

Report To: Policy and Resources Committee

Date: 7 February 2012

**Report By: Head of Organisational Development, Human
Resources and Performance /
Chief Financial Officer**

Report No: PR048/12/AF/KM

Contact Officer: Karen McCready, Policy Officer

Contact No: 712146

Subject: Organisational Improvement and Resources Directorate Performance Report

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Committee with an update on the progress made by the Organisational Improvement and Resources Directorate in achieving its key objectives, as set out in its Directorate Plan for 2011/12. It also advises on performance in relation to key performance indicators.

2.0 SUMMARY

- 2.1 The Organisational Improvement and Resources Directorate Plan 2011/12 was approved by Policy and Resources Committee at its meeting on 20 September 2011.
- 2.2 Directorate Plans are a key component of the Council's Strategic Planning and Performance Management Framework. They 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.
- 2.3 The Policy and Resources Committee previously agreed that each Directorate should submit a performance report to every second meeting of the relevant committee. The purpose of the Directorate Performance Report is to outline progress on Directorate Plan objectives, key corporate initiatives, key performance indicators (KPIs) and planned future improvement activity.
- 2.4 This report utilises the format for Directorate performance reporting approved by Committee, thereby ensuring an alignment with the Directorate Plan and allowing Members to focus on key areas of activity. Appendix 1 provides details of the progress that has been made in implementing the key projects and improvement actions from the Directorate Plan for 2011/12. Appendix 2 provides an update on the market competitiveness testing details from the Plan.
- 2.5 Information on the progress made in implementing the Directorate Plan and key performance indicators provides an accurate overview of the performance of the Directorate and assists Members in their scrutiny role.
- 2.6 KPI performance has improved in a number of areas, for example:
- The Directorate absence rate has continued to improve.
 - Benefits new claims performance has continued to improve.
 - Following the Procurement Capability Assessment in November 2011, the Council was awarded a score of 34%. Significantly higher than the target of 25%.
- 2.7 Progress has been made since September 2011 in implementing the projects and improvements actions contained within the Organisational Improvement and Resources Directorate Plan 2011/12, for example:
- A review of absence management has been carried out and a report was considered by Policy and Resources Committee in November 2011.
 - Financial Regulations have been revised and approved.
 - A Young Citizens' Panel pilot survey has been completed and the Panel is currently being rolled out to all secondary schools.

2.8 There has been slippage in the following areas, for example:

- There has been a delay in posting the new webpages on Public Performance Reporting on the Council's website. This information will be available at the end of January 2012.
- Council Tax collection performance has dropped 0.3% compared to the same period last year.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. Comment on the performance information contained in this report.
- b. Note that further reports on the performance of the Organisational Improvement and Resources Directorate will be presented to future meetings of the Policy and Resources Committee.

Alasdair Moore
Head of Organisational Development,
Human Resources & Performance

Alan Puckrin
Chief Financial Officer

4.0 BACKGROUND

- 4.1 The Organisational Improvement and Resources Directorate Plan 2011/12 was approved by Policy and Resources Committee at its meeting on 20 September 2011. The Plan covers the period up to September 2012.
- 4.2 The Directorate Plan is the Directorate's key planning document and sets out the projects and improvement actions that will be implemented in order to help the Council deliver the strategic outcomes identified within the Corporate Plan, Community Plan and Single Outcome Agreement.
- 4.3 This performance report from the Organisational Improvement and Resources Directorate provides an overview of the progress that has been made since September 2011 in delivering the key projects and improvement actions contained within the Directorate Plan.
- 4.4 Each service within the Organisational Improvement and Resources Directorate has developed a number of key performance indicators consisting of a mixture of statutory performance indicators (SPIs) and local service or operational indicators. These indicators provide an important measure of how each service's individual performance contributes to the Council's overall strategic aims, including major programmes and projects.
- 4.5 This report highlights performance in relation to the following KPIs which are all included in the approved 2011/12 Directorate Plan:

