Inverclyde council

Report To: Policy and Resources Committee	**Date: 19 June 2012**
Report By: Corporate Director Education, Communities & Organisational Development and Corporate Director Environment, Regeneration & Resources	**Report No: PR059/12/AF/AH/KMcC**
Contact Officer: Karen McCready, Policy Officer	**Contact No: 712146**
Subject: Policy and Resources 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 Council's corporate services towards achieving their key objectives and meeting performance targets, as detailed in their respective Directorate Plans for 2011/12. This report replaces the individual Directorate Performance Reports that would normally be presented separately to this meeting by the former Organisational Improvement & Resources and Regeneration & Environment Directorates.

1.2   To reflect the Council's recent decision to move to a three Directorate model, the Corporate Management Team agreed that it would be more appropriate for this latest performance report to focus on the Council's corporate services, namely, Finance, ICT, Organisational Development and Human Resources, the Customer Service Centre, Corporate Policy and Legal.

1.3   New Corporate Directorate Improvement Plans, reflecting the new Corporate Management structure will be presented to Members after recess and performance thereafter reported to the appropriate Committee.

2.0   SUMMARY

2.1   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.

2.2   The Council's current Directorate Plans were approved in September 2011 and relate to the former Corporate Management structure which encompassed Education and Communities, Organisational Improvement & Resources, Regeneration and Environment and the Community Health and Care Partnership Directorates. These Plans will remain in effect until September 2012 when new Corporate Directorate Improvement Plans will be presented for approval by each Directorate to the relevant Committee.

2.3   In the interim, it is the responsibility of each Service to ensure that progress continues to be made in taking forward key initiatives and planned improvement activity as detailed within the Directorate Plan of their former Directorate.

2.4   The format of this report reflects that of previous performance reports approved by Committee. Appendix 1 provides details of the progress that has been made in implementing the key projects and improvement actions within the Council's various corporate services. Appendix 2 provides an update on the market competitiveness testing details.

2.5   Across corporate services, KPI performance has improved in a number of areas and in some, has reached best ever performance, for example:
   - Council Tax collection rates achieved their best ever in year collection level.
   - Accuracy of Benefits Processing achieved its best ever year end performance.
   - The payment of invoices within 30 days is also at its highest ever level.

2.6 Progress has also been made since September 2011 in implementing key projects and improvements actions, for example:

- The review of the overall approach to absence management and targets is complete
- Significant progress has been made with the Mobile and Flexible Working pilot projects
- The review of the CPP using the PSIF Partnership Toolkit is complete

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

- Processing of appeals and claims in relation to Equal Pay
- The roll out of the Public Performance Reporting Framework has slipped
- Budget delegation information will now be received by Service Managers after the new management structure has been implemented.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

a. Note that, in order to reflect the new Corporate Management structure, this report focuses on the performance of the Council's corporate services and replaces the former Organisational Improvement and Resources and Regeneration and Environment Directorate Performance Reports, which would normally be reported separately to this Committee.

b. Comment on the performance information contained in this report.

c. Note that new each new Directorate will produce a Corporate Directorate Improvement Plan, which will be presented to Committee after summer recess.

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Education, Communities &
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Corporate Director
Environment, Regeneration &
Resources

4.0 BACKGROUND

4.1 Directorate Plans are a Directorate's key planning document and set 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.

4.2 The Council's current Directorate Plans were approved in September 2011 and relate to the former Corporate Management structure which encompassed four Directorates: Education and Communities, Organisational Improvement & Resources, Regeneration and Environment and the Community Health and Care Partnership. These Plans will remain in effect until September 2012.   Each new Directorate will produce a Corporate Directorate Improvement Plan which will be presented for approval to the relevant Committee after the summer recess.

4.3 To reflect the Council's recent decision to move to a three Directorate model, the Corporate Management Team agreed that it would be more appropriate for this latest performance report to Committee to focus on the Council's corporate services, namely Finance, ICT, Organisational Development and Human Resources, the Customer Service Centre, Corporate Policy and Legal. This is in place of the individual Directorate Performance Reports that would normally be presented separately to this meeting by the former Organisational Improvement & Resources and Regeneration & Environment Directorates.

