
Report To: Policy and Resources Committee **Date:** 22 September 2009
Report By: Corporate Director
Improvement and Performance **Report No:** POL/34/09/PW/LF
Contact Officer: Lynsey Frizell **Contact No:** 712744
Subject: Improvement and Performance Directorate Performance Report

1.0 PURPOSE

- 1.1 This report advises Committee of progress made by the Improvement and Performance Directorate in achieving its key objectives, as set out in its Directorate Plan for 2009/11, 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 progress on Directorate Plan objectives, key corporate initiatives, key performance indicators and planned future improvement activity.
- 2.3 This report utilises the new format for directorate performance reporting which was approved by Committee on 18 November 2008 which improved alignment with 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 2009-11.
- 2.4 Information on progress made in implementing the Directorate Plan and key performance indicators will provide an accurate overview of the performance of the Directorate and assist Members in their scrutiny role.
- 2.5 The Directorate sickness absence target has been reviewed and reduced by the Directorate Management Team since the last report in May 2009.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- Comment on the performance information contained in this report.
 - 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.
 - 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 26 May 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 which are all included in the approved 2009/11 Directorate Plan:
- Sickness Absence
 - Council Tax In-year collection
 - Benefits Right Time Indicator
 - Right Benefits Indicator
 - Accuracy of Benefits Processing
 - Creditors Payments (within 30 days)
 - FMS (Unplanned Downtime)
 - Incident Response Times
 - Incident Resolution Times
 - Overall Network Availability
 - Overall Key Applications Availability
 - Percentage of positive or neutral coverage of the Council in the media
 - Media calls responded to within 24 hours
 - Number of print jobs prepared within timescale
 - Procurement
 - % of contracts notified by electronic contract notice
 - % of contracts awarded by electronic award notice
 - % of contract handled through e-sourcing or e-tendering system
 - % of transactions processed electronically
 - % of payments processed through an e-payment facility
- 4.5 The Improvement and Performance Directorate Plan 2009-11 was approved in May 2009. 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.
- 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 2009/11, 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.

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:	4.61%(1/01/09 – 28/06/09) (3.51% same period 2008)
Target Performance Level:	4.2% (4.26% 2008 Directorate out-turn)
Frequency of Monitoring:	Quarterly
Analysis of Performance and Service Commentary:	% sickness levels have increased from 4.32% in quarter 1 to 4.61%. This is due to a number of long term sickness cases, which are being managed in line with agreed policy and with support from Organisational Development and Human Resources.
Trend:	Downward
External validation:	Overall Council figure validated by Audit Scotland.

Table 2	
Service:	Finance
Indicator:	Council Tax In-Year Collection
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:	36.2% as at 31/7/09 (36.4% same period 2008/09)
Target Performance Level:	93.8% (2008/09 out-turn 93.3%)
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	The current economic climate is having an effect on the collection levels of Councils. The Revenues and Benefits Manager has regular meeting with the Councils Debt Management Partner to ensure that steps are taken to maximise income where possible.
Trend:	Marginally Downward
External validation:	Audit Scotland

Table 3	
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:	93.6% as at 31/7/09 (96.3% same period 2008/09)
Target Performance Level:	94%
Frequency of Monitoring:	Monthly (internal), Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	While the % paid is slightly down on 2008/09, the performance level remains very high.
Trend:	Downward
External validation:	Audit Scotland

Table 4	
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:	50% (31/07/09)
Target Performance Level:	32% (2008/09 out turn 35.2%)
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	The month on month performance can vary significantly dependant on the timing of issuing and payment of accounts.
Trend:	Variable
External validation	No

Table 5	
Service:	Finance
Indicator:	Right Time Indicator
Type of Indicator:	SPI
Relevance:	Measures the speed of benefit processing
Current Performance Level:	25.7 days as at 31/7/09
Target Performance Level:	15.5 days
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	This is the first year of measurement and there are ongoing issues at a national level to ensure this measurement is reported accurately.
Trend	Downwards
External validation	Audit Scotland

Table 6	
Service:	Finance
Indicator:	Accuracy of Benefits Processing
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to make processes more accurate.
Current Performance Level:	95.20% (June 2009) 98% as at 2008/09
Target Performance Level:	99% (2008/09 out-turn 99.4%)
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	This was calculated over the annual uprating and a total of 6 errors were recorded over the quarter, 5 of which were attributable to uprating of other benefits such as tax credits that were each less than £1 due to the change income not being picked up during uprating.
Trend	Downward
External validation	No

