

Report to: Overview and Scrutiny Co-ordinating Committee

Date: 17 August 2009

Subject: Business Support Services, 2009-10
Performance Plan Update, Quarter 1

Report of: Executive Director Business Support Services

Contact officer: Terry Dunn 01942 827784

Purpose / summary: To provide Members with details of Business Support Services' cumulative performance for 2009-10

Alternative options considered and reason for selecting the one recommended:

Recommendation / decision: The committee is invited to make comments and recommendations as appropriate in relation to progress against the performance plan.

Key Decision: This report does not involve a key decision.

Risks / Implications:

Financial:	High performance contributes to effective service delivery, good value for money, effective governance and the "Use of Resources" CAA rating
Staffing:	Unification of services
Policy:	None
Equal Opportunities - Has a Diversity Impact Assessment been conducted?	No impact
Wards affected:	None

Property Implications – Does the proposal involve a reduction, addition or

change to the Council's asset base or its occupation?

No

If yes, have the property implications been agreed with the Corporate Property Officer?

Does this proposal have significant implications for the Council and the local population?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Does this proposal involve a new policy or procedure or significant changes to an existing policy or procedure?

A diversity impact assessment is not necessary at this stage, however, equality and diversity implications have been considered when producing this report.

Has the Service Director - Borough Solicitor confirmed that the recommendations within this report are lawful and comply with the Council's Constitution?	Yes
Has the Service Director - Corporate Services confirmed that any expenditure referred to within this report is consistent with the Council's budget?	N/A
Are any of the recommendations within this report contrary to the Policy Framework of the Council?	No

For Cabinet reports only :

Categorisation of the report:	X		X
Discussion leading to a decision		Discussion	
Monitoring		Decision	
Sharing for corporate understanding		Information	

Tracking/Process:

	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer David Smith, Director
of Business Support
Services

Date 6 August 2009

Introduction

Business Support Services comprises 8 divisions: Financial, Legal and Democratic, Risk Management, People Services, Property, IT, Revenues and Benefits.

Business Support Services works with service departments and partners and aims to offer a customer focused, efficient and joined up service.

Our vision for Support Services is:

“To utilise the resources available to us in the most effective way, so that we can provide value for money front line services that meet our customers’ needs now and in the future.”

The Department helps the Council in achieving its vision through the support that it provides to service departments in addition to the front line Revenue and Benefits Services that we provide. We will look to deliver this through our priority service objectives:




- 1. Commitment to high standards of governance**
- 2. Commitment to strengthening the democratic process**
- 3. Manage risk across the Council**
- 4. Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers through our employees**

This report concludes the performance management reporting for the Business Support Services’ Department, as detailed in the department’s Performance Plan, for quarter 1 of 2009-10 and is inclusive of all divisions within the Business Support Services functions.

Key performance targets

This section of the report sets out the key performance measures we use to monitor and manage our performance. These have been developed through our planning process. It shows how we have performed this period against our target, shows past performance (if applicable) and shows our target for the next period.

The table of performance uses the following symbols to help interpret performance:

-  Our performance is better than target range
-  Our performance is within target range
-  Our performance is worse than target range

The following table shows you how to interpret the performance tables:




Measure	Responsibility	Actual	Targets			Quarter 1 Target	Quarter 1 Actual	2009/10 On Target?	Comment on Performance
		2008/9	2009-10	2010-11	2011-12				
This column shows the name of the particular performance indicator		Actual Performance from previous year	Our target for the full year.	Future targets		Our target for the end of this period (Q1)	Our performance up to the end of this period (Q1)	A symbol showing the variance between our performance and our target this period.	

Summary of Quarter 1 performance, 2009-10

The Business Support Services Performance Plan is made up of both Priority Service Objectives and Organisational Effectiveness Objectives, which have been identified through our planning process. Priority Service Objectives reflect the overarching service delivery activities for the department, which will support the achievement of the Council's vision, whilst Organisational Effectiveness Objectives assist the delivery of our priorities, by ensuring that we have the right capacity and capability in terms of finances, people and facilities.

Table 1 below provides a summary of our performance against our departmental Performance Indicators (PI's) for 2009/10 quarter 1. It shows the proportion of our PIs that are better than target, on target or worse than target.

Table 1: Summary of Departmental Performance at quarter 1 – 2009/10

Number of PI's where data is available for measuring	% better than target	% on target	% worse than target
			
10	0	80%	20%

Tables 2 and 3 provide a summary of progress at quarter 1 against the key workstreams/actions within our performance plan, split by Priority Service Objectives and Organisational Effectiveness Objectives.

