

AUDIT OF BEST VALUE AND COMMUNITY PLANNING

‘Sustainable, thriving and achieving’



**Submission
June 2008**



East Dunbartonshire Council
www.eastdunbarton.gov.uk

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1: Introduction

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East Dunbartonshire is a confident and ambitious Council with a successful record of delivering outcomes through working in partnership with key stakeholders across a wide range of sectors. The Council delivers its services to an area that is recognised as safe, healthy and prosperous where the quality of life is perceived as high and the achievement and support for young people is widely recognised.

The Council has effective leadership from Elected Members, senior officers and staff. Political leaders and chief officers work together to strengthen the focus on continuous improvement and change, aimed at developing a sustainable, thriving and achieving organisation.

The Council has developed from a traditional service model of delivery into a corporate and outcome focused organisation. It is organised to provide a clear focus on the delivery of local priorities with a strong capacity for successful joint working with strategic partners.

The Council supports the development of individuals through early years' provision, schools, libraries, vocational training and cultural activities. It helps shape the health of our communities through enhanced leisure provision, social care and encouragement for healthier lifestyles. The Council seeks to improve the quality of the environment through maintaining attractive open spaces, effective waste management

and developing a sustainable built environment. It has a key role to play in the regeneration of town centres and in supporting the development of local businesses.

We have many challenges to address. Recent projections suggest East Dunbartonshire will have a declining and ageing population and that the number of children and young people and young adults will fall. The Council is aware that action is required to develop more sustainable communities, through enhancing the provision of affordable housing, strengthening our local business base while at the same time building on our strong record of educational achievement and continuing to develop services which meet the needs of an ageing population.

The implementation of these objectives will be achieved through the effort and contributions of those who work for the Council. The Council supports its staff to ensure they are provided with the most up-to-date and relevant skills which will assist in the delivery of high quality services which meet the needs of our customers and communities. They work in an organisation committed to the delivery of effective public services and enhanced outcomes for all the people in East Dunbartonshire.



Rhondda Geekie
Leader of the Council -
Leader of the Labour Group



Billy Hendry
Depute Leader of the Council -
Leader of Conservative Group



Ian MacKay
Leader of Scottish National
Party Group



Eric Gotts
Leader of Liberal Democrat
Group



Charles Kennedy
Leader of East Dunbartonshire
Independent Alliance



Sue Bruce
Chief Executive



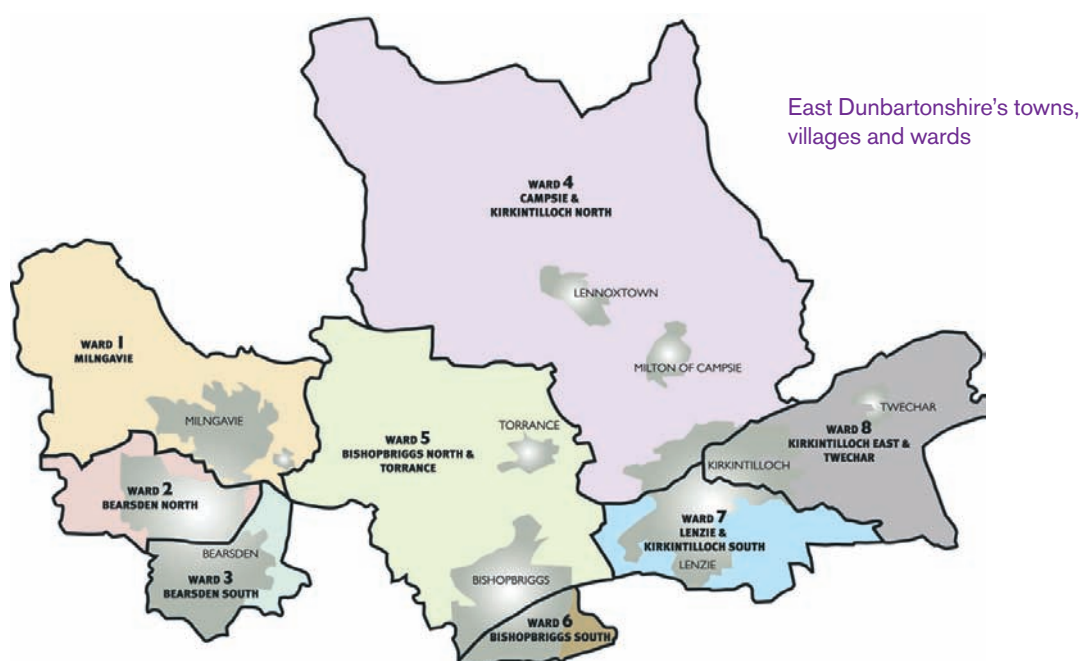
Gerry Cornes
Corporate Director,
Environment



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John Simmons
Corporate Director,
Community



Geography and Demography

East Dunbartonshire lies to the north of Glasgow stretching from the city limits to the Campsie Fells and the Kilpatrick Hills and covers an area of 77 square miles. It is a strategically significant location between the city and the gateway to the Highlands through the West Highland Way and eastwards through the Kelvin Valley. The local authority area includes the towns and villages of Bearsden, Bishopbriggs, Kirkintilloch, Lennoxtown, Lenzie, Milngavie, Milton of Campsie, Torrance, Twechar and Waterside.

During the decade, 1991-2001, the population of East Dunbartonshire remained stable, with only a slight decrease of 1,150, just over 1 percent. However, between 2001-06, there was a further decline by 2.5 percent to a figure of 105,460. Recent population projections by the Registrar General indicate that the population of East Dunbartonshire is likely to decline by a further 15,000 over the next 25 years and that it will be an increasingly older population.¹

Significantly, the number of school age children is expected to fall by a quarter over this period, while those aged 75 and over are expected to almost double. Based on these projections, by 2031, nearly a third of our population would be aged 65 or over. The need to address population decline through strengthening the local economy, regenerating our town centres and providing more affordable housing are fundamental elements in our approach to developing sustainable communities.² This approach is at the core of our initial Single Outcome Agreement which has been developed with community planning partners and submitted to the Scottish Government.

¹Source: Registrar General's Annual Review 2006

²Source: GROS Population Projections 2006 based

People living longer is good news, but our increasingly older population will place increased demands on services for older people, particularly in health and social care and on the need for a new range of housing.

Though the number of children and young people is expected to fall, over a fifth of our population are currently of school age. This presents challenges in providing services for our children and young people from pre-school to secondary education. The Council was successful in securing funding from the Scottish Executive to renew its secondary school estate through a Public Private Partnership (PPP). The PPP project remains on track to deliver six new Secondary Schools in 2009.

There is a strong and increased sense of community within the towns and villages in East Dunbartonshire. Elected Members and officers have worked vigorously over the years to engage with local communities and partners to identify local priorities and develop thriving and sustainable town centres across East Dunbartonshire. Community engagement has been at the core of our regeneration initiatives in Kirkintilloch, Lennoxton and Twechar.

Research undertaken by the Commission on Integration and Cohesiveness, which had been established by the Westminster Government, reported in November 2007 that East Dunbartonshire was the most cohesive area in Scotland in terms of quality of education provision, community safety, health, employment, the environment and leisure amenities.³

We are proud of our achievements and strive to build on and improve the services we deliver to our citizens and to further regenerate and develop the economy of the area. Our achievements have been recognised throughout Britain. In 2007, a survey undertaken by the *Reader's Digest* based on a range of criteria, including education, community safety, health, the environment, housing and accessibility, identified East Dunbartonshire as 'the best place in Britain to bring up a family'.⁴ Similarly, success criteria developed by the Federation of Small Businesses relevant to income, health, education and equality of opportunity ranked East Dunbartonshire as the best performer of all Scottish Councils in 2007, while in March 2008⁵, East Dunbartonshire was again rated in the top ten places to live in the UK by Halifax Bank of Scotland.⁶

East Dunbartonshire however, does have areas of social deprivation. From 2004-06, the Scottish Index of Multiple Deprivation identified two areas in Hillhead and Twechar as being within the most deprived 15 percent of Scottish data zones.⁷ Through effective partnership working, we targeted activity on these areas through our Regeneration Outcome Agreement with the result that Twechar improved from being in the lowest 15 percent to a position of being in the lowest 20 percent. Our new Corporate Development Plan and Single Outcome Agreement set out how we will improve the quality of life for our communities across East Dunbartonshire and enhance opportunities and choices for all our people.

³Source: Commission on Integration and Cohesiveness 2007

⁴Source: Reader's Digest Survey 2007

⁵Source: Federation of Small Businesses 2007

⁶Source: Halifax, Bank of Scotland 2008

⁷Source: Scottish Index of Multiple Deprivation 2004-06

2: Our strategic direction

Sustainable, Thriving and Achieving

Our Vision

"East Dunbartonshire strives to be a sustainable, thriving, achieving authority, delivering effective services to the community and improving quality of life for everyone."

Our Vision for the Council and its communities reflects the vision expressed in the Community Plan for 2006-2011 and is reiterated in the Council's Corporate Development Plan, covering the period 2008-2011. East Dunbartonshire will be an area for achievement and provide a safe, healthy and attractive environment. It will be an area which is confident and ambitious, where learning and enterprise is nurtured and supported to develop opportunities for all our people.

In order to achieve this vision for East Dunbartonshire, the Council will aim to be a sustainable, thriving and achieving organisation, delivering effective services for our communities. We want our people to have pride in their communities and in East Dunbartonshire. We will listen and respond to the needs of our people and provide strong community leadership to address the opportunities and challenges that lie ahead.

Sustainable

The Council is aware that the decisions it takes today will have an impact on the people and the environment for years to come. It therefore aims to ensure that the outcomes of social, economic and environmental improvements are sustainable and durable.

Our extensive regeneration projects, include Kirkintilloch and Lennoxtown Initiatives, Twechar Masterplan and our recently redeveloped Town Centre Steering Groups. They ensure that our communities are redeveloped in a sustainable way, improving the local economy, environment and quality of life to build thriving centres for the future.

Sustainability is also an important aspect of local partnership working. All the Community Planning Themed Partnerships ensure that the priorities they identify and measures they undertake to ensure that East Dunbartonshire is healthy, safe and a desirable place to be are all carried out following the principles of sustainability.

Having established an East Dunbartonshire Fair Trade Steering Group in 2005, the Council has worked hard with its partners to increase awareness and understanding of Fair Trade issues throughout the area. This culminated in October 2007 when East Dunbartonshire became only the fourth area in Scotland to achieve Fair Trade Zone status.

The Council is aware of the need for sustainability in its own actions and this year committed to reducing its carbon footprint by 25 percent between 2008 and 2013 through a Carbon Reduction Plan.

"Through partnership working between the Council and NHS Greater Glasgow and Clyde, Kirkintilloch's Initiative is regenerating the local area. The enhanced outcomes for local people would have been undeliverable by one organisation operating on its own."

Duncan Hamilton, Director,
Kirkintilloch's Initiative

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Thriving

The current rate of unemployment in East Dunbartonshire is half the Scottish average and we have the highest number of economically active citizens in the country.⁸ However, we need to improve our rate of business start-ups to help create a more sustainable and durable economy. In implementing our Economic Development Framework, we recently undertook a Town Centre review. One of the outcomes is the establishment of town centre partnerships through which the Council, the traders and Community Councils are working together to ensure our Town Centres continue to thrive and grow, and enhance civic pride.

In 2006 our Economic Development team worked closely with Norwich Union to develop their call centre in Bishopbriggs, increasing the employment potential of the area. Our Corporate Development Plan outlines how the Council will work in partnership with its stakeholders to diversify the economy of East Dunbartonshire to ensure the area continues to thrive.

In partnership with the Strathkelvin Development Company, East Dunbartonshire Enterprise Trust and Scottish Enterprise Dunbartonshire, the Council successfully managed the expansion of the Southbank

Business Park in Kirkintilloch and secured funding for a new roads infrastructure, office accommodation and canal marina development.

Our annual Canal Festival held in Kirkintilloch continues to grow year on year, receiving support from Visit Scotland to promote the event beyond the local area and attract high numbers of visitors. The 2007 Canal Festival recorded the highest number of visitors ever and has been short-listed for a prestigious Thistle Award in the 'regional events and festivals' category of the annual Visit Scotland Awards.

Although there are pockets of antisocial behaviour across East Dunbartonshire, the area has one of the lowest crime rates in mainland Scotland. The Council's Community Safety Partnership brings together stakeholders working effectively together to increase safety within our communities and implement initiatives to tackle antisocial behaviour.

The Twechar Healthy Living and Enterprise Centre is an important hub for the community. It is an initiative that goes from strength to strength in the once declining village and demonstrates what can be achieved through effective regeneration, delivered through a range of local partners.

Our life expectancy rates are among the highest in the country and our Joint Health Improvement Plan and our

Single Outcome Agreement set out ways in which we will address current health needs and ensure healthier lifestyles for all our people.

East Dunbartonshire Council has worked hard to attract two world class sporting brands. We now play host to Celtic Football Club who have developed a multi-million pound training facility in Lennoxton, to prepare for participation in the Champions' League, while Rangers Football Club prepare to take on the European elite in its multi-million training complex in Milngavie. The relocation of both clubs to East Dunbartonshire reflects our outstanding local natural, healthy and safe environment. It also enhances the local economy through employment and tourism, with both clubs committed to engaging with and supporting the local community.



[Our Economic Development Framework document](#)

⁸Source: Scottish Government Labour Market Statistics March 2008

Achieving

East Dunbartonshire is recognised as an area of achievement in terms of academic attainment, low crime levels, and high quality environment. The Council has been recognised for its achievements in service delivery through the receipt of national awards for its services.

Excellent HMIE reports for our pre-five centres and schools demonstrate that we provide the best in education for our young people who continue to achieve national qualifications, at standard grade and higher, well above the national average.

Our Community Health Partnership was the first in Scotland to deliver a joint Community Health Plan 2006-2009 with supporting action plans, while our joint child protection services have recently been commended by HMIE.

Our Social Work service received national recognition for its intensive support and monitoring service. It won best in category and best overall in Scotland at the prestigious Care accolades awards ceremony in 2007.

Our Environment Team won an award at the annual People and Places Conference and Awards ceremony in 2006. 'Programme Manager of the Year' was awarded to East Dunbartonshire as the partner who had shown the most commitment and enthusiasm to utilising the *People and Places* Network to improve local environmental quality in 2005.

Working with the Council's Environment Team, over 100 businesses in East Dunbartonshire achieved Keep Scotland Beautiful Tidy Business Awards in 2007, an increase on the previous few years and a demonstration of the commitment of these businesses to issues such as waste reduction and recycling.

Through the work of our Education service working with our Transport team, we have recently become the first Council in Scotland to have travel plans in place for all primary schools. Pupils who played a major role in determining the plans, were recently recognised by the Minister for Transport, Infrastructure and Climate Change who spent a morning discussing the benefits of this initiative to the local environment.

In order to comply with 2004 Civil Contingencies Act, all Councils were required to have plans in place to operate despite an emergency. East Dunbartonshire undertook a comprehensive approach to developing its strategy, working in partnership with the private sector. We were the only local authority short-listed in the Business Continuity Strategy section of the CIR Business Continuity Awards 2007 for the resulting strategy, which is now being implemented to ensure we have an effective system in place to deal with any major impacting situations.

We are committed to delivering efficient and effective services to all our customers and

encourage feedback from them so that we can continue to improve. Our consultation strategy and the work of our Citizens' Panel play a key role in facilitating this feedback. Our citizens are informed of service developments and achievements through Edlife, which is our magazine for local people. The annual Public Performance Report summary is distributed through Edlife to all households in the autumn of each year.

With our community planning partners, we hold an annual Community Assembly which enables us to showcase our activities and engage in constructive dialogue with members of the public and community representatives in developing our forward agenda.

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Working in Partnership

We have a strong tradition of working with others in East Dunbartonshire to deliver our objectives. We work with a range of public, private and voluntary sector organisations to deliver improvements for our people. Community planning is providing a new impetus for partnership working and acts as a cohesive force in enhancing more co-ordinated working and sharing skills and resources to deliver the vision.

Our initial Single Outcome Agreement with the Scottish Government was developed with all our community planning partners a year ahead of the requirement for partnership involvement. It sets out the key challenges for public service delivery across East Dunbartonshire, the outcomes we want to deliver for our communities and the contributions from all the community planning partners. At the core of the SOA is the need to continue to develop sustainable and thriving communities throughout East Dunbartonshire and to demonstrate we are committed to enhancing choices and opportunities for all our people.

The Council has a substantial record of developing innovative and effective partnerships aimed at the delivery of its corporate objectives and providing enhanced outcomes for our communities.

Our commitment to joint working has delivered:

- World class training venues for Celtic and Rangers Football Clubs
- A multi-million joint partnership with NHS Greater Glasgow and Clyde to regenerate Kirkintilloch, raising civic pride and providing a focal point for improved community amenities
- A new award-winning leisure facility comprising sports hall, swimming pool and floodlit football pitches and tennis courts
- A new Learning Centre which acts as outreach campus of Cumbernauld College and provides a wide range of courses for local people
- The development of an integrated health and social care centre in partnership with NHS Greater Glasgow and Clyde, which will provide local health and social services under one roof
- Through work with our Community Health Partnership, a new integrated assessment framework, Starting Well, has been developed for children
- The development of a new arts and cultural centre, supported by the Scottish Arts Council, including a theatre and exhibition space
- The generation of £6 million in external funding to support the development of local voluntary and community-based initiatives
- A range of housing development projects undertaken with Registered Social Landlords and private developers through our strategic partnership working with Communities Scotland
- An award winning new Healthy Living and Enterprise Centre in Twechar, which provides a one-door approach to learning, training, social, recreational and community activities, which was opened by the former First Minister in October 2006
- Work with our partners in the voluntary sector has delivered an expanding social economy with a turnover of £11.5 million in 2007



East Dunbartonshire's
Community Plan

We reviewed our approach to community planning in order that our new Community Plan, which was launched in October 2006, more clearly reflected the priorities for our area and articulated the shared vision for East Dunbartonshire. Our new plan recognises the need for new partnerships for the environment as well as for children and young people. It sets out the priorities for achieving the vision for East Dunbartonshire under the following five themes:

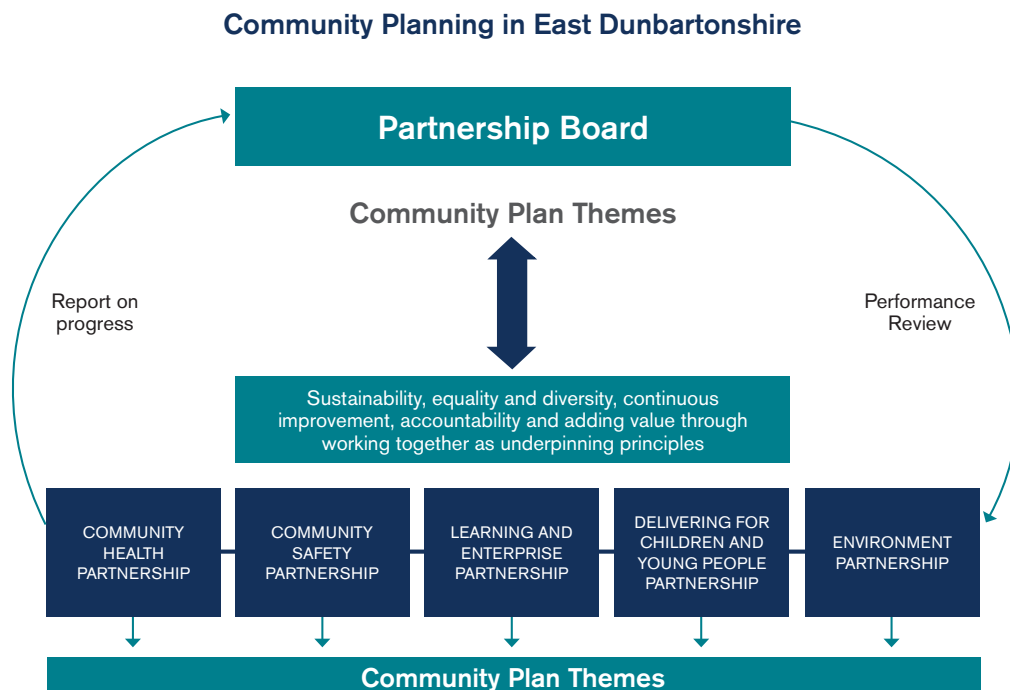
- Safer communities
- Enhancing learning and enterprise
- Improving health and wellbeing
- Delivering for children and young people
- Protecting our environment

In order to ensure that these themes are transformed into outcomes that enhance the lives of local people, we established a Partnership Board which provides strategic direction for Community Planning and holds the Partnership to account for performance in delivery (see Figure One).

"The commitment of the Council in adopting a community planning approach to the development of the SOA reflects the strength and effectiveness of partnership working in East Dunbartonshire."

Calum Murray –
East Dunbartonshire
Subdivisional Officer,
Strathclyde Police

Figure One – Community Planning Structure



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The Board is chaired by the Leader of the Council and includes senior managers from the Council, NHS Greater Glasgow and Clyde, Scottish Enterprise, Strathclyde Police, Strathclyde Fire and Rescue, Strathclyde Partnership for Transport, Cumbernauld College, Dunbartonshire Chamber of Commerce, British Waterways Board, Job Centre Plus, Community Councils, East Dunbartonshire Council for Voluntary Service and the East Dunbartonshire Equality Advisory Group. Representatives from the East Dunbartonshire Youth Senate play an important role in advocating the views of young people and make a substantive contribution to the work of the Community Planning Partnership.

A Community Planning Implementation Group has been set up to ensure effective communication and implementation of decisions taken by the Board and to review the impact of local and national policy developments on community planning objectives.

We have reviewed our performance in the development of community planning against good practice promoted by Audit Scotland, which identified particular strengths in strategic leadership, commitment and engagement. The review also indicated the need for an enhanced performance focus, strengthened involvement of Elected Members and the development of a protocol for more effective information sharing.

Work undertaken during the development of the Single Outcome Agreement has identified a number of areas requiring consideration by the Community Planning Partnership Board in order to enable effective delivery of the outcomes set out in the Single Outcome Agreement. These areas include the configuration of community planning structures, the alignment of SOA outcomes across themed partnerships and lead reporting responsibility for performance indicators.

