
Report To:	Policy and Resources Committee	Date:	20 September 2011
Report By:	Head of Organisational Development, Human Resources and Performance / Chief Financial Officer	Report No:	POL/06/11/KMC
Contact Officer:	Karen McCready, Policy Officer	Contact No:	712146
Subject:	Organisational Improvement and Resources Directorate Plan 2011-12		

1.0 PURPOSE

1.1 The purpose of this report is to present the Organisational Improvement and Resources Directorate Plan for 2011/12 for consideration and approval.

2.0 SUMMARY

2.1 Directorate Plans are a key component of the Council's Strategic Planning and Performance Management Framework. Directorate Plans are the principal vehicle for managing and delivering the strategic outcomes identified in Inverclyde's Single Outcome Agreement, the Community Plan, Corporate Plan and Organisational Improvement Plan.

2.2 Over the last five years, the Council has developed a coherent and consistent approach to Directorate Planning. The approach has worked well with the Council receiving positive feedback from Audit Scotland through various audit reports. The development of Directorate Plans for 2011/12 will help the Council to further improve its approach and ensure that it is addressing the key challenges it faces over the short and medium term.

2.3 Directorate Plans are produced every three years and reviewed on an annual basis. In line with the Council's Directorate Planning cycle, new Directorate Plans were due to be produced in 2011, however as the Corporate Plan has been rolled forward to May 2012 to reflect the change in the date of the local government election, it has been agreed to refresh and roll forward current Directorate Plans to cover the period up to September 2012. This reflects the fact that the new Directorate Plans will flow from the new Corporate Plan, to be agreed after the local government elections in May.

2.4 Each of the Council's four Directorates have produced a new Directorate Plan for 2011/12 that takes into account any significant changes or new challenges that Directorates face.

2.5 The Directorate Plans outline the strategic projects and improvement actions that will be implemented by the Directorate over the coming year in order to achieve the Council's corporate outcomes and targets. Regular Directorate Performance Reports will be submitted to this Committee to inform Elected Members of the progress made in implementing the Plan.

2.6 Directorate planning is an evolving process that needs to reflect changes in the environment within which the Council and its Directorates operate. In view of this, additional information has been included in the Directorate Plans for 2011/12. Refreshed Directorate Plans now make specific reference to the issues of:

- Equality and Sustainability
- Customers and Customer Engagement
- Risk Management

2.7 The Organisational Improvement and Resources Directorate Plan 2011/12 is attached as an Appendix to this report.

3.0 RECOMMENDATIONS

3.1 It is recommended that Committee:

- a. Approves the Organisational Improvement and Resources Directorate Plan for 2011/12.

Alasdair Moore
Head of Organisational Development,
Human Resources & Performance

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 Directorate Plans are produced every three years and reviewed and updated on an annual basis. In line with the Council's Directorate Planning cycle, new Directorate Plans were due to be produced in 2011, however as the Corporate Plan has been rolled forward to May 2012 to reflect the change in the date of the local government election, it has been agreed to refresh and roll forward current Directorate Plans to cover the period up to September 2012. This reflects the fact that the new Directorate Plans will flow from the new Corporate Plan, to be agreed after the local government elections in May.
- 4.2 Directorate Plans outline the key actions that will be taken by each Directorate to help the Council achieve the outcomes identified in the SOA, Community Plan, Corporate Plan and Organisational Improvement Plan.
- 4.3 New Directorate Plans for 2011/12 also take into account any significant changes or new challenges that Directorates face.
- 4.4 Guidance was issued to aid and support Directorates in carrying out a review and to ensure a coherent and consistent approach to directorate planning was adopted across the organisation.
- 4.5 Directorate planning is an evolving process that needs to reflect changes in the environment within which the Council and its Directorates operate. In recognition of this, additional information has been included in the Directorate Plans for 2011/12. Refreshed Directorate Plans now make specific reference to the issues of:
 - Equality and Sustainability
 - Customers and Customer Engagement
 - Risk Management
- 4.6 The inclusion of these sections is informed by a review of best value characteristics, based on Audit Scotland toolkits for the Best Value 2 auditing process. Capturing what Directorates are doing in regard to these important areas helps with self evaluation and the building of an evidence base for auditing and assessment purposes.
- 4.7 The new Directorate Plans continue to include a section on competitiveness. The Organisational Improvement and Resources Directorate Plan contains a list of the services provided by the Directorate that should undergo competitiveness testing.
- 4.8 It is important that Directorate Plans are linked to the Council's Financial Strategy. The Financial Strategy has been taken into account in the development of the Directorate Plan for 2011/12 and it reflects the financial outlook currently facing the Council.
- 4.9 Other factors that influenced the development of the Directorate Plan for 2011/12 included the need for it to be strongly linked to the SOA in order to ensure that there is a degree of synergy between the outcomes detailed in the SOA and the Council's Corporate Plan and Directorate Plans.
- 4.10 The Organisational Improvement and Resources Directorate Plan for 2011/12 contains the following information:
 - Introduction
 - Major Achievements in 2010/11
 - Strategic Overview
 - Key Programmes/Projects and Improvement Actions
 - Performance Information
 - Summary of Resources
 - Risk Management

4.11 The Organisational Improvement and Resources Directorate Plan 2011/12 is appended to this report.

5.0 IMPLICATIONS

5.1 Finance

There are no direct financial implications arising from this report.

5.2 Human Resources

None

5.3 Legal

None

5.4 Equality and Diversity

An Equality and Diversity section has been introduced to the Directorate Planning process with the aim of capturing where Equality Impact Assessment is taking place, and highlighting where the Council might be open to challenge or delivering potentially discriminating services as a result of not carrying out impact assessment.

