
ARGYLL AND BUTE COUNCIL

**PERFORMANCE REVIEW AND
SCRUTINY COMMITTEE**

CUSTOMER SERVICES

20 NOVEMBER 2014

CORPORATE IMPROVEMENT PROGRAMME PROGRESS

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to advise the Performance Review and Scrutiny Committee of the progress made on the Corporate Improvement Programme.

CORPORATE IMPROVEMENT PROGRAMME PROGRESS

2.0 SUMMARY

- 2.1 This report provides the PRS Committee with an update on the progress of the Corporate Improvement Programme.

3.0 RECOMMENDATION

It is recommended that the PRS Committee:

- 3.1 Note the contents the report

4.0 DETAIL

- 4.1 The current Corporate Improvement Programme has been in place for almost 2 years. Progress on the projects that make up the programme had initially been reviewed regularly by the SMT.
- 4.2 As the projects have progressed, there has been a shift in the reporting mechanisms for some of the projects particularly for those that are no longer seen as projects but have been mainstreamed into business as usual.
- 4.3 In May, the PRS Committee noted a report that provided an update on the progress of the Corporate Improvement Programme and requested that further details of each of the projects that are being undertaken as part of the Corporate Improvement Programme be provided at a future meeting.
- 4.4 A progress update on the Corporate Improvement Programme can be seen in the table below

Project	Main Objectives	Progress to Date
Service Prioritisation	Formerly part of the wider Productivity and Service Improvement Project, Service Prioritisation is now a separate project to develop a framework/process to prioritise services over the next 5-7 years.	The service prioritisation or service choices process is being developed as part of a suite of reports continuing proposed actions on delivering the priorities of the Single Outcome Agreement. These will be considered by a special meeting of the Policy and Resources Committee in November and action will be progressed thereafter on the basis of the decisions taken at that meeting.
Workforce Planning	Workforce Planning will be incorporated in the overall service prioritisation project. It will deliver an overall approach, guidance, training and toolkit.	The workforce planning approach, toolkit, training and guidance has been prepared and is in place. Awareness raising has taken place at the Chief Officers and Senior Officers meeting. The tool is currently being populated with information from the Council's HR and payroll database in preparation for its use in the service prioritisation/service choices process. Further detailed training will take place in line with the timescales agreed for the wider project.
BPR	Business Process Re-engineering (BPR) was formerly part of the wider Productivity and Service Improvement Project. It is now being implemented as an individual project. The project is using lean management techniques to improve efficiencies in services.	Progress with BPR is now reported to the HR Board. A Highlight Report is presented to the HR Board at every meeting and thereafter to SMT (Corporate Improvement). New BPRs are signed off by the HR Board and the subsequent benefits realisation reports are presented to HR Board.
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.	This project will be re-scoped following approval of the service prioritisation/service choices process.
Customer	Council wide development of customer service. Ongoing	All except two deliverables from the original project

Project	Main Objectives	Progress to Date
Management	implementation of the customer management phase of process for change. The Customer Service Centre and Registration Service Review. Continual development of the Council's Web and Intranet services. Establishment of continual improvement arrangements for the council wide development of customer service.	<p>scope have been delivered and the project has been formally closed. The continual development of Customer Service is now managed by the Customer Service Board (CSB) which ensures delivery of the two outstanding items. The CSB will report upwards to SMT via:</p> <ul style="list-style-type: none"> • The minutes of CSB meetings • Quarterly update of the CS Development Plan Tracker • Quarterly update of the CS balanced scorecard • Decision making reports on key developments and procurements <p>This is now business as usual.</p>
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 efficiencies to services. Improving information management.	<p>Highlight reports are submitted to the Information Management Project Board on a monthly basis.</p> <ul style="list-style-type: none"> • The IM Strategy was presented at SMT on 6th October. • The SharePoint authorisation process has been endorsed by SMT on 6th October. • Lync 2013 has been rolled out to 175 Dingwall users in addition to the 70 Inverness users. <p>The Information Management Project Board was established to deal with the IT elements of the CIP.</p> <p>This is now business as usual.</p>
Procurement and	Ongoing improvement of Procurement Capability	Sourcing templates were developed. This complies with

Project	Main Objectives	Progress to Date
Sourcing Strategies	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)	the legal requirement on the Council through the Procurement Reform Act. This is now business as usual.

- 4.5 The projects identified as part of the Corporate Improvement Programme are being completed and embedded into business as usual for the council. There are clear procedures in place for monitoring progress against the agreed approach.
- 4.6 The next stages for Corporate Improvement will be developed in line with the agreed approach to service prioritisation/service choices and will be informed by the agreed mechanisms for improvement as set out in the Council's Planning and Performance Management Framework.

5. CONCLUSION

- 5.1 This paper provide PRSC members with an update on the progress made against the council's Corporate Improvement Programme.

6.0 IMPLICATIONS

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| 6.1 Policy | None directly from this report |
| 6.2 Financial | None directly from this report, but securing financial savings is a key aspect of the Corporate Improvement Programme. |
| 6.3 Legal | None directly from this report |
| 6.4 HR | None directly from this report, but there will be HR implications from some of the project activities in the programme. |
| 6.5 Equalities | Compliance with equalities policy is implemented through EqIAs in all Corporate Improvement Programme projects. |
| 6.6 Risk | None directly from this report but risk is considered as an integral part of the project management approach used in delivery of the Corporate Improvement Programme. |
| 6.7 Customer Service | None directly from this report, but Customer Management is one of the projects in the Corporate Improvement Programme. |

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