Table 2: Summary of progress against workstreams/actions within the Priority Service Objectives at quarter 1 – 2009/10







Number of reportable Priority Service Objectives	% ahead of schedule	% on schedule	% behind schedule
			
43	0	93%	7%

Table 3: Summary of progress against workstreams/actions within the Organisational Effectiveness Objectives quarter 1 – 2009/10


Number of reportable Organisational Effectiveness Objectives	% ahead of schedule	% on schedule	% behind schedule
			
13	0	92%	8%



Key Performance Indicators





This section of the report details the key performance indicators used by Business Support Services to monitor and manage performance. **Quarterly performance is cumulative throughout the year** (unless it has been specifically stated that performance is for one period in time only). Reporting cumulatively in this way allows us to report year end performance to you at the end of the final quarter.



We have identified our departmental objectives and how they contribute to the Council's vision through our planning process. The performance indicators that we have identified allow us to measure our level of success in achieving these objectives.


The key tasks in this report are the important actions that will help us to achieve our departmental and corporate objectives or are the actions we need to take to help us manage the risks which may affect or enhance our success.

Measure	Responsibility	Actual	Targets			Quarter 1 Target	Quarter 1 Actual	2009/10 On Target?	Comment on Performance
		2008/9	2009-10	2010-11	2011-12				
National Indicators									
NI 180. The number of changes of circumstances which affect customers' Housing Benefit / Council Tax Benefit entitlement.	Head of Benefit Services	26,184	55,000	55,000	55,000	36,250	37,021		The high performance in quarter one reflects the inclusion of 30000 changes in circumstances that result in annual increases to benefit entitlement each April.

Measure	Responsibility	Actual	Targets			Quarter 1 Target	Quarter 1 Actual	2009/10 On Target?	Comment on Performance
		2008/9	2009-10	2010-11	2011-12				
NI 181. The time taken to process Housing Benefit / Council Tax Benefit new claims and change events.	Head of Benefit Services	17 days	17 days	16 days	15 days	17 days	22 days		As the economy has moved further into recession the volumes of work have increased by 20%. Resources have been moved to meet this increased demand and in July processing times are at 20 days.
CAA Use of Resources score	Service Director Corporate Services	4	3	3	4	N/a	N/a		The target has been revised downwards as the target of 4 for UoR under the new regime is not realistic this year and unlikely next year as HR and Organisational Development come on stream.
Benefits Service Inspection score	Head of Benefit Services	3	4	4	4	N/a	N/a		Annual assessment target
Setting budget and Council Tax	Head of Financial Services	11.03.09	15.03.10	15.03.11	15.03.12	N/a	N/a		
Publication of audited accounts	Head of Financial Services	30.9.08	30.06.09	30.06.10	30.06.11	30.06.09	30.06.09		Annual target completed

Measure	Responsibility	Actual	Targets			Quarter 1 Target	Quarter 1 Actual	2009/10 On Target?	Comment on Performance
		2008/9	2009-10	2010-11	2011-12				
BV 010 Percentage of Non Domestic rates collected	Head of Revenue Services	97.1%	97.0%	97.0%	97.5%	29.5%	28.9%		Business rates collection figure is slightly down on last years figure by 0.5%. This follows a trend of payments being made later in the month this year due to the recession and credit crunch.
BV 009 Percentage of Council tax collected	Head of Revenue Services	96.3%	96.5%	96.6%	96.7%	28.8%	28.6%		Council Tax performance is slightly down on last years by 0.2% as the impact of the recession and credit crunch continues.
No. of Ombudsman findings of maladministration	Service Director Borough Solicitor	0	0	0	0	0	0		
Customer satisfaction with Business Support Services	Service Director Customer Services	80.4%	85%	87%	90%	80%	80.4%		Annual target.
Percentage of publicly accessible buildings that are DDA compliant	Head of Property Services	49.44%	55%	64%	73%	N/a	N/a		½ yearly target