4.4 Each corporate service has 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

- 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)
- % of Committee agenda issued in line with timetables
- % of draft Committee minutes issued within 3 working days of Committee meetings

4.6 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 (denoted by a 1, 2, 3 or 4 respectively). Appendix 2 provides an update on the market competitiveness testing details from the Plan.

5.0 KEY PERFORMANCE INDICATORS

Table 1	
Service:	Organisational Development, HR and Communications
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:	**5.18 % (Period 1 January to March 2012)**
Target Performance Level:	**4.75%** (new absence target approved by Committee 15 Nov 2011)
Frequency of Monitoring:	**Quarterly**
Analysis of Performance and Service Commentary:	The general absence rate has remained static. Two Directorates recorded absence rates above the 4.75% target; these were the CHCP (6.36%), and Education and Communities (5.15%).
Trend	**Static** (5.15% at same period January to March 2011)
External validation:	Overall Council figure validated by Audit Scotland.

Table 2	
Service:	Organisational Development, HR and Communications
Indicator:	**Corporate services 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% (Period 1 – January to March 2012)**
Target Performance Level:	**4%**
Frequency of Monitoring:	**Quarterly**
Analysis of Performance and Service Commentary:	Three services remained below the 4% target. Three were above the 4% target: OD, HR and Performance (4.96%), CSC (8.06%) and Democratic Service (4.45%).
Trend:	**Downward** (3.11% at same period January to March 2011)n.b. this figure relates to the absence rates of the former O&IR Directorate
External validation:	Overall Council figure validated by Audit Scotland.

Table 3	
Service:	Organisational Development, HR and Communications
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:	**9.4 incidents per 1000 employees (Period 1 – January to March 2012)**
Target Performance Level:	**<13 incidents per 1,000 employees**
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	The number of incidents has risen within Education and Communities (from 4 to 14) and Regeneration and Environment (from 9 to 18). The number of incidents has reduced within the CHCP from 20 to 18.
Trend	**Improving** (9.7 incidents for the same period January to March 2011)
External validation	No

Table 4	
Service:	**ICT**
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:	**84.31% (January to March 2012)**
Target Performance Level:	**85%**
Frequency of Monitoring:	Monthly (Internal)
Analysis of Performance & Service Commentary	Current performance marginally below SLA and overall annual performance marginally below target.
Trend	Falling (Rolling 12 month average to Mar 12 – 84.98%)
External validation	No

Table 5	
Service:	**ICT**
Indicator:	**Service Request Resolution Times**
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator shows the % of ICT service requests resolved within targets defined in the Service Level Agreements.
Current Performance Level:	**89.66% (January to March 2012)**
Target Performance Level:	**85%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Above target. Performance continues to exceed resolution target.
Trend	Marginal fall (Rolling 12 month average to Mar 12 – 91.66%)
External validation	No

Table 6	
Service:	**ICT**
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:	**99.28% (January to March 2012)**
Target Performance Level:	**99.5%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	Council network affected adversely by failure of Virgin Media network equipment during February. (Jan avail 100%, Feb avail 99.14%, Mar avail 100%) Annual performance still exceeding target.
Trend:	Downward (Rolling 12 month average to Mar 12 – 99.82%)
External validation:	**No**

Table 7	
Service:	**ICT**
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% (January to March 2012)**
Target Performance Level:	**99.5%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Full availability of applications and servers continues to support the productivity of users
Trend	Level (Rolling 12 month average to Mar - 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:	**94.23% Year to date as at 31 March 2012**
Target Performance Level:	**94%**
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	This is the best ever in-year collection level for Council Tax
Trend:	**Upward** (**94.03**% 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:	**11.25% as at 31 March 2012**
Target Performance Level:	**25%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Best year end position for this indicator.
Trend:	Upward (20.5% 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 March 2012**
Target Performance Level:	**24 days**
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	Performance remains high and above target. Best ever year end performance for this indicator.
Trend	Improving (29 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:	**6 days YTD as at 31 March 2012**
Target Performance Level:	**6 days**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	On target and equal to performance as compared to the same period last year
Trend:	**Level**
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:	**99.6% as at 31 March 2012**