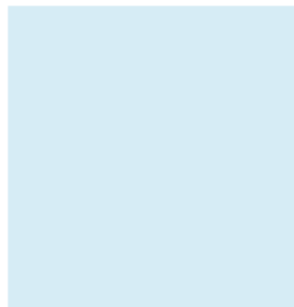
6.0 CONSULTATION

6.1 The Directorate Plan has been approved by the Directorate Management Team.

7.0 BACKGROUND PAPERS

- 7.1
- Directorate Planning Guidance 2011/12
 - Improvement and Performance Directorate Plan 2008/11
 - Community Plan
 - Corporate Plan
 - Inverclyde Single Outcome Agreement
 - Organisational Improvement Plan

Organisational Improvement and Resources Directorate Plan 2011-2012



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1. Introduction

Welcome to the new Organisational Improvement and Resources Directorate Plan. The Directorate brings together the following services:

- Finance
- Customer Services and Business Transformation
- Organisational Development, HR and Performance

The primary aims of the Directorate are to drive modernisation and improvement across the organisation; develop and enhance organisational capacity and resources; and facilitate and support front line service delivery. It is also responsible for the facilitation and co-ordination of Community Planning across Inverclyde.

The Directorate also has a key role to play in providing strategic advice and support to elected members, the Chief Executive, CMT, services and employees.

The Directorate also leads the development and delivery of major corporate initiatives such as the overall Financial Strategy for the Council, Workforce Planning and the Single Outcome Agreement (SOA). It also provides advice and support to initiatives led by other Directorates and services, including the School Estate Management Plan, Riverside Inverclyde, the Community Health and Care Partnership and Asset Management.

It is also responsible for ensuring that all aspects of customer service across the Council are responsive to the needs of customers, delivered effectively and efficiently and to the highest possible standard.

Organisational Improvement and Resources provides corporate support for the Council, ensuring that front line services get the advice, support and services that they need to deliver services to local communities across Inverclyde.

The challenge for the Directorate over the next year is to ensure that the services we deliver to our internal and external customers are continually improving and achieving best value, despite challenging financial times.

An additional challenge is the development of shared services with a number of other local authorities. Over the coming year, there will be major decisions to be made which could have an impact on a large proportion of the Directorate. A robust review of the Detailed Business Cases for potential shared services will be undertaken, and the Council will also consider alternative options to deliver savings whilst continuing to deliver high quality services. Finance and Organisational Development and Human Resources will be heavily involved in any discussions to identify the robustness of proposed savings and to liaise with potentially affected employees and Trades Unions.

The services that make up Organisational Improvement and Resources have delivered many positive achievements for the Council in recent years. The aim is for everyone in the Directorate to ensure the continued delivery of high quality services to external and internal customers.

Organisational Improvement and Resources

2. Major Achievements in 2010/11

A Modern, Innovative Organisation

▪ **Mental Health in the Workplace**

The Council received a Bronze Award at the 2011 COSLA Excellence Awards for its innovative Mental Health First Aiders Project. Inverclyde Council is the first Council in Scotland to introduce Mental Health First Aiders. The project promotes positive health and well-being, supports staff with mental health problems in the workplace and reduces barriers to recruiting staff with mental health problems.

The Mental Health First Aiders project consists of employees who already manage or supervise others being trained to identify early warning signs in employees of mental health problems and to provide early intervention and support as necessary.

The outcomes from this initiative include a positive working environment for employees, provision of appropriate support at work to help prevent illness and a reduction in sickness absence levels.

▪ **Public Service Improvement Framework (PSIF)**

The Public Service Improvement Framework is a self-assessment framework that has been specifically developed for public sector organisations. The framework is aimed at organisations that aspire to achieve a culture of excellence and innovation and that are committed to continuous improvement.

During 2010/11 the rollout of the PSIF was completed on schedule. All Services of the Council have now completed a robust self evaluation and have either completed, or are in the process of drafting a Service Improvement Plan, which will help to drive forward improvement within the Service.

The implementation of the PSIF helps to facilitate organisational improvement and is an important part of the Council's preparations for Best Value 2.

▪ **Enhancements to Council Web Site**

Our School Web Sites have continued to develop and improve. The Content Management System and Templates have been implemented across all schools and all staff have been trained in their use.

In our Secondary Schools, Gourock High School, Greenock Academy, St Stephen's High School, Clydeview Academy and Port Glasgow High School web sites have been redeveloped using the new CMS.

In our Primary Schools, Newark, King's Oak, Lady Alice, Aileymill, Gourock, Inverkip, Kilmacolm, Sacred Heart, St Michael's, St Ninian's, St Patrick's and Wemyss Bay Primary Schools and Blairmore Nursery School web sites have all been redeveloped using the new CMS.

In our nursery schools, Aileymill, Newark, Gourock Pre-5, Gibshill Children's Centre, Glenbrae Children's Centre and Kelly Street Children's Centre nurseries have gone live using the new CMS.

Furthermore, Glenburn School and Hillend Children's Centre have also gone live using the new CMS. The Council Web Site continues to develop to a planned programme of work aimed at increasing its functionality, accessibility and allowing citizens to interact directly with the Council.

- **Absence Management**

The employee absence rate for the Council in 2010/11 was 5.15%. While this is a slight rise from 4.7% in 2009/10, it is below the 5.4% figure for 2008/09. This absence rate is still well below the current public sector average. The benefits of this are that we will see more employees attending work leading to improved service delivery to our customers. Additionally, where employee cover for absence is required there may be a reduction in budget costs.

- **Workforce and Management Development Strategy**

A corporate Performance Appraisal System has been developed and continues to be implemented for all employees. To support this, the Management Development Programme established in partnership with James Watt College is ongoing. 30 employees are undergoing a Management Development Course with James Watt College and 3 managers have commenced a shared CMI management development course at Renfrewshire Council.

- **Procurement**

The Strategic Procurement Framework has been progressed resulting in the creation of a Procurement Board who represent each of the directorates. A Designated Procurement Officers group, with representatives from each of the Services, has also been established. These actions along with the implementation of the Procurement Manual have increased the governance of Procurement. Savings of £0.951 million have been achieved against the £1m savings target.

- **Recruitment portal**

The recruitment portal has been successfully introduced as the sole source for advertising posts from November 2010. As of 1 June 2011, the Council has made full use of the functionality of the system to become more efficient in our recruitment procedures by using online recruitment - over 90% of all applications are now on-line.

