Inverclyde council

Report To:	**Policy and Resources Committee**	**Date: 31st March 2009**
Report By:	**Corporate Director** **Improvement and Performance**	**Report No: POL/14/09/PW/LF**
Contact Officer: Lynsey Frizell		**Contact No: 712744**
Subject:	**Improvement and Performance Directorate Performance Report**	

1.0 PURPOSE

1.1 The purpose of this report is to advise Committee of progress made by the Improvement and Performance Directorate in achieving its key objectives, as set out in its Directorate Plan for 2008/11, and performance in relation to key performance indicators.

2.0 SUMMARY

2.1 To assist in the development of the Council's Strategic Planning and Performance Management Framework, the CMT agreed on 2 November 2006 to introduce a consistent approach to performance reporting to Committee on a Directorate basis.

2.2 Since November 2006 each Directorate has submitted a performance report to every meeting of its respective committee outlining Directorate Plan progress, key corporate initiatives, key performance indicators, compliance and planned future improvement.

2.3 This report utilises the new format for directorate performance reporting which was approved by Committee on 18 November 2008 which is better aligned to the Directorate Plan and allows members to focus on key areas of activity. Appendix 1 provides details of progress that has been made in implementing the key projects and improvement actions from the Directorate Plan for 2008-11.

2.4 Reports produced by Education and Social Care, Environment and Community Protection and Regeneration and Resources will follow this new format.

2.5 Information on progress made in implementing the Directorate Plan and key performance indicators will provide an accurate overview of Directorate performance and assist Members in their scrutiny role.

2.6 One of the key areas for improvement within the Directorate is the Benefits Service. Appendix 2 contains an Improvement Plan for the Benefits Service which has been developed in response to a positive Audit Scotland inspection which took place in May 2008.

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 Improvement and Performance Directorate will be presented to future meetings of the Policy and Resources Committee.
   c. Members are also asked to identify any further performance information that they wish to see included in the report for the next Policy and Resources Committee.

Paul Wallace
Corporate Director
Improvement and Performance

4.0 BACKGROUND

4.1 This report from the Improvement and Performance Directorate provides an overview of performance and an update of progress made since the last report to Committee on 3 February 2009.

4.2 Each service within the Improvement and Performance Directorate has been asked to develop 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.

4.3 This report highlights performance in relation to the following key indicators:
- Sickness Absence
- Percentage of council tax billed and collected in year
- % of Invoices paid within 30 days
- % of Sundry debt collected
- Time to process new Benefit Claims
- Accuracy of Benefit Processing
- Timescale to process a Change in Benefit Claims
- Overall network availability
- Overall key applications availability
- Incident Response Times
- Percentage of positive or neutral coverage of the Council in the media
- Media calls responded to within 24 hours

4.4 The Committee agreed a set of national indicators for procurement on 18 November 2008 and these will be monitored and reported on an annual basis.

4.5 The Improvement and Performance Directorate Plan 2008-11 was approved by this Committee in May 2008. It 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. The current Directorate Plan is being reviewed and will be submitted to this Committee at its meeting in May 2009 for approval.

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.

4.8 Members are invited to request further information on the information contained in the report or suggest future performance information for reporting to the next Committee.

5.0 KEY PERFORMANCE INDICATORS

5.1 The Improvement and Performance Directorate has approximately 200 employees and a budget of £26.6 million. It comprises the following services:

- Finance
- ICT and Business Transformation
- Performance Management and Procurement
- Corporate Communications and Public Affairs

5.2 The aims and objectives of the four services within the Directorate are outlined in the Improvement and Performance Directorate Plan, produced for the period 2008/11, 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:	Improvement and Performance Directorate
Indicator:	**Sickness Absence**
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:	**5.04% (Quarter 4: Oct – Dec 2008) These are the most up to date figures available.**
Target Performance Level:	5% (Council wide target)
Frequency of Monitoring:	**Monthly**
Analysis of Performance and Service Commentary:	% levels of sickness absence have decreased from 5.13% in quarter 3 to 5.04% in quarter 4 of 2008. Overall, the annual average for 2008 is 4.26% which is below the Council wide target of 5%.
Trend:	**Improving**
External validation:	Overall Council figure validated by Audit Scotland.