- Corporate Absence Rate
- Directorate Absence Rate
- Health and Safety Incident Rates per 1000 employees
- Incident Resolution Times
- Service Request Resolution Times*
- Network Availability
- Key Applications Availability
- Council tax collection
- Sundry Debt
- New claims performance *
- Change of circumstances *
- Accuracy of Benefits Processing
- Creditors payments (within 30 days)
- Procurement Capability Assessment*
- CSC % of calls answered*
- CSC Average Wait Time (phone)*
- CSC Average Wait Time (face to face interviews)*

*denotes new or changed indicators for 2011/12

- 4.6 An update on progress made in implementing the Directorate Plan is also contained within this report. Appendix 1 contains details of the status of all projects and improvement actions - whether they have been completed, are on track, have not yet started or have slipped. Appendix 2 provides an update on the market competitiveness testing details from the Plan.
- 4.7 Council Tax collection has fallen by 0.3% compared to the same period last year. This, in the main, is attributable to the current economic climate and in some respects it is surprising that collection levels have not taken a downward turn before now. The volume of households paying by Direct Debit continues to rise and many individuals have opted to pay over 12 months rather than 10 months. This should contribute towards a recovery in performance over January and February. The Council's Debt Recovery Team along with the external Debt Management Partner are exploring all avenues to maximise collection levels before year end.

5.0 KEY PERFORMANCE INDICATORS

- 5.1 The Organisational Improvement and Resources Directorate has approximately 110 employees and a

budget of £8.1 million. It comprises the following services:

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

5.2 The aims and objectives of the three services within the Directorate are outlined in the Organisational Improvement and Resources Directorate Plan, 2011/12, along with the programmes and projects which we will implement to help the Council achieve the vision and outcomes contained within its Corporate Plan, Community Plan and Single Outcome Agreement.

5.3

Table 1	
Service:	Organisational Development, HR and Performance
Indicator:	Corporate Absence Rate
Type of Indicator:	Corporate Indicator
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services.
Current Performance Level:	4.38% (Period 3 July to September 2011)
Target Performance Level:	4.75% (new absence target approved by Committee 15 Nov 2011)
Frequency of Monitoring:	Quarterly
Analysis of Performance and Service Commentary:	Absence rates are showing a steady gradual downward trend. However, two Directorates recorded absence rates above the 4.75% target; these were Chief Executives (5.18%), and the CHCP (6.65%).
Trend	Improving (5.12% at same period July to September 2010)
External validation:	Overall Council figure validated by Audit Scotland.

Table 2	
Service:	Organisational Development, HR and Performance
Indicator:	Directorate Absence Rate
Type of Indicator:	Corporate Indicator
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services.
Current Performance Level:	2.86% (Period 3 – July/September 2011)
Target Performance Level:	4%
Frequency of Monitoring:	Quarterly
Analysis of Performance and Service Commentary:	All services had absence rates below the target 4%. CSC had a significant reduction in absence rate from 6.39% to 2.7%.
Trend:	Improving (3.37% at same period 3 July/September 2010)
External validation:	Overall Council figure validated by Audit Scotland.

Table 3	
Service:	Organisational Development, HR and Performance
Indicator:	Health and Safety Incident Rates per 1000 Employees
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	Incidents or accidents to employees can result in significant time lost due to injury and the potential for civil claims or prosecutions in relation to possible breaches of health and safety legislation.
Current Performance Level:	10.4 incidents per 1000 employees (Period 3 July/Sept 2011)
Target Performance Level:	<13 incidents per 1,000 employees
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	The number of incidents has dropped, this is mainly due to a reduction of violence to staff incidents within Special Educational Needs establishments
Trend	Improving (13.2 incidents for period 3 July/Sept 2010)
External validation	No