- **Implementation of e-learning**

The Council's e-learning on-line training course platform was successfully launched at the beginning of April 2011. E-learning provides greater employee access to a wide range of training courses to help meet our business needs. The shared Clyde Valley e-learning platform enables us to collectively identify, design and share priority courses required to meet skills gaps that arise throughout our Councils and new courses are being designed regularly to meet demand.

E-learning courses can now be accessed at work, at home or via local library computing facilities, giving a wider scope for employees to expand not only their knowledge and skills on business related topics, but also build on personal strengths such as I.T. skills, assertiveness, presentation skills etc. at a time and pace that suits.

3.0 Strategic Overview

1.0 Role and Purpose of the Directorate

1.1 Organisational Improvement and Resources brings together the following services:

- Finance
- Customer Service and Business Transformation
- Organisational Development, HR and Performance

1.2 The Directorate has a key strategic role to play in advising and supporting Elected Members, the Chief Executive and CMT, services and employees on a broad range of matters.

1.3 It has responsibility for leading the development and delivery of a number of major corporate initiatives – it also provides advice and support to initiatives and projects led by other Directorates and services.

- **Finance**

1.4 The primary role of Finance is to effectively manage the financial affairs of the Council and provide comprehensive, consistent and accessible advice and support on all financial matters to Elected Members, management and services.

1.5 The Service has four teams:

- ❖ Corporate Accountancy – this team has responsibility for budget consolidation, treasury management, technical accountancy, ensuring the Council complies with statutory requirements of Audit Scotland and the Scottish Government, as well core organisational financial services such as creditors, sundry debtors, banking and insurance.
- ❖ Service Accountancy – this team has responsibility for the provision of a comprehensive financial management service to all parts of the Council.
- ❖ Revenues and Benefits – this team has responsibility for the billing and collection of Council Tax and Business Rates plus Corporate Debt Recovery, and the management and provision of an accessible Housing and Council Tax Benefit Service in partnership with the Customer Services Centre.
- ❖ Corporate Procurement – this team has responsibility for the provision of advice and support on procurement to all services and ensuring that the Council has an effective, coherent, corporate approach to procurement.

- **Customer Service and Business Transformation**

1.6 The primary role of Customer Service and Business Transformation is to provide the first point of contact to citizens of Inverclyde by providing first class Customer Service. The service provides all aspects of ICT to the organisation.

1.7 The Service has three teams:

- ❖ Customer Service - this team has responsibility for the development and implementation of Customer Service across the Council, including the

- ❖ ICT Service Delivery – this team has responsibility for the ongoing management and delivery of all aspects of ICT, including the provision of strategic advice and support, technical support to services and the Corporate Service Desk.
- ❖ Business Transformation – this team has responsibility for the development and delivery of any business transformation initiatives.

- **Organisational Development, HR and Performance**

1.8 The primary role of Organisational Development, HR and Performance is to provide a modern, efficient and quality service to all parts of the Council, including the provision of strategic advice and support, operational assistance and core business services.

1.9 The Service has three teams:

- ❖ Organisational Development – this team has responsibility for the development and implementation of the Council's approach to OD, including the delivery of a comprehensive Workforce Development Strategy.
- ❖ Operations – this team has responsibility for the provision of professional advice and support to all services on all operational human resources, health and safety and payroll matters.
- ❖ Corporate Policy and Partnership – this team has responsibility for the development and delivery of the Strategic Planning and Performance Management Framework, including the SOA, Community Plan, Corporate Plan, Directorate Plans and all aspects of corporate performance management.

1.10 OD, HR & Performance will continue to provide a flexible and supportive service to help the Council embrace the changes which are coming our way over the next twelve months.

1.11 The Service faces significant challenges over the coming year in preparing for the possible move to shared services.

2.0 Strategic Statement

2.1 *Single Outcome Agreement*

The Directorate provides support to other Directorates and therefore contributes to the achievement of all 8 outcomes in the SOA.

The following are examples of how the Directorate contributes to the achievement of the SOA outcomes:

- Support lead officers in developing outcome delivery plans.
- Organising community engagement events around the SOA.
- Officers are involved in a number of the Outcome Delivery Groups, helping to progress the delivery of the SOA Outcomes.

- Tackle health inequalities by raising awareness of health issues in the workplace and encouraging lifestyle changes.
- Supports Community Engagement on the SOA and provides feedback to communities from the Outcome Delivery Groups

2.2 Community Plan

The Directorate provides support to other Directorates and therefore contributes to the achievement of all 5 outcomes in the Community Plan.

The following are examples of how the Directorate contributes to the achievement of the Community Plan outcomes:

- Provision of policy and strategic support to Inverclyde Alliance
- Establishment of a performance management framework for the Community Plan on the electronic performance management system
- Contribution to the delivery of the local outcomes in the SOA which are linked to the outcomes set out in the Community Plan

2.3 Corporate Plan

Organisational Improvement and Resources provides support to other Directorates and therefore contributes to the achievement of all 5 outcomes in the Corporate Plan. However, the Directorate's primary focus is on:

- A Modern, Innovative Organisation

The following are examples of projects that will be implemented by the Directorate in order to contribute to the achievement of the Corporate Plan outcomes listed above.

- Workforce Development Strategy
- Further develop the role of the Customer Service Centre
- Continue to co-ordinate the delivery of continuous improvement and best value across the Council
- Co-ordinate delivery of the Council's Organisational Improvement Plan
- Implement the new Electronic Performance Management System.
- Review of the Strategic Planning and Performance Management Framework
- Creation of a new Corporate Plan 2012 - 16
- Continue to develop the HR Payroll system to incorporate Self Service, Employee Development, Performance Appraisal, Health and Safety and Occupational Health.

2.4 Organisational Improvement Plan

The Directorate will lead and / or contribute to all the workstreams in the OIP.

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

The following are examples of projects that will be implemented by the Directorate in order to contribute to the achievement of the Organisational Improvement Plan workstreams:

- Continue to develop and improve the linkages between service planning and resources.
- The implementation of the Workforce Development Strategy.
- Continue to provide leadership and support to the Strategic Planning and Performance Management Board.
- Continue to implement and support robust performance management arrangements.
- Implementation of the Strategic Procurement Framework.
- Contribute to the work of the Corporate Equalities Group
- Oversee an Employee Survey, after which an action plan will be drawn up to progress key findings.

