Inverclyde council

Report To:	**Policy and Resources Committee**	**Date: 16 November 2010**
Report By:	**Corporate Director Organisational Improvement and Resources**	**Report No: POL/24/10/PW/SH**
Contact Officer:	**Sharon Hodgson**	**Contact No: 712393**
Subject:	**Organisational Improvement and Resources Directorate Performance Report**	

1.0   PURPOSE

1.1   This report advises Committee of progress made by the Organisational Improvement and Resources Directorate in achieving its key objectives, as set out in its Directorate Plan for 2010/11. It also advises on 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, a consistent approach to performance reporting to Committee on a Directorate basis is now well established.

2.2   In 2010, it was agreed that each Directorate should submit a performance report to every second meeting of the relevant committee outlining progress on Directorate Plan objectives, key corporate initiatives, key performance indicators and planned future improvement activity.

2.3   This report utilises the format for directorate performance reporting which was approved by Committee on 18 November 2008; ensuring an alignment with the Directorate Plan and allowing 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 2010/11. Appendix 2 provides an update on the market competitiveness testing details from the Plan.

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   Performance has improved in a number of areas. For example:
   - Creditors payments made within 30 days are on target and remains at a very high level.
   - 100% network availability and access to ICT has helped support the efficient operation of Council Services in the last quarter.

2.6   Progress has been made since May 2010 in implementing the projects and improvements actions contained within the Organisational Improvement and Resources Directorate Plan 2010/11.   For example:
   - The roll out of the Public Sector Improvement Framework across Council services is almost complete.
   - The Organisational Improvement Plan has been refreshed in the context of ongoing implementation of improvement actions.
   - A financial hub and spoke model has been implemented and budget delegation training is underway.

2.7   There has been slippage in the following 3 areas:
   - Preparation of the business case for e-Procurement.
   - Preparation for Best Value 2.
   - The development of improved management information reporting through the IPF Action Plan.

3.0   RECOMMENDATIONS

3.1   It is recommended that the Committee:

   a.   Comment on the performance information contained in this report.

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b. Note that further reports on the performance of the Organisational Improvement and Resources 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 future submissions of this report to the Policy and Resources Committee.

Paul Wallace
Corporate Director
Organisational Improvement and Resources

4.0 BACKGROUND

4.1 This report from the Organisational Improvement and Resources Directorate provides an overview of performance and an update of progress made since April 2010.

4.2 Each service within the Organisational Improvement and Resources 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 2010/11 Directorate Plan:
- Corporate Absence Rates
- Directorate Absence Rates
- Council Tax In-year collection
- Creditors Payments (within 30 days)
- Sundry Debts (% > 90 days)
- Accuracy of Benefits Processing
- Benefits Right Time Indicator
- Network Availability
- Key Applications Availability
- Incident Response Times
- Incident Resolution Times
- Health and Safety Incident Rates per 1,000 Employees

4.4 The Organisational Improvement and Resources Directorate Plan 2010/11 was approved in May 2010. 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.

4.5 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. Appendix 2 provides an update on the market competitiveness testing details from the Plan.

4.6 Members are invited to request further detail on the information contained in the report or suggest future performance data for inclusion in subsequent reports to Committee.

5.0 KEY PERFORMANCE INDICATORS

5.1 The Organisational Improvement and Resources Directorate has approximately 220 employees and a budget of £26.6 million. It comprises the following services:
- Finance;
- Customer Services and Business Transformation; and
- Organisational Development, HR and Performance.

5.2 The aims and objectives of the three services within the Directorate are outlined in the Organisational Improvement and Resources Directorate Plan, produced for the period 2010/11, 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:	Organisational Improvement and Resources Directorate
Indicator:	**Corporate Absence Rate**
Type of Indicator:	Corporate Indicator
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services.
Current Performance Level:	**3.96% (July/Sept 2010) – this is an interim figure based on information available at the time of preparing this paper.**
Target Performance Level:	**5%**
Frequency of Monitoring:	**Quarterly**
Analysis of Performance and Service Commentary:	This interim figure represents a significant improvement in absence rates across the Council.
Trend	**Downward**
External validation:	Overall Council figure validated by Audit Scotland.

