

**Report To:** Policy and Resources Committee      **Date:** 25<sup>th</sup> May 2010

**Report By:** Corporate Director  
Organisational Improvement and  
Resources      **Report No:** POL/12/10/PW/LF

**Contact Officer:** Lynsey Frizell      **Contact No:** 2744

**Subject:** Organisational Improvement and Resources Directorate Plan 2010-11

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### 1.0 PURPOSE

1.1 The purpose of this report is to present to Committee the Organisational Improvement and Resources Directorate Plan for 2010-11 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 Over the last three 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 2010/11 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 Each of the Council's four Directorates are required to produce a new Directorate Plan for 2010/11 that takes into account the new corporate management structure as well as any other significant changes or new challenges that Directorates will face.

2.4 The Plan should outline the projects and improvement actions that will be implemented by the Directorate 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 progress made in implementing the Plan.

2.5 The other main change to Directorate Planning for 2010/11 is the introduction of competitiveness. All four Directorate Plans must include a list of services provided by the Directorate that are suitable to undergo competitiveness testing.

2.6 The Organisational Improvement and Resources Directorate Plan for 2010/11 reflects the new remit of the Directorate and the services that it is responsible for delivering. These are:

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

2.7 The Organisational Improvement and Resources Directorate Plan 2010-11 is attached as an Appendix.

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**3.0 RECOMMENDATION**

- 3.1 It is recommended that Committee approves the Organisational Improvement and Resources Directorate Plan for 2010 – 11.

**Paul Wallace  
Corporate Director  
Improvement and Performance**

## 4.0 BACKGROUND

- 4.1 Last year each of the Council's four Directorates produced a Directorate Plan for 2009 -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, Corporate Plan and Organisational Improvement Plan.
- 4.2 Each of the Council's four Directorates are required to produce a new Directorate Plan for 2010/11 that takes into account the new corporate management structure as well as any other significant changes or new challenges that Directorates will face.
- 4.3 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.
- 4.4 The Organisational Improvement and Resources Directorate Plan for 2010/11 has been developed to reflect:
  - The new corporate management structure
  - The Single Outcome Agreement
  - The Public Service Improvement Framework (PSIF)
  - The Financial Strategy
  - Competitiveness
- 4.5 The Organisational Improvement and Resources Directorate Plan for 2010/11 reflects the new remit and services it is responsible for delivering. These are:
  - Finance
  - Customer Service and Business Transformation
  - Organisational Development, HR and Performance
- 4.6 Other factors that influenced the development of the Directorate Plan for 2010/11 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.
- 4.7 The Public Service Improvement Framework which the Council agreed to implement in May 2008 has been integrated into the Strategic Planning and Performance Management Framework through Directorate Planning. Performance Management and Procurement was the only service within the previous Improvement and Performance Directorate to undergo a PSIF service assessment during 2009/10. Improvement actions relating to the Corporate Policy and Partnerships Team and Procurement have been included in the new Directorate Plan.
- 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 2010/11 and it reflects the financial outlook currently facing the Council.
- 4.9 All four Directorate Plans for 2010/11 include a new section on competitiveness. The Council has given a commitment to Audit Scotland that it will establish a prioritised programme of competitiveness reviews over a four year period. The Organisational Improvement and Resources Directorate Plan contains a list of the services provided by the Directorate that should undergo competitiveness testing.
- 4.10 The Organisational Improvement and Resources Directorate Plan for 2010-11 contains the following information:
  - Introduction by Corporate Director
  - Major Achievements 2009/10

- 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 the Directorate Management Team.

## **7.0 BACKGROUND PAPERS**

- 7.1
- Directorate Planning Guidance 2010-11
  - Improvement and Performance Directorate Plan 2009-11
  - Regeneration and Resources Directorate Plan 2009-11
  - Community Plan
  - Corporate Plan
  - Inverclyde Single Outcome Agreement
  - Organisational Improvement Plan

# Inverclyde Council Organisational Improvement and Resources Directorate Plan 2010-2011



**Inverclyde**  
council

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## INTRODUCTION BY CORPORATE DIRECTOR

Welcome to the first Organisational Improvement and Resources Directorate Plan.

The Organisational Improvement and Resources Directorate was established as part of the new corporate management structure agreed by members in November 2009 and formally began operations on 1 April 2010.