Target Performance Level:	**98%**
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	Best ever year end performance for this indicator.
Trend	Improving (98.8% 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:	**95.59% (Year end total: average April – March 2012)**
Target Performance Level:	**94%**
Frequency of Monitoring:	Monthly (internal), Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance remains very high. There is a 1.22% increase in the number of invoices paid on time compared to March 2011.
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:	Finance
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:	**89.5% (position as at 31 March 2012)**
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:	Finance
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:	**48 seconds (position as at 31 March 2012)**
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:	Finance
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 (position as at 31 March 2012)**
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

Table 18	
Service:	Legal & Democratic Services
Indicator:	**% of Committee Agendas issued in line with timetables**
Type of Indicator:	Local Performance Indicator (LPI)
Relevance:	This indicator provides members with an update in relation to Committee timetables.
Current Performance Level:	100%
Target Performance Level:	100%
Frequency of Monitoring:	Every second Committee cycle
Analysis of Performance and Service Commentary:	None
Trend:	Static
External validation:	None

Table 19	
Service:	**Legal & Democratic Services**
Indicator:	**% of draft Committee Minutes issued within 3 working days of Committee meetings**
Type of Indicator:	Local Performance Indicator (LPI)
Relevance:	This indicator provides members with an update in relation to Committee timetables.
Current Performance Level:	96%
Target Performance Level:	93%
Frequency of Monitoring:	Every second Committee cycle
Analysis of Performance and Service Commentary:	None
Trend:	3% improvement
External validation:	None

6.0 CORPORATE SERVICES PERFORMANCE

6.1 Progress has been made since September 2011 in implementing the projects and improvements within the Council's corporate services. For example:

- The review of the overall approach to absence management and targets is complete
- Significant progress has been made with the mobile and flexible working pilot projects
- The review of the CPP using the PSIF Partnership Toolkit is complete

6.2 There has been slippage in the following areas:

- Processing of appeals and claims in relation to Equal Pay
- The roll out of the Public Performance Reporting Framework across the Council
- The issuing of budget delegation information to Service Managers is now scheduled for after the new management structure has been implemented.

6.3 Appendix 1 contains further details of the status of all projects and improvement actions. For example, whether they have been completed (1), are on track (2), have not yet started (3) or have slipped (4). Appendix 2 provides an update on the market competitiveness testing details from the Plan.

7.0 IMPLICATIONS

7.1 <u>Finance</u>
None

7.2 <u>Human Resources</u>
None

7.3 <u>Legal</u>
None

7.4 <u>Equality and Diversity</u>
None

8.0 CONSULTATION

8.1 This report has been prepared by Inclusive Education, Culture and Corporate Policy in consultation with Finance, Organisational Development, HR and Communication, ICT and Legal.

9.0 BACKGROUND PAPERS

9.1 Organisational Improvement and Resources Directorate Plan 2011/12.
Regeneration and Environment Directorate Plan 2011/12

Corporate Plan Strategic Outcome 5: <u>A Modern Innovative Organisation</u>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
1. Continue to roll out a Council wide programme of absence management training.	• Improvement in compliance with the Council's Absence Management Policy.	HR/OD Managers	Ongoing	2. On track
	• Maintenance of Council absence rates below 5%.		Ongoing	2. On track. Figure of 5.18% for January to March is above the new target of 4.75%. However it is only0.03 above the seasonal norm. A targeted absence management project will be taking place within the CHCP.
	• Review overall approach to absence management and targets and report to CMT and committee.		March 2012	1. Complete.
2. Implementation of the Workforce Development Strategy which will assist with employee development and planning for the future.	• Consistency checks on the Performance Appraisal process.	HR Manager, OD	Sept 2012	2. On track
	• Number of Services having undertaken workforce analytics and succession planning.		Sept 2012	2. On track
	• Number of interviews conducted using the competency based interview model.		March 2012	4. Slippage. Information has now been collated and will be made available in May.