Table 2	
Service:	Organisational Improvement and Resources Directorate
Indicator:	**Directorate Absence Rate**
Type of Indicator:	Corporate Indicator
Relevance:	High levels of attendance lead to higher levels of service provision, heightened morale and, for the purposes of Best Value, the provision of competitive and effective services.
Current Performance Level:	**3.34% (July/Sept 2010)**
Target Performance Level:	**5%**
Frequency of Monitoring:	**Quarterly**
Analysis of Performance and Service Commentary:	These figures represent a significant improvement in absence rates across services and where any increase has occurred these are being addressed by the Service.
Trend:	**Improving**
External validation:	Overall Council figure validated by Audit Scotland.

Table 3	
Service:	Finance
Indicator:	**Council Tax In-Year Collection**
Type of Indicator:	Statutory Performance Indicator (SPI)
Relevance:	In year Council Tax collection is viewed as a measure of the efficiency and effectiveness of 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:	**54.5% cumulative to date**
Target Performance Level:	**93.7%**
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance is in line with 2009/10.
Trend:	**On target**
External validation:	Audit Scotland

Table 4	
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:	**94% (July/Sept)**
Target Performance Level:	**92.5%**
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 5	
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:	**32.64% (July/Sept 10)**
Target Performance Level:	**27%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Performance remains high and is above target.
Trend:	**Variable**
External validation	No

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:	**99.2% (July/Sept 10)**
Target Performance Level:	**98%**
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	Performance remains high and above target.
Trend	**Upward**
External validation	No

Table 7	
Service:	Finance
Indicator:	**Right Time Indicator**
Type of Indicator:	SPI
Relevance:	Measures the speed of benefit processing.
Current Performance Level:	**16 days (July/Sept 10)**
Target Performance Level:	**15 days (Target set by DWP)**
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	Performance is below target.
Trend	**Downward**
External validation	Audit Scotland

Table 8

Service:	Customer Services and Business Transformation
Indicator:	**Network availability**
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator demonstrates the availability of the network and access to ICT services required by departments in their day to day activities.
Current Performance Level:	**100% (July/Sept 2010)** Rolling 12 month ave. to Sept 2010 -99.99%
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 Sept 2010 - 99.99%)
External validation:	No

Table 9

Service:	Customer Services and Business Transformation
Indicator:	**Key applications availability**
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator demonstrates the availability of key applications required by service departments.
Current Performance Level:	**99.99% (July/Sept 2010)** (Rolling 12 month ave. to Sept 2010 – 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 Sept 2010 – 99.97%)
External validation	No

Table 10

Service:	Customer Services 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:	**99.00% (July/Sept 2010)**
Target Performance Level:	**90%**
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	High incident response rates continue to support ICT users.
Trend	**Level** (Rolling 12 month average to Sept 2010 – 98.82%)
External validation	No

Table 11

Service:	Customer Services 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 Service Level Agreements.
Current Performance Level:	**88.65% (July/Sept 2010)** (Rolling 12 month average to Sept 2010 – 87.68%)
Target Performance Level:	**85%**
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 April 2010 – 88.00%)
External validation	No

Table 12	
Service:	Organisational Development, HR and Performance
Indicator:	**Health and Safety Incident Rates per 1000 Employees**
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	Incidents or accidents to employees can result in significant time lost due to injury and the potential for civil claims or prosecutions in relation to possible breaches of health and safety legislation.
Current Performance Level:	**10.3 incidents (July/Sept 10)**
Target Performance Level:	**< 7.5 incidents per 1,000 employees**
Frequency of Monitoring:	Quarterly
Analysis of Performance & Service Commentary	Monitoring of accidents and incidents to employees within the Council. These figures may be subject to change due to late reporting of incidents. There has been a rise in violent incidents in relation to Special Needs Education which accounts for the increase in incident rate. This is being monitored in association with the relevant establishment.
Trend	**Increasing**
External validation	

6.0 DIRECTORATE PLAN 2010/11 – PROGRESS

6.1 The Organisational Improvement and Resources Directorate Plan 2010/11 was approved by Policy and Resources Committee on 25 May 2010 and progress has been made since May 2010 in implementing the projects and improvements actions contained within the plan.   For example:
- The roll out of the Public Sector Improvement Framework across Council services is almost complete.
- The Organisational Improvement Plan has been refreshed in the context of ongoing implementation of improvement actions.
- A financial hub and spoke model has been implemented and budget delegation training is underway.

6.2 There has been slippage in the following 3 areas:
- Preparation of the business case for e-Procurement. This is due to the need to tie with the Transactional Shared Services (TSS) exercise.
- Preparation for Best Value 2. This is due to completing priorities and a lack of capacity within the Corporate Policy team.
- The development of improved management information reporting through the IPF Action Plan. This has not yet started but slippage is anticipated due to other priorities.