Table 2	
Service:	Finance
Indicator:	**Percentage of council tax billed and collected in year**
Type of Indicator:	Statutory Performance Indicator (SPI)
Relevance:	In year percentage Council tax collection is viewed as a measure of the efficiency and effectiveness of Council Tax billing and collection processes. In addition, this information is reported annually to Audit Scotland and the Council's performance is benchmarked against that of other authorities.
Current Performance Level:	**90.8% as at 31st January 2009 (0.4% behind same time 2007/08)**
Target Performance Level:	93.8% (2007/08 out-turn 93.5%)
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Behind target. This is attributable to the change to the bankruptcy and diligence act, change of Debt Management Partner and the current economic climate. Proactive processes are in place to maximise income before year end.
Trend:	**Downward**
External validation:	Audit Scotland

Table 3	
Service:	Finance
Indicator:	**% of Invoices paid 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:	**93% as at 31st January 2009 (87.4% as at 31st January2008)**
Target Performance Level:	89% (2007/08 out-turn 88.3%)
Frequency of Monitoring:	Monthly (internal), Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance has exceeded target and represents a significant improvement compared to the same period last year.
Trend:	**Improving**
External validation:	Audit Scotland

Table 4	
Service:	Finance
Indicator:	**% of Sundry debt collected**
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to maximise income for services provided.
Current Performance Level:	**84% as at 31st January 2009 (60.72% same period 2007/08)**
Target Performance Level:	83.0% (2007/8 out-turn 82.4%)
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Ahead of target.
Trend:	**Improving but difficult to accurately compare until year end.**
External validation	No

Table 5	
Service:	Finance
Indicator:	**Time to process new Benefit Claims**
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to speed up processes
Current Performance Level:	**21 days as at 31st January 2009 (24 days same period 2007/08)**
Target Performance Level:	24 days
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Performance has stayed ahead of target despite increasing workloads and vacancies. Performance may be affected over the next few months with the introduction of an Electronic Document Records Management System. Year end position still expected to be within target. This SPI along with the change in circumstances target will be replaced by the 'right time' indicator for 2009/10.
Trend	**Improving**
External validation	No

Table 6	
Service:	Finance
Indicator:	**Accuracy of Benefit Processing**
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to make processes more accurate.
Current Performance Level:	**98% (same as 2007/08 position)**
Target Performance Level:	98%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	The target has been met. From 2008/09 the Department of Work and Pensions will no longer gather this information.
Trend	**Level**
External validation	No

Table 7	
Service:	Finance
Indicator:	**Timescale to process a Change in Benefit Claims**
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to speeding up processes
Current Performance Level:	**19 days (2007/08 – 7days)**
Target Performance Level:	8 days
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Although it appears as if performance is dropping in this area, different software is used to collect the data and it is comparing different dates. This indicator will be dropped by the DWP and will be replaced by the new 'right time' indicator which incorporates the speed of processing new claims and changes in circumstances.
Trend	**Downward –** although down from the same time last year, compared with November 2008, using the same software, performance has improved from 23 days to 19.
External validation	No

Table 8	
Service:	ICT and Business Transformation
Indicator:	**Overall 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:	99.70% (Rolling 12 month average January 2009 99.67%)
Target Performance Level:	**99.5%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	Performance has continued to exceed the target of 99.5%.
Trend:	**Level** (Rolling 12 month average to November 08 99.67%)
External validation:	No

Table 9	
Service:	ICT and Business Transformation
Indicator:	**Overall 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:	**99.97%** (Rolling 12 month average to January 2009 99.85%)
Target Performance Level:	**99.5%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	High availability levels support the efficient operation of Council services.
Trend	**Level** (Rolling 12 month average to November 08 99.67%)
External validation	No

Table 10	
Service:	ICT and Business Transformation
Indicator:	**Incident Response Times**
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator demonstrates the responsiveness of the Service Desk to reported incidents against the Service level Agreements.
Current Performance Level:	**98.63% (Rolling 12 month average to January 09 95.77%)**
Target Performance Level:	**90%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Performance has continued to exceed the target of 90%.
Trend	**Improving** (Rolling 12 month average to November 08 95.34%)
External validation	No

