

REPORT TO: East Lothian Council

MEETING DATE: 26 June 2012

BY: Chief Executive

SUBJECT: 2012/13 Council Improvement Plan

1 PURPOSE

- 1.1 To present the 2012/13 Council Improvement Plan to the Council for approval.

2 RECOMMENDATIONS

- 2.1 That Council agrees the 2012/13 Council Improvement Plan (Appendix 3).

3 BACKGROUND

- 3.1 In 2010 Council replaced the Best Value Improvement Plan with a Corporate Improvement Plan. In order to emphasise that the Improvement Plan is relevant to the whole Council and, not just what used to be termed the 'Corporate services', the Plan is being re-named the Council Improvement Plan (CIP).
- 3.2 The diagram in Appendix 1 illustrates the sources used to determine the 2012/13 CIP action points. The action points in the CIP are primarily drawn from the results of the How Good is Our Council? (HGIOC) self-evaluation carried out by all services and the Corporate Governance self-evaluation (reported to Audit & Governance Committee, 19th June 2012). All of the improvement points raised in the self-evaluations have been reviewed to ascertain which actions should be addressed corporately. The results of the 2012 Employee Engagement Survey have also been taken into account.
- 3.3 The CIP also contains relevant improvement points and actions from Audit Scotland's Overview of Local Government in Scotland, Audit Scotland's Annual Report to Members and the Shared Risk Assessment prepared by the Local Area Network.
- 3.4 A report on the 2011/12 CIP is provided in Appendix 2. A small number of action points from the 2011/12 CIP that have not been completed have also been carried forward into the latest CIP.

- 3.5 In accordance with the principles of Best Value the Council strives to pursue 'continuous improvement' and seeks to deliver services in as effective and efficient way as possible. The recommendations arising from all of the self-evaluation, review and inspection work identified above help to inform the Council's pursuit of 'continuous improvement through the adoption and implementation of the 2012/13 CIP.
- 3.6 The 2012/13 CIP outlines the actions that the Council as a whole will be undertaking at a council-wide level. Improvement points from HGIOC and other sources relating to specific Council services are not contained within the CIP as they are dealt with in Service and Business Plans.
- 3.7 One of the four areas of focus of the draft Council Plan 2012-2017 is *Growing the Capacity of Our Council* which has one specific outcome: *We deliver excellent services as effectively and efficiently as possible.* All the improvement points in the 2012/13 CIP will contribute to growing the capacity of the Council to meet this outcome.
- 3.8 The Council Plan established five core principles that underpin or influence the Plan. The 2012/13 CIP supports four of these principles:
- Services built around people and communities
 - Effective, efficient and excellent services
 - Working together to achieve outcomes
 - Prioritising prevention and promoting equality
- 3.9 Implementation of the CIP will be assured via ongoing internal monitoring of progress on key actions points by the relevant lead officers and Executive Directors. Monitoring reports on progress with implementing the CIP will be made to the Council Management Team and the Audit & Governance Committee.

4 POLICY IMPLICATIONS

- 4.1 The 2012/13 CIP will assist the Council in demonstrating that it is achieving Best Value. It will provide the necessary focus to improve key areas of the Council at a corporate level, thus aiding delivery of the Council Plan. Moreover, it will support East Lothian Council in its constant striving for continuous improvement, to continue improving the quality and delivery of its services and to meet the Council Plan outcome: *'We deliver excellent services as effectively and efficiently as possible.'*

5 EQUALITIES IMPACT ASSESSMENT

- 5.1 This report is not applicable to the well being of equalities groups and an Equalities Impact Assessment is not required.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none.
- 6.2 Personnel – none directly, although certain actions within the Plan are likely to require the commitment of staff resources.
- 6.3 Other – none.

