
CORPORATE IMPROVEMENT PLAN 2011-12

1 INTRODUCTION

- 1.1 This report outlines the Council's Corporate Improvement Plan 2011-12. The Corporate Improvement Plan will build upon the success of the previous Corporate Improvement Plan and deliver improvements that will enable the organisation to continue on its journey of improvement
- 1.2 The Corporate Improvement Plan has been developed from the following sources:
- The Public Service Improvement Framework corporate self-assessment;
 - Assurance and Improvement Plan;
 - BV2 Gap Analysis;
 - Code of Corporate Governance annual review

2 RECOMMENDATIONS

That the Executive:

- 2.1 Notes the progress following the completion of the 2009/10 Corporate Improvement Plan
- 2.2 Approves the Corporate Improvement Plan as detailed within appendix 1
- 2.3 Agrees that the Corporate Improvement Plan is monitored through the Council performance scorecard and as such reported quarterly to the Executive

3 DETAIL

- 3.1 Members will recall that the Council approved its first Corporate Improvement Plan in January 2009. Progress against the Plan was reported quarterly to the Executive via the Council Scorecard.
- 3.2 The previous Corporate Improvement Plan set the tone for the Councils improvement agenda, bringing together key improvement actions into one coherent document. The successful completion of the 09-10 Plan has ensured the Council now has the right processes in place and has moved towards a 'one-Council' approach to doing business.

- 3.3 In particular, the 09-10 Corporate Improvement Plan:
- supported the delivery of Best Value Services;
 - delivered significant progress in revising our corporate planning, strategic and performance management arrangements;
 - progressed the Process for Change programme, transforming key processes to deliver improved service and efficiency savings;
 - improved our approach to Community Planning and engagement with communities and service users;
 - improved our approach to managing our people, ensuring staff, their skills and involvement in delivering Best Value services;
 - and put in place robust processes for risk management and asset management.
- 3.4 Our Local Area Network (LAN) published an Assurance and Improvement Plan for the council in the summer and this identified that we are showing an improved and improving picture with good prospects for future improvement. Particular reference was made to the improvements around corporate planning; performance management and corporate processes. As such we have been designated a lower risk council, and are not forecast to be subject to BV2 audit within the next 3 years.
- 3.5 However tackling financial challenges is a priority for the council so we must be as efficient as we can whilst continuing to improve services. The 2011-12 Corporate Improvement Plan builds on the positive improvements that have taken place over the last two years and contributes to ensuring that the frameworks, strategies and processes put in place during this time, are fully embedded within the organisation. This will help us to provide best value services to our customers and improved outcomes for our communities.
- 3.6 The 2011-12 Corporate Improvement Plan is a key element of the Council's continuing improvement journey, and builds upon the successful completion of the previous Corporate Improvement Plan.
- 3.7 The Corporate Improvement Plan draws on a number of sources:
- PSIF corporate self-assessment and supporting evidence;
 - Assurance and Improvement Plan;
 - Internal BV2 Gap Analysis;
 - Annual review of compliance with the Code of Corporate Governance
- 3.8 The Corporate Improvement Plan has been prepared following careful consideration of the findings of each of the above, and has also involved a collaborative approach to identifying areas for improvement, primarily through the self assessment consensus days with Elected Members.
- 3.9 The Corporate Improvement Plan is focused on four main areas / outcomes identified through our self assessment and audit activity:

1. **Improvement** – The Council delivers Best Value Services
2. We have **effective leadership** at both political and officer level
3. **People Management** – we have the right people, in the right jobs, at the right time
4. We work effectively with our **partners** to deliver the Vision for Argyll and Bute

3.10 For each of these outcomes a range of success measures have been detailed within the Plan. Underlying each outcome are a range of actions which have been assigned to the appropriate Executive Director, and when achieved will allow us to achieve the success measures and outcomes detailed within the Corporate Improvement Plan. Monitoring these actions will take place via the arrangements for monitoring set out in PPMF. The Plan will be monitored through the Council Scorecard, and as such reported quarterly to the Executive.