Table 4	
Service:	Customer Services and Business Transformation
Indicator:	Incident Resolution Times
Type of Indicator:	Key Performance Indicator (Internal)
Relevance:	This indicator shows the % of reported ICT incidents resolved within targets defined in the Service Level Agreements.
Current Performance Level:	81.22% (Aug 11/Dec 11)
Target Performance Level:	85%
Frequency of Monitoring:	Monthly (Internal)
Analysis of Performance & Service Commentary	Current performance below SLA target but overall full year performance figure exceeds target.
Trend	Falling (Rolling 12 month average to Dec 11 – 86.43%)
External validation	No

Table 5	
Service:	Customer Services and Business Transformation
Indicator:	Service Request Resolution Times
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator shows the % of reported ICT service requests resolved within targets defined in the Service Level Agreements.
Current Performance Level:	90.8% (Aug 11/Dec 11)
Target Performance Level:	85%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Performance continues to exceed resolution target.
Trend	Level (Rolling 12 month average to Dec 11 – 92.05%)
External validation	No

Table 6	
Service:	Customer Services and Business Transformation
Indicator:	Network availability
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator demonstrates the availability of the network and access to ICT services required by departments in their day to day activities.
Current Performance Level:	100% (Aug 11/Dec 11)
Target Performance Level:	99.5%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	Full availability of network continues to support the productivity of users.
Trend:	Level (Rolling 12 month average to Dec 11 - 100%)
External validation:	No

Table 7	
Service:	Customer Services and Business Transformation
Indicator:	Key applications availability
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator demonstrates the availability of key applications required by service departments.
Current Performance Level:	100% (Aug 11/Dec 11)
Target Performance Level:	99.5%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Full availability of applications continues to support the productivity of users
Trend	Level (Rolling 12 month average to Dec 11 - 100%)
External validation	No

Table 8	
Service:	Finance
Indicator:	Council Tax In-Year Collection
Type of Indicator:	Statutory Performance Indicator (SPI)
Relevance:	In year Council Tax collection is viewed as a measure of the efficiency and effectiveness of billing and collection processes. This information is reported annually to Audit Scotland and the Council's performance is benchmarked against that of other authorities.
Current Performance Level:	81.8% cumulative to date 31 December 2011
Target Performance Level:	94%
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Various factors have contributed to the reduction in collection levels, the primary one being the economic climate. Performance is expected to pick up over Jan / Feb as more people have elected to pay by Direct Debit over 12 months rather than 10.
Trend:	Downward (82.1% at same period last year)
External validation:	Audit Scotland

Table 9	
Service:	Finance
Indicator:	Sundry debt (% outstanding for more than 90 days)
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to maximise income for services provided.
Current Performance Level:	18.44% as at 31 December 2011
Target Performance Level:	25%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	This measure can be skewed depending on the value of recent invoices raised. The 2010/11 figure was so low due to a large NHS invoice being paid.
Trend:	On target (11.39% at same period last year)
External validation	No

Table 10	
Service:	Finance
Indicator:	New Claims Performance
Type of Indicator:	SPI
Relevance:	The indicator measures the speed of processing for new claims
Current Performance Level:	21 days YTD as at 31 December 2011
Target Performance Level:	24 days
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	Performance remains high and above target
Trend	Improving (31 days at same period last year)
External validation	Audit Scotland and DWP

Table 11	
Service:	Finance
Indicator:	Number of days to process a change of circumstances for Council Tax and Housing Benefit
Type of Indicator:	SPI
Relevance:	Measures the speed of Benefit processing.
Current Performance Level:	7 days YTD as at 31 December 2011
Target Performance Level:	6 days
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	Although slightly below target this figure fluctuates greatly depending on the volume and type of changes received. Performance

	continues to be above that at same time last year.
Trend:	Improving (9 days at same period last year)
External validation:	Audit Scotland and DWP