These areas together with the outcomes of the strategic self-assessment of the work of the Partnership, will be incorporated in a Partnership Improvement Plan, which will be submitted to the Community Planning Partnership Board and Council in August 2008.

Our Community Planning Partnership is already delivering enhanced outcomes across the five themes:

Safer Communities

- Co-ordinating the work of Community Support Officers across East Dunbartonshire and the continuous upgrading and expansion of CCTV monitoring has helped achieve the lowest crime rates in mainland Scotland
- First Partnership in Scotland to appoint a dedicated antisocial behaviour and victim support co-ordinator providing enhanced support to victims of crime and antisocial behaviour

- Our local Pubwatch scheme enables quick and effective communication between local licensees and the Police, with the outcome of reduced antisocial behaviour and alcohol abuse
- The provision of a one door approach to a range of services including the SACRO mediation service, victim support and community support officers, resulting in a more integrated services for our communities
- Joint programme of road safety and cycle training rolled out to all primary schools to support increased road safety and awareness among pupils

Enhancing Learning and Enterprise

- Current rate of unemployment is half the national average and the percentage of the adult population in employment is well above the national average
- Our partnership with Workforce Plus has resulted in the awarding of resources to develop a joint approach to improving employability and the provision of training support
- Employment within the social enterprise sector has increased by 40 percent over the past year, with a current turnover of £11.5 million

"Work with the East Dunbartonshire Community Planning Partnership has helped us in providing additional support to people moving back to work and identifying opportunities for them in the local labour market."

Jim McGonigle, District Manager, Job Centre Plus

- New warehouse and office units at Twechar Business Park have been built and are now more than 50 percent occupied
- Partnership agreement in place with Dunbartonshire Chamber of Commerce, to regenerate local town centres

Improving Health and Wellbeing

- The Council is recognised as working towards becoming a 'Health Improvement Organisation'
- Life expectancy rates for males are the highest in Scotland at 77 years, while life expectancy for women at 80.4 is above the national average of 79
- New health and social care centre will provide local health and social services under one roof
- Work with our Community Health Partnership has delivered integrated assessment frameworks for working with older people and children
- Action on healthy eating, tobacco and substance misuse and physical activity are being addressed through implementation of our Joint Health Improvement Plan
- New nutrition policy aimed at healthier eating is being developed following a review of catering provision across all Council locations

- Expansion of smoking cessation services to cover all our regeneration areas
- Implementing programme to promote oral health and reduce dental disease for the under 5s
- UNICEF accreditation for Baby Friendly Status in Bearsden and Milngavie and working towards accreditation for Strathkelvin
- Introduction of free swimming for older people at leisure centres through our Passport to Leisure Scheme

Delivering for Children and Young People

- Schools counselling service rolled out to all secondary schools
- Triple P – Positive Parenting Programme has been expanded to cover 11 nursery and five primary schools
- Our services for the protection of children and young people were commended in the HMIE follow-up report, published in September, 2007
- Development of youth senate aimed at encouraging participation of young people in the work of the Council
- Establishing of Council Youth Achievement Awards, which in its first year recognised the achievements of 65 young people

Protecting the Environment

- Recycling rates have risen to over 32 percent for 2007/08, ahead of European and national targets
- 75 percent of our schools have achieved Eco School status
- Publication of award-winning sustainability guide for local businesses
- One hundred local businesses have achieved Keep Scotland Beautiful Tidy Business Awards
- Sustainable transport is a core element in all school travel plans
- East Dunbartonshire Council won the Integrated Transport Category Award at the 2007 Scottish Transport Awards
- Free uplift service for abandoned vehicles with improved collection times
- Green office policy implemented in all Council buildings
- Air quality management area established in Bishopbriggs
- Council has introduced a Carbon Reduction Policy to reduce its carbon footprint

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Setting Direction through our Corporate Development Plan

Our new Corporate Development Plan sets out the Council's responsibilities for delivering our vision through the implementation of the following six corporate objectives.

- Delivering for children and young people
- Enhancing learning and enterprise
- Improving health and wellbeing
- Investing in improvement
- Safer communities
- Sustainable and attractive communities

The Plan sets out the priorities for the Council until 2011 and identifies how we transform these priorities into actions and outcomes for our communities and how we know we are making progress. It also reiterates our commitment to working with others, describes how we will ensure sound governance, enhance local democracy and accountability and continue to develop a culture of improvement, trust and respect in the organisation and in joint working.

We are developing a coherent and streamlined strategic planning structure which provides a clear framework for continuous improvement. The alignment of our strategic plans enables our service plans to be focused on the delivery of

Figure Two – Our Strategic Planning Framework



outcomes derived from corporate and community planning objectives. (see Figure Two). A set of 50 key corporate indicators, our 'fit fifty', has been developed to enable an effective review of progress on implementation.

Our service plans set out contributions to the delivery of corporate objectives and outcomes. All services have targets for delivery linked to the relevant corporate objective and outcome, and each details the level of resources required to effect delivery at the outcome level. At present, progress on implementation is reviewed twice per year, although reporting will be undertaken on a more regular basis with the implementation of our electronic, networked Covalent performance management system.

This approach enhances transparency and accountability. It provides a comprehensive assessment of the resources used to deliver corporate objectives and outcomes. At a glance, Elected Members and other stakeholders can see the level of investment and the outcomes delivered.

Reviews of implementation of service planning and performance, and budgetary issues are reported to the relevant Strategic Committee and Policy Panel twice yearly, with the information being made available to local and national stakeholders through our public performance reporting framework. A summary Public Performance Report is made available to all our people as it is published annually in the Council community magazine, Edlife.

Core Evidence

- Community Plan, 2006-2011
- Corporate Development Plan – 2008-11
- Single Outcome Agreement – 2008-2011
- Corporate Planning and Improvement Guide
- Joint Health Improvement Plan – 2006-09
- Children and Young People's Service Plan – 2008-2011 (draft)
- Joint Community Care Plan – 2007-10
- Community Health Partnership Development Plan – 2007-10
- Economic Development Framework
- Regeneration Outcome Agreement
- Community Planning Partnership Board – Agendas, Minutes, Presentations and Reports
- Community Planning Implementation Group – Agendas, Minutes, Presentations and Reports
- Community Planning Themed Partnerships - Agendas, Minutes, Presentations and Reports

Key Improvement Actions and Next Steps

The Council and its community planning partners will review the configuration of community planning structures and performance management and reporting arrangements to enable the delivery of the outcomes and commitments identified in the Single Outcome Agreement.

The Council will continue to review its strategic planning and performance framework to provide regular reporting on progress on the delivery of objectives and outcomes to Elected Members and other local stakeholders.

Key Contacts

Councillor Rhondda Geekie -
Leader of the Council and Chair of the Community Planning Partnership Board

Councillor Billy Hendry -
Depute Leader of the Council

Sue Bruce -
Chief Executive

Gerry Cornes -
Corporate Director,
Environment

John Simmons -
Corporate Director,
Community

Valerie Watts -
Corporate Director,
Corporate Services

Tom Duncan -
Policy and Improvement
Manager

Gerard McCormack -
Community Planning
Co-ordinator



Edlife, our award-winning magazine for residents

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Governance Arrangements

The Council's political structures are being developed to support the delivery of our corporate objectives. Our modern approach to governance provides effective delivery, enhances accountability and enables members to scrutinise performance and identify what works and areas where improvements are required.

The Council has 24 Elected Members covering eight multi-member wards and since the Election in May 2007 has been led by a Labour/Conservative coalition. In terms of political composition, the breakdown of Elected Members is as follows:

Labour	6
Conservatives	5
Scottish National Party	8
Liberal Democrats	3
East Dunbartonshire Independent Alliance	2

An initial review of decision-making structures was undertaken through the Best Value Strategic Review of Democratic Renewal and Customer Consultation which reported in October 2000 and comprised the Council submission to the Leadership Advisory Panel. A further review was undertaken in 2003. The streamlined decision-making structure replaced the original 11 all member Service Committees with five Strategic Committees, four Policy and Performance Panels and two Regulatory Boards.

The structure is based on the following core principles:

- Flexible structure with a capacity to adapt and change
- Provision of a 'meaningful' role for all Elected Members
- Enhanced involvement of Elected Members in policy development
- Improved scrutiny and enhanced accountability

The Council has five Strategic Committees which have core responsibility for ensuring effective implementation of legislative requirements and reviewing service and budgetary performance:

- Connect Services
- Development and Environment
- Education and Cultural Services
- Policy and Resources
- Social Services

The Policy and Resources Committee is chaired by the Leader of the Council, meets on a six-weekly cycle and sets the strategic direction of the Council. It approves the strategic policies of the Council and the implementation of best value arrangements, including the framework for performance management and planning.

The other four Strategic Committees are charged with reviewing, monitoring and determining specific policy and service delivery recommendations in accordance with the corporate objectives of the Council.

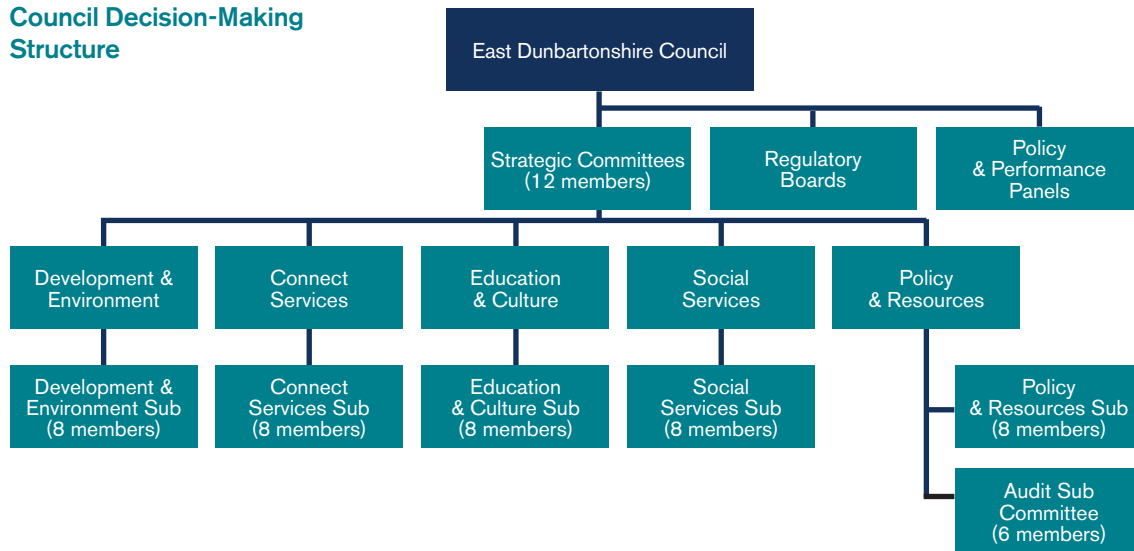
These Committees ensure robust policies and strategies are in place in order to ensure effective service delivery and resource use for local stakeholders.

They are chaired by Elected Members from the Labour/Conservative Administration Groups and meet on a six-weekly cycle (see Figure Three).

The Strategic Committees have made significant contributions to policy development and implementation, seeking to ensure the delivery of continuously improving services for our communities. A recent example is the Education and Cultural Services and Connect Services Committee working together to consider the implementation of 'A Whole School Approach to School Meals', following the work undertaken by the Hungry for Success Implementation Group.

Parents, teachers and trade union representatives are members of the Education and Cultural Services Committee and contribute to an inclusive approach to ensuring high levels of educational achievement and developing widespread opportunities for lifelong learning. We recognise that our young people hold the key to the future of East Dunbartonshire and the work of this Committee ensures that they get off to a good start in the early years and that they, their parents, carers and teachers are provided with substantial support to help them achieve.

**Figure Three –
Council Decision-Making
Structure**



The work of our Social Services Committee ensures that we prioritise the needs of the elderly and vulnerable groups through the promotion of lifestyle changes and improved life circumstances. This Committee is also actively involved in developing our approach to working with partners to provide more affordable housing in East Dunbartonshire.

A current major policy issue for the Development and Environment Committee is the regeneration of our towns and villages. The Committee is prioritising an action plan based on the findings of a review of town centre management in order that we can develop thriving and sustainable town centres across East Dunbartonshire.

It also focuses on the creation of a better built and sustainable environment and the development of the local transport infrastructure.

Our Connect Services Committee has a key role to play in improving the physical environment and enhancing civic pride through ensuring a coherent corporate response to local environmental issues such as potholes, litter, graffiti, fly-posting and broken and disfigured signage. We are well aware that decisions taken today will have an impact on people and the environment in the future and one of the tasks of this Committee is to continuously review our approach to recycling to ensure we are meeting local, national and European targets.

It is important that all our people are supported in the development of healthy lifestyles. The Connect Services Committee is involved in making sure our sports facilities are accessible and affordable to encourage widespread use from all sectors of the community. One key example of this is our

Passport for Leisure scheme which is aimed at enhancing accessibility to all our Leisure Centres for older people, those with disabilities, job seekers and those talented sportsmen and women who require to undertake intensive training.

There are two Regulatory Boards. The Planning Board is concerned with all aspects relevant to planning applications and building control issues, and is an all-member board. The Licensing Board deals with all liquor licensing issues and comprises 10 members of Council.

The most recent review of decision-making structure, undertaken in 2003, found that there was widespread consensus across the political groupings regarding the effectiveness of the Strategic Committees and the Regulatory Boards. A further review is scheduled for the summer of 2008.

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Scrutiny

The 2003 review also identified the need to strengthen the role of the Policy and Performance Panels, which have the dual roles of scrutinising policy development and implementation in the Council and reviewing performance across services. Each of the four Policy and Performance Panels also reviews performance in the delivery of corporate objectives and the implementation of cross-cutting policy issues such as equalities, sustainability, regeneration and community engagement (see Figure Four):

- Corporate resources
- Lifelong learning
- Safe and sustainable communities
- Social inclusion and health

The Policy and Performance Panels meet in public and are chaired by Lead Members from the Opposition groups on the Council. Each Panel has a Lead

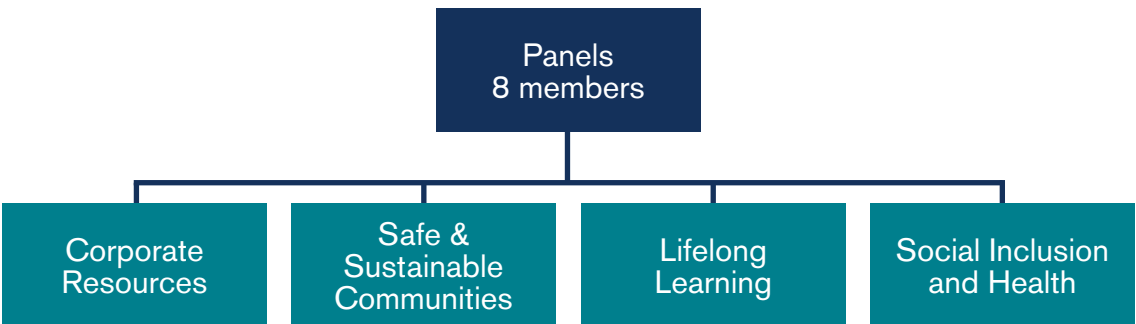
Officer who is a member of the Corporate Management Team and is supported by staff from Policy and Improvement. Corporate guidance relevant to the functioning of the Panel was reviewed in partnership with all the party political groupings subsequent to the Local Government elections in May 2007, and was approved by Council in August.

“The College has developed an East Dunbartonshire Campus in partnership with the Council which provides an integrated approach to lifelong learning. This partnership approach has enhanced access to training and employment opportunities and assisted local people to reach their full potential.”

Martin McGuire, Principal, Cumbernauld College

Revised corporate guidance sets out a process for selecting areas for scrutiny review and for undertaking the review, which involves engaging with key local stakeholders. It also clarifies a framework for scrutinising Directorate performance and for reporting on the scrutiny findings and outcomes of the reviews to the relevant Strategic Committee, which identifies areas requiring improvement and actions to be implemented.

Figure Four – Policy and Performance Panels



All Policy Panels submit annual Work Plans for approval by Council with progress on implementation reviewed at quarterly meetings of Panel Lead Members and Officers. Since their establishment, the Panels have looked in depth at a range of areas where improvements in policy development and implementation were identified:

- Healthy eating in schools
- Equality and diversity issues
- Affordable housing
- Litter prevention and education
- Facilities management
- Health inequalities
- Active lifestyles for older people
- Customer care
- Roads network maintenance

The outcomes of the scrutiny process have been reported to the relevant Strategic Committees, and have led to the implementation of the following substantive improvements to service provision:

- Allocation of resources to develop community food initiatives to extend the healthy eating message
- Review of street trading licences to consider exclusion zones for fast food vans around schools
- Increased litter awareness programmes in schools as part of eco-flag programme

- Improved joint working between housing and planning officers in the implementation of affordable housing policy
- Improved communications between head teachers/ school support managers and facility officers relevant to facilities management

The Panels undertake in-depth scrutiny of Directorate performance. A corporate performance reporting template has been developed to provide Elected Members with a comprehensive and concise review of service performance. The template is reported to the relevant Panel twice yearly and provides information relevant to services in the following areas:

- Summary of service performance
- Statutory performance indicator information
- Local performance indicator information
- Progress on implementation of service plan targets
- Financial targets
- Absence management rates
- External comparisons
- Implementation of findings from external scrutiny reports
- Improvement action plan for service

The Policy and Performance Panels are a core element in the development of a corporate approach to improvement. They play a key role in reviewing performance and enhancing accountability and transparency across Directorates through:

- Reviewing implementation of Directorate service plans
- Systematically scrutinising twice-yearly performance reports based on corporate and local indicator information
- Identifying good practice and areas where improvements are required
- Reporting on findings and recommending improvement actions to the appropriate Strategic Committee

The development of the Panels enables all Elected Members to have an enhanced role in policy development and implementation and in reviewing the performance of Council services and their contribution to the delivery of corporate objectives. However, there are several areas where we need to continue to improve, such as enabling more effective engagement with partners and local stakeholder groups over the gathering of evidence relevant to the impact of policy implementation on local communities.

Scrutiny of our internal control systems is undertaken through our Audit and Risk Management Sub Committee. It ensures effective stewardship of Council resources and reviews implementation of our Corporate Risk Management Strategy and Risk Registers together with progress on the Audit Plan. Our rigorous approach to scrutiny is enhanced through the Chair and Vice Chair positions of the Sub-Committee being allocated to Opposition party groups.

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Core Evidence

- Corporate Development Plan – 2008-2011
- Corporate Planning and Improvement Guide
- Corporate Improvement Plan 2007-2011
- Council Administrative Scheme
- Policy and Performance Panel Structure and Remits, Agendas, Reports and Minutes
- Policy and Performance Panels – Corporate Guidance
- Annual Public Performance Report

Key Improvement Actions and Next Steps

The Council will strengthen the level of external stakeholder involvement in the scrutiny process through the work of the Policy and Performance Panels, ensuring that our decision-making is transparent and accountable.

The Council will review its decision-making structures to reflect the objectives and outcomes set out in the new Corporate Development Plan.

Key Contacts

Councillor Rhondda Geekie -
Leader of the Council and
Convener of Policy and
Resources Committee

Councillor Billy Hendry -
Depute Leader of the Council
and Convener of Development
and Environment Committee

Councillor Michael O'Donnell -
Convener of Social Services
Committee

Councillor Una Walker -
Convener of Education
Committee

Councillor Amanda Stewart -
Convener of Connect Services
Committee

Councillor Ian Mackay -
Convener, Audit and Risk
Management Sub-Committee

Councillor Eric Gotts -
Lead Member, Social Inclusion
and Health Policy and
Performance Panel

Councillor John Jamieson -
Lead Member, Lifelong Learning
Policy and Performance Panel

Councillor Charles Kennedy -
Lead Member, Corporate
Resources Policy and
Performance Panel

Councillor David Ritchie -
Lead Member, Safe and
Sustainable Communities Panel

Sue Bruce -
Chief Executive

Diane Campbell -
Head of Legal and Administration
Services

Tom Duncan -
Policy and Improvement Manager

Linda McKenna -
Corporate Policy Officer

Leadership

Strong and effective leadership has been crucial in harnessing the Council's potential to deliver high quality services to our citizens. The combination of a new Council and a customer oriented Corporate Management Team, working closely with 13 highly motivated Heads of Service provided us with a fresh start in 2007. The aim has been to build on our successes and refocus and accelerate our improvement agenda behind our new shared vision of a sustainable, thriving and achieving organisation which looks to the future.

There is clear strategic direction. Elected Members have set six clear objectives for our new Corporate Development Plan, covering the period through to 2011. The Plan identifies how the Council will deliver its contribution to achieving the vision in the Community Plan and how we will continue to deliver effective services for our communities and strengthen our role of community leadership.

We have established a clear vision based on the underlying themes of sustainable, thriving and achieving, aimed at improving the quality of life for everyone in East Dunbartonshire. Our Heads of Service meet regularly to take forward the corporate agenda and strengthen the focus on improvement.

Elected Members and the Corporate Management Team have agreed a Corporate Improvement Plan, which sets out how the Council will improve its performance and contribute to the delivery of corporate objectives and outcomes. It identifies how the Council seeks to respond to the changing needs of communities and service users through ensuring sound governance and community engagement and by leading the development of partnership working. The Chief Executive and Corporate Directors lead the delivery through their personal sponsorship role for specific themes in the Plan.

One of the outcomes of this activity is the publication of a guide to Corporate Planning and Improvement for use by all services. It sets out the core elements of the corporate planning and improvement framework and identifies the links with the national performance framework developed by the Scottish Government.

The Chief Executive and Corporate Management Team provide strong, visible and accessible managerial leadership within the Council. Our Corporate Directors, Heads of Service and third tier managers have undergone leadership development training which has been strongly focused on embedding self evaluation and consequential improvement and development activities in the organisation.

The ethos and culture of the Council has been important in encouraging and enabling leadership and professional skills to flourish. Over the past two years, there have been six chief officer promotions, two of which have seen Corporate Directors moving to Chief Executive Officer posts elsewhere in Scottish local government. Five Heads of Service progressed to become Directors, three externally and two internally. These progressive developments reflect the capacity building culture of the organisation, and in turn this creates room for fresh and ambitious blood within our own team.