3.0 National and Local Context

- 3.1 The Council and in particular the Organisational Improvement and Resources Directorate, continues to face a diverse and complex range of challenges and opportunities over the coming years, at a national, local and organisational level.
- 3.2 Public sector budgets are under intense pressure and public spending is not expected to return to 2010 levels in real terms for 16 years. At the same time, demand for services is expected to increase dramatically over the medium term due to demographic and social pressures. Consequently, public services will have to achieve more with less.
- 3.3 The cost of the various actions taken by the UK Government will impact on the resources available to the Council for the foreseeable future.
- 3.4 Inverclyde Council has a medium to long term Financial Strategy in place. The Financial Strategy is informed by settlements advised by the Scottish Government and provides the financial plan to deliver the medium to long term objectives of the Council. The Financial Strategy is reviewed every six months.

- 3.5 To support the Financial Strategy, the Council at its meeting on 10 February 2011 agreed a two year Budget covering the period 2011/13. This two year Budget sets out the Council's strategy for managing its finances and also the principles and assumptions used in preparing both the revenue and capital budgets for medium to long term period.
- 3.6 The Directorate has responsibility for leading the Single Outcome Agreement and working with partners and the Scottish Government.
- 3.7 The Local Government in Scotland Act 2003 introduced statutory duties relating to Best Value and Community Planning. In response to the Act, the Accounts Commission implemented the audit of Best Value and Community Planning. Best Value 2 (BV2) is the next phase of Best Value Audit which the Accounts Commission began to implement in 2010. Inverclyde Council's BV2 Audit is scheduled for 2013.
- 3.8 The Directorate will play a key role in co-ordinating the Council's preparations for BV2. The implementation of the Organisational Improvement Plan and the Public Service Improvement Framework will form the basis of the Council's preparations. The Council has carried out its own audit of performance against Audit Scotland's BV2 toolkits. Reviewing these toolkits and learning from previous and planned external audit and inspection reports will help to ensure the Council is well prepared for BV2.
- 3.9 Shared Services remains a key component of the Scottish Government's reform agenda. Inverclyde Council is one of seven local authorities within the Clyde Valley area to have completed a Detailed Business Case on the development of shared services across:
- Support Services
 - Waste Treatment and Disposal (excluding waste collection)
 - Health and Social Care Collaborative Procurement
 - Social Transport

The areas covered by the Clyde Valley Shared Support Services include ICT, Revenues and Benefits, Corporate Finance, HR and Payroll, Customer Services and Internal Audit and Risk Management.

The Detailed Business Case has been issued for Support Services and the Council will decide before the end of September 2011 whether to participate or not.

4.0 Directorate Aims and Objectives

4.1 The primary aims of the Directorate are:

- Driving modernisation and continuous improvement across the organisation
- Developing and enhancing organisational capacity and resources
- Facilitating and supporting front line service delivery

5.0 Customer Focus

Due to the corporate role of the Directorate and the services within it, the customers of the Directorate range widely from:

- Other services of the Council which are offered advice and support by Organisational Improvement and Resources
- Members of the public through face to face contact, for example within the Customer Service Centre, such as, Revenues and Benefits, Environmental and Education services queries
- Other public sector organisations through Community Planning and the Single Outcome Agreement
- Other organisations such as Inverclyde Leisure, that the Council supports in terms of HR and ICT advice and support
- Suppliers to the Council, Landlords and Welfare Groups

Customer engagement has taken place through the Citizens' Panel which OD, HR and Performance has responsibility for. In the last year, two Citizens' Panel surveys have taken place, the results of which were sent to Committee and posted on the Council's website.

Additionally, through Community Planning, Community Engagement takes place with the Community Engagement Network, who engaged with a wide variety of audiences around the local SOA outcomes. Feedback from these events was considered by the Inverclyde Alliance and newsletters were posted on the website.

6.0 Equality and Sustainability

Equality Impact Assessments (EIAs) have been carried out on the budget and savings proposals. EIAs have been carried out on the Corporate Plan and the Single Outcome Agreement and will also be carried out on the new Corporate Plan and SOA.

The Directorate is also represented by the Employee Development Team Leader and Corporate Policy and Partnership Manager on the Corporate Equality Group.

Sustainability underpins how the service is delivered and employees are encouraged to recycle office waste as well as to travel more sustainably using Journey Share to set up car pooling arrangements.

7.0 Competitiveness

- 7.1 The Directorate has identified all the services it provides that should undergo competitiveness testing. Please see Appendix 1 for further details.

4.0 Key Programmes, Projects and Improvement Actions

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A, 5C, 5D	N/A	Continue to roll out a Council wide programme of absence management training.	<ul style="list-style-type: none"> • Improvement in compliance with the Council's Absence Management Policy. • Maintenance of Council absence rates below 5%. • Review overall approach to absence management and targets and report to CMT and committee. 	HR/OD Managers	<p>Ongoing</p> <p>Ongoing</p> <p>March 2012</p>
1D, 5A, 5C	SOA4, SOA3	Implementation of the Workforce Development Strategy which will assist with employee development and planning for the future.	<ul style="list-style-type: none"> • Consistency checks on the Performance Appraisal process. • Number of Services having undertaken workforce analytics and succession planning. • Number of interviews conducted using the competency based interview model. 	HR Manager, OD	<p>Sept 2012</p> <p>Sept 2012</p> <p>March 2012</p>

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A	SOA3	Processing of appeals and claims in relation to Equal Pay. Extension of Job Evaluation to Sessional Workers.	<ul style="list-style-type: none"> All claims and appeals processed and finalised. 	HR Manager, Ops	March 2012 June 2012
2A, 2E, 5C	SOA5, SOA6	Occupational Health Development – this aims to improve absence rates, improve employee health and wellbeing, and to enable the Council to comply with legislative requirements relating to Health and Safety.	<ul style="list-style-type: none"> Occupational Health Policy Developed and ratified at committee Health Surveillance carried out on all employees within the High risk category. Operation of contract monitored quarterly and annual review produced for CMT. 	HR/OD Managers	March 2012 March 2012 Ongoing
5A	N/A	National changes in teachers terms and conditions	<ul style="list-style-type: none"> Implementation of the new conditions 	HR/OD Managers	September 2011
5E	SOA4	The removal of the default retiral age.	<ul style="list-style-type: none"> Report to committee, Report annually on the number of employees working beyond 65. 	HR Manager, OD	Oct 2011
5A	N/A	Review of severance arrangements	<ul style="list-style-type: none"> Implementation of new process. Saving in oncost. 	HR Manager, OD	Jan 2012

