Inverclyde council

Report To: **Policy and Resources Committee**   Date: **16 November 2010**

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Subject: **Refreshed Organisational Improvement Plan 2010/13**

1.0 PURPOSE

1.1 The purpose of this report is to present to Committee for approval the refreshed Organisational Improvement Plan 2010/13.

2.0 SUMMARY

2.1 A report detailing the progress made in the first year of the OIP was approved by Policy and Resources Committee on 21 September 2010. It was agreed by Members that a refreshed OIP would be presented to the next meeting of the Committee.

2.2 This refreshed OIP remains structured around the five strategic workstreams:

- Leadership, Governance and Management
- Organisational Transformation and Improvement
- Workforce Development
- Strategic Planning and Performance Management
- Management of Resources

2.3 The OIP remains a three year document, however the timeframe for its delivery has been rolled forward a year and now covers the period 2010 to 2013.

2.4 Improvement actions that were completed in Year 1 have been removed. Improvement actions that are ongoing, slipped from Year 1, or are yet to start, remain included within the refreshed workstreams.

2.5 A number of improvement actions have been revised, or expanded, to reflect:

- changes within the organisation
- the progress that has been made to date
- where the action needed to be strengthened in light of the Assurance and Improvement Plan 2010/13 and the Report to Members and Controller of Audit on the 2009/10 Audit.

Improvement actions that have been revised within the refreshed OIP include:

Workstream 1 Our Governance arrangements, following the management restructure
 Partnership Working

Workstream 2 The Operating Model (formerly Modernisation and Efficiency Programme
 InForm (the Comments, Compliments and Complaints Framework)
 PSIF

Workstream 3 Internal Communications

| Workstream 4 | Performance Management System |
| | Strategic Planning and Performance Management arrangements |

| Workstream 5 | Asset Management |
| | Procurement |

2.6 In considering whether there were gaps in the Council's improvement agenda priority was given to:

- Areas of corporate risk or uncertainty highlighted in the AIP and the Report to Members and the Controller of Audit on the 2009/10 Audit.
- The PSIF corporate assessment carried out in 2008, which resulted in a number of strategic corporate priorities being identified.
- Areas for improvement that emerged from the BV2 toolkit mapping exercise.
- Recurring issues of a corporate nature emerging from PSIF Service Assessment Improvement Plans.

2.7 The workstreams within the OIP will continue to be taken forward by the relevant Workstream Reference Groups which meet every six months to scrutinise the progress made in delivering the actions. Progress will continue to be reported to Policy and Resources Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that Committee approve the refreshed Organisational Improvement Plan 2010/13.

Paul Wallace
Corporate Director
Organisational Improvement and Resources

4.0 Background

4.1 The Council's Organisational Improvement Plan 2009/12 was formally launched in May 2009.

4.2 The Plan re-iterates the Council's determination to be at the forefront of local government improvement, innovation and performance and demonstrates our firm commitment to become 'a modern, innovative organisation'.

4.3 The OIP comprises of five workstreams which form a strategic framework within which the Council develops and strengthens its infrastructure in order to deliver organisational improvement.

4.4 Responsibility for the delivery of the workstream lies with the Workstream Sponsor, supported by a Reference Group of senior officers from across the Council. The Workstream Reference Groups meet every six months to scrutinise the progress made on delivery of the actions.

4.5 The Plan has now completed the first year of its original three year lifespan and a report detailing the significant progress made was considered by Policy and Resources Committee on 21 September 2010.

4.6 In recognition of the progress that has been achieved, the Committee approved the development of a refreshed OIP that would build on the progress made in 2009/10 and reflect the Council's drive for continuous improvement.

5.0 The Organisational Improvement Plan 2010/13

5.1 The refreshed OIP will enable the Council to develop the areas within the organisation where progress has been made. It also seeks to strengthen our approach to measuring our performance, particularly in relation to our customers, which will allow us to effectively evidence that improvements are being achieved. New improvement actions have also been built into the Plan to help prepare the Council for the challenges that lie ahead.

5.2 The structure of this OIP broadly reflects that of the original Plan, with the addition of contextual information outlining the key developments that have occurred since the Plan was launched in 2009. The improvement agenda however continues to be focused around the 5 key strategic workstreams:

> ❖ Leadership. Governance and Management
> ❖ Organisational Transformation and Improvement
> ❖ Workforce Development
> ❖ Strategic Planning and Performance Management
> ❖ Management of Resources

5.3 The OIP remains a three year document, however the timeframe for its delivery has been rolled forward one year to 2012/13 to reflect the addition of new areas for improvement. Actions programmed for delivery in Year 1 relate to 2010/11, Year 2 is now 2011/12 and Year 3, 2012/13. This phased programme of improvement will help to ensure that there is sufficient capacity and capability within the Council to facilitate successful delivery.

6.0 Refreshing the Workstreams

6.1 Improvement actions that were completed in Year 1 (2009/10) have been removed from the OIP. Improvement actions that are ongoing, have slipped from Year 1, or are yet to start, remain included in the refreshed workstreams.

6.2 A number of improvement actions have been revised or expanded to reflect:

- changes within the organisation
- the progress that has been made to date
- where the action needs to be strengthened in light of BV2 or the AIP

Improvement actions that have been revised within the refreshed OIP include:

Workstream 1 ⎰ Our Governance arrangements, following the management restructure
⎱ Partnership Working

Workstream 2 ⎰ The Operating Model (formerly Modernisation and Efficiency Programme
⎨ InForm (the Comments, Compliments and Complaints Framework)
⎩ PSIF

Workstream 3 ⎰ Internal Communications

Workstream 4 ⎰ Performance Management System
⎱ Strategic Planning and Performance Management arrangements

Workstream 5 ⎰ Asset Management
⎱ Procurement

6.3 In considering whether there were gaps in the Council's improvement agenda priority was given to:

- Areas of corporate risk or uncertainty highlighted in the AIP and the Report to Members and the Controller of Audit on the 2009/10 Audit.
- The PSIF corporate assessment, carried out in 2008, which resulted in a number of strategic corporate priorities being identified.
- Areas for improvement that emerged from the BV2 toolkit mapping exercise.
- Recurring issues of a corporate nature emerging from PSIF service assessments and Directorate Plans.

Taking the above into account, three additional areas for improvement have been identified:

- Strengthen our approach to community engagement   (Workstream 1)
- Strengthen our Public Performance Reporting Framework   (Workstream 4)
- Development of a corporate approach to sustainability   (Workstream 5)

6.4 These areas for improvement have been included within the relevant workstream and supporting actions developed in order to deliver the desired outcome. Lead Officer(s) for these new areas have been identified and a timeframe for delivery established.

6.5 For ease of reference, new or revised improvement actions are highlighted within the workstreams.

6.6 Over the past five years the Council has rightly invested a great deal of resources in implementing a comprehensive and challenging improvement agenda in order to transform the organisation. If however, we aim to convincingly demonstrate that positive results are being achieved, meaningful targets and performance indicators need to be established that will allow performance to be measured over a period of time. This is particularly important in terms of customer service.

6.7 For this reason, the refreshed OIP now includes several new supporting actions relating to assessing, reviewing and monitoring what has been implemented as well as the establishment of new KPIs which will allow performance to be measured.

6.8 The Extended Corporate Management Team has been consulted in the preparation of the refreshed Organisational Improvement Plan. Subject to the approval of Committee, the OIP will then provide the strategic framework for organisational improvement over the period 2010/13.

6.9 The OIP will continue to be refreshed and updated on an annual basis. A PSIF Corporate

Assessment is planned for Spring 2011. This will provide the opportunity for senior officers within the Council to comprehensively review the Council's activities over the past three years and the results that have been achieved.   The output from the Corporate Assessment will inform a new Organisational Improvement Plan for the period 2012/15.

7.0   Implications

7.1   <u>Finance</u>

The implementation of the OIP will have financial implications for the Council.

7.2   <u>HR Implications</u>

The development of the workstreams requires the support and involvement of the Workstream Reference Groups.

7.3   <u>Legal</u>

None.