Table 11	
Service:	Corporate Communications and Public Affairs
Indicator:	**Percentage of positive or neutral coverage of the Council in the media**
Type of Indicator:	Key Performance Indicator (Internal)
Relevance:	Positive or neutral stories in the media raise the reputation of the Council and ensure key messages are being read by the public.
Current Performance Level:	**93%**
Target Performance Level:	**70 %**
Frequency of Monitoring:	Every two months in line with Committee Cycle
Analysis of Performance & Service Commentary	High performance consistent with a large number of proactively released news items promoting Council in a positive light.
Trend	**Downward**
External validation	No

Table 12	
Service:	Corporate Communications and Public Affairs
Indicator:	**Media calls responded to within 24 hours**
Type of Indicator:	Key Performance Indicator (Internal)
Relevance:	Demonstrates the responsiveness of the Press Office to Media Calls.
Current Performance Level:	**95%**
Target Performance Level:	**80%**
Frequency of Monitoring:	Every two months in line with Committee Cycle
Analysis of Performance & Service Commentary	High performance under pressure to ensure media calls are handled quickly and effectively to ensure Council response is robustly delivered.
Trend	**Improving**
External validation	No

6.0 DIRECTORATE PLAN 2008-11 - PROGRESS

6.1 The Improvement and Performance Directorate Plan 2008-11 was approved by Policy and Resources Committee on 27 May 2008. Significant progress has been made since May 2008 in implementing the projects and improvements actions contained within the plan.

6.2 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.

6.3 A number of projects and improvement actions have already been completed and the majority of actions are on track to be completed within timescale.

6.4 Examples of projects and improvements actions that have been completed include:
- The Financial Strategy has been approved by full Council.
- The 2007/08 Financial Statement has been prepared and submitted.
- Financial advice and support has been provided to key corporate initiatives such as School Estate and Single Status.
- Procurement and implementation of a Development Control and Building Standards System.
- Procurement and implementation of a Corporate CAD solution.
- Implementation of the Council's Intranet.
- Value Chain Analysis has been carried out and a business case produced.
- The procurement and implementation of a new IP Telephony System has been completed.
- A review of customer service has been conducted and a report produced.
- Phase 1 of the Council's Modernisation and Efficiency Programme has been carried out.
- GLOW has been implemented in all schools.
- A new Community Plan for 2008-18 has been produced.
- A Single Outcome Agreement for Inverclyde has been completed and fully approved.
- An Organisational Improvement Plan for 2008-11 has been produced.
- The Council's Public Performance Report for 2007/08 has been produced and circulated.
- A suite of performance indicators for Procurement have been established.
- Service risk registers have been developed.
- The Council's Anti-Fraud and Irregularity Policy has been reviewed and updated.

6.5 There are a number of projects / improvement actions where there has been slippage. These include:
- Development and implementation of a Corporate Comments and Complaints Framework.
- Review of progress made in implementing the Corporate Plan.
- Development of a Corporate Procurement Strategy.

6.6 There has been slippage in a number of projects that are part of the Modernisation and Efficiency Agenda. Further details of these are contained within another report on the agenda of this Committee.
- The implementation of EDRM.
- The procurement and implementation of an Asset Management System.
- The implementation of the national e-planning portal.
- The procurement and implementation of a Corporate GIS system.
- The development of a customer service vision and strategy.

6.7 Over the next few months the Directorate will focus on progressing the projects and improvements actions which have slipped, a number of these will feature in the updated Directorate Plan. The next report to Committee will provide an update on progress that has been made.

6.8 One of the actions documented in the Directorate Pan is to develop and implement a Benefit Service Business Plan and associated Improvement Plan in response to a positive Audit Scotland inspection which took place in May 2008.

6.9 The Business Plan has previously been submitted and accepted by Committee. The Improvement Plan position as at 31st January 2009 can be seen in Appendix 2. Good progress has been made with many of the tasks achieved on or ahead of schedule. Those still outstanding are in progress and expected to meet revised dates.

7.0 IMPLICATIONS

7.1 <u>Finance</u>
None

7.2 <u>Personnel</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 Performance Management and Procurement in consultation with Finance, ICT and Business Transformation and Corporate Communications and Public Affairs.

