
Report To: Policy and Resources Committee **Date:** 26th May 2009
Report By: Corporate Director
Improvement and Performance **Report No:** POL/24/09/PW/LF
Contact Officer: Andrew Spowart / Lynsey Frizell **Contact No:** 2039 / 2744
Subject: Improvement and Performance Directorate Plan 2009-11

1.0 PURPOSE

- 1.1 The purpose of this report is to present to Committee the Improvement and Performance Directorate Plan for 2009-11 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 The Council has made significant progress in developing its approach to directorate planning over the last two years and this was formally acknowledged in the recent Accounts Commission Report.
- 2.2 The Directorate produced a revised Directorate Plan in May 2008 covering 2008-11. The Plan outlined the projects and improvement actions that would be implemented by the Directorate in order to achieve the Council's corporate outcomes and targets. Regular Directorate Performance Reports highlight made to Committee.
- 2.3 Each Directorate is required to review their 2008-11 Directorate Plan in order to take into account any significant changes or new challenges that the Directorate now faces.
- 2.4 External developments such as the Audit of Best Value and Community Planning and changes to the Statutory Performance Indicators have been taken into account. Local factors such as the approval of Inverclyde's Single Outcome Agreement, the development of the Organisational Improvement Plan and the Council's Financial Strategy have influenced the review and development of the Plan for 2009-11.
- 2.5 The revised Directorate Plan for 2009-11 was considered by the Extended Corporate Management Team on 23 April 2009.
- 2.6 The Improvement and Performance Directorate Plan 2009-11 is contained within Appendix 1.
- ## 3.0 RECOMMENDATIONS
- 3.1 It is recommended that Committee approves the Improvement and Performance Directorate Plan for 2009 – 11.

4.0 Background

- 4.1 Last year each of the Council's four Directorates produced a Directorate Plan for 2008-11. 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 and Corporate Plan.
- 4.2 Each Directorate has been asked to review their 2008-11 Directorate Plan in order to take into account any significant changes or new challenges that the Directorate now faces.
- 4.3 The purpose of conducting a review is to:
- Take into account any new national or local influences or challenges that will impact on the Directorate.
 - Include details of the Directorate's major achievements in 2008/09.
 - Update the projects and improvement actions, by adding new ones and revising timescales etc where appropriate.
 - Revise performance information by reviewing performance indicators included in the Plan, drawing on the Accounts Commission Directive for 2009/10.
 - Provide details of the resources available to the Directorate in 2009/10 and 2010/11.
- 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 A number of improvements have been made to Directorate Plans produced for 2009-11.
- A strategic statement has been included which outlines how the Directorate will contribute to the SOA, Community Plan, Corporate Plan and Organisational Improvement Plan.
 - A resource statement which provides a summary of the resources available to the Directorate and how they are deployed.
 - Changes have been made to the monitoring and reporting arrangements to reflect the new format of Directorate Performance Reports that was approved by Policy and Resources Committee on 18 November 2008.
- 4.6 The Improvement and Performance Directorate Plan for 2009-11 contains the following information:
- Introduction by Corporate Director
 - Major Achievements 2008/09
 - Strategic Overview
 - Key Projects / Improvement Actions
 - Performance Information
 - Resource Statement

5.0 Implications

5.1 Finance

There are no direct financial implications arising from this report.

5.2 Personnel

None

5.3 Legal

None

6.0 Consultation

6.1 The Directorate Plan has been approved by both the Extended Corporate Management Team and the Directorate Management Team.

7.0 Background Papers

- 7.1
- Directorate Planning Guidance 2009-11
 - Improvement and Performance Directorate Plan 2008-11
 - Community Plan
 - Corporate Plan
 - Inverclyde Single Outcome Agreement
 - Organisational Improvement Plan

Inverclyde Council Improvement and Performance Directorate Plan 2009-2011



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INTRODUCTION BY CORPORATE DIRECTOR

I am delighted to introduce the third Improvement and Performance Directorate Plan for 2009-2011.

The planning process offers the Directorate the valuable opportunity to take stock of our current organisational position with a view to shaping future directions, in areas which are considered to be key priorities for the Council.

The Improvement and Performance Directorate is a relatively young directorate and has only been in existence for nearly three years.

In its first year a considerable amount of time was devoted to organising the Directorate and its component services.

The second year has been about ensuring the Directorate and its component services are effectively aligned with key corporate priorities. This will continue in 2009/10 with an increasing need to focus on adding value to the work of the Council, other services and customers against the background of further change and financial constraint.

The past year has been a successful one for the Directorate, much has been achieved.

