifies, standardises and shrinks processes including invest-to-save (technology and property). And, where there is a business case, it shares (shared service centres), shifts (delivery out of lower cost locations or improved asset use) and sources (market testing and outsourcing). Appropriate action has been taken in response to the Improvement Service diagnostic on shared services.
- Improvements increase productivity (and in particular the amount of productive time skilled front-line staff spend in contact with customers) and reduce time and costs while maintaining or improving quality.
- Efficiency is seen as part of a bigger picture and is integral to the council's ambitions and vision for public services in the locality and is reflected appropriately in other initiatives and activities such as community planning, SOAs and service planning.

Competitiveness

Competitiveness is taken seriously

- The council is meeting its duties for improvement under The Local Government in Scotland Act 2003, setting out its intentions and progress in a Best Value performance plan which is readily available to citizens. It seeks improvement by reviewing its services in line with the act.
- It assigns responsibility, accountability and resources appropriately following BV service reviews. Irl has reviewed, or has plans to review, its services to ensure best value.
- The council uses the four Cs (Consult, Compare, Challenge, Compete) effectively in reviewing services, and improvements reflect these. It has a procurement strategy which requires a range of provider options to be pursued, including partnerships, and invokes this to review services. Reviews are timely and the council can demonstrate improved outcomes and value for money as a result. Improvements are targeted in line with priorities, and performance indicators (PIs) and satisfaction measures in reviewed areas are satisfactory or improving.
- The council has a proven record of adjusting its services as a result of internal or external challenge, achieved with an improvement of services.
- The council monitors and regularly reviews its progress in monitoring quality, reviewing services, the quality of its reviews and progress in implementing planned improvements, leading to demonstrably improved service, or governance outcomes, or both of these.

Performance management and improvement

Risk management

Risk aware, not risk averse

- There is appropriate officer and member championing of and responsibility for embedding risk management throughout the council.
- The council can demonstrate that it has embedded risk management in its corporate business processes, including:
 - strategic planning
 - financial planning
 - policy making and review
 - performance management.
- All members receive risk management awareness training.
- There is appropriate governance and risk-management of arms-length bodies.

Use of resources⁸

The Council is making the best use of use of its key resources (people, money, assets, staff) to deliver the council's strategic objectives.

Financial management

Financial governance

- The council can demonstrate effective financial stewardship. Its financial health is sound, with levels of reserves and balances in line with its stated policy.
- The council's leadership sets the tone whereby financial management and health is given due emphasis, and financial skills are valued and developed. The proper finance officer role (Section 95) is exercised effectively, with appropriate levels of access to decision-makers and involvement in decision-making processes.
- Financial skills are widely distributed throughout the organisation.
- There is evidence of regular and high quality challenge of financial performance.

Financial and service planning

- The medium-term financial strategy describes in financial terms joint plans agreed with partners and other stakeholders. It models balances and resource requirements over a minimum of three years and links them to strategic performance priorities.
- The council identifies future developments that may impact on its financial management arrangements and proactively manages them.
- The council monitors and can demonstrate how its financial plans and strategies have contributed to the achievement of its corporate objectives.

Finance for decision-making

- The council has a clear understanding of the costs it incurs (including key cost drivers) and how costs change in response to service activity.
- New investments are subject to a robust investment appraisal process, and, once approved, are effectively project-managed.

Financial monitoring and control

- The council's financial systems deliver reports and other outputs that are timely, accurate, reliable, clear, in a convenient format (hard copy and online, in summary and in detail, as appropriate) and readily understood by their recipients.
- There is appropriate and timely reporting on key variances, and there is evidence that these are acted upon. Members receive accrued financial monitoring reports at appropriate key points during the year, including significant revenue account items and balances.

Financial reporting

- The council consults with, advises and properly trains people who use its financial information systems, and develops the systems in ways which meet their needs.
- Savings and efficiency gains are profiled over the year; members monitor these throughout the period to ensure they are being achieved.

⁸ Best Value Guidance: Sound Management of Resources

Use of resources

Asset management

Well led, intelligence-driven asset management

- The council has an up-to-date asset register and an asset management strategy which is fit for purpose and integrated with its broader priorities and plans. The asset management strategy is based on high quality up-to-date information (conditions, suitability, cost, occupancy).
- There is clear political leadership for asset management, possibly through a cabinet portfolio responsibility.
- The council has a corporate approach to property and other asset management, which has established effective working relationships with service departments.
- The council's arrangements for reporting to members are sufficient to ensure that they fulfil their responsibilities for the council's land and buildings portfolio.

A strategic approach, focused on Best Value and improvement

- The council has a strategic approach to assets, including standards and options for direct provision and alternatives. The council makes investment and disposal decisions based on a thorough option appraisal and whole-life costing.
- The council's asset management plan sets out existing asset management arrangements and planned actions to improve corporate asset use. It includes performance measures which can be used to demonstrate improvements over time.
- The council has a strategic approach to capital prioritisation founded on a documented and corporate approach to option appraisal.
- All major capital projects are considered on whole-life costing basis and subject to post-project evaluation.
- The council has an annual programme of planned maintenance based on a rolling programme of property surveys and is making timely progress towards compliance with the Scottish Housing standards.
- The council has assessed the level of backlog maintenance and has a plan to address it, where appropriate. This includes works to comply with the DDA
- Maintenance costs are analysed to identify trends.