The Directorate brings together the following services:

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

The primary aims of the new 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

A priority for 2010/2011 will be to ensure the effective integration and operation of functions within the Directorate to enable it to develop and deliver a comprehensive package of corporate support to front line services.

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

The Directorate also leads the development and delivery of major corporate initiatives such as the Transformation Programme, the overall Financial Strategy for the Council, Workforce Planning and the 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 the Asset Management Plan.

A new responsibility will be to ensure that all aspects of customer service across the Council are responsive to the needs of customers, delivered effectively and efficiently to the highest possible standard.

Organisational Improvement and Resources is now effectively the engine room of the Council, ensuring that front line services get the advice, support and services that they need to deliver 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 as effective and efficient as possible – that is a

challenge I believe the services within the Directorate have demonstrated that they are more than capable of meeting.

The services that make up Organisational Improvement and Resources have, delivered many positive achievements for the Council in recent years. I am looking forward to working with everyone in the new Directorate to ensure that we continue to deliver high quality services to our external and internal customers.

**Paul Wallace**  
**Corporate Director**  
**Organisational Improvement and Resources**



## MAJOR ACHIEVEMENTS 2009/10

### *Healthy, Caring Communities*

#### ▪ **Mental Health in the Workplace and Community**

Council awarded the Healthy Working Lives Mental Health Commendation Award, the first Local Authority to receive this. To achieve this the Council have been actively involved in a number of projects including the successful provision of work placement opportunities for James Watt college students with learning difficulties; the Anti stigma campaign, stress audits, training of mental health first aiders and other similar initiatives designed to improve the mental health of the workforce.

#### ▪ **Occupational Health**

A two year contract was awarded to Mansionhouse Healthcare to undertake the provision of an Occupational Health Service for the Council. An annual budget of £100,000 has been set for this. The Council was also successful in maintaining Gold Healthy Working Lives status.

### *A Modern, Innovative Organisation*

#### ▪ **Single Outcome Agreement (SOA)**

In 2009-10, we made significant progress in the development and delivery of the 2009-11 Inverclyde Alliance SOA. A Programme Board was established, consisting of strategic leads drawn from public sector organisations within Inverclyde. In September 2009, the SOA 2008-09 Annual Report was published. The Annual Report reviewed our progress against the 15 National Outcomes and the 8 local outcomes that were identified in the Inverclyde Council 2008-09 Single Outcome Agreement (SOA).

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

The implementation of PSIF helps to facilitate organisational improvement and is an important part of the Council's preparations for Best Value 2. During 2009/10 Phase 1 and 2 of the implementation of PSIF was completed. The following services completed a service assessment and developed an improvement plan which they are now implementing:

- ❖ Property Resources and Facilities Management
- ❖ Environmental Services
- ❖ Performance Management and Procurement
- ❖ Criminal Justice
- ❖ Corporate Communications and Public Affairs
- ❖ Legal and Administration

- **Implementation of the Council's Operating Model**

As part of Phase 1 of the Council's Operating Model, the In Touch Customer Service Centre (CSC) opened in October 2009. Services covered in Phase 1 of the CSC include Revenues & Benefits, Environmental Services, Council Switchboard and Payments.

Detailed work has also started on Phase 2 of the Operating Model which will establish a new internal Shared Services unit commencing with transactional Finance, HR and Payroll activities.

Further enhancements to the Customer Service Centre will see a number of new services being introduced to the CSC such as Building Standards, Development Control, Licensing and Grants.

- **Enhancements to Council Web Site**

School Web Sites – continuing development and improvement. The Content Management System and Templates have been implemented across all schools and all staff have been trained in their use.

The Council's web site is one of only 32 out of 433 sites surveyed by SOCITM to achieve Level A Accessibility Compliance and is also one of only 15 that maintained that level from the previous year. (Inverclyde is the only Council in Scotland to do this)

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

Primary Schools - St Kenneth's, Newark, Earnhill, King's Oak, Lady Alice web sites have been redeveloped using the new CMS.

Nursery Schools – Aileymill Nursery is the first nursery to be redeveloped 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.

- **Implementation of Corporate HR/Payroll Solution**

The new HR/Payroll system was fully implemented, for the transfer of payrolls, in March 2010. The project was delivered on time and within budget. All payrolls have been successfully moved onto the new HR/Payroll system.