Measure	Responsibility	Actual	Targets			Quarter 1 Target	Quarter 1 Actual	2009/10 On Target?	Comment on Performance
		2008/9	2009-10	2010-11	2011-12				
Capital receipts from land sales	Head of Property Services	£898,776	£0.9m	£0.9m	£0.9m	N/a	£53,500	-	No quarterly target set by Finance due to economic climate. Some minor land sales progressing
Condition surveys conducted within the year	Head of Property Services	53	53	52	52	10	10		Programme is concentrated towards the second half of the year to include planned works completed in the first tranche of CPMF spend. Additional staff resource will be used to bring the programme within target by the half year stage.
Baseline surveys		203	203	204	204	30	27		
Light touch surveys									
Rental income generated against forecast	Head of Property Services	£1.503m	£1.525m	£1.532m	£1.539m	N/a	N/a		½ yearly target
% of Corporate buildings fit for purpose	Head of Property Services	49.44%	58%	59%	60%	N/a	N/a		Annual target
CO2 tonnes/sqm	Head of Property	-	Baseline year	-	-	N/a	N/a		

Measure	Responsibility	Actual	Targets			Quarter 1 Target	Quarter 1 Actual	2009/10 On Target?	Comment on Performance
		2008/9	2009-10	2010-11	2011-12				
	Services								
Maintenance backlog	Head of Property Services	-	£88m	£85m	£82m	N/a	N/a		Annual target
Delivery of targets identified in the IT strategy	Head of IT Services	-	80%	82%	85%	N/a	N/a		IT Strategy currently being formulated
Efficiency savings (£)	Service Director Corporate Services	£1.316m	£1.25m	£1.25m	£0.5m	£312,000	£312,000		





Business Support Services Delivery Plan for 2009-10


Priority Service Objectives

We will deliver our priority service objectives through clear plans that identify specific workstreams, projects and actions:













Priority Service Objective 1 - Commitment to high standards of governance					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Strong and Prosperous Communities	<ul style="list-style-type: none"> Further develop the new standards regime 	Kevin Lawson	September 2009 annually linked to joint meeting with Audit Committee	●	
	<ul style="list-style-type: none"> Undertake ethical governance audit 	Kevin Lawson			
	<ul style="list-style-type: none"> Attaining the North West Charter for Member Development 				
Local Government Modernisation Agenda	<ul style="list-style-type: none"> Modernise the constitution through a series of reviews 	Kevin Lawson	December 2009 Decision on form of executive arrangements	●	
	<ul style="list-style-type: none"> Implement review of scrutiny process 		May 2010 Implementation May 2009		
Annual Accounts	<ul style="list-style-type: none"> Report to Audit Governance and Review Committee 	Paul McKeivitt Martyn Kenyon	June 2009 annually	●	Completed.






Priority Service Objective 2 - Commitment to strengthening the democratic process					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Strong and Prosperous Communities	<ul style="list-style-type: none"> Embed new scrutiny arrangements 	Nick Lamper	May 2009	●	





Priority Service Objective 2 - Commitment to strengthening the democratic process					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
	<ul style="list-style-type: none"> Supporting the extension of community leadership / engagement role – E.g. Townships, Servicing meetings, Calls for Action (CFA), petitions etc 	Nick Lamper	May 2010		
	<ul style="list-style-type: none"> Promoting democracy through publicity, involving hard to reach groups and having Member involvement 	Nick Lamper	May 2010		
	<ul style="list-style-type: none"> Procurement of committee management system – collaborating with other AGMA authorities 	Nick Lamper	Procurement of system August 2009 Implementation December 2009		
	<ul style="list-style-type: none"> Member Training and awareness raising 	Brian Leigh	Deliver training June 2009 for scrutiny role July / August 2009 for community leadership role		

Priority Service Objective 3 - Manage risk across the Council					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Business Continuity Management	<ul style="list-style-type: none"> Check critical functions and develop arrangements to improve resilience Consistent deployment of the Business Continuity Management Information System Procurement – Procedural changes to reflect the need for business continuity within contractors, especially statutory duties Attaining BS25999 – Business Continuity British Standard 	Martyn Kenyon	Quarterly review		To be reviewed at DMT 09.09.09