Table 12	
Service:	Finance
Indicator:	Accuracy of Benefits Processing
Type of Indicator:	Key performance indicator (internal)
Relevance:	This indicator demonstrates efforts made to make processes more accurate.
Current Performance Level:	99% as at 30 September 2011
Target Performance Level:	98%
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	The figure for quarter ending 31 December 2011 will not be available until week commencing 16 January 2011.
Trend	Improving (98% at same period last year)
External validation	No

Table 13	
Service:	Finance
Indicator:	Creditors Payments (within 30 days)
Type of Indicator:	Statutory Performance Indicator (SPI)
Relevance:	This indicator demonstrates efficiency and effectiveness of arrangements for paying creditors.
Current Performance Level:	96.22% (average April – November 2011)
Target Performance Level:	94%
Frequency of Monitoring:	Monthly (internal), Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance remains very high and is 2% higher than at same period last year
Trend:	Improving
External validation:	Audit Scotland

Table 14	
Service:	Finance
Indicator:	Procurement Capability Assessment
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator is a mechanism for monitoring procurement improvement at a local, sectoral and national level
Current Performance Level:	34%
Target Performance Level:	25%
Frequency of Monitoring:	Annual
Analysis of Performance and Service Commentary:	Performance improved from 4% to 34% between 2009 to 2011 and is now 9% over target.
Trend:	Improving
External validation:	Scotland Excel

Table 15	
Service:	Customer Service and Business Transformation
Indicator:	Customer Service Centre % of calls answered
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator measures the volume of calls answered by the CSC
Current Performance Level:	89.1% (average from April to December)
Target Performance Level:	90%
Frequency of Monitoring:	Monthly
Analysis of Performance and Service Commentary:	Performance is marginally below target level.
Trend:	Comparative figs for previous year are not available (new measure)
External validation:	No

Table 16	
Service:	Customer Service and Business Transformation
Indicator:	Customer Service Centre Average Wait Time (phone)
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator measures the average wait time for a telephone caller to the CSC.
Current Performance Level:	47 seconds (average from April to December)
Target Performance Level:	50 seconds
Frequency of Monitoring:	Monthly
Analysis of Performance and Service Commentary:	Performance is currently above target
Trend:	Comparative figs for previous year are not available (new measure)
External validation:	No

Table 17	
Service:	Customer Service and Business Transformation
Indicator:	Customer Service Centre Average Wait Time (face to face interviews)
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator measures the average time a visitor to the CSC waits for a face to face interview
Current Performance Level:	13 minutes (average from April to December)
Target Performance Level:	10 minutes
Frequency of Monitoring:	Monthly
Analysis of Performance and Service Commentary:	Performance is currently below target.
Trend:	Comparative figs for previous year are not available (new measure)
External validation:	No

6.0 DIRECTORATE PLAN 2011/12 – PROGRESS

6.1 Progress has been made since September 2011 in implementing the projects and improvements actions contained within the Organisational Improvement and Resources Directorate Plan 2011/12. For example:

- A review of absence management has been carried out and a report was considered by Policy and Resources Committee in November 2011.
- Financial Regulations have been revised and approved.
- A Young Citizens' Panel pilot survey has been completed and the Panel is currently being rolled out to all secondary schools.

6.2 There has been slippage in the following areas:

- There has been a delay in posting the new webpages on Public Performance Reporting on the Council's website. This information will be available at the end of January 2012.
- Council Tax collection performance has dropped 0.3% compared to the same period last year.

6.3 Appendix 1 contains further details of the status of all projects and improvement actions. For example, whether they have been completed, are on track, have not yet started or have slipped. Appendix 2 provides an update on the market competitiveness testing details from the Plan.

7.0 IMPLICATIONS

7.1 Finance
None

7.2 Human Resources
None

7.3 Legal
None

7.4 Equality and Diversity
None

8.0 CONSULTATION

8.1 This report has been prepared by Organisational Development, HR and Performance in consultation with Finance and Customer Services and Business Transformation.