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. Appendix 2 provides an update on the market competitiveness testing details from the Plan.

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 Organisational Development, HR and Performance in consultation with Finance, ICT and Customer Services and Business Transformation.

9.0   BACKGROUND PAPERS

9.1   Organisational Improvement and Resources Directorate Plan 2010/11.

APPENDIX 1 - KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

Corporate Plan Strategic Outcome 5: <u>A Modern Innovative Organisation</u>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Continue to roll out a Council wide programme of absence management training.	▪ Improvement in compliance with the Council's Absence Management Policy.	Head of Organisational Development, HR and Performance	Ongoing	2. On track. The absence management training programme has been completed and new programme will start in 2011. Compliance is being monitored.
	▪ Maintenance of Council absence rates below 5%.		Ongoing	2. On track. Council absence management rate for 2009/10 was 4.62%. This is the first time the average for a year dropped below 5%. The figures for the 2nd quarter of 2010 are currently being analysed.
	▪ Review overall approach to absence management and targets and report to CMT and committee.		March 2011	2. On track.
Implementation of the Workforce Development Strategy which will assist with employee development and planning for the future.	▪ Training in Core Competency performance appraisal completed.	Head of Organisational Development, HR and Performance	March 2011	2. On track. All training for K grades and above is complete. The next phase for everyone below K grade is being organised.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	▪ Number of Services having undertaken workforce analytics and succession planning.		March 2011	2. On track. Succession planning has now commenced with OD, HR and Performance as a pilot group. A workforce analytical pilot is being developed.
	▪ Number of interviews conducted using the competency based interview model. ▪ To have plans in place to appraise all employees by April 2011. ▪ Full coverage of all employees by April 2012.		Grade K and above by October 2010	2. On track. This model has been used for interviews within the Customer and Service Centre and is about to be introduced for recruitment for grades K and above.
Processing of appeals and claims in relation to Single Status and Equal Pay.	▪ All claims and appeals processed and finalised.	Head of Organisational Development, HR and Performance	March 2011	2. On track. A meeting was held with MacRoberts Solicitors in relation to equal pay claims and an update report has been issued to the CMT. Single Status appeals are on track with 175 appeals heard to date.
Maintenance of Healthy Working lives Gold Award and Mental Health Commendation Award by working in partnership with appropriate local voluntary	▪ Mental Health commendation award retained.	Head of Organisational Development, HR and Performance	April 2011	2. On track. Work is ongoing to maintain the award with a Mental Health Awareness project taking place in schools to tie in with National Mental Health Week.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
groups	▪ Gold Healthy Working Lives award retained.			2. On track. An oral health project is being developed in conjunction with local dental practices as part of the ongoing development of health awareness in the Council and the wider community.
Occupational Health Development – this aims to improve absence rates, improve employee health and wellbeing, and to enable the Council to comply with legislative requirements relating to Health and Safety.	▪ Occupational Health Policy Developed and ratified at committee.	Head of Organisational Development, HR and Performance	March 2012	2. On track. Currently working with Mansionhouse to further develop specific service areas. Since April 2010 there have been 147 counselling appointments, 110 physiotherapy appointments and 18 doctor referrals made. There have also been 332 nurse appointments made. Some of these are repeat appointments and the figures above do not equate to the number of individuals accessing services.
	▪ Health Surveillance carried out on all employees within the High risk category. ▪ Operation of contract monitored quarterly and annual review produced for CMT.		March 2012	2. On track. 106 employees with the high risk group have now been referred for health surveillance. This is 37% of employees in this category.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Development of e-learning provision within the Council via the Brightwave elearning platform – leading to greater availability of training provision and more efficient use of training resources.	▪ DSE, Health and Safety Induction and Fire Safety e-learning Courses utilised on the e-learning platform.	Head of Organisational Development, HR and Performance	April 2011	2. On track. A Health and Safety Induction Course has been developed and is undergoing testing. A Fire Safety Awareness course is in development as is a DSE course.
	▪ Development of courses for continuing professional development for teachers and the Community Health and Care Partnership, as well as generic management development courses.		April 2011	2. On track. Employees within Education and Social Care have undergone training to develop and adapt courses. Generic management development courses have been purchased. A trial roll out of the system is planned for October. A Corporate Induction Course and a customer care course are undergoing testing.
Completion the Review of Standby (i.e. call out for duty after normal working hours)	▪ Terms and conditions associated with standby allowance reviewed.	Head of Organisational Development, HR and Performance	January 2011	2. On track. A draft has been developed and consultation is ongoing with trade unions. A report will follow to the CMT.
Review external support and advice provided to external bodies by the Directorate.	▪ Initial report prepared for consideration by DMT.	Head of Organisational Development, HR and Performance / Chief Financial Officer / Head	November 2010	2. On track. SLA agreements are currently being reviewed and a new template has been drafted. This is in the process of being completed by HR, Payroll and ICT.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