Table 7	
Service:	Finance
Indicator:	Right Benefits Indicator
Type of Indicator:	SPI
Relevance:	
Current Performance Level:	Not able to be measured.
Target Performance Level:	No target
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	Not currently available – this is a national issue. DWP are currently working on a mechanism for this indicator.
Trend	N/A
External validation	Audit Scotland

Table 8	
Service:	Finance
Indicator:	FMS (Unplanned Downtime)
Type of Indicator:	Internal Measure
Relevance:	Measures performance of system availability
Current Performance Level:	1 hour as at 31/7/09 (5 hours 2008/09)
Target Performance Level:	12 Hours
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	Since bringing support system in-house the system availability has been at a very high level.
Trend	Improving
External validation	No

Table 9	
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:	100% June/July 2009 (Rolling 12 month average to July 2009 - 99.91%)
Target Performance Level:	99.5%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	High network availability supports the efficient operation of Council services.
Trend:	Level (Rolling 12 month average to May 2009 - 99.90%)
External validation:	No

Table 10	
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:	99.90% (Rolling 12 month average to July 2009 - 99.65%)
Target Performance Level:	99.5%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	High availability supports the efficient operation of Council services.
Trend	Level (Rolling 12 month average to May 2009 - 99.64%)
External validation	No

Table 11	
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:	98.48% (June / July 2009) (Rolling 12 month average to May 2009 - 97.90%)
Target Performance Level:	90%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	High incident response rates continue despite rising call numbers.
Trend	Level (Rolling 12 month average to May 2009 - 97.67%)
External validation	No

Table 12	
Service:	ICT and Business Transformation
Indicator:	Incident Resolution Times
Type of Indicator:	Key Performance Indicator (Internal)
Relevance:	This indicator shows the % of reported ICT incidents resolved within targets defined in the SLA.
Current Performance Level:	93.84% June / July 2009
Target Performance Level:	80%
Frequency of Monitoring:	Monthly (Internal)
Analysis of Performance & Service Commentary	Current seasonal performance high due to school holidays and full availability of Service Desk staff.
Trend	Level (Rolling 12 month average to May 2009 - 87.78%)
External validation	No

Table 13	
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:	93.2%
Target Performance Level:	90%
Frequency of Monitoring:	Every two months in line with Committee Cycle
Analysis of Performance & Service Commentary	Improving relationship with media and increased proactive stories raise positive coverage of Council and its services.
Trend	Improving
External validation	No

Table 14	
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:	96.8%
Target Performance Level:	95%
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	Downward (Quarter 1 2009 – 98.7%)
External validation	No

Table 15	
Service:	Corporate Communications and Public Affairs
Indicator:	Number of print jobs prepared within timescale
Type of Indicator:	Key Performance Indicator (Internal)
Relevance:	Demonstrates the responsiveness to other services in delivery of Council publications on time.
Current Performance Level:	85.7%
Target Performance Level:	80%
Frequency of Monitoring:	Every two months in line with Committee cycle
Analysis of Performance & Service Commentary	Service now has centralised responsibility for delivering on all publications. High performance shows that system is working effectively and efficiently.
Trend	New Indicator
External validation	No

Table 16	
Service:	Performance Management and Procurement
Indicator:	Procurement <ul style="list-style-type: none"> ➤ % of contracts notified by electronic contract notice ➤ % of contracts awarded by electronic award notice ➤ % of contracts handled through e-sourcing or e-tendering system ➤ % of transactions processed electronically ➤ % of payments processed through an e-payment facility
Type of Indicator:	Key Performance Indicator (Internal)
Relevance:	Demonstrates the progress the Council is making against key government objectives.
Current Performance Level:	Procurement <ul style="list-style-type: none"> ➤ 4.47% of contracts notified by electronic contract notice ➤ 8.95% of contracts awarded by electronic award notice ➤ 0 % of contracts handled through e-sourcing or e-tendering system ➤ 0 % of transactions processed electronically ➤ 12 % of payments processed through an e-payment facility
Target Performance Level:	<ul style="list-style-type: none"> ➤ 10% of contracts notified by electronic contract notice ➤ 10% of contracts awarded by electronic award notice ➤ 5% of contracts handled through e-sourcing or e-tendering system ➤ 0% of transactions processed electronically ➤ 13% of payments processed through an e-payment facility
Frequency of Monitoring:	Every two months in line with Committee cycle
Analysis of Performance & Service Commentary	The adoption of the Strategic Procurement Framework will lead to an improvement in these figures.
Trend	New Indicator
External validation	No

5.4 It should be noted that the Directorate Management Team has reduced the performance target in 2009 for sickness absence from 5.0% to 4.2% in light of the 2008 Out-turn. While sickness levels currently exceed this target the Directorate is managing a number of long term absences in line with approved policy and is aiming to show improvements by Quarter 3.