7.4   <u>Equality and Diversity</u>

The issues of equality and diversity will be addressed through the work of the OIP Reference Groups.

8.0   Consultation

8.1   The Extended Corporate Management Team has been consulted in the preparation of the refreshed OIP.

9.0   Background Papers

9.1   None.

INVERCLYDE COUNCIL

ORGANISATIONAL IMPROVEMENT PLAN 2010/13

Delivering a Modern, Innovative Organisation

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1. INTRODUCTION

Welcome to Inverclyde Council's refreshed Organisational Improvement Plan for 2010/13. This OIP re-iterates our determination to be at the forefront of local government improvement, innovation and performance and demonstrates our firm commitment to fulfil our corporate vision, which is to become:

An ambitious, confident Council, providing strong community leadership, that listens and responds to the needs of local communities, delivers excellent services and creates a better quality of life for the people of Inverclyde.

In preparing this refreshed OIP, the Council has taken stock of what it has achieved in recent years and where it aims to be in the next three years. We remain highly ambitious in our plans for the future but we also recognise that many challenges lie ahead in order to realise these ambitions.

The Council has proven however that it is capable of delivering a challenging and often complex improvement programme at a time of unprecedented financial pressure, whilst at the same time continuing to deliver a range of high quality services, many of which have been recognised as excellent, or deemed to be a model of good practice, at a national level.

This refreshed OIP demonstrates that our improvement programme does not stand still and reinforces our commitment to embedding a culture of improvement at all levels of the organisation. This will deliver a stronger, more capable organisation which in turn will help to facilitate the successful delivery of the Council's desired outcomes for Inverclyde's communities, as contained within our Community Plan, SOA and Corporate Plan.

2. BACKGROUND TO THE REFRESHED OIP

Inverclyde Council's Organisational Improvement Plan covered the three year period 2009/2012 and was formally launched to employees in May 2009.

The OIP comprises of five workstreams which together form a strategic framework within which the Council develops and strengthens its infrastructure in order to deliver organisational improvement.

Within these overarching workstreams, 21 areas were identified as being fundamental to the next phase of the organisation's improvement agenda. These areas for improvement were identified through detailed analysis, discussion and self evaluation of where the Council needed to focus its attention over the period 2009-2012 in order to become a modern, innovative organisation.

To facilitate this improvement, 44 improvement actions were developed and taken forward by the relevant Workstream Reference Groups.

The Plan has now completed the first year of its original three year lifespan and a report detailing the significant progress made was considered by Policy and Resources Committee at its meeting on 21 September 2010. Of the original 44 improvement actions:

- 11 are now complete
- 22 remain on track
- 2 have not yet started
- 9 have slipped

Where slippage has occurred this has largely been due to organisational capacity issues. This has been recognised and addressed by the appropriate Reference Group.

Areas of significant organisational improvement in Year 1 include:

- A revised management structure has been put in place which includes the establishment of a new Community Health and Care Partnership.
- The new InTouch Customer Service Centre, which opened in October 2009, provides customers with access to a range of council services in a single location. This will deliver significant improvements in the level of service that we offer our customers.
- A Workforce Development Strategy has been approved by Committee and is being rolled out across the Council in a managed, phased approach.
- An electronic Performance Management System is currently being implemented and once fully operational, will provide the capability to actively manage as well as monitor our performance.
- An Asset Management Plan for Property, Land and Buildings has been approved which will ultimately significantly modernise and rationalise our corporate estate.
- The Schools Estate Strategy has continued to make excellent progress with a number of new schools being opened or refurbished.
- A Strategic Procurement Framework has been approved which will deliver improvements in relation to the Council's procurement structures, processes and data and also in the way procurement is managed at a corporate level.

In recognition of the progress that has been achieved, at a meeting on 21 September 2010, the Policy and Resources Committee approved the development of a refreshed OIP that would build on the progress made in 2009/10 and reflect the drive for continuous improvement.

This refreshed OIP will enable the Council to develop the areas within the organisation where progress has been made. It also seeks to strengthen our approach to measuring our performance, which will allow us to effectively evidence that improvements are being achieved. New improvement actions have also been built into the Plan to help prepare the Council for the challenges that lie ahead.

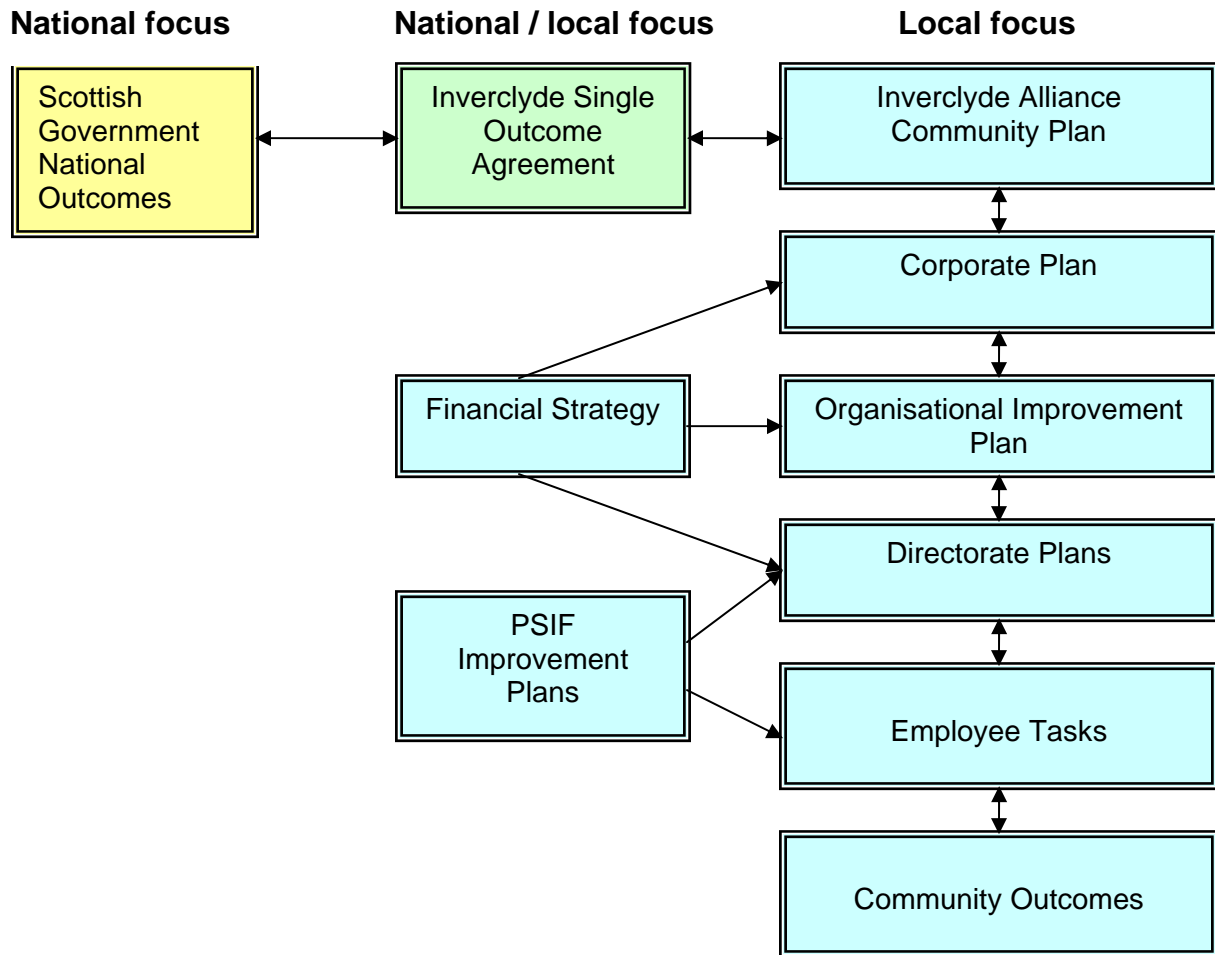The timetable for the delivery of the Plan has been rolled forward to 2012/13 to reflect the addition of new areas for improvement. Actions programmed for delivery in Year 1 relate to 2010/11, Year 2 is now 2011/12 and Year 3, 2012/13. This phased programme of improvement will help to ensure that there is sufficient capacity and capability within the Council to facilitate successful delivery.