- **Implementation of Corporate Electronic Document and Records Management System (EDRMS)**

EDRMS has been implemented in Revenues and Benefits and is now being used by the In Touch Customer Service Centre. The solution has been integrated with the Corporate Enterprise Case Management system to maintain a 360 degree view of the customer. EDRMS will be rolled out to other Council services as part of the subsequent phases of the Council's Operating Model.

The benefits from using an EDRMS are centralised storing of information, real-time electronic access and information security.

- **Absence Management**

Absence rate for the Council for the first quarters of 2009/10 was below 5% at 4.7%. This represents a significant reduction in absence, from 5.4% for 2008/09, the first time the average yearly figure has fallen below 5%. This absence rate is well below the current national average, of 9.7%, for public sector organisations and is also below the national average for private sector organisations of 6.7%. 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 for implementation in 2010/11. This has been approved by the Policy and Resources committee and is being implemented. To support this a management development programme has been established in partnership with James Watt College. 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.

- **Hub and Spoke Model**

The Council has agreed to radically change the way it delivers Accountancy Support to Directorates. The Hub & Spoke model is due to be fully implemented by June 2010 and will provide an improved service focus within accountancy support whilst delivering savings.

Organisational Development, HR and Performance will see the integration of the Education Team, Health and Safety employees, Social Work Training, the Performance section and Payroll Team. The process of integration has commenced with the aim being improved service delivery through integration of how we deliver the various elements.

- **Finance Capacity Development Plan**

As a result of the review of the Finance Capacity carried out by IPF the Finance Capacity Development Plan was approved by P&R Committee and is being rolled out across the Council. This 2 year Plan will increase financial skills capacity both within the Finance Service but also amongst Senior Managers.

- **Council Tax Collection**

Despite the current economic climate Revenues have managed to achieve their best ever in year collection levels for Council Tax. The percentage collected for 2009/10 was 93.7% which is 0.4% up on last year and 0.2% than the best previous in year collection level. This has been achieved by tightening and amending procedures as well as working with the Council's Debt Recovery Partner on initiatives to maximise collection levels. The amount of debt passed to the Debt Partner has also reduced due to efforts by the Council's Debt Recovery Team. This means the Council pays less in commission and the number of Council Tax payers paying charges is also reduced.

- **Creditors Payments**

In 2009/10 the Council's creditors performance for paying invoices within 30 days of receipt increased to 93.9% which is the highest ever achieved by the Council and 0.5% better than the 2008/09 performance which was the best in Scotland. Paying invoices promptly is a matter the Council takes extremely seriously especially in the current economic climate.

- **Benefits Service**

The Benefits Service continued to perform well while undergoing a significant period of change. The implementation of an Electronic Document Records Management System together with the opening of the Customer Service Centre has had to be managed by the team. Progress has been made in both areas and it is expected that performance in this area will improve over the next financial year.

## STRATEGIC OVERVIEW

### 1.0 Directorate Aims and Objectives

1.1 The primary aims of the new Directorate will be:

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

### 2.0 Role and Purpose of the Directorate

2.1 Organisational Improvement and Resources brings together the following services:

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

2.2 The new Directorate will perform a range of different roles – it 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.

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

2.4 A key focus for the new Directorate will be implementing the Hub and Spoke Model for Finance and HR, delivering Internal Shared Services and the ongoing development of Customer Services.

2.5 It is also important to note that at this stage the management structure of the Directorate will change further as a result of the implementation of Phase 2 of the new Operating Model with some functions transferring to Internal Shared Services.

### 3.0 Finance

3.1 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.

3.2 The Service will have 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 via the Hub & Spoke Model.
- 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.

3.3 It is recognised that in light of the significant changes at a national and local level with regard to procurement that there is a need to review the existing arrangements to identify if any structural or operational improvements are required.

3.4 The Financial Management Model will result in all employees involved in the provision of financial management being integrated into Finance. Four teams have been created, each led by a Principal Accountant who will provide a comprehensive financial management service to Directorates. It is envisaged that this model will be fully operational by June 2010.

#### **4.0 Customer Service and Business Transformation**

4.1 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, as well as leading and managing the implementation of the Council's new Operating Model.

