

**Report To: Policy and Resources Committee**

**Date: 20 September 2011**

**Report By: Head of Organisational Development, Human Resources and Performance / Chief Financial Officer**

**Report No: POL/07/11/ KMcC**

**Contact Officer: Karen McCready, Policy Officer**

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**Subject: Organisational Improvement and Resources Directorate Performance Report**

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## 1.0 PURPOSE

- 1.1 This report provides Committee with a final update on the 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 It was agreed at an earlier meeting of the Policy and Resources Committee 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 previously approved by Committee, thereby 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 provides an accurate overview of the performance of the Directorate and assists Members in their scrutiny role.
- 2.5 Performance has improved in a number of areas. For example:
- The Directorate absence rate has continued to improve, falling to 3.16%, which is well below the Council's overall absence target of 5%.
  - The payment of creditors invoices within 30 days has also continued to improve and performance is 1.66% higher than the same period last year.
- 2.6 Progress has been made since March 2011 in implementing the projects and improvements actions contained within the Organisational Improvement and Resources Directorate Plan 2010/11. For example:
- An interim Corporate Plan has been approved by Council to cover the period up to August 2012.
  - A designated Procurement Officers Group has been established and meets every 6 weeks. The group liaises with the Corporate Procurement Unit to ensure that Best Value is being achieved in relation to contracts, processes and procedures.
- 2.7 There has been slippage in the following areas:
- The overall Corporate Absence Rate has increased and is higher than the absence target.
  - The rollout of the electronic performance management system has been delayed due to problems with the configuration of the software.

- 2.8 Directorate Plans are produced every three years and reviewed and updated on an annual basis. The new Organisational Improvement and Resources Directorate Plan 2011/12, is on the agenda of this Committee.
- 2.9 In view of the time lapse between the last Directorate Performance Report (March 2011) and the new Plan being considered by Committee, the CMT agreed that a final report on progress in relation Directorate Plans for the period 2010/11 should also be presented to this Committee.
- 2.10 Directorate Performance Reports will continue to be presented to every second meeting of this Committee and in future will relate to the progress made in delivering the Organisational Improvement and Resources Directorate Plan for the period 2011 up to September 2012.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Committee:
- a. Comment on the performance information contained in this report.
  - b. Note that this is the last performance report for the Organisational Improvement and Resources Directorate Plan 2010/11 and that future reports will detail performance in relation to the new 2011/12 Directorate Plan.

**Alasdair Moore**  
**Head of Organisational Development,**  
**Human Resources & Performance**

**Alan Puckrin**  
**Chief Financial Officer**

## **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 March 2011.
- 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
  - Days to process new claims to Council and Housing Benefit
  - Days to process changes in circumstances to Council and Housing Benefit
  - 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 110 employees and a budget of £8.1 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.

<b>Table 1</b>	
Service:	Organisational Improvement and Resources Directorate
Indicator:	<b>Corporate Absence Rate</b>
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:	<b>5.08% (Period 2 - April/June 2011)</b>
Target Performance Level:	<b>5%</b>
Frequency of Monitoring:	<b>Quarterly</b>
Analysis of Performance and Service Commentary:	This figure is slightly above our target and measures are being introduced to address the position. HR commencing new programme of Absence Refresher Training/identifying hotspots
Trend	<b>Slight increase</b> (4.83% at same period 2 April /June 2010)
External validation:	Overall Council figure validated by Audit Scotland.

<b>Table 2</b>	
Service:	Organisational Improvement and Resources Directorate
Indicator:	<b>Directorate Absence Rate</b>
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:	<b>3.16% (Period 2 - April/June 2011)</b>
Target Performance Level:	<b>5%</b>
Frequency of Monitoring:	<b>Quarterly</b>
Analysis of Performance and Service Commentary:	These figures represent a slight improvement in absence rates across services and HR will continue to monitor the situation.
Trend:	<b>Slight decrease</b> (3.34% at same period 2 April/June 2010)
External validation:	Overall Council figure validated by Audit Scotland.