3. OUR STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK

Over the past four years, the Council has developed and implemented a comprehensive Strategic Planning and Performance Management Framework which integrates strategic planning and performance management to ensure the effective delivery of corporate and service outcomes.

This framework is flexible and has recently been adjusted to incorporate individual service improvement plans which have been developed following the PSIF service assessments.

The main aspects of the Council's Strategic Planning and Performance Management Framework are outlined in the diagram below.

National focus	National / local focus	Local focus
Scottish Government National Outcomes	Inverclyde Single Outcome Agreement	Inverclyde Alliance Community Plan
		Corporate Plan
	Financial Strategy	Organisational Improvement Plan
		Directorate Plans
	PSIF Improvement Plans	Employee Tasks
		Community Outcomes

The OIP has a key role to play in supporting the delivery of individual Directorate Plans, the Corporate Plan and the Single Outcome Agreement.

❑ The **Community Plan** sets out a vision for Inverclyde and identifies the key areas to be tackled by both the Council and our partners to help achieve this vision.

❑ The **Single Outcome Agreement** localises the 15 national outcomes identified by the Scottish Government and has been informed by the Community Plan. Of particular significance is national outcome 15, which requires Council's to ensure public services are high quality, continually improving, efficient and responsive to local needs.

❑ The **Corporate Plan** sets the Council's vision, core values and strategic outcomes. Of particular significance is strategic outcome 5 which commits the Council to becoming a Modern and Innovative Organisation.

❑ The **OIP** provides a strategic framework for continuous improvement within the Council over the next three years. The Plan is inward facing, focusing on what we want to achieve as an organisation in order to enhance our external delivery.

❑ The **Financial Strategy** establishes the policy framework for resource allocation within the Council over the medium term. The Financial Strategy is designed to support the delivery of the outcomes contained within the Corporate Plan, Community Plan and SOA.

❑ **Directorate Plans** set how individual Directorates and services will contribute to the achievement of the strategic outcomes identified in the Corporate Plan, Community Plan and SOA.

❑ The **PSIF Improvement Plans** are unique to a service and are developed following a comprehensive and systematic review of the service's activities and results. The service Improvement Plans detail the improvement initiatives that the service will implement in striving to achieve excellence.

CP
SOA
Corporate Plan
Organisational Improvement Plan
Financial Strategy
Individual Directorate Plans
PSIF Improvement Plans

4. PURPOSE OF THE OIP - HOW DID WE GET HERE?

Inverclyde Council has through its Corporate Plan, the Community Plan and Single Outcome Agreement (SOA) committed itself to the achievement of a series of outcomes that will deliver significant improvement in the quality of life for communities across Inverclyde.

The Council recognises that to achieve its vision for Inverclyde and deliver on these outcomes it must become:

An ambitious, confident Council, providing strong community leadership, that listens and responds to the needs of local communities, delivers excellent services and creates a better quality of life for the people of Inverclyde.

The purpose of the OIP is to help deliver this vision and provide a strategic framework for continuous improvement within the Council over the next three years by:

- Promoting positive **Leadership, Governance and Management** across the organisation.
- Accelerating **Organisational Transformation and Improvement** to ensure that we provide high quality services to our customers.
- Focusing on **Workforce Development** to develop the capacity and capabilities of our organisation and employees.
- Ensuring effective **Strategic Planning and Performance Management** is embedded at all levels of the organisation.
- Demonstrating a sound approach to the **Management of Resources.**

The Council continues to face a wide range of challenges both externally and internally as it seeks to deliver its vision and outcomes. To effectively address these challenges, we must continue to develop and strengthen our organisational infrastructure, however this is not just about ensuring that we have the right policies and processes in place, it is also about focusing on our people and changing the organisational culture of the Council.

The importance of delivering positive change cannot be underestimated and is underpinned by the cyclical roll out of the Public Service Improvement Framework (PSIF) across all services of the Council, the implementation of an effective programme of internal communication and a shared commitment to continuous improvement.

By establishing a framework and implementing a structured approach through the OIP, the Council is better placed to address both current and future challenges and deliver on strategic outcomes.

It is also able to more effectively manage and deploy the capacity and capability of the organisation by prioritising improvement actions across the life of the Plan.

The OIP is monitored on an ongoing basis through the Corporate Performance Report, with an annual review of progress considered by the Policy and Resources Committee.

5. CONTEXT

Since the OIP was approved by Policy and Resources Committee in February 2009, there have been a number of significant developments both within the Council and the wider public sector. The impact of these has been taken into account in the development of the refreshed OIP and the next stage of our improvement planning.

A.   COUNCIL RESTRUCTURE

As a result of the significant progress made by the Council in recent years in strengthening its corporate and governance arrangements, the management structure was revised in November 2009 to ensure that it remained fit for purpose.

Following the review, a new structure was agreed and came into effect in April 2010 (Appendix 2).

The Council has four Corporate Directors, with one post jointly funded by NHS Greater Glasgow and Clyde. The new Directorates are:

- ❏ Education and Communities
- ❏ Regeneration and Environment
- ❏ Organisational Improvement and Resources
- ❏ Community Health and Care Partnership (jointly funded)

A major development has been the creation of a new Community Health and Care Partnership (CHCP) which amalgamated Social Work and Community Health Services in Inverclyde. The CHCP became operational on 1 October 2010 and provides an integrated and effective response to the complex challenges that exist in Inverclyde and enables resources to be deployed in a more effective and joined up manner.

The management structure will remain under review to ensure that it is capable of adapting to changes in the both the internal and external environment. This is vital if the Council is to continue to improve and realise its vision of becoming 'an ambitious, confident Council'.

B. PUBLIC SECTOR RESOURCES

Following the change in the Westminster Government in May 2010, significant cuts in public sector expenditure were announced as part of an overall strategy to reduce the UK budget deficit.

The impact of this locally is that the Council faces unprecedented financial circumstances over the next three years, with an expected shortfall in funding of £33.7million, whilst demand for services, such as social care, will continue to rise.

The Council is well aware of the scale of the financial challenges that it faces and has, through the Financial Strategy, established a policy framework for resource allocation over the medium term (to 2013/14) and also up to 2016/17 and beyond.

During 2009/10, the Council also approved an Efficiency Agenda, comprising of 10 workstreams, which will deliver over £20 million savings over the period 2010/14. Included within these are efficiency areas such as workforce planning, procurement, asset management, planning and reducing bureaucracy.

C. ASSURANCE AND IMPROVEMENT PLAN

Both the Scottish Government and local authorities shared concerns around audit and inspection processes. The Scottish Government wished to improve the co-ordination of scrutiny, streamline the process and achieve greater effectiveness, but still protect the independence of scrutiny bodies, whilst local authorities were concerned with the nature and volume of audit/inspection activity, the real added value and associated cost of audit.

In response to this, the Scottish Government established a simplified and coherent approach to delivering local government scrutiny in the form of Assurance and Improvement Plans (AIP). The AIP is the product of a collaborative approach adopted by all the scrutiny bodies operating within a local authority and highlights the amount of scrutiny a Council will be subject to over the period 2010/13.

The AIP makes an assessment of the challenges likely to be faced by the council in achieving good outcomes for local people. It also sets out any areas of concern about the way the council is run. Once a risk assessment has been made, a scrutiny response is drawn up tailored to suit the identified risk. This can be full scale inspection of a service area, a best value audit, limited audit or inspection activity or no scrutiny activity for a given period.

