



SWH PSIF Action Plan



Report Type: Scorecard Report
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West Dunbartonshire
 Community Health & Care Partnership



Scorecard


Social Work & Health Public Service Improvement Framework

		1. Leadership
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		1.1. Leaders should consult and involve staff in setting the vision, values and aims.
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/1.1.01 Service Planning sessions involve staff in setting and agreeing the vision, values and aims	Keith Redpath	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	31 Aug 2012			0 %	This is an ongoing improvement action. Service Planning sessions have been undertaken over the last 3 years, these need to be aligned to new integrated service planning processes

		1.2. Improve officer/member working across the department
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/1.2.01 Sustain and develop personal visits by Elected Members and Senior Staff of Units	Keith Redpath	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	31 Aug 2012			0 %	Currently devising a proposed schedule for visits of elected members and senior staff

		1.3. Leaders should involve and support staff through continuous improvement activities
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/1.3.01 Develop a programme for roll out for PSIF for all services	Keith Redpath	Beryl Middleton; Stephen West	29 Mar 2013			50 %	Programme agreed by Committee in March 2010 and is in process of roll-out. Home Care almost complete and planning started re Learning Disabilities service
SWHPSIF/1.3.02 Develop and implement a staff suggestion scheme	Soumen Sengupta; Stephen West	Moira Swanson	30 Apr 2010			0 %	Under development, delayed due to development of revised Intranet
SWHPSIF/1.3.03 Implement Senior Staff performance management processes at SMT level	Keith Redpath		31 Mar 2011	21 Mar 2011		100 %	SMT have participated in Progressive Leadership Programme and have individual performance targets in place
SWHPSIF/1.3.04 Develop guidance for staff to ensure consideration of sustainability issues in decision making processes	Stephen West	Adrian Gray	31 Mar 2012			0 %	Work not commenced on this, original target date was May 2010, will progress

		1.4. Refresh the learning and development strategy for the department and provide sufficient resources to implement
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/1.4.01 Review Workforce Development Plan to reflect current training and development needs	Stephen West	Beryl Middleton	30 Apr 2011	16 Mar 2011		100 %	Workforce Development Plan updated March 2011
SWHPSIF/1.4.02 Review induction training to make sure that the Scottish Social Services Council (SSSC) codes of conduct are re-enforced to all staff regardless of whether they are registered or not	Stephen West	Max Agnew	31 Mar 2014	30 Jun 2010		100 %	Review completed
SWHPSIF/1.4.03 Ensure staff have equal access to training and development opportunities	Stephen West	Max Agnew	30 Apr 2011			25 %	Currently have an Access to Training Policy and PDP Processes aimed to ensure access to training as required. Policy to be reviewed as part of integration process



Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/1.4.04 Review means of communication with all key stakeholder groups including hard to reach groups	Soumen Sengupta	Moira Swanson	31 Oct 2011			25 %	Review of Community Engagement Processes completed
SWHPSIF/1.4.05 Review performance against Customer First Strategy standards	Stephen West	William Pook; Moira Swanson	30 Sep 2011			50 %	Enhanced Customer Service Standards developed and will start to report against these during 2011/12
SWHPSIF/1.4.06 Review the effectiveness and efficiency of Strategy Groups	Soumen Sengupta	Moira Swanson	31 Mar 2014			25 %	Review of Community Engagement Processes completed
SWHPSIF/1.4.07 Improve opportunities for stakeholders to be involved in formal reviews of services by augmenting current consultation and service planning policies and strategy group membership	Soumen Sengupta	Moira Swanson	31 Mar 2014			33 %	Review of Community Engagement Processes completed



Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/1.01 Finalise departmental re-structure	Keith Redpath		31 Dec 2010	15 Nov 2010		100 %	Senior Management structure populated 15-11-2010.
SWHPSIF/1.02 Take steps to reduce detriment arising from job evaluation	Keith Redpath	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	31 Mar 2012			0 %	Following outcome of Appeals Process work is underway to identify staff remaining in detriment and to seek opportunities






		2. Service Planning
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		2.1. Improve Stakeholder Involvement in Planning Process
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/2.1.01 Design consultation process to involve stakeholders, partners and the community in the service planning process	Stephen West	Moira Swanson	01 Apr 2010	31 Aug 2010		100 %	Consultation Processes reviewed 30 August 2010 and plans for 2010/11 Consultations agreed

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/2.1.02 Involve key stakeholders through consultation process in setting priorities prior to finalisation of plans	Soumen Sengupta	Moira Swanson	01 Apr 2010	15 Feb 2011		100 %	Consultation Plans agreed mid 2010/11. Strategy Groups consulted in relation to Service Plan in March 2011 and re other planning issues throughout the year.
SWHPSIF/2.1.03 Develop rolling programme of stakeholder discussion aligned to service planning process	Soumen Sengupta	Moira Swanson	31 Jan 2011	16 Mar 2011		100 %	Consultation Plans agreed mid 2010/11. Strategy Groups consulted in relation to Service Plan in March 2011 and re other planning issues throughout the year.

		2.2. Improve Service Planning Process
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/2.2.01 Review customer contact and the channels used to communicate with them (calls, webhits, leaflets and literature)	Soumen Sengupta	Moira Swanson	30 Sep 2011			10 %	Work about to start re Business Transformation - including Customer Contact - within Home Care.
SWHPSIF/2.2.02 Include feedback question in each communication channel to check it is understandable, clear and comprehensive	Soumen Sengupta	Moira Swanson	01 Apr 2011			10 %	Currently under review
SWHPSIF/2.2.03 Review new ways to engage with stakeholders with the one-stop approach for customers	Soumen Sengupta	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta	02 Apr 2012			15 %	Work about to start re Business Transformation - including Customer Contact - within Home Care. Review of Out of Hours provision under way and Commissioning Strategies being developed
SWHPSIF/2.2.04 Develop performance indicators in service plan in line with National Policy	Stephen West	William Pook	01 Apr 2011	30 Jun 2010		100 %	Service Plan and Operational Plans all have Performance Indicators reflecting the National Outcome Measures
SWHPSIF/2.2.05 Develop a more systematic approach to consultation	Stephen West	Moira Swanson	01 Apr 2010			70 %	Consultation Plans agreed mid 2010/11. Strategy Groups consulted in relation to Service Plan in March 2011 and re other planning issues throughout the year. Further work required to ensure feedback/opinions generated are reported and reflected in planning processes.