The Leader and Depute Leader of the Council provide strong and visible political leadership at local level. In addition to chairing the Policy and Resources Committee, the Leader works closely with the Chief Executive and Corporate Management Team on a range of broad policy, service delivery and performance issues.

Subsequent to the May Council Elections, both the Leader of the Council and Depute Leader have played a pivotal role in developing and sustaining an Administration Coalition while encouraging a consensual approach across all party groupings in a range of policy areas, including the development of an inclusive corporate budgetary strategy, environmental and infrastructure improvements, equality and diversity issues and more effective community engagement.

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The Leader of the Council also chairs the East Dunbartonshire Community Planning Partnership Board, which provides effective strategic direction for the development of community planning and reviews progress in implementing community planning outcomes. Together with the Chief Executive, the Leader of the Council has fostered an inclusive and positive approach to community planning and joint working, which has strengthened focus on the delivery of outcomes.

Across the party political spectrum, Elected Members play a crucial role in the development of local and partnership organisations, including the Community Health Partnership, the local regeneration initiatives, Arts and Sports Councils, Mugdock Park Management Committee, and the joint boards relevant to Police, Fire and Rescue, Transport and Structure Planning.

We recognise the importance of supporting Elected Members across their range of roles and responsibilities. Critical to that support is the development of a range of briefing sessions and training opportunities. Two senior Councillors have enrolled in the Improvement Service Leadership Programme while the Council is in the process of developing individual development plans for Elected Members based on a personal needs analysis, which will assist them in meeting the challenges of their respective roles.

Areas in which training and development has already been provided to Elected Members include:

- Single status
- Liquor licensing
- Planning legislation
- Local authority finance
- Performance management and planning
- Scrutiny
- Partnership working
- Community health partnership
- Health improvement
- Affordable housing
- Single outcome agreements
- Internal audit

At its inception, the Council implemented a traditional management structure which comprised seven Directorates together with a Chief Executive's Office and an Assistant Chief Executive, while the original second tier management structure consisted of 26 Heads of Service. Subsequent reviews undertaken in 1998 and 2001, rationalised the management structure in order to enable more integrated working across services to deliver corporate objectives and ensure the best use of public resources.

The streamlined and more sustainable management structure currently in place was developed through the Strategic Best Value and Efficiency Review in 2005, and comprises three Corporate Directors supported by 13 Heads of Service. It is aimed at ensuring

that the Council is a modern and efficient customer-focused organisation with the capacity to improve the potential for partnership working and focus on the delivery of corporate objectives.

The Chief Executive leads the Corporate Management Team and works closely with the Corporate Directors to provide strong and effective officer leadership for the Council (see Figure Five).

The Corporate Management Team has responsibility for the following areas:

- Providing corporate leadership on strategic issues of importance to Council
- Financial monitoring and the implementation of the corporate budgetary strategy
- Ensuring strategic and corporate management arrangements are in place
- Leading the implementation of best value arrangements, including strategic planning and performance management
- Providing strategic leadership in partnership working
- Working in partnership with Elected Members to ensure effective implementation of corporate objectives
- Leading and monitoring the response to external issues such as scrutiny and inspection and business interruption

- Leading and developing the Council's staff
- Leading and reviewing the progress of projects which have strategic importance

Additionally, senior officers of the Council contribute to the wider leadership agenda through contributing to the work of external boards, working groups, professional associations and through presentations at national conferences and events.

An area of challenge and substantial strategic importance for the Corporate Management Team is the implementation of single status. The Corporate Management Team is working in partnership with Elected Members and trade unions to ensure effective implementation of an equalities proofed pay and grading structure and terms and conditions package. The Chief Executive is keeping staff informed of progress on single status through a regular Chief Executive's bulletin made available to all staff.

The views of the wider staff group are being sought through an Employee Survey to be undertaken in June 2008 and on a regular basis through contributions to the quarterly staff magazine, Edit.

The Chief Executive chairs a Strategic Best Value and Efficiency Review Group, which is aimed at reviewing existing arrangements for the provision of Council services, with the aim of achieving efficiencies, streamlining arrangements and implementing best practice. The composition of the review

group reflects the inclusive and transparent culture within the Council and comprises the Corporate Management Team together with representatives from the trade unions.

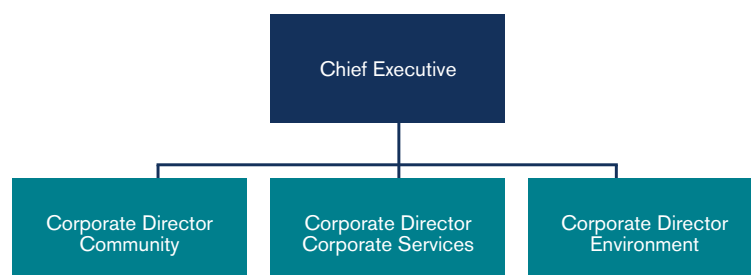
The Chief Executive and the Corporate Management Team promote a culture of improvement and openness. Officers from all levels regularly attend meetings of the Corporate Management Team to present reports on corporate issues. The Chief Executive is highly visible within the Council and attends a wide range of stakeholder events, including policy and initiative launches and award ceremonies.

The Chief Executive actively manages the performance of Corporate Directors through one-to-one meetings to review progress. In line with the Council performance management and development programme, Corporate Directors are assessed against a set of agreed performance criteria. They have annual review meetings with the Chief Executive to review these and to set personal development plans for the year ahead.



Edit, the Council's magazine for staff

Figure Five – Corporate Management Team



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The Chief Executive is appraised by the Appraisal Sub-Group of the Policy and Resources Committee which comprises all political party group leaders. This annual review process is supported by a 360 degree feedback from political leaders, the Corporate Directors and key strategic partners This is facilitated independently by SOLACE Enterprises.

Citizens in East Dunbartonshire expect the Council to promote the area, be its custodian and represent and reflect their views and aspirations and respond to local needs. Effective leadership by Elected Members and officers is ensuring the development of a sustainable and thriving Council, an organisation for achievement.

Core Evidence

- Elected Member Development Training Programme
- Chief Officer Development Programme
- Councillors' Code of Conduct
- Member/Officer Working Groups – Agendas, Presentations and Reports

Key Improvement Actions and Next Steps

The Council will continue to implement leadership development programmes for Elected Members and employees in order that we can strengthen leadership capacity and enhance the delivery of objectives and outcomes for our communities and service users.

Key Contacts

Councillor Rhondda Geekie -
Leader of the Council

Councillor Billy Hendry -
Depute Leader of Council

Councillor Ian Mackay -
Leader, Scottish National Party Group

Councillor Eric Gotts -
Leader, Liberal Democrat Group

Councillor Charles Kennedy -
Leader, East Dunbartonshire Independent Alliance

Sue Bruce -
Chief Executive

Valerie Watts -
Corporate Director,
Corporate Services

Diane Campbell -
Head of Legal and
Administration Services

Ann Davie -
Head of Human Resources and
Organisational Development

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How we are organised to deliver better services

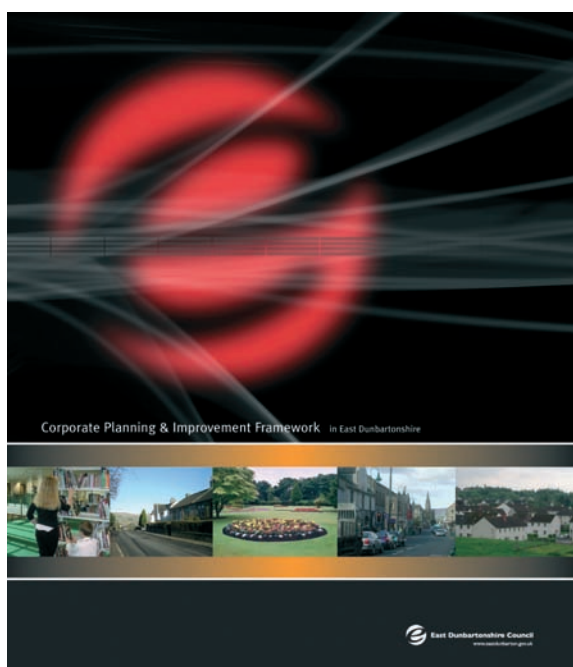
Political and strategic leadership are core elements in advancing the delivery of our vision, our objectives and our values. We support these attributes through the implementation of effective corporate arrangements which act as 'building blocks' for the development of continuous improvement across all our activities. These arrangements are based on the principles of best value and seek to ensure the provision of effective and efficient services which our people want.

Our commitment to best value underpins our work. We are developing a robust corporate performance management framework which strengthens the focus on continuous improvement.

Our customer focus is enhanced through regular consultation and engagement with individuals and communities to identify local priorities. The findings feed into our strategic planning and budgeting cycle. We invest in our people to ensure they are provided with the most up-to-date skills and technology to improve service delivery and enable effective use of our resources. Scrutiny is a core element in helping develop an improvement culture and holding our services to account for performance and effective delivery.

Through our policy development framework, we have adopted an integrated corporate approach to policy development which ensures that any new or significantly changing policies take account of relevant legislative requirements, including strategic environmental and equality impact assessments and sustainable development. The framework also sets out a corporate approach to cross-cutting policy issues such as risk management, health improvement and child protection.

Our Corporate Improvement Plan, which covers the period 2007-2011, sets out how the Council will improve its performance, enhancing the services delivered to our communities. It specifies a series of actions and targets for improving performance, seeking to ensure that our corporate and service improvements are geared to the delivery of corporate objectives and helping to embed a culture of improvement within the organisation. The Plan identifies how the Council will respond to the changing needs of its communities and service users across East Dunbartonshire through ensuring sound governance and enhanced community engagement and by leading the development of joint working with our partners across the various sectors.



Our Corporate Planning & Improvement Framework document

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The Council is implementing an integrated approach to strategic planning, budgeting and consultation, which ensures the findings of consultation influence budgeting and planning priorities. It will also strengthen the focus on continuous improvement on performance with quarterly reporting of selected key corporate indicators being submitted to the Corporate Management Team and subsequently to Strategic Committees, through the roll-out of the Covalent performance management software system.

The development of a culture of continuous improvement has delivered enhanced performance across our statutory performance indicators for 2006/07, with some notable successes. We are one of the top performers in relation to Council Tax collection, showing a year-on-year increase in collection rates, while our cost of collection is the lowest in the country. Areas where performance has been in decline, such as planning and benefits administration are starting to show progress due to the action plans that have been put in place to improve performance. Eighteen of our statutory performance indicators are now in the top quartile for performance in Scotland.

The Council has embraced the Efficient Government Strategy. A prime example was the Council involvement in a Shared Services Consortium which comprised Clackmannanshire, Falkirk, Perth and Kinross and Stirling Councils.

The Consortium was involved in examining the potential for sharing back office functions. Though the outline business case was not accepted by the Improvement Service, much useful learning was granted for the next steps in the shared services journey. At present, the Council is participating in the National Diagnostic Project, promoted by the Local Government National Shared Services Board. East Dunbartonshire Council in partnership with Clackmannanshire, Falkirk and Stirling Councils, has procured consultancy support for the project which is due to report in August 2008.

"Through the policy development framework model all local partners are committed to an integrated approach to equalities, sustainability and environmental impact assessments. This is the added value we have through partnership working in East Dunbartonshire."

Karen Murray, Director East Dunbartonshire Community Health Partnership

Customer Focus

Citizens always come first in East Dunbartonshire. We are a responsive Council and engage vigorously with our people so that they can influence how we improve our service provision. We listen closely to what they say through user consultation and our Citizen's Panel to ensure our services are developed around a customer focus.

We can demonstrate a strong connection between citizen engagement and service improvements. For example, when our 2006 Household Survey identified poor perceptions of the state of local roads, a works programme was prepared to address priority areas for treatment. Additional resources were made available through the corporate budgetary process to effect priority repairs.

Consultation and engagement are embedded in the way the Council works and we develop and plan services based on the needs of East Dunbartonshire citizens.

Our revised Consultation and Engagement Strategy was approved by Council in May 2008. It sets out clearly how we will consult with local stakeholders to inform service development and how and when the findings are reported to local people. Examples of our consultation and engagement activity include:

- Our twice yearly household survey focuses on levels of customer satisfaction with services and identifies areas which should be prioritised for development. It also seeks information on a range of corporate issues, such as customer care and equality and diversity
- Our Citizens' Panel surveys, which have recently focused on sustainable development, public performance reporting and local development planning. Through our Community Engagement Strategy developed with our community planning partners, we are seeking to develop an integrated approach to consultation across the partnership. The first joint Citizen's Panel on Fire Safety was undertaken in 2006
- Our annual Community Assembly provides a coherent public forum for reporting on progress on the development of community planning and engaging with local stakeholders on future priorities
- Our neighbourhood focus group activity considers locality-based issues, such as waste management, physical environment, community facilities and local customer service
- We have dedicated consultative forums for young people, parents and families relevant to the development of the Children and Young People's Service Plan
- We engage with young people through the Dialogue Youth initiative and our Youth Senate. The Youth Senate holds an annual Young People's Conference and has participated in a number of dedicated consultation initiatives with young people in areas such as the Children and Young People's Service Plan, child protection website design, infotext survey and the Council's leisure strategy
- We undertook widespread stakeholder consultation with staff, parents, pupils and local communities on our PPP project aimed at improving the school estate, which focused on conditions and fabric, size of school and joint campus arrangements. The consultation process was identified by the Scottish Executive as good practice for other Councils to follow
- Tenants' satisfaction surveys are undertaken by our Housing Service every two years and focus on the quality of service provision as well as antisocial behaviour and repairs
- Widespread consultation was undertaken with service users and other stakeholders in the autumn of 2006 over the development of a new leisure strategy for the Council. It identified areas to be prioritised for development such as the Kirkintilloch Skatepark Initiative

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- Regular engagement took place with equality groups through the Ethnic Minority Liaison Committee and the Equality and Diversity Partnership. This work is now co-ordinated more effectively through the successor Equality and Diversity Advisory Group
- There are currently 10 active community councils in East Dunbartonshire. Our Community Councils' Liaison Committee provides a coherent forum for community councils to engage with Elected Members over local issues. Outcomes from this forum have included the development of local cycle paths and sustainable development initiatives
- Community-based groups have been developed to ensure effective engagement over local regeneration priorities in the communities of Twechar, Hillhead in Kirkintilloch and Lennoxtown
- Our Education Service engages with parents on a regular basis on a number of policy issues. A recent example was a consultation exercise on sexual health education, which involved the sending out of a survey questionnaire to every parent with a child at an East Dunbartonshire school. Consultation was also undertaken with parents and pupils relevant to the naming of an amalgamated secondary school

The findings of our consultation are reported on a regular basis to service managers, Elected Members and local stakeholders. A Council website dedicated to consultation was developed in 2005 to enable comprehensive reporting on consultation findings and the future consultation programme. The website has now developed into a community planning resource, enabling partners to share information on consultation findings and future developments, enhancing the impetus towards more integrated consultation and reducing duplication of activity.

We have developed a revised Consultation and Engagement Strategy, which sets out more clearly how we will work in partnership with our communities and service users to implement a coherent programme of consultation and engagement which prioritises the issues that matter most across all public services.

Core elements of the Strategy will include the establishing of a business forum through which the Council will engage with local traders to identify priorities for regeneration and tourism development. Youth forums will also be developed to build on the work of the youth senate and to ensure sustained engagement with our young people over the facilities and support they require.

The Council is committed to the development of customer services and the provision of

effective access to consistent information and services. In fulfilling this commitment, the Council has aligned its efforts closely with the National Customer First Programme which aims at delivering more convenient and responsive public services; encourages the take up of online, self-service access to services; and ensures that the great majority (approximately 75 percent) of core service requests can be dealt with at the first point of contact.

The Council has established governance mechanisms to co-ordinate these efforts. A Customer First Steering Group has been established, drawing on representation from across the Council and reporting via the Corporate Management Team to the Policy & Resources Committee.

The Council is currently reviewing its approach to Customer Services and developing a new Customer Services Strategy. It will be based on the following principles.

- Decision makers understand the needs and expectations of communities, citizens and consumers
- Decision making is open and transparent
- Service quality will be consistent irrespective of the channel used by the customer
- Customer service standards will be explicit and communicated to all customers

- Access to services and information will be available by a range of co-ordinated channels to meet the variety of needs across East Dunbartonshire
- Extensive use will be made of electronic service and information provision to complement conventional approaches
- Enquiries will be dealt with at the first point of contact, except where more complex advice and support is required from other parts of the Council
- Feedback is encouraged from individuals and communities and lessons learned from comments and complaints
- Partnership working with community planning partners will ensure effective use of resources across the public sector

The vast majority of local people use the telephone when contacting the Council. In response to this demand the Council established its 24/7 Customer Contact Centre in May 2005. Handling

approximately 100,000 calls a year the Centre provides access for customers to information on services from Housing Repairs and Cleansing to Antisocial Noise and Emergency Out of Hours. The Council has invested heavily in CRM technology that supports the Contact Centre. Customer Service Agents can now establish an electronic record of citizen contact history.

In addition, the Council will soon go online with a new integrated centre linking the Out of Hours Service with the Hour Care Service and CCTV monitoring.

The Council is currently redeveloping its website and has issued tenders for a new Content Management System and a Web Development Strategy. There are currently 18 services available online, ranging from online payments to a stray dog service. A number of interactive features have also been introduced to enhance the experience of the visitor to the site, such as Find my Nearest, e-postcards and virtual tours. A number of online payments can be made via our website and the most popular payment is Council Tax.

Customer complaints, comments and compliments are essential information for the Council in ensuring that its services remain totally responsive to its customers. They can provide invaluable information to help guide the future development of services. In February 2005 the Council produced "Your Say", its customer complaints, comments and compliments procedure. A dedicated Your Say phone line links customers directly into the Customer Contact Centre. The results are monitored centrally.

The Council's employees are of course its greatest asset and training in customer service is a high priority. To support the initial set up of the Contact Centre an initial programme of SVQ and Modern

Apprentice customer care training was developed and made available. The Council is currently awaiting the national roll out of the accredited training programme for customer service professionals led by Renfrewshire Council.



Our Customer Contact Centre handles 100,000 calls a year

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The Council is totally committed to Customer First and the establishment of the technical infrastructure needed to support the delivery of service. As well as the CRM (2004) the Council has established a fully operational Corporate Address Gazetteer in April 2006. It also launched the National Entitlement Card for elderly and disabled residents by April 2006. In recent months, the extension of the National Entitlement Card has been successfully rolled out.

The Council has been an active player in the MGF Customer First Programme. The Improvement Service has made extensive use of our resources to share knowledge across the Scottish local government community particularly in relation to the A-Z project, Citizen Account Authentication and Customer Contact Centre. The Council is currently involved with other Lagan users and has been supporting the National CRM project in its roll out across more than 50 percent of Scottish Councils.

Core Evidence

- Corporate Planning and Improvement Guide
- Consultation and Engagement Strategy
- Consultation and Engagement Website – www.edconsultation.org.uk
- Policy Development Framework
- Customer First Steering Group, Agenda, Minutes and Reports
- Contact Centre

Key Improvement Actions and Next Steps

The Council will implement its new Consultation and Engagement strategy which will provide a more coherent approach to informing Council improvement priorities.

The Council will develop a Customer Service Strategy to enhance accessibility to service provision and ensure transparency and accountability in addressing customer needs.

Key Contacts

Valerie Watts -
Corporate Director, Corporate Services

Bill Pritchard -
Head of Policy and Public Affairs

Angela Fegan -
Team Leader, Public Affairs

Linda McKenna -
Corporate Policy Officer

Efficient Management of Resources

The Council has implemented robust and effective resource arrangements to enable the delivery of our corporate and service objectives. These cover the management of people, finance, risk, assets, procurement and ICT.

Managing People

We believe our 5,000 employees are crucial to the future development of the Council. We have an ambitious vision for East Dunbartonshire and recognise that its implementation will be enhanced through a skilled, motivated, engaged and healthy workforce.

Designed to support the achievement of the new Corporate Development Plan, our Human Resources Strategy will enable incremental organisational change through a commitment to developing:

- Skilled workforce
- High levels of motivation, confidence and respect
- Equality of opportunity
- Talent management and succession planning

The Council has a strong tradition of partnership working with employees. Through the Partnership at Work Agreement, drawn up in 2004, a progressive and positive employee relations culture has been developed based on the premise of shared problem solving through

effective communication and dialogue. The Partnership at Work Agreement helped enhance the values of trust, confidence and respect across the organisation, which were critical in negotiations over Single Status.

With the implementation of Single Status, we move into a period of significant transition and face a challenging agenda and recognising an integrated approach to pay modernisation and transition will be a critical success factor.

Having effectively managed the Council's potential exposure to Equal Pay, the Council has and will continue to review the way in which we conduct our business and will identify areas for improvement. We are aware that in addition to the issues controlled by the Council, there are strong external influences that affect our organisation. These issues will undoubtedly drive changes to our methods of operation, the number of people and the types of skills we require.

In partnership, the Council and our Trades Unions colleagues recognise that to successfully meet these challenges, we require a robust, planned and structured process of modernisation. By working jointly through this process with employees and their Trades Union representatives, it is anticipated that change can be achieved through:

- Service & Organisational Review: Focusing on priority services – delivered against a pre-planned and committed timeline

- Re-assessment of organisational and management structures
- Your Guide to Single Status
- Transition & Modernisation Framework
- Development of a corporate Employee Resource Plan, including resourcing levels, skills mix and identification of surplus/gaps, partnering and outsourcing opportunities
- Employee Transitional Arrangements
- Greater efficiency and effectiveness: Analysis of the efficiency opportunities still to be realised through the full implementation of flexible working practices and working patterns
- Modernising the full employment package through the creation of all-inclusive salaries and an enhanced reward package



A member of our skilled and motivated staff at Kirkintilloch Leisure Centre

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An integrated approach to workforce planning and employee resourcing is at the core of our approach as we seek to strengthen our capacity in planning for the future and in supporting the modernising of our services. A more substantive analysis of the skill levels of our existing workforce and the skills needed in the future will be in place through:

- Development of a Service & Organisational Review Strategy to support organisational development and design
- Integrated approach to employee data management and analysis through the continuous development of our HR management information system
- Principles of Change Agreement
- Development of labour market analysis and response policies
- Planned development of competency frameworks
- Development of a suite of "Organisational Health Checks" – monthly analysis of the workforce profile (including turnover and absence)

We believe a twin-track approach will successfully deliver our workforce requirements ensuring that we have the right people with the right skills and competencies in the right job at the right time.

