

CORPORATE IMPROVEMENT PLAN PROGRESS**1. INTRODUCTION**

- 1.2 This report provides Members with an update on the progress of the Corporate Improvement Plan.

2. RECOMMENDATIONS

- 2.1 Members to note the contents of this report.

3. DETAIL**Review of Corporate Improvement Plan**

- 3.1 The current Corporate Improvement Plan has been in place for around 12 months. Over that period progress has been made with the various projects. Some projects have progressed more quickly than others and a better understanding of the projects has also developed. There was, therefore, an opportunity to review the current Plan and also review the overall management arrangements.
- 3.2 It is noted that some projects within the current Plan are due to complete and are no longer required to be in the Plan. Other projects are being reported to other Boards which are considered to be sufficient governance over the projects.

Corporate Improvement Plan Project Update

- 3.3 The following table provides an update on the progress of the 12 projects within the current Corporate Improvement Plan including a note on the future arrangements following the review.

Project	Main Objectives	Progress to Date	Status (Red, Amber, Green)
Productivity and Service Improvement including Planning and Performance Management Framework (PPMF) Development	Identify opportunities for service improvements and efficiencies using Public Service Improvement Framework (PSIF), Business Process Re-engineering (BPR) and performance management reporting. Framework/process to be established to deliver budget savings over the next 5-7 years.	Service Prioritisation process is currently on hold as agreed by Council in August. The budget strategy being proposed to Council on 28 November will suggest that given the importance of service prioritisation to ensuring Council resources are aligned to single outcome	Amber

		<p>agreement delivery plans that as SOA delivery plans are developed over the next 6 months then the framework, criteria and guidance for service prioritisation are reviewed and developed. This will provide a sound foundation for service prioritisation that is clearly linked to SOA. Review of PPMF is underway and will be monitored through SMT. PSIF has been reviewed and recommendations brought forward for how we progress PSIF in the future. Pilot BPR reviews have already commenced and it would be the intention to undertake BPR reviews as part of the service prioritisation reviews.</p> <p>As part of the review of the Corporate Improvement Plan this project is considered too large in its current format. It is proposed that this project is split into its component parts to best allocate resource to support its successful delivery. Service Prioritisation and BPR will remain within the Corporate Improvement Plan with PPMF and PSIF being monitored via SMT.</p>	
Workforce Planning	<p>Development of Workforce Planning Framework. Overall approach, guidance, training, toolkit.</p>	<p>Step by Step Guide to Workforce Planning has been developed.</p> <p>This project is linked with the Service Prioritisation Project as workforce planning is a key requirement at Full Business Case stage. The intention is to close this project and the requirements</p>	Amber

		will be picked up by the Service Prioritisation project.	
Employee and Elected Member Development	Overall development of the workforce including Elected Members. Organisational Development Strategy/Framework, Employee Development Framework and Argyll and Bute Manager. Elected Member training and development.	Argyll and Bute Manager training has progressed as well as Leadership training for the first two groups. Launch date for CPD framework for Elected Members is on 31st October. This project is nearing completion and could be removed from the Corporate Improvement Plan and monitored through SMT.	Green
Asset Management	Carry out an assessment of the Council's current Service Asset Management Plans and ascertain whether this is a way of delivering asset management that better coordinates the requirements of the Council as a whole.	A review of the Council's asset management processes has now taken place and been agreed by Asset Management Board and SMT. A revised approach to developing service asset management plans for the coming year has been put in place.	Green
Customer Management	Council wide development of customer service. Ongoing implementation of the customer management phase of process for change. Customer Service Centre and Registration Service Review. Web and Intranet Development.	The Customer Service Centre and Registration Service Review is now complete. A Customer Service Development Plan has been approved. The Customer Service Development Plan will be will be monitored by the Corporate Improvement Board.	Green
ICT Development and Information Management	Proactively looking at ICT innovations and assess potential value of these. Work with services to develop and deliver projects for how ICT could bring improvement or efficiencies to services. Improving information management.	ICT Strategy was approved at Council in September. A range of investigations are continuing which aim to exploit innovative and available technologies to improve service delivery. This project will continue to be monitored by the Corporate	Green