Inverclyde Council's Assurance and Improvement Plan (AIP) was published in July 2010. In it, Audit Scotland acknowledged that significant progress has been made across the organisation and that the Council is self aware in terms of knowing where further improvements are required. Consequently, a recommendation was made to the Accounts Commission that the Council should not be subject to a formal Best Value 2 (BV2) Review until Year 3 of their current inspection programme:

> ***The Council have an organisational improvement plan (OIP) in place which covers the period 2009-2012….Due to the Council's track record in delivering improvement plans the level of planned scrutiny in years 1 and 2 is minimal, focusing on the key national risk priorities (e.g. social care) or areas where ministers are seeking assurance that the public is being well served (e.g. child protection). We recommend that a proportionate BV2 review is conducted in year 3 to align scrutiny activity to the Council's improvement plans.***
> *Shared Risk Assessment: Inverclyde Council Assurance and Improvement Plan 2010-2013*

The BV2 approach has moved on significantly from the first phase which provided a baseline for how Scottish Councils are performing. BV2 audits will be:

❑ More proportionate and risk based and reflect more closely the particular issues faced in each local Council.
❑ Based on a shared risk assessment process that involves other local government inspectorates.
❑ More focused on impact and outcomes.
❑ Designed to provide a more rounded view of partnership working in a local area and the difference it is making.

Audit Scotland has developed a suite of 18 BV Toolkits to support the audit of Best Value. These toolkits are designed to allow evaluations to be made about the level a public body has attained in a specified area of activity.

The Council has carried out its own assessment of performance in relation to these toolkits. Where there was judged to be room for improvement, an appropriate action has been developed and

included within this refreshed OIP. This will help to ensure that the Council is in a strong position at the time of our own BV2 audit.

D.   PUBLIC SERVICE IMPROVEMENT FRAMEWORK

The Council has a clear commitment to driving quality and delivering excellence across all of its services through the implementation of the Public Service Improvement Framework (PSIF). This is an evidence based self-evaluation framework that encourages organisations to conduct a comprehensive review of their own activities and results.

The PSIF also promotes a holistic approach to continuous improvement by incorporating a number of established organisational improvement frameworks and standards such as:

* The EFQM Excellence Model
* The Investors in People Standard
* The Customer Service Excellence Standard (formerly the Charter Mark Standard)
* Best Value principles

The Council has implemented the PSIF at both a corporate and service level.

The development of the OIP 2009/12 was informed by a PSIF Corporate Assessment carried out by the Extended Corporate Management Team (ECMT) and the Strategic Leadership Forum (SLF) in October 2008.   This produced 8 corporate priorities that were of high importance in terms of enhancing and developing the professional reputation and business of the Council. These priorities were included within the various workstreams of the OIP.

A second Corporate Assessment will be carried out in Spring 2011. This will provide the ECMT with an opportunity to comprehensively review the Council's activities over the past three years and the results that have been achieved.   The areas from improvement that emerge from the Corporate Assessment will be fed into a new OIP for 2012/15.

At a service level, phases 1 and 2 of the PSIF rollout are complete with Phases 3 and 4 scheduled for completion by the end of the year. Further PSIF reviews planned during 2010 include:

* Customer Service and Business Transformation
* Organisational Development, Human Resources and Performance
* Planning and Regeneration
* Finance
* Safer and Inclusive Communities.

All PSIF Service Assessments will be completed by December 2010, although there may be some refinement of service improvement plans during January 2011.

Detailed consideration is being given to the most appropriate strategic planning, self-assessment (including PSIF) and performance management arrangements for the CHCP in order to ensure that the specific requirements of the Council and Greater Glasgow & Clyde Health Board are met. Interim arrangements will be developed and implemented in the short term. Registered services with the Care Commission all complete annual self-evaluations.

6. IDENTIFYING NEW AREAS FOR IMPROVEMENT

The original improvement actions within the Council's OIP 2009/12 were identified through detailed analysis, discussion and self evaluation of where the Council needed to focus its attention over the three year period. The actions within the original workstreams reflected:

- The PSIF Corporate Assessment that was undertaken in October 2008 by the members of the Strategic Leadership Forum and the Extended Corporate Management Team.

- The actions within the Annual Report to Elected Members and the Controller of Audit, prepared by Audit Scotland for the period 2007/08 .

- The Council's position against the Priorities and Risk Framework for 2008/11.

- The points raised in Audit of Best Value and Community Planning Progress Report, published by the Accounts Commission in January 2009.
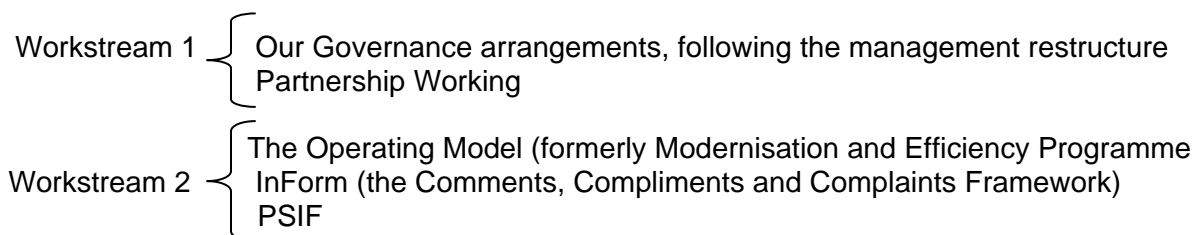
Consideration was also given as to how the OIP would interface with Phase 2 of the Audit of Best Value and Community Planning

Following the first year of the Plan's implementation a full review of progress was carried out. The purpose of the review was to establish that progress was on schedule and in accordance with the desired outcome. Of the 44 improvement actions within the OIP:

- 11 have been completed
- 22 remain on track
- 2 have not yet started
- 9 have slipped

In refreshing the Council's improvement agenda consideration has been given to:

- Improvement actions that were completed in Year 1 and consequently have been removed.

- Improvement action that are ongoing, have slipped in 2009/10, or are yet to start. These are still included within the workstreams.

- Improvement actions that need to be strengthened in light of the AIP and the Report to Members and the Controller of Audit on the 2009/10 Audit.

- Improvement actions that have evolved and moved on over the past year and as a result, the original improvement action has been revised, or expanded, to ensure continuous improvement. This includes actions that focus on:

Workstream 1 — Our Governance arrangements, following the management restructure
Partnership Working

Workstream 2 — The Operating Model (formerly Modernisation and Efficiency Programme
InForm (the Comments, Compliments and Complaints Framework)
PSIF

Workstream 3 — Internal Communications

Workstream 4 — Performance Management System
Strategic Planning and Performance Management arrangements

Workstream 5 — Asset Management
Procurement

The new areas for improvement that have been included within the workstreams reflect:

- Areas of significant corporate risk or uncertainty highlighted within the AIP and the Report to Members and the Controller of Audit on the 2009/10 Audit. These have been included within the appropriate workstream to ensure that action is taken and progress monitored.

- Strategic corporate priorities identified during the PSIF Corporate Assessment, which due to capacity and resource issues were not scheduled for implementation or delivery in the first year of the Plan.

- Areas where corporate improvement is required in order to strengthen the Council's position in relation to BV2.

- The impact of changes within local government and the Council's response to these to ensure that we remain at the forefront of local government improvement.

- Recurring corporate issues that have emerged from PSIF Service Assessments Improvement Plans.

Taking the above into consideration, the following areas for improvement have been identified:

- ❖ Strengthen our approach to community engagement   (Workstream 1)
- ❖ Strengthen our Public Performance Reporting Framework   (Workstream 4)
- ❖ Develop our corporate approach to sustainability   (Workstream 5)

These areas for improvement have been included within the relevant workstream and supporting actions developed to deliver the desired outcome. As with all the OIP improvement actions, a Lead Officer has been identified and a timeframe for delivery established.

7. DEVELOPING THE WORKSTREAMS

As a result of the PSIF Corporate Assessment in 2008, a consensus emerged on a number of key areas where it was felt that the Council should focus its improvement activity. These key areas were further developed to form the basis of the five workstreams in the OIP focusing on:

- ❖ Leadership, Governance and Management
- ❖ Organisational Transformation and Improvement
- ❖ Workforce Development
- ❖ Strategic Planning and Performance Management
- ❖ Management of Resources

The OIP provides a strategic framework for continuous improvement by taking an overview of all the Council's improvement actions - whether these have been identified in various audit documents or through a process of self assessment. These have been brought together where appropriate into workstreams and prioritised to enable the effective deployment of resources.