This twin-track initially seeks to grow our existing employees through skill enhancement, career planning and talent management. Learning and development needs are identified through our PMDP (Performance Management & Development Planning) process recognising needs at individual, team, organisational and national levels, such as those placed on social work services.

These needs will link to our HR management information system, enabling the Learning and Development team to work with service areas to prioritise development needs. Linked to a portfolio of learning and development interventions, our approach will ensure that East Dunbartonshire has a skilled and competent workforce, which has the capacity to deliver effective and efficient services for our communities.

Key developments include:

- Performance Management & Development Planning (PMDP)
- Active partner in the Clyde Valley Learning and Development Shared Services Consortium
- Programme of Learning for all employees
- Developing Management Skills Programme
- Higher & Further Education Sponsorship Programme.
- Career Development Scheme

Our twin-track approach also recognises that the geographical context of the Council and employee mobility has for many years had an impact on turnover within the Council, not least our proximity to Glasgow, Edinburgh and Stirling – each with healthy public and private labour markets. Employee turnover across the Council for 2006/7 sat at 8.87 percent, however, this reduced to 2.2 percent during the first six months of 2007/8. We have developed our approach to labour market analysis and are better positioned to understand and respond to national and regional skills supply and demand fluctuations.

We continue to develop and improve our policy base and practices to enhance recruitment and selection processes while developing our internal talent pool and retention strategies.

As an early adopter of the National Recruitment Portal and by engaging with local community partners such as jobcentre plus to enhance local employment opportunities, offering guaranteed interviews to local unemployed citizens seeking a return to work and committing to offer nine young people the opportunity to join our Modern Apprenticeship Scheme we are confident that we can respond effectively to fluctuating labour market trends while supporting our local community and delivering our commitment to equality of opportunity in employment.

- Review of Recruitment & Selection Policy
- Early adopter of the National Recruitment Portal
- Equality & Diversity in Employment Policy
- Equal Pay Policy Statement
- New Deal & Guaranteed Interview
- Modern Apprenticeship Scheme

Through implementation of performance management and development planning (PMDP) we have a continuous framework in place for all employees. Our PMDP process enables us to recognise the contributions of employees and service teams to the delivery of the Council's corporate objectives. It also helps in identifying development priorities for our employees. It is planned from 2009 that employee reward will be linked to employee performance and our PMDP process will play a critical part in this process. We intend to continue to formally recognise our employees' achievements through our formal awards ceremonies:

- EDwards
- Celebration of Learning

Across the Council, we have continued to promote work/life balance through improved working patterns, flexible benefits and supporting excellence in service delivery.

- Flexible working policy (e.g. compressed working week and home working)
- Flexible Retirement Policy
- Career Break Policy
- Job Share Policy
- Special Leave policy
- Child Care Voucher Scheme

Absence levels are reported to Council on a quarterly basis. Statutory performance indicator information for 2006/07, shows that our absence rates are well below the national average. We are located in the top performance quartile for teachers, while the chief officers and APT & C grouping and craft employees are placed in quartile two. Figures reported to Council for the third quarter of 2007, identified an overall absence rate of 4.4 percent, which is our lowest level since the third quarter of 2005.

Through the implementation of our Maximising Attendance Policy and by taking a tailored approach to case management, we aim to continue to improve our performance while supporting improved attendance at work. Having secured the services of a variety of occupational health specialists, including on-site Occupational Health Advisors, specialist Counsellors and Physiotherapists, to support attendance at work and by utilising the Health & Safety Executive's Stress Risk Assessment and Toolkit, we continue to raise awareness and promote health and wellbeing.

A high standard of health and safety performance is one of the Council's primary objectives and is recognised as an integral part of service delivery. With the active participation of our trades union colleagues, a robust governance structure is in place to reinforce the Council's commitment to its health and safety obligations.

Our next employee survey will be undertaken in June 2008 and the findings from this survey will give us a clearer understanding of what is important to our employees and how this is aligned to our vision of a culture of engagement and involvement. The survey focuses on current employee perceptions of the organisation, views on working for the Council and internal communications. It also seeks feedback from employees on their vision – *what they believe it should feel like to work for this Council*. An action plan relevant to implementation of findings from the survey will be prepared and actions incorporated within the Corporate Improvement Plan, which is subject to twice-yearly review of implementation.



Our Employee Awards

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Managing Finance

Our overall objective is that our financial resources and support systems are focused on the delivery of our corporate objectives and outcomes and effectively support service provision.

The Council has a consistently good record of effective stewardship and control, confirmed on an annual basis by our external auditors issuing a 'clean' audit certificate.

Our accounts are prepared in accordance with Best Value Accounting Codes of Practice. The implementation of a more rigorous and strategic approach to financial planning for the period 2008/09 to 2010/11, reflects an acute awareness of the pressures faced by the authority.

In 2008/09, East Dunbartonshire Council has a General Fund Revenue Budget of approximately £230 million and a Capital Programme of £27 million. In addition, we spend over £11 million on managing and maintaining our housing stock and £5 million on capital improvements to ensure our houses will meet Quality Standards.

The Council receives one of the lowest per capita grant settlements and given our average size, we have no particular scope for generating significant economies of scale within the organisation. Therefore, our ability to continue to levy a rate of Council Tax below the national average is an effective indicator of our efficiency.

The Council has fully supported the drive for more efficient service delivery. In the 2006/07 Annual Efficiency Statement, we were able to report efficiency gains in excess of £4 million, with a further £2million planned for 2007/08. For example our Council Tax collection rates continuously improve, while we had the lowest cost of collection in Scotland, at 30 percent below the national average with our overall levels of debt reducing in each of the last three financial years.

With a range of diverse local financial pressures, such as meeting elderly care costs, waste management arrangements and reductions in the number of school pupils, our long-term financial planning must correctly interpret the changing nature of the services we provide along to address the resultant financial pressures.

It is crucial that long-term budgeting is closely linked with service planning. In May 2007, Elected Members were advised of the severe financial pressures faced by the authority and constraints on Government funding. This financial analysis was set out in a report on the 'General Fund Revenue Budget Financial Projections, 2008-11' considered by the Policy and Resources Committee in June 2007. An All Party Budget Working Group was set up to review the pressures and to consider proposals from officers. Detailed work was also undertaken in

partnership with trade unions through the Strategic Best Value and Efficiency Review Group, to develop strategic options for Elected Members to consider with the aim of achieving a balanced budget.

This strategic approach was continued into the 2008/09 budget round. Despite late receipt of our grant funding, when considering the 2008/09 Revenue Budget, financial information was provided to Elected Members covering the three year service planning cycle from 2008/09 to 2010/11. This highlighted a number of significant pressures to be addressed. Officers will report on proposals for addressing our financial challenges in autumn 2008, earlier than the normal budget cycle, but at a time that will ensure effective linkage with service planning.

Corporate guidance has been prepared relevant to the alignment of budgeting and planning for 2008/09 to 2010/11 for implementation by all services. It is aimed at ensuring that financial decision-making is clearly linked to the delivery of corporate objectives and desired outcomes and that service objectives are affordable. The guidance also reflects the need for services to provide details of efficiency targets to identify financial savings.

In recent years, the Council has applied significant levels of reserves to address exposure to Equal Pay claims. While this approach was based on sound financial and equalities' criteria, there are risks as we now operate with levels of non-earmarked resources below our target level. The Council has therefore adopted a strategy to augment our reserves over a three-year period to provide more robust contingency. In supporting this approach, the Corporate Management Team has implemented a Financial Risk Framework, whereby key financial uncertainties are identified and monitored on an ongoing basis.

In 2006, we were the first local authority to implement the CIPFA Financial Management Model, a self-assessment model for improving financial management. This quality assurance process establishes performance relative to best practice. Overall, the Council compared well, but there are a number of areas where developments were required and these have been steadily progressed to further strengthen internal arrangements. We have willingly participated in work being undertaken by our external auditors in piloting an Audit Scotland toolkit to review financial management. If this process indicates further areas where we can strengthen arrangements, this will be implemented.

We have policies in place in relation to fraud and whistle-blowing. The Audit Plan is based on an allocation of resources to review annually all core financial systems and to undertake a series of regularity projects all of which essentially support the 'Annual Statement on Internal Control'. Resources will then be allocated to reactive work, such as fraud and irregularity investigations and subsequently to specific financial and non-financial projects based on a review of service risk registers.

Our anti-fraud and corruption policy is widely publicised and we are active participants in the National Fraud Initiative and have been involved in several prosecutions for benefit fraud.

Financial management is much more than stewardship. The responsibilities of custodians of public resources must always be fully discharged, but the focus is now moving to ensuring resources are prioritised for the delivery of corporate objectives and outcomes.

"East Dunbartonshire Council has the highest yield from 2006/07 housing benefit investigations in fraud and overpayments."

Report on National Fraud Initiative in 2006/07 – Audit Scotland

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Managing Assets

The Council's Asset Management Planning Framework outlines arrangements designed to ensure the delivery of a long-term strategy for its assets. The strategy includes the utilisation of a wide range of relevant information on the performance of assets, the full integration of capital and revenue spending with asset management planning and clear arrangements for the management of assets within the Council. The Council recognises that the appropriate use of assets plays a substantial role in improving the front line service provision.

The Council's Corporate Asset Management Group, consisting of senior officers from across the Council is tasked with producing and monitoring the Council's Corporate Asset Management Plan.

The breadth and seniority of service representation reflects the importance of corporate asset management and its strategic influence on the Council's capital and revenue budgets. Accordingly, the Corporate Asset Management Group reports via the Strategic Investment Group, an all party member / officer working group chaired by the Chief Executive, to the Development and Environment Committee and to the Policy and Resources Committee. Ultimately, the Council will have a demonstrable plan for the delivery of clear, defined

and attainable objectives to contribute to improved, modernised and attractive services.

Our operational assets are currently valued at £237m, ranging from large sites comprising of playing fields, parks, schools, sports and leisure centres to shops, industrial units, offices and community centres. Through the development of our new Corporate Asset Management Plan, we will ensure a more strategic use of our assets to help support the delivery of the Council's corporate objectives. This process will be assisted in the short-term through the undertaking of a Strategic Review of Asset Management aimed at property rationalisation.

Asset Management is key to our efforts to deliver best value services and our cross cutting themed initiatives such as procurement. It is an area that is prioritised for future action through our Corporate Improvement Plan. The main features of our asset portfolio are as follows:

- The Council occupies 19 key establishments and uses 236 premises to deliver services. We are responsible for the maintenance of 10 listed Buildings and Structures (approximately 6 percent of all the Listed Buildings and Structures within the Council area). We own around 3,776 houses maintained through the Housing Revenue Account

- The introduction of the Prudential Code has encouraged us to develop our own understanding of how investment should operate in a modern Council. We have now adopted an asset management implementation strategy that will enable us to progress on a corporate basis
- IT hardware is valued at just over £3.3 million and we are working towards a complete register of our ICT assets based on industry best practice
- Housing Stock is valued on a five-year review and our 2007 revaluation was presented to the Council in the Financial Year 2007/08



Our Corporate Asset Management publication

The Asset Management Implementation Strategy was developed as a first step towards delivering asset management planning, setting out how asset management will be developed from 2007/08 onwards. We are committed to implementation ensuring that the benefits of having the right assets situated in the most appropriate locations are maximised and realised in the longer-term.

Our School Estate Management Plan was submitted to the Scottish Executive in December 2003. The Plan was updated in 2004 and was appraised and approved by the Scottish Executive. All of our schools were fully surveyed for condition in 1999 and this information was refreshed in 2004.

A core element of our School Estate Management Plan is the replacement of six of our existing secondary school buildings through a PPP Project. Widespread consultation with stakeholders, including school pupils, has been undertaken over the design of the new buildings in partnership with the Scottish Architectural Design Centre. Four of the new schools will be built on the existing sites and two will be built on alternative sites, with the first school due to open in the near future.

The development and installation of a bespoke property asset database which will support asset management planning has been successfully completed. The next stage of collecting on site data including, Building Surveys and Intelligent CAD Files, Condition Surveys, DDA Audits, Fire Risk Assessments and Asbestos Type 2 surveys is due to be completed by July 2008.

We recognise the need to establish a more effective performance management framework for our assets, to ensure that they are being utilised effectively. Accordingly, our Corporate Asset Management Plan, which will be completed by the end of 2008, will be reviewed on an annual basis to inform Elected Members of performance. We intend to improve the performance of our assets through:

- The use of Statutory Performance Indicators and development of effective local performance indicators
- The development of strong linkages to Best Value Plans
- Suitability and Sufficiency Surveys

We currently operate a rolling capital programme. For 2008/09, the projected expenditure is £34 million. Our Corporate Asset Management Plan will enable development of a 10-year capital investment strategy, commencing 2009/10.



Part of our consultation for the PPP Project

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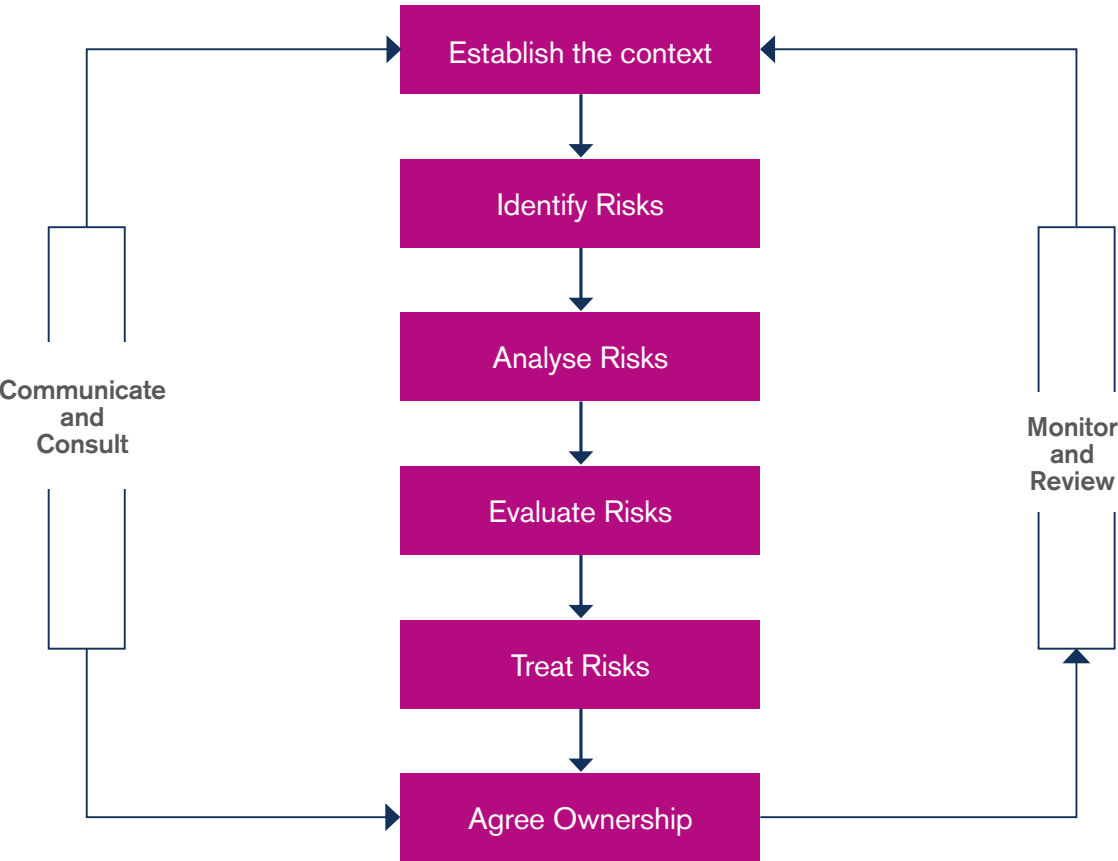
Managing Risk

East Dunbartonshire Council views risk management as an essential element of good governance and ensures that it is integrated into our planning and decision making processes. An initial Risk Management Strategy was developed in April 2005 which has been rolled out across all services, and the post of Corporate Risk Manager was established to co-ordinate this process.

Risk management workshops involving key employees have been used as the basis for rolling out the Council’s Risk Management Strategy. The outputs of the workshops are collated, classified and analysed so that a corporate approach can be taken common categories of risk.

The Corporate Risk Management Strategy follows internationally best practice to enable continuous improvement in the Council’s delivery of a risk management function (see Figure Six).

Figure Six – Risk Management Cycle



Work is progressing on the development of a comprehensive Corporate Risk Register, and a number of areas of corporate activity have been assessed, including community safety, single status and equal pay. The Finance Risk Register relating to the Budget was recently reviewed and approved by Council. A schedule for developing the Corporate Risk Register is incorporated in the Corporate Improvement Plan which was approved by Council in December 2007.

A key aspect of risk management is Business Continuity Management and the Council has prioritised its implementation. Until the Civil Contingencies Act, 2004, Business Continuity Management had been common in large private sector organisations such as banks. East Dunbartonshire Council was the first local authority in Scotland to be able to meet its challenging new duties under the Act. The quality of our approach was recognised by Continuity Insurance and Risk Magazine who nominated the Council's Strategy for Business Continuity Awards 2007 as "Business Continuity Strategy of the Year" alongside organisations such as HBOS and Price Waterhouse Coopers. This Council was the only public sector organisation nominated in this category.

In early 2005, East Dunbartonshire Council initiated a project to develop a solution for implementing Business Continuity Management in line with the requirements of the 2004 Act. The strategy was developed in partnership with Glen Abbot, a respected private sector provider. A three-tiered governance structure for the Project was adopted.

At the highest level a BCM Steering Group was formed, headed by the Chief Executive and including all three Corporate Directors. The BCM Steering Group was responsible for:

- Making decisions on the financial and risk impacts of the project
- Understanding the corporate implications of the project outputs
- Ensuring the service departments delivered the project requirements
- Agreeing the strategy and reviewing implementation

At the middle tier, a BCM Project Team was responsible for producing the strategy and plan, reviewing team business continuity plans and managing the day-to-day delivery of the project. After undergoing training in business continuity philosophy and principles, and one-to-one sessions on Business Impact Analysis, 30 departmental co-ordinators were appointed, forming the third tier of the structure.

These BCM co-ordinators are responsible for:

- Conducting the business impact analysis for their service
- Producing departmental recovery plans for their service from the business impact analysis data
- Acting as focal point and co-ordinator for all business continuity activities within the service

The Business Continuity Strategy details how and when the maintenance and testing of the plans should take place. A full externally facilitated test of the corporate plans is carried out on an annual basis. A change control process has been defined which ensures that there is a full audit trail of any changes made to the plans.



Our Corporate Risk Management Strategy

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Managing Information and Communications Technology

The Council has invested in excess of £3 million in ICT over the last five years to assist in improving the delivery of services to our local communities. Our priorities for modernising our services are set out in the revised Corporate ICT Strategy, which was approved by Council in February 2008. They include the development of a new Customer Services Strategy, enhancing the ICT infrastructure and establishing a corporate ICT steering group to strengthen IT performance and project management.

The new strategy focuses on making ICT an enabler for change in the Council, drawing on best practice and experience from other local authorities and the broader public and private sector. One of the key recommendations is for the introduction of stronger governance of new ICT investments and for ICT service performance in general. The strategy identifies the governance arrangements that the Council should deploy to enable the most effective application of ICT resources.

Developing and implementing the Corporate ICT strategy will address concerns and significantly improve the efficiency and cost effectiveness of investments in ICT. It will also help the ICT service position itself to be able to respond in a flexible way to any new and changed service demands. During 2007, service requirements were consolidated and prioritised to ensure that corporate objectives are fully reflected in the ICT Work Plan. Improvements planned for 2008, include a rolling-plan which reflects future requirements and resource capacity more effectively.

Performance is being strengthened and a new set of service levels have been acted upon which will provide enhanced clarity on standards and enable more effective performance monitoring. Best practices arrangements such as the IT Infrastructure Library (ITIL) will continue to be applied.

The ICT strategy aims to support the delivery of quality customer facing services and ensure that the Council's employees have the tools and information available to allow them to do their job and deliver excellent services.

Implementation of the strategy will be reviewed on a six-monthly basis and will reflect any new challenges that the Council faces.

"The Council's ICT infrastructure is sound and is well supported and managed."

SOCITM – Corporate ICT Strategy Review, 2007

Procurement, Best Value and Competitiveness

The Council's second Procurement Strategy for the period 2008 – 2011 was approved at the Council meeting on 3 April 2008. The Strategy supports our vision for East Dunbartonshire of achieving more together by sharing resources, skills and information to deliver more integrated services. The Strategy supports our ambition for an area that is noted for achievement, which is confident and ambitious, where opportunities are accessible by everyone, and that looks to the future and plays a significant role in Scottish life.

Before income, sales, fees and grant income, the Council spends £328 million on the services it delivers and capital investment. This is made up of a gross revenue budget of £284 million, Housing revenue gross budget of £11 million, a General Services capital budget of circa £28 million and a Housing capital budget of £5 million. As a Council we spend more than £90 million per annum on supplies / services / works and we have a public duty to ensure the money is spent sensibly, and in compliance with contract standing orders, financial regulations, the Council's Scheme of Delegation, and national and European public sector procurement regulations and requirements relevant to equalities legislation.

Currently procurement is at the centre of public sector reform. The Efficient Government agenda requires substantial cost savings in local government.

In 2006, the McLelland Review of Public Procurement in Scotland outlined various recommendations to improve the structure and practice of procurement in the Scottish public sector. There is more flexibility in funding and we are increasingly engaging with the third sector in the provision of services.

Sustainable procurement is fundamental to creating and achieving economic prosperity, social cohesion and a better environment for everyone. The promotion of equality is integral to all the Council's procurement activity. Our 2008 – 2011 Strategy, building on the achievements of our 2004 – 2007 Strategy, provides a framework for moving forward to meet the needs of East Dunbartonshire residents and situate the Council as a centre of procurement expertise, influencing change at local, regional and national levels.

Through our Corporate Procurement Strategy we recognise the strategic importance of effective and efficient procurement in enabling the Council to deliver its objectives. Opportunities to aggregate spend across a number of local authorities has been achieved by the use of collaborative contracts, fuller membership of Scotland Excel (and previously through the Authorities Buying Consortium), and also contracts established with smaller groupings of local authorities to agree common specifications.

