

Report To: Policy and Resources Committee

Date: 29 March 2011

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

Report No: POL/ 03/11 / KMCC

Contact Officer: Karen McCready

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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 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:
- Benefits processing
 - Reduced number of health and safety incidents
- 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 complete.
 - The Purchase Card Strategy has been revised.
 - A financial hub and spoke model has been implemented and budget delegation training is due to commence.
- 2.7 There has been slippage in the following areas:
- The Operating Model implementation of the Transactional Shared Services aspect is currently under review. A report will be presented on this matter to a future Policy and Resources Committee.
 - The development of improved management information reporting through the IPF Action Plan.

- 2.8 Directorate Plans are produced every three years and reviewed and updated on an annual basis. This is the last Performance Report by the Organisational Improvement and Resources Directorate and completes the three year cycle for the current Plan.
- 2.9 New Directorate Planning Guidance has been prepared and a new Directorate Plan for Organisational Improvement and Resources for 2011/14 will be produced and submitted to a future meeting of this Committee. The next Directorate Performance Report by the Organisational Improvement and Resources Directorate will be presented to Policy and Resources Committee after the recess in Autumn 2011.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee:
- a. Comment on the performance information contained in this report.
 - b. Note that a new Directorate Plan will be presented to a future meeting of the Policy and Resources Committee and that further reports on the performance of the Directorate will be presented to Committee in Autumn 2011.

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 November 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.

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:	5.51% (Sept/Dec 2010)
Target Performance Level:	5%
Frequency of Monitoring:	Quarterly
Analysis of Performance and Service Commentary:	This figure above is our target and measures are being introduced to address the position. HR commencing new programme of Absence Refresher Training/identifying hotspots
Trend	Slightly Upward (5.37% For same Period 4 Sept 2009/ Dec 2010)
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:	4.43% (Sept/Dec 2010)
Target Performance Level:	5%
Frequency of Monitoring:	Quarterly
Analysis of Performance and Service Commentary:	These figures represent an increase in absence rates across services and where any increase has occurred these are being addressed by the Service. Services within Directorate have changed since Period 4 09/10 so cannot make direct comparison
Trend:	Slightly Upward (4.03% For same Period 4 Sept 2009/ Dec 2010)
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:	90.8% cumulative to date as at 31 January 2011
Target Performance Level:	93.7%
Frequency of Monitoring:	Monthly (internal) ,Quarterly (Scottish Government) Annual (Audit Scotland)
Analysis of Performance and Service Commentary:	Performance is 0.2% ahead of the same time in 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:	93.89% period 10 (April 2010 – January 2011)
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 above 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:	12.2% as at 31 January 2011
Target Performance Level:	27%
Frequency of Monitoring:	Monthly (internal)
Analysis of Performance & Service Commentary	Performance remains high and is above target.
Trend:	Upward however this figure can be skewed depending on value of recent invoices issued.
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:	98.67 as at 31 January 2011
Target Performance Level:	98%
Frequency of Monitoring:	Quarterly (internal)
Analysis of Performance & Service Commentary	Performance remains high and above target.
Trend	On target
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:	14 days as at 31 January 2011
Target Performance Level:	15 days (Target set by DWP)
Frequency of Monitoring:	Monthly
Analysis of Performance & Service Commentary	This target is being abolished by the DWP from April 2011 and will be replaced with the previous targets which were reported to Committee for speed of processing new claims and changes in circumstances.
Trend	On target
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% (Oct 10/Jan 11) Rolling 12 month ave. to Sept 10 - 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 Jan 11 - 100%)
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:	100% (Oct 10/Jan 11) (Rolling 12 month ave. to Sep 10 – 99.99%)
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 Jan 11 – 99.99%)
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:	99.17% (Oct 10/Jan 11) (Rolling 12 month ave. to Sep 10– 99.24%)
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 Jan 11 – 99.40%)
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:	86.68% (Oct 10/Jan 11) (Rolling 12 month average to Sep10– 87.5%)
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 Jan 11 – 87.63%)
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:	5.9 incidents per 1000 employees (Oct/Dec 10)
Target Performance Level:	< 10.2 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 reduction in incidents within all Service areas, this has been the most significant within Regeneration and Environment.
Trend	Improving
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:
- The roll out of the Public Sector Improvement Framework across Council services is complete.
 - The Purchase Card Strategy has been revised.
 - A financial hub and spoke model has been implemented and budget delegation training is due to commence.
- 6.2 There has been slippage in the following areas:
- The Operating Model implementation of the Transactional Shared Services aspect is currently under review. A report will be presented as soon as practicable on this matter to a future Policy and Resources Committee.
 - The development of improved management information reporting through the IPF Action Plan.
- 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 2011/14

- 7.1 Directorate Plans are produced every three years and reviewed and updated on an annual basis. This is the last Performance Report by the Organisational Improvement and Resources Directorate and completes the three year cycle for the current Plan.
- 7.2 New Directorate Planning Guidance has been prepared and a new Directorate Plan for Organisational Improvement and Resources for 2011/14 will be produced and presented to a further meeting of this Committee. The next Directorate Performance Report by the Organisational Improvement and Resources Directorate will be presented to Policy and Resources Committee after the recess in Autumn 2011.