9.0   BACKGROUND PAPERS

9.1   Improvement and Performance Directorate Plan 2008/11.

Corporate Plan Strategic Outcome: A Modern, Innovative Organisation

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Deliver the Corporate Communications Framework and Action Plan to agreed timescales	• Review and evaluate the impact of the Framework. • Action Plan timescales achieved.	Head of Corporate Communications and Public Affairs	Framework to be re-evaluated in April 2009/2010 and 2011 and revised as relevant.	From within existing CCPA Budget	**2. On track** • Significant progress made in meeting all the actions contained within the Framework. **4. Slippage** • Slippage on some timescales out with control.
Develop and implement internal communication methods.	• Team Briefings introduced. • Employee Recognition Scheme introduced. • Phase 2 of ICON (Corporate Intranet) implemented.	Head of Corporate Communications and Public Affairs	July 2008 and ongoing Plans by July 2008 and first event in December 2008.	From within existing CCPA Budget and Employee Scheme funded by money from HR&OD Workforce Development Fund	**2. On track** • InTouch Team Briefings have started. • Pride of Inverclyde Awards successful dinner on 9 December 2008. • ICON phase 2 now March 2009.
Develop and implement communication methods for stakeholders.	• Inverclyde Communication Managers' Forum established and meetings held on six weekly basis. • Action plan to take forward "Promoting Inverclyde" strategy with local media developed.	Head of Corporate Communications and Public Affairs	September 2008 and ongoing End July 2008 and ongoing	From within existing CCPA Budget	**2. On track** • ICMF meeting organised for New Year to restart discussions. • Promoting Inverclyde well established and already showing success

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Develop and implement a Corporate Comments and Complaints Framework.	• Plan in place and is linked with Customer Service Review. • Evaluation of complaints and comments carried out and used to drive improved service delivery.	Head of Corporate Communications and Public Affairs	June 2008 and ongoing	From within existing CCPA Budget	**4. Slippage** • Report to this Committee for approval.
Provide strategic advice and support to major corporate initiatives.	• Full communications support provided to corporate initiatives. • Communication plans developed as required.	Head of Corporate Communications and Public Affairs	Ongoing	From within existing CCPA Budget	**1. Completed and ongoing.** Support and advice given to: • Housing Stock Transfer • Schools Estate programme • Single Status • Budget process • VCA • Customer Service Review • Modernisation agenda

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Lead ongoing development & Implementation of Financial Strategy in line with agreed action plan.	• Dates achieved & reported to members. • Action Plan timescales achieved.	Corporate Director / Chief Financial Officer / Finance Manager	Various Dates to April 2009	£8k	**1. Complete** • Strategy approved Full Council - Dec 2008. **2. On track** • Action Plan on target.
Lead development & delivery of new budget process for 2008/11.	• Reports on new budget process to CMT-Aug 2008 • On-going engagement with elected members	Chief Financial Officer	August 2008 On-going	£10k	**1. Complete**
Prepare & submit 2007/8 Financial Statement in line with relevant technical & qualitative standard.	• Accounts signed off without qualification within Statutory Timescale.	Chief Financial Officer / Finance Manager	June 2008	£160k	**1. Complete**
Provide advice & support to key corporate initiatives.	• School Estate • Single Status Modernisation & Efficiency	Chief Financial Officer	October 2008 August 2008 On going	£7k £38k £10k	**1. Complete** **1. Complete** **2. On track** • Substantial savings proposals advanced within budget process.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Support the implementation of Key Corporate Systems:					
➢ HR/Payroll System	Benefits realisation achieved & project delivered on time/within budget.	Head of ICT and Business Transformation/ Finance Manager	Various Dates to Dec 2009	£76k	**2. On track** Please see update on Pg 14
➢ EDRM	As above plus reduced SPI unit costs.	Head of ICT and Business Transformation/ Revenues and Benefits Manager	September 2008 (Revised date – December 2008)	£90k	**1. Complete - Revenues**
			March 2009 (Revised date - 20/04/09)		**4. Slippage – Benefits** Please refer to update on Pg 14

