

Service Plans 2021/22

Report by Dr Grace Vickers, Chief Executive

Report for Decision

1 Recommendations

Council is recommended to approve the 2021/22 Service Plans.

2 Purpose of Report

This report presents the 2021/22 Service Plans for Council approval.

Date: 9 June 2021

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3 Background

- 3.1 Councils have a statutory duty to demonstrate continuous improvement on how they deliver services. This was introduced in the Local Government Scotland) Act 2003 to ensure that we secure Best Value. Under this legislation each council is obliged to:
- Work with its partners to identify a clear set of priorities that respond to the needs of the local community and be organised to delivery those priorities.
 - Meet and clearly demonstrate that it is meeting the community's needs.
 - Operate in a way that drives continuous improvement in all of its activities.
- 3.2 The Council delivers its priorities through the Community Planning Partnership and the Single Midlothian Plan.
- 3.3 Chief Officers have developed their service plans; managers and performance officers have been working together with community planning colleagues to ensure alignment between service priorities and SMP priorities.
- 3.4 The Council being ambitious for the future of Midlothian, supported by our Vision as a Great Place to Grow, developed the Medium Term Financial Strategy (MTFS), an important step-change. To further support the necessary step-change required the following key drivers where introduced:

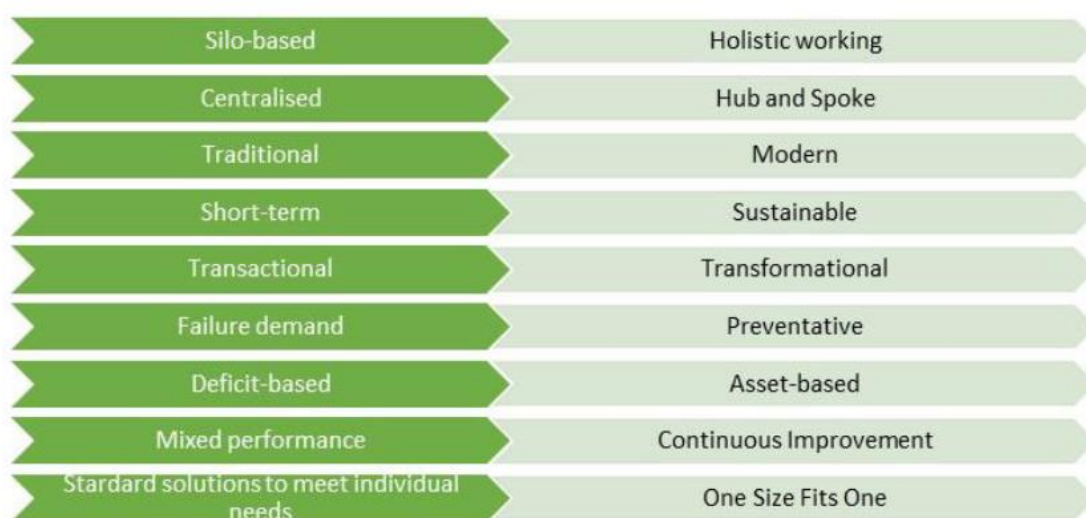


Diagram 1: 9 Key Drivers for Change

- 3.5 Midlothian and its communities have faced an unprecedented challenge as we have grappled with how to respond to a global pandemic. Whilst this experience has been extremely challenging, it has also acted as a catalyst for change with staff across the Council

rapidly adapting to working completely differently, delivering more services remotely and trying to maintain services whilst supporting people through the crisis.

- 3.6 The rapid response to the pandemic has resulted in a complete transformation of how the council works, including remote working, local by default, digital transformation and services reviewing how they operate. There are things we have paused or stopped doing and we've also started doing lots of new things. These are outlined in the Midlothian Route Map through and Out of the crisis, which was approved by Council in June 2020.
- 3.7 The output of the work undertaken with Nesta, an innovation foundation which focusses on people powered results, and a staff survey produced a Listen and Learn report which has also been used to further inform the continuous improvement and transformation activities being taken forward by services. The Drivers for Change set out in the Listen and Learn report are shown in Appendix C.

4 Report Implications (Resource, Digital and Risk)

4.1 Resource

Resource implications have been considered and identified during individual Service Plan development

4.2 Digital

Specific Digital issues are considered within individual Service Plans as appropriate.

4.3 Risk

This report seeks to ensure that the Council and partners have strategic and sustainable plans for future service delivery. Chief Officers will consider, on an ongoing basis, possible risk exposures to the successful achievement of all priorities.

4.4 Ensuring Equalities

Each service plan is subject to an Integrated Impact Assessment (IIA) which are available within the electronic Members' Library within CMIS.

4.4 Additional Report Implications (See Appendix A)

See Appendix A

Appendices

Appendix A – Additional Report Implications

Appendix B – Background information/Links

Appendix C – Listen and Learn Report Extract

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

The Single Midlothian Plan informs all Service Plan activity with a key requirement that all plans demonstrate the services contribution to the SMP outcomes and priorities.

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☐ Holistic Working
- ☐ Hub and Spoke
- ☐ Modern
- ☐ Sustainable
- ☐ Transformational
- ☐ Preventative
- ☐ Asset-based
- ☐ Continuous Improvement
- ☐ One size fits one
- ☐ None of the above

The Service Plans identify activities which deliver across the key drivers for change streams.

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☐ One Council Working with you, for you
- ☐ Preventative and Sustainable
- ☐ Efficient and Modern
- ☐ Innovative and Ambitious
- ☐ None of the above

The Service Plans identify activities which deliver across the key delivery streams.

A.4 Delivering Best Value

Service Plans demonstrate the services delivery of Best Value and provide the basis for ongoing oversight and management of Best Value duties.

A.5 Involving Communities and Other Stakeholders

Service Plans demonstrate the services contribution to the SMP outcomes and priorities which are identified following a range of consultation and engagement activities with communities and stakeholders.

A.6 Impact on Performance and Outcomes

Service Plans demonstrate the services contribution to the SMP outcomes and priorities and will provide the basis for ongoing performance management.

A.7 Adopting a Preventative Approach

All plans consider the adoption of a preventative approach to service delivery.

A.8 Supporting Sustainable Development

The development of the Single Midlothian Plan and Service Plans represent a robust approach to supporting sound planning of council services. This is further demonstrated by the development of the Route Map.

APPENDIX B

Background Papers/Resource Links

1. Midlothian's Route Map through and out of the crisis
https://www.midlothian.gov.uk/news/article/2977/council_approves_route_map_out_of_covid-19
2. Midlothian – Listen and Learn Report
https://www.midlothian.gov.uk/downloads/download/731/nesta_listen_and_learn_report_for_midlothian_council_-_september_2020
3. Service Plans 2021/22
Service Plans 2021/22 including Integrated Impact Assessments (IIA's)
(placed in the Members' Library within CMIS)

Appendix C – Listen and Learn Report Extract

Midlothian's Future Vision

Built on staff insights and grounded in the 9 drivers for change

