Inverclyde council

Report To:	**Policy and Resources Committee**	**Date: 30 March 2010**
Report By:	**Corporate Director Improvement and Performance**	**Report No: POL/06/10/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 This is the last Performance Report by the Improvement and Performance Directorate. New Directorate Planning Guidance is being prepared and a new Directorate Plan for Organisational Improvement and Resources for 2010/11 will be produced and submitted to this committee. A review is also underway of both Corporate and Directorate Performance Reporting. The next Directorate Performance Report by the Organisational Improvement and Resources Directorate will incorporate the findings of the review and will be produced after the recess in Autumn 2010.

2.5 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.

2.6 Performance has improved in a number of areas. For example:
- The percentage of positive or neutral coverage of the Council in the media continued to improve from 97.1% in the previous quarter to 99%.
- Creditors payments made within 30 days remains at a very high level and is on target.
- FMS (Unplanned Downtime) has fallen to just 2 hours, well below the target of 12 hours.
- Sundry debt (% outstanding for more than 90 days) improved from 41% in the previous quarter to 22%.

2.7 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.
- Phase 1 of the Future Operating Model (FOM) for the Council has been constructed.

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 2 February 2010.

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 though 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.

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:	**4.03% (28/09/09 – 31/12/09) (5.04% same period 2008)**
Target Performance Level:	4.2% (4.32% Directorate out-turn)
Frequency of Monitoring:	**Quarterly**
Analysis of Performance and Service Commentary:	Out turn for year is 4.32% which falls short of the target of 4.2%. However, performance during quarter 3 was 1% higher than the same period last year.
Trend:	**Upwards but falls short of target**
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:	**90.6% as at 31/1/10 (90.8% 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:	Collection levels very close to 2008/09.
Trend:	**Marginally Down**
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 31/1/10 (93.0% same period 2008/09)**
Target Performance Level:	**94%**
Frequency of Monitoring:	Monthly (internal), Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance remains at a very high level and is on target.
Trend:	**On target**
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:	**22% (31/1/10)**
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 is near completion.
Trend:	**Improving**
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% (31/1/10) 99.2% 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 December 2009 was 99.2%, this has improved the cumulative year to date position.
Trend	**Downward**
External validation	No

Table 6	
Service:	Finance
Indicator:	**Right Time Indicator**
Type of Indicator:	SPI
Relevance:	Measures the speed of benefit processing.
Current Performance Level:	**28.52 days as at 31/1/10**
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	**1st year therefore no comparison**
External validation	Audit Scotland

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:	**2 hours as at 31/1/10 (14 hours as at 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% (December 09 / January 10)** (Rolling 12 month average to January 2010 - 99.98%)
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 November 2009 - 99.96%)
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% (December 09 / January 2010)** (Rolling 12 month average to January 2010 - 99.96%)
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 November 2009 - 99.96%)
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:	**99.21% (December 09 / January 2010)** (Rolling 12 month average to January 2010 – 98.67%)
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 November 2009 – 98.57%)
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:	**85.12% (December 09 / January 2010)** (Rolling 12 month average to January 2010 – 88.01%)
Target Performance Level:	**80%**
Frequency of Monitoring:	Monthly (Internal)
Analysis of Performance & Service Commentary	High level of project work impacting on performance short term
Trend	**Level** (Rolling 12 month average to November 2009 - 88.11%)
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:	**99%**
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 (December 2009 – 97%)**
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:	**100%**
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** (December 2009 – 93%)
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:	**88%**
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.
Trend	**Downward (December 2009 – 90%)**
External validation	No

Table 16	
Service:	Performance Management and Procurement
Indicator:	**Procurement** ➢ **% 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 ➢ 5.71% of contracts notified by electronic contract notice ➢ 2.85% of contracts awarded by electronic award notice ➢ 0.94 % of contracts handled through e-sourcing or e-tendering system ➢ 0 % of transactions processed electronically ➢ 13 % of payments processed through an e-payment facility
Target Performance Level:	➢ 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.
- Phase 1 of the Future Operating Model (FOM) for the Council was implemented in October 2009.
- 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 and e-consultation have been completed.
- The Clyde Valley Community Planning Partnership Review Team have produced their final report.
- The preferred supplier of an Electronic Performance Management System has been procured.
- The Procurement Framework has been agreed.
- The re-structuring of the Internal Audit Team has been completed.