9.0 BACKGROUND PAPERS

9.1 Organisational Improvement and Resources Directorate Plan 2011/12.

APPENDIX 1 - KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

Corporate Plan Strategic Outcome 5: A Modern Innovative Organisation

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
1. Continue to roll out a Council wide programme of absence management training.	<ul style="list-style-type: none"> Improvement in compliance with the Council's Absence Management Policy. Maintenance of Council absence rates below 5%. Review overall approach to absence management and targets and report to CMT and committee. 	HR/OD Managers	<p>Ongoing</p> <p>Ongoing</p> <p>March 2012</p>	<p>2. On track</p> <p>2. On track. Figure of 4.38% for July - September is significantly below the previous 5% target and below the new target of 4.75%</p> <p>1. Complete. Absence Management report was approved by the P&R committee on the 15th of November 2011 and information placed on ICON on the 24th of November 2011.</p>
2. Implementation of the Workforce Development Strategy which will assist with employee development and planning for the future.	<ul style="list-style-type: none"> Consistency checks on the Performance Appraisal process. Number of Services having undertaken workforce analytics and succession planning. Number of interviews conducted using the competency based interview model. 	HR Manager, OD	<p>Sept 2012</p> <p>Sept 2012</p> <p>March 2012</p>	<p>2. On track</p> <p>2. On track</p> <p>2. On track. Information currently being gathered from services on progress.</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
3. Processing of appeals and claims in relation to Equal Pay. Extension of Job Evaluation to Sessional Workers.	<ul style="list-style-type: none"> All claims and appeals processed and finalised. 	HR Manager, Ops	March 2012 June 2012	2. On track. Meetings have commenced with the trade unions in respect of settling certain claims. Delegated authority sought from members to conclude negotiations 2. On track
4. 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"> Occupational Health Policy Developed and ratified at committee Health Surveillance carried out on all employees within the High risk category. Operation of contract monitored quarterly and annual review produced for CMT. 	HR/OD Managers	March 2012 March 2012 Ongoing	2. On track 2. On track. High and medium risk employees have been through health surveillance and exercise is underway to identify employees who may have been missed due to sickness, holidays etc.
5. National changes in teachers terms and conditions	<ul style="list-style-type: none"> Implementation of the new conditions 	HR/OD Managers	September 2011	1. Complete
6. The removal of the default retiral age.	<ul style="list-style-type: none"> Report to committee, Report annually on the number of employees working beyond 65. 	HR Manager, OD	Oct 2011	1. Complete
7. Review of severance arrangements	<ul style="list-style-type: none"> Implementation of new process. Saving in oncost. 	HR Manager, OD	Jan 2012	1. Complete, report agreed by P&R committee on the 15 November 2011

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
8. Continue development of e-learning provision within the Council via the Brightwave elearning platform – leading to greater availability of training provision and more efficient use of training resources.	<ul style="list-style-type: none"> • Accident reporting, Stress Awareness utilised on the e-learning platform. • Development of courses for continuing professional development for teachers and the Community Health and Care Partnership, as well as generic management development courses. 	HR/OD Managers	<p>April 2012</p> <p>April 2012</p>	<p>2. On track Stress awareness courses have been highlighted within the e-learning platform together with appropriate links to Council information.</p> <p>2. On track The Council is taking an active role in Clyde Valley group script development of the new leading change course for managers and managing change course for employees. CHCP training section are involved in development of upcoming Dementia Awareness and Personalisation courses.</p>