To facilitate the development of the five workstreams and assist with prioritisation, the Council has utilised the benchmark of an 'ideal' local authority. This enabled us to establish the key characteristics of an excellent organisation relevant to each workstream.

A number of key characteristics that you would expect to find in an excellent Council are summarised at the beginning of each workstream – examples of positive indicators that would be evident within a highly performing Council and conversely, negative indicators that may be evident within a poorly performing Council, are also provided.

Each of the five workstreams is structured as follows:

- ❖ **What are our improvement actions?**
  The improvement actions within the workstreams have been refreshed taking into account all the factors outlined in Section 6.

- ❖ **What do we want to achieve?**
  These are the outcomes that the Council hopes to achieve by successfully implementing the improvement actions.

- ❖ **How will we achieve it?**
  This outlines the supporting actions that we will undertake to deliver the improvement actions.

- ❖ **When will we achieve it?**
  Actions that have been completed in Year 1 have been removed and the delivery timetable rolled forward to 2012/13 to reflect the addition of new areas for improvement. Actions programmed for delivery in Year 1 relate to 2010/11, Year 2 is now 2011/12 and Year 3, 2012/13. This phased programme of improvement will help to ensure that there is sufficient capacity and capability within the Council to facilitate successful delivery.

- ❖ **Lead Officer**
  Each workstream is led by a member of the CMT who is responsible for its overall delivery - lead officers or groups co-ordinate and monitor each action with the support of a Reference Group of senior officers from across Directorates.

8. WORKSTREAMS 2010/13

1. In an excellent organisation, what do we mean by **Leadership, Governance and Management?**

❑ The Council has a clear vision of what it wants to achieve and has translated this into a set of ambitions that are relevant, shared, integrated with other plans and monitored and updated on a regular basis.
❑ The vision is supported by an appropriate strategic planning framework.
❑ Members and officers promote a leadership style that is consistent with the Council's vision and values.
❑ Effective community leadership is provided by both officers and members.
❑ Integrated and robust executive arrangements are in place and clearly understood by employees and members across the authority.
❑ Efficient, effective and transparent decision making processes are in place.
❑ Elected Members and managers ensure accountability and transparency through effective internal and external performance reporting.
❑ There is a systematic approach to partnership working.

Excellent Organisation - Positive Indicators	Poorly Performing Organisation - Negative Indicators
1. The Council has a clear vision which is articulated in its Corporate Plan and shared with employees.	1. The Vision for the Council is short term.
2. The Council's Directorate and Financial Plans are linked to the achievement of the Council's vision.	2. The Council's key strategic plans are produced in isolation with no regard to corporate vision, aims and priorities.
3. A Member Development Programme has been established and all members have Personal Development Plans in place.	3. Members are not supported in developing their role within the organisation, nor do they feel adequately equipped to perform their role.
4. Governance arrangements comply with the CIPFA / SOLACE Code on Good Governance.	4. Governance arrangements are out-of-date and require to be reviewed and updated.
5. Decision making structures are fit for purpose and remain subject to review.	5. The decision making structures are not aligned with the Council's strategic priorities.
6. Performance is scrutinised by both CMT and Elected Members through regular and appropriate performance reporting.	6. The effectiveness of performance reporting scrutiny measure is not reviewed.
7. Partnerships are efficient and effective and have demonstrable benefits for customers	7. There is an ad-hoc approach to partnership working.

Workstream 1: LEADERSHIP, GOVERNANCE AND MANAGEMENT

Sponsor: John Mundell, Chief Executive

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer / Group
1.1 Further develop and enhance the role of the Extended Corporate Management Team, ensuring it plays a full and active role in the corporate organisation. *Source: Inverclyde Council Audit of Best Value and Community Planning Position Statement*	An effective corporate approach to leadership and management underpinned by the values in the Corporate Plan.	a) Devolve responsibility for specific projects to ECMT	Ongoing	Chief Executive /CMT
		b)Develop an accredited corporate leadership and management programme for the ECMT	Year 1 - 31/03/11	Head of OD, HR & Performance
		c)Ensure that all Chief Officers play a corporate role in the organisation through the appraisal process.	Year 1- 31/03/11	Chief Executive/ ECMT
1.2 Strengthen the community leadership role of Elected Members and support them to develop the skills, knowledge and expertise they need to help achieve the Council's ambitions and outcomes. *Source: Inverclyde Council Audit of Best Value and Community Planning Position Statement / Priorities and Risks Framework*	Elected Members feel confident in their role of helping to deliver the Council's ambitions and outcomes and assist in the achievement of continuous improvement within the Council.	a)Continue to develop the role of the Strategic Leadership Forum.	Ongoing	Chief Executive
		b)Strengthen and enhance our approach to Member Development.	Year 1 - 31/03/11	Head of Legal and Democratic Services
		c)Increase the level of information provided to members, e,g policy briefings	Ongoing	Chief Executive/ ECMT
1.3 Promote a positive organisational culture underpinned by the delivery of the Council's vision, values and aims. *Source: Corporate Plan / Priorities and Risks Framework*	Employees are aware of, and act in accordance with, the vision, outcomes and values in the Corporate Plan.	a)Implement a coherent approach to employee development.	Year 1 -31/03/11	Head of OD, HR & Performance
		b)Ensure team plans and work programmes are linked to the Council's key plans and strategies.	Year 1 - 31/03/11	Head of OD, HR & Performance

Workstream 1: LEADERSHIP, GOVERNANCE AND MANAGEMENT				
Sponsor: John Mundell, Chief Executive				
What is our improvement action?	**What do we want to achieve?**	**How will we achieve it?**	**What is our timescale?**	**Lead Officer/ Group**
1.4 Keep under review the Council's governance arrangements to ensure that the Council exceeds the standards set by CIPFA and SOLACE, contained within 'Good Governance in Local Government'. *Source: Inverclyde Council Audit of Best Value and Community Planning Position Statement / Priorities and Risks Framework / AIP*	Maintain effective governance and management arrangements that promote a culture of openness, transparency and accountability.	a) Review the Scheme of Delegation along with key governance documents in line with the new management structure.	Ongoing	Chief Executive/ Workstream Reference Group
		b) Provide appropriate governance training for officers.	Year 1 - 31/03/11	
1.5 Develop a systematic approach to partnership working that supports the Council's strategy and plans. *Source: Priorities and Risks Framework / BV2 Toolkit mapping*	Partnership arrangements are efficient and effective and deliver on the outcomes identified in the Corporate Plan, Community Plan and SOA.	a) Implement a structured approach to partnership working where appropriate.	Year 1 - 31/03/11	Strategic Planning and Performance Management Board
		b) Review the partnership vision, purpose and objectives to ensure that they continue to be fit for purpose.	Year 2 - 31/03/12	
1.6 Strengthen our approach to community engagement. *Source: BV toolkits*	Our communities have active, involved citizens' who feel empowered and confident in participating in decision making and the shaping of services. Services are responsive and meet the needs of our communities.	a) Develop our approach to community capacity building.	Year 2 - 31/03/12	Head of Safer and Inclusive Communities
		b) Work in partnership to develop a more co-ordinated approach to community engagement and capacity building.	Year 2 - 31/03/12	

2. In an excellent organisation, what do we mean by **Organisational Transformation and Improvement?**

- ❑ The Council's structure is fit for purpose.
- ❑ The Council listens and works with customers, users and citizens and designs services which are appropriate to their needs.
- ❑ The Council records its customer satisfaction levels and actively uses this information to improve services.
- ❑ The Council has a well developed, well publicised, 'Comments and Complaints' procedure that is accessible to all citizens through a range of channels.
- ❑ Users are able to access services at times and places that are convenient to them.
- ❑ The co-ordination and delivery of major changes is initiated through structured project management and methodology.
- ❑ High performance is underpinned by a supportive organisational environment.
- ❑ There is a robust approach to both internal and external communications.
- ❑ There is a culture of sharing ideas and practice and staff can contribute to management and service improvement.