4.2 The Service will have three teams:

- Customer Service – this team has responsibility for the development and implementation of Customer Service across the Council.

- 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 the new Operating Model, including Transactional Shared Services and Customer Services, and the delivery of key business systems and infrastructure.

4.3 As the new structure for Transactional Shared Services is developed that this will have to be integrated into this service in an appropriate way.

## **5.0 Organisational Development, HR and Performance**

5.1 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.

5.2 The Service will have 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 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.

5.3 Further work will need to be undertaken by the service over the next twelve months to identify how best to integrate the new functions which have been taken on and to ensure that effective support is provided to front line services.

## **6.0 National Context**

6.1 The Council and in particular the Organisational Improvement and Resources Directorate will face a diverse and complex range of challenges and opportunities over the coming years, at a national, local and organisational level.

6.2 It is now clear that the current economic downturn will continue for the foreseeable future and it is appropriate for the Council to consider how this will impact on the organisation at a corporate and service level.

- 6.3 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. This is 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.
- 6.4 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.
- 6.5 Although the Council 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 £9.5m from 2011/2014 may need to be revised.
- 6.6 The Directorate has responsibility for leading the Single Outcome Agreement and working with partners and the Scottish Government.
- 6.7 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. Audit reports have now been published on all 32 Councils in Scotland. Best value 2 (BV2) is the next phase of Best Value Audit which the Accounts Commission will begin to roll out in 2010.
- 6.8 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. Audit Scotland have developed toolkits on areas associated with BV2. 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.
- 6.9 The work of the Directorate over the coming years will be influenced by the implementation of the Council's Operating Model. The Directorate is leading the Council's Transformation Programme Board which initiates projects to improve the way the Council delivers services to customers and support to Council services.
- 6.10 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 implementation of a number of the workstreams to come out of the Clyde Valley Community Planning Partnership Review. These workstreams are developing joint approaches to service delivery in a number of areas, which could lead to efficiency savings for all the local authorities involved. These areas include waste management, social transport and fleet, shared



support services and keeping a watching brief on the common charging framework workstream.

## **7.0 Local Context**

### **7.1 *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 Full Council on 10 June, 2010. The identified funding gap across 2011/14 is £28m with plans in place to deliver savings of over £9m by the end of 2010/11.

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 for 2009-11 set 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. The Policy and Resources Committee on 2 February 2010 agreed further savings and amendments to the 2010/11 budget in support to the Council's Financial Strategy.

### **7.2 *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 will contribute to the achievement of the SOA outcomes:

- Support lead officers in developing outcome delivery plans.
- Organising community engagement events around the SOA.
- The Corporate Director is one of the Lead Officers for a local SOA outcome.
- 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.

### **7.3 *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 will contribute 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

#### **7.4 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
- Implementation of the Finance Capacity Development Plan
- Manage and Implement Phase 2 of the Council's Operating Model
- Introduce more services to the Customer Service Centre
- Introduce and Co-ordinate PSIF across the Council
- Co-ordinate delivery of the Council's Organisational Improvement Plan.
- Implement the new Electronic Performance Management System.
- Implement Phase 2 of the HR Payroll system to incorporate Self Service, Employee Development, Health and Safety and Occupational Health.

#### **7.5 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:

- Improve linkages between service planning and resources.
- A Corporate Workforce Development Strategy will be developed and implemented.
- Continue to provide leadership and support to the Strategic Planning and Performance Management Board.
- Continue to implement and support robust performance management arrangements.
- Manage and Implement Phase 2 of the Operating Model.
- Practical implement of the Strategic Procurement Framework.
- An accredited corporate leadership and management programme will be developed for the Extended Corporate Management Team.
- A programme will be rolled out for Elected Members to develop their skills, knowledge and expertise.
- A positive organisational culture will be promoted to make employees aware of the vision, outcomes and values of the Corporate Plan.
- A Corporate Workforce Development Strategy will be developed and implemented.
- Following analysis of the Employee Survey, an action plan will be drawn up to progress key findings.