Priority Service Objective 3 - Manage risk across the Council

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Financial Strategy	▪ Budget Planning Process	Andrew Taylor			
	▪ Medium term financial plan		June 2009 annually		Reported to SMT 14.7.09 and Cabinet 30.7.09
	▪ Annual budget		March 2010 annually		
	▪ Quarterly budget monitoring report		July, October, January, May annually		Reported to Cabinet 30.7.09
	▪ Final Accounts		April - June 2009		Completed. Reported to Audit 25.6.09
	▪ Treasury Management Policy	Paul McKeivitt	Reviewed quarterly July, October, January, May and annually		
	▪ Budget Consultation		Completed February 2010		
	▪ Financial procedure rules review		September 2009		
IT Strategy	▪ Completion of Government Connect	Pete Livesey	Research for mobile workers completed May 2009		
	▪ IT security strategy		February 2010		
	▪ Employee authentication service				Will be presented to Overview and Scrutiny Committee in early 2010
People Strategy	▪ Health and well-being	Alison McKenzie-Folan	September 2009		Good progress in implementing Employee Health & Wellbeing initiatives – Strategy not yet progressed
	▪ SAM Review		July 2009		Next phase report scheduled for Aug Health and Well-being meeting
Internal Audit	▪ Annual audit plan	Martyn Kenyon	March 2010		

Priority Service Objective 3 - Manage risk across the Council					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
	<ul style="list-style-type: none"> Updating of Risk Registers 		Reviewed December 2009 annually		
Asset Management Plan	<ul style="list-style-type: none"> Undertake statutory/regulatory inspection programmes Deliver CPMF Spending Plan 	Ian Capper	Monitored & reported quarterly	 	<p>All building related statutory compliance inspection programmes are on target.</p> <p>CPMF spending plan on target although severe limitations on funding this year will impact upon the extent of schemes which can be implemented.</p>
Insurance	<ul style="list-style-type: none"> Annual actuarial review of insurance fund Renewing insurance cover by competitive tender 	Martyn Kenyon	<p>Report from actuaries October 2009 annually</p> <p>December 2009 - March 2010 tendering process and completion for April 2010</p>	 	

Priority Service Objective 4 - Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
People Strategy	<ul style="list-style-type: none"> Implement the pay and reward proposals Develop and implement job evaluation for senior managers, soulbury grade and youth workers. Develop total reward strategy Develop modernised consultation and negotiation framework 	Alison McKenzie-Folan	1 November 2009	   	<p>Senior Managers job evaluation using Hay – ongoing. Working with AGMA on co-ordinated approach for other groups.</p> <p>Work scheduled to begin later in the year.</p>

Priority Service Objective 4 - Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
	<ul style="list-style-type: none"> ▪ Review and streamline HR policies and procedures ▪ Develop shared services through AGMA and in particular with Trafford and Stockport. ▪ Develop shared services agenda with ALW PCT 				Tender document to be issued on 1 st September to replace computerised HR system to preferred suppliers.
	<ul style="list-style-type: none"> ▪ Launch and implement Apprenticeship Scheme for Wigan 		1 July 2009		Successful launch has seen 1990 applications received for 25 posts.
Corporate Property Strategy/Accommodation Strategy	<ul style="list-style-type: none"> ▪ Provide fit for purpose buildings to meet the Council's present and future office requirements in a cost effective way. ▪ Sustainability and carbon management 	Ian Capper	Ongoing Reported annually		Project approved by SMT in June 2009. Initial phase concentrates on implementing flexible working across all Departments to determine the size of the accommodation required. Carbon/Energy Management Team now in place and commencing a range of initiatives to minimise energy consumption and reduce carbon.
Partnership Agreement	<ul style="list-style-type: none"> ▪ Customer consultation ▪ Understand customer needs ▪ Roll out Partnership Agreement ▪ Customer Satisfaction Survey 	Terry Dunn	April 2009 Partnership Agreement rolled out May 2009 baseline data from customer satisfaction surveys		Meetings have been held with all Executive Directors and a quarterly performance update will be sent to service departments.

Priority Service Objective 4 - Enable and support the Council and partners to deliver outstanding services that anticipate and respond to needs of customers

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Support the Improvement and Efficiency Agenda	<ul style="list-style-type: none"> ▪ Identification of service improvements within service departments ▪ BPR ▪ Identification of partnership working 	David Smith	Support timetable of fundamental reviews	●	Financial information provided. Audit division reviewing performance management framework.
Support Services Review Findings	<ul style="list-style-type: none"> ▪ Complete structures ▪ Clear action plan ▪ Culture ▪ Communication – employee involvement ▪ Develop business like culture ▪ Generic help facility and policy review 	David Smith	Achieving milestones detailed in SSR final report	●	Senior management structure completed. Centralised IT help desk in place. Initial meetings on Service Level Agreements held with Executive Directors / Relationship Managers in place
IT Strategy	<ul style="list-style-type: none"> ▪ Integrated HR / Payroll system implementation with Trafford and Stockport ▪ Systems thinking ▪ Revenue and Benefits system ▪ Upgrade office software 	Pete Livesey	Implementation 2011 Implementation June 2010 October 2010	● ● ●	