		Improvement Board.	
Support Service Review (Phase 2)	Review of issues/opportunities for further improvement in efficiency and effectiveness of support services.	The Support Service Review Phase 2 is currently in abeyance.	Amber
Health and Social Care Integration	Joint initiative between the Council and NHS Highland. This project will be concerned with the internal implications for the Council and is dependent on the overall Health and Social Care Integration project.	A project team is in place and baseline report has been drafted. A programme of seminars will be created for Elected Members to keep them up to date on progress. This project will now be monitored through the Community Services DMT and SMT.	Green
Procurement and Sourcing Strategies	On-going improvement of Procurement Capability Assessment score. Controlling procurement costs through retendering, looking at demand/need for quality/volume of goods and services and specification. Develop service sourcing strategies (over a three year period).	Contract Management meetings are regularly taking place based on the level of risk and contract value. New sourcing strategies are being developed in the new format (7 to date). This project will continue to be monitored by the Corporate Improvement Board.	Green
Outcome Planning for CPP	Development of revised planning framework for CPP and development of next phase of community plan along with performance management requirements. Further stages of the project will be to align financial information to community plan outcomes and integration of information to support decision making.	Outcome planning for CPP has been included within the SOA and will be delivered through the next stages of this process and the development of the local action plans. This will now be monitored via SMT.	Green
Equalities	Improve content, range and accessibility of equalities training and guidance for staff and Elected Members. Revise existing policies	Council agreed to adopt the Equality and Diversity Policy and also approved the new Equality Impact Assessment form at	Green

	and procedures. Develop outcomes in line with the public sector equalities duties. Improve completion rates and quality of Equality Impact Assessments.	meeting in December 2012. Equalities Forum has been reinstated which will assist in progressing issues. This project is nearing completion and could be removed from the Corporate Improvement Plan and monitored through SMT.	
Environmental Sustainability	Improvements to environmental sustainability.	Agreed to focus on areas highlighted as high priority within the Sustainability BV2 audit report from May 2012. An action plan is being developed and this will be monitored through SMT.	Amber

Future of Corporate Improvement Plan

- 3.4 The following projects have now either come to a conclusion or will be monitored outwith the Corporate Improvement Board:
- Employee and Elected Member Development
 - Health and Social Care Integration
 - Outcome Planning for CPP
 - Equalities
 - Environmental Sustainability.
- 3.5 The Productivity and Service Improvement Project will be split into four parts with the PPMF and PSIF being monitored through SMT. Remaining within the Corporate Improvement Plan is:
- Service Prioritisation
 - Business Process Reengineering (BPR)
- 3.6 The projects that will be part of the new updated Corporate Improvement Plan are noted in below:
- Service Prioritisation (which will include Workforce Planning)
 - Business Process Reengineering (BPR)
 - Asset Management
 - Customer Management
 - ICT Development and Information Management
 - Support Service Review
 - Procurement and Sourcing Strategies
- 3.7 The Corporate Improvement Board comprises of Senior Management Team plus the HR Manager, the Finance Manager (Departmental Support) and a Trade Union representative. The Board currently meet on a fortnightly basis alternate t o the

ordinary SMT. From January 2014 the Corporate Improvement Board will be absorbed into SMT which will meet on a weekly basis but with one meeting every four weeks having a clear focus on the corporate improvement plan. The existing arrangements of involving a Trade Union representative attending the Corporate Improvement Board will continue with the representative being invited to SMT meetings that consider the corporate improvement plan.

CONCLUSION

- 4.1 The Corporate Improvement Plan is about managing the significant changes that need to happen to support the Council in meeting the future financial and service challenges and progressing its improvement journey. A review of the current Plan has taken place to ensure the right projects are included to support the aim of the Plan.
- 4.2 Overall the current Corporate Improvement Plan is on track with 8 out of the 12 projects having a green status. The Corporate Improvement Board will continue to monitor progress with each project within the Plan and ensure that the most appropriate staff are involved in order to support the projects.

5. IMPLICATIONS

- 5.1 Policy – None directly from this report but the Corporate Improvement Plan sets out the policy for corporate improvement in the Council.
- 5.2 Financial – None directly from this report but securing financial savings is a key aspect of the Corporate Improvement Plan.
- 5.3 Personnel – None directly from this report but there will be HR implications arising from projects in the Corporate Improvement Plan.
- 5.4 Equal Opportunities – None directly from this report but equalities is currently one of the projects in the Corporate Improvement Plan.
- 5.5 Legal – None directly from this report but legal aspects will be considered within projects.
- 5.6 Risk – None directly from this report but risk is an aspect of each of the projects in the Corporate Improvement Plan.
- 5.7 Customer Service – None directly from this report but Customer Management is one of the projects in the Corporate Improvement Plan.

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