
REPORT TO THE MEETING OF THE EXECUTIVE 20 OCTOBER 2010**PORTFOLIO: OVERALL STRATEGY AND POLICY DIRECTION****REPORT FROM: DEPUTY CHIEF EXECUTIVE****SUBJECT: STRATEGIC IMPROVEMENT PLAN 2010/11 –
QUARTERLY UPDATE (QUARTER 2)****1 DECISION BEING RECOMMENDED**

- 1.1 To note the progress being made on the implementation of the Council's Strategic Improvement Plan (SIP) 2010/11 (Appendix 1).
- 1.2 To determine whether to continue to receive quarterly update reports on the SIP, or whether to receive reports on an exception only basis, with routine progress monitoring being carried out by the Portfolio Holder and summarised in the Quarterly Performance Report on projects.

2 REASON/S FOR RECOMMENDATIONS

- 2.1 At the meeting held on 21 April 2010, the Executive agreed the Council's high level Strategic Improvement Plan for 2010/11, which is based on the results of the Use of Resources and Managing Performance assessments, together with some ongoing matters carried forward from last year's SIP.
- 2.2 The SIP is aligned under the themes of:-
 - Managing our Finances
 - Governing the Business
 - Managing Resources
 - Managing Performance

Although these were themes within the recently withdrawn Comprehensive Area Assessment (CAA) framework they, and the actions set out in the SIP, are still pertinent for the Council to ensure we operate in an economic, efficient, and effective way.

3 ALTERNATIVE OPTIONS CONSIDERED

- 3.1 Not to produce a SIP – this is not recommended as it would suggest that the Council is not a 'learning' organisation. The Council needs to continuously improve.
- 3.2 The Executive may wish to consider whether it is necessary to continue to receive routine, quarterly updates on the SIP. An alternative would be for the Portfolio Holder for Service Development, Improvement & Performance

Management to consider the full report, with the Executive receiving exception reports only. The SIP is also monitored and reported on through the Quarterly Performance Report on projects, which is a separate item on this meeting's agenda and which will give the Executive overall assurance over whether or not the SIP is being implemented.

4 RISK IMPLICATIONS

- 4.1 Although CAA has been abolished, there will still be some inspections for services judged to be at risk of failing. There is also a risk that the Council will not meet the challenges of the tightening financial climate if it fails to continue to improve. Resource risks have been minimised by ensuring that the key actions are achievable within existing resources.

I confirm that the above recommendation does not depart from Council policy and that appropriate consideration has been given to any budgetary and legal implications.

SMT Lead Officer Signature: _____

Deputy Chief Executive

Background Papers:

None.

Attachments:

Appendix 1: Strategic Improvement Plan 2010/11 – Progress Update

For further information please contact Graham Woolhouse on:-

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If you would like this report in large print, Braille or another language please contact 01702 546366.

Strategic Improvement Plan 2010/11

This Plan for 2010/11 aims to deliver the internal processes and supporting mechanisms that will support the delivery and achievement of the Council’s Corporate Plan. It builds on the Plan for 2009/10 and the recommendations coming out of the Organisational Assessment (Use of Resources) carried out by the Audit Commission and PKF as part of the Comprehensive Area Assessment for 2008/09.

Ref No	Service objective (referenced to Use of Resources or 2009/10 Strategic Improvement Plan)	Key actions	Lead Officer	Completion date	Target/Outcomes	Resource implications	Progress
	<u>Managing Finances</u>						
1	Develop structured plans for delivering efficiency savings and monitor delivery. (Ref: UoR 1 & 2)	<ul style="list-style-type: none"> • Report to Executive on savings • Set revised budgets • Quarterly budget monitoring 	HF	Dec 2010	<ul style="list-style-type: none"> • Savings delivered. 	Within existing budgets	<ul style="list-style-type: none"> • Report to Executive 21 July 2010 • Budgets will be revised in the Autumn 2010 • Quarterly budget monitoring is In place

Key:

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CEx Chief Executive
OSO Overview and Scrutiny Officer
HICS Head of Information & Customer Services

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WFDP Workforce Development Plan
SA Senior Accountant
HLEMS Head of Legal, Estates & Member Services

APM Audit & Performance Manager
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2	Develop VFM Service Reviews. (Ref: UoR 4, 6 7 & 8)	<ul style="list-style-type: none"> Identify opportunities for using costing techniques. Use Audit Commission VFM toolkit & CIPFA benchmarking clubs to evaluate costs 	SPMO	Apr 2011	<ul style="list-style-type: none"> Better understanding of costs/performance and how they compare in order to challenge costs and identify savings VFM/Cost challenges embedded in operational performance management Efficiencies identified 	Within existing budgets	<ul style="list-style-type: none"> 2010/11 VFM programme approved by Improvement Management Team Internal Audit reviews are underway with other reviews about to start Use of toolkits/ bench-marking has started

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	<u>Governing the business</u>						
3	Review & update Procurement Strategy (PS) and action plan. (Ref: UoR 14-18)	<ul style="list-style-type: none"> Update PS to reflect KLOE best practice Align PS with Corporate Plan & SCS Implement PS action plan PS encompasses the broader commissioning process Identify suitable centrally maintained commissioning & procurement tool 	HF	Mar 2011	<ul style="list-style-type: none"> Identification of benefits Realisation of savings or other benefits Improved links between procurement and commissioning and strategic objectives Users involved in each aspect or commissioning cycle 		<ul style="list-style-type: none"> Revised Procurement Strategy drafted. Portfolio Holder decision by November 2010

