

Governance Review and Transformation Programme

The City of Edinburgh Council

25 October 2012

1 Purpose of report

1.1 The purpose of this report is to provide an overview of:

1.1.1 progress on all elements of the governance review and the establishment of the cooperative development unit; and

1.1.2 next steps to implement a transformation programme aligned to the council's Strategic Outcomes, Capital Coalition Pledges and the Single Outcome Agreement.

2 Main report

Governance Review

2.1 The governance review has been undertaken following resolution by Council on 30 June 2011 that 'a thorough review of governance arrangements is required.' The review aims to deliver a comprehensive framework for all aspects of governance, strategy and transformation to ensure the following key objectives are embedded within the operation of the Council:

- a) Clear statement of vision, values and strategic objectives aligned with the Capital Coalition Pledges;
- b) Effective, efficient and collaborative decision-making and strategic planning;
- c) Enhanced, modern and flexible risk and financial management;
- d) Robust, clear and accountable organisational frameworks; and
- e) Focus on culture change and a shared commitment to high standards of governance.

- 2.2 Significant progress has been made across all areas of the governance review and a suite of reports with updates on a range of elements of the review, along with an overview of the 'Edinburgh transformation programme', are provided, for consideration of members, on the agenda for this council meeting as follows:
- a) Operational Governance: Contract Standing Orders, Financial Regulations and Guidance for appointment of consultants.
 - b) Strategic Governance:
 - i Council Performance Framework;
 - ii Strategic Plan 2012-2017; and
 - iii Cooperative development: a framework to advance a cooperative Council 2012-2017.
 - c) Programme Governance: Edinburgh transformation programme.
- 2.3 In addition, following approval of new political management arrangements by the Council on 20 September 2012, implementation of the revised committee model, new committee business processes and related arrangements are well underway.

Political Management Arrangements – Implementation

- 2.4 New political management arrangements will be in place from 29 October 2012 to further develop effective, efficient and collaborative decision-making.
- 2.5 Consultation has been underway with elected members on implementation of the new committee model and a refreshed suite of committee documentation has been launched alongside streamlined committee business processes. In line with the new arrangements there will be enhanced engagement with and support to members of the public to further influence council decision-making and ensure all processes are open to greater scrutiny.
- 2.6 On 8 October 2012, an e-petitions web page was launched (www.edinburgh.gov.uk/petitions) and from that date members of the public have had the opportunity to submit petitions for consideration by the new Petitions Committee, subject to validity, on 3 December 2012. The first meeting of the Petitions Committee will also be web cast as an initial extension of the ongoing web-casting pilot. The first meeting of the new Governance, Risk and Best Value Committee will also take place on 6 November 2012.
- 2.7 A six-month review will be undertaken of all aspects of the refined political management arrangements with ongoing engagement with the public, elected members and officers throughout this period.

Operational Governance

- 2.8 A range of review work has been completed to re-draft and update the following elements of the Council's operational governance framework:
- a) Scheme of Delegation to Officers;
 - b) Contract Standing Orders;
 - c) Financial Regulations; and
 - d) Guidance for the appointment of consultants.
- 2.9 Consultation with both elected members and council officers has been undertaken, with comments and feedback included in Contract Standing Orders, Financial Regulations and Guidance for Appointment of Consultants presented to Council for approval at this meeting.
- 2.10 Consultation on the revised Scheme of Delegation has been extended to Monday 5 November 2012. The outcome of the consultation process will be reported to the Council meeting in November 2012.
- 2.11 Existing governance arrangements for arms length organisations (ALEOs) have also been comprehensively reviewed. This has been a significant programme of work and consultation with elected members and officers will commence following this meeting on a revised governance framework. It is anticipated that final proposal for consideration will be presented to the Council meeting in November 2012.