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Meet significant legislative changes within Revenues & Benefits (Local Housing Allowance, Employment Support Allowance, Bankruptcy & Diligence Act) with minimum customer impact.	Maintain Processing Performance Standards & Council Tax collection targets. Implement on time & within existing budgets.	Revenues and Benefits Manager	April 2008 & On-going.	£100k	**2. On track** • While the first stage of the Bankruptcy and Diligence bill has been implemented with minimal customer impact, there is an effect on cash flow to the Council. The charge for payment must be recovered before the Council receives any payments towards the debt. The next stages have still to receive Royal Ascent. • Training and implementation for all Benefit Legislative changes are complete.
Develop & implement business plan and associated improvement plan for Benefits Team in response to positive Audit Scotland Inspection.	Achievement of actions identified via Audit Scotland Inspection.	Revenues & Benefits Manager	July 2008 (For Plan) June 2009 (For actions)	Within Current Resources	**2. On track** • Implementation on track – please see Appendix 2.
Deliver structured financial skills training following review of financial expertise within the Organisation.	Improved level of financial expertise /ownership backed up by survey results.	Chief Financial Officer	Review - August 2008. Training - April 2009	£30k	**2. On track** • IPF work nearing completion. • Draft report due early March 2009.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Provide Strategic Leadership and Manage Delivery of Phase 1 of the Council's Modernisation and Efficiency Programme.	Procure & Implement an integrated HR/Payroll system	Head of ICT & Business Transformation	Core HR & Payroll (Phase 1) by March 2009	£300k	**2. On track** • Testing, configuration and use training arranged for early March for HR. • Configuration of Payroll currently underway.
	Procure & Implement a Corporate Asset Mgt system		September 2008 Revised Date March 2009	£113k	**4. Slippage** • Core property database, which is the main responsibility for all properties in Inverclyde, is now live. • The solution is currently being extended to Property Services with a view to using it as a central repository for statutory property data.
	Procure & Implement a Development Control & Building Stds system		March 2008	£80k	**1. Complete**
	Implement the National e-Planning portal		March 2009 Revised Date April 2009	Government Funded	**4. Slippage** • Government application web site (OAA) currently undergoing testing. The slippage has been due to the Scottish Government moving the end date by a month.
	Procure & Implement a Corporate GIS system		September 2008 Revised Date April 2009	£60k	**4. Slippage** • Training for administrators to set up the solution on the Website and Intranet underway. • Rollout to the Internet being progressed with Planning Service. • CAG integration with Uniform currently underway.
	Procure & Implement a Corporate CAD solution		July 2008	£100k	**1. Complete**
	Implement an Intranet for the Council		April 2008	£15k	**1. Complete**
	Procure & Implement phase 1 of the Corporate EDRM system for Revenues & Benefits		September 2008 (Revised date – December 2008) March 2009 (Revised date 30/04/09)	£276k	**1. Complete - Revenues** **4. Slippage – Benefits** • Project plan revised. • Train the trainer sessions took place on the 3rd and 4th February, followed by a workshop on 18/02/09. • The days estimated to configure the system has exceeded the original estimate due to the complexity of the service. • Training for the staff is scheduled for the first 3 weeks in April. • Service likely to be live by the end of April 2009. • Back scanning tenders issued following approval from Committee, with them due back in at the end of March.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Provide Strategic Leadership in developing the Customer Service Strategy for the Council	Procure & Implement a new IP Telephony system for the Council.	Head of ICT & Business Transformation	▪ October 2008	£768k	**1. Complete** • Rollout of IPT complete.
	Procure & Implement an 'e'-Procurement solution.		▪ June 2009	£200k	**3. Not started** • The scope of the project needs to be agreed.
	Conduct a review of customer service and develop management report	Head of ICT & Business Transformation/ Head of Safer Communities	▪ June 2008	£70k	**1. Complete** • Review complete and report produced.
	Develop customer service vision and strategy for the Council	Head of ICT & Business Transformation/ Head of Safer Communities	▪ Sept 2008 (Revised Date – April 2009)	£20k	**4. Slippage** This has now been integrated into the Design Mandate phase and will be delivered as part of that project.
Lead Value Chain Analysis Project and deliver business case including options appraisal.	▪ Mobilise cross service project team and deliver opportunities for consideration	Head of ICT & Business Transformation	▪ June 2008	£120k	**1. Complete** • Various presentations have been made to key stakeholders. All required deliverables have been submitted to the Improvement Service to meet the conditions of our grant.
	▪ Deliver the Business Case for Management to consider		▪ August 2008	£30k	
	▪ Develop and agree action plan		▪ Sept 2008		
	▪ Feed results into Budget process		▪ Sept 2008		