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.	• All claims and appeals processed and finalised.	HR Manager, Ops	March 2012 June 2012	4. Slippage. Continuing negotiations with the trade unions on settlement offer. 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.	• 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	4.. Slippage – Now being presented at the June P&R committee 1. Complete. Any high risk employees who had been missed through illness or absence will be referred for Health Surveillance.
5. National changes in teachers terms and conditions	• Implementation of the new conditions	HR/OD Managers	September 2011	1. Complete
6. The removal of the default retiral age.	• 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	• 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.	• 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	April 2012 April 2012	4. Slippage – Accident Reporting e-learning course still in development as a new accident reporting system is being trialled. 4. Slippage The Council is awaiting courses being developed via cross Council groups on the Clyde Valley Consortium. Management Courses from the Improvement Service are being placed on the elearning system as they are being made available to the Council.

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
9. Facilitate and co-ordinate the Council's Improvement Programme including: • 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.	• 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	September 2012 December 2011 January 2012 2012/2013 June or September 2012 2012/2013	2. On track. Improvement Plan developed and implemented 4. Slippage. All services have been contacted re. updates and progress reports 1. Complete. 2. On track 3. Not started, changes to the Strategic Planning & Performance Mgt Framework means that Corporate Improvement actions will be captured in Corporate Directorate Improvement Plans instead. 2. On track
10. Co-ordinate the Council's Strategic Planning and Performance Management Framework (SPPMF). • support SPPMB • Review SPPMF to streamline framework • Write OIR Directorate Plan • Develop and deliver Communications framework for SPPMF and Improvement	• Directorate Planning Guidance produced annually • Directorate Plans reviewed and approved by Committee. • Regular Directorate Performance Reports submitted to Committee by each Directorate.	Corporate Policy and Partnership Manager	June 2012 1st relevant committee after recess 2012 Quarterly throughout 2011 – 12	2. On track. New guidance being developed to support development of new Corporate Directorate Improvement Plans as part of revised SPPMF. 3. Not started. Due after recess. 2. On track

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	• Electronic Performance Management System operational.		Planned roll out over 2011/12. SPIs complete Sept 2011, SOA end 2011, Directorate Plans input Sept 2012	1. Complete: SPIs all on system, former OI&R Directorate Plan on system. New models & scorecards being developed to reflect new management structure.
	• SPIs submitted on time annually		June – Sept 2012	2. On Track
	• Review of SPPMF completed		February 2012	1. Complete. New SPPMF approved by CMT.
11. Strengthen and develop the Council's approach to Public Performance Reporting	• New framework agreed	Corporate Policy and Partnership Manager	September 2011	1. Complete
	• Framework rolled out across Council		November 2011	4. Slippage due to lack of resources for carrying out awareness raising
	• New web pages completed on Council site		November 2011	1. Compete
12 .Co-ordinate, support and facilitate Community Planning	• Complete SOA Annual Report	Corporate Policy and Partnership Manager	September 2011	1. Complete. SOA Annual report submitted to Scottish Government
	• Review and publish updated Single Outcome Agreement		April 2012	4. Slippage. Going to Alliance Board in June
	• Review CPP using partnership PSIF toolkit		March 2012	1. Complete
	• Refresh SOA/ CPP Communications Framework		February 2012	4. Slippage due to resource pressures.
13. Co-ordinate and deliver Community Engagement • Manage Citizens' Panel • Facilitate engagement on SOA with Community Engagement Network – feedback submitted to SOA PB and to	• Two Citizens' Panel surveys completed annually • Youth Panel roll out complete and one survey undertaken • Community Engagement	Corporate Policy and Partnership Manager	a. Winter 2011 b. Summer 2012 September 2012	a 1. Complete b 2. On Track. 2. On Track. 2. On Track

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
communities via website and newsletters	feedback on website and circulated through CEN			