## **8.0 Competitiveness**

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

## KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

### Corporate Plan Strategic Outcome 5: A Modern Innovative Organisation

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"> <li>▪ Improvement in compliance with the Council's Absence Management Policy.</li> <li>▪ Maintenance of Council absence rates below 5%.</li> <li>▪ Review overall approach to absence management and targets and report to CMT and committee.</li> </ul>	Head of Organisational Development, HR and Performance	Ongoing  Ongoing  March 2011
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"> <li>▪ Training in Core Competency performance appraisal completed.</li> <li>▪ Number of Services having undertaken workforce analytics and succession planning.</li> <li>▪ Number of interviews conducted using the competency based interview model.</li> </ul>	Head of Organisational Development, HR and Performance	March 2011  March 2011  Grade K and above by October 2010

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 Single Status and Equal Pay.	<ul style="list-style-type: none"> <li>All claims and appeals processed and finalised.</li> </ul>	Head of Organisational Development, HR and Performance	March 2011
2B, 2E, 5C 2A, 2E, 3C, 5C	SOA5 SOA6	Maintenance of Healthy Working lives Gold Award and Mental Health Commendation Award by working in partnership with appropriate local voluntary groups	<ul style="list-style-type: none"> <li>Mental Health commendation award retained.</li> <li>Gold Healthy Working Lives award retained.</li> </ul>	Head of Organisational Development, HR and Performance	April 2011
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"> <li>Occupational Health Policy Developed and ratified at committee</li> <li>Health Surveillance carried out on all employees within the High risk category.</li> </ul>	Head of Organisational Development, HR and Performance	March 2012  March 2012
5B, 5C, 5E	N/A	Development of e-learning provision within the Council via the Brightwave e-learning platform – leading to greater availability of training provision and more efficient use of training resources.	<ul style="list-style-type: none"> <li>DSE, Health and Safety Induction and Fire Safety e-learning Courses utilised on the e-learning platform.</li> <li>Development of courses for continuing professional development for teachers and the Community Health and Care Partnership, as well as generic management development courses.</li> </ul>	Head of Organisational Development, HR and Performance	April 2011  April 2011

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
5A	SOA3	Completion the Review of Standby (i.e. call out for duty after normal working hours)	<ul style="list-style-type: none"> <li>Terms and conditions associated with standby allowance reviewed.</li> </ul>	Head of Organisational Development, HR and Performance	January 2011
5B	All outcomes	Review external support and advice provided to external bodies by the Directorate.	<ul style="list-style-type: none"> <li>Initial report prepared.</li> </ul>	Head of Organisational Development, HR and Performance / Chief Financial Officer / Head of Customer Service and Business Transformation	November 2010
5B	All outcomes	Develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement and the Community Plan.	<ul style="list-style-type: none"> <li>Annual Performance reports show progress toward achievement of outcomes.</li> <li>Support 4 meetings of the Inverclyde Alliance.</li> </ul>	Head of Organisational Development, HR and Performance	To end March 2011 Ongoing
5A	N/A	Introduce and co-ordinate PSIF across the Council on a rolling programme basis	<ul style="list-style-type: none"> <li>All services subject to a PSIF self assessment exercise with improvements in place.</li> <li>Implement Improvement Actions set out in PSIF Improvement Plan for Corporate Policy and Partnerships Team.</li> </ul>	Head of Organisational Development, HR and Performance	December 2011 March 2011

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	<ul style="list-style-type: none"> <li>▪ Key work streams are programme managed and delivered within agreed timescale.</li> <li>▪ Review OIP in light of all corporate improvement actions.</li> </ul>	Head of Organisational Development, HR and Performance	Ongoing.  September 2010
N/A	N/A	Co-ordinate the Council's preparations for Best Value 2.	<ul style="list-style-type: none"> <li>▪ Improvement plans in place for the areas/themes to be audited.</li> </ul>	Head of Organisational Development, HR and Performance	June 2010.
N/A	N/A	Co-ordinate the Council's Strategic Planning and Performance Management Framework.	<ul style="list-style-type: none"> <li>▪ Directorate Planning Guidance produced.</li> <li>▪ Directorate Plans reviewed and approved by Committee</li> <li>▪ Regular Directorate Performance Reports submitted to Committee by each Directorate.</li> <li>▪ Implement Electronic Performance Management System.</li> </ul>	Head of Organisational Development, HR and Performance	March 2010  May 2010  Ongoing  December 2010