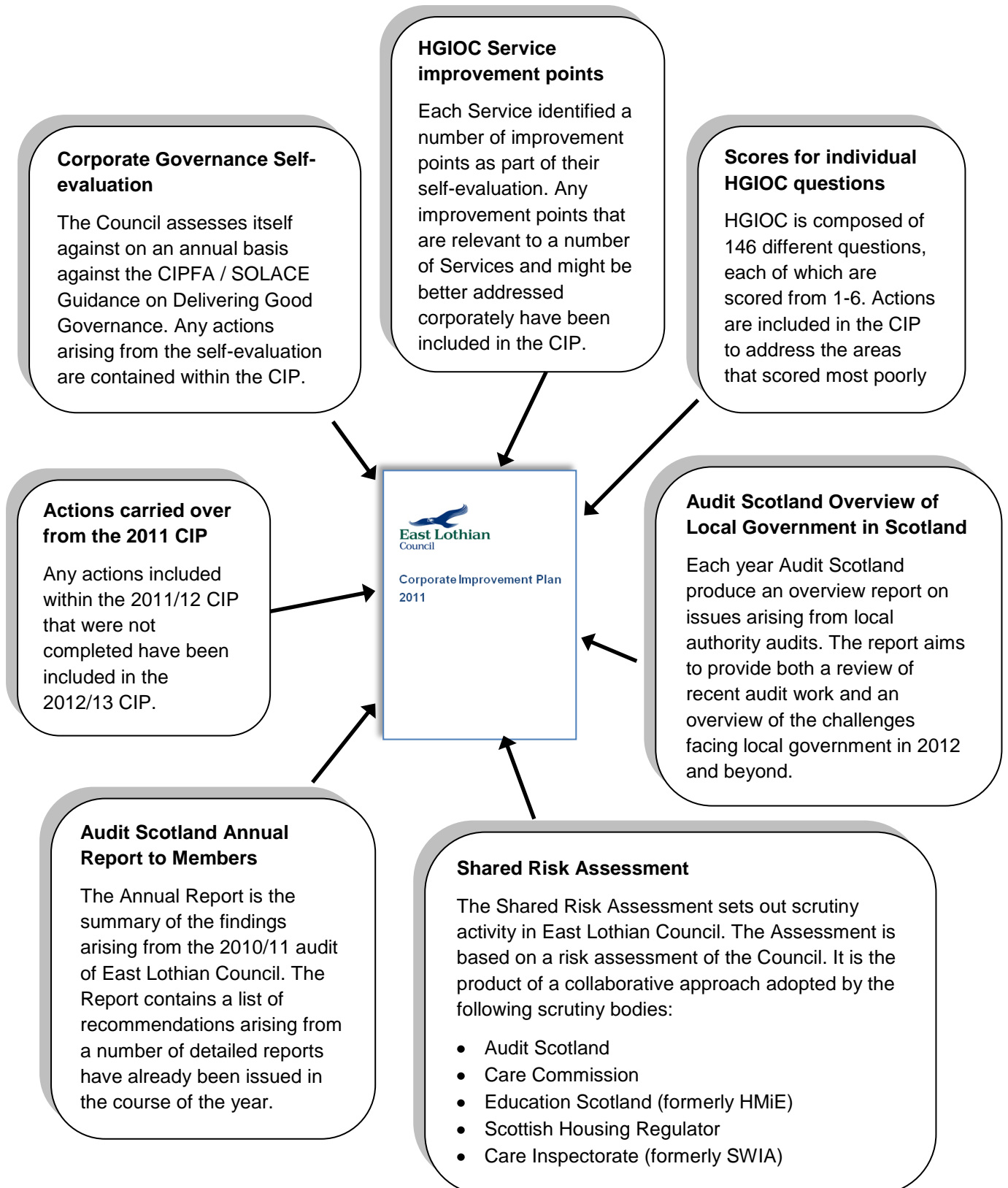
7 BACKGROUND PAPERS

- 7.1 Corporate Improvement Plan; report to the Council, 17th May 2011
- 7.2 Overview of Local Government in Scotland; report to Audit & Governance Committee, 9th June 2012
- 7.3 Corporate Governance Self-Evaluation and Annual Governance Statement 2012; report to Audit & Governance Committee, 9th June 2012
- 7.4 Appendix 1: Sources of the Content of the Council Improvement Plan
- 7.5 Appendix 2: 2011/12 Corporate Improvement Plan Report
- 7.6 Appendix 3: 2012/13 Council Improvement Plan

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DATE	7 th June 2012

Appendix 1: Sources of the Contents of the Council Improvement Plan

Actions contained within the Corporate Improvement Plan have arisen from several different sources.



Appendix 2: 2011/12 Corporate Plan Report

1. Efficient & effective services are delivered, providing value for money to East Lothian Residents

Ref.	Required Action	Update
1.1	Review the Council's approach to Best Value and self-evaluation to ensure they incorporate a standard approach to options appraisal	New Council improvement Framework adopted (March 2012) HGIOC audited and revised and all services carried out HGIOC self-evaluation by March 2012 Options appraisal approach to capital projects is being developed
1.2	Develop guidance to ensure that services have a consistent approach to achieving efficiency savings (e.g. to ensure that one off savings and ongoing savings are not treated in the same way)	To be included in the review of the budget setting process
1.3	Improve risk analysis regarding the implications of budget options and future revenue and capital expenditure proposals	To be included in the review of the budget setting process
1.4	Identify where efficiency savings can be made by working in partnership / sharing services with Community Planning partners and/ or other local authorities	Proposal to integrate education services with Midlothian Council included consideration of efficiency savings Work underway on integration of health and social care services Consideration to be given to making more efficient use of staff resources through internal shared services
1.5	Implement relevant recommendations from How Good is Our Partnership?, the Community Planning Partnership's (CPP) self-evaluation	CPP's Improvement Plan agreed by CPP Board and is being implemented. Review of governance and structures has been delayed to take account of the national review and developments such as national police and fire and rescue services. Local Community Planning is being reviewed
1.6	Improve service planning with Community Planning partners, including asset management	Being addressed as part of the CPP Improvement Plan
1.7	Improve consistency of asset management planning across all services	Asset Management Strategy approved