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
14. Implement actions from Civica Transformation review	• Civica Final Report submitted • Proposals including delivery plan approved by P&R Committee • Delivery of savings reported to P&R Committee	Chief Financial Officer Chief Executive Chief Financial Officer	July 2011 September 2011 From November 2012	1. Complete 1. Complete. Report submitted to Council in December 2011. 2. On track. Proposals to be developed by November 2012
15. Support implementation of the Information Governance plan	• Collate a plan with Internal Audit • Support Corporate Director, CHCP in delivering the plan	Business Transformation Manager	September 2011 Ongoing from September 2011	1. Complete. High level draft plan developed for the consideration by Corporate Director CHCP. Information Mgmt Framework approved by Committee. An options paper produced to implement Document Retention and Disposal across the Council as part of Records Mgt Policy. Document on 'Guidance for Handling Personal Identifiable Information' produced for discussion by the Information Management Group. Responsibility for the implementation will now rest with the Information Management Sub-group.
16. Work in conjunction with Property Services and OD/HR to implement a range of mobile and flexible working pilots for evaluation Take forward recommendations for implementation as directed by CMT.	• Pilots identified and scoped. The work will synchronise with the accommodation rationalisation programme. • Evaluation report for CMT April 2012	ICT Service Delivery Manager	September 2011 April 2012	1. Complete CMT report submitted. Recommendations: • Continue with Revs/Bens pilot with 6 home workers. • Cease Planning/Policy home working pilot. • Continue with H&S and Property Services mobile pilots. • Evaluate 2 further pilots in Education and CHCP. CMT update report to be issued approx July 12.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
17. Develop and implement a Customer Service Strategy	• Development Plan for CSC reviewed	Revenues & Customer Services Manager	September 2012	2. On track / ongoing
	• Development and Implementation of Corporate Customer Standards		June 2012	No update available
	• Implement SPSO changes to Corporate Complaint Handling		June 2012	Responsibility now rests with Corporate Communications
	• Develop and implement SLA with all services		May 2012	3. Delayed due to Management Restructure. New date October '12
18. Identify and implement additional services within CSC & Customer Service remit	• Identify services and process for CSC development	Revenues & Customer Services Manager	Sept 2012	3. Will be considered as part of the preparation of a Customer Services Strategy
	• Utilise ICT and Business Transformation for transfer, review of current process and redesign		Sept 2012	4. Under Review. No progress
19. 'Managed Choice' Strategy	• Develop and target channel shift reduction targets as per web development	Revenues & Customer Services Manager	Sept 2012	3. Will be considered as part of the development of a Customer Services Strategy
	• Develop Avoidable Contact analysis and relay to Service for action		ongoing	2. On track / ongoing
	• Identify area's for web development and roll out		2013/14	2. On track / ongoing

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progess Made
20. Implementation of Strategic Procurement Framework / PCA conformance status	• 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	• 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 Customer Services Manager	August 2011 January 2012 February/March 2012 May 2012 October 2012	1. Complete Decision taken not to issue a PQQ due to no added value to the process. 4. Tender due to be advertised in the EJ on 21 May 2012. Slippage due to previously reported potential legal and budgetary issues with any subsequent tender award. 4. Revised date to mid July 2012 and will be subject to Emergency Powers as outwith committee cycle. 2. On Track
22. Manage the Welfare Reform Agenda	• Communication with employees, customers, landlords and other internal and external stakeholders	Revenues and Customer Services Manager	Ongoing from April 2011	2. Ongoing. Report elsewhere on the agenda updates progress.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Manage the Welfare Reform Agenda (cont)	• 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	• 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	• Provide financial input to the Clyde Valley Shared Service Project. Provide advice on options to CMT and Committee	Chief Financial Officer	September 2011	1. Complete
	• Progress Council decision (if appropriate)		From September 2011	2. On going. Detailed Business Case being updated to reflect 2012/13 budgets.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
25. Tender and implement new Corporate Banking Contract	• Issue tender • Approved Supplier selected • Contract implemented	Finance Manager	July 2011 November 2011 April 2012	1. Complete 1. Complete. Tender acceptance issued January 2012 1. Complete
26. IPF Action Plan – Implement improvements in Budget management across the Council	• 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	August 2011 for CMT and HoS November 2011 for service manager	4. Slippage. Budget Delegation information issued to Chief Officers December 2011. Service Managers to get their delegated budgets after new Management Structure has been implemented. 4. Slippage but training requirements being identified and discussions on going with External Training providers. Aim is to start training early June.

27. Develop financial management, reporting and support to Inverclyde CHCP	• Implementation of the SWIFT Finance module
	  - 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	Parallel and pilot running during 2012/13 with full implementation for April 2013
			
			Commencing June 2011
				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.
				
				1. Complete

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	Slippage. Update to come.
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 ongoing.
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.