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
All outcomes	N/A	Develop and deliver the Council's Public Performance Report and overarching framework.	<ul style="list-style-type: none"> <li>▪ PPR Report published</li> <li>▪ PPR Framework developed using QPR system</li> </ul>	Head of Organisational Development, HR and Performance	December 2010 February 2011
5A	N/A	Review Corporate Plan to extend to 2012	<ul style="list-style-type: none"> <li>▪ Interim Corporate Plan published</li> </ul>	Head of Organisational Development, HR and Performance	End March 2011
5A	N/A	Manage & Implement Phase 2 of the Operating Model (OM) for the Council	<ul style="list-style-type: none"> <li>▪ Design, Build and Implement Phase 2 of the Operating Model.</li> <li>▪ Design &amp; Build Transactional Shared Service - Finance</li> <li>▪ Design &amp; Build Transactional Shared Service – HR &amp; Payroll</li> <li>▪ Design &amp; Build Transactional Shared Service – Systems Management &amp; Admin</li> <li>▪ Implement Phase 2 of Customer Service</li> <li>▪</li> </ul>	Head of Customer Service and Business Transformation / Head of Safer and Inclusive Communities	March 2011  March 2011 March 2011 March 2011 March 2011



Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
			<ul style="list-style-type: none"> <li>▪ Assist in increasing number of customer Service Reps in Preparation for Phase 2 Kick Off</li> <li>▪ Assist populating Centre – Includes assessment duties, transferring and recruitment and selection of employees, -includes assisting in establishing a training programme.</li> <li>▪ Assist releasing employees to realise savings projections.</li> </ul>	Head of Organisational Development, HR and Performance	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
N/A	N/A	Manage the implementation of Key Corporate Systems	<ul style="list-style-type: none"> <li>▪ HR/Payroll – implement self service employee modules</li> <li>▪ HR/Payroll – implement H&amp;S and Training modules</li> <li>▪ Implement Intelligent e-Forms</li> <li>▪ Implement ICMS solution</li> </ul>	Head of Customer Service and Business Transformation	<p>December 2010</p> <p>March 2011</p> <p>October 2010</p> <p>March 2011</p>
N/A	N/A	Conduct a strategic review of Wide Area Network Infrastructure provision	<ul style="list-style-type: none"> <li>▪ Develop business requirements and tender document for provision of WAN infrastructure</li> </ul>	Head of Customer Service and Business Transformation	February 2011

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
N/A	N/A	IPF Action Plan – develop financial management across the Council.	<ul style="list-style-type: none"> <li>▪ Implement Financial Hub and Spoke Mode</li> <li>▪ Develop and implement Finance Skills Develop Programme</li> <li>▪ Develop improved management information reporting capacity</li> </ul>	Chief Financial Officer	<p>June 2010</p> <p>Start August 2010 and ongoing</p> <p>December 2010</p>
N/A	N/A	Implementation of IFRS – compliance with the statutory accounting reporting framework.	<ul style="list-style-type: none"> <li>▪ Restate the 1/4/09 opening Balance Sheet</li> <li>▪ Produce IFRS complaint comparators</li> <li>▪ Produce fully compliant annual accounts for financial year 2010/11.</li> </ul>	Chief Financial Officer	<p>June 2010</p> <p>June 2010</p> <p>June 2011</p>
N/A	N/A	Preparation and implementation of the 2011/13 Revenue Budget.	<ul style="list-style-type: none"> <li>▪ Submit Revised Financial Strategy</li> <li>▪ Monitor and Report Work Stream Savings Performance</li> <li>▪ Calculate and report 2011/13 funding gap based on 2011/14 3 year settlement</li> </ul>	Chief Financial Officer	<p>June 2010 and December 2010</p> <p>From August 2010</p> <p>February 2011</p>