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
<p>9. Facilitate and co-ordinate the Council's Improvement Programme including:</p> <ul style="list-style-type: none"> Co-ordinate PSIF across the Council on a rolling programme basis Co-ordinate/ facilitate the delivery of the Council's Corporate Organisational Improvement Plan Integrate OIP and Corporate Plan into Corporate Improvement Plan Co-ordinate the Council's preparations for Best Value 2. 	<ul style="list-style-type: none"> Improvement actions set out in PSIF Improvement Plan for Corporate Policy and Partnership Team implemented. All services have Improvement Plans Progress updates made on OIP Self Evaluation process used as evidence from BV2 New Corporate Improvement Plan 2012 – 16 agreed Council reports can demonstrate Best Value and evidence base collated for BV2 	Corporate Policy and Partnership Manager	<p>September 2012</p> <p>December 2011</p> <p>January 2012</p> <p>2012/2013</p> <p>June or September 2012</p> <p>2012/2013</p>	<p>2. On track</p> <p>4. Slippage. Further work required with services required to complete improvement plans</p> <p>2. On track</p> <p>2. On track</p> <p>2. On track</p> <p>2. On track</p>
<p>10. Co-ordinate the Council's Strategic Planning and Performance Management Framework.</p> <ul style="list-style-type: none"> support SPPMB Review SPPMF to streamline framework Write OIR Directorate Plan Develop and deliver Communications framework for SPPMF and Improvement 	<ul style="list-style-type: none"> Directorate Planning Guidance produced annually Directorate Plans reviewed and approved by Committee. Regular Directorate Performance Reports submitted to Committee by each Directorate. Electronic Performance Management System operational. 	Corporate Policy and Partnership Manager	<p>June 2012</p> <p>1st relevant committee after recess 2012</p> <p>Quarterly throughout 2011 – 12</p> <p>Planned roll out over 2011/12. SPIs complete Sept 2011, SOA end 2011, Directorate Plans</p>	<p>2. On track</p> <p>3. Not started</p> <p>2. On track</p> <p>1. Complete: SPIs all on system, review of SOA will mean upload of data will take place in March/April 2012.</p>

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> SPIs submitted on time annually Review of SPPMF completed 		input Sept 2012 June – Sept 2012 February 2012	2. On Track, submitted for 2011 on time. 2. On track, paper for CMT drafted for consideration.
11. Strengthen and develop the Council's approach to Public Performance Reporting	<ul style="list-style-type: none"> New framework agreed Framework rolled out across Council New web pages completed on Council site 	Corporate Policy and Partnership Manager	September 2011 November 2011 November 2011	1. Complete 2. On track 4. Slippage due to other pressures, Will be completed by end January 2012.
12 .Co-ordinate, support and facilitate Community Planning	<ul style="list-style-type: none"> Complete SOA Annual Report Review and publish updated Single Outcome Agreement Review CPP using partnership PSIF toolkit Refresh SOA/ CPP Communications Framework 	Corporate Policy and Partnership Manager	September 2011 April 2012 March 2012 February 2012	1. Complete. SOA Annual report submitted to Scottish Government 2. On Track 2. On Track 2. On Track
13. Co-ordinate and deliver Community Engagement <ul style="list-style-type: none"> Manage Citizens' Panel Facilitate engagement on SOA with Community Engagement Network – feedback submitted to SOA PB and to communities via website and newsletters 	<ul style="list-style-type: none"> Two Citizens' Panel surveys completed annually 	Corporate Policy and Partnership Manager	a. Winter 2011 b. Summer 2012	2. On Track. The Winter 2011/12 survey is currently being carried out. Topics covered in the survey include the Council's Winter Campaign, recycling, Greenock Town Centre Parking Strategy and financial inclusion.

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> Youth Panel roll out complete and one survey undertaken Community Engagement feedback on website and circulated through CEN 		September 2012 Throughout year	2. On Track. A pilot survey has been completed and the Young Citizens' Panel is currently being rolled out to all secondary schools. 2. On Track