Particular highlights include:

- The development of a two year budget for the period 2009/11.
- The work of the Modernisation and Efficiency Programme Board in delivering on the wider transformation and renewal agenda.
- The establishment of the Corporate Comments, Compliments and Complaints Framework.
- The recent progress report with regard to the Audit of Best Value and Community Planning which recognised the significant progress and improvement the Council had made.
- The development of the partnership based Single Outcome Agreement which has been well received by the Scottish Government

These achievements have provided the Directorate with a solid foundation to meet the challenges of change. The Corporate Plan together with the recently produced Organisational Improvement Plan provides the strategic context for the work of the Directorate.

The Directorate has a pivotal role to play in providing both the necessary leadership and support to a number of these work streams, including Organisational Improvement and Transformation and Strategic Planning and Performance Management.

The delivery of these work streams will equip the Council to reposition itself and support it in becoming a truly confident and competent organisation which has the necessary capacity to not only deliver Best Value, but achieve excellence.

Over the forthcoming two years the Council and the Directorate will have to manage and deliver services against a backdrop of declining resources. The recently agreed two year budget for the Council provides a degree of certainty and stability in order to plan for further change.

This will involve the reconfiguration of the services the Directorate currently manages and delivers in the context of the Future Operating Model (FOM). There will be a key strategic role for both the Directorate Management Team and Extended Management Team in both planning and facilitating the necessary changes as and when required.

As mentioned, the year 2008/09 was a very successful year for the Directorate with a significant number of programmes and objectives being delivered. The challenge for 2009/10 will be to sustain the progress made to date, which will only be achieved through the continuing commitment and efforts of all employees across the Directorate.

Paul Wallace
Corporate Director

MAJOR ACHIEVEMENTS 2008/09

During 2008/09, the Directorate focused on the implementation of a wide range of key programmes and projects which helped the Council to achieve significant progress towards the strategic outcome of becoming a Modern, Innovation Organisation.

A Modern, Innovative Organisation

- **Audit of Best Value and Community Planning Progress Report**

Audit Scotland published a Best Value and Community Planning Audit Progress Report in January 2009. The report concluded that the Council has made significant progress in delivering its improvement agenda. Many of the building blocks are now in place and provide a solid foundation for further improvement. The Council was praised for having set a clear strategic direction in new community and corporate plans, improving its medium to long term planning and implementing changes to political management arrangements and management structures.

- **2009/11 Budget**

The Directorate led and co-ordinated the Council's first ever 2 year Budget. This years budget process commenced earlier than ever before with members, Heads of Service and managers having greater involvement throughout the process. By setting a 2 year Budget and detailed 4 year capital programme, the Council has greater certainty over what is required to be delivered and it also provides members and officers more time to meet the challenges ahead.

- **Benefits Audit Report**

The Benefits Team was audited by Audit Scotland in May 2008. A letter to the Chief Executive and draft report were received on 05 June 2008. Audit Scotland concluded that "Inverclyde Council demonstrates an awareness of what constitutes an effective, efficient and secure Benefits Service". It recognised continued improvements in processing times and also acknowledged that the service delivered a strong counter-fraud performance in 2006/07 and received very positive comments in the 2007/08 National Fraud Initiative Report.

Following the audit an action plan was developed to address those areas where improvement was required. Audit Scotland approved this plan and all actions are either complete or on schedule to be completed on time.

- **Value Chain Analysis**

- Detailed Data Gathering Complete
- New target Operating Model defined
- Classification of Resources Mapped onto TOM
- Significant Efficiency Opportunities Identified

- **Phase 1 of Modernisation and Efficiency Programme Delivered**

- Customer Service Review
- Implemented Development Control & Building Standards System
- Corporate CAD Solution
- Developed and Launched Council Intranet – ICON

- Converged Networks & IP Telephony Rollout to Council & Schools
 - Completed Desktop Refresh for All Schools & Education Services
 - Rolled Out eMail Archiving Across Corporate Services
 - Designed/Implemented ICT Infrastructure in New Schools
 - Procured Corporate HR Payroll System
 - Procured Corporate EDRM System
- **Phase 2 of Modernisation and Efficiency Programme Defined and Approved.**
 - **Delivered Design Mandate for Future Operating Model (FOM)**
 - High level Design for Council's FOM Produced
 - Detailed Design for First Release Produced
 - Six Releases Defined with Associated Timelines to Deliver the FOM
 - Resource Profiles Created
 - Programme Governance Framework Approved

- **Single Outcome Agreement (SOA)**

The Directorate provided corporate leadership for the development of Inverclyde's SOA which is a three year agreement covering the period 2008/11 and is primarily an agreement between the Council, its key partners, including organisations within the public, private and third sectors and equally the Scottish Government. The SOA represents an agreement with the area and people of Inverclyde as it identifies outcomes for delivery. The outcomes are critical to turning Inverclyde around, in terms of renewing the fortunes of the area not just as a place but also to improve the quality of life for local people.