4 CONCLUSION

4.1 Argyll and Bute Council faces an improved and improving picture and has been designated as a lower risk Council within the Assurance and Improvement Plan; however, the council faces significant financial challenges in light of the economic outlook and the need to continue improving in the delivery of best value services. The pace and direction of improvement must be continued, with the Corporate Improvement Plan forming an integral part of the Council Improvement Agenda in tackling these challenges.

5 IMPLICATIONS

Policy	The Improvement Plan forms a key component of the Council's approach to self assessment, Best Value and continuous improvement
Financial	None
Personnel	None
Legal	None
Equal Opportunities	In line with Council's Equality and Diversity Scheme

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Chief Executive

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ATTACHMENTS

Appendix 1 – Corporate Improvement Plan 2011-12

Appendix 1

ARGYLL AND BUTE COUNCIL
CORPORATE IMPROVEMENT PLAN 2011-12

Ref	Outcome	Success measures	Lead	Key Dates	Source	Risk
IP1	Improvement – The Council delivers Best Value Services	Planning and Performance Management Framework has been refreshed to reflect changes in the organisation	Chief Executive	tbc	PSIF / BV2	SR07 – Failure to maximise the benefits of Best Value; SR08
		Year 2 of Transformation Programme is delivered as planned	Chief Executive	Dec 11	PSIF	SR07 – Failure to maximise the benefits of Best Value; SR10 – Inefficient use of Council assets
		All services undertake a PSIF assessment	Chief Executive	March 12	BV2	SR07 – Failure to maximise the benefits of Best Value;
		Robust community and customer engagement practices in place	Chief Executive	tbc	PSIF / BV2	SR07 – Failure to maximise the benefits of Best Value;
		Asset Management Framework is implemented to optimise the use of resources	Executive Director: Development and Infrastructure	tbc	PSIF; AIP	SR10 – Inefficient use of Council assets; AIP
IP2	We have Effective Leadership at both political and officer level	Revised Vision for the organisation has been embedded	Chief Executive	March 12	PSIF; Corp Gov	SR06 – Failure to provide strong leadership and direction
		Organisational Development Framework in place reflecting core competencies and Vision	Chief Executive	Dec 11	PSIF	SR06 – Failure to provide strong leadership and direction; SR02 – Recruitment and retention of high quality staff
		Senior Management Development programme has been implemented in line with core competencies	Chief Executive	Dec 11	PSIF	SR06 – Failure to provide strong leadership and direction
		Targeted, co-ordinated and monitored Elected Member Develop Programme is in place	Executive Director: Customer Services	Sept 11	PSIF; Corp Gov	SR06 – Failure to provide strong leadership and direction

Ref	Outcome	Success measures	Lead	Key Dates	Source	Risk
		Council Review of political management arrangements completed	Executive Director: Customer Services	April 11	PSIF	SR06 – Failure to provide strong leadership and direction
IP3	People Management – We have the right people, in the right jobs, at the right time	Workforce Planning Framework established for the organisation	Chief Executive	tbc	PSIF	SR02 – Recruitment and retention of high quality staff
		Learning and Development Strategy established for the organisation	Chief Executive	tbc	PSIF	SR01 – staff absence SR02 – Recruitment and retention of high quality staff
		Reward and recognition scheme for staff established	Chief Executive	Sept 11	PSIF	SR01 – Staff Absence;
		Robust internal communication practices in place	Chief Executive	tbc	PSIF	
IP4	We work effectively with our partners to deliver the Vision for Argyll and Bute	Community Plan and Single Outcome Agreement integrated into one single plan for the area	Chief Executive	April 11	PSIF	SR14 – Failure to implement SOA
		Processes in place to work effectively with partners to deliver services	Chief Executive	tbc	PSIF; BV2	SR08 – Failure to deliver shared services opportunities
		All partnerships have adopted a Partnership Agreement	Chief Executive	tbc	PSIF; Corp Gov	SR09 – Failure to progress CPP;
		Review of Community Planning governance arrangements complete	Executive Director: Customer Services	Tbc		SR09 – Failure to progress CPP; SR14 – Failure to implement SOA