2. Staff have the leadership and capacity to deliver high quality outcomes

Ref.	Required Action	Update
2.1	Implement recommendations from Review of Multi-Member Wards and Officer Member relations	On-going; introduction of electronic caseload management system is on hold until it is introduced successfully by other Councils; CPD for elected members to be re-launched; full induction programme for new members included consideration of roles and responsibilities and legal duties
2.2	Review Scheme of Delegation	Review of Standing Orders, Schemes of Administration and Delegation started in early 2012, some amendments made following conclusion of senior officer review; full review will be completed in autumn 2012
2.3	Review reports template and guidance on report preparation, taking account of the review of the Scheme of Delegation	Will follow on from Review of Schemes of Administration and Delegation
2.4	Increase awareness of whistle blowing policy	Whistle blowing policy being updated and revised policy will be publicised to all staff
2.5	Review leadership / management development in the Council with a view to improving project & change management skills among leaders	New People Strategy adopted March 2012 – promoting a culture of enabling change, building on the Transformational Leadership programme and fostering the One Council approach
2.6	Implement the recommendations from the review the impact of the PRD process	Review completed and amended PRD template adopted
2.7	Review communications to employees, including ways to share good practice and inform staff of priorities	Communication of council priorities to be undertaken on back of new Council Plan following May 2012 election, the creation of the new Council Management Team (CMT) and the extended CMT

3. East Lothian Council is equipped to deliver, measure and review specific outcomes

Ref.	Required Action	Update
3.1	Develop and maintain a methodology for systematically reviewing and updating corporate policies, strategies and guidance	A database of all Council policies, strategies and guidance is being created and will be reviewed annually as part of the Corporate Governance self-evaluation. The new database will also allow a systematic review of the policies, strategies and guidance
3.2	Develop the use of HGIOC as the Council's self-evaluation and improvement framework: <ul style="list-style-type: none"> • Establish a Management Information System to allow the storage and sharing of self-evaluation evidence • Undertake a validation process for HGIOC • Make further improvements / share best practice regarding evidence for HGIOC 	HGIOC improvements put in place following an audit carried out by Internal Audit, e.g. a 'facilitation team' was established, new guidance and question set issued in December. All services completed HGIOC in March 2012
3.3	Develop the reporting and use of performance information across the Council: <ul style="list-style-type: none"> • Review performance indicators to adhere to the criteria outlined in the 'Statutory Performance Indicators Direction 2010' • Develop a training programme for Aspireview users 	New Improvement Framework adopted; new East Lothian Council Performs pages being put on Council website; use of Aspireview being developed. Use of benchmarking needs to be developed further, possibly through undertaking best value reviews
3.4	Develop the use of the Risk Monitoring function in Aspireview or alternative package to assist in the effective deployment of Risk Management Framework	The use of Aspireview for risk monitoring is being developed
3.5	Review operation of PPR Co. and Audit & Governance Co.	Review of PPR Co and A&G Co has been carried out; reported to PPR Co (March) and to A&G Co (June)

3.6	Establish a means of identifying risks in the process of developing new policies or procedures and regularly reporting on risk to senior managers	The use of Aspireview for risk monitoring is being developed
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4. East Lothian residents, customers and partners value the Council's services

Ref.	Required Action	Update
4.1	Improve the identification and measurement of equality outcomes for Council services and monitoring of participation / take-up of services from vulnerable groups	Equality monitoring template being developed
4.2	Develop processes and procedures for involving equalities groups in Equality Impact Assessment	To be undertaken following adoption of new EQIA framework based on Single Equality Act duty
4.3	Implement the corporate consultation and engagement strategy, including: <ul style="list-style-type: none"> • improving / increasing service user involvement in the review and development of Council services • encouraging the use of consistent satisfaction measures across all council services • enabling public consultations to be conducted via the Council website 	Consultation Strategy approved by CMT, May 2012
4.4	Refresh the Corporate Plan and ensure the Council's Vision and priorities are reflected in the Plan and that these are promoted among employees	Draft Council Plan 2012-2017 adopted by Council (Jan 2012) and to be revised following May 2012 election – to be approved by August Council meeting