6.0 DIRECTORATE PLAN 2009-11 - PROGRESS

- 6.1 The Improvement and Performance Directorate Plan 2009-11 was approved by Policy and Resources Committee on 26 May 2009. Progress has been made since May 2008 in implementing the projects and improvements actions contained within the plan. For example:
- ◆ The Council's Corporate Comments, Compliments and Complaints Framework InForm has been implemented.
 - ◆ As part of the implementation of the National E-Planning agenda, phase 1 has been completed.
 - ◆ The preferred supplier of an Electronic Performance Management System has been appointed.
 - ◆ The re-structuring of the Internal Audit Team.
- 6.2 The implementation of the Council's Corporate Procurement Strategy and Programme Improvement Plan is the only area where there has been slippage. However, a report on the Strategic Procurement Framework 2009/11, is on the agenda of this Committee.
- 6.3 Appendix 1 contains further details of the status of all projects and improvement actions. For example, whether they have been completed, are on track, have not yet started or have slipped.

7.0 IMPLICATIONS

- 7.1 Finance
None
- 7.2 Personnel
None
- 7.3 Legal
None
- 7.4 Equality and Diversity
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 2009/11.

APPENDIX 1: KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Develop and enhance internal communications	<ul style="list-style-type: none"> • Review of ICON • Review of Internal Communications (based on Employee Survey results and further consultation) • Revised Internal Communications Strategy developed within Communications Framework 	Head of Corporate Communications and Public Affairs	April 2010	<p>2 – On track ICON being reviewed as part of Web Development Strategy</p> <p>2 – On track Internal Communications Review due to start end September 2009</p>
Implement the Council's Corporate Comments, Compliments and Complaints Framework.	<ul style="list-style-type: none"> • InForm implemented • Formation of Customer Liaison Officers' Steering Group • Management Information Reports prepared for Policy and Resources Committee • Review of InForm 	Head of Corporate Communications and Public Affairs	<p>April 2009</p> <p>End April 2009</p> <p>May 2009 and ongoing</p> <p>April 2010</p>	<p>1 - Complete</p> <p>1 - Complete</p> <p>2 – On track</p> <p>3 – Not started</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
2009/11 Budget – provide a balanced budget over a 2 year rolling cycle linking into the financial framework.	<ul style="list-style-type: none"> • Agreed savings delivered. • 1% Efficiency Savings are identified & approved by September 2009 	Chief Financial Officer	On-going Sept 2009	2 – On track ♦ CMT monitoring saving delivery monthly. ♦ List of finalised efficiency proposals due to be considered by P&R Committee on 22.9.09.
Implementation of HR/Payroll System	<ul style="list-style-type: none"> • Benefits realisation achieved and project delivered on time / within budget. 	Chief Financial Officer / Head of ICT and Business Transformation	March 2010	2 – On track ♦ Roll out of the project progressing with work continuing to achieve the four weekly payroll on the new system in September 2009.
IPF Action Plan – develop Financial Management across the Council.	<ul style="list-style-type: none"> • Action plan approved. • Regular reporting on progress to CMT & Committee 	Chief Financial Officer	Sept 2009 On-going	2– On track - Action Plan to be reported to P&R Committee 22.9.09.
Implementation of IFRS Accounting Changes	<ul style="list-style-type: none"> • Restate 1/4/09 opening balance sheet under IFRS standards. • Produce IFRS complaint comparators 1 April 2010. • Produce Annual Accounts under IFRS regulations for FY10/11. 	Chief Financial Officer	1 st April 2011	2 – On track ♦ Report of the changes and high level action plan to Audit Committee 25 th August 2009.
Implementation of EDRM	<ul style="list-style-type: none"> • Initial implementation in Revenues and Benefits. • Rolled out to all services 	Chief Financial Officer / Head of ICT and Business Transformation	June 2009 Throughout 2010	1 – Complete ♦ System implemented in Revenues and Benefits. ♦ 2 – On track EDRM will be rolled out as part of the FOM. This is being considered for R1 services at present, the majority of which are Revenues and Benefits who already have an EDRM solution.