		of Customer Service and Business Transformation		
Develop the SOA Annual Report for 2009/10.	▪ Annual Report submitted to Scottish Government.	Head of Organisational Development, HR and Performance	September 2010	1. Complete. Annual Report submitted in Sept 2010.
Develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement and the Community Plan.	▪ Annual Performance reports show progress toward achievement of outcomes. ▪ Support 4 meetings of the Inverclyde Alliance.	Head of Organisational Development, HR and Performance	To end March 2011 Ongoing	2. On track. 2. On track.
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. ▪ Implement Improvement Actions set out in PSIF Improvement Plan for Corporate Policy and Partnerships Team.	Head of Organisational Development, HR and Performance	December 2011 March 2011	2. On track. Self assessment exercises have been scheduled for final 5 services prior to end of December 2010. Roll out of PSIF will then be complete. 2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Co-ordinate/facilitate the delivery of the Council 's Corporate Organisational Improvement Plan	▪ Key work streams are programme managed and delivered within agreed timescale. ▪ Review OIP in light of all corporate improvement actions and report to P and R Committee.	Head of Organisational Development, HR and Performance	Ongoing. September 2010	2. On track. 1. Complete. Refreshed OIP on P and R agenda in November.
Co-ordinate the Council's preparations for Best Value 2.	▪ Improvement plans in place for the areas/themes to be audited.	Head of Organisational Development, HR and Performance	June 2010.	4. Slippage. Due to competing priorities and capacity within Corporate Policy team.
Co-ordinate the Council's Strategic Planning and Performance Management Framework.	▪ Directorate Planning Guidance produced. ▪ Directorate Plans reviewed and approved by Committee.	Head of Organisational Development, HR and Performance	March 2010 May 2010	1. Complete. 1. Complete.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	▪ Regular Directorate Performance Reports submitted to Committee by each Directorate. ▪ Electronic Performance Management System operational.		Ongoing December 2010	2. On track. 2. On track.
Develop and deliver the Council's Public Performance Report and overarching framework.	▪ PPR Report published. ▪ PPR Framework developed using electronic performance management system.	Head of Organisational Development, HR and Performance	December 2010 February 2011	2. On track. Currently being designed by Corporate Communications. 2. On track.
Review Corporate Plan to extend to 2012	▪ Interim Corporate Plan published.	Head of Organisational Development, HR and Performance	End March 2011	2. On track.
Manage & Implement Phase 2 of the Operating Model (OM) for the Council	▪ Design, Build and Implement Phase 2 of the Operating Model.	Head of Customer Service and Business Transformation / Head of Safer and Inclusive Communities	March 2011	2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	▪ Design & Build Transactional Shared Service – Finance.		March 2011	2. On track. Detailed activity analysis on Finance processes completed. Improvements to technology being explored. Enhancements to various Lagan scripts undertaken. Sign off documents for Environmental Services, Safer Communities and Licensing being produced.
	▪ Design & Build Transactional Shared Service – HR & Payroll.		March 2011	2. On track.
	▪ Design & Build Transactional Shared Service – Systems Management & Admin..		March 2011	2. On track.
	▪ Implement Phase 2 of Customer Service.		March 2011	2. On track.
	▪ Assist in increasing number of customer Service Reps in Preparation for Phase 2 Kick Off.	Head of Organisational Development, HR and Performance	Ongoing	2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	▪ Assist populating Centre – Includes assessment duties, transferring and recruitment and selection of employees, - includes assisting in establishing a training programme.		Ongoing	2. On track.
	▪ Assist releasing employees to realise savings projections.		Ongoing	2. On track. OD Transition and Milestone Plan, along with Employee Matching Process complete and ready for issue. Draft structures ready for consultation.
Manage the implementation of Key Corporate Systems	▪ HR/Payroll – implement self service employee modules. ▪ HR/Payroll – implement H&S and Training modules. ▪ Intelligent e-Forms (revs and bens) to become operational. ▪ ICMS solution operational.	Head of Customer Service and Business Transformation	December 2010 March 2011 October 2010 March 2011	2. On track. HR and Payroll – system implementation progressing in line with the Operating Model. ICMS – Civica upgrade being planned with supplier and Finance. eForm – specific form designs being worked in both Revs and HB along with scoping integration requirements.
Create a Development Plan for the Customer Service Centre	▪ Create draft Development Plan. ▪ Finalise Development Plan.	Head of Customer Service and Business Transformation	September 2010 November 2010	1. Complete. 2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Conduct a strategic review of Wide Area Network Infrastructure provision	▪ Develop business requirements and tender document for provision of WAN infrastructure.	Head of Customer Service and Business Transformation	February 2011	2. On track. Recommend extending existing WAN contract for a further year. Decision required as to whether this timescale is still relevant. Until the future property strategy of the Council is clear we cannot issue a tender.
IPF Action Plan – develop financial management across the Council.	▪ Implement Financial Hub and Spoke Mode.	Chief Financial Officer	June 2010	1. Complete.
	▪ Develop and implement Finance Skills Develop Programme.		Start August 2010 and ongoing	2. On track. Budget delegation training underway. Wider development programme being developed.
	▪ Develop improved management information reporting capacity.		December 2010	4. Slippage. Not started. Slippage anticipated due to other priorities.
Implementation of IFRS – compliance with the statutory accounting reporting framework.	▪ Restate the 1/4/09 opening Balance Sheet.	Chief Financial Officer	June 2010	1. Complete and audited
	▪ Produce IFRS complaint comparators.		June 2010	1. Complete and audited

