

**REPORT TO:** Audit and Governance Committee

**MEETING DATE:** 18 February 2020

**BY:** Chief Executive

**SUBJECT:** 2018-2020 Council Improvement Plan Monitoring Report

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## **1 PURPOSE**

- 1.1 To present the 2018 - 2020 Council Improvement Plan monitoring report to the Audit and Governance Committee.

## **2 RECOMMENDATIONS**

- 2.1 That Audit and Governance Committee notes the progress in achieving the Council Improvement Plan as detailed in the monitoring report (Appendix 1).

## **3 BACKGROUND**

- 3.1 The 2018-2020 Council Improvement Plan was approved by Council in December 2018. The seven actions in the Plan were based on the recommendations and actions identified by the Best Value Assurance Report. It was subsequently updated by Audit & Governance Committee in June 2019 with a further seven actions arising from the 2019 Corporate Governance Self-evaluation.
- 3.2 The monitoring report (Appendix 1) outlines progress that has been made in completing the actions in the Improvement Plan. It shows that several actions have been completed and significant progress has been made on the other actions. The deadline for completion of several actions has been extended but all actions will be completed by their deadline.

## **4 POLICY IMPLICATIONS**

- 4.1 The 2018-2020 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 striving for continuous improvement, to continue improving the quality and delivery of its services and to meet Council Plan objectives.

## **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 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 Appendix 1: 2018-2020 Council Improvement Plan Monitoring Report
- 7.2 Best Value Assurance Report; report to Council, 11<sup>th</sup> December 2018
- 7.3 Corporate Governance Self-evaluation and Annual Governance Statement 2018; report to Audit & Governance Committee, 18<sup>th</sup> June 2019

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<b>DATE</b>	6 February 2020

## Appendix 1: 2018 - 2020 Council Improvement Plan Monitoring Report (February 2020)

### Council Improvement Plan (Dec 2018 – June 2020) Update: February 2020

	<b>ACTION</b>	<b>LEAD OFFICER(S)</b>	<b>DEADLINE</b>	<b>UPDATE October 2019</b>
1	<p>Implement the Council Workforce Plan. The implementation plan has 48 actions within 7 workstreams:</p> <ul style="list-style-type: none"> <li>a) Workforce planning, including service workforce plans where relevant</li> <li>b) Employer of choice, including consideration of adopting a 'Staff Deal'</li> <li>c) PRD, performance and development</li> <li>d) Leadership and management development</li> <li>e) Wellbeing</li> <li>f) Recruitment, selection and retention</li> <li>g) Rewards and recognition</li> </ul>	Service Manager Corporate Policy & Improvement	The Plan is a four year plan and each action in the Plan has been allocated a deadline within for completion within the timespan of the Plan	Over 20 actions have been completed and progress has been made on the remaining actions. The timescales for completion of several actions have been extended but all uncompleted actions are still on schedule for being completed before March 2022. A full update report on the Plan will be presented to the March Joint Consultative Committee
2	Review all performance indicators and adopt a small set of key indicators that measure progress in achieving the Council Plan outcomes and strategic goals and work with the East Lothian Partnership to agree outcome measures and report on progress in reducing inequalities and growing the economy	Service Manager Corporate Policy & Improvement	Completed	A <a href="#">Continuous Improvement Framework (i2e)</a> with Top 10 and Top 50 Council Plan indicators has been agreed by Cabinet (12 <sup>th</sup> March 2019). The <a href="#">first annual report of these indicators</a> was presented to the October 2019 PPR Committee and formed the basis of the Council's Annual Performance Report.

