

Report To: Policy and Resources Committee **Date:** 13 November 2012

Report By: Corporate Director Education,
Communities & Organisational
Development **Report No:** PR072/12/AH/KM

Contact Officer: Karen McCready,
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Subject: Former Organisational Improvement & Resources Directorate Performance Report

1.0 PURPOSE

1.1 The purpose of this report is to provide Committee with an update on progress towards the achievement of key objectives as set out in the Directorate Plan 2011/12 for the former Organisational Improvement and Resources Directorate. The report also provides an update on performance in relation to meeting the performance targets as detailed within the Plan.

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 and Corporate Statement.

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.

2.3 At the last meeting of the Policy and Resources Committee it was agreed that current Directorate Plans 2011/12 would be carried forward until the new Corporate Directorate Improvement Plans (CDIPs) for each of the new Directorates have been agreed by Committee.

2.4 The new CDIPs will commence from April 2013 to ensure that the Plans are more closely aligned with the Financial Strategy. Self evaluation guidance is also being developed and training will be carried out to ensure that the Plans are based on robust self evaluation.

2.5 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.

2.6 The format of this report reflects that of previous performance reports approved by Committee. The last performance report to Policy and Resources Committee was considered in June 2012 and detailed progress up to April 2012.

2.7 Appendix 1 provides details of the progress that has been made since April 2012 in implementing the key projects and improvement actions contained within the Directorate Plan for the former Organisational Improvement and Resources Directorate. Appendix 2 provides an update on the market competitiveness testing details.

2.8 KPI performance has improved in a number of areas, for example:

- The number of health and safety incident rates has almost halved compared to the same period last year.
- The percentage of ICT service requests resolved within SLA targets
- Creditors payments is 0.49% higher than the same period last year.

2.9 Progress has also been made since April 2012 in implementing key projects and improvements actions, for example:

- A new Corporate Statement to replace the Corporate Plan has been developed.
- The Council's Statutory Performance Indicators have been completed and submitted to Audit Scotland.
- The implementation of the Debt Management Partner Contract is complete

2.10 There has been slippage in the following areas:

- The settlement of Equal Pay claims has slipped, however, negotiations are in the final stages with the trades unions and their lawyers for a large number of claims
- The development of a Customer Service Development Plan, this will form a workstream to be implemented from 2013
- The roll out of the Youth Panel

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

- a. Note that this report reflects the progress made by services of the former Organisational Improvement and Resources Directorate in delivering the key objectives and performance targets as detailed in the OIR Directorate Plan.
- b. Note that the Directorate Plan for the former Organisational Improvement and Resources Directorate will be carried forward until the new financial year 2013.

Albert Henderson
Corporate Director
Education, Communities & Organisational Development

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 Single Outcome Agreement and Corporate Statement.
- 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.
- 4.3 The Council recently approved a new planning and performance management framework which includes the development of Corporate Directorate Improvement Plans (CDIPs) which will supersede existing Directorate Plans.
- 4.4 To ensure that all Directorates have adequate self evaluation training and that the new CDIPs are more closely aligned with the Financial Strategy, the Policy and Resources Committee agreed at its last meeting that the CDIPs will commence in the financial year 2013.
- 4.5 The Committee also agreed that current Directorate Plans 2011/12 would be carried forward until the new CDIPs for the current Directorates have been agreed by the relevant Committee.
- 4.6 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.
- 4.7 Each 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.
- 4.8 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 Average Wait Time (phone)
 - CSC Average Wait Time (face to face interviews)
- 4.9 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:	4.76 % (Period 2, April to June 2012)
Target Performance Level:	4.75% (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. One Directorate, the CHCP, recorded absence rates above the 4.75% target; (6.24%).
Trend	Improving (5.08% at same period April to June 2011)
External validation:	Overall Council figure validated by Audit Scotland.

Table 2	
Service:	Organisational Development, HR and Communications
Indicator:	Corporate services absence rate (For Corporate Services Areas of E, R&R and E, C & OD.
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:	Corporate Services – 3.05% (Period 2 – April to June 2012)
Target Performance Level:	4%
Frequency of Monitoring:	Quarterly
Analysis of Performance and Service Commentary:	OD, HR and Communication had an absence figure of (5.62%). All other Services were below 4%.
Trend:	Improving (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:	5.9 incidents per 1000 employees (Period 2 – April to June 2012)
Target Performance Level:	<13 incidents per 1,000 employees
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	All Service areas showed a decrease in the number of incidents reported.
Trend	Improving 11.3 incidents for the same period April to June 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:	94.93% (April to September 2012)
Target Performance Level:	85%

