

REPORT TO: Audit and Governance Committee

MEETING DATE: 13 November 2012

BY: Chief Executive

SUBJECT: 2012/13 Council Improvement Plan Monitoring Report

1 PURPOSE

- 1.1 To present the 2012/13 Council Improvement Plan six-month monitoring report to the Audit and Governance Committee.

2 RECOMMENDATIONS

- 2.1 That Audit and Governance Committee notes the monitoring report (Appendix 1) and considers whether it wishes to seek further reports on any items in the Plan.

3 BACKGROUND

- 3.1 The latest 2012/13 Council Improvement Plan was approved by Council on 26th June 2012 and considered by the Audit and Governance Committee on 18th September 2012.
- 3.2 The action points in the Council Improvement Plan 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). The results of the 2012 Employee Engagement Survey have also been taken into account. The Plan 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.
- 3.3 The 2012/13 Council Improvement Plan 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 Plan as they are dealt with in Service and Business Plans.
- 3.4 One of the four objectives of the Council Plan 2012-2017 is: *Growing the capacity of our Council to deliver excellent services as effectively and*

efficiently as possible within our limited resources. All the improvement points in the 2012/13 Plan will contribute to growing the capacity of the Council to meet this outcome. Also, the Plan supports the Council's improvement programme based around the following four key elements:

- Services built around people and communities
- Effective, efficient and excellent services
- Working together to achieve outcomes
- Prioritising prevention and promoting equality

3.5 The six month monitoring report outlines progress with implementing the 20 action points in the Improvement Plan.

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 objective: *Growing the capacity of our Council to deliver excellent services as effectively and efficiently as possible within our limited resources.*'

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 Council Improvement Plan; report to Council, 26th June 2012 and to Audit and Governance Committee, 18th September 2012

7.2 Appendix 1: 2012/13 Council Improvement Plan Monitoring Report

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DATE	29 th October 2012

Appendix 1:

2012/13 Council Improvement Plan Monitoring Report October 2012

We deliver excellent services as effectively and efficiently as possible

	Required Action	Timescale	Lead	Update
1	Complete review of Schemes of Administration and Delegation (included in the Council's Standing Orders)	Aug 2012 Revised – Dec 2012	Legal and Governance & Democracy	Revised Standing Orders, incorporating Schemes of Administration and Delegation have been drafted for consultation with members prior presentation to Dec 2012 Council Meeting.
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 <i>Revised – Dec 2012</i> Mar 2013	Policy & Performance Policy & Performance and relevant services	Guidance on revising performance information is being issued to services. Revised performance indicators to be presented to PPR Committee in December. Framework for more rigorous and comprehensive approach to Benchmarking is being prepared. Framework for undertaking best value reviews is being prepared and will be piloted before March 2013.

3	Review How Good Is Our Council process and guidance and integrate with Investor in People and Customer Service Excellence frameworks	Oct 2012	Policy & Performance and Human Resources	How Good is Our Council process and guidance has been revised and linked closely to Investors in People and Customer Service Excellence frameworks.
4	<p>Increase capacity for research and analysis including:</p> <ul style="list-style-type: none"> • sharing resources for data collection and analysis across the Council and Community Planning Partnership, including developing the use of Geographic Information System • 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 <i>Revised – Mar 2013</i>	Policy & Performance	<p>A multi-agency task group to produce a new East Lothian Profile is being established. This will be based on the Scottish Government's new East Lothian profile and other sources such as the Early Development Instrument and the 2011 census.</p> <p>The group will also consider data sharing protocols and sharing resources to maintain and update the profile.</p>
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 <i>Revised – Dec 2012</i>	Policy & Performance	An options paper based on the results of a stakeholder survey and workshop has been prepared and will be consulted on over November. The Community Planning Partnership Board (Dec 2012) will consider the paper and comments and agree new governance structure.
6	Review and revise the reports template	Nov 2012 <i>Revised Feb 2013</i>	Governance & Democracy	The report template will be revised following adoption of new Standing Orders (see 1 above).