Appendix 3: 2012/3 Council Improvement Plan

2012/13 Council Improvement Plan

We deliver excellent services as effectively and efficiently as possible

	Required Action	Timescale	Lead	Source
1	Complete review of Schemes of Administration and Delegation	Aug 2012	Legal and Governance & Democracy	Corp Gov
2	Expand and make more effective use of performance information and benchmarking including benchmarking of cost information Undertaking best value reviews of two or three service areas	Oct 2012 March 2013	Policy & Performance Policy & Performance and relevant services	HGIOC / OLG OLG/ 2011 CIP
3	Review HGIOC process and guidance and integrate with Investor in People and Customer Service Excellence frameworks	Oct 2012	Policy & Performance and Human Resources	HGIOC/ SRA
4	Increase capacity for research and analysis including: <ul style="list-style-type: none"> • sharing resources for data collection and analysis across the Council and CPP, including developing the use of GIS • developing shared data sharing protocols • investigate the potential to better interrogate / utilise existing datasets or information systems to provide an improved understanding of diversity in the community 	Nov 2012	Policy & Performance	HGIOC
5	Complete the review of Community Planning Partnership governance arrangements and structures within the context of the national review and embed system of Local Community Planning	Nov 2012	Policy & Performance	Corp Gov
6	Review and revise the reports template	Nov 2012	Governance & Democracy	Corp Gov

7	Promote the Council Plan and the Single Outcome Agreement to all staff and East Lothian citizens	Dec 1012	Chief Executive	HGIOC/ Corp Gov
8	Review policies in line with new Equalities Act duties, including: <ul style="list-style-type: none"> • develop improved monitoring regarding equalities and indicators to demonstrate the equality aspect of the Council's mainstream work • review and revise provision of equalities training 	Dec 2012	Policy & Performance and all Heads of Service	HGIOC/ OLG
9	Review and revise Service Planning process and guidance, including: <ul style="list-style-type: none"> • identification of risk • links between budget process, service planning and employee development 	Dec 2012	Policy & Performance	HGIOC/ 2011 CIP
10	Roll out CPD for all elected members	Jan 2013	Governance & Democracy	Corp Gov
11	Review Customer Contact Strategy including: <ul style="list-style-type: none"> • expanding the services available through the Council Contact Centre and the Council's website • improving our response to complaints and ensuring feedback is used to review and improve services • joining up services around • developing customer service training and setting customer care standards. 	Feb 2013	Customer Services	HGIOC/ OLG
12	Develop guidance to ensure that services have a consistent approach to achieving efficiency savings (e.g. to ensure that one off savings and ongoing savings are not treated in the same way)	Feb 2013	Finance	2011 CIP
13	Implement the Consultation and Engagement Strategy, ensuring greater co-ordinate of consultation and engagement activities across the Council and CPP	Mar 2013	Policy & Performance	HGIOC/ 2011 CPP
14	Further develop asset management planning, including the use of options appraisal and joint asset planning with Community Planning partners	Mar 2013	Housing & Environment	HGIOC/ OLG/ SRA

15	Identify and exploit opportunities for making savings by making more efficient use of staff resources through internal shared services and by working in partnership with Community Planning partners	Mar 2013	Council Management Team	HGIOC/ OLG/ 2011 CIP
16	Develop a leadership development programme for senior managers to increase their skills and capability to manage change, to promote and encourage a culture of innovation, continuous improvement and best value across the Council	Mar 2013	Council Management Team	HGIOC / EES
17	Implement the Procurement Improvement Plan including the development of the process for monitoring of contracts	Mar 2013	Finance	HGIOC
18	Review governance of arms length services, commissioned services and partnerships including: <ul style="list-style-type: none"> development of a greater understanding of exposure to risk relating to arms length /outsourced / commissioned services incorporate monitoring of commissioned / outsourced services into performance indicators 	Mar 2013	Legal / Finance / Policy & Performance	HGIOC
19	Establish arrangements for scrutiny of and engagement with the new national Police and Fire and Rescue services	Mar 2013	Policy & Performance and Governance & Democracy	OLG
20	Further develop the Council's approach to options appraisal to ensure Best Value and the highest standard of financial planning	Mar 2013	Policy & Performance	OLG

Sources – Glossary of Acronyms

2011 CIP	2011/12 Corporate Improvement Plan
Corp Gov	2012 Corporate Governance Self-evaluation
EES	Employee Engagement Survey 2012
HGIOC	How Good is Our Council 2012
OLG	Overview of Local Government in Scotland 2010/11 (Audit Scotland)
SRA	Shared Risk Assessment Update 2011-15