<b>Table 3</b>	
Service:	Finance
Indicator:	<b>Council Tax In-Year Collection</b>
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:	<b>36.5% cumulative to date 1 April - 31 July 2011</b>
Target Performance Level:	<b>94%</b>
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance almost the same as 2010/11.
Trend:	<b>Very slight decrease</b> (36.6% at same period last year)
External validation:	Audit Scotland

<b>Table 4</b>	
Service:	Finance
Indicator:	<b>Creditors Payments (within 30 days)</b>
Type of Indicator:	Statutory Performance Indicator (SPI)
Relevance:	This indicator demonstrates efficiency and effectiveness of arrangements for paying creditors.
Current Performance Level:	<b>96.29% (period 1-4, April – July 2011)</b>
Target Performance Level:	<b>92.5%</b>
Frequency of Monitoring:	Monthly (internal), Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance remains at a very high level and is above target. Performance is 1.66% higher than at same point previous year.
Trend:	<b>Improving</b>
External validation:	Audit Scotland

<b>Table 5</b>	
Service:	Finance
Indicator:	<b>Sundry debt (% outstanding for more than 90 days)</b>
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to maximise income for services provided.
Current Performance Level:	<b>9.3% as at 31 July 2011</b>
Target Performance Level:	<b>25%</b>
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Performance remains high and is above target.
Trend:	<b>Improving</b> (10.38% at same period last year) however this figure can be skewed depending on value of recent invoices issued.
External validation	No

<b>Table 6</b>	
Service:	Finance
Indicator:	<b>Accuracy of Benefits Processing</b>
Type of Indicator:	Key performance indicator
Relevance:	This indicator demonstrates efforts made to make processes more accurate.
Current Performance Level:	<b>99% as at 31 July 2011</b>
Target Performance Level:	<b>98%</b>
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	Performance remains high and above target.
Trend	<b>Improving</b> (98% at same period last year)
External validation	No

<b>Table 7</b>	
Service:	Finance
Indicator:	<b>Number of days to process new claims to CT and HB</b>
Type of Indicator:	SPI
Relevance:	Measures the speed of benefit processing.
Current Performance Level:	<b>23 days YTD as at 31 July 2011</b>
Target Performance Level:	<b>24 days</b>
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	As reported to P&R in March 2011, the Right Time indicator was abolished and the previous targets for speed of processing for new claims and changes in circumstances were re-introduced. Performance figures were still maintained for these SPI's allowing ongoing comparison.
Trend	<b>Improving</b> (37 days at same period last year)
External validation	Audit Scotland and DWP

<b>Table 8</b>	
Service:	Finance
Indicator:	<b>Number of days to process a change of circumstances for Council Tax and Housing Benefit</b>
Type of Indicator:	SPI
Relevance:	Measures the speed of Benefit processing.
Current Performance Level:	<b>7 days YTD as at 31 July 2011</b>
Target Performance Level:	<b>6 days</b>
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	This SPI also replaces the previous Right Time indicator. A new electronic process from DWP has affected this target and is expected to do so for the next few months.
Trend:	<b>Improving</b> (13 days at same period last year)
External validation:	Audit Scotland and DWP

<b>Table 9</b>	
Service:	Customer Services and Business Transformation
Indicator:	<b>Network availability</b>
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:	<b>100% (Mar 11/Jul 11)</b> (Rolling 12 month ave. to Mar 10 - 99.99%)
Target Performance Level:	<b>99.5%</b>
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	High network availability supports the efficient operation of Council Services.
Trend:	<b>Level</b> (Rolling 12 month average to Jul 11 - 100%)
External validation:	No

<b>Table 10</b>	
Service:	Customer Services and Business Transformation
Indicator:	<b>Key applications availability</b>
Type of Indicator:	Key Performance Indicator (internal)
Relevance:	This indicator demonstrates the availability of key applications required by service departments.
Current Performance Level:	<b>100% (Mar 11/Jul 11)</b> (Rolling 12 month ave. to Mar 10 – 99.99%)
Target Performance Level:	<b>99.5%</b>
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	High availability supports the efficient operation of Council Services.
Trend:	<b>Level</b> (Rolling 12 month average to Jul 11 – 100%)
External validation:	No