Frequency of Monitoring:	Monthly (Internal)
Analysis of Performance & Service Commentary	Above target. Performance continues to exceed resolution target.
Trend	Improving (Rolling 12 month average to Sep 12 – 88.46%)
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:	94.45% (April to September 2012)
Target Performance Level:	85%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Above target. Performance continues to exceed resolution target.
Trend	Improving (Rolling 12 month average to Sep 12 – 92.31%)
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:	100%% (April to September 2012)
Target Performance Level:	99.5%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	Annual performance still exceeding target.
Trend:	Level (Rolling 12 month average to Sep 12 – 99.93%)
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% (April to September 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 Sep - 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:	54.5% Year to date as at 30 September 2012
Target Performance Level:	94%

Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	As well as the general effect of the economic climate, the Council changed Debt Partner in September 2012, both of which will have impacted on collection performance. There is potential for a further drop in performance in the forthcoming months due to the change of Debt Partner.
Trend:	Slightly Downward (54.6% 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:	19.2% as at 30 September 2012
Target Performance Level:	25%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Best year end position for this indicator.
Trend:	Within target
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:	24 days YTD as at 30 September 2012
Target Performance Level:	23 days
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	Performance recovering from a poor start to the year.
Trend	Improving (Aug 2012: 22 days; Sept 2012: 20 days)
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:	8 days YTD as at 30 September 2012
Target Performance Level:	6 days
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	Performance recovering from a poor start to the year
Trend:	Improving (Aug 2012: 8 days; Sept 2012: 6 days)
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 2012

Target Performance Level:	98%
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	Performance remains high and above target.
Trend	Maintaining performance (99% 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:	96.44% (Average April – August 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 0.49% increase in the number of invoices paid on time compared to 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:	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:	60 seconds (position as at 30 September 2012)
Target Performance Level:	50 seconds
Frequency of Monitoring:	Monthly
Analysis of Performance and Service Commentary:	Performance is currently below target however the robustness of this information is being investigated. A new suite of performance measures is in the process of being developed during which the source and analysis of information will be validated for accuracy.
Trend:	Previous year figures are not available (new measure)
External validation:	No

Table 16	
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:	9 minutes 57 seconds (position as at 30 September 2012)
Target Performance Level:	10 minutes
Frequency of Monitoring:	Monthly
Analysis of Performance and Service Commentary:	Performance is currently on target. It should be noted that this measure relates only to those persons who have been seen at the initial reception point but require a more in depth interview with a more experienced or senior member of staff. A new suite of performance measures for customer services is in the process of being developed which should give more clarity on performance.
Trend:	Previous year figures are not available (new measure)
External validation:	No

6.0 PROGRESS

6.1 Since April 2012 progress has continued to be made in implementing the projects and improvement actions contained within the Organisational Improvement and Resources Directorate Plan 2011/12. This includes:

- A new Corporate Statement to replace the Corporate Plan has been developed.
- The Council's Statutory Performance Indicators have been complete and submitted to Audit Scotland.
- The implementation of Debt Management Partner Contract is complete.

6.2 There has been slippage in the following areas:

- The processing of appeals and claims in relation to Equal Pay has slipped however negotiations are in the last stage
- Customer Service Development Plan
- The roll out of the Youth Panel

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 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 Inclusive Education, Culture and Corporate Policy in consultation with Finance, Organisational Development, HR and Communication and ICT.

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 4.76% for April to June is close to the new target of 4.75%. A targeted absence management project will be taking place within the CHCP.</p> <p>1. Complete.</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>4. Slippage, deadline has been extended to October 2012 for returns</p> <p>4. Slippage, deadline has been extended to October 2012 for returns</p> <p>4. Slippage. 65% completed, deadline has been extended to October 2012 for 2011/12 returns. Work has now commenced on 2012/13 figures.</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	4. Slippage. In last stage of negotiations with the trade unions on settlement offer for a large number of claims. 2. Complete
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	1. Complete 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	<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.

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>1. Ongoing. Improvement Plan developed and implemented</p> <p>4. Slippage. All services have been contacted re. updates and progress reports</p> <p>1. Complete.</p> <p>2. On track</p> <p>3. Complete. New Corporate Statement developed and is on the agenda of this Committee.</p> <p>2. On track / ongoing</p>
<p>10. Co-ordinate the Council's Strategic Planning and Performance Management Framework (SPPMF).</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. 	Corporate Policy and Partnership Manager	<p>June 2012</p> <p>1st relevant committee after recess 2012</p> <p>Quarterly throughout 2011 – 12</p>	<p>1. Complete. New guidance has been developed and distributed to officers at SPPMF workshops held in Aug / Sept.</p> <p>3. Not started. Agreed at last P&R committee to carry current plans over until April 2013.</p> <p>2. On track</p>