- **Organisational Improvement Plan (OIP)**

The Directorate co-ordinated the development of an Organisational Improvement Plan (OIP) for 2009-12. The improvement actions contained within the OIP were identified by the Strategic Leadership Forum and the Extended Corporate Management Team following a robust assessment of the Council's corporate performance using the Public Service Improvement Framework (PSIF).

The aim of the OIP is to help the Council embark on the next stage of development and improvement over the period 2009-12 by detailing key workstreams, programmes and projects for delivery which are designed to enhance the overall performance of the organisation.

The Plan identifies five key organisational workstreams that will be targeted in order to achieve change and improvement, these include:

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

The improvement actions within each of these workstreams are being taken forward by the CMT with the support of a Reference Group of senior officers from across all Directorates. The work of the Reference Groups is co-ordinated and monitored by this Directorate.

- **ICON – The Council’s Intranet**

The Council’s Intranet site ICON (Inverclyde Council Online) launched successfully in April 2008.

ICON gives employees access to a People Finder, Internal Job Vacancies, News and Events, Feedback e-forms, Corporate Identity Templates, Noticeboard, Canteen Menus, Trades Unions Information and Updates, HR Policies, and Frequently Asked Questions. There is also a “social” side of the website – Market Place and Noticeboard, which has proven very popular with employees.

ICON will be further developed to provide self-service functionality and links to GIS will be established to enable employees to query address and property information.

- **InTouch – A Team Briefing System**

A new system of Team Briefings named InTouch was developed to keep employees better informed of important corporate issues affecting them or the Council. The first InTouch was distributed in September 2008 and to date they have covered issues such as the positive Best Value Audit Report, Voluntary Severance, Pensions Update, Child Protection Report and the Corporate Plan.

InTouch is designed to be easily e-mailed and understandable to all employees and is in a format that makes it easy to print off and stick on a notice board to be read by employees with no access to computers.

Managers are asked to ensure that all employees get a copy of InTouch.

- **Pride of Inverclyde – Employee Recognition Scheme**

The Council launched its first ever Employee Recognition Scheme “Pride of Inverclyde” to salute those employees who go above and beyond the call of duty to make life better for the residents of Inverclyde.

Nominations were sought from the communities of Inverclyde for the Council employee or team that they felt deserved an award. A very creditable 50 nominations were submitted and a total of six awards were presented at a gala dinner in Greenock’s Town Hall on Tuesday 9 December 2008.

The six awards covered the five main themes of the Council’s Corporate Plan and a special Chairman’s Award made by the Provost.

The awards attracted sponsorship from partner agencies and the private sector with the Greenock Telegraph agreeing to be the main event sponsor.

Pride of Inverclyde will be an annual event.

STRATEGIC OVERVIEW

1.0 Directorate Aims and Objectives

1.1 The primary aims of the Directorate are to:

- Drive improvement and modernisation across the Council
- Develop and enhance key organisational infrastructure
- Facilitate and support frontline service delivery

1.2 The Directorate has four key objectives:

- To lead and deliver modernisation and continuous improvement across the organisation.
- To ensure the Council has an effective approach to strategic planning, performance management, procurement, internal audit and risk management.
- To advise and implement sound financial planning and management across the organisation.
- To provide a consistent and coherent approach to all aspects of communications across the organisation.

2.0 Role and Purpose of the Directorate

2.1 The Improvement and Performance Directorate was established in 2006 and brings together the following services:

- Corporate Communications and Public Affairs
- Finance
- ICT and Business Transformation
- Performance Management and Procurement

2.2 The Directorate performs a range of different roles. It has a key strategic role to play in supporting elected members, the Chief Executive and CMT in the strategic management of the Council. This role is strengthened given the Directorate's involvement in a number of corporate initiatives which are central to the development and improvement of the organisation.

2.3 These initiatives are reflected in the recently produced Organisational Improvement Plan. This will increasingly involve the respective services performing a corporate leadership role particularly in designing and delivering programmes which are focused on organisational change. In addition, the Directorate has an important role to play in providing both support services to other Directorates and direct services to customers.

2.4 The Directorate is managed by the Corporate Director in partnership with the four Heads of Service who form the Directorate Management Team. The Directorate Management Team shares responsibility for the overall direction and performance of the Directorate as a whole.

2.5 To support the Directorate Management Team, an Extended Management Team (EMT) meets on a regular basis, this provides the opportunity for senior managers to influence and shape the overall direction of the Directorate. The EMT plays a key role in managing the overall performance of the Directorate. In the context of further change the extended management team will increasingly need to lead on particular projects which encourage cross service working within the Directorate.

2.6 The EMT recently held an away day to consider the key challenges and opportunities for the Directorate over the next few years, to inform the development of the Directorate Plan and identify areas for further joint working.