In January 2008 the Council reduced the number of Significant Trading Operations to one (Property Maintenance) with effect from 1 April 2008.

The Council fully recognises its statutory duty to secure best value through continuous improvement in the performance of the authority's functions. The Council seeks to maintain an appropriate balance between the quality of service, the overall cost of service delivery, and the costs of service delivery which are recharged to users.

The Council considers that competitiveness is defined as whether the current service provision is competitive relative to other providers of the same or similar services, both within the public and private sectors, and whether economy, efficiency and effectiveness are being achieved using the current method of service provision. In considering value for money, the Council recognises the importance of developing models that take account of external influences. These influences, including changes in policy or other unseen events, can be outwith the control of the service provider. Much of the performance management has, in the past, focused on economy and efficiency and less on effectiveness and the extent which outputs delivered desired outcomes. The Council believes that the move to single outcome agreements can only help the shift in focus towards outputs and where possible, outcomes of services.

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The delivery of best value and competitiveness is enshrined in the Council's Corporate Planning and Improvement Framework – specifically through the Corporate Improvement Plan (2007 – 2011) and the Service Planning Guidance for 2008 – 2011. The Council's recently updated Service Review criteria includes further development of the performance management systems and recognises one of the outcomes of the Single Status process which requires all services to undergo a review process. The review criteria is founded on robust performance management principles which reflect the Corporate Planning and Improvement Framework including a service improvement model.

From a Procurement perspective, the essential question of the Service Review is whether "to make or buy". If the decision is to buy then choosing the appropriate procurement route is essential. The Council is developing its overall management of procurement by modelling requirements on a risk / value matrix where low value / low risk procurement will require a minimum intervention and high value / high risk procurements which have most strategic importance for the Council, will require greater intervention in terms of planning, procedures, and contract management.

The Council acknowledges the need to provide Best Value to public services which are competitive and provide value for money. Our new Corporate Procurement Strategy fully supports the Council's Corporate Development Plan and in particular the objective of 'Investing in Improvement'. The Strategy will focus on the following core four themes, each with a detailed action plan:

- Working together
- Modernising purchasing
- Corporate social responsibility
- Information and communication

The Strategy has the following main objectives:

- Ensure purchasing practice throughout East Dunbartonshire Council consistently achieves quality service provision and develop the use of strategic collaborative purchasing agreements
- All staff involved in purchasing will have access to policy documents, with effective communication methods influencing cultural change in East Dunbartonshire Council

- Purchasing officers will have increased commercial awareness and knowledge of the marketplace ensuring maximum value is achieved and a continuous improvement culture is promoted
- A Corporate Purchasing Policy will be developed and implemented by the Corporate Procurement Team ensuring a best practice approach to purchasing
- Balance cost, quality and time in the execution of purchasing decisions. Comply with Contract Standing Orders and relevant statutes, being consistent in ethical behaviour, and ensure probity throughout the purchasing process
- Implement e-technologies to improve the purchasing process, comply with the modernisation agenda and reduce the costs of goods and services through collaborative buying initiatives with other local authorities

The Corporate Procurement Strategy reflects the importance given to sustainability and equal opportunities by making policy commitments in each area. The Council is committed to implementing the following actions:

- supporting local businesses where possible
- educating suppliers on sustainable issues
- purchasing materials that will reduce the overall environmental impact in accordance with Fairtrade status
- taking into consideration equality issues at each stage of the procurement process

The following areas of good practice are being implemented:

- Collaborative purchasing outwith the Authorities Buying Consortium has led to the establishment of 12 new contracts, ranging from timber products to light commercial vehicles
- East Dunbartonshire Council has fully collaborated in the successful submission of the Scotland Excel bid to establish a centre of procurement excellence
- As part of the recommendations of the McClelland Report on the Review of Public Procurement in Scotland, a certificate and self-assessment checklist of compliance with basic governance and accountability requirements in procurement activity has been completed

The Council is committed to implementing electronic purchasing technology to improve the efficiency of the 'procure to pay' process and ensure that visibility and control of the purchase of goods and services can be provided. A detailed business case including a quantification of benefits and a timescale for delivery will be considered by the Policy and Resources Committee in June 2008.

It is envisaged that the roll-out of e-procurement will commence in autumn 2008 with a pilot implementation in Education and ICT Services. A Council-wide programme of implementation is programmed to follow, commencing in January 2009.



East Dunbartonshire was one of the country's first Fairtrade zones

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Core Evidence

- Annual Audit Reports
- Corporate Human Resources Strategy
- Performance Management and Development Planning Guidance
- Strategic Best Value and Efficiency Review Group - Minutes, Agendas and Reports
- All Party Budget Working Group - Minutes, Agendas and Reports
- Corporate ICT Strategy
- Corporate Asset Management Plan
- Corporate Risk Management Strategy
- Corporate Procurement Strategy
- Review of Council's Trading Accounts

Key Improvement Actions and Next Steps

The Council will continue to strengthen integration of budgeting and planning to ensure effective delivery of our objectives and outcomes.

Through implementation of the Corporate Human Resources Strategy, the Council will develop an integrated approach to corporate planning and organisational improvement which will ensure that our employees are involved in planning and implementing change and are supported in obtaining the required skills to develop new ways of working and improved outcomes for our communities.

Through implementation of the revised Corporate Procurement Strategy, the Council will develop the use of strategic collaborative purchasing agreements and an e-procurement system to fully realise efficiency benefits.

The Council will develop a Corporate Asset Management Plan to make more strategic use of assets, demonstrate effective investment of capital resources and ensure enhanced accessibility of Council buildings.

Ensure an overarching risk management framework is in place, including the development of and maintenance of a comprehensive corporate risk register.

Develop a revised framework for the undertaking of strategic and service reviews which enables a more systematic review of competitiveness.

Key Contacts

Councillor Rhondda Geekie -
Leader of the Council and
Convener of Policy and
Resources Committee

Councillor Billy Hendry -
Depute Leader of the Council
and Vice Convener of Policy and
Resources Committee

Councillor Ian Mackay -
Convener, Audit and Risk
Sub-Committee

Gerry Cornes -
Corporate Director, Environment

Valerie Watts -
Corporate Director, Corporate
Services

Ian Black -
Head of Finance and ICT
(Section 95 Officer)

Ann Davie -
Head of Human Resources and
Organisational Development

Bill Pritchard -
Head of Policy and Public Affairs

Alan Sim-
Head of Planning & Property
Assets

Neil Sinclair -
Head of Corporate Procurement,
Fleet & Logistics

Gerry Allen -
Chief Internal Auditor

Sustainable Development

East Dunbartonshire Council's approach to sustainable development goes beyond 'green' issues and seeks to develop an integrated approach which ensures that the outcomes of social, economic and environmental improvements are sustainable and durable.

Sustainable development is increasingly mainstreamed within the Council's planning and performance frameworks. The new Corporate Development Plan has clearly defined corporate outcomes and key corporate indicators which will measure progress on implementation. Through service planning, all services are required to identify current contributions to sustainable development and provide details of activities which demonstrate a commitment to continuous implementation.

Sustainable development is a core element within the Council's Policy Development Framework. All services are required to complete a sustainable development checklist when developing new policies.

A Corporate Action Plan has been developed to enable effective implementation of the Council's Sustainable Development Strategy. The Action Plan sets out a range of improvement actions relevant to in-house sustainability within the Council and implementation in the wider community. The Plan designates responsibility for each of the improvement actions with timescales for implementation. A review of progress is submitted to the Council on an annual basis.

The work of the Community Planning Environment Partnership has strengthened the focus on sustainable development. The Partnership comprises representatives from the Council, the Scottish Environmental Protection Agency, Scottish Natural Heritage, Greenspace Scotland and local community and voluntary sector organisations.

Achievements

Significant achievements relevant to sustainable development have been implemented in East Dunbartonshire:

- East Dunbartonshire Council, along with all other Scottish Councils signed Scotland's Climate Change Declaration in February 2007, in recognition of the need to address the challenges posed by climate change
- Through the Local Authority Carbon Management Programme run by the Carbon Trust, we are building on the work taking place in the Council to reduce carbon emissions and support similar changes in the local community
- The Council's Green Office Policy encourages resource efficiency, health and equitable office practices, and is implemented by a network of around 40 'Green Office Champions'
- Our Waste Prevention Plan promotes resource efficiency within the Council, with an ongoing programme of investment, renewable energy installations and procurement of electricity from green tariffs managed by the Council's Environmental Engineer

"Our involvement in partnership working in East Dunbartonshire, has led to many benefits. Our children and young people have enhanced knowledge of sustainability, particularly in areas such as recycling and the composting process. We look forward to future work with the Council, in particular the development of a food waste composting project with local schools and communities."

Scottish Water Waste Services

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- In line with the Council's Sustainable Procurement Policy, recycled copier paper is centrally procured and distributed, graffiti chemicals have been replaced with biodegradable alternatives and we are the first area in Scotland to replace plastic 'poop scoop' bags with 100 percent compostable ones
- East Dunbartonshire's Fairtrade Steering Group was established in 2005 and promotes the use of Fairtrade products within schools, local organisations and the Council. East Dunbartonshire became the fourth area in Scotland to achieve Fair Trade Zone status in October 2007
- We are delivering and promoting Sustainable Construction through Planning, Building Standards, Twechar Regeneration Group, PPP team and the Council's Design team. A Sustainable Construction Policy is currently being developed to build on these existing activities
- The Council is involved in the implementation of various habitat and species conservation initiatives in partnership with external agencies and the local community. Recent achievements include 10 greenspaces with an improved quality score and successful application to the Forestry Commission for 31 woodland compartments throughout East Dunbartonshire
- The Council is committed to biodiversity protection which has been incorporated into the Planning system by the Council's Strategic Environmental Assessment Officer
- East Dunbartonshire Council developed the first Local Authority Travel Plan in the West of Scotland and acted as the lead local authority in the Scottish Executive's Stepchange Project (2003-2006). These activities are being extended to the local community through Active and Healthy Schools, the Access Strategy and a local transport organisation in partnership with SPT, NHS and the Scottish Government which promotes access to services and active travel. All schools now participate and have been recognised by the relevant Minister for their efforts
- East Dunbartonshire Council has continued to extend the provision of kerbside recycling services across the area. The provision of these services is supported by the Council's recycling advice line, dedicated web pages and through Edlife, the Council magazine which is delivered to all households
- East Dunbartonshire Council supports business practices which protect the environment, promote social equity and enhance efficiency and competitiveness. This has been achieved through several initiatives including Fairtrade promotion, Farmer's Markets, the award winning Resource Efficiency Directory, promotion of local employment and procurement and supporting social enterprises involved in green industry by working with Sector Alliances
- In partnership with Dunbartonshire Chamber of Commerce, a Working Group for Sustainable Business has recently been established in East Dunbartonshire which will pursue a mixture of single business support and area wide initiatives
- The majority of schools in East Dunbartonshire are now registered with the Eco Schools programme, with a third having now been awarded green flags

Equality and Diversity

East Dunbartonshire Council is committed to the elimination of discrimination, the promotion of equality of opportunity and the promotion of enhanced relations between different groups. We are continually seeking to ensure that our services are accessible to the wider community. This is reflected in our Corporate Development Plan and Community Plan.

The Council reviewed its approach to the implementation of equality and diversity requirements in 2006, taking a holistic approach by looking at all six strands of equality where possible, in light of the change in legislative requirements and the national policy agenda, including the (then) impending launch of the Commission for Equality and Human Rights.

Based on this revised approach, the Council's first Corporate Equality and Diversity Policy was launched in September 2006. This set out our statement of intent with regards to equality and diversity activity and continues to act as an overarching framework document, which sets the scene for other documents in relation to equality.

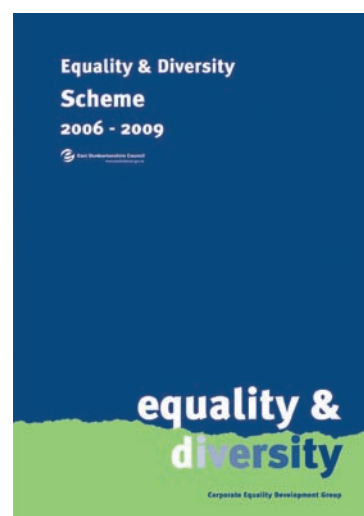
We were one of the first Councils to develop an Equality and Diversity Scheme, pulling together the specific requirements of the Race, Disability and Gender Equality Public Sector Duties. This has been a successful approach, with the first annual report on progress approved by Policy and Resources Committee in January 2008.

The development of outcome focused actions is crucial in the approach to the delivery of the equality and diversity agenda in East Dunbartonshire Council. We also recognise that delivering for equality is the responsibility of every service and department within the Council. Implementation of equality and diversity issues is directed through the Corporate Equality Development Group, supported by Directorate Equality Groups.

- The Corporate Equality Development Group consists of officers from each Directorate and meets on a six-weekly basis. The purpose of the Group is to lead, direct and cascade equalities work, which involves reporting on the requirements of equalities legislation and policy issues and reviewing implementation of equalities legislation and the Equality and Diversity Scheme and Policy at a local level. The Group also provides support to Directorates in the implementation of equalities arrangements
- Directorate Equality Groups have the responsibility of providing support and guidance on all aspects of equality and diversity at a Department and Service level. The work of the Corporate Equality Development Group largely sets the agenda for the Directorate Equality Subgroups. Subgroups are critical to the gathering of information for the

implementation of the Equality and Diversity Scheme and Policy. Members of subgroups liaise with colleagues in individual services to obtain relevant information and create awareness of the equality requirements. Officers report back on actions or gaps in implementation of the requirements at the meeting of the subgroup

- In 2005, an equality 'brand' was established for all documents relevant to the implementation of equality and diversity. This led to documents being more visible across the organisation and with members of the public and key stakeholders
- The Corporate Equality Development Group and Subgroups were also instrumental in the development of the Equality Impact Assessment Toolkit and Equalities Monitoring Guidance



Our Equality & Diversity Scheme

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We also recognise the need for diversity in our approach to employment and actively promote equality in the workplace through:

- A Diversity and Equality in Employment Policy
- Work-life balance policies including flexible working, maximising attendance and retirement policies
- A Diversity Awareness Programme, covering all six equality strands
- Obtaining a National Award for Being an "Age Positive" Employer
- Monitoring our workforce by ethnicity, gender and age
- Providing regular briefings to the Corporate Management Team and Elected Members on the implication of equalities legislation and national policies
- Provision of Cultural Awareness Handbook to all Home Care Staff
- Monitoring of Equality indicators including ratios of male and female employees, number of women in the top 2 percent and 5 percent of earners, workforce ethnicity, ethnicity of job applicants, leavers and those subject to grievance, discipline and dismissal

Equality and Diversity – Working in Partnership

Since 2004, the Council has taken a lead role in the Equality and Diversity Partnership, part of the formal Community Planning Structures.

This Partnership includes representation from a range of community planning partners and voluntary organisations, extending to equality interest groups across East Dunbartonshire. The role of the partnership is to provide advice and guidance to ensure that equalities requirements are mainstreamed across the Community Planning Partnership.

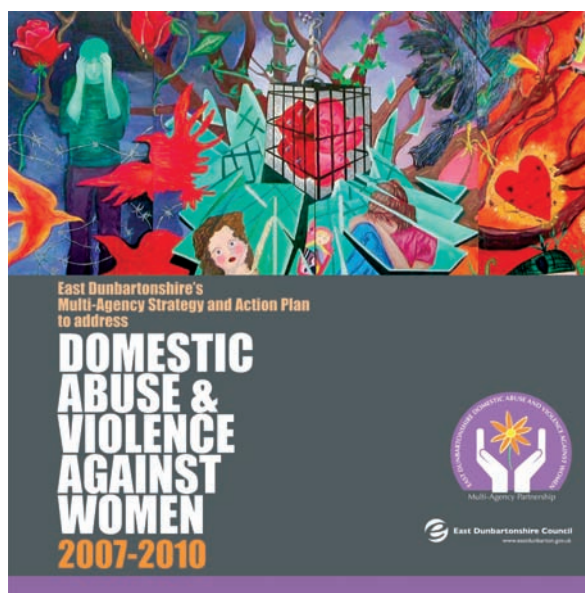
The Partnership also aims to promote good practice within member organisations and in partnership working in achieving equality objectives. In 2007, the Equality and Diversity Partnership was responsible for the development of the Equality and Diversity Strategy for the Community Planning Partnership. The Strategy has enhanced the work of the partnership by providing a clear focus for equalities activity across the community planning structures.

The Equality and Diversity Scheme produced by the Council was developed in conjunction with partner organisations, through the Equality and Diversity Partnership. This process ensured that the action plans complement similar work ongoing in partner organisations, and therefore does not duplicate activity where this can be avoided. Similar activity is also conducted with key policies and strategies developed by partner organisations and in partnership.

The Equality and Diversity Partnership also acts as a first point of contact in engaging with local equality groups. Consultation has been undertaken with equality groups on access to Council services, with specific engagement activity undertaken through the development of the Equality and Diversity Scheme and on looking at issues specific to equality groups including access to Council services. The results of all consultation activity undertaken at a corporate level is analysed to identify any differences in response from particular equality groups.

The Council also has a lead role in the following groups and areas of work:

- Ethnic Minority Liaison Committee
- Multi Agency Partnership to Eliminate Violence against Women
- Implementation of the Multi Agency Strategy and Action Plan to Address Domestic Abuse and Violence Against Women 2007-10
- Active Partner in Domestic Abuse Prevention Scheme-Community Safety Partnership
- Education Service - Parents of Disabled Children Group



Domestic Abuse & Violence Against Women Strategy & Action Plan

External Partnership Working

- East Dunbartonshire Council is actively involved in the Scottish Council Equalities Network, which shares best practice on equality issues and influences national equality agendas
- The Council has also been involved in the Public Authority Race Equality Forum and shares information with neighbouring Councils and equality officers from public services across Scotland
- Most recently the Council played an active part in the development of an Equality Standard for Scottish local government

The Council is making good progress in meeting all statutory and policy requirements relevant to equality and diversity. With the move to a single equalities approach, the Equality and Diversity Scheme will be the main document to assist the Council in meeting equality requirements. We recognise that we need to improve access to Council buildings and have invested in improvement works to make necessary changes.

Work has also commenced on developing an improved structure and approach to the implementation of equality issues across the Council and the Community Planning Partnership, through the development of an 'Equality and Diversity Advisory Group'.

The Group will have similar representation to that of the existing Equality and Diversity Partnership but will also subsume the work of the Council's Ethnic Minority Liaison Committee. It is hoped that this will eliminate any existing duplication and will strengthen engagement with key stakeholders and equality groups across East Dunbartonshire.

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Core Evidence

- Sustainable Development Strategy
- Corporate Action Plan for Sustainable Development
- Fair Trade Policy
- Energy Management Strategy
- Eco-schools Programme and Awards
- Green Office Policy
- Equality and Diversity Policy 2006-09
- Equality and Diversity Scheme 2006-09
- Equalities Training Programme
- Policy Development Framework
- HR employment monitoring

Key Improvement Actions and Next Steps

The Council will continue to embed the principles of sustainable development in its policies and plans, seeking to ensure the implementation of an integrated approach to sustainable development which ensures that the outcomes of social, economic and environmental improvements are sustainable and durable.

Through the implementation of its equality and diversity policy and scheme, the Council will continue to ensure our services are accessible to the wider community and that we work with our partners to enhance engagement on equality issues. The Council is committed to strengthening our approach to diversity in the workplace and providing support to staff across all equalities strands.

Key Contacts

Councillor Rhondda Geekie -
Convener, Policy and Resources Committee

Councillor Billy Hendry -
Convener, Development and Environment Committee

Councillor John Dempsey -
Vice Convener, Development and Environment Committee

Sue Bruce -
Chief Executive

John Simmons -
Corporate Director, Community

Kenny Simpson -
Head of Housing & Protective Services

John King -
Environmental Health Manager

Linda McKenna -
Corporate Policy Officer

Sylvia Gray -
Sustainable Development Officer

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How we perform

Our Performance Management Framework

The Council has developed a comprehensive approach to performance management which strengthens the focus on continuous improvement and the delivery of corporate objectives. Our performance management and reporting arrangements are at the core of our corporate development planning and improvement framework, which enhances transparency and accountability in the delivery of outcomes for our communities.

We now have a coherent and streamlined strategic planning framework through the alignment of corporate development and community planning objectives. Our six corporate objectives are underpinned by a series of corporate outcomes which the Council has prioritised for delivery. Through our Directorate Service Plans, services set out their contributions to the delivery of corporate objectives and outcomes. All services have improvement targets for delivery linked to the relevant corporate objective and outcome.

Through engagement with key local stakeholders a basket of around 50 Key Corporate Indicators have been developed to review progress on the achievement of corporate outcomes and the implementation of corporate objectives.

A lead reporting responsibility is designated for each of these 'fit fifty' indicators.

At present, progress on implementation is reviewed twice per year although subsequent to the approval of the new Corporate Development Plan, reporting will be undertaken on a more regular basis with the roll-out of the Covalent performance management system. The Key Corporate Indicators are supplemented by local performance indicators which are developed at service level. They reflect the needs and priorities of local stakeholders and also identify contributions to the delivery of corporate objectives and outcomes.

Corporate guidance is prepared to ensure the implementation of a coherent approach to three-year service planning across all services. The guidance covers the following areas:

- Service planning framework
- About the Directorate
- Purpose and objectives
- Strategic assessment
- Improvement planning and performance

Elected Members have a key role to play in scrutinising performance and enhancing the focus on continuous improvement. A corporate performance reporting template has been developed to provide a coherent and effective method of reporting performance to the Strategic Committees and Policy and Performance Panels. The template is aimed

at presenting Elected Members with a comprehensive but concise review of service performance. It enables Members to identify which service areas are performing well, but more importantly, which areas require to improve and the actions that are being implemented to deliver improvements.

The reporting templates provide the following information for Elected Members:

- Summary of service performance
- Key corporate indicators (from 2008-09 onwards)
- Statutory performance indicators
- Local performance indicators
- Progress on service plan targets
- Absence management
- External comparative data
- Findings from external scrutiny reports
- Improvement action plan

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At present, there is a six-monthly review of Directorate performance submitted to the relevant Strategic Committee and subsequently for scrutiny by the appropriate Policy and Performance Panel. The outcomes from the scrutiny process including designated improvement actions are reported back for consideration by the Strategic Committee (see Figure Seven). From 2008-09 onwards, more regular reporting will be generated through the implementation of the Covalent performance system.