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/2.2.06 Build specific types of appropriate consultation communication for different user groups into the strategies	Stephen West	Moira Swanson	01 Apr 2010	31 Aug 2010		100 %	A range of consultation methodologies are to seek service user and carer views
SWHPSIF/2.2.07 Develop a Participation Strategy	Stephen West	Max Agnew	30 Sep 2010			0 %	Work has not progressed on this as yet
SWHPSIF/2.2.08 Review effectiveness of consultation and the Participation Strategy	Soumen Sengupta; Stephen West	Max Agnew; Moira Swanson	01 Apr 2011			0 %	Review of effectiveness of consultation will commence during 2011/12.
SWHPSIF/2.2.09 Review performance information relating to consultation to identify areas of weakness and inform further service development	Stephen West	Moira Swanson	01 Apr 2011	16 Mar 2011		100 %	Management regularly review performance to identify issues and need for improvement actions at SMT meetings and Team meetings. Reports will be provided to Committee on regular basis from 2011/12.
SWHPSIF/2.2.10 Develop an approach to systematically measure effectiveness of consultation	Soumen Sengupta	Moira Swanson	02 Apr 2012			0 %	Review of effectiveness of consultation will commence during 2011/12.
SWHPSIF/2.2.11 Ensure annual consultation methodologies measure levels of customer satisfaction	Soumen Sengupta	Moira Swanson	31 Mar 2014	16 Mar 2011		100 %	Range of consultations take place each year - all should now include questions relating satisfaction with service provision
SWHPSIF/2.2.12 Review charging policy and framework for non-residential care services	Stephen West	Adrian Gray	01 Apr 2011	15 Dec 2010		100 %	Policy reviewed and agreed at Committee on 15 December 2010
SWHPSIF/2.2.13 Review Service Planning protocol to consider appropriate level of planning activity	Soumen Sengupta	Moira Swanson	29 Mar 2013			0 %	Not commenced yet
SWHPSIF/2.2.14 Develop a systematic approach to customer focused surveys to show trends and link to improved outcomes through updating of consultation Plan	Stephen West	Wendy Jack; Moira Swanson	30 Apr 2010	31 Aug 2010		100 %	Approach developed and now implemented. Will only start to see trends information following a series of surveys
SWHPSIF/2.2.15 Develop operational/business planning at team level utilising where possible further integration with health or other partners	Soumen Sengupta	Moira Swanson	29 Mar 2013			0 %	Some plans are developed at a Team level, though this is not consistent in the department as yet. The process to formally allow this to happen has not yet been developed.
SWHPSIF/2.2.16 Review possibility of closer integration which will enable us to further develop shared resources and skill mix	Anne Ritchie; Stephen West		31 Mar 2011	01 Oct 2010		100 %	Integrated Social Care services with local Health Services on 1 October 2010











Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/2.2.17 Clarify accountabilities and HR responsibilities for joint and integrated services	Stephen West	Elaine Foulkes	31 Mar 2010	31 Mar 2010		100 %	Agreed Joint Accountabilities Framework for HR in March 2010
SWHPSIF/2.2.18 Develop community engagement through implementation of the Public Information Strategy	Stephen West	Moira Swanson	30 Sep 2010	31 Aug 2010		100 %	Public Information Strategy developed and agreed in 2010. Implementation Plan now in place and being implemented commencing August 2010.
SWHPSIF/2.2.19 Review effectiveness of Public Information Strategy and review quality of public information available	Soumen Sengupta	Moira Swanson	31 Mar 2014			0 %	Future action
SWHPSIF/2.2.20 Develop feedback system to use the evidence provided by surveys to give feedback and to improve services	Stephen West	William Pook	29 Apr 2011			0 %	This will be implemented into Performance Reports to Committee and SMT commencing financial year 2011/12
SWHPSIF/2.2.21 Produce a programme to systematically apply impact assessment to cover all strategies and plans: including Equality Impact Assessment and Strategic Environmental Assessment	Stephen West	Max Agnew	30 Jun 2010			100 %	Following Council Policy - all reports or significant resource issues have an equalities Impact Assessment completed and reported if appropriate. Programme for review of all existing Strategies and Policies also implemented.
SWHPSIF/2.2.22 Develop a toolkit for option appraisal to challenge and review strategies and plans (Corporate toolkit planned)	Stephen West		31 Mar 2014	16 Mar 2011		100 %	Corporate Toolkit has been developed and available for use
SWHPSIF/2.2.23 Develop indicators and targets to measure outcomes and impact of services	Stephen West	Moira Swanson	01 Apr 2011	30 Jun 2010		100 %	Service Plan and operational Plans have a range of Outcome measures in places - aligned to national standards
SWHPSIF/2.2.24 Roll out Performance Management System Covalent to first line managers and other staff	Stephen West	Moira Swanson	01 Apr 2010	16 Mar 2011		100 %	All managers now have access and are trained on use of Covalent
SWHPSIF/2.2.25 Embed SMART targets in all performance areas throughout the Department	Stephen West	Moira Swanson	01 Apr 2011	30 Jun 2010		100 %	Service Plan and operational plans along with other improvement plans have SMART targets
SWHPSIF/2.2.26 Compare performance with others using QPR system, new benchmarking toolkit and Competitiveness reviews	Stephen West	William Pook	30 Sep 2010			20 %	Some progress made. Can compare SPIs with others. Work ongoing re Competitiveness Reviews and generating benchmarking clubs to facilitate comparison