3.0 Corporate Communications and Public Affairs

3.1 Corporate Communications and Public Affairs has a corporate and central role to play in respect of internal and external communication.

3.2 The remit of the Service includes:-

- Corporate Communications
- Communications Strategy
- Media Relations
- Public Affairs (Executive / Parliament)
- Reputation Management
- Corporate Website / Intranet
- Internal Communications
- Customer Complaints / Consultation
- Marketing / Graphic Design

4.0 Finance

4.1 The role of the Finance is to effectively manage the financial affairs of the Council by providing comprehensive, consistent and accessible advice. The service is split into three teams:

- Revenues and Benefits has responsibility for the billing and collection of Council Tax, Business Rates and Sundry Income, whilst providing an accessible Housing and Council Tax Benefit Service.
- Service Accountancy provides a comprehensive accounting service to all customers, including essential business support to front line services.
- Corporate Accountancy provides the treasury function to the Council, ensures statutory finance requirements set out by Audit Scotland / Scottish Government are met and provides essential business support services to the Council such as Payroll, Creditors, Banking and Insurance.

5.0 ICT and Business Transformation

5.1 ICT and Business Transformation have a key role to play in leading and delivering the Council's Modernisation and Efficiency Programme.

5.2 The specific remit of the service includes:

- Delivering the Council's ICT and electronic government strategies.
- Providing operational ICT support to Council Services to facilitate efficient and effective delivery.
- Providing operational ICT support to all schools to enhance pupils' learning
- Providing programme and project management support for functional areas.
- Providing business analysis and process re-engineering to improve the efficient delivery of services
- Promoting and leading the modernising government agenda through the recently established Modernisation and Efficiency Programme Board, which is charged with improving the performance of the organisation and its services.

5.3 ICT and Business Transformation provides:

- Network and telecommunications infrastructure to support all Council sites.
- ICT applications support throughout the Council.
- Service Desk support to all ICT users.

6.0 Performance Management and Procurement

6.1 Performance Management and Procurement facilitates and supports Community Planning, Partnership Working, Corporate / Directorate Planning, Performance Management and Procurement together with the provision of Internal Audit and Risk Management to the Council, and its Directorates.

6.2 The service includes the following Teams:

- The Policy and Partnership Team has lead responsibility for progressing the Council's Strategic Planning and Performance Management Framework, which includes the Corporate Plan and Directorate Planning. The Team also has responsibility for developing and implementing the Community Planning Framework within Inverclyde.
- The Single Outcome Agreement Programme Team was set up in March 2009. It has been established to provide the necessary co-ordination and support in respect of the SOA. The Programme Team has a key role to play in supporting the Inverclyde Alliance Lead Officers in the delivery of the SOA.
- The Corporate Procurement Team has a key role to play in supporting the delivery of cost effective, efficient services through the provision of procurement advice to Directorates and developing and ensuring more corporate, co-ordinated approaches to procurement across the Council.
- The Internal Audit Team has a central role in the Council, particularly for ensuring probity and effective governance. The Internal Audit Team also has a key role to play in supporting the Audit Committee and providing audit and risk management services to Directorates.

7.0 Strategic Statement

7.1 National Context

- 7.1.1 The Council and in particular the Improvement and Performance Directorate will face a diverse and complex range of challenges and opportunities over the next three years, at a national level, a local level and an organisational level.
- 7.1.2 It is now clear that the current economic downturn will continue for at least the next two years, if not longer, and it is appropriate for the Council to consider how this will impact on the organisation at a corporate and service level.
- 7.1.3 The latest projections for public sector expenditure from the Treasury, as well as various academic institutions and think tanks, outline a scenario where resources continue to decline in real terms for the next 5-10 years at the same time as demand for services continues to increase year on year driven by demographic change, policy pressures and fallout from the downturn itself.
- 7.1.4 This scenario is likely to have a significant negative impact on the Council – in effect although the economic downturn itself may only last for 2-3 years the cost of the various actions taken by the UK Government will impact on the resources available to the Council for the foreseeable future.
- 7.1.5 Although the Council has agreed a two year Budget for 2009/2011 there is a significant risk that the worsening economic situation, and a real decline in public expenditure as outlined above, will mean that the current planning assumption outlined in the Financial Strategy of an annual funding gap of around £4m from 2011/2012 will have to be revised.
- 7.1.6 The economic situation will have a negative impact on income streams such as Council Tax, NDR, Commercial/Industrial Rents and income from Planning Fees, increased costs at a corporate and service level and reduce the ability of the Council to dispose of assets.
- 7.1.7 The Concordat between the Scottish Government and local government is impacting on the work of the Directorate in a number of ways:
- Every Community Planning Partnership is required to produce a Single Outcome Agreement (SOA) based on an agreed set of national outcomes.
 - The Directorate has played a leading role in both the development of Inverclyde's SOA and the ongoing monitoring and reporting of progress made in implementing the SOA. Through the SOA process, the delivery of the outcomes will challenge the structure and pattern of public sector service delivery within Inverclyde.
 - The Directorate will have responsibility for submitting a single performance report setting out progress and achievements towards the national outcomes in the context of our local outcomes.
 - The Scottish Government plans to work with local government and other stakeholders to develop an agreed response to the Crerar Review that will lead to improvements in performance management and self-assessment across the public sector thereby enabling more focused and proportionate inspection.
- 7.1.8 Given the challenging financial position the Concordat, and its constituent elements, will come under significant pressure over the next two years. There will need to be further discussion between the Scottish Government and Local Government to address this matter.