				The East Lothian Partnership Governance Group has adopted a set of 34 Key Performance Indicators for the East Lothian Plan.
3	Review the format of the Council's Annual Report/ Annual Public Performance Report and how performance is reported to elected members	Service Manager Corporate Policy & Improvement	Completed	Revised formats for the Council Annual Report and Annual Public Performance Report, including the Top 50 Council Plan indicators formed the basis of the 2019 Annual Performance and 'State of the Council' report that was presented to Council (28 <sup>th</sup> October 2019).
4	Revise and then implement the Council's Continuous Improvement Framework to take on board improvements identified through the Recognised for Excellence Assessment	Service Manager Corporate Policy & Improvement	Completed	A revised <a href="#">Continuous Improvement Framework (i2e)</a> has been approved by Cabinet (12 <sup>th</sup> March 2019)
5	Revise and then implement the Council's Consultation and Engagement Strategy ensuring community and third sector organisations have opportunities to inform council policies, strategic plans and service improvement	Service Manager Corporate Policy & Improvement	Completed	The Consultation and Engagement Strategy has been revised and a new <a href="#">Guide to Community Participation Opportunities</a> is available on the Council website
6	Continue to embed transformational change across the Council and ensure it delivers expected improvement and benefits within planned timeframes, prioritising projects that are most likely to lead to major change and significant benefits	Chief Executive	Ongoing to June 2020	Transformation principles are being embedded across all services  Training in change management and innovation is being rolled out for managers

				Key Transformation projects (including the On-line HR/Payroll system and On-line Customer Portal) are being completed and capacity has been created to support the delivery of major change with significant benefits.
7	Continue to focus on improving education performance for all children and young people in East Lothian	Head of Education	Ongoing to June 2020	The council has adopted the <a href="#">Education and Children's Service Improvement Plan</a> and all schools continue to focus on improving attainment and on School Improvement Plans
<b>Actions added in June 2019 following Corporate Governance Self-evaluation</b>				
8	In order to ensure the council continues to have relevant governance policies, guidance, regulations and internal controls that are reviewed and kept up-to-date, a register of such documentation will be prepared and reviewed annually	Service Manager Corporate Policy & Improvement and Service Manager People and Governance	April 2020 – extend to June 2020	A Working Group with staff from relevant services is to be established to establish the register of documentation
9	Establish formal mechanism for evaluating partnership working and the effectiveness of partnerships based on an agreed partnership self-evaluation framework	Service Manager Corporate Policy & Improvement	April 2020 – extend to October 2020	The Community Justice Partnership has carried out a self-evaluation as a key component of a recent inspection from the Care Inspectorate

				The East Lothian Partnership is to undertake a self-evaluation exercise in spring 2020. The self-evaluation will draw on frameworks developed by Audit Scotland, the Improvement Service and EFQM. The experiences of carrying out this strategic self-evaluation will be used to inform and support self-evaluations of other partnerships
10	The council will explore the development of a Community Charter in partnership with civic society and the communities and citizens of East Lothian	Chief Executive	December 2019 – extend to June 2020	Work has commenced on developing the Community Charter but is being reviewed to reflect the development of the Climate Change Charter
11	The Council will need to ensure it meets any additional requirements to further develop community participation in decision-making arising from the Local Governance Review	Chief Executive	June 2020	Respond to next phase of consultation; review outcome of the Review and report on implications for East Lothian Council
12	Continue to review reporting and monitoring of expenditure against budgets and recovery plans in order to deliver outcomes within agreed budgets	Chief Operating Officer Finance	June 2020	Quarterly budget monitoring reports including updates on expenditure against budgets and recovery plans are presented to Council
13	The roll out and adoption of the Staff Charter will be monitored and the Charter will be reviewed	Service Manager Corporate Policy & Improvement	April 2020 – extend to June 2020	Roll out of publicity material around the East Lothian Way and the Charter is ongoing. The Employee Engagement Survey (Nov 2019) showed that 83.2% of staff 'are aware of the East Lothian Way'

				compared to 78.4% in 2018 and 76.6% in 2017. The review of the Charter will take place in spring 2020
14	The Council should review how the Improvement to Excellence framework and new Council Plan performance reporting is operating in Autumn 2020.	Service Manager Corporate Policy & Improvement	October 2020	A review of the <a href="#">Continuous Improvement Framework (i2e)</a> will be carried out in summer 2020