7	Promote the Council Plan and the Single Outcome Agreement to all staff and East Lothian citizens	Dec 2012	Chief Executive	<p>A communication plan has been drawn up to promote the Council Plan to staff and the public.</p> <p>A communications plan to make staff and public aware of the new SOA 2013 that will be produced by March 2013 will be drawn up.</p>
8	<p>Review policies in line with new Equalities Act duties, including:</p> <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	<p>An equalities monitoring framework is being developed and will be issued to all services before end 2012.</p> <p>Equalities training is being reviewed.</p>
9	<p>Review and revise Service Planning process and guidance, including:</p> <ul style="list-style-type: none"> • identification of risk • links between budget process, service planning and employee development 	Dec 2012	Policy & Performance	Service Planning guidance is being revised and will be issued before the end of 2012.
10	Roll out Continuous Professional Development for all elected members	Jan 2013	Governance & Democracy	<p>The Improvement Service's Continuous Professional Development programme for elected members was launched with members on 30th Oct 2012. An elected members' briefing session on Treasury Management (30th Oct) was attended by 10 members. A full-day training on the role of the Audit and Governance Committee is to be held.</p>

11	<p>Review Customer Contact Strategy including:</p> <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 • developing customer service training and setting customer care standards. 	Feb 2013	Customer Services	<p>The Customer Contact Strategy covered the three years 2010 – 2012 and the Strategy will be reviewed to cover 2013 – 2015. This will include a requirement for a 'Channel Shift' Strategy to be developed. With regard to reviewing channels, a service review on face to face services is being undertaken to be completed for September 2013.</p> <p>A new Complaints Handling Procedure has been introduced from 1st September 2012 with staff and elected member briefings to be undertaken over next six months on the new two stage procedure.</p> <p>Complaints will be reported on a six monthly basis to the Policy Performance and Review Committee and annually to the Council.</p> <p>The customer care standards are currently being reviewed.</p>
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	This is being considered alongside the guidance being prepared on preparations for the 2013/14 budget.
13	Implement the Consultation and Engagement Strategy, ensuring greater co-ordination of consultation and engagement activities across the Council and Community Planning Partnership	Mar 2013	Policy & Performance	The Consultation and Engagement Strategy is being implemented. A Consultation hub on the Council website has been established and will be launched in November.

14	Further develop asset management planning, including the use of options appraisal and joint asset planning with Community Planning partners	Mar 2013	Housing & Environment	A draft Asset Management Plan has been submitted to the Member's Library. The Council Management Team has established a Strategic Asset Management group to enhance current and future asset planning. This group will continue to develop a co-ordinated approach to Asset Management and ensure effective governance. All capital programmes will be overseen by this group and it will feed in to recommendations for Council and Cabinet.
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	The Council Management Team is developing a programme management approach to projects which brings staff from across the Council together in working or task groups to take forward new initiatives (e.g. Welfare Reform Task Group and four sub-groups). The Joint Liaison Group with Midlothian Council continues to explore opportunities for collaborative working (e.g. six-month trial of sharing Health and Safety Adviser post). The Community Planning Partnership supports new approaches to collaboration including the Change Fund. The Council Plan includes a firm commitment to exploring opportunities for collaboration and co-production with the enterprising third sector.
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	A Leadership Development Programme is being developed along with a series of 'Masterclasses' for managers.

17	Implement the Procurement Improvement Plan including the development of the process for monitoring of contracts	Mar 2013	Finance	The Procurement Improvement Plan is being implemented. The latest Procurement Capability Assessment which was carried out on 29 th October 2012 resulted in a significant improvement on the previous 37% score.
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	The Council's relationship with arms length services, commissioned services and partnerships is reviewed as service level agreements and partnership funding is considered. The revised guidance on service planning will include reference to the need to consider exposure to risk from arms length/ outsourced/ commissioned services. The revision of the Council's performance indicators will include consideration of performance monitoring for commissioned/ outsourced services.
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	The Shadow Police and Fire Board has been established and has begun to consider permanent arrangements for scrutiny and engagement to be set up by April 2013.
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	A framework for undertaking best value reviews including undertaking options appraisal is being prepared and will be piloted before March 2013.