Excellent Organisation - Positive Indicators	Poorly Performing Organisation - Negative Indicators
1. The organisational structure is fit for purpose and reviewed regularly.	1. The organisational structure is not aligned with, or lends itself to, the delivery of key strategic priorities.
2. There is a consistent, corporate approach to customer consultation which is based on a model of good practice.	2. Services are not designed around customer needs and therefore not as effective as they could be.
3. Directorate Plans set out exactly the nature and level of service that customers can expect and are informed by customer feedback.	3. Directorate Plans are produced with no input from customer or service users.
4. An effective Customer Comments and Complaints Framework is in place and subject to review.	4. Customer comments or complaints are not monitored or used to inform service improvement.
5. Service users have a range of channels to access services, including website.	5. Responsibility for service delivery is not clear and services are difficult to access as a result.
6. There is a corporate commitment to improving customer services and this is reflected in everything the Council does.	6. Employees are not supported in their efforts to improve service delivery.
7. There is a clear commitment to continuous improvement through the implementation of the Public Service Improvement Framework.	7. The culture of the organisation is resistant to change.
8. Modernisation and Efficiency is a driving force in the Council's corporate agenda.	8. The Council fails to make the most of technology to improve services and achieve value for money.

Workstream 2: ORGANISATIONAL TRANSFORMATION AND IMPROVEMENT

Sponsor: Paul Wallace, Corporate Director Organisational Improvement and Resources

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer / Group
2.1 Ensure effective implementation of Phases 2 & 3 of the Operating Model *Source: Inverclyde Council Audit of Best Value and Community Planning Position Statement / Priorities and Risks Framework / Report to Members / Corporate Assessment*	Information technology supports the Council's approach to communication, information and knowledge management	a) Implement the Operating Model for the Council.	Year 3 - 31/03/13	Corporate Director Improvement and Resources/ Executive Implementation Group - Operating Model
		b) Develop a Customer Service Strategy for the Council.	Year 1 - 31/03/11	
		c) Develop KPIs to measure customer satisfaction.	Year 1 – 31/03/11	
		d) Develop appropriate customer training programmes.	Year 1- 31/03/11	Corporate Director Improvement and Resources/ Executive Implementation Group - Operating Model
2.2 Strengthen the Council's approach to project and programme management. *Source: Annual Report to Elected members and the Controller of Audit / Priorities Risk Framework*	A corporate approach to project and programme management which is applied to the business of the Council.	a) Train senior managers in the corporate approach.	Year 1 – 31/03/11	Corporate Director Regeneration and Environment
		b) Roll out corporate approach.	Year 1- 31/03/11	Corporate Director Regeneration and Environment
2.3 Monitor and review the effectiveness of the Council's Corporate Comments, Compliments and Complaints Framework *Source: PSIF Corporate Assessment / BV2 Toolkit mapping*	Customers have an effective mechanism for feeding back to the Council, which supports improvements in services	a) Monitor and review the experiences and perceptions of customers and respond quickly and effectively to feedback.	Ongoing	Chief Executive
		b) Monitor whether service feedback has led to service improvement.	Ongoing	
		c) Regularly review the process on customer comments, compliments and complaints to ensure that the model used is best in class and that it is being managed in the best way.	Ongoing	Chief Executive

Workstream 2: ORGANISATIONAL TRANSFORMATION AND IMPROVEMENT

Sponsor: Paul Wallace, Corporate Director Organisational Improvement and Resources

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer / Group
2.4 Ensure that the Council has a structured approach to continuous improvement across all services. *Source: Inverclyde Council Audit of Best Value and Community Planning Position Statement / Annual Report to Elected Members and the Controller of Audit.*	Shared ownership and understanding of the improvement agenda. Staff are actively involved and contribute to service improvement. Deliver services that perform as well as, if not better than, those that are best in class.	a) Develop PSIF programme for 2011/13.	Year 1 - 31/03/11	Strategic Planning and Performance Management Board
		b) Provide appropriate training on the PSIF to service employees.	Ongoing as part of the PSIF programme.	Strategic Planning and Performance Management Board
		c) Monitor and review service PSIF improvement Plans to ensure that they are delivering improvements.	Ongoing through the Directorate Planning Reporting Processes	Strategic Planning and Performance Management Board
		d) Benchmark service performance with peers in line with Directorate Planning guidance on competitiveness.	Ongoing	Chief Executive/ ECMT
		e) Undertake a PSIF Corporate Assessment.	Year 2 - 30/05/11	Strategic Planning and Performance Management Board
		f) Conduct BV2 workshops for ECMT.	Year 2 - 31/03/12	Strategic Planning and Performance Management Board

3. In an excellent organisation, what do we mean by **Workforce Development?**

- ❑ There is a clear strategy for leadership development and succession planning at all levels of the organisation.
- ❑ The Council has a corporate, coherent approach to workforce planning and understands its future workforce needs.
- ❑ The co-ordination and delivery of major change programmes involves a partnership approach with employees.
- ❑ Employee development is aligned to service / business need.
- ❑ The competencies and behaviours required of employees are clearly related to organisational objectives.
- ❑ Employee development is appropriately resourced and implemented consistently across the organisation.
- ❑ Employees feel that they are involved, empowered and valued and their skills and knowledge are used effectively.

Excellent Organisation - Positive Indicators	Poorly Performing Organisation - Negative Indicators
1. There is an approved Corporate Workforce Development Strategy in place that is subject to regular review.	1. Workforce development varies across Directorates creating inconsistency in the development opportunities for employees.
2. There is an agreed methodology to workforce planning which aligns with corporate priorities and meets the needs of the organisation.	2. Directorates conduct their own workforce planning, taking into account only the needs of that Directorate.
3. There is an effective two way system of communication in place with employees.	3. Employees feel that communication methods are ineffective and of little relevance and are not surveyed on a regular basis to obtain their views.
4. Good practice in relation to workforce development is promoted and shared across the organisation.	4. Directorates and services do not learn from the experience of others.
5. There is a positive working relationship with Trades Unions in relation to workforce matters.	5. Trades Unions are only consulted when on workforce matters when absolutely necessary.
6. There is a budget identified for employee development.	6. The approach to workforce development is ad-hoc and reactive, rather than pro-active, due to a lack of resources.

Workstream 3: WORKFORCE DEVELOPMENT

Sponsor: Paul Wallace, Corporate Director Organisational Improvement and Resources

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer
3.1 Develop and strengthen the approach to workforce development by delivering a Workforce Development Strategy *Source: Community Planning Progress Report / PSIF Corporate Assessment / Members Letter / Priorities and Risks Framework / AIP*	A systematic approach to planning, managing and developing our people. Employees feel valued, motivated and empowered.	a) Develop and implement a Corporate Workforce Development Strategy that will take account of the ongoing needs of the Council.	Year 1-31/03/11	Head of OD, HR and Performance
3.2 Develop and enhance the approach to internal communications and establish mechanisms that celebrate excellence and success within the organisation. *Source: Corporate Plan*	A systematic approach to communication with all employees. All workforce representative groups are communicated with regularly and effectively.	a) Introduce mechanisms to cascade information to employees who are not office based.	Year 1 - 31/03/11	Chief Executive
		b) Further enhance existing employee communications such as Intouch and ICON.	Year 1 - 31/03/11	
		c) Conduct an employee survey	Year 2 - 30/05/11	Head of OD, HR & Performance

4. In an excellent organisation, what do we mean by **Strategic Planning and Performance Management?**

- ❏ Elected members are actively interested in strategic planning and performance management.
- ❏ The Corporate Management Team actively manages performance.
- ❏ An effective strategic planning and performance management framework is in place and embedded at all levels, including partnership, corporate, directorate and service.
- ❏ Strategic planning and performance management is an integral duty of a manager's role.
- ❏ Poor performance is systematically dealt with and action taken to improve.
- ❏ The Council, the community and partners have a clear and accurate understanding of how the council is performing and how far it is meeting its objectives.
- ❏ The Council consults and involves users, clients, citizens and other stakeholders and uses this information in developing indicators and managing performance.
- ❏ Planning, data collection and analysis, reporting and action take full account of the needs of minority and other specific groups and geographic areas.

