

## Midlothian Council: Best Value Improvement Plan



Midlothian Council has embarked on an ambitious Business Transformation journey. Our vision is to be:

**An excellent and ambitious council, working with you to improve quality of life and provide first class, sustainable services**

The Business Transformation programme will allow us to achieve substantial and rapid change to deliver outcomes that will have a positive impact on our Council as an organisation and on our communities. Changing the culture and pace of change is imperative to ensure we deliver our ambitious programme that will transform and improve services as well as balance finances. This programme of work is well underway and aims to:

- Improve customer service
- Make best use of our assets
- Improve our performance
- Improve service provision
- Ensure best use of our resources
- Develop a supported, engaged and high performing workforce

Appendix 2

The above ambitions will be delivered via a number of strategic plans which already incorporate a number of the actions set out in the Best Value improvement plan and are as follows:

- Future Model of Service Delivery
- Business Services
- People
- Customer
- Effective Working in Midlothian
- Shared Services
- Service Reviews

The Best Value improvement plan (detailed overleaf) plays a fundamental part in delivering our change moving forward and responds to the specific Areas for Improvement identified via the Audit of Best Value and Community Planning.

Area for Improvement	BV Para ref	Objectives	Actions	Due Date	Status	Managed By	
<p><b>The Council needs to continue to improve its services for the people of Midlothian. While performance levels are getting better, some services perform below average levels. (Paragraph 26)</b></p> <p>Whilst the Best Value improvement plan identifies specific actions in relation to improving services the wider strategic plans for example The Future Model of Service Delivery (FMSD) will inform our future Corporate Strategy and focuses on delivering outcomes for communities which include:</p> <p>Preventative spend, Co-production and community capacity building Accessible services</p>	210, 214	Ensure Performance Management arrangements identify under performance and drive improvements.	Integrate the Community Plan and Corporate Strategy into the Single Outcome Agreement (SOA) to reduce duplication and ensure clear focus.	Mar-13	Commenced	Regeneration and Social Policy Manager	
		Through a strong culture of performance management ensure that services are held to account through constructive challenge and robust scrutiny.	Deliver a robust programme of Elected Member development which will include training on Performance Management and Scrutiny.	Mar-13	Not yet started	Corporate Improvement Manager	
			Ensure that Quarterly Performance reports provide the appropriate focus on strategic issues and area for improvement.	Sep-12	Commenced		
		154, 155	Work together to procure the right goods at the right time, in the right quantity, to the right place, from the right supplier, at the right price to serve the residents and communities of Midlothian.	Deliver the Procurement Transformation Programme to: Achieve improved procurement performance, Deliver financial savings, Deliver Corporate Social Responsibilities	Sep-13	Commenced	Head of Finance and Human Resources
		95	Develop relevant and accredited community based lifelong learning opportunities and progression Pathways are developed to further training/ education or employment	Develop appropriate curriculum to deliver courses or provisions which explicitly lead to FE/HE training or employment	Mar-13	Commenced	Head of Communities and Support Services
		116	Increase the pace of Improvement in Housing Management and Homelessness	Improve how we plan our homelessness service and how we monitor performance in achieving homelessness objectives	Mar-13	Commenced	Head of Housing and Community Safety
	Improve the accessibility of the Homelessness service						
	Improve the monitoring of advice and prevention services.						
	Reduce the length of time it takes to provide settled accommodation for homeless people.						

Area for Improvement	BV Para ref	Objectives	Actions	Due Date	Status	Managed By
<p><b>The council needs to pick up the pace of improvement in secondary education and in some areas of education psychological services and community learning and development. (Paragraph 27)</b></p> <p>We continue to work in partnership with our Community Planning partners and other sector agencies to put every child/young person at the centre of our provision. The Future Model of Service Delivery (FMSD) project focuses on our understanding of our provision from a whole systems approach, understanding the need to ensure our families are given support/skills to flourish within their own communities and indeed play a major role in shaping services.</p> <p><b>The council needs to improve its scrutiny of the education function and develop a shared vision to drive further improvement in attainment and achievement. (Paragraph 27)</b></p> <p>It is important we continue to challenge and be challenged on our Education provision and align our understanding of the wider role of raising aspirations and ensuring positive destinations for our children. The FMSD project is currently mapping out key data across Midlothian to ensure we target provision across all our diverse range of communities.</p>	106	Improve life chances of vulnerable children and the provision of support to those who care for them.	Deliver the Educational Psychology HMIE Improvement plan as identified in 2011 inspection	Mar-13	Complete	Head of Children and Families
	97, 108	Implement Curriculum for Excellence to further improve the quality of learning & teaching.	Fully implement the Curriculum for Excellence Development Plan.	Aug-15	Commenced	Head of Education
		Improve the scrutiny of the education function by elected members.	Develop elected member knowledge and understanding of key statistics related to attainment.	Oct-13	Commenced	
			Deliver an annual seminar for elected members on current levels of attainment and achievement.	Apr-12	Complete	
			Brief elected members regarding Curriculum for Excellence	Dec-12	Not yet started	
	103, 104	Drive further Improvement in Attainment and Achievement	Continue the work of the Attainment Group and engage partners from Early Years, Primary and Community Learning and Development. Establish combined action plan.	Jun-13	Commenced	
			Develop a shared vision of high performance in Attainment and Achievement between Officers and Elected members.	Jun-13	Not yet started	