- 7.1.9 The work of the Directorate over the next four years will be influenced by the Scottish Government's agenda to transform and modernise public services. The purpose of this agenda is to make public services more user focused and personalised, drive up quality and encourage innovation, improve efficiency and productivity, join up services and minimize separation and strengthen accountability. The Directorate is leading the Council's Modernisation and Efficiency Board which initiates projects to improve the way the Council delivers services to customers.
- 7.1.10 Shared Services remains a key component of the Scottish Government's reform agenda. Local authorities are required to identify opportunities for efficiency savings that could be gained through the adoption of shared service initiatives. The Directorate is supporting the Clyde Valley Community Planning Partnership Review being carried out to explore further the concept of joint working and shared services not just within the local government sector but the wider sector in the Clyde Valley area.
- 7.1.11 The Future Operating Model will reconfigure and re-organise internal Council services with a view to adding more value from a fixed budget. Through this process opportunities for sharing and collaborating with others may need to be actively pursued.

7.3 Local Context

7.3.1 Budget 2009/11

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 regularly: the next update will be presented to the Policy and Resources Committee on the 26 May 2009 to reflect the 2 year budget and the impact of the recent developments in the economic climate.

To support the Financial Strategy, the Council at its meeting in February 2009 agreed a two year Budget covering the period 2009/11. The two year Budget was a significant step for the Council. The two year Budget for 2009-11 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 2009/11.

7.3.2 Single Outcome Agreement

The Directorate contributes to the achievement of all 8 outcomes in the SOA.

The following are examples of projects that will be implemented by the Directorate in order to contribute to the achievement of the SOA outcomes:

- Establish SOA Programme Team to support the delivery of the SOA
- Establish SOA Programme Board

- Support lead officers in developing outcome delivery plans.
- Organising community engagement events around the SOA

7.3.3 Community Plan

The Directorate contributes to the achievement of all 5 outcomes in the Community Plan.

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

- Provision of policy and strategic support to Inverclyde Alliance
- Review of Inverclyde Alliance Improvement Plan.
- Review of Inverclyde Alliance Memorandum of Understanding.
- Establishment of a performance management framework for the Community Plan.

7.3.4 Corporate Plan

Improvement and Performance 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.

- Implementation of the Council's Corporate Comments, Compliments and Complaints Framework.
- Revenues and Benefits move to Customer Centre Model.
- Web Site development.
- Implement Release 1 of the Council's Customer Contact Centre
- Introduce and Co-ordinate PSIF across the Council.
- Co-ordinate the delivery of the Council's Organisational Improvement Plan.

7.3.5 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 listed above.

- Improve linkages between service planning and resources.
- Continue to provide leadership and support to the Strategic Planning and Performance Management Board.
- Continue to implement and support robust performance management arrangements.
- Manage phase 2 of Modernisation and Efficiency Programme.
- Design and implement the Strategic Procurement Framework.

KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

Corporate Plan Strategic Outcome: Modern, Innovative Organisation

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A, 5D	N/A	Develop and enhance internal communications	<ul style="list-style-type: none"> Review of ICON Review of Internal Communications (based on Employee Survey results and further consultation) Revised Internal Communications Strategy developed within Communications Framework 	Head of Corporate Communications and Public Affairs	April 2010
5A, 5D	N/A	Implement the Council's Corporate Comments, Compliments and Complaints Framework.	<ul style="list-style-type: none"> InForm implemented Formation of Customer Liaison Officers' Steering Group Management Information Reports prepared for Policy and Resources Committee Review of InForm 	Head of Corporate Communications and Public Affairs	April 2009 End April 2009 May 2009 and ongoing April 2010

