

REPORT TO: East Lothian Council

MEETING DATE: 28 June 2016

BY: Chief Executive

SUBJECT: 2016/17 Council Improvement Plan

1 PURPOSE

- 1.1 To present the 2016/17 Council Improvement Plan to the Council for approval.

2 RECOMMENDATIONS

- 2.1 The Council is recommended to:
- a) note the update report on the 2015/16 Council Improvement Plan (Appendix 1)
 - b) approve the 2016/17 Council Improvement Plan (Appendix 2).

3 BACKGROUND

- 3.1 The annual Council Improvement Plan is based on improvement actions drawn up using evidence from a range of self evaluation activities and external audit and inspection reports including:
- the Corporate Governance Self-evaluation, (Audit & Governance Committee, 17 May 2016)
 - Audit Scotland's Overview of Local Government in Scotland (Audit & Governance Committee, 17 May 2016)
 - the auditor's interim management report and status summary (Audit & Governance Committee, 22 March 2016)
 - Audit Scotland's Local Scrutiny Plan (East Lothian Council, 26 April 2016).
- 3.2 The Council Improvement Plan also includes action points from the previous year's Plan that are have been continued or carried forward. Appendix 1

provides a monitoring report on progress in achieving the actions from the 2015/16 Council Improvement Plan and highlights actions that need to be carried forward into 2016/17.

- 3.3 The Corporate Governance self-evaluation carried out by the Council Management Team (reported to Audit & Governance Committee on 17 May 2016) identified twelve areas of development and improvement, which build on existing good practice and improvement action already being implemented in order to ensure the Council's progress through continuous improvement. These actions have been reflected in, and form the majority of, the actions in the 2016/17 Council Improvement Plan.
- 3.4 The Council Improvement Plan does not contain any specific actions arising from the Overview of Local Government in Scotland, the Auditors' interim audit report or the Local Scrutiny Plan. The auditors' report and the Local Scrutiny Plan both provide assurance that there are no major concerns about the Council's governance and performance management arrangements.
- 3.5 Implementation of the 2016/17 Council Improvement Plan will be assured via ongoing internal monitoring of progress on key actions points by the relevant lead officers and Depute Chief Executives. Monitoring reports on progress with implementing the Plan will be made to the Council Management Team and the Audit and Governance Committee.

4 POLICY IMPLICATIONS

- 4.1 One of the four areas of focus of the 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 2016/17 Council Improvement Plan will contribute to growing the capacity of the Council to meet this outcome.
- 4.2 The 2016/17 Council Improvement Plan supports four of the principles that underpin or influence the Council Plan:
 - Services built around people and communities
 - Effective, efficient and excellent services
 - Working together to achieve outcomes
 - Prioritising prevention and promoting equality
- 4.3 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 Council's self-evaluations, review and inspection work identified above help to inform the Council's pursuit of 'continuous improvement' through the adoption and implementation of the 2016/17 Council Improvement Plan.
- 4.4 The 2016/17 Council Improvement Plan 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 INTEGRATED IMPACT ASSESSMENT

- 5.1 The subject of this report does not affect the wellbeing of the community or have a significant impact on equality, the environment or economy.

6 RESOURCE IMPLICATIONS

- 6.1 Financial – none.
6.2 Personnel – none.
6.3 Other – none.

7 BACKGROUND PAPERS

- 7.1 Appendix 1: 2015/16 Council Improvement Plan Final Monitoring Report
7.2 Appendix 2: 2016/17 Council Improvement Plan
7.3 Interim Management Report and Status Summary; KPMG (Audit & Governance Committee, 22nd March 2016)
7.4 Local Scrutiny Plan 2016/17; report to East Lothian Council, 26th April 2016
7.5 Corporate Governance Self-Evaluation and Annual Governance Statement 2016; report to Audit & Governance Committee, 17th May 2016
7.6 An Overview of Local Government in Scotland 2016 (Accounts Commission, March 2016); report to Audit & Governance Committee, 17th May 2016

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DATE	6 th June 2016

Appendix 1: 2015/16 Council Improvement Plan: Monitoring Statement (June 2016)

2015/16 Council Improvement Plan

We deliver excellent services as effectively and efficiently as possible

	ACTION	LEAD SERVICE	TIMESCALE	UPDATE
1	Review and develop elected members' training and briefings including development issues arising from Councillors' training and development needs survey based on Audit Scotland Overview of Scottish Local Government Councillors' Checklist	Democratic Services/ Communities and Partnerships	Completed	A programme of elected members' briefings in 2015/16 was carried out based on the results of the Dec 2014 elected members' survey.
2	Review and revise the Improvement Framework and make more effective use of benchmarking, Best Value reviews and options appraisal	Communities and Partnerships	Completed	The Council's Improvement Framework has been reviewed and revised. The Council is involved in several benchmarking exercises which are informed by the Local Government Benchmarking Framework. A Best Value Review has been undertaken of a Council service. Options appraisal has been written into the projects and investment decision process that has been instigated for new capital projects.
3	Introduce the new Integrated Impact Assessment framework that has been prepared jointly with Midlothian Council, City of Edinburgh Council and NHS Lothian; including provision of guidance, training and support for services	Communities and Partnerships	Completed	A new Integrated Impact Assessment template has been finalised, guidance has been updated, an on-line training module has been prepared.
4	Implement staff communications plan to ensure staff are fully informed and engaged;	Communities and	To be carried over	A review of staff communications is being carried out. The Chief Executive will lead a