Area for Improvement	BV Para ref	Objectives	Actions	Due Date	Status	Managed By
<p><b>The council needs to maintain delivery of its Business Transformation Strategy (BTS) and Future Model of Service Delivery (FMSD) review, to planned timescales and targets to ensure the projects deliver the anticipated benefits and savings. (Paragraph 28)</b></p> <p>Our Business Transformation programme is our key driver/enabler to ensure we make great strides in delivering excellent services. We continually evaluate all transformational activity across the whole programme to ensure the outcomes are on track. There is robust governance and challenge from our Business Transformation Board and Business Transformation Steering Group (cross section of our Elected Members).</p> <p>Ensure we take an innovative approach to deploying technology across the organisation, aligned to the key strands of Business Transformation.</p>	224, 227	<p>Develop an ambitious Corporate strategy, including evaluating alternative forms of delivery.</p> <p>The Strategy should articulate what is the 'core business' of the authority and how it should be delivered.</p>	Evaluate whether appropriate services are accessible at a local level	Feb-13	Commenced	Head of Commercial Operations
			Consider how Council and partner resources might be better utilised to improve quality of life, promote equality and reduce service demand (preventative spend).	Feb-13	Commenced	Head of Children and Families
			Assess the potential to embed co-production and community capacity building throughout Council Services.	Feb-13	Commenced	Director Communities and Wellbeing
	157-163, 218,221, 227	<p>Improve services and deliver savings through an ambitious Transformation Programme that fundamentally reviews and changes the design and management of work.</p>	Implement therevised methodology for change, commencing in the following end to end areas: Purchase to Pay HR Recruitment Housing, Repairs, Voids, Homelessness	Dec-12	Commenced	Transformation Programme Manager
			To better understand, first hand, the challenges and demands faced in delivering services, all members of the Corporate and Senior Management Team participate in two day executive orientation in Systems Thinking.	Apr-13	Commenced	
			Include Systems Thinking approach in the Management Development Programme.	Apr-13	Not yet started	
	147,148	<p>Provide suitable infrastructure and introduction of innovative working practices to ensure the delivery of efficient, customer focused services that meet the full range of community needs.</p>	Obtain Council governance on definitive outcome of office asset rationalisation. This should include the physical changes to the office estate but also incorporate the changes to working practices and technology included in EWiM.	Sep-12	Commenced	Head of Property and Facilities Management
			Initiate, design and procure asset rationalisation solution as per Council governance across the office estate. Local accessibility, co-operative working and Customer focus are key to delivering a successful brief therefore input from these reviews should be incorporated.	Mar-13	Commenced	

Area for Improvement	BV Para ref	Objectives	Actions	Due Date	Status	Managed By
<p><b>The council needs to be more systematic in the collection, reporting and use of customer satisfaction information. It can also make more use of value for money assessments and benchmarking information to see how it compares with others and identify where it can do better. (Paragraph 29)</b></p> <p>As part of the Business Transformation programme the Customer Services workstream will develop a council wide Customer Satisfaction framework. This will allow us to measure, challenge and indeed identify areas of poor satisfaction that we can then focus our attention on and improve. Our new complaints handling operation that will be introduced later this year will also allow us to identify common trends/causes of dissatisfaction and we will use this information to improve service provision.</p>	110, 169 170	Improve service delivery through a greater understanding of complaints recieved and use of customer satisfaction information.	Establish and Implement a consistent corporate approach to complaints handling (including compliments / feedback) aligned to the Scottish Public Services Ombudsman (SPSO) national model.	Mar-13	Commenced	Head of Customer Services
	173,208		Develop and deploy a corporate approach to seeking, recording and analysing customer satisfaction data, including the use of this data to inform service improvements.	Mar-13	Commenced	
	29	Ensure that managers are encouraged to search for better practice in other organisations that can be integrated into their own service delivery.	Coordinate benchmarking activity centrally by: a) Creating benchmarking guidance for use by managers b) Providing training on Benchmarking c) Linking Benchmarking to other Improvement activities d) Identifying where benchmarking gaps exist	Mar-13	Not yet started	Corporate Improvement Manager