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Define and develop Phase 2 of the Council's Modernisation and Efficiency Programme.	▪ Produce a report defining Phase 2 activities for the Council's Modernisation & Efficiency Programme	Head of ICT & Business Transformation	▪ Nov 2008		**1. Complete** • M&E phase 2 content approved by P&R Committee in November 08.
Define and Implement Phase 2 of the Council's web site and intranet.	• Implement Phase 2 of the web-site and intranet.	Head of ICT & Business Transformation/Head of Corporate Communications & Public Affairs	▪ March 2009	£30k	**2. On track** • Further enhancements made to the back end content management system. • Course booker live on ICON. • Workflow tested within Content Management System. • Web site for Port Glasgow High live, Aileymill Nursery ready to go live, with 2-3 Primary Schools shortly thereafter. • Minutes and Agenda development complete, documents fully populated, Committee Clerks trained and developing agenda's electronically, launch imminent (awaiting Senior Management approval).
Implement GLOW in all Inverclyde schools.	▪ Technical sign off from Learning Teaching Scotland	ICT Service Delivery Manager	▪ February 2009	Government Funded	**1. Complete and Ongoing** • Technical sign off complete. Ongoing work with Education Services to roll out across all schools.
Further Enhance Service Management processes	▪ Implement change management processes ▪ Implement problem management processes ▪ Develop capacity and service continuity plans	ICT Service Delivery Manager	▪ March 2009 ▪ Dec 2008 ▪ June 2009		**2. On track** • Standard Change Management procedure in place for all Service requests via Service Desk. (Timing for implementation of full infrastructure Change Management to be agreed – impact on ability of ICT Service to meet the demands of the Council). • Completed – problem control initiated via ongoing analysis of Service Desk calls. Problem investigation / diagnosis in progress.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Lead and manage the Council's Strategic Planning and Performance Management Framework.	• Review of Strategic Planning and Performance Management Framework completed. • Monitoring reports produced on regular basis.	Head of Performance Management and Procurement	July 2008 Ongoing		**3. Not Started** This review has not commenced it will be reviewed in the context of the recent Best Value and Community Planning Audit Report together with the Organisational Improvement Plan.
Support and co-ordinate delivery of Community Planning in Inverclyde.	• Community Plan 2008-18 produced and published. • Policy and strategic advice provided to Inverclyde Alliance.	Head of Performance Management and Procurement	June 2008 Ongoing		**1. Complete** Revised Community Plan produced and published on Council / partner web sites. Executive Summary version produced and issued to all stakeholders. Inverclyde Alliance meeting on a regular basis with formal agendas.
Review progress and effectiveness of Community Planning.	• Progress in delivering the Inverclyde Alliance Improvement Plan assessed. • Community Plan reviewed and updated on bi-annual basis. • Degree of collaborative gain accrued from Community Planning and investment in partnership working established.	Head of Performance Management and Procurement	Sept 2008 May 2010 Sept 2008		**1. Complete** Original Improvement Plan has been delivered. The work undertaken around SOA delivery is now driving the improvement process for Community Planning in Inverclyde. **3. Not started** Needs to be considered in the context of the SOA. **1. Complete** Report on outcomes of collaborative gain project prepared and submitted to Inverclyde Alliance. Collaborative gain needs to become a feature of the SOA delivery arrangements.