Excellent Organisation - Positive Indicators	Poorly Performing Organisation - Negative Indicators
1. An effective Strategic Planning and Performance Management Framework (SPPMF) is in place.	1. The approach to performance management is not embedded at all levels of the organisation.
2. Performance is actively managed by Senior Managers across the Council.	2. Managers do not see performance management as their responsibility.
3. Reports on performance in relation to key corporate initiatives and Directorates are presented regularly to the CMT and Members.	3. The effectiveness of performance reporting methods are not subject to review.
4. Performance reports flag up when performance falls below the expected level and outlines the remedial action that will be taken to address this.	4. Information is out of date or historical due to delays in the reporting of performance.
5. Reports on performance are widely available on the Council's website.	5. The availability of performance information on the website is not well advertised or is difficult to find.
6. The Council's key strategic Corporate and Directorate Plans have been produced in consultation with all key stakeholders.	6. Key stakeholders are excluded from the planning process and as a result, performance reporting focuses on issues that are of little or no relevance to them.
7. There is a performance management software system in place that provides information on a wide range of performance and also assists in service planning.	7. The performance management system does not meet the developing and ongoing needs of the Council.

Workstream 4: STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

Sponsor: Albert Henderson, Corporate Director Education and Communities

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer
4.1 Develop performance indicators and measures for the strategic outcomes contained within the Community Plan, SOA and Corporate Plan. *Source: AIP / BV2 toolkit mapping*	Demonstrate through the use of performance information how the Council is performing in relation to its key strategic outcomes. Decision making and resource allocation is informed and supported by the use of performance information.	a) Implement the corporate electronic performance management system across the council. b) Integrate meaningful SOA, Community Plan and Corporate Plan performance indicators into the performance management system.	Year 1 – 31/01/11 Year 2 – 31/07/11	Strategic Planning and Performance Management Board
4.2 Strengthen our Public Performance Reporting Framework by further embedding the Strategic Planning and Performance Management Framework at all levels of the organisation. *Source: PSIF Corporate Assessment / BV2 Toolkit mapping/ PSIF Corporate Assessment*	A unified approach to providing information, consulting and involving which flows through the organisation from policies to delivery. Information, consultation and involvement opportunities are provided on the right issues, targeted at the right people at the right time in an accessible way	a) Establish the type of performance information our customers want through a corporate approach to customer consultation. b) Enhance the public performance information on the Council's website.	Year 2 – 31/03/12 Ongoing	Strategic Planning and Performance Management Board

Workstream 4: STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT

Sponsor: Albert Henderson, Corporate Director Education and Communities

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer
4.3 Develop and strengthen the Council's approach to delivering its Equality Agenda. *Source: Audit of Best Value and Community Planning Position Statement / AIP / BV2 Toolkit mapping*	The Council has a positive approach to equality that meets statutory requirements.	a) Plan for the new legislative requirements which will come into effect in April 2011 including the development of an Equality Action Plan.	Year 1 - 31/03/11	Head of Education/ Corporate Equalities Group
		b) Develop a robust planning and performance framework for Equalities across all services.	Year 2 - 31/03/12	

5. In an excellent organisation, what do we mean by **Management of Resources?**

- ❑ Well managed and maintained assets contribute to quality service provision experienced by the service user and value for money.
- ❑ Providing a means of targeting investments to minimise the risks associated with assets.
- ❑ Making best use of public resources, including physical assets and ICT resources and keeping a considered and appropriate balance between cost, quality and price.
- ❑ An asset management plan in place.
- ❑ Effective management of assets will bring benefits including:
  - Making council buildings work better for service users and employees.
  - Ensuring new or refurbished buildings support current and future service and corporate requirements
  - Providing a documented commitment to complying with sustainable development requirements.
- ❑ Obtaining value for money is everyone's business.
- ❑ The strategic planning and performance management framework is fully integrated with the management of finance, people, ICT, information and property, including the planning, reporting, action and re-allocation of these resources.
- ❑ Fundamentals of sound financial management, including a Financial Strategy, are in place and working effectively.
- ❑ Proper arrangements have been made for financial reporting and accountability.
- ❑ Information systems support an integrated approach to resource management.
- ❑ The council collaborates locally regionally and nationally to co-ordinate procurement.
- ❑ The council seizes appropriate opportunities to improve Value for Money.

Excellent Organisation - Positive Indicators	Poorly Performing Organisation - Negative Indicators
1. A Corporate Asset Management Strategy is in place.	1. There is no corporate approach to asset management.
2. Investment decisions are based on intelligent information.	2. Value for money is not being achieved in public resources due to an absence of, or out of date, Asset Management Strategy.
3. Risks in terms of its assets are managed by a well developed approach to asset management.	3. The Council is vulnerable and subject to unnecessary risk due to poor risk management of assets.
4. A Financial Strategy, which facilitates financial planning in the medium to longer term, has been implemented and is subject to regular review.	4. The Financial Strategy does not link with other key corporate strategies.
5. There is regular and appropriate reporting of financial information to Committee and throughout the organisation.	5. Employees are not necessarily aware of the need for efficiency and value for money.
6. A Procurement Strategy has been developed, implemented and is subject to regular review.	6. The Procurement Strategy does not assist in achieving Value for Money.

Workstream 5: MANAGEMENT OF RESOURCES

Sponsor: Aubrey Fawcett, Corporate Director Regeneration and Environment

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer
5.1 Develop and implement a corporate approach to asset management to ensure ICT, fleet, property and land are sustainable, fit for purpose, safe, cost effective and demonstrate Best Value. *Source: Audit of Best Value & Community Planning / PSIF Corporate Assessment / Priorities and Risk Framework / AIP*	Achieve Best Value in the utilisation of the Council's assets.	a) Monitor the progress made in implementing the Asset Management Strategy in relation to - Property, Land and Buildings. - Vehicle and Plant	Ongoing with an annual review of progress to CMT and Committee	Head of Property Assets and Facilities Management
		b) Develop asset management plans for - Open Spaces - Vehicle and Fleet Management - ICT - Roads	Year 1 - 31/12/10 Year 2 - 31/03/12	Head of Environmental and Commercial Services / Customer Service and Business Transformation
5.2 Enhance the Council's approach to financial management and planning through the implementation of the Financial Strategy ensuring budget holders possess the skills and information to carry out their duties. *Source: Audit of Best Value and Community Planning Position Statement / Priorities and Risks Framework*	A systematic approach to estimating the medium term financial impacts for the Council. All budget holders have the tools to fulfill their duties.	a) Develop and enhance financial skills within Directorates and services.	Ongoing	Chief Financial Officer
5.3 Strengthen the linkages between the strategic planning and performance management framework and the Financial Strategy and budgetary processes. *Source: PSIF Corporate Assessment / Priorities and Risks Framework*	A systematic approach to the allocation, monitoring and controlling of finances which supports the delivery of the Council's strategic objectives.	a) Improve corporate and directorate planning processes and incorporate relevant financial information.	Ongoing	Strategic Planning and Performance Management Board