Strategic Governance

- Council Performance Framework
- 2.12 Consultation has been undertaken with the public, partners, staff and leadership to redefine the vision, values and desired culture for the Council. A clear statement of the Council's vision, aligned to the Capital Coalition Pledges, has been developed which is aligned to a new outcome focused Performance Framework for members' consideration at this meeting. The outcome of the staff consultation on values will be available in November 2012.
- Strategic Plan
- 2.13 The Strategic Plan is currently the Council's main corporate planning document, providing a framework for the delivery of services and a statement of the Council's vision, strategic direction and priorities. It is proposed that the Strategic Plan will complement the new budget process including five year business planning and will provide an overarching view of the Council's strategic direction.
- Cooperative Capital
- 2.14 One of the Capital Coalition's key pledges is to develop a cooperative approach and a major conference was recently held by the Council Leader to develop this model, involving more than 100 representatives with a range of interests. The

Cooperative Development Unit was officially launched on 25 October 2012 and engagement with a number of service area staff and community planning partners is already underway. The unit will work with communities and partners to develop cooperative societies in the city to deliver energy, housing, social care and child care services.

Edinburgh Transformation Programme

- 2.15 A framework for transformation across the organisation and a range of council services, set out in appendix one, has been developed to support delivery of the council's strategic outcomes, Capital Coalition pledges and single outcome agreement. The framework is aligned to the priority based planning approach that will be a key focus of the upcoming budget process.
- 2.16 The transformation framework has identified six themed areas for development including customer access and strategy, early intervention, personalisation, health and social care integration, community capacity building and partnership models. The themed approach to develop a framework and delivery plan for transformation activities ensures the council can make significant progress in a strategic and cross cutting way to deliver the council's strategic outcomes and Capital Coalition pledges rather than focusing on discrete service based solutions.
- 2.17 In parallel with the development of the themes, an operational excellence delivery programme is now underway, to support the transformation of corporate support services, ensuring the required foundations and infrastructure are in place within the Council to secure successful delivery. The operational excellence programme, aligned closely with all aspects of a renewed approach to customer experience and access, will play a vital role in how the council delivers services to those who need them. The intention is to implement a flexible approach to enhance all contacts with the public and communities and ensure both efficient and effective use of resources.
- 2.18 The Corporate Programme Office will oversee the implementation of the operational excellence programme and support further scoping and preparation of detailed delivery plans across all other themes for members' approval, aligned to the budget process.

Conclusion

- 2.19 The governance review has renewed focus on critical aspects of the Council's governance arrangements. The review programme will continue as a key element of the operational excellence programme. In future, a new Governance Service, currently being set up in Legal, Risk and Compliance, will ensure all key areas of political and operational governance have effective levels of support and appropriate oversight.

3 Financial implications

- 3.1 There are no financial implications as a result of this report.

4 Equalities impact

4.1 There are no equalities implications as a result of this report.

5 Environmental impact

5.1 There are no environmental implications as a result of this report

6 Recommendations

6.1 To recommend that members:

- a) note progress in each element of the Governance Review;
- b) note the extension to the consultation period with members on the revised Scheme of Delegation;
- c) note consultation will commence on a new governance framework for Arms Length External Organisations (ALEOs); and
- d) note continued progress to develop and implement key elements of the Edinburgh transformation framework and delivery plan.

Sue Bruce
Chief Executive

Appendices	Appendix 1	Outline: Edinburgh Transformation Programme
Contact/tel/Email	Kirsty-Louise Campbell, Governance Review Programme Manager Tel: 0131 529 3654 Email: kirstylouise.campbell@edinburgh.gov.uk	
Wards affected	All	
Single Outcome Agreement	National Outcome 15 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.	
Background Papers	Act of Council No. 8 of 23 August 2012	

Edinburgh transformation framework

Key Actions

The Vision

Co-operative values:

- Open
- Accessible
- Transparent
- Participative
- Accountable

Aim to deliver

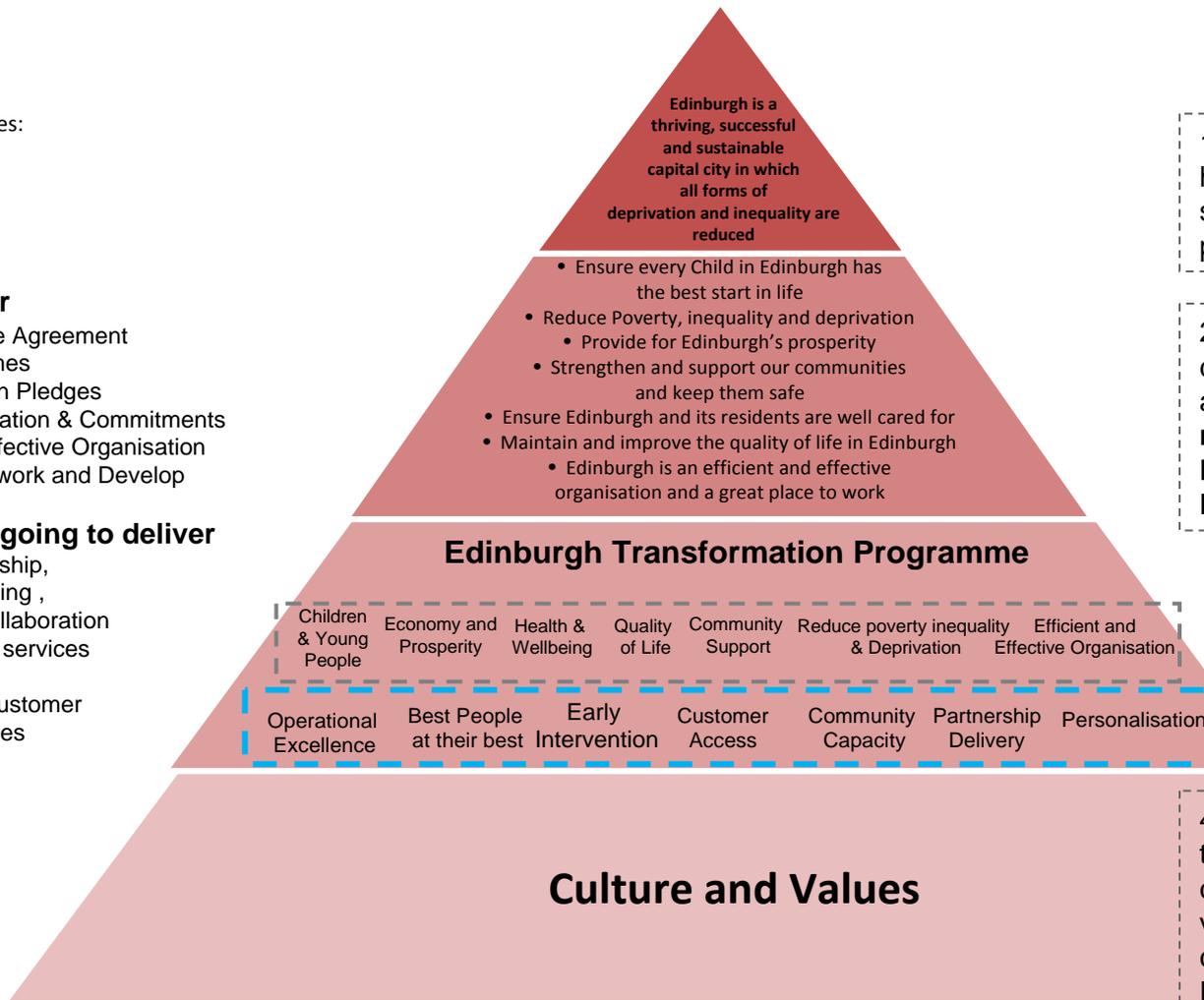
- Single Outcome Agreement
- Council Outcomes
- Capital Coalition Pledges
- Budget Consultation & Commitments
- Efficient and Effective Organisation
- Great Place to work and Develop

How you are going to deliver

- People- Leadership, Capability Building , Innovation & collaboration
- Process- Lean services
- Technology
- Multi-channel customer focussed services

Why/How?

- A great place to work
- Helping our people realise their potential



1. Agree the **vision** and how to articulate it to staff, communities and partners

2. Align all outcomes to commitments and define and track **success metrics in your Performance Dashboard**

3. Prioritise the **Delivery Plan** against the Pledges and Council Outcomes, and gain buy-in from the Elected Members

4. Begin **engagement** through workshops and consultation to redefine values and desired culture with Staff, Partners and Leadership