<b>Table 11</b>	
Service:	Customer Services and Business Transformation
Indicator:	<b>Incident Response Times</b>
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:	<b>99.05% (Mar 11/Jul 11)</b> (Rolling 12 month ave. to Mar 10– 99.12%)
Target Performance Level:	<b>90%</b>
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary:	High incident response rates continue to support ICT users.
Trend:	<b>Level</b> (Rolling 12 month average to Jul 11 – 99.26%)
External validation:	No

<b>Table 12</b>	
Service:	Customer Services and Business Transformation
Indicator:	<b>Incident Resolution Times</b>
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:	<b>90.11% (Mar 11/Jul 11)</b> (Rolling 12 month average to Mar 10 – 88.00%)
Target Performance Level:	<b>85%</b>
Frequency of Monitoring:	Monthly (Internal)
Analysis of Performance & Service Commentary	High incident response rates continue despite rising call numbers.
Trend	<b>Level</b> (Rolling 12 month average to Jul 11 – 88.04%)
External validation	No

<b>Table 13</b>	
Service:	Organisational Development, HR and Performance
Indicator:	<b>Health and Safety Incident Rates per 1000 Employees</b>
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:	<b>11.5 incidents per 1000 employees April-June</b>
Target Performance Level:	<b>&lt; 10.2 incidents per 1,000 employees</b>
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 incidents from the equivalent quarter last year. While incidents within the CHCP have risen, those within Education and Communities have fallen.
Trend	<b>Decreasing</b>
External validation	No

## 6.0 DIRECTORATE PLAN 2010/11 – PROGRESS

6.1 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:

- An interim Corporate Plan has been approved by Council to cover the period up to August 2012.
- A designated Procurement Officers Group has been established and meets every 6 weeks. The group liaises with the Corporate Procurement Unit to ensure that Best Value is being achieved in relation to contracts, processes and procedures.

6.2 There has been slippage in the following areas:

- The overall Corporate Absence Rate has increased and is currently higher than the absence target.
- The rollout of the electronic performance management system has been delayed due to issues around the configuration of software.

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 DIRECTORATE PLAN 2011/12**

- 7.1 Directorate Plans are produced every three years and reviewed and updated on an annual basis. The new Organisational Improvement and Resources Directorate Plan for 2011/12, is on the agenda of this Committee.
- 7.2 In view of the time lapsed between the last Directorate Performance Report (March 2011) and the new Plan being presented to Committee, the CMT agreed that a final report on progress in relation Directorate Plans for the period 2010/11 should also be presented to this Committee.

## **8.0 IMPLICATIONS**

- 8.1 Finance  
None
- 8.2 Human Resources  
None
- 8.3 Legal  
None
- 8.4 Equality and Diversity  
None

## **9.0 CONSULTATION**

- 9.1 This report has been prepared by Organisational Development, HR and Performance in consultation with Finance and Customer Services and Business Transformation.

## **10.0 BACKGROUND PAPERS**

- 10.1 Organisational Improvement and Resources Directorate Plan 2010/11.