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4	Implement Standards Committee Action Plan. (Ref: UoR 24)	<ul style="list-style-type: none"> • See action plan for detailed list of key tasks • Review of presentation of standards and information on registers of interests, gifts etc on website. 	HLEMS	Sept 2010	<ul style="list-style-type: none"> • Raised awareness of ethical governance agenda and work of Standards Committee • Promotion of higher standards of behaviour • Improved understanding of how the Council works 	Within existing budgets	<ul style="list-style-type: none"> • Implementation of action plan on target • Website information has been updated

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5	Fully tested and robust business continuity plan. (Ref: UoR 26 & 31)	<ul style="list-style-type: none"> Implement timetable of divisional tests IT recovery tested biannually Ensure assurances received from key contractors and partners Identify deficiencies and record in Corporate Risk Register (CRR) 	CEx	Mar 2011	<ul style="list-style-type: none"> Business Continuity response proven to work Learning from exercises incorporated into future plans and responses Minimal interruption to service delivery Council understands risks 	Within existing budgets	<ul style="list-style-type: none"> Timetable in place and being implemented – half of divisional plans tested so far. Remainder programmed for testing by March 2011. One IT recovery test completed. Further test being undertaken week commencing 4 October 2010. Discussions taking place with key contractors on an ongoing basis. CRR being regularly updated

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6	Corporate Risk Register (CRR) identifies risks to achieving strategic objectives. (Ref: UoR 33)	<ul style="list-style-type: none"> Review structure of CRR SMT workshop to identify risks associated with strategic objectives Revised CRR reported to Audit Committee 	SPMO	Dec 2010	<ul style="list-style-type: none"> Links clearly made between risks and strategic objectives with clear understanding of strategic risks Actions in place to mitigate risk 		<ul style="list-style-type: none"> Review to start with workshop in September 2010 Reporting to Audit Committee December 2010

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7	Develop more effective scrutiny. (Ref: SIP 2.1)	<ul style="list-style-type: none"> Assessment of Members' needs following training in Dec 2009 Review Committee Members to receive and consider QPRs as part of work programme 	HLEMS OSO	May 2010 Oct 2010	<ul style="list-style-type: none"> Can demonstrate improved scrutiny 	Within existing budgets	<ul style="list-style-type: none"> Completed as part of preparations for Member Training and Development Charter Completed. Review Committee are invited quarterly to raise issues from the QPR reported to the Executive

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9	Implement formal post implementation reviews of restructures. (Ref: UoR 38)	<ul style="list-style-type: none"> Undertake a review of Environmental Services restructure Undertake a review of Customer Services restructure Undertake a review of the Planning restructure Identify impacts Assess whether expected benefits have been realised 	HRM	Sept 2010 March 2011 March 2011	<ul style="list-style-type: none"> Impact of changes evaluated Learning shared for future restructures Benefits identified 	Within existing budgets	<ul style="list-style-type: none"> Formal review undertaken; learning from HR process and implementation documented; managers consulted on service impact; report will be completed by 30th September 2010 Due March 2011 This is a new proposal to ensure all significant restructures are reviewed Will follow from reviews 																														
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	<u>Managing Performance</u>						
10	Implement performance management software solution. (SIP 3.14 & SIP 3.10)	<ul style="list-style-type: none"> Develop regular reporting on performance indicators and projects for stakeholders Develop small basket of key PIs for presentation to residents Identify PIs and projects with financial implications and include in the QPRs 	SPMO	Mar 2011	<ul style="list-style-type: none"> Fit for purpose reporting and real time access to performance information for officers, Members and other stakeholders Performance information easily available to residents Improved Place Survey scores Members/Officers aware of financial implications of performance 	Within existing budgets IT Strategy	<ul style="list-style-type: none"> Historical data and targets up to March 2011 loaded onto CorVu system. Quarter 1 PI report produced using the new software Divisional Reports available Exceptions reports under test Financial implications to be reported via commentary columns

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11	Deliver Corporate Plan objectives for 2010/11.	<ul style="list-style-type: none"> Set up quarterly performance reporting on key projects Improvement Management Team to monitor progress 	SPMO	Mar 2011	<ul style="list-style-type: none"> Corporate Plan 2010/11 delivered 	Within existing budgets	<ul style="list-style-type: none"> Performance Portal provides access to reports Quarterly Reporting system in place Improvement Management Team will review exception reports

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12	Develop strategy and action plan for ageing population.	<ul style="list-style-type: none"> • Work with partners to identify requirements • Formulate strategy and action plan • Identify implication for MTFS and Corporate Plan 	HCPP	Oct 2010	<ul style="list-style-type: none"> • Corporate understanding of implications for Council and district • Parties signed up to addressing issues. 	Within existing budgets	<ul style="list-style-type: none"> • Strategy and actions have been drafted for consideration, initially, by Senior Management Team. Actions have been drafted in recognition of the difficult financial climate. • The Council is working with other agencies, notably health and adult social care, to examine and improve cooperation.

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