Business Support Services Organisational Effectiveness Objectives

Organisational Effectiveness Objectives

Our organisational effectiveness objectives support delivery of our priority service objectives. They help us ensure that we manage and develop our people to ensure they are supported and have the right skills and experience to deliver great public services. They help us to identify how we can work more effectively to deliver the things that matter to our communities, by maximising efficiency and releasing resources for reinvestment. They help us deliver our commitments for equality and diversity in the way we deliver public services and as an employer. We will deliver our organisational effectiveness objectives through clear plans that identify specific workstreams, projects and actions:

Organisational Effectiveness Objective 1 - Develop business management model					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Partnership Agreement	Consultation with Executive Directors and roll out of Partnership Agreement	Terry Dunn	Pilot April 2009 Live April 2010	●	Meetings have been held with all Executive Directors and a quarterly performance update will be sent to service departments.

Organisational Effectiveness Objective 2 - Develop the democratic services professional capability and capacity					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Strong and Prosperous Communities	<ul style="list-style-type: none"> ▪ Promoting democracy through publicity, involving hard to reach groups and having Member involvement 	Nick Lamper	May 2010	●	
	<ul style="list-style-type: none"> ▪ Procurement of committee management system – collaborating with other AGMA authorities 	Nick Lamper	Procurement of system August 2009 Implementation December 2009	●	

Organisational Effectiveness Objective 3 - Develop Elected Members to support them in their community leadership role					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Strong and Prosperous Communities	<ul style="list-style-type: none"> Supporting the extension of community leadership / engagement role – E.g. Townships, Servicing meetings, Calls For Action, petitions etc 	Nick Lamper	May 2010	●	

Organisational Effectiveness Objective 4 - Develop the standards committee					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Strong and Prosperous Communities	<ul style="list-style-type: none"> Further develop the new standards regime 	Kevin Lawson	September 2009 annually linked to joint meeting with Audit Committee	●	

Organisational Effectiveness Objective 5 - Develop financial capability and capacity					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Medium Term Financial Strategy	Agreed and plan approved by SMT and Cabinet	Paul McKeivitt	SMT and Cabinet July 2009 Review November 2009	●	

Organisational Effectiveness Objective 6 - Develop testing systems for key organisational risks					
Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Business Continuity Management	<p>Each manager to have BCM arrangements in place.</p> <p>Establish and test BCM arrangements for critical systems and services.</p>	<p>Lead: Paul McKeivitt</p> <p>All Heads of Service</p>	Risk register reviewed as part of Audit Plan	●	To be reviewed at DMT 09.09.09



Organisational Effectiveness Objective 7 - Replacement systems to deliver improvement and efficiency

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Project SWITCH	<ul style="list-style-type: none"> HR/Payroll procurement project in collaboration with Stockport and Trafford 	Paul McKeivitt	Shortlist PPQ - June 2009 Agree specification – July 2009 Award contract – December 2009		75% commonality in processes identified. Shortlist of PPQ completed. Tender documents to be issued early September.



Organisational Effectiveness Objective 8 - Capability and capacity to support corporate major development projects

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Programme and project management	Project management training	Terry Dunn	Awaiting training timetable from Business Transformation		Awaiting timetable


Organisational Effectiveness Objective 9 - Implementation of Pay and Reward and develop Total Reward Strategy

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Pay and Reward Project	Review of employees pay and conditions	David Smith	Implementation November 2009		
Senior Management Pay and Reward Project	Review of Senior Management Pay Structure	Paul McKeivitt	Completion October 2009		

Organisational Effectiveness Objective 10 - Implement People Strategy

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
People Strategy	Completion of all EDR's Apprenticeship Scheme	Alison McKenzie-Folan	Completed by July 2009 annually		EDR – OD responsibility Apprenticeship scheme has been launched.
Organisational Development Strategy	Identifying current employee skills Identifying skills gaps	All Heads of Service	Completed by July 2009 annually		Information gathering exercise will be initiated over the next few months inline with completion of EDR's

Organisational Effectiveness Objective 11 - Deliver the Corporate Asset Management Plan

Workstream/Project	Action	Responsibility	Milestones	Judgement of Progress	Comment
Corporate Asset Management Plan	Deliver the Asset Management Action Plan 2009/10	Ian Capper	Annual Action Plan		All actions on target. Asset Management Plan refreshed and reported annually to Cabinet in October.