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
All Outcomes	N/A	2009/11 Budget – provide a balanced budget over a 2 year rolling cycle linking into the financial framework.	<ul style="list-style-type: none"> Agreed savings delivered. 1% Efficiency Savings are identified & approved by September 2009 	Chief Financial Officer	On-going Sept 2009
5A	N/A	Implementation of HR/Payroll System	<ul style="list-style-type: none"> Benefits realisation achieved and project delivered on time / within budget. 	Chief Financial Officer / Head of ICT and Business Transformation	March 2010
N/A	N/A	IPF Action Plan – develop Financial Management across the Council.	<ul style="list-style-type: none"> Action plan approved. Regular reporting on progress to CMT & Committee 	Chief Financial Officer	Sept 2009 On-going
N/A	N/A	Implementation of IFRS Accounting Changes	<ul style="list-style-type: none"> Restate 1/4/09 opening balance sheet under IFRS standards. Produce IFRS complaint comparators 1 April 2010. Produce Annual Accounts under IFRS regulations for FY10/11. 	Chief Financial Officer	1 st April 2011
5A	N/A	Implementation of EDRM	<ul style="list-style-type: none"> Initial implementation in Revenues and Benefits Rolled out to all services 	Chief Financial Officer / Head of ICT and Business Transformation	June 2009 Throughout 2010
N/A	N/A	Improve Linkages between Service Planning & Resources	<ul style="list-style-type: none"> Proposals incorporated into revised Directorate Planning Guidance. 	Chief Financial Officer / Head of Performance Management and Procurement	March 2010

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A	N/A	Implement the Future Operating Model (FOM) for the Council	<ul style="list-style-type: none"> • Commence Construct Phase 1 (Initial service available for Revenues & Benefits, Environmental Services, Educational Maintenance Allowances and Blue Badge Applications) • Complete Detailed Design and Construct phase R2. • Complete detailed design and construct phase R3. • Complete detailed design and complete phase R4. • Commence Construct Phase 5. • Commence Construct Phase 6. 	Head of ICT and Business Transformation / Head of Safer Communities	<ul style="list-style-type: none"> • Sept 2009 • March 2010 • Sept 2010 • April 2011 • October 2011 • April 2012
5A, 5D	N/A	Enhancements to Web Site and Intranet related to Future Operating Model (FOM).	<ul style="list-style-type: none"> • School web sites developed. • GIS Mapping functionality • AA Accessibility Compliance. • Online transactional capability. 	Head of ICT and Business Transformation	Ongoing until 2011.

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A	N/A	Support the implementation of the National E-Planning agenda.	<ul style="list-style-type: none"> Implement Phase 1 – OAA & OPIS Phase 2 – OLP & eConsultation 	Head of ICT and Business Transformation	April 2009 March 2010
5A	N/A	Back scanning for Benefits.	<ul style="list-style-type: none"> Award Tender Complete Document Scanning 	Head of ICT and Business Transformation	May 2009 August 2009
N/A	N/A	Provide ongoing ICT support services that meet service level targets.	<ul style="list-style-type: none"> Meet or Exceed SLA Targets 	Head of ICT and Business Transformation	Ongoing
N/A	N/A	Support the implementation of Key Corporate Systems	<ul style="list-style-type: none"> Successful Implementation of Key Business Systems as Defined by FOM 	Head of ICT and Business Transformation	Ongoing

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
N/A	All outcomes	Develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement	Annual Performance reports show progress toward achievement of outcomes.	Head of Performance Management and Procurement	March 2011
5B	All outcomes	Provide policy & strategic support to the Inverclyde Alliance to assist with its role(s) and functions and improve partnership working.	Support 4 meetings of the Inverclyde Alliance.	Head of Performance Management and Procurement	Ongoing
5B	N/A	Provide support to the Public Sector Partnership Group	Meetings taking place regularly and clear outcomes for group defined.	Strategic Partnership Manager	Ongoing
5B	N/A	Provide support to Clyde Valley Community Planning Partnership Review team.	Attendance at meetings and contribution to report produced.	Strategic Partnership Manager	October 2009
5A	N/A	Introduce and co-ordinate PSIF across the Council on a rolling programme basis	All services subject to a PSIF self assessment exercise with improvements in place.	Head of Performance Management and Procurement	December 2010

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A	N/A	Co-ordinate/facilitate the delivery of the Council 's Corporate Organisational Improvement Plan Developing a modern innovative organisation	<ul style="list-style-type: none"> • Key work streams are programme managed and delivered within agreed timescale. 	Head of Performance Management and Procurement	June 2009.
N/A	N/A	Establish organisational managerial arrangements for BV2.	<ul style="list-style-type: none"> • Shadow Project team established. • Project plan produced. 	Head of Performance Management and Procurement	June 2010.
N/A	N/A	Co-ordinate the Council's approach to Directorate Planning.	<ul style="list-style-type: none"> • Directorate Planning Guidance produced. • Directorate Plans reviewed and approved by Committee • Regular Directorate Performance Reports submitted to Committee by each Directorate. 	Head of Performance Management and Procurement	September 2009 April 2010 Ongoing
N/A	N/A	Implement an Electronic Performance Management System.	<ul style="list-style-type: none"> • Preferred supplier appointed. • Implementation plan and roll out system established. 	Head of Performance Management and Procurement	May 2009 August 2009