Strategic Planning References		Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale
Corporate Plan	Single Outcome Agreement				
N/A	N/A	Preparation for next Benefits Audit – 2011/12.	<ul style="list-style-type: none"> <li>▪ Review of the last audit action plan to verify that all actions are complete</li> <li>▪ Benefits Business Plan revised for 2010/11 and communicated to staff.</li> <li>▪ Regular performance reviews with senior benefits staff carried out.</li> </ul>	Chief Financial Officer	<p>December 2010</p> <p>May 2010</p> <p>Ongoing</p>
N/A	N/A	Strategic Procurement Framework implementation	<ul style="list-style-type: none"> <li>▪ Review Structure and obtain CMT approval for changes.</li> <li>▪ Implement and develop lead Procurement Officer Model.</li> <li>▪ Finalise Business Case for e-Procurement.</li> <li>▪ Revise Purchase Card Strategy.</li> <li>▪ Develop meaningful performance measures and report regularly to CMT/Committee.</li> </ul>	Chief Financial Officer	<p>August 2010</p> <p>December 2010 and Ongoing</p> <p>November 2010</p> <p>September 2010</p> <p>December 2010 and Ongoing</p>

## PERFORMANCE INFORMATION

There are a number of areas where key performance measures will be developed during 2010/11. This includes Procurement, Customer Service and Transactional Shared Services.

Key Performance Measures	Target 2010/11	Performance			Rank / National Average
		2009/10	2008/09	2007/08	
Incident response times.	90%	98.36%	95.77%	90.67%	N/A
Incident resolution times	85%	88.16%	88.59%	79.17%	N/A
Network Availability	99.5%	99.99%	99.84%	99.92%	N/A
Key Applications Availability	99.5%	99.97%	99.67%	99.89%	N/A
Corporate absence rates	5%	4.7%	5.4%	5.3%	9.7%
Directorate absence rates	4.2%	*4.32%	*4.26%	*3.3%	N/A
Health and safety incident rates per 1000 employees	37	37	37	34	N/A
Council Tax In-year collection	93.7%	93.7%	93.3%	93.5%	N/A
Sundry debt (%>90 days)	27%	28.6%	35.16%	50.21%	N/A

Key Performance Measures	Target 2010/11	Performance			Rank / National Average
		2009/10	2008/09	2007/08	
Benefits Right Time Indicator	15	15	N/A	N/A	N/A
Right Benefits Indicator**	N/A	N/A	N/A	N/A	N/A
Accuracy of Benefits Processing	98%	97.8%	99.4%	98%	N/A
Creditors Payments (within 30 days)	92.5%	93.9%	93.4%	88.3%	N/A

\*Please note these figures relate to the Improvement and Performance Directorate.

\*\* Details still awaited from DWP as to how this will be calculated.

## 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 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 25 May 2010. The identified funding gap across 2011/14 is £28m with plans in place to deliver £9m in 10/11 with further work streams ongoing to balance the budget.

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 2010/11.

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	3,353	2,125	1,302	133	6,913
Property Costs	232	83	54		369
Supplies / Services	136	324	9	0	469
Transport	0	0	0	0	0
Administration Costs	366	486	87	1	940
Other Expenditure	37,937	14	234	0	38,185
Income	(39,327)	(851)	(88)	0	(40,266)
<b>TOTAL</b>	<b>2,697</b>	<b>2,181</b>	<b>1,598</b>	<b>134</b>	<b>6,610</b>

The Directorate employs a total of 220.92 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	115.61	66.31	38	1

**Appendix 1 – Service Identification and Market CompetitivenessTemplate**

Year	Service as Identified by DMT	Responsible Officer	Remit and Scope of Service	Market Assessment Categorisation	Evidence / Rationale for this Assessment
2010/11	Revenues & Benefits Service	Chief Financial Officer	Council Tax, Dect Recovery, NDR & Benefits	2	Unit Benchmarking via CIPFA Benchmarking & SPI's.
2010/11	ICT Support Service	Head of Customer Service and Business Transformation	Provision of ICT Servicedesk, desktop support and infrastructure support	1/2	The service will engage with SOCITM to carry out a benchmarking exercise against the current levels of performance and value for money.
2011/12	Exchequer Service	Chief Financial Officer	Treasury, Insurance, Income & Payments	2	Benchmarking via Director of Finance PI's.
2012/13	Procurement	Chief Financial Officer	Procurement	3	TBC
2013/14	Accountancy	Chief Financial Officer	Accountancy Service	2	Benchmarking