The roll out of the Covalent performance system is supported through a Covalent User Group which comprises a manager from each service in the Council. The Group is concerned with ensuring effective implementation of the system through the sharing of good practice and identifying issues of common concern. The representatives on the Group have responsibility for co-ordinating implementation within their own service.

Figure Seven



Statutory Performance Indicators

The Council uses statutory performance indicators to assist in reviewing service performance and identifying contributions to the delivery of corporate objectives and outcomes. One of our key corporate indicators relates to a year-on-year increase in the number of statutory performance indicators in the top performance quartile and a continuous reduction in those in the bottom quartile. Through our corporate improvement planning process, the Council has identified a group of around 30 indicators as being important in measuring the delivery of improved service to our communities.

Each year, Audit Scotland provides a review of Council performance, based on the statutory performance indicators. Though these indicators do not present a comprehensive picture of Council services, they provide an indication of comparative performance across a range of services. As identified above, the Council uses the statutory performance indicators as part of its performance reporting framework for Elected Members.

The Council evaluates its performance on an annual basis with a trend analysis report submitted to the Corporate Management Team and Council.

The table below sets out our performance relevant to statutory performance indicators covering the period 2004-07:

	Rank (1-8)	Rank (9-16)	Rank (17-24)	Rank (25-32)	Other
Number of SPIs in each quartile - 2004/5	14	27	15	16	No service 1 Unreliable data 3
Number of SPIs in each quartile - 2005/6	15	23	23	17	No service 1
Number of SPIs in each quartile - 2006/7	18	23	19	19	No service 1 Failure to report 2

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Of the 82 performance indicators published by Audit Scotland in 2006/07, East Dunbartonshire was ranked top in three service areas. Eighteen indicators were located in the top quartile while 29 improved in comparison to other local

authorities. There was a decline in performance in comparison to other authorities of 30 indicators, while 19 performed in the lowest quartile. Overall, East Dunbartonshire improved by 5 percent or more on 19 measures and declined by

5 percent or more on 16 measures (see Figures Eight and Nine – Source Audit Scotland Statutory Performance Indicators, 2006-07).

Figure Eight - SPI performance in top and lowest quartiles

	Ranked 1-8 in Scotland	Ranked 25-32 in Scotland
2004/05	14	16
2005/06	15	17
2006/07	18	19

East Dunbartonshire Council performed in the top two rankings for the following indicators:

- Privacy – percentage of residential places occupied by other adults that have en suite facilities
- Respite care – total daytime respite hours provided for older people aged 65 + per 1,000 population
- Respite care – percentage of daytime respite hours provided not in a day centre
- Equal opportunities policy – percentage of highest paid 2 percent of earners among
- Council employees that are women
- Council Tax – the cost of collecting Council Tax per dwelling
- Rent management – the average number of weeks rent owed by tenants leaving in arrears

Figure Nine - Performance change between 2005/06 and 2006/07

	Measures that worsened by...			Measures that improved by...		
	>15%	10-14%	5-9%	5-9%	10-14%	>15%
Scotland	7	3	4	5	4	11
East Dunbartonshire	8	3	5	6	3	10

During 2006/07, performance improved in the following indicators which have been identified by the Council as being important in measuring the delivery of improved services for our communities:

- Number of home care hours per thousand population aged over 65
- Percentage of care staff who are qualified, working in care homes for other adults
- Overall gross cost administration cost per Council Tax or housing benefit application
- Average time taken to process new benefit claims
- Percentage of secondary schools in which the ratio of pupils is to available places is 61-100 percent
- Percentage of children looked after at home who were seen by a supervising officer within 15 working days
- Percentage of working days lost through sickness absence for craft employees
- Percentage of Council Tax income in the year that was collected in the year
- Percentage of the highest paid 5 percent earners among Council employees that are women
- Percentage of the highest paid 2 percent earners amongst Council employees that are women

- Number of attendances per 1,000 population for indoor facilities
- Number of library borrowers as a percentage of the library population
- Percentage of householder planning applications dealt with within two months
- Percentage of all planning applications dealt with within two months
- Current tenant arrears as percentage of the net amount of rent due in the year
- Percentage of premises with a minimum food hygiene inspection frequency of 12 months or less inspected within time
- Percentage of the road network that should be considered for maintenance treatment
- Percentage of street light repairs completed within seven days
- Percentage of municipal waste collected by the authority that was recycled
- Overall cleanliness of local streets and other land

During 2006/07, performance declined in the following indicators which have been identified by the Council as being important in measuring the delivery of improved services for our communities. Areas of performance which are located in quartile four are marked with an asterisk (*).

- Percentage of primary schools in which the ratio of pupils to available places is 61-100 percent
- Percentage of working days lost through sickness absence for chief officers and administrative, professional, technical and clerical employees
- Percentage of working days lost through sickness absence for teachers
- Percentage of public service buildings suitable and accessible to disabled people (*)
- Percentage of invoices paid within 30 days (*)
- Average time between presentation and completion of duty by the Council for those cases assessed as homeless or potentially homeless (*)
- Net cost per property of refuse collection (*)
- Net cost per property of refuse disposal
- Number of refuse complaints per 1,000 households

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Service Profiles

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Summary profiles of each of the services within our three Directorates are provided in Table One on pages 57-101. The profiles contain the following information:

- **Service functions**
- **Service objectives**
- **Recent achievements**
- **Performance trends**
- **External evaluation**
- **Areas prioritised for improvement**
- **Key contacts**

**Table One:
Community Directorate**

Community Services

Service Functions

- Community Learning and Development
- Instrumental Music Service
- Libraries & Cultural Services
- Performance and Information Development

Service Objectives

- Provide cross-cutting support to Community Directorate services on performance and information development to deliver continuous improvement including; Employee Development and Manual Information Systems Co-ordinator
- Co-ordinate and commission training for Social Work Services and support regulated services to meet statutory requirements and National Care Standards
- Provide a library information archives service including Freedom Of Information and Data Protection
- Provide and deliver Community Learning and Development services, including: employability, Community Grants and School Letting
- Provide an instrumental music service that supports the musical, social and emotional development of children and young people in East Dunbartonshire through structured instruction, a performance programme and creative learning partnerships
- Ensure the implementation of National Agreements, Council Policy and Best Practice and support delivery of the Education Service through teacher workforce planning and welfare
- Provide the Museum, Art Gallery and Cultural Services

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Recent Achievements

Achievement	Outcome
Establishment of a choir linked to the National Youth Choir of Scotland as part of the Youth Music Initiative within East Dunbartonshire	Choir performed twice at the East Dunbartonshire Council (EDC) Spring Concert series in RSAMD
Guitar Ensemble was created	Guitar Ensemble performed at EDC Spring Concert Series and participated in the "Big Guitar Day" at RSAMD
Launch of National Reading Promotion Read Mòr	Support for EDC Reader Development Strategy: public participation in actual promotion programme. Celebration of 168 authors via programme of events and activities
Delivery of summer reading challenge to 1,600 children	Input to developing literacy and supporting reading habit out of school
Full Accreditation for Auld Kirk Museum by Scottish Museums Council	National external evaluation leading to access to additional funding sources
Best Practice evaluation of Bookstart	National, external evaluation of EDC Bookstart programme as Best Practice
Learndirect accreditation of library learning suites	National, external re-accreditation status of library learning suites to support opportunities for learning
Visit Scotland Awards: Auld Kirk Museum (4 stars) and Lillie Art Gallery (3 stars)	Support for EDC tourism strategy
Championing and Development of £8 million Arts and Cultural Centre as part of major regeneration programme	Availability of high quality arts, learning and experiential opportunities
Supported Kirkintilloch Skaters in Lottery Bid to secure funding of £186,000	Young people in Kirkintilloch are able to work towards developing their own skate park
Created Lennoxtown Initiative Youth Employability programme through securing Partnership Funding of £200,000	Hard to reach young people will be able to access high quality employability programmes
Implementation of SEEMIS click and go to all EDC Nurseries	Brought nurseries in line with school system
Development and introduction of new planning and performance improvement frameworks for Social Work Services and Integrated Children's Services	Established planning link to strategy outcome agreement and robust self evaluation processes
Support transparent Community Grant process promoting Learning and Development and increasing investment in local organisations	Local Organisations are involved in decision making and grant awards of £500,000 attracted external funding to local organisations of over £6million

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of library borrowers as a percentage of the population	23.9%	22.3%	21.1%
Additions per 1,000 population for adult lending stock and children's and teenage lending stock	161	203	225
Changes in library stock for children's and teenage lending stock	84	111	102
The number of visits/usages of Council funded or part funded museums per 1,000 population	-	210	255
The number of those visits that were in person per 1,000 population.	-	189	223

External Evaluation

Details	Source/Evidence
HMle CLD inspection - Kirkintilloch and Lennoxton	HMle Report
HMle CLD Inspection - Follow-up June 2006	Hmie Report
HMle CLD Inspection - Visit Jan 2007	HMie Report
PLQIM Inspection - Feb 2008	PLQIM Report - Formal outcome to follow
National Bookstart Co-ordinator - Visit March 2008	NBC - Evaluation Report
Learn Direct Scotland - Learning Centres (Libraries) - Nov 2007	Learn Direct Scotland - Report
SWIA Inspection - April 2008 Performance and Information Development Services	SWIA Report - Draft May 2008
HMIE (Joint) - Child Protection 2006 - Community Development Services	HMIE (Joint) Report

Priority Areas for Improvement

- Support development of new content management system and information architecture for Council website
- Produce an action plan to support full accreditation for Lillie Art Gallery
- To introduce a range of service improvements in line with key findings of Instrumental Music Service review report and to revise the reporting procedures
- Deliver 'Getting into Work' project in Twechar (30 residents) and Hillhead (30 residents) are assisted with 14 moving into work through New Deal and Progress to Work programmes
- Continued development and delivery of learning provision and resources through high quality learning opportunities provided through working with learning centre partners
- Develop and implement an evaluation model that assesses the impact of training and learning opportunities provided to social work staff on their work based practice

Key Contacts

- Gordon Smith, Head of Community Services
- Joan Riddell, Community Learning & Development Manager
- George Kelly, Instrumental Music Service Manager
- Elizabeth Brown, Libraries & Cultural Services Manager
- Alan Cairns, Information Development Manager

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Education

Service Functions

- Education, Quality & Development
- Early Years & Childcare
- Support for Learning

Service Objectives

- Raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy and to achieve better levels in national measures of achievement including examination results
- Support and develop the skills of teachers and other professionals
- Improve the self-discipline of children and young people
- Enhance the learning environment
- Promote equality and help every child and young person to benefit from education, with particular regard paid to those with disabilities and additional support needs
- Improve the health and wellbeing of children and young people
- Work with parents to teach children and young people respect for self and one another and their interdependence with other members of their neighbourhood and society, and to teach them the duties and responsibilities of citizenship in a democratic society
- Equip children and young people with the foundation skills, attitudes and expectations necessary to prosper in a changing society and to encourage creativity and ambition

Recent Achievements

Achievement	Outcome
East Dunbartonshire Council was the first local authority to have introduced Glow (Scottish Digital Network System) into all its schools and support services. To support the implementation process, the Glow local team provided presentations on Glow and on a Curriculum for Excellence to all teachers during in-service days in August and October. In addition, Glow mentor co-ordinators carried out training on the functionality of Glow with 350 members of staff including head teachers, ICT co-ordinators, Glow mentors, librarians and Principal Teachers of subjects for each of the eight curricular areas in line with Curriculum for Excellence	This work has enabled schools to set up their homepage to improve communications within the school, and a number of Glow mentors have been using Glow groups to enhance learning and teaching
All teachers have attended an engagement session, using the collaborative enquiry approach, to discuss the Curriculum for Excellence principles. In addition, 26 primary schools are participating in an Active Learning pilot	All schools agreed a set of next steps to take forward Curriculum for Excellence. Progress within these areas has been audited and indicates substantial development across sectors. Teachers are up-to-date with developments in Curriculum for Excellence and are prepared for the next steps in the design of the curriculum. A high number are actively involved in trialling the curriculum outcomes. Children are more involved in their learning leading to increased motivation
A new nursery, with extended provision, for 2-5 year-olds opened in the Hillhead area	Improved facilities for learning and care. Places for vulnerable two year-olds are now available. A community resource for a Mother and Toddler group and a toy library for children with additional support needs is also included in the new resource
Very good progress with the implementation of the Parental Involvement Act. Parents were involved in reviewing the procedures for selection and recruitment of senior staff in schools as well as contributing to the Authority's Parental Involvement Strategy	Appointment of high quality senior managers through more rigorous and professional selection process. More quality involvement of parents in their children's education

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Recent Achievements (continued)

Achievement	Outcome
All schools have now achieved Health Promoting Schools status	Children and young people have increased knowledge and understanding of the positive impact on health of making healthy choices, particularly in relation to nutrition and exercise
Successful introduction of START (short-term advice and response team) to support learners with additional support for learning needs while assessing need and future provision	Immediate multi-agency support provided to schools in crisis situations following the admission of new pupils with significant support needs or the escalation of difficulties being experienced by existing pupils. Assessment of need integral to the support process

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of pre-school centres receiving positive inspection reports	47%	94%	50% to date
Cumulative attainment of national qualifications by all pupils in publicly funded secondary schools for S4 (5 or more SCQF level 5)	50%	51%	Not available until Sept 2008
Cumulative attainment of national qualifications by all pupils in publicly funded secondary schools for S5 and S6 (S5 3 or more SCQF level 6)	33%	36%	Not available until Sept 2008
Cumulative attainment of national qualifications by all pupils in publicly funded secondary schools for S5 and S6 (S6 3 or more SCQF level 6)	41%	42%	Not available until Sept 2008
Proportion of schools receiving positive inspection reports	50%	20%	66% to date
Percentage of school leavers in positive and sustained destinations (FE, HE, employment and training)	92%	93%	Not available until Nov 2008
Number of working-age people with severe literacy and numeracy problems (SCQF level 3 or better in both English and Maths)	97%	97%	Not available until Sept 2008

External Evaluation

Details	Source/Evidence
<p>In recent inspections one school has achieved excellence in climate and relationships and another has achieved excellence in expectations and promoting achievement and partnership with parents, the Parent Council and the community</p> <p>In almost all primary schools attainment in English and Maths was good or very good</p> <p>In almost all secondary schools overall attainment was good or very good</p> <p>In almost all schools and pre-five centres quality of pupil learning experiences was either good or very good</p> <p>In all schools and pre-five centres the teaching process was good or very good</p> <p>In almost all schools and pre-five centres meeting pupils needs was found to be good or very good</p> <p>In almost all schools and pre-five centres leadership was good or very good</p> <p>In almost all schools and pre-five centres self evaluation was good or very good</p> <p>Almost all schools and pre-five centres achieved good or very good for pastoral care and equality and fairness</p>	<p>HMle inspection reports</p>
<p>88% of schools are engaged with the Eco Schools programme and 70% have achieved a bronze award. 42% have achieved a silver award. 32% have achieved a Green Flag award and 10% have achieved a second Green Flag award. 11 partnership nurseries have engaged with the ECO programme. Two have gained their first Green Flag, two their Silver Award and two the Bronze Award</p>	<p>Achievement of Eco awards by schools. Green Flags have been erected to indicate Eco status</p>
<p>Health Promoting Schools accreditation – 22 schools have attained health promoting schools accreditation at level 2 or 3</p>	<p>Health accreditation reports</p>
<p>Some schools have achieved Investor in People accreditation</p>	<p>Investor in People records</p>

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External Evaluation (continued)

Details	Source/Evidence
Some schools have achieved Chartermark awards	Chartermark records
<p>The overall quality of HMIE and Care Commission inspections of local authority nurseries are of a very high standard and compare favourably to national standards</p> <p>Across all centres, local authority, private and voluntary, evaluations show an average of 88.4% achieved Very Good or Good on the five key areas of the curriculum. This is above the national average of 84%</p>	HMIE and Care Commission reports from inspection 2003-2006
Reports from Environmental Health inspections and Care Commission inspections show that training in REHIS and HACCP is making an impact on food handling procedures and hygiene within pre-five centres and indicate a high degree of satisfaction with the quality of provision within our establishments	Letters from Environmental Health officers and Care Commission reports
Survey of parents in 2006 shows a high level of satisfaction, 95% with nursery provision in EDC and central administration arrangements for allocation of places. Provided positive evidence that parents are very satisfied with the education which their children receive	Survey Report
Triple P evaluation shows a high level of satisfaction of parents who attend the group courses or receive individual support. Evidence of improvement in family lives	Evaluation report
The Child Protection inspection highlighted the contribution of Triple P Parenting Program to supporting parents and the Council on its arrangements for ensuring the safety and wellbeing of children and young people	Inspection report

Priority Areas for Improvement

- Processes for quality improvement are further developed
- Curriculum for Excellence is delivered in line with national expectations
- Opportunities are provided at both authority and establishment level to support the continuing professional development of teachers and all other professionals working with children
- Positive behaviour strategies are embedded in schools
- The school estate continues to be improved
- Effective systems and procedures for supporting vulnerable children and young people in their learning are in place
- Children at risk of not being in education, employment or training are identified and supported
- Effective systems and procedures for child protection are in place
- The Early Years Framework is implemented
- Equality and diversity is promoted
- The health and emotional wellbeing of young people is nurtured
- Global citizenship is further developed within the curriculum for international education
- Sustainable development features within the curriculum
- Skills for life, work and enterprise are developed within the curriculum
- Train all senior early years' workers to SVQ4 manager level
- Support all early years staff in partnership nurseries to achieve the minimum qualifications necessary for registration with SSSC
- Triple P Parenting Program will be available to every parent particularly at key transition points and will be an integral part of EDC Parenting Strategy
- Improved performance at SQA Level 5 (higher) at S5 or better through:
 - A series of attainment review visits to secondary schools planned for spring term, when strategies for improvement will be planned and recorded
 - Inclusion as a major focus of the termly professional development group meeting of subject PDGs
 - The involvement of individual officers, who will link directly to departments to support improvement
 - Inclusion of specific courses in CPD programme
 - Sharpened focus in school reviews

Key Contacts

- Head of Education - Vacant
- Margaret Cooper, Education Officer (Support for Learning)
- Anne Smith, Education Officer (Early Years & Childcare)
- Claire McNeill, Acting Education Officer (Quality & Development)
- Christine Sutherland, Quality Improvement Manager
- Ronnie Logan, Quality Improvement Manager
- Liz Galloway, Acting Quality Improvement Manager

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Housing & Protective Services

Service Functions

- Housing Management
- Homelessness
- Housing Partnership and Development
- Repairs and Maintenance
- Trading Standards
- Building Standards
- Environmental Health
- Sustainable Development

Service Objectives

- Provide an effective Housing Management service
- Prevent and alleviate Homelessness
- Increase the supply of affordable housing
- Provide an effective Repairs and Asset Management Service
- Provide a full range of Trading Standards enforcement and advice services to comply with statutory obligations
- Provide an effective Building Standards service
- Effectively implement a wide range of statutory and non statutory duties in relation to Environmental Health
- Further the achievement of sustainable development
- Develop and invest in our staff

Recent Achievements

Achievement	Outcome
Continuous reduction on levels of current tenant rent arrears	The level of current tenant rent arrears has reduced by 55% since 2003/04. The current level of rent arrears stands at £257,953 which should rank us above the Scottish average, for the first time, in comparison with other Local Authorities
Effective implementation of new gas safety procedures	100% of Council properties have a valid Gas Safety Certificate. We are one of the top performing Council's in this areas
Increased housing association grant spend	The level of housing association grant spend has increased from £832k in 2003/04 to £8.5m in 2007/8, 1000% increase. As a result 53 new affordable homes for rent and 12 new affordable homes for sale were completed during the year
Investors in People Accreditation 2007	The Service meets Investors in People continuous improvement standards and increased levels of staff satisfaction
Excellent Care Commission Report for housing support and project 101	Delivering effective and efficient support services for vulnerable people
Increased percentage of consumer complaints dealt with within timescales	Effective investigation of consumer complaints has resulted in £88,000 of funds being recouped for consumers during April-October 07

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of new affordable house completions in the year	0	8	53
Average time taken to relet properties during the year	36 days	48 days	34 days
Current arrears as a percentage of the net rent due in the year	7.5%	7.4%	-
Number of families with children accommodated in B&B	27	20	33
% of all repairs completed within published timescales	98.2%	98%	98.5%
% of high risk premises inspected within time	87%	100%	-
% of hygiene inspections every 12 months	97.7%	99.2%	99.5%

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External Evaluation

Details	Source/Evidence
Communities Scotland Inspection of Housing Services	Audit (2008)
Care Commission inspections for Youth Housing and Homelessness	Audit (2006)
Local Housing Strategy Assessment 'Good'	Audit (2005)
Trading Standards Peer Review	Audit (2006)
Health and Safety	Audit (2005)
Food Service	Audit (2007)
Balanced Scorecard review submitted to SBSA for approval	March 2007
Investors in People Accreditation	Investors in People Assessment Reports 2005 and 2007

Priority Areas for Improvement

- Improve urgent repairs carried out on time
- Increase homeless lets
- Reduce the number of families accommodated in B&B
- Reduce the average time between presentation and completion of duty
- Reduce average time taken to remove abandoned vehicles
- Balanced scorecard developed with approval by Scottish Ministers

Key Contacts

- Kenny Simpson, Head of Housing & Protective Services
- Grant Mackintosh, Housing Policy Manager
- Gina Black, Housing Services Manager
- Peter Rae, Housing Services Manager
- Colin Rowbury, Repairs Centre Manager
- Allan Moyes, Development Manager
- Gavin Kenny, Trading Standards Manager
- Clive Richardson, Building Standards Manager
- John King, Environmental Health Manager
- Karen Finlayson, Strategy and Quality Co-ordinator

Resources, Planning & Improvement for Children

Service Functions

- Business Support
- Children's Services – Integrated Planning
- PPP Project Management
- Resources and Curricular Support
- School Provision and Transport

