

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 Corporate Improvement Plan was established in July/August 2012. The development of the Corporate Improvement Plan was based on a review of existing improvement sources bringing together numerous identified performance actions with a corporate impact. Analysis of these improvement actions allowed several themes to be identified.
- 3.2 A review of the Corporate Improvement Plan is currently taking place. Some projects are coming to a conclusion or are also being reported to a Board separate from the Corporate Improvement Board. It is also necessary to review whether the projects that remain are still the focus of corporate improvement.
- 3.3 A check of the updated Strategic Risk Register and updated Operational Risk Registers will also be undertaken to assess whether there are other issues that need to be brought into a revised plan.

Corporate Improvement Plan Project Update

- 3.4 The following table provides an update on the progress of the 12 projects within the current Corporate Improvement Plan:

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 PSIF, BPR and performance management reporting. Framework/process to be established to deliver	Service Prioritisation process agreed at Council on 27 June 2013 and initial guidance and templates created. Review of PPMF is underway and will be monitored through SMT.	Green

	budget savings over the next 5-7 years.	PSIF is being reviewed to streamline the process and a timetable will be created. BPR reviews will be undertaken as part of the Service Prioritisation Process with pilots due to commence from October.	
Workforce Planning	Development of Workforce Planning Framework. Overall approach, guidance, training, toolkit.	Step by Step Guide to Workforce Planning has been developed.	Green
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 programme was launched on 6 June 2013 at COSO and courses commence in September. A Report on Elected Member development was considered at Council on 27 June 2013 and a programme will be developed to implement agreed approach.	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 a number of recommendations are due to be reported to the next Asset Management Board.	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 and this 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	Engaged with experts to develop Information Management Strategy and business case. Improvements will be on-going. A range of investigations	Green

	could bring improvement or efficiencies to services. Improving information management.	are continuing which aim to exploit innovative and available technologies to improve service delivery.	
Support Service Review (Phase 2)	Review of issues/opportunities for further improvement in efficiency and effectiveness of support services.	Initial stages of review complete. Considering next steps.	Green
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.	Direction of travel has been agreed and a project team is now in place to progress.	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. Progress is being made on the development of sourcing strategies within services with completed examples for each category in place before Procurement Capability Assessment in October 2013.	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.	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.	
Environmental Sustainability	Improvements to environmental sustainability.	Agreed to focus on areas highlighted as high priority within the Sustainability BV2 audit report from May 2012.	Amber

Future of Corporate Improvement Plan

- 3.5 A review of the current Corporate Improvement Plan is currently taking place. The outcome of this review will be reported to the next Performance Review and Scrutiny Committee.

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 is currently taking 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 11 out of the 12 projects having a green status. The Corporate Improvement Board will continue to monitor progress with each project 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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