8.0 IMPLICATIONS

8.1 Finance
None

8.2 Personnel
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"> ▪ Improvement in compliance with the Council's Absence Management Policy. ▪ Maintenance of Council absence rates below 5%. ▪ Review overall approach to absence management and targets and report to CMT and committee. 	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 and new programme will start in 2011. Compliance is being monitored.</p> <p>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%.</p> <p>4. Slippage due to competing priorities.</p> <p>New timescale - August 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"> ▪ Training in Core Competency performance appraisal completed. 	Head of Organisational Development, HR and Performance	March 2011	<p>2. On track. All training for K grades and above is complete. The next phase for everyone below K grade is being organised.</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> ▪ Number of Services having undertaken workforce analytics and succession planning. ▪ 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. 		<p>March 2011</p> <p>Grade K and above by October 2010</p>	<p>4. Slippage Analytics on hold due to competing priorities. Succession planning aspect now expected to be delivered summer 2011.</p> <p>4. Slippage – now Summer 2011 This model has been used for interviews within the Customer and Service Centre and will be introduced for recruitment for grades K and above.</p>
3. Processing of appeals and claims in relation to Single Status and Equal Pay.	<ul style="list-style-type: none"> ▪ All claims and appeals processed and finalised. 	Head of Organisational Development, HR and Performance	March 2011	2. On track. All appeals on schedule to be heard by March 2011. Rundown of appeals (those passed to job analysts) will continue to May 2011.
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"> ▪ 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.
	<ul style="list-style-type: none"> ▪ 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

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
				ongoing development of health awareness in the Council and the wider community.
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"> ▪ Occupational Health Policy Developed and ratified at committee. ▪ Health Surveillance carried out on all employees within the High risk category. ▪ Operation of contract monitored quarterly and annual review produced for CMT. 	Head of Organisational Development, HR and Performance	<p>March 2012</p> <p>March 2012</p>	<p>2. On track. Work ongoing 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 figures and do not equate to the number of individuals accessing services.</p> <p>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.</p>
6. Development of e-learning provision within the Council via the Brightwave elearning platform – leading to greater availability of training provision and more	<ul style="list-style-type: none"> ▪ 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	<p>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.</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
efficient use of training resources.	<ul style="list-style-type: none"> ▪ 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	<p>2. On track.</p> <p>Employees within Education and Social Care have undergone training to develop and adapt courses. Generic management development courses have been purchased. A Corporate Induction Course and a customer care course are undergoing testing.</p>
7. Completion the Review of Standby (i.e. call out for duty after normal working hours)	<ul style="list-style-type: none"> ▪ Terms and conditions associated with standby allowance reviewed. 	Head of Organisational Development, HR & Performance	January 2011	<p>4. Report submitted to CMT and agreed, now out for consultation with the trades unions.</p> <p>New timescale - summer 2011.</p>
8. Review external support and advice provided to external bodies by the Directorate.	<ul style="list-style-type: none"> ▪ Initial report prepared for consideration by DMT. 	Head of Organisational Development, HR & Performance Chief Financial Officer / Head of Customer Service and Business Transformation	November 2010	<p>2. On track.</p> <p>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.</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
9. Develop the SOA Annual Report for 2009/10.	<ul style="list-style-type: none"> ▪ Annual Report submitted to Scottish Government. 	Head of Organisational Development, HR and Performance	September 2010	1. Complete. Annual Report submitted in Sept 2010.
10. Develop and support the delivery of the Inverclyde Alliance Single Outcome Agreement and the Community Plan.	<ul style="list-style-type: none"> ▪ 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.
11. Introduce and co-ordinate PSIF across the Council on a rolling programme basis	<ul style="list-style-type: none"> ▪ 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	1. Complete Final 5 assessments have now been completed and services are currently producing their Improvement Plans. 2. On track.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
12. Co-ordinate/facilitate the delivery of the Council 's Corporate Organisational Improvement Plan	<ul style="list-style-type: none"> ▪ 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	4. Slippage. – OIP presently on hold 1. Complete. Refreshed was approved by P& R Committee in November 2010.
13. Co-ordinate the Council's preparations for Best Value 2.	<ul style="list-style-type: none"> ▪ Improvement plans in place for the areas/themes to be audited. 	Head of Organisational Development, HR and Performance	June 2010.	1. Complete. Review of all toolkits taken place and key actions included in OIP and Directorate Planning guidance.
14. Co-ordinate the Council's Strategic Planning and Performance Management Framework.	<ul style="list-style-type: none"> ▪ 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.
	<ul style="list-style-type: none"> ▪ Regular Directorate Performance Reports submitted to Committee by each Directorate. 			Ongoing