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Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Co-ordinate the development and implementation of a Single Outcome Agreement on a partnership basis.	• SOA completed and approved. • Performance management framework developed to support delivery of SOA. • SOA Performance Report produced.	Head of Performance Management and Procurement	June 2008 April 2009 April 2009		**1. Complete** Interim SOA fully approved. A report on the agenda of this Committee on 03/02/09 provided an update on progress made in terms of the development of the full SOA for submission to the Scottish Government. The revised SOA has been subject to internal and external consultation with key stakeholders. The SOA has also been subject to discussion with the Scottish Government via a meeting held on 16th February 2009. The Scottish Government indicated that Inverclyde's SOA goes well beyond the national requirement. In addition, the SOA was subject to a rigorous risk management exercise on 9th February 2009. The SOA was submitted formally to the Scottish Government for formal approval on the 28th February 2009. Measures and indicators for the SOA have been developed in partnership to inform the revised Inverclyde Alliance version of the SOA. This will link into the work the Council are undertaking in regard to procuring a performance management software solution. An interim performance report on the SOA will be submitted to the Scottish Government in April 2009 with a full report in September 2009.
Lead the development, implementation and monitoring of the Corporate Plan.	• Monitoring arrangements established. • Progress reported through Corporate Performance Report. • New Corporate Plan developed.	Head of Performance Management and Procurement	June 2008 October 2008 May 2011		**1. Complete** Devised key performance indicators. Report submitted to February meeting of this Committee. **4. Slippage** **3. Not started** Will commence in 2011 and coincide with the next round of local elections.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Lead and co-ordinate the Council's approach to directorate planning.	• Directorate Planning Guidance revised. ▪ 4 Directorate Plans developed and approved. ▪ Progress reported through Directorate Performance Reports.	Head of Performance Management and Procurement	February 2009		**1. Complete** Evaluated Directorate Plans for 2008/09 with feedback through CMT and Strategic Planning Performance Management Programme Board. Seminar held in November 2008 to align the SOA / Community Plan and Corporate Plan with Directorate Plans. Revised guidance has been developed, approved by CMT and issued to services on 26th February 2009.
Develop an Organisational Improvement Plan for 2008-11 through a process of self assessment.	• Organisational Improvement Plan developed and approved. • Public Services Improvement Framework piloted with CMT and Heads of Service. • PSIF implemented across Council	Head of Performance Management and Procurement	Sept 2008 Sept 2008 May 2009		**1. Complete** The Organisational Improvement Plan has now been populated with outcomes from PSIF Corporate Self Assessment / Best Value and Community Planning Audit. A revised version of the OIP was presented to Committee at its meeting on 03/02/09 for consultation and adoption. **1. Complete** Corporate assessment has been completed by CMT and Heads of Service. **2. On track** • Team selected and completed training. • Corporate Self Assessment completed. • Phase 1 of service based programme to include four service areas.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Lead, monitor and report on the Council's approach to performance management.	• Electronic performance management system developed. • Adoption of PSIF • SPI's reviewed. • Corporate Performance Report reviewed. • Annual Public Performance Report produced.	Head of Performance Management and Procurement	June 2008 May 2009 Oct 2008 June 2008 December 2008		**1. Complete** • Tender document prepared and issued to five suppliers. Reported to P&R on 18/11/08. Tenders returned and evaluated with a preferred supplier chosen. **2. On track** • PSIF adopted with directorates identifying lead officer. Corporate assessment completed. Need to roll out PSIF process to Directorates / services. **1. Complete** **1. Complete** **1. Complete** The draft report was approved by this Committee at its meeting on 18/11/08. Report designed and issued in December 2008.
Ensure more effective procurement across the Council through the development of a Corporate Procurement Strategy.	• Strategy developed and approved. • Suite of procurement indicators established. • Tenders advertised on Council web site. • Commodity review programme established. • Programme of corporate contracts established.	Head of Performance Management and Procurement	June 2008 June 2008 June 2008 May 2008 May 2008		**4. Slippage** • Strategy and Improvement Plan revised and subject to a consultation process. Procurement subject to briefing session with Leader and Depute Leader of the Council. **1. Complete** Suite of performance indicators established and baseline position produced. Reported to this Committee on 18/11/08. **1. Complete** • Web pages designed. **2. On track** • Commodity review established. 2 areas under review and to be subject to procurement exercise. Will inform corporate contracts.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Resources Allocated	Progress Made
Improve governance by: • Preparing and delivering the Council's Strategic Audit Plan. • Delivering a programme of audits. • Co-ordinating risk management and business continuity.	• Strategic Audit Plan developed and implemented. • Service risk registers developed. • Process developed to further embed risk management across the Council. • Anti-Fraud and Irregularity Policy reviewed and updated.	Head of Performance Management and Procurement	March 2009 May 2008 Dec 2008 June 2008		**Strategic Audit Plan** **1. Complete** • 8 final reports issued. **2. On Target** • 4 audits at draft report stage • 5 audits at fieldwork stage • 3 audits at planning stage • 2 audits deferred for business reasons but will be replaced by 2 ad hoc reviews **Risk Management** **1. Complete** • Service risk registers have been developed. These are now the subject to regular quarterly review. • CRMT established in August 2008 with responsibility for emergency preparedness including business continuity. • Civil Contingencies Training given to CMT and CRMT members. **2. On Target** • Action plan developed to further embed risk management across the Council. Being led by the Corporate Risk Management Group. • Business Continuity Plans are being developed for the Council at a Corporate and individual service levels. **Anti-Fraud and Irregularity** **1. Complete** Policy approved by Audit Committee 26 August 2008 for wider adoption by Council.