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5B, 5C, 5E	N/A	Continue development of e-learning provision within the Council via the Brightwave elearning platform – leading to greater availability of training provision and more efficient use of training resources.	<ul style="list-style-type: none"> • Accident reporting, Stress Awareness utilised on the e-learning platform. • Development of courses for continuing professional development for teachers and the Community Health and Care Partnership, as well as generic management development courses. 	HR/OD Managers	<p>April 2012</p> <p>April 2012</p>

Strategic Planning References		Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A	N/A	<p>Facilitate and co-ordinate the Council's Improvement Programme including:</p> <ul style="list-style-type: none"> • Co-ordinate PSIF across the Council on a rolling programme basis • Co-ordinate/ facilitate the delivery of the Council 's Corporate Organisational Improvement Plan • Integrate OIP and Corporate Plan into Corporate Improvement Plan • Co-ordinate the Council's preparations for Best Value 2. 	<ul style="list-style-type: none"> • Improvement Actions set out in PSIF Improvement Plan for Corporate Policy and Partnership Team implemented. • All services have Improvement Plans • Progress updates made on OIP • Self Evaluation process used as evidence from BV2 • New Corporate Improvement Plan 2012 – 16 agreed • Council reports can demonstrate Best Value and evidence base collated for BV2 	Corporate Policy and Partnership Manager	<p>September 2012</p> <p>December 2011</p> <p>January 2012</p> <p>2012/2013</p> <p>June or September 2012</p> <p>2012/2013</p>
5A	N/A	<p>Co-ordinate the Council's Strategic Planning and Performance Management Framework.</p> <ul style="list-style-type: none"> • support SPPMB • Review SPPMF to 	<ul style="list-style-type: none"> • Directorate Planning Guidance produced annually • Directorate Plans reviewed and approved by Committee. 	Corporate Policy and Partnership Manager	<p>June 2012</p> <p>1st relevant committee after recess 2012</p>

Strategic Planning References		Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
		streamline framework <ul style="list-style-type: none"> Write OIR Directorate Plan Develop and deliver Communications framework for SPPMF and Improvement 	<ul style="list-style-type: none"> Regular Directorate Performance Reports submitted to Committee by each Directorate. Electronic Performance Management System operational. SPIs submitted on time annually Review of SPPMF completed 		Quarterly throughout 2011 – 12 Planned roll out over 2011 – 12. SPIs complete Sept 2011, SOA end 2011, Directorate Plans input Sept 2012 June – Sept 2012 February 2012
5A	N/A	Strengthen and develop the Council's approach to Public Performance Reporting	<ul style="list-style-type: none"> New framework agreed Framework rolled out across Council New web pages completed on Council site 	Corporate Policy and Partnership Manager	September 2011 November 2011 November 2011
5A	N/A	Co-ordinate, support and facilitate Community Planning	<ul style="list-style-type: none"> Complete SOA Annual Report Review and publish updated Single Outcome Agreement Review CPP using 	Corporate Policy and Partnership Manager	September 2011 April 2012 March 2011

Strategic Planning References		Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
			partnership PSIF toolkit <ul style="list-style-type: none"> Refresh SOA/ CPP Communications Framework 		February 2012
5A	N/A	Co-ordinate and deliver Community Engagement <ul style="list-style-type: none"> Manage Citizens' Panel Facilitate engagement on SOA with Community Engagement Network – feedback submitted to SOA PB and to communities via website and newsletters 	<ul style="list-style-type: none"> Two Citizens' Panel surveys completed annually Youth Panel roll out complete and one survey undertaken Community Engagement feedback on website and circulated through CEN 	Corporate Policy and Partnership Manager	Winter 2011 and Summer 2012 September 2012 Throughout year

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A		Implement actions from Civica Transformation review	<ul style="list-style-type: none"> • Civica Final Report submitted • Proposals including delivery plan approved by P&R Committee • Delivery of savings reported to P&R Committee 	Chief Financial Officer Chief Executive Chief Financial Officer	July 2011 September 2011 From November 2011
5A, 5D		Support implementation of the Information Governance plan	<ul style="list-style-type: none"> • Collate a plan with Internal Audit • Support Corporate Director, CHCP in delivering the plan 	Business Transformation Manager / ICT Service Delivery Manager	September 2011 Ongoing from September 2011
5A, 5C		Work in conjunction with Property Services and OD/HR to implement a range of mobile and flexible working pilots for evaluation Take forward recommendations for implementation as directed by CMT.	<ul style="list-style-type: none"> • Pilots identified and scoped. The work will synchronise with the accommodation rationalisation programme. • Evaluation report for CMT April 2012 	ICT Service Delivery Manager	September 2011 April 2012

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A		Develop and implement a Customer Service Strategy	<ul style="list-style-type: none"> • Development Plan for CSC reviewed • Development and Implementation of Corporate Customer Standards • Implement SPSO changes to Corporate Complaint Handling • Develop and implement SLA with all services 	Customer Service Manager	September 2012 June 2012 June 2012 May 2012
5A		Identify and implement additional services within CSC & Customer Service remit	<ul style="list-style-type: none"> • Identify services and process for CSC development • Utilise ICT and Business Transformation for transfer, review of current process and redesign of 	Customer Service Manager	Sept 2012 Sept 2012
5A		'Managed Choice' Strategy	<ul style="list-style-type: none"> • Develop and target channel shift reduction targets as per web development • Develop Avoidable Contact analysis and relay to Service for action • Identify area's for web development and roll out 	Customer Service Manager	Sept 2012 ongoing 2013/14