6.2 There has been slippage in the following areas:
- Design and construction of phase 2 and 3 of the Future Operating Model (FOM) for the Council.
- Delivery of the Organisational Improvement Plan.
- Preparations for Best Value 2.
- Implementation of an Electronic Performance Management System.

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 <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 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	• 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	2 – On track 2 – On track 2 – On track
Implement the Council's Corporate Comments, Compliments and Complaints Framework.	• 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	April 2009 End April 2009 May 2009 and ongoing April 2010	1 - Complete 1 - Complete 2 – On track 2 – On track A progress report on the implementation of InForm was submitted to this Committee in November 2009.

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.	• Agreed savings delivered. • 1% Efficiency Savings are identified & approved by September 2009	Chief Financial Officer	On-going Sept 2009	1-Complete ♦ CMT monitoring saving delivery monthly and revised 2010/11 budget agreed Feb 2010. 1 - Complete 1% savings approved by P&R Committee on 22.9.09.
Implementation of HR/Payroll System	• 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 All non-teacher payrolls transferred before Christmas. Teachers due to transfer February /March.
IPF Action Plan – develop Financial Management across the Council.	• 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 Implementation of Hub & Spoke Finance management Model will address a number of actions. Others will be progressed as resources allow.
Implementation of IFRS Accounting Changes	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	1st April 2011	2 – On track ♦ Update report on new facets of the 2009/10 Accounts closure presented to Audit Committee in March.
Implementation of EDRM	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	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 December 2009. • Directorate Planning Guidance reviewed and submitted to CMT in March 2010 for implementation.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Implement the Future Operating Model (FOM) for the Council	• 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)	• - Complete (augmentations in progress)
	• Complete Detailed Design and Construct Phase 2.		March 2010 (Revised to March 2011)	4 - Slippage • Continued rolling out improvements to Lagan ECM solution through a well managed change management process. • Design and testing of the corporate appointment & resource booking solution – OptiTime – is currently underway. • The scope and resource requirements for phase 2 have been finalised and approved by committee in February 2010. • The first draft of the detailed plan for Phase 2 & 3 of the Operating Model has been produced which outlines timescales and the resources required in the core delivery team. • Five work packages have been detailed comprising of numerous work packets. • Briefing given to CMT (28/1/10) and eCMT (18/2/10) and a workshop has been arranged for 8/3/10 with the eCMT to discuss scope of Phase 2.
	• Complete detailed design and construct Phase 3.		Sept 2010 (Revised to March 2011)	4 – Slippage This phase has been combined with Phase 2 and is most likely to be completed by March 2011 subject to acquiring the necessary resources to commence Phase 2.
	• Complete detailed design and complete Phase 4.		April 2011 (Revised to Aug 2011)	3 – Not Started
	• Commence Construct Phase 5.		October 2011 (Revised to Feb 2012)	3 – Not Started
	• Commence Construct Phase 6.		April 2012 (Revised to Sept 2012)	3 – Not Started