Improve Linkages between Service Planning & Resources	<ul style="list-style-type: none"> • Proposals incorporated into revised Directorate Planning Guidance. 	Chief Financial Officer / Head of Performance Management and Procurement	March 2010	2- On track - Revised Financial Strategy approved June 2009. Directorate Planning Guidance to be reviewed.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Implement the Future Operating Model (FOM) for the Council	<ul style="list-style-type: none"> • Commence Construct Phase 1 (Initial service available for Revenues & Benefits, Environmental Services, Educational Maintenance Allowances and Blue Badge Applications) • Complete Detailed Design and Construct phase R2. • Complete detailed design and construct phase R3. • Complete detailed design and complete phase R4. • Commence Construct Phase 5. • Commence Construct Phase 6. 	Head of ICT and Business Transformation / Head of Safer Communities	<ul style="list-style-type: none"> • Sept 2009 • March 2010 • Sept 2010 • April 2011 • October 2011 • April 2012 	<p>2 - On track</p> <ul style="list-style-type: none"> ◆ Significant amount of work progressed in the "Process" and "Technology" work stream and the subsequent configuration of Lagan Solution. <p>2 – On track</p> <ul style="list-style-type: none"> ◆ Numerous workshops held to firm up call handling options and other customer access details. Draft paper produced for discussion.
Enhancements to Web Site and Intranet related to Future Operating Model (FOM).	<ul style="list-style-type: none"> • School web sites developed. • GIS Mapping functionality • AA Accessibility Compliance. • Online transactional capability. 	Head of ICT and Business Transformation	Ongoing until 2011.	<p>2 – On track</p> <ul style="list-style-type: none"> ◆ Web services being developed to facilitate searches from internal knowledge.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Support the implementation of the National E-Planning agenda.	<ul style="list-style-type: none"> Implement Phase 1 – OAA & OPIS Phase 2 – OLP eConsultation 	Head of ICT and Business Transformation	April 2009 March 2010	<p>1 - Complete</p> <p>Council not progressing with Scottish Government project for this as we already have this functionality in the existing GIS product. This will be prepared through GIS and presented on the Internet site as a part of our Corporate GIS publishing.</p> <p>2 – On track A template has been provided to Planning Services for them to set up and test within CAPS Uniform.</p>
Back scanning for Benefits.	<ul style="list-style-type: none"> Award Tender Complete Document Scanning 	Head of ICT and Business Transformation	May 2009 August 2009	2 – On track On-going – on target.
Provide ongoing ICT support services that meet service level targets.	<ul style="list-style-type: none"> Meet or Exceed SLA Targets 	Head of ICT and Business Transformation	Ongoing	2. On track Data Centre remedial work completed. ICT support for school moves provided to timescales. ICT Infrastructure projects progressing to timescales. SLA targets met for systems availability + incident response and resolution times.
Support the implementation of Key Corporate Systems	<ul style="list-style-type: none"> Successful Implementation of Key Business Systems as Defined by FOM 	Head of ICT and Business Transformation	Ongoing	2 – On track On-going as planned.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement	Annual Performance reports show progress toward achievement of outcomes.	Head of Performance Management and Procurement	March 2011	2 – On track <ul style="list-style-type: none"> • SOA approved by Scottish Government. • Signed off at Ministerial visit in August 2009. • SOA Programme Board established. • SOA Annual report prepared.
Provide policy & strategic support to the Inverclyde Alliance to assist with its role(s) and functions and improve partnership working.	Support 4 meetings of the Inverclyde Alliance.	Head of Performance Management and Procurement	Ongoing	2 – On track <ul style="list-style-type: none"> ◆ Alliance Board fully operational and meeting as per agreed programme of meetings.
Provide support to the Public Sector Partnership Group	Meetings taking place regularly and clear outcomes for group defined.	Strategic Partnership Manager	Ongoing	2 – On track <ul style="list-style-type: none"> ◆ 2 meetings held.
Provide support to Clyde Valley Community Planning Partnership Review team.	Attendance at meetings and contribution to report produced.	Strategic Partnership Manager	October 2009	2 – On track <ul style="list-style-type: none"> • Officer representation on Review Team continuing.
Introduce and co-ordinate PSIF across the Council on a rolling programme basis	All services subject to a PSIF self assessment exercise with improvements in place.	Head of Performance Management and Procurement	December 2010	2 – On track <ul style="list-style-type: none"> • Update report on this Committee agenda. • 4 assessments completed. • Evaluation report produced. • 3 assessments planned for this year.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Co-ordinate/facilitate the delivery of the Council 's Corporate Organisational Improvement Plan Developing a modern innovative organisation	<ul style="list-style-type: none"> • Key work streams are programme managed and delivered within agreed timescale. 	Head of Performance Management and Procurement	June 2009.	2 – On track <ul style="list-style-type: none"> • 5 work stream groups are meeting. • Progress reflected in Corporate Performance Report.