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	▪ Produce fully compliant annual accounts for financial year 2010/11.		June 2011	2. On track. Work ongoing, awaiting further guidance.
Preparation and implementation of the 2011/13 Revenue Budget.	▪ Submit Revised Financial Strategy. ▪ Monitor and Report Work Stream Savings Performance. ▪ Calculate and report 2011/13 funding gap based on 2011/14 3 year settlement.	Chief Financial Officer	June 2010 and December 2010 From August 2010 February 2011	2. On track. Amended Strategy approved August 2010. Next revision December 2010. 2. On track. On going via CMT and Committee. Currently on target. 2. On track. Awaiting Council grant figures. Due December.
Preparation for next Benefits Audit – 2011/12.	▪ Review of the last audit action plan to verify that all actions are complete. ▪ Benefits Business Plan revised for 2010/11 and communicated to staff.	Chief Financial Officer	December 2010 May 2010	1. Complete. 1. Complete.
	▪ Regular performance reviews with senior benefits staff carried out.		Ongoing	2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
Strategic Procurement Framework implementation	▪ Review Structure and obtain CMT approval for changes.	Chief Financial Officer	August 2010	2. On track. Structure changes approved and being implemented.
	▪ Implement and develop lead Procurement Officer Model.		December 2010 and Ongoing November 2010	2. On track. Officers being identified. Report to CMT in December 2010.
	▪ Finalise Business Case for e-Procurement.			4. Slippage. Slipped due to need to tie in with TSS exercise.
	▪ Revise Purchase Card Strategy.		September 2010	2. On track. Strategy drafted and out to consultation.
	▪ Develop meaningful performance measures and report regularly to CMT/Committee.		December 2010 and Ongoing	BPIs to be reported to November P&R Committee. Local indicators to be developed.

APPENDIX 2 – SERVICE IDENTIFICATION AND MARKET COMPETITIVENESS TEMPLATE

Year	Service as Identified by DMT	Remit and Scope of Service	Market Assessment Categorisation	Evidence / Rationale for this Assessment	Progress Made
2010/11	Revenues & Benefits Service	Council Tax, Debt Recovery, NDR & Benefits	2	Unit Benchmarking via CIPFA Benchmarking & SPIs.	Benchmarkng survey completed and results returned.
2010/11	ICT Support Service	Provision of ICT Servicedesk, desktop support and infrastructure support	1/2	The service will engage with SOCITM to carry out a benchmarking exercise against the current levels of performance and value for money.	Benchmarking exercise in progress.
2011/12	Exchequer Service	Treasury, Insurance, Income & Payments	2	Benchmarking via Director of Finance PIs.	Exercise not due to start until 2011/12.
2012/13	Procurement	Procurement	3	Benchmarking via national procurement competency assessment.	Exercise not due to start until 2012/13.
2013/14	Accountancy	Accountancy Service	2	Benchmarking.	Exercise not due to start until 2013/14.