Service Objectives

- Ensure that ICT support for schools is in place to maintain and support attainment and achievement
- Ensure the protocols and procedures are in place to support the effective delivery of Education Services
- Ensure children and young people have equality of access to learning opportunities
- Provide effective mechanisms for devolved school management including developing and maintaining levels of administrative and technical support
- Develop and deliver an efficient and effective school estate
- Improve the health and wellbeing of children and young people
- Support continuous improvement for children through integration, planning and delivery of children's services

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Recent Achievements

Achievement	Outcome
Reached financial close for PPP project	Construction phase started on time
East Dunbartonshire Domestic Abuse and Violence Against Women Multi Agency Partnership consultation	Multi-Agency Strategy and Action Plan to address domestic abuse and violence against women
Fourth year of Active Schools	More children participating in physical activities
Completion of School Support Co-ordinators Best Practice manual	Improved service to head teachers
First issue of Well Fit newsletter	Information about health and wellbeing activities and programmes distributed to all families
Established an approved contractors list	Schools use the approved list for securing a company for schools trips and excursions

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Percentage of secondary schools in which the ratio of pupils to available places is 61-100%	33.3%	50%	50%
Percentage of primary schools in which the ratio of pupils to available places is 61-100%	61.1%	58%	58%
Percentage of budget devolved to schools	88%	91%	90%

External Evaluation

Details	Source/Evidence
East Dunbartonshire Council's consultation and communication strategy held as an example of best practice	The Scottish Executive publication 'Case Studies – Building our Future: Scotland's School Estate (page 80/81)
East Dunbartonshire Council's school estate management plan adjusted	Scottish Executive feedback from SEMP Review meetings

Priority Areas for Improvement

- Investigate options to improve/replace the existing Additional Support Needs Transport database
- Electronic service delivery
- Participate in audit of consultation with children and young people
- Develop Children's Services Integrated Planning consultation plan
- Deliver an Education Portal through the nationally available route

Key Contacts

- Sandy McGarvey, Head of Resources, Planning & Improvement for Children
- Business Support: Janet McKenna, Business Support Officer
- Children's Services – Integrated Planning: Pat McVey, Integrating Children's Services Manager
- PPP Project Management : Gordon Currie, Education Officer
- PPP Project Management : Kevin Digges, PPP Contract Monitoring Manager
- Resources and Curricular Support: Joe Wilson, Resource Advisor
- School Provision and Transport: Linda Law, School Provision & Transport Manager

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Social Work

Service Functions

- Children and Young People's service
- Adult services
- Planning, Performance and Finance Section

Service Objectives

- Support more people who are vulnerable or in need to remain at home or in their own communities
- Assist people who are vulnerable or in need to achieve their potential and lead independent lives
- Ensure that people who use our services receive a high standard of care
- Achieve better involvement and support for Carers and other stakeholders
- Promote the welfare of individuals who are vulnerable or in need

Recent Achievements

Achievement	Outcome
Supported more older people (aged 65+) at home by increasing levels of home care, day care, and early discharges from hospital, evidenced by improved performance in these areas	<ul style="list-style-type: none"> National: shifting the balance of care Local: Improving Health & Wellbeing - Comprehensive and joined-up care infrastructure Increased the number of home care hours per 1,000 population from 304.6 (2005/06) to 377.6 (2006/07) Increased the number of home care packages of more than 10 hours per week from 154 (2005/06) to 194 (2006/07) Reduced the number of delayed discharges > six weeks - National target of zero by April 2008 achieved Increased the number of people aged 65+ accessing day care from 197 in 2005/06 to 249 in 2006/07 Increased the number of people accessing specialist (BME) day care from 37 in 2005/06 to 42 in 2006/07
Winner of the National Care Accolades Award (May 2007) for the Intensive Support & Monitoring Service (ISMS) which provides a range of intensive supports to children and young people in the community	<ul style="list-style-type: none"> Delivering for Children & Young People - Comprehensive and joined-up care and learning infrastructure for families, children and young people Safer communities - reduced the number of persistent young offenders within the Authority and reduced the number of offence related referrals for persistent young offenders: Reduced the number of persistent young offenders from 11 in 2005/06 to three in 2006/07 Reduced the number of offence referrals for persistent young offenders from 70 in 2005/06 to 15 in 2006/07
Placed more children who require to be looked after and accommodated within family-based settings as opposed to residential care.	<ul style="list-style-type: none"> Delivering for Children & Young People - Comprehensive and joined-up care and learning infrastructure for families, children and young people Increased the number of foster placements from 23 in 2006 to 26 in 2007, further augmented by approval in 2007/08 of respite carer and supported carer (16-21 years old)

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Recent Achievements (continued)

Achievement	Outcome
Jointly established protocols and operational procedures for inter-agency working with children and families affected by substance misuse, and trained staff across agencies	<ul style="list-style-type: none"> Delivering for Children & Young People - Comprehensive and joined-up care and learning infrastructure for families, children and young people
Produced a Joint Community Care Plan 2007-10 as the core planning document between EDC and East Dunbartonshire CHP (NHS GG&C) for adults with community care needs and their carers	<ul style="list-style-type: none"> Local: Improving Health & Wellbeing - Comprehensive and joined-up care infrastructure
Established a specialist day care provision for people from the Black & Minority Ethnic community in East Dunbartonshire	<ul style="list-style-type: none"> National: shifting the balance of care Local: Improving Health & Wellbeing - Comprehensive and joined-up care infrastructure Increased the number of people accessing specialist (BME) day care from 37 in 2005/06 to 42 in 2006/07

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of home care hours per 1,000 65+ population	304.6	377.6	-
Number of children re-registering on the child protection register within two years of coming off the register	0	4	-
Proportion of children looked after at home seen by a supervising officer within 15 working days	78.1%	89.3%	-
Number of persistent young offenders	11	3	-
Level of qualified staff working in care homes	9.1%	15.4%	-

External Evaluation

Details	Source/Evidence
Multi-Agency Child Protection Inspection	HMle Report
Care Commission Inspection of all regulated services	Care Commission Inspection Reports
Care Commission Inspection of Fostering and Adoption services	Care Commission Inspection Reports
External Audit of Supporting People	Audit Scotland Report
Significant Incident Review	Children & Young Persons' Themed Partnership
Partnership In Practice	Scottish Executive Report
Ombudsman Report (Financial Assessment of Eligibility for Council Funded Care)	Scottish Public Ombudsman Office
Joint Planning Implementation and Assessment Framework reporting arrangements	Scottish Executive Report
Delayed Discharge Reporting	Scottish Executive Health Statistics

Priority Areas for Improvement

- Achieving zero as standard as opposed to a target for delayed discharges
- Development of intermediate care – step up/step down facilities
- Development of Kinship Care Policy

Key Contacts

- Tony Keogh, Head of Social Work
- Freda McShane, Senior Manager (Childcare)
- Jean Campbell, Senior Manager (Finance and Commissioning)
- Mike Moran, Senior Manager (Community Care)
- David Formstone, Fieldwork Manager (Community Care)
- Paula Godfrey, Fieldwork Manager (Childcare)
- Andy Martin, Planning and Commissioning Manager
- Alastair Short, Operations Manager (Homecare)

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Corporate Services

Finance & ICT

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Service Functions

- Corporate Finance
- Revenues
- Service Finance
- ICT

Service Objectives

- Provide an efficient and effective Revenues Service covering the billing and collection of monies owed to the Council along with the administration of benefits for housing and council tax
- Process, monitor and account for the financial affairs of the Council in accordance with accounting best practice and covering all aspects of financial management and budgeting
- Arrange for insurance, banking, VAT and all other financial services required by the Council
- Provide and support the ICT infrastructure of the Council by developing and implementing new technology strategies, project management initiatives and providing fault resolution arrangements, all in compliance with industry standards for best practice

Recent Achievements

Achievement	Outcome
Continuation of improvements in processing Housing and Council Tax benefits. The service now meets with DWP standards in four out of six categories	Improved services for benefit claimants due to reduced processing timescales
Exceeded targets for Council Tax collection in 2007-08 and reduced debts outstanding for previous years	Additional financial resources to fund the provision of Council services. Improved cash flow
ICT workplan now based upon priorities set and determined by Directorate Management Teams	More effective application of ICT resources
Corporate ICT Strategy now implemented following approval of Council and set-up of ICT Steering Group	Improved governance and performance management arrangements now in place
Financial management arrangements reviewed as part of the SWIA and Communities Scotland inspections without any adverse comment	Reassurance on effectiveness of financial management and governance arrangements
Financial planning model reported to Council and Policy & Resources Committee; now established along with integration of Service Planning and link to Capital Planning via the Corporate Asset Management Group	Arrangements in place to progress with policy-led budget objectives due to linkage with the Service Planning process

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
% Council Tax collected	95.26%	95.64%	96.2%
Time taken to process benefit applications (days)	43	36	28
% NDR collected	95.8%	95%	96.1%
Sundry Debtor Collection	73.3%	83.02%	76.93%
% of invoices paid within 30 days	79.8%	77.1%	76.6%
ICT Customer satisfaction level (SOCITM measure 1 to 7)	N/A	5.13	5.37
% of reported incidents resolved within SLA targets	87%	86%	84%

External Evaluation

Details	Source/Evidence
Various reports on Financial Systems and Annual Accounts	KPMG Report

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Priority Areas for Improvement

- Improved revenues collection and benefits processing
- Compliance to DWP standards
- Project and service improvements; network resilience
- Strengthen financial stewardship
- More robust capital investment strategy

Key Contacts

- Ian Black, Head of Finance & ICT
- Marjory Devlin, Corporate Finance Manager
- Janice Peebles, Revenues Manager
- John Urquhart, Service Finance Manager
- Vince McNulty, Corporate ICT Manager

Human Resources & Organisational Development

Service Functions

- Partnership & HR Development
- HR Operations

Service Objectives

- Development and implementation of a progressive reward and recognition strategy
- Development and implementation of an effective employee engagement strategy
- Development of Partnership At Work philosophy through a constructive and visible employee relations strategy
- Development and implementation of an organisational development strategy
- Development of a workforce planning and resourcing strategy
- Development and delivery of a "best in class" human resources and organisational development service

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Recent Achievements

Achievement	Outcome
Significant progress made on the job evaluation process to support single status with completion of overall evaluation process	<ul style="list-style-type: none"> Equality proofed job evaluation system now complete for all single status jobs Closes the Council's risk to potential further equal pay claims and consequential financial and reputational liability
Significant progress made on Single Status – culminating in the conclusion of negotiations and the implementation of a new Pay & Grading structure	<ul style="list-style-type: none"> New pay and grading structure closes the Council's risk to potential further equal pay claims and consequential financial and reputational liability Structure has been externally equality impact assessed and cited as best practice
Successful in-house delivery of a range of priority training needs to support services across the organisation	<ul style="list-style-type: none"> Key priority training needs delivered to support growth of in-house capability Supporting the ongoing development of Council-wide employee performance and development planning and workforce planning
Continued development of 'Workforce' including data cleansing; electronic contracts of employment; absence analysis; and customisation to allow improving analysis and reporting of employee base	<ul style="list-style-type: none"> Refreshed employee data centrally held and locally accessed Developing the Council's HR MIS as a management tool with a suite of reporting tools to inform decision making

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
% of days lost of total days available	5.2%	5.6%	5.4%
% of highest 2% of earners among Council employees that are women	47.9%	44.5%	43.6%

External Evaluation

Details	Source/Evidence
n/a	n/a

Priority Areas for Improvement

- Implementation of the Corporate HR Strategy
- Finalise implementation of revised Single Status package
- Deliver planned improvements to policy and practices to support absence reduction across all service areas

Key Contacts

- Ann Davie, Head of Human Resources & Organisational Development
- Leeanne Galasso, Partnership & HR Development Manager
- David Smith, HR Operations Manager

Internal Audit

Service Functions

- Internal Audit

Service Objectives

- Complete planned work within agreed timescales
- Extend the range of specialist services available to stakeholders
- Encourage the personal and professional development of all Audit staff and determine training needs for Members of the Audit & Risk Management Sub-Committee

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Recent Achievements

Achievement	Outcome
Substantial completion of the annual internal audit plan	Helps to assure external audit reliance is placed on the work of the Internal Audit Team leading to reduced external audit charges to the Council
Increased levels of specific audit expertise in specialist areas	Better quality of service provided to stakeholders and a reduced reliance on external consultancy services leading to a reduction in costs to the Council
Enhanced liaison arrangements with Members and other stakeholders	Improvements in the quality of service provided to all stakeholders, particularly Members
Development of a more customer-focused audit planning process	Audit resources able to be allocated to areas of most need as identified by stakeholders
Enhancement of the general status and capabilities of the Internal Audit Team throughout the organisation	More effective utilisation of available audit resources in specific areas of need identified by services and probable cost savings by services in the requirement to bring in external expertise
Continuing development of individual Internal Audit Team members	Enhanced quality of service subsequently able to be provided to all stakeholders in all audit areas

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
n/a	n/a	n/a	n/a

External Evaluation

Details	Source/Evidence
Review of the Internal Audit function by external consultants	<i>Best Value Review of the Internal Audit Function</i> report

Priority Areas for Improvement

- Continue to improve client liaison and consultation arrangements
- Provision of improved performance information
- Further development of the provision of Assurance Statements

Key Contacts

- Gerry Allen, Chief Internal Auditor

Legal & Administration Services

Service Functions

- Legal Services
- Litigation & Licensing
- Contracts & Conveyancing
- Administration Services
- Registration Services

Service Objectives

- Provide comprehensive legal services covering all aspects of the Council's activities
- Monitor legislative compliance and propriety across the range of statutory and common law duties and responsibilities
- Deliver effective and efficient licensing and other regulatory services
- Provide effective support to the Council's democratic decision making structures and processes
- Support the development of customer-focused, modernised services in terms of corporate policies and objectives
- Develop a modernised range of Registration, Citizenship, Civil Marriage and Partnership Services

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Recent Achievements

Achievement	Outcome
Review of Liquor Licensing Policies & Procedures and development of support for new Board	Improved governance structure in terms of new legislation aligned to national objectives; comprehensive overhaul of existing liquor licences and introduction of club licences
Civic Government Licensing Review Programme developed	Improved governance and performance management arrangements
Positive RIPSA Inspection Report	Implementation of improvement action plan and performance management recommendations
Participation in Freedom of Information Research project and handling of Freedom of Information Reviews / Court of Session appeal	Recognition of service management development and reassurance on effectiveness of enquiry handling procedures
Training for Elected Members in a range of quasi-judicial areas	Informed decision making and awareness of governance and procedural propriety requirements
Conduct Education Placing Appeals Hearings	Informed case analysis and decision making

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Percentage of Council house sales completed within 26 weeks	41.45%	59.14%	54.69%
Average time (in weeks) to complete Council house sales	33	29	25

External Evaluation

Details	Source/Evidence
Office of Surveillance Commissioner's Inspection 2008	RIPSA Audit Report – January 2008
Freedom of Information Publication Scheme	Approved by Scottish Information Commissioner

Priority Areas for Improvement

- Review of Administrative Scheme
- Review of Licensing (Scotland) Act
- Review of Marches & Parades in Scotland
- Development of support for new Planning Act
- Review of Community Care Provisioning

Key Contacts

- Diane Campbell, Head of Legal & Administration Services
- Alistair Crichton, Legal Manager
- Peter Kelly, Litigation & Licensing Manager
- Michael Smith, Contracts & Conveyancing Manager
- Martin Cunningham, Administration Services Manager
- Rab Macaulay, Registration Services Manager

Policy & Public Affairs

Service Functions

- Business Change and Modernising Government
- Policy & Improvement
- Public Affairs
- Corporate Risk Management, Information Security Management and Business Continuity Management
- Customer Contact Centre
- Resource Generation

Service Objectives

- Provide strategic direction to the activities of the Council
- Promote continuous improvement in the delivery of services
- Effective partnership working
- Better governance and democracy
- Deliver an effective corporate communications, marketing, media and public affairs strategy and providing effective and supporting services
- Enhanced customer focus
- Generate external funding and sponsorship to support Council Service delivery and improved quality of life
- Provide an effective and efficient corporate GIS mapping and address service

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Recent Achievements

Achievement	Outcome
Development of the Single Outcome Agreement in partnership with the Community Planning Partnership	Providing strategic direction to Community Planning Partnership and Council activities. Produced SOA on a partnership basis ahead of requirement to do so
Development of the Consultation and Engagement Strategy	Enhanced customer focus
Development of Accessible Information Policy and Strategy	Enhanced customer focus for equality and diversity groups
Consolidated all Council geographic data on to single database, making it available to services	Improved service delivery: Council Services able to access accurate up-to-date maps and other datasets to support business
Implementation of the issue of National Entitlement Cards to over 5,000 young people in East Dunbartonshire Schools	Customer benefits: pupils carry a single nationally branded card in place of a number of other cards
Continued publication of Council magazine Edlife for the ED community; receiving very positive feedback from survey conducted in Autumn edition	Community welcomed information on Council activities in this format
Effective and commended communications campaign for local government and Scottish parliamentary elections: included regular scheduled features in both local papers, website information and a dedicated publication for every household	Enhanced democratic process; turn out in East Dunbartonshire was high and spoiled papers lower than a number of other Councils
Development and approval of the Media Relations Protocol for working with Elected Members	Delivering effective communications and managing Council's reputation positively

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of top quartile SPIs	15	18	-
Number of lowest quartile SPIs	17	19	-
% of customer telephone contacts dealt with at the first point of contact	65%	70%	75%
% of successful funding applications	100%	88%	80%

External Evaluation

Details	Source/Evidence
Areas such as performance management are subject to annual review by external auditors as part of the Priorities and Risk Framework	Annual Audit Report (2006-07)

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Priority Areas for Improvement

- Put in place "Quickplace" workrooms for Community Planning Partnership Board and each strategic partnership on CPP website
- Proactive work with Heads of Service on role of Public Affairs
- Adopt "PRINCE2 – light" project management processes and templates across all projects
- Introduce call recording system and review performance management of Customer Contact Centre
- Proactive co-ordination and control of mapping work through Data Custodian and GIS User Group
- Continue to roll-out the Covalent performance management system, improving communication with all Services through the in-house user group

Key Contacts

- Bill Pritchard, Head of Policy & Public Affairs
- Business Support Manager – Vacant
- Tom Duncan, Policy & Improvement Manager
- Angela Fegan, Public Affairs Team Leader
- Corporate Risk Manager – Vacant
- Gordon Strain, Resource Generation Officer

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Environment

Community Safety

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Service Functions

- Community Safety Unit and Partnership
- Central CCTV and Alarm Monitoring Facility
- Road Safety Training & Education and School Crossing Patrols
- Antisocial Behaviour Team including Community Wardens, SACRO and Victim Support Services

Service Objectives

- Continue to sustain and develop the East Dunbartonshire Community Safety Partnership
- Deliver, develop and maintain an integrated 24/7 CCTV/Alarm monitoring facility for East Dunbartonshire Council serving the public, other public agencies and partner organisations
- Implement the Council's approved statutory road safety responsibilities in respect of road safety training and education and school crossing patrol services integrated and consolidated from within the Community Safety Unit
- Manage the development, co-ordination and implementation of the Council's antisocial behaviour services, including neighbourhood wardens and support to individuals and communities

Recent Achievements

Achievement	Outcome
Development of Information Management Systems	Informed analysis and decision making
Integration & collocation of Community Safety Services	Improved quality of analysis, co-ordination, communication and informed action planning
Relocation of the Council's Public Space CCTV Control Room to Community Safety Unit, Broomhill	Improved co-ordination and management of CCTV and Alarm monitoring services
Development of Antisocial Behaviour Team, Strategy and Outcome Agreement	Implementation of Antisocial Behaviour Strategy and improved joint working on antisocial behaviour issues
Development of Victim Support and Mediation Services	Integrated approach to supporting victims of crime and antisocial behaviour
Development of antisocial behaviour database, customer satisfaction surveys and audits	Informed decision making and community involvement in shaping service delivery
Integration of Road Safety Education & Training and School Crossing Patrols into Community Safety Unit	Increase in schools participating in road safety projects and increased safety for children attending primary schools
Development of Pubwatch scheme	Joint agency response to alcohol and drug related issues and improved communication with Addiction Services, Voluntary Sector, licencees and local Licensing Board and Forum
Development of Infotxt youth texting service	Improved communication and structured interaction with young people to increase access to appropriate youth services and activities
Using Natural Assets in Development of annual Canal Water Safety Trips	Improved water safety and good citizenship education programme on environmental and personal safety issues

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of fires in the home	177	199	188
Number of adults admitted to hospital as a result of a home accident	69	79	Not available until late 2008
Number of children admitted to hospital as a result of a home accident	57	57	Not available until late 2008
Percentage of people feeling safe or fairly safe in their local area after dark	60%	65%	51%
Number of incidents of Antisocial Behaviour recorded by Police	3,333	3,374	3,270
Number of people killed and seriously injured on the roads	27	27	27
Number of people slightly injured in road accidents	227	210	162

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External Evaluation

Details	Source/Evidence
n/a	n/a

<p>Priority Areas for Improvement</p> <ul style="list-style-type: none">• Increase in School Crossing Patrol recruitment numbers• Increase opportunities to involve children and young people in diversionary and good citizenship activities• Integration of 24/7 CCTV, Hourcare 24 Community Alarm and “Out of Hours” Customer Contact Centre and Civil Contingency operations• Increase of Partnership “problem solving” training and action planning for early interventions• Improved information sharing and joint action planning among partners including “operational protocols”
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<p>Key Contacts</p> <p>Jim Neill, Community Safety Manager</p>

Corporate Procurement, Fleet & Logistics

Service Functions

- Corporate Procurement
- Fleet Management
- Logistics

Service Objectives

- Provide an effective, efficient and sustainable procurement service to the Council
- Provide an effective, efficient and sustainable purchasing and stores service to the Environment Directorate and other users
- Deliver a high quality and professional fleet management service
- The specification and procurement of a clean, fuel efficient and environmentally responsible fleet
- Delivery of an efficient, effective and reliable Financial Management service to the Environment Directorate
- Delivery of timely and accurate financial and other information to corporate and external parties
- Deliver an efficient and effective Creditors, Payroll and Administrative Support service to the Environment Directorate and also, where appropriate, to other services

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Recent Achievements

Achievement	Outcome
Implementation of a new web-based vehicle tracking system	Better vehicle utilisation, reduction in vehicle mileage and carbon emissions, increased safety for drivers and lone workers
Implementation of financial reporting improvements	Improved quality and timeliness of monthly management accounts
Update of the Council's Procurement Strategy	New strategy approved by members and endorsed by Leader and Depute Leader of the Council – now being presented to management teams in all Directorates