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2.3. Measure and Improve performance against Service Standards


Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/2.3.01 Complete the implementation of the systematic review of the risk register that is currently under way	Anne Ritchie; Stephen West	Beryl Middleton; Moira Swanson	31 Aug 2010	16 Mar 2011		100 %	Reviewed as part of service planning process
SWHPSIF/2.3.02 Identify strategic risks and link to Service Plan and any opportunities from risk that arise	Anne Ritchie; Stephen West	Moira Swanson	31 Aug 2010	31 Jan 2011		100 %	Reviewed as part of service planning process
SWHPSIF/2.3.03 Develop Departmental Service Standards and a Charter which outlines standards to be expected	Stephen West	Moira Swanson	29 Apr 2011	30 Jul 2010		100 %	Developed and published on Internet
SWHPSIF/2.3.04 Complete customer journey mapping for main services	Stephen West	William Pook	31 Mar 2014			0 %	Future action
SWHPSIF/2.3.05 Develop and agree a set of Performance Measures around Customer Service Standards	Stephen West	Moira Swanson	31 Oct 2011	16 Mar 2011		100 %	Agreed as part of Customer Service Standards
SWHPSIF/2.3.06 Report performance against service standards, Measure performance against corporate standards for timeliness, quality, reliability, response times and courteousness and helpfulness of staff	Stephen West	William Pook; Moira Swanson	31 Aug 2011			0 %	Future action - reporting against standards to commence in financial year 2011/12
SWHPSIF/2.3.07 Implement the National Standards for Community Engagement	Soumen Sengupta	Moira Swanson	30 Apr 2011			0 %	Following formation of CHCP there has been a review of Community Engagement, the outcome of which will be reported to April CHCP Committee. The department will aim to ensure engagement meets as far as possible the National Standards.
SWHPSIF/2.3.08 Develop a systematic programme and approach to review policy development including identifying and prioritising gaps	Stephen West	Max Agnew	30 Jun 2010	31 Aug 2010		100 %	Reviewed and new programme is in place and implemented
SWHPSIF/2.3.09 Develop a range of ways to involve service users and inform them about what is available and how to access services	Stephen West	Moira Swanson	01 Apr 2011			50 %	Public Information Strategy developed and in place in order to ensure appropriate and consistent provision of information
SWHPSIF/2.3.10 Review how service users are informed about service provision, including	Stephen West	Moira Swanson	29 Apr 2011	30 Jun 2010		100 %	Agreed through the development of Service Standards for clients

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
changes and delays and how we will keep them informed							
SWHPSIF/2.3.11 Review system and quality assurance used to monitor case records, care planning and service review standards	Stephen West	Beryl Middleton	31 Mar 2011	31 Jan 2011		100 %	Review complete of Case Recording Standards, Programme of Case File Audits planned for 2011/12, Supervision Policy reviewed 2010/11.
SWHPSIF/2.3.12 Develop case file audit programme for Departmental services	Stephen West	Beryl Middleton	31 Mar 2010	15 Feb 2010		100 %	A series of Audits took place in 2010/11 and a rolling programme for future years is in place for 2011/12 onwards
SWHPSIF/2.3.13 Develop audit checklist to ensure compliance against case recording standards	Stephen West	Beryl Middleton	31 Mar 2011	16 Mar 2011		100 %	Case File Audit methodology now uses the revised SWIA inspection template
SWHPSIF/2.3.14 Ensure lessons learned from case file audits are communicated at team, sub team and individual level	Stephen West	Beryl Middleton; William Pook	30 Mar 2012			50 %	Reports of findings of Audits produced and in future will be reported to Committee, SMT and appropriate Teams for improvement
SWHPSIF/2.3.15 Review if Care Plans are up to date and show a SMART action plan, frequency of reviews, take up of further information on Carers Support Plans and Direct Payments	Stephen West	Beryl Middleton	31 Mar 2014	16 Mar 2011		100 %	These issues are covered by the Case File Audit process and are being reviewed through this programme
SWHPSIF/2.3.16 Provide evidence of worker supervision	Stephen West	Beryl Middleton	31 Mar 2014	16 Mar 2011		100 %	Supervision Policy reviewed in March 2010. Recording of Supervision is audited through the Case File Audit process.
SWHPSIF/2.3.17 Review methods of communicating with stakeholders about service standards	Soumen Sengupta	Moira Swanson	01 Apr 2013			0 %	Future action, currently part of Public Performance Report and will be affected by the Public Information Standards
SWHPSIF/2.3.18 Review how information is presented and disseminated	Soumen Sengupta	Moira Swanson	01 Apr 2013			0 %	Future action, currently part of Public Performance Report and will be affected by the Public Information Standards
SWHPSIF/2.3.19 Review the balance of positive and negative information provided	Soumen Sengupta	Moira Swanson	01 Apr 2013			0 %	Future action, currently part of Public Performance Report and will be affected by the Public Information Standards
SWHPSIF/2.3.20 Develop programme of customer journey mapping	Stephen West	William Pook	31 Mar 2014			0 %	Future action










		3. People Resources
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		3.1. Employee Planning, Management and Development
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		Sub Actions 3.1.10
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/3.1.11 Review opportunities for career development in line with staff survey action plan and linked to competencies and the continuous learning framework	Stephen West	Beryl Middleton	29 Apr 2011			15 %	Implementation of PDP aligned to the revised training directory will assist with this, however funding issues require to be considered. The pending corporate refresh of the PDP process will assist with this.


Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/3.1.01 Evaluate resources in terms of money and time spent on learning and development activities and relate impact to service delivery	Stephen West	Beryl Middleton	02 Apr 2012			0 %	action for 2011/12
SWHPSIF/3.1.02 Develop Social Work & Health Human Resource Strategy and review performance against targets annually	Stephen West	Elaine Foulkes; Beryl Middleton	31 Mar 2010	31 Mar 2010		100 %	Workforce Plan in place since 2010/11, Year 2 version to CHCP Committee April 2011 which shows progress against targets
SWHPSIF/3.1.03 Complete and implement the workforce plan and evaluate the impact	Stephen West	Elaine Foulkes; Beryl Middleton	31 Mar 2010	31 Mar 2010		100 %	Implemented following approval by CHCP Committee in March 2010
SWHPSIF/3.1.04 Link Workforce Planning to PDP process and service priorities for all services	Stephen West	Elaine Foulkes; Beryl Middleton	31 Mar 2011			50 %	Significant issues for the department are captured following PDP and are reflected in the Workforce Plan, however the process may not be fully systematic and further work required to relaunch links following implementation of new corporate PDP Policy/Procedure.
SWHPSIF/3.1.05 Continue with annual review of training and development at departmental and service level	Stephen West	Elaine Foulkes; Beryl Middleton	31 Mar 2011	31 Jan 2011		100 %	Workforce Development Plans in place for Department and all Services within the department - reviewed annually
SWHPSIF/3.1.06 Develop training opportunities	Stephen West	Elaine Foulkes; Beryl	31 Mar	31 Jan 2011		100 %	Range of opportunities available depending on






Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
in customer care, complaint handling, managing challenging customers, equal opps. cost/benefit analysis and risk management		Middleton	2011				need and provision in-house.
SWHPSIF/3.1.07 Develop systems to support registration with SSSC including a registration and training database	Stephen West	Beryl Middleton	01 Apr 2011			33 %	Work commenced and currently underway
SWHPSIF/3.1.08 Report on analysis of training evaluations annually to ensure essential training needs are being adequately met. Evaluate and report on training event feedback across all services	Stephen West	Beryl Middleton	29 Apr 2011			0 %	This has slipped and revised system to monitor benefits of training required
SWHPSIF/3.1.09 Promote and develop e-learning capacity including best use of Care Knowledge and PRTL toolkit	Stephen West	Beryl Middleton	31 Mar 2014			33 %	Review of e-learning has resulted in change of knowledge base from Care Knowledge to Social Services Knowledge Scotland (SKSS) - a national resource. Work proceeding via Clyde Valley Shared Services work around increasing use of remote learning through e-learning software
SWHPSIF/3.1.10 Produce revised Training Directory which covers opportunities for non registered staff	Stephen West	Beryl Middleton	29 Apr 2011			15 %	This item has slipped, will revise during 2011/12
SWHPSIF/3.1.12 Review equal access to buildings used for learning and development	Stephen West	Beryl Middleton	30 Sep 2011			0 %	To be reviewed during 2011/12
SWHPSIF/3.1.13 Review recruitment policies/procedures to ensure a customer focus in job descriptions and recruitment procedures	Stephen West	Elaine Foulkes	01 Apr 2011			75 %	All recruitment follows corporate standards - need to review recent job profiles to ensure appropriate focus on customers
SWHPSIF/3.1.14 Introduction of service users involvement, where appropriate, in the recruitment process	Stephen West	Elaine Foulkes	01 Apr 2012			0 %	This happens in a number of care settings and will review appropriateness of roll-out to other areas of work during 2011/12
SWHPSIF/3.1.15 Develop guidance and application process for the access to work scheme	Stephen West	Elaine Foulkes	01 Sep 2011			0 %	Work on this to commence in 2011/12
SWHPSIF/3.1.16 Implement improvement actions arising from employee surveys	Stephen West	Beryl Middleton	31 Mar 2011	31 Mar 2011		100 %	Much of this work is done corporately. Some issues were highlighted in most recent Corporate Staff Survey re PDP, and Communications. Awaiting roll-out of new Corporate PDP Scheme. The Core Brief process

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
							assists in relation to improved communications



		3.2. Identifying and Improving, knowledge, skills and capabilities
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		Sub Actions 3.2.04
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/3.2.05 Develop Specific Induction for Existing Staff Moving to New Posts	Stephen West	Max Agnew	30 Sep 2010	31 Aug 2010		100 %	This was completed as part of the review of the Induction process.



Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/3.2.01 Develop a programme to ensure people are continuing to receive PDP annually	Stephen West	Christine McNeil; Beryl Middleton; Anne Ritchie; John Russell; Soumen Sengupta	31 Mar 2012			33 %	Awaiting roll-out of revised corporate PDP scheme, in meantime managers are expected to be delivering PDP under existing scheme
SWHPSIF/3.2.02 Carry out a Departmental Survey of the PDP System	Stephen West	Beryl Middleton	29 Jul 2011			0 %	Survey of range of CHCP Employees to be completed in 2011
SWHPSIF/3.2.03 Develop programme for service teams to have regular team meetings and the opportunity for team development days	Max Agnew; Maureen Birss; Peter Duffy; David Elliott; Norman Firth; Mary Holt; Tom Jackson; AnneMarie McDonald (social work); Lynne McKnight; Moira Swanson; Agnes Trotter; Jim Watson; Eric Young		31 Mar 2010	31 Mar 2010		100 %	Regular team meetings take place aligned to Core Brief timescale. Team development days have been run under processes around PSIF and Service Planning.
SWHPSIF/3.2.04 Complete Annual Review of Induction Pack	Stephen West	Max Agnew	30 Sep 2010	31 Aug 2010		100 %	Reviewed and completed during summer of 2010
SWHPSIF/3.2.06 Implement System to Ensure Checklists are Returned as	Stephen West	Beryl Middleton	30 Sep 2010			50 %	Checklists are provided to new employees as part of induction process, however monitoring



Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
Evidence of the Induction Process							of this is not working effectively. Require to review the need for this due to resource pressures
SWHPSIF/3.2.07 Develop Standard Departmental Evaluation to Rate Learning and Development Opportunities	Stephen West	Beryl Middleton	02 Apr 2012			0 %	To be considered during 2011/12

		3.3. Involvement of Employees in Improvement Activities
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/3.3.01 Implement PSIF in all Service Areas	Stephen West	Beryl Middleton	30 Mar 2012			14 %	Implemented in Welfare Rights (prior to transfer to CPP Manager), Home Care and roll-out plan in place to meet timescale.
SWHPSIF/3.3.02 Undertake Mystery Shopper Audit of Customer Care	Stephen West	William Pook	02 Apr 2012			0 %	To commence process during 2011/12
SWHPSIF/3.3.03 Review Process for Sharing and Improving Performance	Stephen West	Max Agnew	31 Mar 2011			50 %	Areas of identified good practice will be reported to employees through the Core Brief process
SWHPSIF/3.3.04 Review if Staff Understand their Role via the Annual PDP Process	Stephen West	Beryl Middleton	31 Mar 2014			0 %	This will be checked via survey monkey surveys during 2011/12 and through ongoing Corporate Staff Surveys
SWHPSIF/3.3.05 Review Effectiveness of WDC Communications Strategy and System of Team Briefing	Stephen West	Beryl Middleton	31 Mar 2010	17 Mar 2011		100 %	This is an ongoing action and will be covered by Survey Monkey surveys and ongoing Corporate Staff Surveys




		3.4. Employees confirm that they feel appropriately recognised and valued
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/3.4.01 Review and Influence Effectiveness of Occupational Health Service	Stephen West	Beryl Middleton	31 Mar 2014	17 Mar 2011		100 %	This is an ongoing action and will be covered by Survey Monkey surveys and ongoing Corporate Staff Surveys
SWHPSIF/3.4.02 Review Recognition of Staff who are Retiring	Keith Redpath	Stephen West	30 Sep 2010	30 Sep 2010		100 %	System in place to ensure all employees leaving employment receive a letter of thanks from Director

		4. Partners & Resources
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		4.1. We Work Effectively with our Partners
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		Sub Actions 4.1.06
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SW/WP/007 Complete range of Commissioning Strategies	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West		30 Dec 2011			4 %	
SWH/SPCOMP/005 Complete competitiveness review for 5 initial services and develop plans to review all services over planned timescales	Keith Redpath	Stephen West	30 Dec 2011			65 %	
SWHPSIF/4.1.07 Carry out an Option Appraisal of all Service Areas	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	Maureen Birss; Peter Duffy; David Elliott; Norman Firth; Tom Jackson; Lynne Kennedy; AnneMarie McDonald (social work); Lynne McKnight; Agnes Trotter; Jim Watson	30 Dec 2011			0 %	







Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.1.08 Review effectiveness of Shared Services arrangements	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	Maureen Birss; Peter Duffy; David Elliott; Norman Firth; Tom Jackson; Lynne Kennedy; AnneMarie McDonald (social work); Lynne McKnight; Agnes Trotter; Jim Watson	30 Dec 2011			0 %	

		Sub Actions 4.1.11
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.1.12 Involve Stakeholders in Commissioning Care Packages	Stephen West	Max Agnew	31 Mar 2012			15 %	Work on this has not been completed, though a number of Commissioning Strategies being developed and the process does involve stakeholders. Needs to be formalised into the Commissioning Strategy process.

		Sub Actions 4.1.15
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.1.16 Review Governance arrangements for Partnership working	Stephen West	Max Agnew	31 Mar 2014			15 %	Following creation of CHCP new governance arrangements agreed between Council and Health Board. More work is required regarding other partnerships where CHCP is involved with other bodies
SWHPSIF/4.1.17 Develop set of outcome measures to evaluate effectiveness and efficiency of partnership working on an annual basis	Stephen West	Max Agnew; Moira Swanson	31 Mar 2014			0 %	KPIs for the CHCP will be used to judge effectiveness for internal measures of performance. Work is required re potential benchmarking opportunities with others. More work is required to develop sets of appropriate PIs for all significant partnerships.

