

REPORT TO THE MEETING OF THE EXECUTIVE 21 JULY 2010

PORTFOLIO: OVERALL STRATEGY AND POLICY DIRECTION

REPORT FROM: DEPUTY CHIEF EXECUTIVE

**SUBJECT: STRATEGIC IMPROVEMENT PLAN 2010/11 –
QUARTERLY UPDATE**

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).

2 REASON/S FOR RECOMMENDATION

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Although these were themes within the recently withdrawn Comprehensive Area Assessment (CAA) framework they, and the actions set out in the SIP, are still pertinent for the Council to ensure we operate in an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

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

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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

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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 being reviewed in parallel with budget discussions Use of toolkits/ benchmarking has started

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	<u>Governing the business</u>						
	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 September 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 Review of website information in hand

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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 testes IT recovery tested biannually Ensure assurances received from key contractors and partners Identify deficiencies and record in Corporate Risk Register (CRR) 	HCPP	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 One IT recovery test completed. Further test planned for the autumn Discussions are taking place with key contractors CRR being 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 August 2010 Report 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 	<p>HLEMS</p> <p>OSO</p>	<p>May 2010</p> <p>Oct 2010</p>	<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 QPRs to be considered at Review Committee in October 2010 and April 2011

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	<u>Managing Resources</u>						
8	Update the Workforce Development Plan (WFDP). (Ref: UoR 34,35 &36)	<ul style="list-style-type: none"> Identify staffing requirements to deliver corporate plan and how they will be met Benchmark workforce data and use to formulate detailed workforce plan Improve links between the Workforce planning and Corporate/Divisional planning process 	HRM	May 2010 Oct 2010	<ul style="list-style-type: none"> WFDP aligned to Corporate and Divisional planning Corporate understanding of staffing requirements over the medium term Council clear about skills and training requirements and how they will be delivered 	Within existing budgets	<ul style="list-style-type: none"> Completed Revised WFDP in place Links being strengthened through 'My Performance Review' process

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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"> • Due 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"> Data loaded onto new system. Test reports being run. Anticipate that quarter 1 PI report will be produced using the new software

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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 Performance Assessment Board 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"> Reporting system in place Newly established Officer Improvement Management Team will monitor progress

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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"> • Work in progress

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