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Payment of invoices within 28 days	79.8%	77.1%	76.6%

External Evaluation

Details	Source/Evidence
n/a	n/a

Priority Areas for Improvement

- Implement an integrated requisition to pay e-commerce system throughout the Council
- Review corporate procurement structure to deliver a professional strategic function for all the Council
- Review and revise existing fleet policies and procedures to meet legislative and corporate needs
- Review fleet management structure with a view to increasing performance and regulation of the service
- Increase the percentage of invoices paid within 28 days

Key Contacts

- Neil Sinclair, Head of Corporate Procurement, Fleet & Logistics
- Ken Middlemas, Corporate Procurement Manager
- Paul Curran, Fleet Manager

Leisure, Property Maintenance & Facilities Management

Service Functions

- Facilities Management
- Mugdock Country Park
- Property Maintenance
- Leisure

Service Objectives

- Support and promote healthier lifestyles through the delivery of an integrated and accessible leisure strategy for East Dunbartonshire
- Support healthier eating through the provision of nutritional meals for schools and older people
- Contribute to the delivery of effective and efficient services through the provision of a one-door support service for the facilities management of Council buildings
- Support the development of an attractive and sustainable environment through the protection and management of the area's natural and built heritage
- Contribute to the area's tourism product through the provision of leisure and visitor attraction sites
- Contribute to a sustainable environment through delivery of an integrated design and build service

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Recent Achievements

Achievement	Outcome
Property Maintenance in partnership with Housing Services has achieved 100% compliance for Gas Servicing and safety checks across the district	Every Council house within East Dunbartonshire now has a current valid safety Inspection certificate. This means that every house has received a service and inspection within the annual deadline timescales
Property Maintenance has assisted Housing Services in the delivery of a high quality Capital Works programme	Property Maintenance completed, to a high standard, approximately £3.5m of Capital Investment work for Housing Services. This was built up of various types of work including: replacement of roofs, bathrooms, kitchens, central heating, UPVC windows and doors and environmental improvement works at Fossil Grove
Major move/relocation of two schools into alternative buildings	Minimum disruption to Educational Services / team building of Facilities Management Staff
New art and craft gallery, meeting room (both opened Dec 07) and visitor information point (opened March 2008)	New business start-up franchise delivering an annual rent to the park. The new service offers better shopping choices to visitors and improved interactive event possibilities for 2008 and beyond. The project also supports local arts and craft trades. The new meeting room brings revenue generating opportunities in private function/room hire as well as providing desperately needed in-house meeting space. The new service point offers visitors the chance to access general park and local tourism and leisure information at the beginning of their visit. The media forms also help direct pre-booked visitors to their hired resources. The area also facilitates a local community promotions area celebrating what is new and on locally
New school education room (opened March 2008)	Visiting schools have a classroom opportunity away from the school to study local natural and built heritage
Opening and delivery of the Kirkintilloch Leisure Centre	Health Improvement (220,000 visits in eight months)
Redevelopment of Club Max Fitness facilities in all leisure centres	Health Improvement (3,500 direct debit members)
Leisure centre usage	Health Improvement (905,000 visits in 07/08)

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
Number of visits to sport and leisure facilities	776,943	761,603	904,247
Number of children taking up nutritious school meals	31.5%	31.6%	31.9%
Repairs completed on target	86%	86.5%	94%
Improve access to leisure and expand service choice - increase visitor numbers (Mugdock)	553,562	543,035	559,695

External Evaluation

Details	Source/Evidence
HMle – Hungry for Success	HMle formal inspection report and additional feedback report
Quest Accreditation/Audit	Quest Registration, Certification, Site-Based Information
Runner up APSE Service Award 2005 – Facilities Management	Association for Public Service Excellence
The Dick Allen Award 2007 (Mugdock Plantaria) Management	Outstanding Customer Service

Priority Areas for Improvement

- Increase quality and usage of sports pitches
- Increase number of attendees at leisure centres
- Development of nutrition and special diets policies in partnership with key stakeholders
- Implement recommendations for Areas for Improvement from latest Quest audits and gain accreditation for Sports Development and Kirkintilloch Leisure Centre
- Increase performance across all priorities for housing repairs
- Develop monitoring system for capital projects
- Improve quality and accessibility to Mugdock Country Park

Key Contacts

- Head of Leisure, Property Maintenance & Facilities Management - Vacant
- Mark Grant, Commercial Manager (Leisure)
- Grace Irvine, Commercial Manager (Facilities Management)
- Colin McInnes, Commercial Manager (Property Maintenance)
- Ian Arnott, Mugdock Park Manager

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Planning Development & Property Assets

Service Functions

- Planning
- Economic Development & Transportation
- Property Assets

Service Objectives

- Meet the planning authority's obligation to prepare, monitor and keep up-to-date its statutory development plan
- Deliver an efficient, modern, accessible and customer responsive development management process and ensure compliance with Planning regulations
- Create a sustainable local economy within a city region context
- Bring about improvements to transport networks which encourage more sustainable travel patterns and increased accessibility
- Implement and continuously develop corporate asset management planning and to develop the estates management role
- Implement energy and environmental initiatives to minimise fuel consumption and carbon emissions, to maximise savings by way of energy spend-to-save investments and to improve the management of asbestos and legionella control

Recent Achievements

Achievement	Outcome
Returned to full staffing for planning section from 50% loss of staff by August 2007, at a time when it was very difficult to recruit professional staff	Able to tackle backlog and prepare to return to improved performance levels
Reduced a backlog of 200 planning applications to less than 50 planning applications inside three months	Able to implement a strategy to return to improved performance levels
Met all Council deadlines for planning processes for complex partnership developments	Council avoided legal contract and cost penalties and maintained its reputation
Award for Transport Integration and Commendation for Travel to School and Work at the 2007 Scottish Transport Awards	Increased recognition for Transport Team within Council and for EDC with external partners. Ministerial visit to East Dunbartonshire for School Travel Plan event
Commendation for Kirkintilloch Canal Festival in the Events and Festivals (Regional) category at the 2007 Scottish Thistle Awards	Increased external funding already secured for 2008 event
Purchase and installation of the Corporate Asset Management database	All existing property information can now be migrated to the new system giving a single data source to improve management and dissemination of the information
Consultants engaged to carry out property surveys (condition, Fire Risk Assessments, Asbestos Type 2 surveys and Disabled Access Audits)	Surveys will be completed by early summer allowing collation of more up-to-date and robust property information which will be the foundation for the Asset Management Planning process. The data will also enable improved management of fire risk, asbestos management, and the development of strategy to improve access for the disabled to Council properties
Final draft of Legionnella Management Scheme	The new management scheme will reduce the risk of legionnella infection in Council properties

Performance Trends

Performance Indicator	2005-06	2006-07	2007-08
% of householder applications dealt within two months	60%	63%	50%
% of all applications dealt within two months	54%	60%	50%
Number of Council buildings accessible to disabled people	13.79%	14.93%	*
% of operational accommodation in satisfactory condition	-	20%	63.8%

* Information not yet available

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External Evaluation

Details	Source/Evidence
SEDD Audit (July 2005) found the Service to have “many positive features” and that “delivery of the Planning Service has improved significantly over the last few years and operates effectively”, but recommended 42 potential improvements	SE letter of closure in October 2006 confirmed that 28 out of 42 improvements had been undertaken, a further 10 were in hand. It welcomed “clear improvements in the image and commitment to e-planning and the inventive ways in which available space has been utilised to the benefit of staff and stake-holder (Source: Audit Report: monitoring document and closure letter)

Priority Areas for Improvement

- Develop and implement town centre action plans
- Establish increased private sector investment in East Dunbartonshire and develop innovative ways for public sector involvement in provision of business premises in order to overcome the impact of reduction in European funding
- Improve the quality of data held on the condition of the Council's property
- Develop an energy monitoring and targeting regime to underpin energy management initiatives and support the Carbon Reduction Strategy and Implementation Plan
- Develop and publish the local transport strategy
- Develop and implement a parking strategy for East Dunbartonshire

Key Contacts

- Alan Sim, Head of Planning, Development & Property Assets
- Nigel Hooper, Planning Manager
- Crawford McGhie, Economic Development & Transportation Manager
- Ian Shearer, Property Assets Manager

Roads, Greenspace & Waste Management

Service Functions

- Roads
- Greenspace
- Waste Management

Service Objectives

- Provide an effective and efficient roads service to sustain and improve the condition and safety of the road network
- Provide an effective and efficient Greenspace service to optimise the benefits for clients, customers and local communities
- Provide an effective and efficient Waste Management Service to contribute to the protection and sustainability of the environment
- Develop medium and long-term strategies for waste management to meet Landfill Directive and National Waste Strategy targets
- Develop a Neighbourhood Services approach across Roads, Greenspace and Waste Management services to secure service improvements thereby helping to build civic pride
- Develop asset management within Roads and Greenspace to contribute to the Council's Corporate Asset Management Plan and to provide a more efficient and effective approach to service management and delivery
- Review the operation of the roads service including a review of service priorities in line with available resources and to develop more effective arrangements for service delivery and funding

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Recent Achievements

Achievement	Outcome
Roads Service contribution to major developments within EDC including the Schools PPP Project, Southbank Development, Kirkintilloch Relief Road	Improved infrastructure supporting long-term educational objectives and economic development
Production and launch of "Procedures for Road Construction and Adoption" promotional document for developers and the public	Available both electronically and in hard copy brochure format – the Road Service's "Procedure for Roads Construction Consent and Adoption (RCC&A)" has made it easier for Developers to understand the process in applying for a RCC&A and hence facilitating the progress of an RCC&A application from conception through to completion within the Roads Service. Supporting the delivery of efficient and effective services
The overall cleanliness index confirms the Council is meeting the level required by the Environmental Protection Act 1990 and its associated Code of Practice on litter and refuse 1999	The performance indicator confirms that a cleanliness index score of 71 was achieved for this year contributing to the provision of an attractive environment
Launch of Biodiversity Grants Scheme	Assists in achieving the actions set out in the Local Biodiversity Action Plan and contributes to promoting a sustainable environment
Work to community woodlands throughout EDC supported by the Forestry Commission through their Woodlands In and Around Towns (WIAT) and Forestry Grants Schemes	Improvements to existing woodlands to improve access, habitat and community involvement to deliver an sustainable environment and an attractive environment
Increased waste recycling rates to 32.4%	Reduction in waste to landfill in accordance with Landfill Directive and Waste Policies. Contributing positively to a sustainable environment and an attractive environment

Performance Trends

Performance Indicator	2005-06	2006-07	
Percentage of road network which should be considered for maintenance treatment	46.57%	43.8%	48.6%
Cleanliness of local streets	69	71	71
Proportion of municipal waste collected by the Authority which is recycled	26.54%	31.9%	32.4%
Tonnage of biodegradable municipal waste landfilled	32,762	31,004	30,500
Percentage of all street light repairs completed within 7 days	81%	83%	71.3%
Percentage of traffic light repairs completed within 48 hours	67%	67%	63.1%
The number of complaints per 1,000 households regarding the waste collection service	42.1	47.3	36.9
Percentage of special uplifts completed within 7 working days	94%	95%	76%

External Evaluation

Details	Source/Evidence
n/a	n/a

Priority Areas for Improvement

- Improve response times to street and traffic lighting faults
- Increase the percentage of collected waste that is recycled, increasing opportunities for recycling in Council properties
- Undertake a detailed review of operating arrangements, processes and resources to enable further development of neighbourhood approach through integration of service management and resources
- Develop a strategy for play area provision within East Dunbartonshire to enhance current play provision by developing high quality, innovative and inclusive play areas
- Develop a new Local Biodiversity Action Plan for East and West Dunbartonshire

Key Contacts

- Derek Cunningham, Head of Roads, Greenspace & Waste Management
- David Devine, Roads Manager
- Martin McKenna, Commercial Manager (Greenspace)
- Charlie Kelly, Commercial Manager (Environment)

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Accountability and Public Performance Reporting

The Council is currently responsible for the expenditure of £230 million of public money. We are committed to improving our performance and being open and transparent about how we spend our money and the quality of our services.

Public performance reporting is not a static process and our framework is reviewed on an annual basis. The framework seeks to incorporate the core recommendations made by the Scottish Consumer Council subsequent research survey undertaken in 2004.

- Council should seek to increase public awareness of the performance information they publish
- Public performance reports should include information on how resources are spent and details of service performance
- Reports should enable a comparative analysis of Council performance with other local authorities
- Councils should seek the views of service users, customers and other interest groups in developing their local framework
- Councils should make performance information available at different levels of detail, which customers can access according to their level of interest

- Councils should make public performance information more accessible and user friendly
- Public performance information should be targeted at users of Council services rather than purely at professional level

At present, our annual summary report is provided in the format of a 16-page supplement, Edreport, which is distributed to all households in East Dunbartonshire through the Council magazine, Edlife. In accordance with our Accessible Information Policy, the summary report is made available through the Council website, while translations, print, braille and audio formats are available on request.

The report is structured to enable the Council to report on progress in delivering its corporate objectives. Performance trends are provided for three year periods and benchmarked against the Scottish average wherever the information is available.

The report provides a balanced assessment of Council performance and identifies areas of good performance as well as areas where improvements are required. Financial information is presented as a breakdown of the public pound and the report includes a summary of the Annual Efficiency Statement.

The report also includes information relevant to the work of the East Dunbartonshire Community Planning Partnership and the outcomes delivered through our regeneration initiatives.

The Council has well established processes in place for informing and consulting the public about our performance. Every two years, one of our Citizens' Panel surveys identifies the perceptions and needs of local people in relation to the provision of performance information.

It focuses on the following areas:

- Priority areas of information for members of the public
- Views on content of Public Performance Report
- Preferences for the format of the report
- Mode of dissemination of performance information

The findings of this survey contribute to the continuous review of our public performance reporting framework. The dedicated consultation relevant to public performance reporting is supported by a biennial Customer Survey which focuses on levels of customer satisfaction and priorities for service development.

In order to enhance public accessibility to performance, the Council has developed a 'How we are doing' performance zone on its website. The zone provides a range of information relevant to Council performance:

- Public performance reports
- Corporate planning and improvement framework
- Key corporate indicators
- Directorate service plans and performance reports
- Statutory performance indicators
- Council service profiles

As indicated earlier, our services are required to submit a twice-yearly review of performance to the relevant Strategic Committee and Policy and Performance Panel. In addition to the information being lodged on the 'How we are doing' section of the website, an executive summary of performance appears in Edlife.



Public performance reporting through our Edreport supplement

Core Evidence

- Corporate Planning and Improvement Guide
- Key Corporate Indicators
- Statutory Performance Indicators/Trend Analysis
- Annual Public Performance Report Summary
- Corporate Guidance on Service Planning Framework
- Performance Reports to Committee/Policy and Performance Panels
- Covalent Performance Management System and User Group Reports

Key Improvement Actions and Next Steps

With the approval of the new Corporate Development Plan, the Council will enhance its performance management and reporting arrangements at all levels of the organisation.

The Council will continue to develop its challenge and scrutiny arrangements to strengthen the focus on the delivery of outcomes.

Key Contacts

Councillor Rhondda Geekie -
Convener of Policy and Resources Committee

Councillor Billy Hendry -
Vice Convener of Policy and Resources Committee

Sue Bruce -
Chief Executive

Gerry Cornes -
Corporate Director,
Environment

John Simmons -
Corporate Director,
Community

Valerie Watts -
Corporate Director,
Corporate Services

Tom Duncan -
Policy and Improvement
Manager

Angela Fegan -
Team Leader,
Public Affairs

Andy Craig -
Corporate Policy Officer

5: Our improvement agenda

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East Dunbartonshire is a Council striving for excellence. We have a keen awareness of performance across the organisation and know where we perform well and the areas where we need to improve. We believe we have many of the building blocks in place to enable us to deliver best value. We have confidence in our capacity to continue our improvement journey and deliver enhanced outcomes for East Dunbartonshire.

The Council has developed a coherent approach to corporate self-assessment and improvement planning. This work derives from our self-assessment work undertaken from 2000 onwards in relation to reviewing our performance in meeting the statutory duties of best value and community planning. It was further developed through work undertaken in the preparation of our new Community Plan during 2006 and the development of our new Corporate Development Plan and initial Single Outcome Agreement subsequent to Council Elections in May 2007.

An initial Corporate Action Plan was developed during 2003 to review performance in meeting the statutory duties of best value and community planning. The corporate self assessment covered all areas identified in the statutory guidance relevant to the implementation of the Local Government in Scotland Act, 2003. Improvement actions were identified with

clearly defined responsibilities together with a schedule for implementation for incorporation in Directorate Service Plans.

The Action Plan was reviewed on a quarterly basis through the Corporate Management Team with twice-yearly reports submitted to the Policy and Resources Committee. It was updated to incorporate the findings from the published Best Value Audit reports of Councils undertaken by Audit Scotland.

Subsequent to the work undertaken during the preparation of the new Community Plan in 2006, Council agreed the need for alignment of community and corporate development planning objectives. Following the Elections in May 2007, it was agreed with all the party groupings on the Council that a Corporate Improvement Plan be developed to underpin the development of the new Corporate Development Plan for the Council and further embed a culture of improvement within the organisation.

The Corporate Improvement Plan was approved by the Council in December 2007.

It sets out how the Council will improve its performance over the next four years, enhancing the services delivered to our communities. The Plan identifies:

- Priorities and actions for improvement
- How the Council will deliver better services

- How the Council will provide strategic leadership for our communities and with our partners
- How the Council engages with local stakeholders
- How the Council will embed a culture of improvement within the organisation to deliver improvements in performance

The Plan is based on the following themes for improvement. Within each theme a number of areas for improvement are identified, together with a timescale for implementation, responsibility for implementation and links to the delivery of corporate outcomes.

- Effective and efficient services
- Enhanced customer focus
- Effective partnership working
- Better governance and democracy
- Developing our staff

Our key improvement actions are listed in Table Two. Improvement actions within the Corporate Improvement Plan has been incorporated within Directorate Service Plans covering the period 2008-2011, in accordance with the corporate guidance on service planning. An initial review of progress on implementation of the Corporate Improvement Plan will be submitted to the meeting of Council in August 2008.

There is a need for a coherent, corporate approach to the use of quality models which support the self evaluation of services. As part of our commitment to continuous improvement, the Council is developing a self-assessment framework for implementation by all services. Based on the HMIE framework, 'Guide to Evaluating Services for Children and Young People Using Quality Indicators', it will further enhance the capacity of services to identify strengths in service provision and areas where improvements are required.

The framework is currently being developed in partnership with services involved in the Delivering for Children and Young People Partnership including Social Work Services. It is aimed at strengthening the existing improvement planning process. The aim is to roll out the framework for use by Council services and community planning themed partnerships from April 2009 onwards.

In order to assist the roll out of the framework across services and community planning partners, the Council will resurrect the Improvement Network. The Network will comprise service managers and lead officers from the community planning themed partnerships. Its primary aim will be to identify and share good practice, enhancing the capacity of the organisation to continuously improve.

**Table Two -
East Dunbartonshire Council Improvement Agenda**

- Use the performance management framework to support more regular reporting of performance information focused on strategic outcomes to Corporate Management Team
- Review decision-making structures to reflect the objectives and outcomes set out in the new Corporate Development Plan
- Strengthen the level of external stakeholder involvement in the scrutiny process through the work of the Policy and Performance Panels, ensuring that decision-making is transparent and accountable
- Continue to strengthen the links between budgeting and planning to ensure effective delivery of corporate objectives and outcomes
- Continue to develop the culture of efficiency to assist in identifying options for addressing the financial situation the Council faces
- Implement the Corporate Human Resources Strategy to improve corporate workforce planning and effective employee development
- Develop a Corporate Asset Management Plan to make more strategic use of assets, demonstrate effective investment of capital resources and ensure enhanced accessibility of Council buildings
- Implement the revised Corporate Procurement Strategy, including e-procurement to develop the use of strategic collaborative purchasing agreements and realise efficiency benefits
- Develop a revised framework for the undertaking of strategic and service reviews which enables a more systematic review of competitiveness
- Develop a Corporate Customer Services Strategy, including corporate and service-led customer service standards
- Ensure an overarching risk management framework is in place, including the development and maintenance of a comprehensive corporate risk register
- Implement a leadership development programme for Elected Members and employees
- Review the configuration of community planning structures to enable the delivery of outcomes and commitments identified in the Single Outcome Agreement
- Set-up a revised Improvement Network to identify and share good practice across the Council and the work of the Community Planning Partnership

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Core Evidence

- Corporate Planning and Improvement Guide
- Community Plan – 2006-2011
- Corporate Improvement Plan – 2007-11
- Corporate Development Plan – 2008-11

Key Improvement Actions and Next Steps

The Council will continuously review the implementation of the Corporate Improvement Plan and report on progress at all levels in the organisation. The Plan will be updated on a regular basis to reflect new priorities for improvement identified through consultation and external or internal self assessment mechanisms.

The Council will develop a corporate self assessment framework aimed at supporting self-evaluation across all Council services and the work of the community planning themed partnerships.

The Council will resurrect the Improvement Network to assist with the roll out of the self assessment framework and identify and share good practice across Council services and community planning partnerships.

Key Contacts

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Chief Executive

Gerry Cornes -
Corporate Director,
Environment

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Policy and Improvement
Manager

Alan Cairns -
Information Development
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Pat McVey -
Integrating Children's Services
Manager

Gerard McCormack -
Community Planning
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Andy Craig -
Corporate Policy Officer

6: Key contacts

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Other Formats:

This document can be provided in large print,
Braille or on audio cassette and can be
translated into other community languages.
Please contact the Council's Public Affairs Unit at:

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Kirkintilloch, G66 4TJ
Tel: 0141 578 8000

अतुरोध करने पर यह दस्तावेज हिन्दी में भाषांतरित किया जा सकता है। कृपया 0141 578 8152 पर
फ़ोन कीजिए।

本文件可按要求翻譯成中文，如有此需要，請電 0141 578 8152。

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578 8152 ਫੋਨ ਕਰੋ।

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Gabhaidh an sgriobhainn seo cur gu Gàidhlig ma tha sin a dhìth oirbh. Cuiribh
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