Appendix 2 - Inverclyde Council – Audit Scotland Risk Audit Action Plan June 2008

Risk Number	Description of risk	Action to be taken	Responsibility		List of tasks to be carried out to remove risks	Progress at 29.1.09	By when Original date with revised where appropriate
			Lead officer	**Partners**			
1	**Absence of a Benefits Performance Management Framework**	Introduce a PMF consolidating existing and introducing new performance results	Fiona Borthwick	Tracy Bunton John Young Policy and Performance Team (PMP)	Identify targets and tolerances. Set stretching targets for BCT. Select frequency of reporting, agree escalation processes.	**Partially complete**.	31.10.08 28.02.09
2	**Failure to meet customer and the wider community's level and type of service needs**	Consult with customers and the wider community	Fiona Borthwick	Tracy Bunton John Young PMP Corporate Communications Revenues Money Matters	Ensure Benefits play a central role in the corporate customer service review and in the interim consult with stakeholders and form a customer focus group.	Corporate Customer focus group questions submitted. Awaiting issue of corporate customer survey.	31.1.09 Depends on corporate survey
3	**Absence of Customer Service Targets**	Introduce Customer Service Targets and publicise, monitor and report performance against these. Link to Performance Management Framework	Fiona Borthwick	John Young Corporate Communications	Targets set for waiting times and response to correspondence. Recorded on performance management framework. Use the stakeholder and customer consultation results to inform customer service targets.	**Complete.**	31.1.09
4	**Absence of a comprehensive Benefits Business Plan**	Develop the existing Benefits Business Plan	Fiona Borthwick	Tracy Bunton John Young PMP	The Business Plan will outline the key strategic tasks eg. EDRM, service aims and objectives, PIs and key deliverables, focusing on outcomes and key objectives for the team.	**Complete**	31.10.08

Risk Number	Description of risk	Action to be taken	Responsibility		List of tasks to be carried out to remove risks	Progress at 29.1.09	By when
			Lead officer	**Partners**			
5	**Inaccurate Benefits Payments**	Introduce claim assessment accuracy targets and report quality checking results to senior management	Tracy Bunton	Angela Logan Benefit Team Leaders	Set accuracy targets. Include accuracy results in Performance Management Framework	Changed data collection methodology to start 1.12.08 to allow targets to be set by Feb 09	31.8.08 Feb 09
6	**Efficiencies within Intervention activities could be compromised**	Introduce targets, develop management information and link to performance Management Framework	John Young	Anne Marie Duffy	Analyse ineffective visits, analyse outcomes to show the number and type of changes identified	**Complete**	30.9.08
7	**Appeals and Reconsiderations not achieving target**	Develop management information and link to Performance Management Framework.	Tracy Bunton	Lesley Bennett	Analyse number of and reasons for requests for reconsideration and appeal.	**Complete**.	31.10.08
8	**Under utilisation of the Benefit Control Team - Limited number of 'Outcomes' within the Benefit Control Team Business Plan**	Develop the Benefit Control Team Business Plan	Tracy Bunton	Linda Hughes Bennett Fiona Borthwick	Identify key outcomes including working with partner agencies and re-write the BCT Business Plan to include these.	**Complete**	30.9.08
9	**Inconsistent sanction application**	Introduce an independent sanction process and exception record	Tracy Bunton	Linda Hughes	Consider options, identify personnel, produce paperwork to record decisions, write and introduce procedure.	**Complete**	31.8.08
10	**Fraud and Error within the caseload going undetected**	Develop fraud referral and fraud investigation management information and link to Performance Management Framework. Raise awareness and opportunities to report fraud.	Tracy Bunton	Linda Hughes Corporate Communications	(1) Develop referral and investigation information analysis. (2) Introduce fraud awareness to corporate induction training.	**(1) Complete** (2) 'On the Fiddle' Course outline prepared & submitted to Corporate Development officer & material prepared for corporate training planner Apr – Oct 09. Handout for new employees ready to be	30.9.08 April- October 09

					distributed at corporate induction.	
				(3) Record sanction outcomes on the council web site. (4) Introduce a fraud referral form on the council's web site	(3) **Complete** (4) currently consulting with corporate graphic designer	Ongoing