

REPORT TO: Audit & Governance Committee

MEETING DATE: 19 March 2013

BY: Chief Executive

SUBJECT: 2012/13 Council Improvement Plan Monitoring Report

1 PURPOSE

- 1.1 To present the 2012/13 Council Improvement Plan 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. A six-month monitoring report was considered by the Audit and Governance Committee on 13th November 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 were also 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 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

3.4 This latest monitoring report outlines progress with implementing the 20 action points in the Improvement Plan. It shows that, whilst the timescale for some of the action points have had to be put back, all action points have either been achieved or are in the process of being achieved.

4 POLICY IMPLICATIONS

4.1 The 2012/13 Council Improvement Plan assists the Council in demonstrating that it is achieving Best Value. It provides the necessary focus to improve key areas of the Council at a corporate level, thus aiding delivery of the Council Plan. Moreover, it supports the Council in its striving for continuous improvement, to improve 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 2012/13 Council Improvement Plan; report to Council, 26th June 2012 and to Audit and Governance Committee, 18th September 2012

7.2 2012/2013 Council Improvement Plan Monitoring Report; Audit and Governance Committee, 13th November 2012

7.3 Appendix 1: 2012/13 Council Improvement Plan Monitoring Report, February 2013

AUTHOR'S NAME	Paolo Vestri
DESIGNATION	Corporate Policy and Improvement Manager
CONTACT INFO	pvestri@eastlothian.gov.uk 01620 827320
DATE	7 th March 2013

Appendix 1:

2012/13 Council Improvement Plan Monitoring Report February 2013

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 – June 2013	Legal and Governance & Democracy	A comprehensive review of Standing Orders and Schemes of Administration and Delegation has been carried out and members will be consulted on the new draft Standing Orders prior to presentation to the June 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 – April 2013</i> Mar 2013	Policy & Performance Policy & Performance and relevant services	Guidance on revising performance information is being issued to services. The Policy Performance and Review Committee is being consulted on the revised performance indicators. A framework for more rigorous and comprehensive approach to Benchmarking is being prepared. This will be linked to the publication by the Improvement Service of national cost and performance benchmarking data which will be reported to the April Policy Performance and Review Committee. A framework for undertaking best value reviews is being prepared and will form part of the Council's Transformation programme.

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 (HGIOC) process and guidance has been revised and linked closely to Investors in People and Customer Service Excellence frameworks. Services are carrying out HGIOC self-evaluations using the new framework.
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 Data Profile and Ward Profiles has been established and the profiles will be ready by the end of march</p> <p>The group will 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 – Mar 2013</i>	Policy & Performance	The Community Planning Partnership (CPP) Board (Dec 2012) agreed a new structure in principle and work is ongoing on the detail of how the new structure will operate. This work is being report to the CPP Board, 11 th March
6	Review and revise the reports template	Nov 2012 <i>Revised - June 2013</i>	Governance & Democracy	The report template will be revised following adoption of new Standing Orders (see 1 above).

7	<p>Promote the Council Plan and the Single Outcome Agreement to all staff and East Lothian citizens</p>	<p>Dec 2012 & June 2013</p>	<p>Chief Executive</p>	<p>A communication plan has been drawn up to promote the Council Plan to staff and the public. A summary of the Plan has been produced and is available on the Council website. Posters and pull out banners publicising the Plan's four priorities are being produced for display in Council offices. Further information about the Plan will be included in future Team Talks. The CMT has begun a series of staff Q&A sessions in council offices and these will include discussion about the Council plan.</p> <p>The new Single Outcome Agreement (SOA) will be agreed by June 2013 and a communications plans to promote the new SOA 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 	<p>Dec 2012</p>	<p>Policy & Performance and all Heads of Service</p>	<p>An equalities monitoring framework has been developed.</p> <p>A draft Equality Plan has been issued for consultation and will be submitted to Council in April.</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 	<p>Dec 2012</p>	<p>Policy & Performance</p>	<p>Service Planning guidance has been revised and was issued to services in early 2013.</p>

10	Roll out Continuous Professional Development for all elected members	April 2013	Governance & Democracy	<p>The Improvement Service's Continuous Professional Development programme for elected members was presented to members on 30th Oct 2012. The CPD will be launched to member in March with a view to encouraging members to participate in the programme. An elected members' briefing session on Treasury Management (30th Oct) was attended by 10 members. Training on the role of the Audit and Governance Committee, due to be held in late 2012, had to be re-scheduled and will now take place in the spring.</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 Customer Access (Channel Shift) Strategy to be implemented. 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 was 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 has been established on the Council website and is now being used to promote a wide range of consultation exercises.
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	<p>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). 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.</p> <p>Through the Council Management Team, a broader Transformation Programme is taking shape, the main aims of which will be to:</p> <ul style="list-style-type: none"> • Review management costs • Transform how we deliver more integrated support services such as admin, policy and strategy • Enhance the coordination of local area service delivery to address community priorities • Develop partnership working and integration with other organisations to improve the strategic outcomes for the Council.
----	---	----------	-------------------------	--

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 has been put in place including a series of 'Masterclasses' for managers. A Leadership Programme reference group has been established and will review the masterclasses and develop proposals for the next phase, including rolling the programme out to middle managers and team leaders.
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 in the overall score from 32 to 44.
18	<p>Review governance of arms length services, commissioned services and partnerships including:</p> <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	<p>The Council's relationship with arms length services, commissioned services and partnerships is reviewed as service level agreements and partnership funding is considered.</p> <p>The revision of the Council's performance indicators will include consideration of performance monitoring for commissioned/ outsourced services.</p>
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 met four times. The final meeting (4 th March 2013) considered and approved recommendations for permanent arrangements to be set up in April.

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 is being prepared and will form part of the Council's Transformation programme
-----------	---	----------	----------------------	---