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A		Implementation of Strategic Procurement Framework / PCA conformance status	<ul style="list-style-type: none"> • Designated Procurement Officers established • Procurement manual issued • Implement revised purchase card strategy • Communicate standard procurement documents to DPO and Procurement practitioners 	Corporate Procurement Manager	May 2011 May 2011 June 2011 From June 2011
5A		Tender and implement Debt Management partner contract	<ul style="list-style-type: none"> • Permission from Committee to extend current contract up to a maximum of 6 months from March 2012 to allow decision on shared service before proceeding with tender exercise • Pre-qualification questionnaire issued • Tender issued • Supplier selected following Committee approval • Contract Implemented 	Revenues and Benefits Manager	August 2011 January 2012 February/March 2012 May 2012 October 2012
5A		Manage the Welfare Reform Agenda	<ul style="list-style-type: none"> • Communication with employees, customers, landlords and other internal and external stakeholders 	Revenues and Benefits Manager	Ongoing from April 2011

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
		Manage the Welfare Reform Agenda (cont)	<ul style="list-style-type: none"> Manage the implementation of legislative changes from April 2011 and the forthcoming changes from January 2012 onwards 		Ongoing from April 2011
N/A	N/A	Full review of the Financial Regulations	<ul style="list-style-type: none"> Financial regulations are reviewed and presented to Committee for approval then communicated across the Council 	Chief Financial Officer	September 2011
5B		Clyde Valley Shared Support Services	<ul style="list-style-type: none"> Provide financial input to the Clyde Valley Shared Service Project. Provide advice on options to CMT and Committee Progress Council decision (if appropriate) 	Chief Financial Officer	September 2011 From September 2011

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A		Tender and implement new Corporate Banking Contract	<ul style="list-style-type: none"> • Issue tender • Approved Supplier selected • Contract implemented 	Finance Manager	July 2011 November 2011 April 2012
5C		IPF Action Plan – Implement improvements in Budget management across the Council	<ul style="list-style-type: none"> • Agree and issue the Letters of Delegation to CMT, Head of Service and where appropriate Service Managers • Develop and deliver a training programme for budget holders and Finance staff 	Finance Manager	August 2011 for CMT and HoS November 2011 for service manager
5B		Develop financial management, reporting and support to Inverclyde CHCP	<ul style="list-style-type: none"> • Implementation of the SWIFT Finance module <ul style="list-style-type: none"> - Provide finance lead to project board - Develop improved financial and management information reporting • Develop a financial workplan and reporting regime for CHCP SMT including Change Fund and Mental Health Partnership 	Accountancy Manager	Parallel and pilot running during 2012/13 with full implementation for April 2013 Commencing June 2011

5.0 Performance Information

Key Performance Measures	Performance			Target 2011/12	Upper Limit	Lower Limit	Rank / National Average
	2010/11	2009/10	2008/09				
Corporate absence rates	5.16%	4.7%	5.4%	5%	5.5%	4.5%	9.7%
Directorate absence rates	3.56%	¹ 4.32%	² 4.26%	4.0%	5.5%	3.5%	N/A
Health and safety incident rates per 1000 employees	42.59	38.06	36.17	37	41.17	36.17	N/A
Incident Resolution Times	87.07%	88.16%	88.59%	85%	95%	80%	N/A
Service Request Resolution Times	91.50%	88.05%	86.01%	85%	95%	80%	N/A
Network Availability	100%	99.99%	99.84%	99.5%	99.9%	99.0%	N/A
Key Applications Availability	100%	99.97%	99.67%	99.5%	99.9%	99.0%	N/A
Council Tax In-year collection	94%	93.7%	93.3%	94%	94%	92.5%	25 th / 94.6% (Scottish Av)
Sundry debt (%>90 days)	20.5%	28.6%	35.16%	25%	28%	20%	6 th / 37.88% (2009/10 figures)
New claims performance ³	29days	-	-	24days	27days	22days	N/A new SPI from 2011/12

¹ relates to previous Improvement and Performance Directorate

² relates to previous Improvement and Performance Directorate

³ The right time indicator for Benefits has been replaced by New Claims and Change of Circumstances

Key Performance Measures	Performance			Target 2011/12	Upper Limit	Lower Limit	Rank / National Average
	2010/11	2009/10	2008/09				
Change of circumstances performance ⁴	6days	-	-	6 days	9days	5days	N/A new SPI from 2011/12
Accuracy of Benefits Processing	98.8%	97.8%	99.4%	98%	98.5%	97%	N/A
Creditors Payments (within 30 days)	94.37%	93.9%	93.4%	94%	95%	90%	4 th (Scottish Average – 88.45%, 09/10 figs as 10/11 not available yet)
Procurement Capability Assessment	15%	4%	-	25%	35%	25%	
CSC % Calls Answered ⁵			-	90%	96%	86%	
CSC Average Wait Time (Phone)			-	50 secs	75 secs	35 secs	
CSC Average Wait Time (Face 2 Face Interviews)			-	10 mins	15 mins	5 mins	

⁴ The right time indicator for Benefits has been replaced by New Claims and Change of Circumstances

⁵ CSC = Customer Service Centre. These are new Performance measures so have no historical data.

6. Summary of Resources

Inverclyde Council has a medium to long term Financial Strategy in place. The Financial Strategy is informed by the three year settlement advised by the Scottish Government and provides the financial plan to deliver the medium to long term objectives of the Council. The Council's Financial Strategy is reviewed on a six monthly basis.

To support the Financial Strategy, the Council at its meeting in February 2011 agreed a two year Budget covering the period 2011/13. The two year Budget was a significant step for the Council. The two year Budget for 2011/13 details the Council's strategy for managing its finances for the next two years and also the principles and assumptions used in preparing both the revenue and capital budgets for medium to long term period.

Due regard is given to the Council's emerging policy framework in the two year Budget. In particular consideration is given to:

- Community Plan
- Corporate Plan

Looking to the future there will be a need to align the Council's planning and budget framework with the outcomes detailed within the Single Outcome Agreement. In turn each Directorate has considered their own budgets on a two year basis 2011/13.