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.1.01 Review effectiveness of information sharing protocol, use of SSAs and IAFs	Soumen Sengupta	Moira Swanson	30 Mar 2012	17 Mar 2011		100 %	This is an ongoing process. WDC recently signed -up to Information Sharing Protocol with NHS re SSA and IAF
SWHPSIF/4.1.02 Live implementation of e-Care	Soumen Sengupta	Moira Swanson	31 Mar 2014			0 %	This is not in place yet due to National policy issues and resources to enable eCare. WDC has done all it can at this stage.
SWHPSIF/4.1.03 Review the safety of data across the council and partners including the security of the Management Information System (CareFirst)	Stephen West	Moira Swanson	30 Sep 2010			50 %	Review of mobile technology identified need for encryption on laptops and any USB memory sticks in use - work is underway to encrypt laptops and ensure memory sticks are encrypted to relevant security standard
SWHPSIF/4.1.04 Co-ordinate Customer Relationship Management to evidence numbers of contacts	Soumen Sengupta	Moira Swanson	30 Sep 2013			0 %	Future action
SWHPSIF/4.1.05 Review possibility of further access to WDC Customer Relationship Management System	Soumen Sengupta	Moira Swanson	30 Sep 2013			0 %	Future action
SWHPSIF/4.1.06 Develop a systematic approach to review service delivery options through development of commissioning strategies	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	Maureen Birss; Peter Duffy; David Elliott; Norman Firth; Tom Jackson; Lynne Kennedy; Lynne McKnight; Agnes Trotter; Jim Watson	30 Dec 2011			17 %	A range of Commissioning Strategies are under development and most are expected to be complete by the end of calendar year 2011
SWHPSIF/4.1.09 Develop Outcome focused Commissioning Strategy for SWH	Stephen West	Max Agnew; William Pook	31 Dec 2012			0 %	This will be developed following the completion of the lower level service-based commissioning strategies
SWHPSIF/4.1.10 Complete the full range of Commissioning Strategies and ensure ongoing review and update	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	Maureen Birss; Peter Duffy; David Elliott; Norman Firth; Tom Jackson; Lynne Kennedy; AnneMarie McDonald (social work); Lynne McKnight; Agnes Trotter; Jim Watson	30 Dec 2011			0 %	A range of Commissioning Strategies are under development and most are expected to be complete by the end of calendar year 2011. This is an ongoing rolling action as Commissioning Strategies, once complete, will be expected to be reviewed every 3 years
SWHPSIF/4.1.11 Develop a contract or Service Level Agreement for all commissioned or	Stephen West	Max Agnew	31 Dec 2012			15 %	This action has not progressed as anticipated - revised due date





Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
purchased services							
SWHPSIF/4.1.13 Review standing orders to ensure fit for purpose for Social Care procurement	Stephen West	Max Agnew	31 Aug 2011			0 %	Work delayed on this while awaiting outcome of Scottish Government Guidance on Social Care Procurement. Work now commenced to review Standing Orders
SWHPSIF/4.1.14 Review procurement process for high cost packages of care	Stephen West	Adrian Gray	31 May 2010	31 Aug 2010		100 %	processes reviewed and completed in August 2010
SWHPSIF/4.1.15 Develop systematic approach to review effectiveness and appropriateness of existing and potential partnerships and joint working arrangements	Stephen West	Max Agnew	31 Mar 2014			7 %	This is an ongoing action, part of this will include the annual review by Council of the effectiveness of the CHCP
SWHPSIF/4.1.18 Compare performance annually with both Public and Private sector providers through competitiveness testing programme	Stephen West	William Pook	31 Mar 2014			20 %	Competitiveness testing commenced and initial report to Committee in May 2010. Real difficulties experienced in gaining buy-in from potential benchmark partners, however work is progressing

		4.2. We Manage Financial Resources Effectively
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		Sub Actions 4.2.04
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.2.05 Check that environmental factors are considered procurement policy	Stephen West	Max Agnew	31 Mar 2012			0 %	This element of procurement will be considered in the development of the Procurement Policy

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.2.01 Develop better joined-up approach to identification of an application for external funding	Stephen West	Adrian Gray	31 Dec 2010	17 Mar 2011		100 %	Since integration it has been possible to generate joined-up approaches to potential funding sources around the Change Fund and the European Social Fund via the CPP


Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.2.02 Develop and implement 3 year efficiency targets and improvement plan for the department	Stephen West	Adrian Gray	31 Aug 2010			25 %	Efficiency targets are set by Council generally and at this stage these are for 1 year only - following Scottish Government procedures. Expect this to revert to 3 or 4 years following the Scottish parliamentary elections.
SWHPSIF/4.2.03 Carry out Feasibility Studies and Business cases for future business decisions through development of commissioning strategies	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	Maureen Birss; Peter Duffy; David Elliott; Norman Firth; Tom Jackson; Lynne Kennedy; AnneMarie McDonald (social work); Lynne McKnight; Agnes Trotter; Jim Watson	30 Dec 2011	17 Mar 2011		100 %	This is an ongoing action and the department will follow corporate option appraisal guidance when preparing information for decisions around future service provision.
SWHPSIF/4.2.04 Implement Procurement Policy across the Department	Stephen West	Max Agnew	31 Mar 2012			0 %	Departmental Procurement Guidance currently exists and is being reviewed as a result of recent Scottish Government Social Care Procurement Guidance. Following this review a Procurement Policy will be developed.
SWHPSIF/4.2.06 Review use of printers and increase use of network printers	Soumen Sengupta	Jacqueline Pender	31 Dec 2011			50 %	Printer usage reviewed in main offices and rationalised with expected efficiencies. Roll-out to remaining locations will be dependent on potential benefits and ICT priorities
SWHPSIF/4.2.07 Review approach to financial management	Stephen West	Adrian Gray	31 Dec 2011			50 %	A number of financial processes have been reviewed and updated during the year. Work is ongoing to implement a live feed from CareFirst to Corporate Accounting systems to reduce duplication of input.
SWHPSIF/4.2.08 Process map financial processes	Stephen West	Adrian Gray	31 Dec 2010			40 %	A number of financial processes have been reviewed and improved. Not yet completed.
SWHPSIF/4.2.09 Carry out financial awareness training and development for budget holders	Stephen West	Adrian Gray	31 Dec 2010			0 %	No formal training delivered as yet - will be delivered during 2011/12



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4.3. We use Information Resources Effectively