Use of resources

Managing people

Management and strategy

- The importance of strategic HR/OD issues is recognised at senior manager and member forums. These forums allow for debate and dissemination of key information to promote effective decision-making.
- The organisation's people strategy clearly sets out the organisation's vision and values.
- The council has a well developed approach to workforce planning and understands its future workforce needs. It understands where its key skills shortages lie and is dealing with them not just through targeted recruitment, but also through planned reskilling of existing staff or sharing skills with partners or neighbouring authorities
- The people strategy is aligned to strategic priorities. The council communicates this strategy to staff and partners and they are involved in developing it. Staff development is well funded and is implemented consistently across the organisation. Regular evaluation assesses how staff development is contributing to improved organisational performance.
- The council considers implications for people as an integral part of the business process and regards it as key to successfully implementing the corporate plan.
- The council has appropriate plans and strategies for addressing equal pay and single status issues.

Process and structures

- Relationships between HR staff and service managers are productive and underpinned by clear HR policies and procedures.
- Appraisal systems are linked to a corporate competency framework and are clearly delivering improvements in organisational performance.
- The council encourages imaginative approaches to flexible working where this can improve individual and team performance and provide better services for local people.
- The council uses conditions of service as a means of improving team and organisational performance.

People and behaviours

- There is a clear strategy for leadership development and talent management at all levels of the organisation (including members).
- Organisational practice and culture support the principles of high-performance people management.
- Absence is effectively managed on the basis of sound corporate policies and processes, and the use of high quality data.
- The organisation's workforce reflects the diversity of the community it serves.
- All managers are aware of their responsibilities under equality legislation.

Use of resources

Procurement

Smart, strategic procurement

- The council has a procurement strategy that:
 - requires a range of provider options to be pursued, including partnerships
 - is invoked to review services
 - is designed to deliver improved economy and effectiveness of service provision.The council targets improvements in procurement in line with strategic priorities and performance indicators (PIs) and uses satisfaction measures to help target areas for review.
- The council analyses third party spend and breaks it down by category. It has a sourcing strategy and management plan for each major spend category, with cost reduction and value improvement as the focuses.
- The council has a range of appropriately qualified procurement professionals in place across the organisation.
- The council uses the full range of e-procurement tools to achieve reductions in prices and process costs.
- The council uses partnering arrangements and longer-term relationships with suppliers (for example. in construction and highways) to encourage collaboration throughout the supply chain to achieve time and cost savings and to improve quality.

Value-adding purchasing

- Markets are managed (especially in adult social care and children's services). Demand is forecast and co-ordinated. The capacity of the supply base, including the third sector where appropriate, is developed to meet the council's changing requirements.
- Appropriate use is made of (in-house provision) to regulate prices and manage risk.
- Optimal use is made of national and regional contracts and framework agreements put in place by consortia and public sector agencies.
- The council collaborates locally (including through the Community Planning Partnership), regionally and nationally to co-ordinate procurement including, where appropriate, the aggregation of requirements into regional and national contracts and framework agreements.

Use of resources

ICT

Technology as a strategic driver for service improvements

- The council has e-government and ICT strategies that support its wider strategies to deliver service improvements, and where appropriate is participating in or leading on national projects.
- The e-government strategy sets out scope of developments, usage levels and standards. It cross-refers to other strategies, such as the community strategy, best value performance plan, SOA, service strategies and local strategic partnership planning.
- The council has a strategy for, or takes a strong and coherent strategic approach to, ICT use and infrastructure, covering all council services and with links to other corporate strategies and plans. The council has identified e-champions and has engaged or has plans to engage senior managers and staff.
- The council is taking steps to update traditional approaches to service delivery to work more effectively across departments, become more user and citizen-focused and promote social inclusion. This is reflected in the use of ICT and information.
- The council has achieved its e-government targets to an acceptable level. It is helping, or planning to help, its communities to gain access to technology and skills.
- The council is ensuring that service improvement is an integral part of e-government investment. It is ensuring that technology makes services more accessible and easier to use. Hardware, software and communications infrastructure are integrated and fit for purpose, and accessible to staff and councillors. There are protocols governing over-use and misuse.
- The council reviews progress against the e-government strategy. It reviews and monitors infrastructure and systems against need and usage. Monitoring and review lead to demonstrably improved service outcomes, or governance outcomes, or both.

How to respond to the consultation proposals

The full consultation paper is available at [web link].

If you have any enquiries, please contact us by:

- email at BV2@audit-scotland.gov.uk
- telephone: XXXX
- fax: XXXX.

You can respond to the consultation:

- using the response form in appendix 2 of the consultation paper
- online using the electronic response form at www.audit-scotland.gov.uk/BV2/
- by sending comments, clearly headed 'BV2 consultation', by post to: Audit Scotland, Local Government Directorate, 18 George Street, Edinburgh EH2 2QU
- by email, clearly headed 'BV2 consultation' to BV2@audit-scotland.gov.uk

Consultation on BV2 closes at **5pm on Monday XXXX 2009.**