The Directorate Plan reflects the agreed budget for 2011/13. The programmes and projects highlighted within this Plan for delivery reflect policy decisions of the Council on agreeing its two year budget for 2011/13.

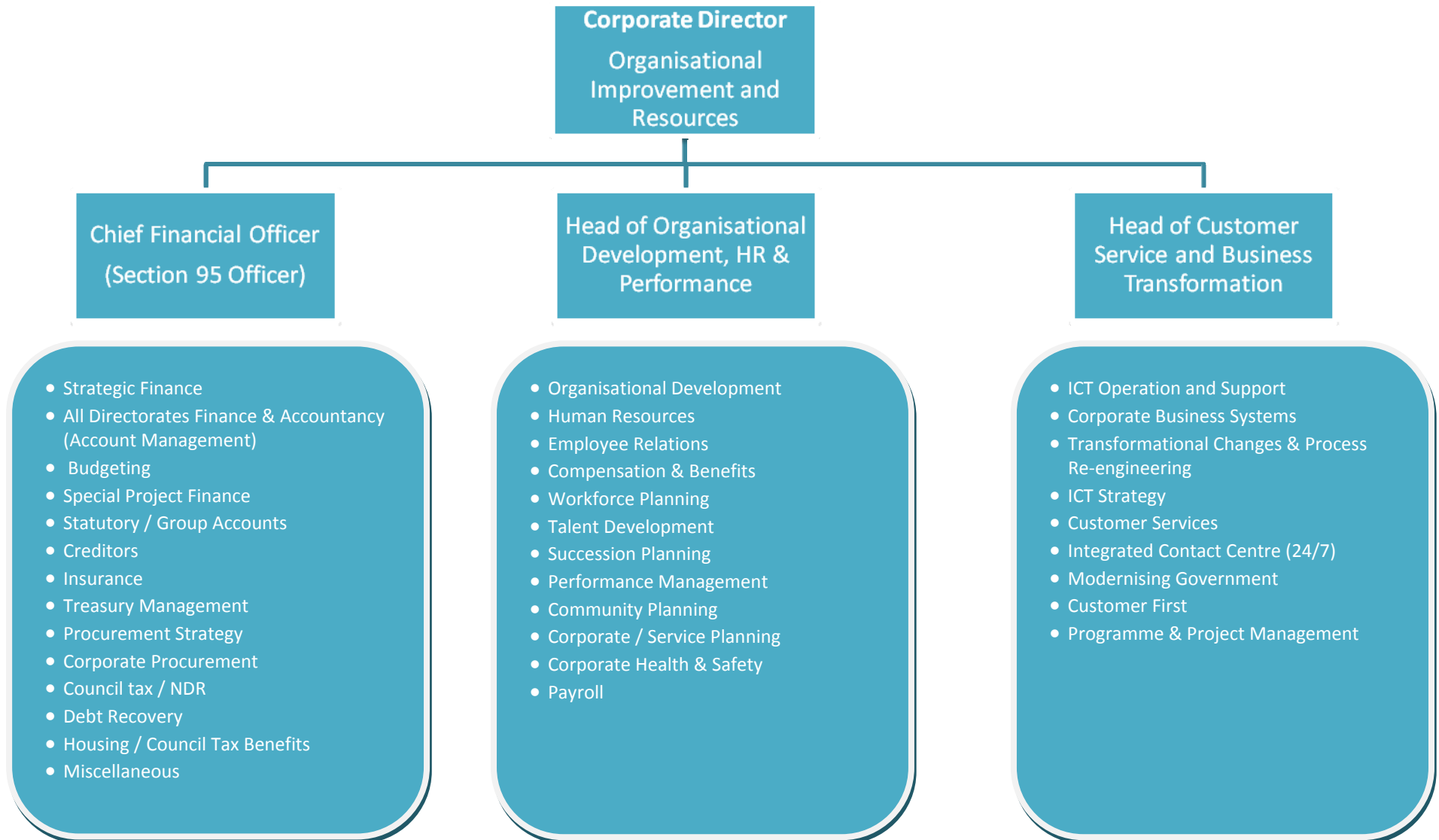
The table below outlines the resources available to the Directorate during 2011/12

Budget Head	Finance	Customer Service & Business Transformation	Org Development, Human Resources and Performance	Director	Total
	£000's	£000's	£000's	£000's	£000's
Employee Costs	3,623	2,146	1,728	129	7,625
Property Costs	209	156	49	-	414
Supplies / Services	132	466	18	-	617
Transport	-	-	-	-	-
Administration Costs	349	449	72	1	871
Other Expenditure	37,872	14	332	4	38,222
Income	(38,891)	(693)	(90)		(39,675)
TOTAL	3,294	2,538	2,109	134	8,074

The Directorate employs a total of 232.5 full time equivalents who are employed across the three services as follows:

	Finance	Customer Service and Business Transformation	Organisational Development, Human Resources and Performance	Director
Employees	110	69.9	51.6	1

Directorate Structure



Appendix 1 Service Identification and Market Competitiveness

Year	Service as Identified by DMT	Responsible Officer	Remit and Scope of Service	Market Assessment Categorisation	Evidence / Rationale for this Assessment
2011/12	Accountancy	Chief Financial Officer	Accountancy Service	2	Benchmarking
2011/12	Customer Services	Customer Service Manager	Call Performance & Stats, Staff Performance, Quality Measurement (TBC)	3	Benchmarking
2012/13	Procurement	Chief Financial Officer	Procurement	3	Benchmarking via national procurement competency assessment.
2013/14	Exchequer Services	Chief Financial Officer	Treasury, Insurance, Income & Payments Service	2	Benchmarking via Director of Finance PI's. Exercise not due to start until 2013/14.
2014/15	Health and Safety	P. Ramsay	Provision of competent health and safety advice.	2	Benchmarking with 10 other local authority partners.
2013/14	Organisational Development, HR and Performance	Head of OD, HR & Performance	OD, HR and Performance	3	Unit benchmarking via CIPFA

Benchmarking exercises have already been completed on Council Tax, Debt Recovery, NDR and Benefits and Provision of ICT Servicedesk, desktop support and infrastructure support.