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
14. Implement actions from Civica Transformation review	<ul style="list-style-type: none"> Civica Final Report submitted Proposals including delivery plan approved by P&R Committee Delivery of savings reported to P&R Committee 	<p>Chief Financial Officer</p> <p>Chief Executive</p> <p>Chief Financial Officer</p>	<p>July 2011</p> <p>September 2011</p> <p>From November 2012</p>	<p>1. Complete</p> <p>1. Complete. Report submitted to Council in December 2011.</p> <p>2. On track. Proposals to be developed by November 2012</p>
15. Support implementation of the Information Governance plan	<ul style="list-style-type: none"> Collate a plan with Internal Audit Support Corporate Director, CHCP in delivering the plan 	Business Transformation Manager	<p>September 2011</p> <p>Ongoing from September 2011</p>	<p>4. Slippage. A high level draft plan has been developed for the consideration by Corporate Director CHCP. This is still to be finalised.</p> <p>Numerous group meetings held to map progress and plan next steps. Information Governance and Management Framework reviewed. An options paper being developed to implement Document Retention and Disposal across the Council as part of Records Management policy</p>
<p>16. Work in conjunction with Property Services and OD/HR to implement a range of mobile and flexible working pilots for evaluation</p> <p>Take forward recommendations for implementation as directed by CMT.</p>	<ul style="list-style-type: none"> Pilots identified and scoped. The work will synchronise with the accommodation rationalisation programme. Evaluation report for CMT April 2012 	ICT Service Delivery Manager	<p>September 2011</p> <p>April 2012</p>	<p>1. Complete</p> <p>Home Working Benefits Assessors running since Nov 11. Planning/Policy staff commencing Jan 12.</p> <p>Mobile Working H&S Inspectors underway for PAS79 form - Range of software issues identified leading to some delays in starting pilot. Being addressed with software supplier. Property Services Inspectors. Forms development and integration with WOM progressing well. Number of design changes being implemented for Jan roll out of devices.</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
17. Develop and implement a Customer Service Strategy	<ul style="list-style-type: none"> • Development Plan for CSC reviewed • Development and Implementation of Corporate Customer Standards • Implement SPSO changes to Corporate Complaint Handling • Develop and implement SLA with all services 	Customer Service Manager	September 2012 June 2012 June 2012 May 2012	2. On track / ongoing 2. On track / ongoing 2. On track / ongoing 2. On track / ongoing
18. Identify and implement additional services within CSC & Customer Service remit	<ul style="list-style-type: none"> • Identify services and process for CSC development • Utilise ICT and Business Transformation for transfer, review of current process and redesign of 	Customer Service Manager	Sept 2012 Sept 2012	2. On track / ongoing 2. On track / ongoing
19. 'Managed Choice' Strategy	<ul style="list-style-type: none"> • Develop and target channel shift reduction targets as per web development • Develop Avoidable Contact analysis and relay to Service for action • Identify areas for web development and roll out 	Customer Service Manager	Sept 2012 ongoing 2013/14	2. On track / ongoing 2. On track / ongoing 2. On track / ongoing