Establish organisational managerial arrangements for BV2.	<ul style="list-style-type: none"> • Shadow Project team established. • Project plan produced. 	Head of Performance Management and Procurement	June 2010.	2 – On track <ul style="list-style-type: none"> • Report prepared and agreed by CMT in August 2009. • Report on this Committee agenda.
Co-ordinate the Council's approach to Directorate Planning.	<ul style="list-style-type: none"> • Directorate Planning Guidance produced. • Directorate Plans reviewed and approved by Committee • Regular Directorate Performance Reports submitted to Committee by each Directorate. 	Head of Performance Management and Procurement	September 2009 April 2010 Ongoing	2 – On track <ul style="list-style-type: none"> • All Directorates prepared their respective plans for 2009/11. • Revised guidance will be prepared to aid preparation for 2010/11.
Implement an Electronic Performance Management System.	<ul style="list-style-type: none"> • Preferred supplier appointed. • Implementation plan and roll out system established. 	Head of Performance Management and Procurement	May 2009 August 2009	2 – On track <ul style="list-style-type: none"> • Consultants appointed CACI. • Project Initiation Document agreed and signed off with supplier. • Management Information Group being established across Directorates.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Support community engagement and consultation.	<ul style="list-style-type: none"> Organise/deliver two Citizens' Panel surveys per annum. Involvement in the Community Engagement Network. 	Head of Performance Management and Procurement	2009 / 2010 / 2011	2 – On track <ul style="list-style-type: none"> The results from the last survey conducted in Spring 2009 are included on this Committee agenda. The next survey will focus on customer satisfaction and will be carried out in October 2009.
Co-ordinate the Council's submissions to national award programmes.	<ul style="list-style-type: none"> Projects submitted for national awards. 	Head of Performance Management and Procurement	Ongoing	2 – On track <ul style="list-style-type: none"> St Kenneth's Primary school received a commendation in the MJ Achievement Awards 2009. St Kenneth's Primary School and the Choose Life Project have reached the finals of the APSE Annual Service Awards 2009. The Council entered three submissions in the Guardian Public Services Awards. Submissions are currently being prepared for the Herald Society Awards and the CoSLA Excellence Awards.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Finalise and implement the Council's Corporate Procurement Strategy and Programme Improvement Plan together with supporting operational guidance.	Framework in place with agreement to workstreams.	Head of Performance Management and Procurement	May 2009	4. Slippage Initial Strategic Procurement Framework considered by committee in May 2009. Full Strategic Procurement Framework on this committees agenda the projects below
Develop appropriate links with the revised Future Operating Model (FOM) for the Council.	Procurement included in future phases of FOM.	Head of Performance Management and Procurement / Head of ICT and Business Transformation	Will be developed in relation to FOM programme.	2. On track
Engage with Scotland Excel / Procurement Scotland to track impact on procurement/tendering in relation to Revenue Budgets.	Savings identified through Scotland Excel / Procurement Scotland.	Head of Performance Management and Procurement	June 2009 onwards	2. On track
Establish effective procurement/tendering procedures in relation to the Council's Financial Regulations and Standing Orders and EU Limits.	Revised procedures in place and applied.	Head of Performance Management and Procurement	October 2009	2. On track

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Implement the Council's Internal Audit Plan for the period 2009/10.	Delivery of audit Plan.	Head of Performance Management and Procurement	31 March 2010	<p>2 – On track Plan for 2009/10 has been phased from August 2009 to March 2010 to allow new structure to settle down.</p> <p>The plan will be submitted to the August meeting of the Audit Committee.</p>
Implement the Council's approach to risk management at both Corporate and Directorate/ Service levels.	Delivery of action plan to embed risk management.	Head of Performance Management and Procurement	31 March 2010	<p>2 – On track Risk Assessment and Prioritisation Matrix was approved in April 2009 which will be rolled out across services over Q3 and Q4 of 2009/10.</p> <p>A Strategic Business Continuity Plan has been developed for the Council and work in relation to developing Service Business Continuity Plans is ongoing.</p> <p>The Corporate Risk Management Group continues to meet on a regular basis to review progress of action plan delivery.</p>
Complete the restructuring of the Internal Audit Team.	New structure in place.	Head of Performance Management and Procurement	May 2009	1 - Complete