Appendix 2 Risk Register

Appendix 3

Single Outcome Agreement References

Single Outcome Agreement Priority	Reference
<ul style="list-style-type: none"> Inverclyde's population is stable with a good balance of socio-economic groups. 	SOA1
<ul style="list-style-type: none"> Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life. 	SOA2
<ul style="list-style-type: none"> The area's economic regeneration is secured. 	SOA3
<ul style="list-style-type: none"> Economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential. 	SOA4
<ul style="list-style-type: none"> The health of local people is improved, combating health inequality and promoting healthy lifestyles. 	SOA5
<ul style="list-style-type: none"> A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates. 	SOA6
<ul style="list-style-type: none"> All our young people have the best start in life. 	SOA7
<ul style="list-style-type: none"> Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations. 	SOA8

Corporate Plan References

Strategic Outcome	Action	Reference
Outcome 1: Educated, Informed, Responsible Citizens	<ul style="list-style-type: none"> Invest in the renewal of the school estate to ensure that children are educated in modern schools fit for the demands of the 21st century and that are schools are used for a range of community, cultural and leisure activities. 	1A
	<ul style="list-style-type: none"> Improve the educational attainment of all children, particularly that of our most vulnerable young people, such as looked after and accommodated children. 	1B
	<ul style="list-style-type: none"> Work with partner agencies and local communities to develop and support projects that secure an increase in the level of adult numeracy and literacy. 	1C
	<ul style="list-style-type: none"> Identify and address the training and support needs of young people to provide them with more choices and chances to succeed. 	1D
	<ul style="list-style-type: none"> Work with our partners in the Inverclyde Alliance to develop a new, shared approach to community engagement, building community networks that will enable individuals and communities to actively participate in influencing policies and decisions that affect them or the area in which they live. 	1E

Strategic Outcome	Action	Reference
Outcome 2: Healthy, Caring Communities	<ul style="list-style-type: none"> Work with the new Community Health Partnership and our partners in the Inverclyde Alliance to tackle health inequalities, particularly in those areas where specific social, economic and environmental challenges have caused acute health problems. 	2A
	<ul style="list-style-type: none"> Promote the wellbeing and social inclusion of those individuals and groups who, for various reasons, are unable to fully participate fully in the life of their community by working in partnership with the Inverclyde Alliance and the voluntary sector. 	2B
	<ul style="list-style-type: none"> Work with partners including the private sector to promote investment in our sport and leisure infrastructure and support initiatives that improve physical health and increase participation for all age groups. 	2C
	<ul style="list-style-type: none"> Strengthen formal and informal social care networks that meet the needs of the most vulnerable groups. 	2D
	<ul style="list-style-type: none"> Work with partner agencies and the voluntary sector to promote positive mental health and wellbeing, raise awareness of mental health issues and improve the quality of life of people at risk of, or experiencing, mental ill health. 	2E
Strategic Outcome 3: Safe, Sustainable Communities	<ul style="list-style-type: none"> Work with partner agencies and local communities to reduce fear of crime, as well as actual instances of crime, by implementing initiatives to tackle anti social behaviour. 	3A
	<ul style="list-style-type: none"> Keep vulnerable adults and children safe and protected by working with our partners through the Inverclyde Alliance. 	3B
	<ul style="list-style-type: none"> Work with partners in the Inverclyde Alliance and Scottish Government to tackle the culture associated with alcohol, reduce the negative impact on community safety and change attitudes towards alcohol. 	3C
	<ul style="list-style-type: none"> Facilitate the development of initiatives that encourage communities and individuals to reduce waste and increase recycling to promote environmental sustainability. 	3D
	<ul style="list-style-type: none"> Lead the development of a new Local Housing Strategy and, in partnership with other agencies, increase the supply of new, affordable homes and improve the quality of existing housing stock. 	3E
	<ul style="list-style-type: none"> Protect and care for the environment by addressing climate change by reducing the amount of energy used in Council buildings, street lighting and transport and identifying further opportunities for carbon reduction. 	3F

Strategic Outcome	Action	Reference
Strategic Outcome 4: A Thriving, Diverse, Local Economy	<ul style="list-style-type: none"> Work with partners, the private sector and local communities to promote Inverclyde nationally and internationally as an attractive location to live, work and visit. 	4A
	<ul style="list-style-type: none"> Ensure that our services work in partnership with Riverside Inverclyde to realise the potential of Inverclyde's waterfront to be a driver of economic and social regeneration. 	4B
	<ul style="list-style-type: none"> Work with partner agencies and the voluntary sector to improve the range and quality of services available to new and developing businesses, promote entrepreneurship and support and develop social enterprise. 	4C
	<ul style="list-style-type: none"> Develop through the Inverclyde Alliance, a coherent approach to employability to improve employment opportunities for people furthest from the labour market. 	4D
	<ul style="list-style-type: none"> Develop a distinctive area based approach to regeneration, in partnership with other public agencies and local communities, which recognises that different areas have specific social, economic and environmental challenges that require different solutions, for example, the town centres of Port Glasgow, Greenock and Gourock. 	4E
	<ul style="list-style-type: none"> Work with our partners to expand public transport infrastructure including the development of the Gourock interchange. 	4F
Strategic Outcome 5: A Modern, Innovative Organisation	<ul style="list-style-type: none"> Focus on modernising services across the organisation to improve responsiveness, increase accessibility and provide a high level of customer service. 	5A
	<ul style="list-style-type: none"> Explore opportunities with other local authorities and public agencies to work in partnership to improve the services we provide to our customers. 	5B
	<ul style="list-style-type: none"> Support and develop our employees through a variety of initiatives including training, flexible working, Scotland's Healthy Working Lives, Investors in People (IIP) to help our employees develop new skills and knowledge that will enable them to provide an improved service to customers. 	5C
	<ul style="list-style-type: none"> Implement a coherent approach to internal and external communications that will keep communities and our employees informed, strengthen our reputation and increase understanding of the role of the Council. 	5D
	<ul style="list-style-type: none"> Ensure that our services do not directly or indirectly discriminate against people on the basis of race, gender, age, disability, sexual orientation, religion or belief by mainstreaming equality and diversity across all services. 	5E

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