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
1E	N/A	Support community engagement and consultation.	<ul style="list-style-type: none"> • Organise/deliver two Citizens' Panel surveys per annum. • Involvement in the Community Engagement Network. 	Head of Performance Management and Procurement	2009 / 2010 / 2011
N/A	N/A	Co-ordinate the Council's submissions to national award programmes.	<ul style="list-style-type: none"> • Projects submitted for national awards. 	Head of Performance Management and Procurement	Ongoing

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
N/A	N/A	Finalise and implement the Council's Corporate Procurement Strategy and Programme Improvement Plan together with supporting operational guidance.	Framework in place with agreement to workstreams.	Head of Performance Management and Procurement	May 2009
N/A	N/A	Develop appropriate links with the revised Future Operating Model (FOM) for the Council.	Procurement included in future phases of FOM.	Head of Performance Management and Procurement / Head of ICT and Business Transformation	Will be developed in relation to FOM programme.
N/A	N/A	Engage with Scotland Excel / Procurement Scotland to track impact on procurement/tendering in relation to Revenue Budgets.	Savings identified through Scotland Excel / Procurement Scotland.	Head of Performance Management and Procurement	June 2009 onwards
N/A	N/A	Establish effective procurement/tendering procedures in relation to the Council's Financial Regulations and Standing Orders and EU Limits.	Revised procedures in place and applied.	Head of Performance Management and Procurement	October 2009

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
N/A	N/A	Implement the Council's Internal Audit Plan for the period 2009/10.	Delivery of audit Plan.	Head of Performance Management and Procurement	31 March 2010
N/A	N/A	Implement the Council's approach to risk management at both Corporate and Directorate/ Service levels.	Delivery of action plan to embed risk management.	Head of Performance Management and Procurement	31 March 2010
N/A	N/A	Complete the restructuring of the Internal Audit Team.	New structure in place.	Head of Performance Management and Procurement	May 2009

PERFORMANCE INFORMATION

Key Performance Measures	Performance			Target 2009/10	Rank / National Average
	2008/09	2007/08	2006/07		
* Percentage of positive or neutral coverage of the Council in the media.	92%	N/A	N/A	90%	N/A
* Media calls responded to within 24 hours.	94%	N/A	N/A	95%	N/A
Number of print jobs prepared within timescale.	N/A	N/A	N/A	80%	N/A
Incident response times.	95.77%	90.67%	86.75%	90%	N/A
Incident resolution times	88.59%	79.17%	79.13%	80%	N/A
Network Availability	99.84%	99.92%	99.81%	99.5%	N/A
Key Applications Availability	99.67%	99.89%	99.88%	99.5%	N/A

Key Performance Measures	Performance			Target 2009/10	Rank / National Average
	2008/09	2007/08	2006/07		
Council Tax In-year collection	93.3%	93.5%	93.1%	93.8%	N/A
Sundry debt (%>90 days)	35.16%	50.21%	N/A	32%	N/A
Benefits Right Time Indicator	N/A	N/A	N/A	15.5 Days	N/A
Right Benefits Indicator	N/A	N/A	N/A	TBC	N/A
Accuracy of Benefits Processing	99.4%	98%	98%	99%	N/A
Creditors Payments (within 30 days)	93.4%	88.3%	83.3%	92%	N/A
FMS (Unplanned Downtime)	17 hrs	32 hrs	28 hrs	12 hrs	N/A
Procurement – total efficiency savings achieved year-on-year.	£250k	£122k	£40k	TBC	N/A
Procurement					N/A
• % of contracts notified by electronic contract notice	4.76%	9.30%	3.57%	TBC	N/A
• % of contracts awarded by electronic award notice	7.93%	4.65%	3.57%	TBC	N/A
• % of contracts handled through e-sourcing or e-tendering system	0	0	0	TBC	N/A
• % of transactions processed electronically	0	0	0	TBC	N/A
• % of payments processed through an e-payment facility	12%	11%	10%	TBC	N/A

RESOURCE STATEMENT

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 to medium to long term objectives of the Council. The Council's Financial Strategy is reviewed regularly: the next update will be presented to the Policy and Resources Committee on the 26 May 2009 to reflecting the 2 year budget and the impact of the recent developments in the economic climate.

To support the Financial Strategy, the Council at its meeting in February 2009 agreed a two year Budget covering the period 2009/11. The two year Budget was a significant step for the Council. The two year Budget for 2009-11 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 2009/11.