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> ▪ Electronic Performance Management System operational. 		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"> ▪ PPR Report published. ▪ PPR Framework developed using electronic performance management system. 	Head of Organisational Development, HR and Performance	December 2010 February 2011	<ol style="list-style-type: none"> 1. Complete. PPR published November 2010 and circulated to all public offices of the Council. 2. On track. Initial changes made to corporate performance reporting to plan for use of electronic system.
16. Review Corporate Plan to extend to 2012	<ul style="list-style-type: none"> ▪ Interim Corporate Plan published. 	Head of Organisational Development, HR and Performance	End March 2011	2. On track. Draft refreshed Corporate Plan produced for consideration by CMT prior to submission to Committee.
17. Manage & Implement Phase 2 of the Operating Model (OM) for the Council	<ul style="list-style-type: none"> ▪ Design, Build and Implement Phase 2 of the Operating Model. 			
	<ul style="list-style-type: none"> ▪ Design & Build Transactional Shared Service – Finance. ▪ Design & Build Transactional Shared Service – HR & Payroll. 		To be confirmed Delayed	The implementation of this project is currently under review. A report will be prepared to go to a future Policy and Resources Committee which will include revised timescales.

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> ▪ Design & Build Transactional Shared Service – Systems Management & Admin.. ▪ Implement Phase 2 of Customer Service. ▪ Assist in increasing number of Customer Service Reps in Preparation for Phase 2 Kick Off. 	Head of Organisational Development, HR and Performance	<p>Delayed</p> <p>Delayed</p> <p>Ongoing</p>	<p>4. Slippage. Ongoing liaison with services to identify further tasks and resources to transfer to the CSC, discussions will commence by end of March 2011.</p>
	<ul style="list-style-type: none"> ▪ Assist populating Centre – Includes assessment duties, transferring and recruitment and selection of employees, - includes assisting in establishing a training programme. ▪ Assist releasing employees to realise savings projections. 		<p>Ongoing</p> <p>Ongoing</p>	<p>See above</p> <p>See above</p>
18. Manage the implementation of Key Corporate Systems	<ul style="list-style-type: none"> ▪ HR/Payroll – implement self service employee modules. ▪ HR/Payroll – implement H&S and Training modules. ▪ ICMS solution operational. ▪ Intelligent e-Forms (Revs and 	Head of Organisational Development, HR & Performance	<p>December 2010</p> <p>March 2011</p> <p>October 2010</p>	<p>On track. HR and Payroll – system implementation progressing on phased pilot basis.</p> <p>On track. Work ongoing</p> <p>ICMS – Civica upgrade being planned with supplier and Finance.</p> <p>eForm – specific form designs being</p>

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	Bens) to become operational		March 2011	worked in both Revs and HB along with scoping integration requirements.
19. Create a Development Plan for the Customer Service Centre	<ul style="list-style-type: none"> ▪ Create draft Development Plan. ▪ Finalise Development Plan. 	Head of Customer Service and Business Transformation	September 2010 November 2010	1. Complete. Complete.
20. Conduct a strategic review of Wide Area Network Infrastructure provision	<ul style="list-style-type: none"> ▪ Develop business requirements and tender document for provision of WAN infrastructure. 	Head of Customer Service and Business Transformation	February 2011	1. Complete. Existing contract extended for 12 months to allow further clarification on national developments.
23. IPF Action Plan – develop financial management across the Council.	<ul style="list-style-type: none"> ▪ Implement Financial Hub and Spoke Mode. ▪ Develop and implement Finance Skills Develop Programme. ▪ Develop improved management information reporting capacity. 	Chief Financial Officer	June 2010 Start August 2010 and ongoing December 2010	1. Complete. 2. On track. Budget delegation training underway. Wider development programme being developed. 4. Slippage. Not started. Slippage due to other priorities.
22. Implementation of IFRS – compliance with the statutory accounting	<ul style="list-style-type: none"> ▪ Restate the 1/4/09 opening Balance Sheet. 	Chief Financial Officer	June 2010	1. Complete and audited

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

Project / Improvement Action	Key Performance Measures	Lead Officer	Timescale	Progress Made
	<ul style="list-style-type: none"> ▪ Implement and develop lead Procurement Officer Model. ▪ Finalise Business Case for e-Procurement. ▪ Revise Purchase Card Strategy. 		<p>December 2010 and Ongoing</p> <p>November 2010</p> <p>September 2010</p>	<p>4. Slippage Officers identified. Report to CMT in March 2011.</p> <p>4. Slippage. Report on need for e-procurement to go to CMT in March 2011</p> <p>1. Complete</p>
	<ul style="list-style-type: none"> ▪ Develop meaningful performance measures and report regularly to CMT/Committee. 		December 2010 and ongoing	2. On track BPIs 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.	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.	Exercise to commence 2011/12.
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.