
Report To: Policy and Resources Committee **Date:** 17 November 2009

Report By: Corporate Director
Improvement and Performance **Report No:** POL/45/09/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, and 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 Progress has been made since May 2008 in implementing the projects and improvements actions contained within the Improvement and Performance Directorate Plan 2009-11. For example:

- The Council's Corporate Comments, Compliments and Complaints Framework InForm has been implemented.
- IPF Action Plan to help develop financial management across the Council has been approved.
- EDRM has been implemented in Revenues and Benefits.
- 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 Procurement Framework has been agreed.

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 22 September 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: | 4.40% (28/06/09 – 27/09/09) (5.19% same period 2008) |
| Target Performance Level: | 4.2% (4.26% Directorate out-turn) |
| Frequency of Monitoring: | Quarterly |
| Analysis of Performance and Service Commentary: | % sickness levels have increased from 4.32% in quarter 1 to 4.40%. 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: | 55.4% as at 30/9/09 (54.3% 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. However, in year collection is marginally ahead of 2008/09. |
| Trend: | Marginally Upward |
| 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: | 93.8% as at 30/9/09 (94.5% 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: | On target |
| External validation: | Audit Scotland |

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| 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: | 47.3% (30/09/09) |
| 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. An exercise to cleanse long term accounts has commenced. |
| Trend: | Variable |
| External validation | No |

| | |
|--|---|
| Table 5 | |
| 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: | 97.6% (1/4/09 – 30/9/09) 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 | Performance in the 2 nd quarter has improved to 98%. Whilst welcome this remains below target. |
| Trend | Downward |
| External validation | No |

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| Table 6 | |
| Service: | Finance |
| Indicator: | Right Time Indicator |
| Type of Indicator: | SPI |
| Relevance: | Measures the speed of benefit processing. |
| Current Performance Level: | 27.4 days as at 30/09/09 |
| Target Performance Level: | 15.5 days (Target set by DWP) |
| 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. |
| Trend | Downwards |
| External validation | Audit Scotland |

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| 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 30/9/09 (7 hours 30 mins 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: | 99.99% (August / September 2009) (Rolling 12 month average to September 2009 - 99.93%) |
| 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 July 2009 - 99.91%) |
| 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: | 100% (August / September 2009) (Rolling 12 month average to September 2009 - 99.97%) |
| 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 July 2009 - 99.63%) |
| 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: | 98.58% (August / September 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 July 2009 - 97.90%) |
| 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: | 86.06% (August / September 2009) (Rolling 12 month average to September 2009 – 87.64%) |
| 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 July 2009 - 87.27%) |
| 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: | 97.83% |
| 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 (Quarter 2 2009 – 93.2%) |
| 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: | 97.9% |
| 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 | Improving (Quarter 2 2009 – 96.8%) |
| 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: | 75% |
| 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. There has been a dip in performance from 85.7% in quarter 2 to 75% in quarter 3. |
| Trend | Downward (Quarter 2 2009 – 85.7%) |
| 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"> ➤ 7.84% of contracts notified by electronic contract notice ➤ 3.92% of contracts awarded by electronic award notice ➤ 0 % of contracts handled through e-sourcing or e-tendering system ➤ 0 % of transactions processed electronically ➤ 15.2 % 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 |