The Directorate Plan reflects the agreed budget for 2009/11. The programmes and projects highlighted within this Plan for delivery reflect policy decisions of the Council on agreeing its two year budget for 2009/11.

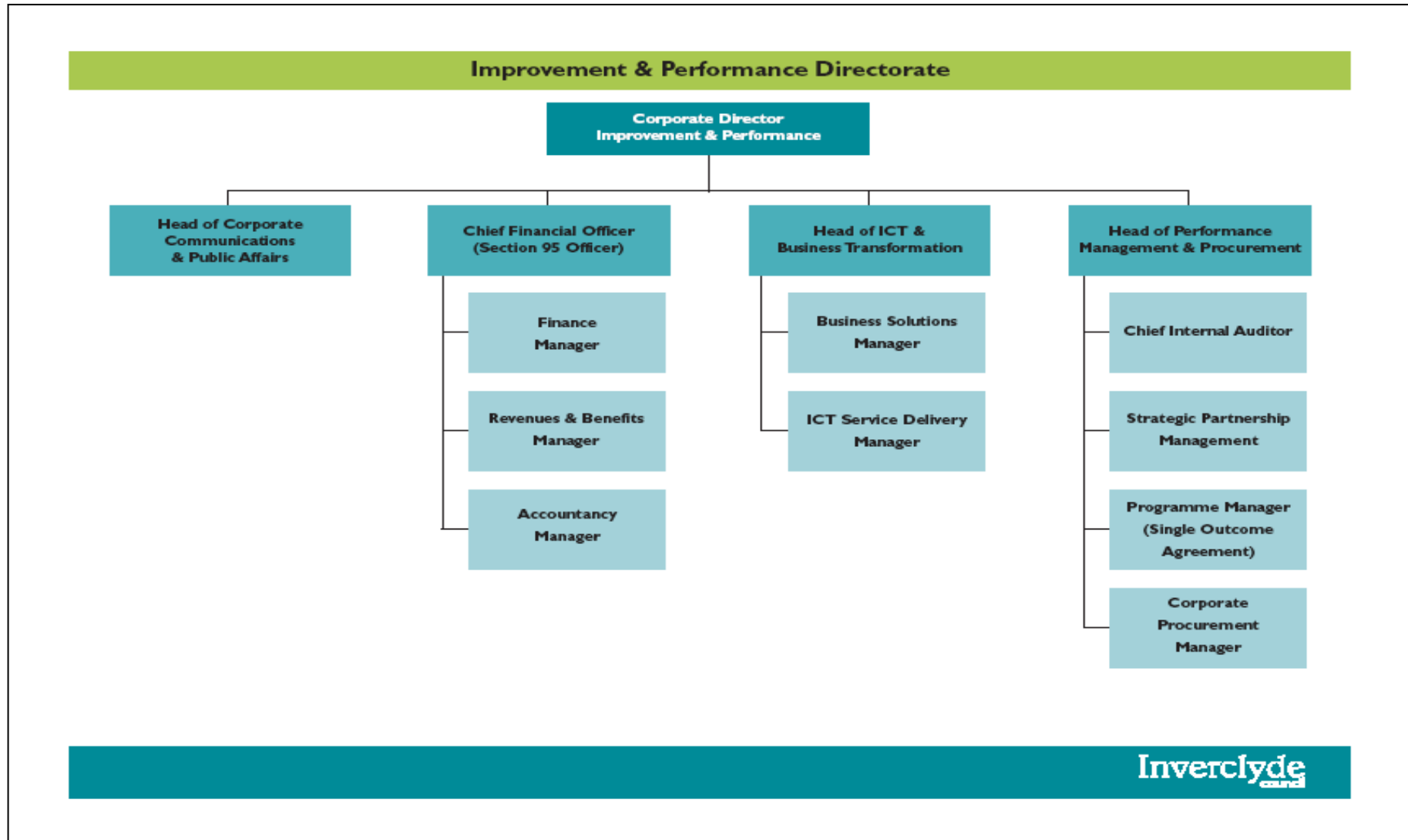
The table below outlines the resources available to the Directorate during 2009/11.

Budget Head	2009/10 000's	2010/11 000's
Employee Costs	6,505	6,455
Property Costs	314	315
Supplies / Services	392	398
Transport	0	0
Administration Costs	911	906
Other Expenditure	60,171	61,793
Directorate Savings	(30)	(107)
Income	(41,166)	(41,210)
TOTAL	27,097	28,550

The Directorate employs a total of 205 full time equivalents who are employed across the four services as follows:

	Corporate Communications and Public Affairs	Finance	ICT and Business Transformation	Performance Management and Procurement	Director
Staff	5.5	139	42	16.5	2

DIRECTORATE STRUCTURE



APPENDIX 1: STRATEGIC PLANNING REFERENCES

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