## APPENDIX 1 - KEY PROGRAMMES / PROJECTS AND IMPROVEMENT ACTIONS

### Corporate Plan Strategic Outcome 5: A Modern Innovative Organisation

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
1. Continue to roll out a Council wide programme of absence management training.	<ul style="list-style-type: none"> <li>Improvement in compliance with the Council's Absence Management Policy.</li> <li>Maintenance of Council absence rates below 5%.</li> <li>Review overall approach to absence management and targets and report to CMT and committee.</li> </ul>	Head of Organisational Development, HR and Performance	<p>Ongoing</p> <p>Ongoing</p> <p>March 2011</p>	<p>2. On track. The absence management training programme has been completed. Compliance is being monitored.</p> <p>4. Slippage. Corporate absence rate for 2010/11 was 5.16%. This figure is slightly above our target. HR commencing new programme of Absence Refresher Training/identifying hotspots</p> <p>4. Slippage due to competing priorities. New timescale – November 2011</p>
2. Implementation of the Workforce Development Strategy which will assist with employee development and planning for the future.	<ul style="list-style-type: none"> <li>Training in Core Competency performance appraisal completed.</li> <li>Number of Services having undertaken workforce analytics and succession planning.</li> </ul>	Head of Organisational Development, HR and Performance	<p>March 2011</p> <p>March 2011</p>	<p>1. Complete</p> <p>1. Complete</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> <li>Number of interviews conducted using the competency based interview model.</li> <li>To have plans in place to appraise all employees by April 2011.</li> <li>Full coverage of all employees by April 2012.</li> </ul>		Grade K and above by October 2010	1. Complete
3. Processing of appeals and claims in relation to Single Status and Equal Pay.	<ul style="list-style-type: none"> <li>All claims and appeals processed and finalised.</li> </ul>	Head of Organisational Development, HR and Performance	March 2011	1. Complete.
4. Maintenance of Healthy Working lives Gold Award and Mental Health Commendation Award by working in partnership with appropriate local voluntary groups	<ul style="list-style-type: none"> <li>Mental Health commendation award retained.</li> <li>Gold Healthy Working Lives award retained.</li> </ul>	Head of Organisational Development, HR and Performance	April 2011	1. Complete 1. Complete
5. 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.	<ul style="list-style-type: none"> <li>Occupational Health Policy Developed and ratified at committee.</li> </ul>	Head of Organisational Development, HR and Performance	March 2012	2. On track.
	<ul style="list-style-type: none"> <li>Health Surveillance carried out on all employees within the High risk category.</li> <li>Operation of contract monitored quarterly and annual review produced for CMT.</li> </ul>		March 2012	2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
6. 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.	<ul style="list-style-type: none"> <li>▪ DSE, Health and Safety Induction and Fire Safety e-learning Courses utilised on the e-learning platform</li> <li>▪ Development of courses for continuing professional development for teachers and the Community Health and Care Partnership, as well as generic management development courses.</li> </ul>	Head of Organisational Development, HR and Performance	<p>April 2011</p> <p>April 2011</p>	<p>1. Complete.</p> <p>1. Complete</p>
7. Completion the Review of Standby (i.e. call out for duty after normal working hours)	<ul style="list-style-type: none"> <li>▪ Terms and conditions associated with standby allowance reviewed.</li> </ul>	Head of Organisational Development, HR & Performance	January 2011	1. Complete
8. Review external support and advice provided to external bodies by the Directorate.	<ul style="list-style-type: none"> <li>▪ Initial report prepared for consideration by DMT.</li> </ul>	Head of Organisational Development, HR & Performance Chief Financial Officer / Head of Customer Service and Business Transformation	November 2010	1. Complete. A new SLA template has been developed. ICT SLA was renegotiated with IL and re-issued which generated the income target.
9. Develop the SOA Annual Report for 2009/10.	<ul style="list-style-type: none"> <li>▪ Annual Report submitted to Scottish Government.</li> </ul>	Head of Organisational Development, HR and Performance	September 2010	1. Complete.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
10. Develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement and the Community Plan.	<ul style="list-style-type: none"> <li>Annual Performance reports show progress toward achievement of outcomes.</li> <li>Support 4 meetings of the Inverclyde Alliance.</li> </ul>	Head of Organisational Development, HR and Performance	To end March 2011  Ongoing	1. Complete  1. Compete
11. Introduce and co-ordinate PSIF across the Council on a rolling programme basis	<ul style="list-style-type: none"> <li>All services subject to a PSIF self assessment exercise with improvements in place.</li> <li>Implement Improvement Actions set out in PSIF Improvement Plan for Corporate Policy and Partnerships Team.</li> </ul>	Head of Organisational Development, HR and Performance	December 2011  March 2011	1. Complete.  1. Complete
12. Co-ordinate/facilitate the delivery of the Council 's Corporate Organisational Improvement Plan	<ul style="list-style-type: none"> <li>Key work streams are programme managed and delivered within agreed timescale.</li> <li>Review OIP in light of all corporate improvement actions and report to P and R Committee.</li> </ul>	Head of Organisational Development, HR and Performance	Ongoing.  September 2010	OIP presently on hold  1. Complete.