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> Electronic Performance Management System operational. SPIs submitted on time annually Review of SPPMF completed 		<p>Planned roll out over 2011/12. SPIs complete Sept 2011, SOA end 2011, Directorate Plans input Sept 2012</p> <p>June – Sept 2012</p> <p>February 2012</p>	<p>1. Complete: SPIs all on system, former OI&R Directorate Plan on system. New models & scorecards have been developed to reflect new management structure.</p> <p>1. Complete. SPIs submitted in advance of deadline. Now on Council's website</p> <p>1. Complete. New SPPMF approved by CMT. Workshops and training for officers on SPPMF held August 2012.</p>
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	<p>September 2011</p> <p>November 2011</p> <p>November 2011</p>	<p>1. Complete</p> <p>4. Slippage due to lack of resources for carrying out awareness raising</p> <p>1. Complete</p>
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	<p>September 2011</p> <p>April 2012</p> <p>March 2012</p> <p>February 2012</p>	<p>1. Complete. SOA Annual report submitted to Scottish Government</p> <p>1. Complete. Approved in June 2012.</p> <p>1. Complete and improvement plan developed.</p> <p>4. Slippage due to resource pressures.</p>
13. Co-ordinate and deliver Community Engagement <ul style="list-style-type: none"> Manage Citizens' Panel Facilitate engagement on SOA with Community Engagement Network – 	<ul style="list-style-type: none"> Two Citizens' Panel surveys completed annually Youth Panel roll out complete and one survey undertaken 	Corporate Policy and Partnership Manager	<p>a. Winter 2011</p> <p>b. Spring 2012</p> <p>September 2012</p>	<p>a 1. Complete</p> <p>b 1. Complete.</p> <p>4. Slippage.</p>

Project/ Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
feedback submitted to SOA PB and to communities via website and newsletters	<ul style="list-style-type: none"> Community Engagement feedback on website and circulated through CEN 			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 	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	<ul style="list-style-type: none"> • 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 consideration by Corporate Director CHCP. 1. Complete - Information Mgmt Framework approved by Committee. Information Management Group reconvened with first meeting on 8/10/12. This phase of work will be managed as part of the Information Management group and not individually by the Business Transformation Manager.
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.	<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	September 2011 April 2012	1. Complete 2. CMT Report submitted CMT approved home working to be rolled out to relevant Council services. Meetings to be arranged with HoS to progress and agree desk & accomm savings. New H&S mobile working pilot initiated using Pulsion development tools. Property Inspectors' pilot continuing. Educational Psychologists' flexible working pilot initiated, including back scanning of client notes. Initial meeting held with CHCP management to identify potential flexible working pilots. Workshop arranged 10/10 to progress. Further CMT Report to be submitted

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 	Revenues & Customer Services Manager	<p>September 2012</p> <p>June 2012</p> <p>June 2012</p> <p>May 2012</p>	<p>3. Delayed. Will form a workstream to be implemented from 2013.</p> <p>Customer service strategy and customer standards will be reported to Policy & Resources Committee November 2012.</p> <p>3. Proposals considered by CMT, October 2012.</p> <p>2. Delayed due to Management Restructure. SLA's will be developed once the Customer Service Strategy is signed off.</p>
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 	Revenues & Customer Services Manager	<p>Sept 2012</p> <p>Sept 2012</p>	<p>3. Delayed. Will form a workstream To be implemented from 2013.</p> <p>3. As above</p>
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 area's for web development and roll out 	Revenues & Customer Services Manager	<p>Sept 2012</p> <p>ongoing</p> <p>2013/14</p>	<p>3. As above</p> <p>2. On track / ongoing</p> <p>2. On track / ongoing</p>

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	<p>May 2011</p> <p>May 2011</p> <p>June 2011</p> <p>From June 2011</p>	<p>1. Complete</p> <p>1. Complete</p> <p>1. Complete</p> <p>1. Complete</p>
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 Customer Services Manager	<p>August 2011</p> <p>January 2012</p> <p>February/March 2012</p> <p>May 2012</p> <p>October 2012</p>	<p>1. Complete</p> <p>Decision taken that this was unnecessary.</p> <p>1. Complete</p> <p>1. Complete</p> <p>1. Complete</p>
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 Customer Services Manager	Ongoing from April 2011	2. Ongoing. A Welfare Reform Project Board and team has been set up.

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. Registered social landlords have been contacted with regard to software and plans are in place to write to affected customers. Software orders placed.
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. CVSSS report to go to November full Council.

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>1. Complete</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. Slippage. Budget Delegation information issued to Chief Officers December 2011. Delegation to HoS has been issued for 12/13 with some further delegation to Service Managers also complete.</p> <p>4. Slippage but training requirements and plan has been approved by CMT with delivery of training to HoS and Service Managers confirmed in October and November 2012.</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 approved and Project Manager commenced September 2012. Project Officer to be recruited. Fostering, Adoption and Kinship payments identified as pilot area to parallel run with full implementation for April 2013. Remainder of care groups timetabled for implementation during 2013/14.</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	Second year of the benchmarking information has been received the analysis against our comparators has still to be undertaken.
2011/12	Customer Services	Call Performance & Stats, Staff Performance, Quality Measurement (TBC)	3	Benchmarking	Will be addressed under new savings Workstream.
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.	First benchmarking meeting attended in July 12 where Inverclyde's performance can be reviewed against other LAs.
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.