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.
 - IPF Action Plan to help develop financial management across the Council has been approved.
 - EDRM has been implemented in Revenues and Benefits.
 - Back scanning for the Benefits Service is complete.
 - 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 Procurement Framework has been agreed.
 - The re-structuring of the Internal Audit Team.
- 6.2 There has been slippage in the following two areas:
- Provision of support to the Public Sector Partnership Group.
 - Phase 1 of the implementation of the Future Operating Model.
- 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</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. 1 - Complete ♦ 1% savings approved 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 4 weekly payroll transferred 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 | 1 – Complete Action Plan approved by P&R Committee 22.9.09. 2 – On Track Resource requirements being assessed. |
| 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 reported 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) | Head of ICT and Business Transformation / Head of Safer Communities | Sept 2009 (Revised to Oct 2009) | 4 - Slippage <ul style="list-style-type: none"> The configuration of Lagan and other associated solutions to create an integrated Customer Management solution for the Customer Advisor is now complete A comprehensive training programme for CSRs is complete covering business overview and technical training. Training for staff in service area scheduled to cover service improvements along with refresher training post go-live. Staff matching & Interview process to fill Customer Management posts complete Benefits realisation reviewed and enhanced. Customer Service Centre went live on 19th October 2009 |
| | <ul style="list-style-type: none"> Complete Detailed Design and Construct phase R2. | | March 2010 | 2 – On Track Work commenced to detail the scope for R2. This includes augmentation from R1. |
| | <ul style="list-style-type: none"> Complete detailed design and construct phase R3. | | Sept 2010 | 3 – Not Started |
| | <ul style="list-style-type: none"> Complete detailed design and complete phase R4. | | April 2011 (Revised to August 2011) | 3 – Not Started |
| | <ul style="list-style-type: none"> Commence Construct Phase 5. | | October 2011 (Revised to February 2012) | 3 – Not Started |
| | <ul style="list-style-type: none"> Commence Construct Phase 6. | | April 2012 (Revised Sept 2012) | 3 – Not Started |
| 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. | 2 – On track <ul style="list-style-type: none"> This is being reviewed in line with the developments planned within the FOM |

| 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 | Head of ICT and Business Transformation | April 2009 | 1 - Complete |
| | <ul style="list-style-type: none"> Phase 2 – OLP | | N/A | 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. |
| | <ul style="list-style-type: none"> E Consultation | | Match 2010 | 2 – On track A template has been provided to Planning Services for them to set up and test within CAPS Uniform. |
| Back scanning for Benefits. | <ul style="list-style-type: none"> Award Tender | Head of ICT and Business Transformation May 2009 | May 2009 | 1. Complete |
| | <ul style="list-style-type: none"> Complete Document Scanning | | August 2009 | 1. Complete |
| 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 2009-11 signed off at Ministerial visit on 11th August 2009. • SOA Programme Board met on 4th September. • SOA progress reported to Alliance Board on 28th September. • SOA 2008-09 annual report sent to Scottish Government on 30th September. |
| 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 | 4 - Slippage <ul style="list-style-type: none"> ◆ Proving difficult to get new meeting arranged. Other work ongoing to prepare information re Total Place for partners . |
| 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. • Timescale has been changed by chair of the review with the report now due to be produced in November 2009. |
| 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 partner 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 on this Committee agenda. |
| 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 agreed at last meeting of Committee. |
| 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. • Programme Board 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 Citizen's Panel Survey were reported to the last meeting of this Committee. The next survey will be carried out in Nov/Dec and will focus on the Local Development Plan, Community Safety and Mental Health and Well-Being. |
| 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"> Choose Life Inverclyde was awarded the Association for Public Service Excellence Award (APSE) 2009 in the category of Best Public/Voluntary Working Initiative. The Council submitted 4 entries in the CoSLA Excellence Awards 2009 for St Kenneth's Primary School, the New Horizon Project, the Property Inspection Service and the Local Energy Savings Scheme (LESS). |

| 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 | 1 Completed Initial Strategic Procurement Framework considered by committee in May 2009. Full Strategic Procurement Framework agreed. |
| 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 Proposal on outcome business case for e procurement developed. A separate report on this Committee agenda provides details. |
| 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 Meeting held with Finance to establish methodology for identifying and quantifying savings through Scotland Excel. |
| 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 Agreed tendering procedures approved as part of Strategic Procurement Framework 2009/11. |

| 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</p> <p>Plan for 2009/10 has been phased from August 2009 to March 2010 to allow new structure to settle down. The plan was approved at the August meeting of the Audit Committee.</p> <p>The following sets out the status of the audit projects at 19 October 2009:</p> <p>Final Report: Statutory Performance Indicators 2008/09</p> <p>Fieldwork complete: Fairer Scotland Fund Flexi Scheme</p> <p>Fieldwork underway: Homelessness</p> <p>TOR issued: Strategic Partnerships – SOA Programme Mgmt Treasury Management</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</p> <p>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> <p>Training material for rolling out the Project Management Framework has been developed and training courses will be implemented over the coming months.</p> |
| Complete the restructuring of the Internal Audit Team. | New structure in place. | Head of Performance Management and Procurement | May 2009 | 1 - Complete |