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
20. Implementation of Strategic Procurement Framework / PCA conformance status	<ul style="list-style-type: none"> Designated Procurement Officers established Procurement manual issued Implement revised purchase card strategy Communicate standard procurement documents to DPO and Procurement practitioners 	Corporate Procurement Manager	May 2011 May 2011 June 2011 From June 2011	1. Complete 1. Complete 1. Complete with the exception of use of Purchase cards for Travel. 1. Complete
21. Tender and implement Debt Management partner contract	<ul style="list-style-type: none"> Permission from Committee to extend current contract up to a maximum of 6 months from March 2012 to allow decision on shared service before proceeding with tender exercise Pre-qualification questionnaire issued Tender issued Supplier selected following Committee approval Contract Implemented 	Revenues and Benefits Manager	August 2011 January 2012 February/March 2012 May 2012 October 2012	1. Complete 2. On track to be issued in January 2012. 2. On Track 2. On Track 2. On Track
22. Manage the Welfare Reform Agenda	<ul style="list-style-type: none"> Communication with employees, customers, landlords and other internal and external stakeholders 	Revenues and Benefits Manager	Ongoing from April 2011	3. Ongoing. Corporate Director CHCP is the Council Lead on Welfare Reform, however the Service will be required to communicate specific issues to landlords and claimants.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Manage the Welfare Reform Agenda (cont)	<ul style="list-style-type: none"> Manage the implementation of legislative changes from April 2011 and the forthcoming changes from January 2012 onwards 		Ongoing from April 2011	2. On track as above. Software updates tested and staff training commenced.
23. Full review of the Financial Regulations	<ul style="list-style-type: none"> Financial regulations are reviewed and presented to Committee for approval then communicated across the Council 	Chief Financial Officer	September 2011	1. Complete
24. Clyde Valley Shared Support Services	<ul style="list-style-type: none"> Provide financial input to the Clyde Valley Shared Service Project. Provide advice on options to CMT and Committee Progress Council decision (if appropriate) 	Chief Financial Officer	September 2011 From September 2011	1. Complete 2. On going. "Light touch" liaison with Renfrewshire, East Renfrewshire and N Lanarkshire councils on updating the DBC.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
25. Tender and implement new Corporate Banking Contract	<ul style="list-style-type: none"> • Issue tender • Approved Supplier selected • Contract implemented 	Finance Manager	<p>July 2011</p> <p>November 2011</p> <p>April 2012</p>	<p>1. Complete</p> <p>1. Complete. Tender acceptance issued January 2012</p> <p>2. On track</p>
26. IPF Action Plan – Implement improvements in Budget management across the Council	<ul style="list-style-type: none"> • Agree and issue the Letters of Delegation to CMT, Head of Service and where appropriate Service Managers • Develop and deliver a training programme for budget holders and Finance staff 	Finance Manager	<p>August 2011 for CMT and HoS</p> <p>November 2011 for service manager</p>	<p>4. Delayed. Budget Delegation information issued to Chief Officers December 2011. Service Managers to get their delegated budgets for 2012/13 in April 2012.</p> <p>4. Delayed but training requirements being identified and discussions on going with External Training providers.</p>
27. Develop financial management, reporting and support to Inverclyde CHCP	<ul style="list-style-type: none"> • Implementation of the SWIFT Finance module <ul style="list-style-type: none"> - Provide finance lead to project board - Develop improved financial and management information reporting • Develop a financial workplan and reporting regime for CHCP SMT including Change Fund and Mental Health Partnership 	Accountancy Manager	<p>Parallel and pilot running during 2012/13 with full implementation for April 2013</p> <p>Commencing June 2011</p>	<p>4. Delayed. Delays in overall SWIFT implementation leading to delays in this specific module. Business case being finalised and on track to meet the April 2013 full implementation date.</p> <p>1. Complete</p>

APPENDIX 2 – SERVICE IDENTIFICATION AND MARKET COMPETITIVENESS TEMPLATE

Year	Service as Identified by DMT	Remit and Scope of Service	Market Assessment Categorisation	Evidence / Rationale for this Assessment	Progress Made
2011/12	Accountancy	Accountancy Service	2	Benchmarking	First full years benchmarking complete and signed up for a further year to carry out further benchmarking with a smaller / more relevant group of Councils.
2011/12	Customer Services	Call Performance & Stats, Staff Performance, Quality Measurement (TBC)	3	Benchmarking	
2012/13	Procurement	Procurement	3	Benchmarking via national procurement competency assessment.	Recent PCA score of 34% is marginally below the Scottish Average of 37%. Work on going.
2013/14	Exchequer Services	Treasury, Insurance, Income & Payments Service	2	Benchmarking via Director of Finance PI's. Exercise not due to start until 2013/14.	Not started
2014/15	Health and Safety	Provision of competent health and safety advice.	2	Benchmarking with 10 other local authority partners.	Not started
2013/14	Organisational Development, HR and Performance	OD, HR and Performance	3	Unit benchmarking via CIPFA	Not started

Benchmarking exercises have already been completed on Council Tax, Debt Recovery, NDR and Benefits and Provision of ICT Servicedesk, desktop support and infrastructure support.