	including identifying ways to recognise and celebrate excellent performance and employee achievement	Partnerships	into 2016/17	project team to agree and take this forward. Over 20 One Council Workshops (attended by c.750 staff) were held in 2015/16 to engage with staff in an interactive setting. Very positive feedback was received and consideration is being given to rolling out further workshops in 2016.
5	Implement the Web Development strategy to provide a more responsive and effective Council website that will support more 'self-service' activity by council service users – 'Channel Shift'	Communities and Partnerships	To be carried over into 2016/17	A business case for funding from the Cost Reduction Fund to support the development of a responsive by design website which will support greater self-service on-line services has been approved. The project will commence in summer 2016. The re-development of the Council's intranet has started and will be completed in summer 2016.
6	Develop a process/ programme for reviewing and evaluating Council policies and strategies to ensure they are up-to-date and relevant	Communities and Partnerships	To be carried over into 2016/17	This project has not commenced. It is proposed that this work will form part of the work to develop the Draft 2017-2022 Council Plan.
7	Implement the revised Performance Review and Development scheme in all services	Communities and Partnerships	Completed	The Performance Review and Development framework has been revised. Following very positive feedback from a pilot the new form and procedure is being rolled out across all services.
8	Review the Council's community engagement strategy to reflect the Community Empowerment (Scotland) Act 2015	Communities and Partnerships	To be carried over into 2016/17	Work on reviewing the implications of the Community Empowerment (Scotland) Act 2015 has begun and will be concluded in autumn 2016.

Appendix 2: 2016/17 Council Improvement Plan

2016/17 Council Improvement Plan

We deliver excellent services as effectively and efficiently as possible

	ACTION	LEAD	TIMESCALE	SOURCE
1	Begin developing a new Council Plan for 2017 – 2022 in autumn 2016. The Draft Plan will be presented to Council in early 2017 and form the basis of the Plan to be adopted by Council in August 2017. The work to develop the Draft Plan will include review of the East Lothian Profile, challenges and opportunities facing East Lothian and East Lothian Council and a review of Council policies to ensure they are relevant and up-to-date	Service Manager Corporate Policy & Improvement	Feb 2017	Corporate Governance Self-Evaluation and carried forward from the 2015/16 Plan
2	Undertake benchmarking exercises on three service areas in order to better understand the variance in East Lothian Council performance against other councils	Service Manager Corporate Policy & Improvement and relevant Service Managers	Mar 2017	Corporate Governance Self-Evaluation
3	Carry out a Best Value Review of at least one service during 2016/17	Service Manager Corporate Policy & Improvement and relevant Service Managers	Mar 2017	Corporate Governance Self-Evaluation
4	Prepare an elected members' Induction Programme, including mandatory elements, a briefing on the role of elected members on partnership bodies and arms length organisations and offering the opportunity to undertake a Continuous Personal Development	Service Manager Democratic Services	Jan 2017	Corporate Governance Self-Evaluation

	Programme, in consultation with elected members for Council approval prior to the 2017 Council elections			
5	Review Standing Orders including the Scheme of Administration (roles and responsibilities of Council Committees) and the Scheme of Delegation	Service Manager Democratic Services	Mar 2017	Corporate Governance Self- Evaluation
6	Review the Workforce Development Plan	Service Manager Corporate Policy & Improvement	Oct 2016	Corporate Governance Self- Evaluation
7	Promote greater awareness of Council policies such as the Gifts and Hospitality policy and Register of Interests	Service Manager Democratic Services	Oct 2016	Corporate Governance Self- Evaluation
8	Review and where appropriate, act on the recommendations of the East Lothian Poverty Commission	Service Manager Corporate Policy & Improvement	Oct 2016	Corporate Governance Self- Evaluation
9	Review and where appropriate, act on the new duties and responsibilities arising the Community Empowerment (Scotland) Act 2015	Service Manager Corporate Policy & Improvement	Oct 2016	Corporate Governance Self- Evaluation and carried forward from 2015/16 Plan
10	The Council will follow up the review of STRIVE (the Third Sector interface) to further strengthen the relationship between the third sector, the Council and East Lothian Partnership	Service Manager Corporate Policy & Improvement	Dec 2016	Corporate Governance Self- Evaluation
11	Implement staff communications plan to ensure staff are fully informed and engaged; including identifying ways to recognise and celebrate excellent performance and employee achievement	Service manager Corporate Policy & Improvement	Oct 2016	Carried forward from 2015/16 Plan
12	Implement the Web Development strategy to provide a more responsive and effective Council website that will support more 'self-service' activity by council service users – 'Channel Shift'	Service Manager Corporate Policy & Improvement	Mar 2017	Carried forward from 2015/16 Plan