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.3.01 Effectiveness of Carefirst to be maximised	Stephen West	Sharon Elliot; Moira Swanson	30 Sep 2011			0 %	Work has progressed in order to send payment information from Care First electronically to the Agresso system to reduce duplication. This work will also allow a more efficient recording of commitment cost information. Expected to be complete by mid-2011.
SWHPSIF/4.3.02 Review effectiveness of Customer First Strategy	Stephen West	William Pook; Moira Swanson	02 Apr 2012			0 %	A series of surveys of clients and use of mystery shopper exercises are planned for 2011/12
SWHPSIF/4.3.03 Develop further on-line services, including improved web site and explore options to widen areas for Electronic Service Delivery including self assessment	Soumen Sengupta	Moira Swanson	31 Dec 2010			20 %	Delayed by refresh and redesign of Corporate Internet presence. A number of basic access routes are either currently available or considered for development
SWHPSIF/4.3.04 Review options for hot-desking (computer accessibility)	Stephen West	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	31 Mar 2014			0 %	Due to delays in development of effective mobile functionality of computer systems this is being delayed (as mobile employees will need mobile access to Care First). Being considered as part of development of asset management strategy.
SWHPSIF/4.3.05 Develop a wider reader's panel for publications	Soumen Sengupta	Moira Swanson	30 Dec 2011			0 %	Action for 2011/12
SWHPSIF/4.3.06 Review effectiveness of leaflet and directory information and opportunities for joined-up approach with the NHS and other partners	Soumen Sengupta	Moira Swanson	30 Sep 2011			0 %	Action for 11/12
SWHPSIF/4.3.07 Develop a shared training agenda across the local authority, voluntary and independent sectors through the local practitioners group and the local learning network including further development of Care Knowledge as a way of sharing best practice	Stephen West	Beryl Middleton	29 Apr 2011			0 %	Action for 2011/12
SWHPSIF/4.3.08 Improve accessibility of offices and meeting places to ensure customer privacy	Stephen West	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West	29 Apr 2011			0 %	Work to assess this has been delayed, will be considered during 2011/12

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.3.09 Develop a systematic means ensuring knowledge is distributed and accessed appropriately and develop a knowledge store via Care Knowledge and review effectiveness of system annually	Stephen West	Beryl Middleton	29 Apr 2011			75 %	Department has reviewed options and decided to end use of Care Knowledge and is will use Social Services Knowledge Scotland as of 1 April 2011.



		4.4. We Manage our Assets Effectively
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/4.4.01 Develop Asset Management Plan in line with Corporate and Departmental priorities and changing service delivery models and demands-should be related to service plans and commissioning strategies	Stephen West	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta	30 Dec 2011			0 %	Action for 2011/12
SWHPSIF/4.4.02 Complete review of energy efficiency and develop good housekeeping guidance	Stephen West	Adrian Gray	30 Sep 2011			70 %	Work done by HEED via CEEF funding to install more efficient heating systems and insulation in Care Homes, etc. Good Housekeeping Guidance to be issued.
SWHPSIF/4.4.03 Review procedures for security of resources	Stephen West	Adrian Gray	30 Sep 2011			0 %	Action for 2011/12
SWHPSIF/4.4.04 Review existing Departmental technology for efficiency and effectiveness and implement SMART technology where appropriate	Soumen Sengupta	Moira Swanson	31 Dec 2014			0 %	No progress on this - not top priority use for capital resources at present
SWHPSIF/4.4.05 Review roll out of television conferencing	Stephen West	Liz Cairns	30 Sep 2011			0 %	Action for 2011/12
SWHPSIF/4.4.06 Extend use of telecare to more client groups	Christine McNeil; John Russell	Peter Duffy; David Elliott; Tom Jackson; Lynne McKnight	31 Mar 2011	31 Dec 2010		100 %	This is an ongoing action, telecare is widely embedded in services supporting people at home. Ongoing expansion as new clients come into service.



		5. Service Processes
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		5.1 Service delivery is planned and managed
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/5.1.01 To review our approach and guidance relating to risk to ensure our employees deal with risk in an appropriate manner	Anne Ritchie	Beryl Middleton	29 Mar 2013			50 %	Information re risk reviewed and ensured that all relevant employees have clear guidance relating to the use of risk tools in their work. Central risk tool directory to be created.
SWHPSIF/5.1.02 Review risk management tools for appropriateness and effectiveness	Christine McNeil; Anne Ritchie; John Russell; Soumen Sengupta; Stephen West		30 Apr 2011	31 Jul 2010		100 %	Reviewed as part of SWIA Improvement Plan and all currently used are appropriate and effective tools
SWHPSIF/5.1.03 Develop and implement a new indicator that staff understand risk management	Stephen West	Beryl Middleton; William Pook	31 Mar 2014			0 %	This will be covered in a new question to staff via Survey Monkey questionnaires commencing 2011/12 and ongoing
SWHPSIF/5.1.04 Review effectiveness of interagency procedures for risk and shared information and protocols	Anne Ritchie	Beryl Middleton	31 Mar 2012			0 %	To be considered as part of review of procedures following CHCP integration
SWHPSIF/5.1.05 Develop and implement Carers policies for Adult and Young People	Anne Ritchie; John Russell	David Elliott; AnneMarie McDonald (social work)	31 Dec 2010	31 Dec 2010		100 %	carers Strategies approved by Council during 2010/11
SWHPSIF/5.1.06 Develop links between complaints management and quality assurance processes	Stephen West	William Pook	31 May 2010	31 Aug 2010		100 %	Lessons learned from complaints now reported to Committee and SMT to ensure appropriate action is taken to avoid re-occurrence. New Performance Indicator to be commenced from 2011/12 to monitor whether complaints are responded to within Policy timescales
SWHPSIF/5.1.07 Develop a more systematic approach to the handling of all complaints	Stephen West	Moira Swanson	31 May 2010	30 May 2010		100 %	Revised complaints policy implemented in 2010. Currently reviewing potential for benefit of joint approach to complaints within CHCP
SWHPSIF/5.1.08 Briefings on the revised complaints procedure are carried out and complaints handling training is included for all staff	Stephen West	Moira Swanson	31 May 2010	31 May 2010		100 %	Carried out through Team Brief meetings at time of implementing revised Complaints Policy