13. Co-ordinate the Council's preparations for Best Value 2.	<ul style="list-style-type: none"> <li>Improvement plans in place for the areas/themes to be audited.</li> </ul>	Head of Organisational Development, HR and Performance	June 2010.	1. Complete.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
14. Co-ordinate the Council's Strategic Planning and Performance Management Framework.	<ul style="list-style-type: none"> <li>Directorate Planning Guidance produced.</li> </ul>	Head of Organisational Development, HR and Performance	March 2010	1. Complete.
	<ul style="list-style-type: none"> <li>Directorate Plans reviewed and approved by Committee.</li> </ul>		May 2010	1. Complete.
	<ul style="list-style-type: none"> <li>Regular Directorate Performance Reports submitted to Committee by each Directorate.</li> </ul>		Ongoing	2. On track. Performance Reports are submitted to every second meeting of relevant Committee.
	<ul style="list-style-type: none"> <li>Electronic Performance Management System operational.</li> </ul>		December 2010	4. Slippage due to configuration of software due to hosted server. Reporting facility also needs to be addressed.
15. Develop and deliver the Council's Public Performance Report and overarching framework.	<ul style="list-style-type: none"> <li>PPR Report published.</li> </ul>	Head of Organisational Development, HR and Performance	December 2010	1. Complete.
	<ul style="list-style-type: none"> <li>PPR Framework developed using electronic performance management system.</li> </ul>		February 2011	4. Slippage. A new PPR framework is currently being drafted and an audit of performance reporting is in the process of being carried out.
16. Review Corporate Plan to extend to 2012	<ul style="list-style-type: none"> <li>Interim Corporate Plan published.</li> </ul>	Head of Organisational Development, HR and Performance	End March 2011	1. Complete. Interim Corporate Plan approved by Inverclyde Council at its meeting on 9 June 2011.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
17. Manage & Implement Phase 2 of the Operating Model (OM) for the Council	<ul style="list-style-type: none"> <li>Design, Build and Implement Phase 2 of the Operating Model.</li> <li>Design &amp; Build Transactional Shared Service – Finance.</li> <li>Design &amp; Build Transactional Shared Service – HR &amp; Payroll.</li> </ul>		To be confirmed	The implementation of this project is currently under review. A report is being prepared by the Chief Executive for members to consider regarding all aspects of the Operating Model including future saving opportunities, timescales etc As above
	<ul style="list-style-type: none"> <li>Design &amp; Build Transactional Shared Service – Systems Management &amp; Admin.</li> <li>Implement Phase 2 of Customer Service.</li> <li>Assist in increasing number of Customer Service Reps in Preparation for Phase 2 Kick Off.</li> </ul>	Head of Organisational Development, HR and Performance	Delayed  Ongoing	As above  4. Slippage. Ongoing liaison with services to identify further tasks and resources to transfer to the CSC.
	<ul style="list-style-type: none"> <li>Assist releasing employees to realise savings projections.</li> </ul>		Ongoing	Savings target for 2011/12 is £200K of which £192k has been achieved to date. A further £50k saving is planned for 2012/13
	<ul style="list-style-type: none"> <li>HR/Payroll – implement self service employee modules.</li> </ul>	Head of Organisational Development, HR & Performance	December 2010	On hold due to report on OM and the decision to be made by the Council on CVSSS.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> <li>▪ HR/Payroll – implement H&amp;S and Training modules.</li> <li>▪ ICMS solution operational.</li> <li>▪ Intelligent e-Forms (Revs and Bens) to become operational</li> </ul>		<p>March 2011</p> <p>March 2011</p>	<p>On hold as above</p> <p>ICMS – Civica upgrade being planned with supplier and Finance</p> <p>Phase 1 complete.</p>
19. Create a Development Plan for the Customer Service Centre	<ul style="list-style-type: none"> <li>▪ Create draft Development Plan.</li> <li>▪ Finalise Development Plan.</li> </ul>	Head of Customer Service and Business Transformation	<p>September 2010</p> <p>November 2010</p>	<p>1. Complete</p> <p>1. Complete</p>
20. Conduct a strategic review of Wide Area Network Infrastructure provision	<ul style="list-style-type: none"> <li>▪ Develop business requirements and tender document for provision of WAN infrastructure.</li> </ul>	Head of Customer Service and Business Transformation	February 2011	1. Complete. Existing contract extended for 12 months to allow further clarification on national developments.
21. IPF Action Plan – develop financial management across the Council.	<ul style="list-style-type: none"> <li>▪ Implement Financial Hub and Spoke Mode.</li> <li>▪ Develop and implement Finance Skills Develop Programme.</li> <li>▪ Develop improved management information reporting capacity.</li> </ul>	Chief Financial Officer	<p>June 2010</p> <p>Start August 2010 and ongoing</p> <p>December 2010</p>	<p>1. Complete.</p> <p>2. On track Budget delegation training underway. Wider development programme being developed.</p> <p>4. Slippage. Slippage due to other priorities. New timescale March 2012.</p>
22. Implementation of IFRS – compliance with the statutory accounting reporting	<ul style="list-style-type: none"> <li>▪ Restate the 1/4/09 opening Balance Sheet.</li> </ul>	Chief Financial Officer	June 2010	1. Complete and audited