## Appendix 2 – Strategic Planning References

### Single Outcome Agreement References

Single Outcome Agreement Priority	Reference
<ul style="list-style-type: none"> <li>Inverclyde’s population is stable with a good balance of socio-economic groups.</li> </ul>	SOA1
<ul style="list-style-type: none"> <li>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.</li> </ul>	SOA2
<ul style="list-style-type: none"> <li>The area’s economic regeneration is secured</li> </ul>	SOA3
<ul style="list-style-type: none"> <li>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.</li> </ul>	SOA4
<ul style="list-style-type: none"> <li>The health of local people is improved, combating health inequality and promoting healthy lifestyles.</li> </ul>	SOA5
<ul style="list-style-type: none"> <li>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.</li> </ul>	SOA6
<ul style="list-style-type: none"> <li>All our young people have the best start in life.</li> </ul>	SOA7
<ul style="list-style-type: none"> <li>Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.</li> </ul>	SOA8

### Corporate Plan References

Strategic Outcome	Action	Reference
<b>Outcome 1: Educated, Informed, Responsible Citizens</b>	<ul style="list-style-type: none"> <li>Invest in the renewal of the school estate to ensure that children are educated in modern schools fit for the demands of the 21<sup>st</sup> century and that are schools are used for a range of community, cultural and leisure activities.</li> </ul>	<b>1A</b>
	<ul style="list-style-type: none"> <li>Improve the educational attainment of all children, particularly that of our most vulnerable young people, such as looked after and accommodated children.</li> </ul>	<b>1B</b>
	<ul style="list-style-type: none"> <li>Work with partner agencies and local communities to develop and support projects that secure an increase in the level of adult numeracy and literacy.</li> </ul>	<b>1C</b>
	<ul style="list-style-type: none"> <li>Identify and address the training and support needs of young people to provide them with more choices and chances to succeed.</li> </ul>	<b>1D</b>

Strategic Outcome	Action	Reference
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>1E</b>
<b>Outcome 2: Healthy, Caring Communities</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>2A</b>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>2B</b>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>2C</b>
	<ul style="list-style-type: none"> <li>Strengthen formal and informal social care networks that meet the needs of the most vulnerable groups.</li> </ul>	<b>2D</b>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>2E</b>
<b>Strategic Outcome 3: Safe, Sustainable Communities</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>3A</b>
	<ul style="list-style-type: none"> <li>Keep vulnerable adults and children safe and protected by working with our partners through the Inverclyde Alliance.</li> </ul>	<b>3B</b>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>3C</b>
	<ul style="list-style-type: none"> <li>Facilitate the development of initiatives that encourage communities and individuals to reduce waste and increase recycling to promote environmental sustainability.</li> </ul>	<b>3D</b>

Strategic Outcome	Action	Reference
	<ul style="list-style-type: none"> <li>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.</li> </ul>	3E
	<ul style="list-style-type: none"> <li>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.</li> </ul>	3F
<b>Strategic Outcome 4: A Thriving, Diverse, Local Economy</b>	<ul style="list-style-type: none"> <li>Work with partners, the private sector and local communities to promote Inverclyde nationally and internationally as an attractive location to live, work and visit.</li> </ul>	4A
	<ul style="list-style-type: none"> <li>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.</li> </ul>	4B
	<ul style="list-style-type: none"> <li>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.</li> </ul>	4C
	<ul style="list-style-type: none"> <li>Develop through the Inverclyde Alliance, a coherent approach to employability to improve employment opportunities for people furthest from the labour market.</li> </ul>	4D
	<ul style="list-style-type: none"> <li>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.</li> </ul>	4E
	<ul style="list-style-type: none"> <li>Work with our partners to expand public transport infrastructure including the development of the Gourock interchange.</li> </ul>	4F
<b>Strategic Outcome 5: A Modern, Innovative Organisation</b>	<ul style="list-style-type: none"> <li>Focus on modernising services across the organisation to improve responsiveness, increase accessibility and provide a high level of customer service.</li> </ul>	5A
	<ul style="list-style-type: none"> <li>Explore opportunities with other local authorities and public agencies to work in partnership to improve the services we provide to our customers.</li> </ul>	5B
	<ul style="list-style-type: none"> <li>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.</li> </ul>	5C

Strategic Outcome	Action	Reference
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>5D</b>
	<ul style="list-style-type: none"> <li>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.</li> </ul>	<b>5E</b>

# Inverclyde Council Draft Organisational Improvement & Resources Management Structure Proposal