		5.2 Services are delivered effectively
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/5.2.01 Review effectiveness of existing system for first point of contacts	Stephen West	Lynne McKnight; Anne Ritchie	02 Apr 2012			0 %	Action for 2011/12. Currently reviewing procedures and effectiveness of the Duty system, Out of Hours access and business transformation process in Home Care
SWHPSIF/5.2.02 Analysis of initial customer contact with the service, got correct information at first attempt	Stephen West	William Pook	02 Apr 2012			0 %	Action for 2011/12
SWHPSIF/5.2.03 Develop and implement performance indicators to monitor compliance with customer care standards	Stephen West	William Pook	02 Apr 2012			0 %	Service Point Questionnaires to be developed and implemented in 2011/12 to check views of service users.
SWHPSIF/5.2.04 Review departmental service standards to ensure communications with service users are effective and timely	Stephen West	Moira Swanson	01 Apr 2011	31 Aug 2010		100 %	Reviewed and completed and implemented August 2010





		5.3 We review and improve our service delivery
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/5.3.01 Develop a plan for process mapping core services and where appropriate process performance targets	Stephen West	William Pook	30 Sep 2011			0 %	To be developed during 2011/12. work started in Finance processes and re business transformation in Home Care
SWHPSIF/5.3.02 Publish and report Departmental Customer satisfaction levels annually via Public Performance Reporting system	Stephen West	William Pook	30 Sep 2011			0 %	Performance reporting to commence 2011/12
SWHPSIF/5.3.03 Extend complaints procedure to gather data related to informal complaints	Soumen Sengupta	Moira Swanson	31 Mar 2013			0 %	This action has been delayed and is more challenging - new due date
SWHPSIF/5.3.04 Introduce follow up procedure to check customer satisfaction following a complaint	Stephen West	William Pook	30 Sep 2010	31 Jan 2011		100 %	Process started late 2010/11




		6. Customer results
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/6.01 Develop Internal Performance Indicators to Measure Customer Perceptions and Set Targets	Stephen West	William Pook; Moira Swanson	01 Apr 2011	21 Mar 2011		100 %	A range of PIs already exist through customer surveys new PIs currently being developed for use in 11/12 onwards
SWHPSIF/6.02 Develop Internal Performance Indicators to Measure Customer Results and Set Targets	Stephen West	William Pook; Moira Swanson	01 Apr 2011	21 Mar 2011		100 %	A large number of PIs already exist regarding customer results around outcome measures, new PIs are being put in place around complaints procedures for 11/12 onwards




		7. People Results
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/7.01 Develop Internal Performance Indicators to Measure People Perceptions and Set Targets	Stephen West	Beryl Middleton	01 Apr 2011	21 Mar 2011		100 %	A number of PIs are in place arising from staff surveys and these will allow trends analysis over time as more surveys are carried out.
SWHPSIF/7.02 Develop Internal Performance Indicators to Measure People Results and Set Targets	Stephen West	Beryl Middleton	31 Mar 2014	21 Mar 2011		100 %	A number of PIs are in place arising from staff surveys and these will allow trends analysis over time as more surveys are carried out.
SWHPSIF/7.03 Review Staff Turnover Levels and Develop Indicator and Target	Stephen West	Elaine Foulkes	31 Mar 2012			0 %	Delayed due to implementation of Workforce Management System
SWHPSIF/7.04 Compare People Performance with Others	Stephen West	William Pook	30 Apr 2012			10 %	This is an ongoing action. Benchmarking is possible for SPIs. Competitiveness Reviews will provide further benchmarking information, however availability of benchmark partners is proving difficult, though progress is being made.

		8. Community Results
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/8.01 Develop Internal Performance Indicators to Measure Community Perceptions and Set Targets	Stephen West	Moira Swanson	31 Mar 2011	21 Mar 2011		100 %	A range of PIs available through Citizens Panel surveys, some new PIs agreed and to be collected from 1 April 2011.
SWHPSIF/8.02 Develop Internal Performance Indicators to Measure Community Results and Set Targets	Stephen West	William Pook	31 Mar 2014			0 %	Work on this requires to be further developed.
SWHPSIF/8.03 Develop the Opportunities Offered by Citizens Panel Surveys to check on Impact of Our Services	Stephen West	Moira Swanson	30 Apr 2010	30 Apr 2010		100 %	A number of new questions for future Citizens Panel surveys have been developed and will feature as PIs over time

		9. Key Performance Results
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Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
SWHPSIF/9.01 Develop Approach to Benchmark Financial Modelling against Other Councils	Stephen West	William Pook	31 Mar 2014			10 %	Progress on this has been slow. 5 service areas identified for benchmarking, however availability of benchmarking partners has been low. However in recent months this is beginning to develop and we have engendered sufficient interest in a number of other local authorities and have set up a number of benchmarking clubs. This needs to be further developed.
SWHPSIF/9.02 Develop Indicators to Measure Efficiency and Competitiveness	Stephen West	William Pook	31 Mar 2014			10 %	For the 5 service areas subject to benchmarking exercises a range of indicators have been developed. This now needs to extend to all service areas.
SWHPSIF/9.03 Develop Indicators to Measure Effectiveness and Efficiency of Financial Management	Stephen West	William Pook	31 Mar 2014			20 %	This is an ongoing indicator. The basic measure of effectiveness of financial management is generally regarded as performance of the actual spend against budget and ability to implement and achieve efficiencies agreed during budget

Action	Managed By	Assigned To	Action Due Date	Action Completed Date	Status Icon	Progress	Latest Note
							setting processes.
SWHPSIF/9.04 Conduct Trend Analysis in Three Year Cyclical Periods	Stephen West	William Pook	31 Mar 2014			15 %	This is an ongoing action. Work is progressing on analysis of trends information in relation to the development of Commissioning Strategies. More work is required around analysis of spend trends and underlying reasons and in extending analysis to all service areas.