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Enhancements to Web Site and Intranet related to Future Operating Model (FOM).	• 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 ♦ This is being reviewed in line with the developments planned within the FOM. ♦ Incorporated "Rate a Page" functionality for the Knowledgebase.
Support the implementation of the National E-Planning agenda.	• Implement Phase 1 – OAA & OPIS	Head of ICT and Business Transformation	April 2009	1 - Complete
	• 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.
	• E Consultation		Match 2010	1 - Complete
Back scanning for Benefits.	• Award Tender	Head of ICT and Business Transformation May 2009	May 2009	1. Complete
	• Complete Document Scanning		August 2009	1. Complete
Provide ongoing ICT support services that meet service level targets.	• 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	• 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 • SOA Programme Board met on 15th January and 11th March. • SOA progress reported to Alliance Board on 29th March. • SOA Communications Strategy has been developed.
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 ♦ 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.
Provide support to Clyde Valley Community Planning Partnership Review team.	Attendance at meetings and contribution to report produced.	Strategic Partnership Manager	October 2009	1- Completed • Review team's final report has been formally published and issued to Clyde Valley local authorities. • Individual authorities considering review report and implications with a view to considering preferred options. • Inverclyde Council considered the report at a meeting of the Policy and Resources Committee held on 15 December 2009.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
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 • Report regarding future programme submitted to CMT and Committee.
Co-ordinate/facilitate the delivery of the Organisational Improvement Plan.	• Key work streams are programme managed and delivered within agreed timescale.	Head of Performance Management and Procurement	June 2009 (Revised timescale - ongoing. The previous date was for a completed work stream)	2 – On track • Ongoing support to Lead Officers and OIP Reference Groups. • Overall progress against OIP will be reviewed by December 2010.
Establish organisational managerial arrangements for BV2.	• Shadow Project team established. • Project plan produced.	Head of Performance Management and Procurement	June 2010.	2 – On track • Work on establishing position against Audit Scotland toolkits completed.
Co-ordinate the Council's approach to Directorate Planning.	• 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 • Revised guidance finalised and approved by CMT. • Directorate Plans will be submitted to the relevant Committee by June 2010.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Implement an Electronic Performance Management System.	• Preferred supplier appointed. • Implementation plan and roll out system established.	Head of Performance Management and Procurement	May 2009 August 2009	2 – On track • Preferred supplier appointed and implementation plan devised. • Delay due to long term sickness of project manager.
Support community engagement and consultation.	• 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 • The last survey was issued in December 2009 and focused on the Local Development Plan, Community Safety and Mental Health and Well-Being. • A report on this Committee's agenda provides details of the results. • CEN meeting regularly, with attendance from service.
Co-ordinate the Council's submissions to national award programmes.	• Projects submitted for national awards.	Head of Performance Management and Procurement	Ongoing	2 – On track • 2 Council projects have been chosen as finalists in the CoSLA Excellence Awards 2009 - the New Horizon Project, and the Local Energy Savings Scheme (LESS). St Kenneth's Primary reached the longleet but was not chosen as a finalist and therefore has won a bronze award.

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 by Committee. Arrangements in place to recruit and appoint a Corporate Procurement Manager to implement the framework.
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. • A report will be submitted to the next Policy and Resources Committee.
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	2 – On track 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. The following sets out the status of the audit projects at 5 March 2009: Final Report: Statutory Performance Indicators 2008/09 Fairer Scotland Fund Flexi Scheme Homelessness Strategic Partnerships – SOA Programme Mgmt Treasury Management Cash and Banking Limited Scope Review Draft Report: Schools Estate Strategy Corporate Procurement Creditors Limited Scope Review Fieldwork Complete: Corporate Complaints Travel and Subsistence Fieldwork underway: Members Expenses CSA – Education CSA – Social Work TOR Issued: Payroll – Limited Scope Review Fixed Asset Accounting Deferred to 10/11: Building Standards

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
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	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. • A Strategic Business Continuity Plan has been developed for the Council and work in relation to developing Service Business Continuity Plans is ongoing. • The Corporate Risk Management Group continues to meet on a regular basis to review progress of action plan delivery. • Training material for rolling out the Project Management Framework has been developed and training courses will be implemented over the coming months.
Complete the restructuring of the Internal Audit Team.	New structure in place.	Head of Performance Management and Procurement	May 2009	1 - Complete