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
framework.	<ul style="list-style-type: none"> <li>Produce IFRS complaint comparators.</li> <li>Produce fully compliant annual accounts for financial year 2010/11.</li> </ul>		<p>June 2010</p> <p>June 2011</p>	<p>1. Complete and audited</p> <p>1. Complete and being audited</p>
23. Preparation and implementation of the 2011/13 Revenue Budget.	<ul style="list-style-type: none"> <li>Submit Revised Financial Strategy.</li> </ul>	Chief Financial Officer	June 2010 and December 2010	1. Complete
	<ul style="list-style-type: none"> <li>Monitor and Report Work Stream Savings Performance.</li> </ul>		From August 2010	2. On track. On going via CMT and Committee. Currently on target.
	<ul style="list-style-type: none"> <li>Calculate and report 2011/13 funding gap based on 2011/14 3 year settlement.</li> </ul>		February 2011	1. Complete
24. Preparation for next Benefits Audit – 2011/12.	<ul style="list-style-type: none"> <li>Review of the last audit action plan to verify that all actions are complete.</li> </ul>	Chief Financial Officer	December 2010	1. Complete
	<ul style="list-style-type: none"> <li>Benefits Business Plan revised for 2010/11 and communicated to staff.</li> </ul>		May 2010	1. Complete
	<ul style="list-style-type: none"> <li>Regular performance reviews with senior benefits staff carried out.</li> </ul>		Ongoing	2. Ongoing
25. Strategic Procurement Framework implementation	<ul style="list-style-type: none"> <li>Review Structure and obtain CMT approval for changes.</li> </ul>	Chief Financial Officer	August 2010	1. Complete Structure changes approved and implemented.



Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> <li>▪ Implement and develop lead Procurement Officer Model.</li> </ul>		December 2010 and Ongoing	1. Complete Officers identified and meet every 6 weeks
	<ul style="list-style-type: none"> <li>▪ Finalise Business Case for e-Procurement.</li> </ul>		November 2010	4. Slippage. Dependant on OM Review & CVSSS outcome
	<ul style="list-style-type: none"> <li>▪ Revise Purchase Card Strategy.</li> </ul>		September 2010	1. Complete
	<ul style="list-style-type: none"> <li>▪ Develop meaningful performance measures and report regularly to CMT/Committee.</li> </ul>		December 2010 and ongoing	2. On track BPIs and savings reported to P&R Committee.

## 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.	Benchmarking 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 complete.
2011/12	Accountancy	Accountancy Service	2	Benchmarking.	Information submitted.
2012/13	Procurement	Procurement	3	Benchmarking via national procurement competency assessment.	Exercise not due to start until 2012/13.
2013/14	Exchequer Service	Treasury, Insurance, Income & Payments	2	Benchmarking via Director of Finance PIs.	Exercise not due to start until 2013/14.