Workstream 5: MANAGEMENT OF RESOURCES

Sponsor: Aubrey Fawcett, Corporate Director Regeneration and Environment

What is our improvement action?	What do we want to achieve?	How will we achieve it?	What is our timescale?	Lead Officer
5.4 Embed the approach outlined in the Strategic Procurement Framework across the Council to ensure an efficient and effective use of procurement and commissioning. *Source: Audit of Best Value & Community Planning / Priorities and Risk Framework / PSIF Corporate Assessment / AIP*	A systematic approach to procurement that achieves "Conformance Status" by 31 December 2011.	(a) Implement stage 1 of the Strategic Procurement Framework to secure improvements in procurement around: - structure - processes - data	Year 1 -31/12/10	Chief Financial Officer
		(b) Achieve conformance status in line with the McLelland Report.	Year 2 - 31/12/11	Chief Financial Officer
5.5 Explore an alternative charging framework that maximises resources and external funding on a sustainable basis and links with Council policy. *Source: PSIF Corporate Assessment*	Maximise the resources available to the Council and explore new and innovate funding approaches.	a) Investigate and identify mechanisms to generate income and funding.	Year 1 - 31/1/11	Chief Financial Officer
		b) Review and improve the Council's approach to attracting and sustaining external funding.	Year 2 – 31/03/12	Head of Education Planning and Culture
5.6 Demonstrate cost effectiveness in the delivery of services which meet customer needs *Source: Audit of Best Value and Community Planning Position Statement / Annual Report to Elected Members and the Controller of Audit*	Demonstrate competitiveness and Best Value in service delivery	a) Continue to develop policy and framework to embed the demonstration of cost effectiveness with the corporate planning and budget processes.	Ongoing	Chief Executive
5.7 Develop a corporate approach to sustainability. *Source: BV2 toolkit mapping*	Sustainability is integral to the business of the Council.	a) Develop a Corporate Sustainability Strategy.	Year 2 – 31/03/12	Head of Regeneration and Planning
		b) Develop sustainability KPIs.	Year 2 – 31/03/12	Head of Regeneration and Planning

9. DELIVERY OF THE WORKSTREAMS

The workstreams will form the Council's focus for improvement over the financial years 2010/11 to 2012/13. The delivery of the workstreams has been structured based on an assessment of the areas most in need of development and those which are of high priority to the Council in terms of the achievement of its Corporate Plan vision.

Workstream	Year 1 - 2010/11	Year 2- 2011/12	Year 3 - 2012/13
1. Leadership, Governance and Management	1.1 (a)*, (b) & (c) 1.2 (a)*, (b) & (c)* 1.3 (a) & (b) 1.4 (a)* & (b) 1.5 (a) 1.6	1.1 (a) 1.2 (a) & (c) 1.4 (a) 1.5 (b) 1.6	1.1.(a) 1.2 (a) & (c) !.4 (a)
2. Organisational Transformation and Improvement	2.1 (b) & (c) 2.2 2.3 (a), (b) & (c) 2.4 (a), (b)*, (c)*, (d)*	2.3 (a), (b) & (c) 2.4 (b), (c), (d), (e) & (f)	2.1 (a) 2.3 (a), (b) & (c) 2.4 (b), (c) & (d)
3. Workforce Development	3.1 (a) 3.2 (a) & (b)	3.2 (c)	
4. Strategic Planning and Performance Management	4.1 (a) 4.2 (c)* 4.3 (a)	4.1 (b) 4.2 (a) & (c) 4.3 (b)	4.2(c)
5. Management of Resources	5.1 (a)*, (b) 5.2* 5.3 5.4 (a) 5.5 (a) 5.6 *	5.1 (a) 5.2 5.3 5.4 (b) 5.5 (b) 5.6 5.7	5.1 (a) & (c) 5.2 5.3

Improvement actions that are marked * will begin in the stated year, however these will be ongoing over the life of the Plan and sometimes beyond.

10. MONITORING AND REPORTING ARRANGEMENTS

Monitoring and reporting of performance is integral to the Council's Strategic Planning and Performance Management Framework. This is to ensure the effective delivery of both corporate and service outcomes.

Each OIP workstreams is overseen by a Reference Group which meets every six months to scrutinise progress made on delivery of the actions. Each improvement action is assigned to an officer or existing group and feedback on progress is provided at this bi-annual meeting. This provides the Reference Groups with the opportunity to identify any issues that need to be raised with the Corporate Management Team. Lead officers however, still have a key role in ensuring that progress continues throughout the year.

As the OIP is a key component of the Strategic Planning and Performance Management Framework, ongoing progress will continue to be reported regularly through the Corporate Performance Report, which will be enhanced by the launch of the Council's Performance Management System (PMS).

The PMS will have the capacity and capability to monitor outcomes and associated indicators far more systematically than current reporting mechanisms. The system will have enhanced reporting capabilities at service, directorate and corporate level, which will enable performance to be actively managed rather than merely monitored. This will result in more meaningful information being produced which can be used across the Council.

The aim is that the performance indicators for all projects, priorities and outcomes will be monitored using the PMS which will produce a 'golden thread' from service level through to the OIP, Corporate Plan, SOA and finally, the Community Plan.

A full annual review of the progress made in delivering the OIP will be reported to Policy and Resources Committee.

The Council's current approach to risk management will apply with assessing the risks associated with the delivery of the OIP. Identified risks include:

- Resistance to change
- Lack of capacity and capability within the Council to deliver its commitments
- Capacity and capability is not deployed effectively
- A lack of resources
- Emergence of new key strategic corporate priorities.

These risks are managed through the Corporate Risk Register, which not only identifies but also assesses the likelihood and the impact of the risk and also the mitigating actions that the council will take to minimise it.

APPENDIX 1 – PROFILE OF THE COUNCIL

ELECTED MEMBERS

Inverclyde Council is made up of 20 Councillors, who were elected following the local government election in May 2007. The composition of the Council is as follows:

- ❖ Scottish Labour Party   8
- ❖ Scottish National Party   5
- ❖ Scottish Liberal Democrats   3
- ❖ Scottish Conservative and Unionist   1
- ❖ Independent   2
- ❖ Liberal Party   1

CORPORATE MANAGEMENT TEAM AND DIRECTORATE STRUCTURE

The Council is structured under four Directorates:

- ❖ Education and Communities
- ❖ Regeneration and Environment
- ❖ Organisational Improvement and Resources
- ❖ Community Health and Care Partnership

The Council's Corporate Management Team comprises the following officers:

Chief Executive – John Mundell

Corporate Director Education and Communities -   Albert Henderson

Corporate Director Regeneration and Environment – Aubrey Fawcett

Corporate Director Organisational Improvement and Resources – Paul Wallace

Corporate Director Community Health and Care Partnership – Rab Murphy

The Council's Directorate Structure is outlined in Appendix 2.

APPENDIX 2: STRUCTURE OF THE COUNCIL

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                          │ Chief Executive  │
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Corporate Director Education and Communities	Corporate Director Regeneration and Environment	Corporate Director Community Health and Care Partnership	Corporate Director Organisational Improvement and Resources
Head of Education	Head of Regeneration & Planning	Head of Children and Families & Criminal Justice	Chief Financial Officer
Head of Educational Planning & Culture	Head of Environmental & Commercial Services	Head of Community Care & Health	Head of Organisational Development, HR & Performance
Head of Safer & Inclusive Communities	Head of Property Assets & Facilities Management	Head of Planning, Health Improvement & Commissioning	Head of Customer Services & Business Transformation
	Head of Legal and Democratic Services	Head of Mental Health & Addictions	
		Clinical Director (NHS funded)	

APPENDIX 3: DELIVERY MODEL

Each workstream in the OIP is overseen by a member of the CMT supported by a Reference Group of senior officers drawn from across all Directorates. Every individual improvement action within the OIP has an identified Lead Officer, who is a Head of Service, or delivery group.

The purpose of the reference group is not duplicate or cut across the work of the existing groups, but to provide a wider opportunity for engagement with senior officers of the Council, thereby providing existing groups (where these exist) with mutual peer support and engagement.

Inverclyde Council Organisational Improvement Plan				
Workstream 1 *Leadership, Governance and Management*	**Workstream 2** *Organisational Transformation and Improvement*	**Workstream 3** *Workforce Development*	**Workstream 4** *Strategic Planning and Performance Management*	**Workstream 5** *Management of Resources*
Sponsor: Chief Executive	*Sponsor:* Corporate Director Organisational Improvement and Resources	*Sponsor:* Corporate Director Organisational Improvement and Resources	*Sponsor:* Corporate Director Education and Communities	*Sponsor:* Corporate Director Regeneration and Environment
Reference Group	*Reference Group*	*Reference Group*	*Reference Group*	*Reference Group*