Winchester City Council

PORTFOLIO HOLDER DECISION NOTICE

INDIVIDUAL DECISION BY THE PORTFOLIO HOLDERS FOR PERFORMANCE & COMMUNICATIONS AND FINANCE & RESOURCES

TOPIC – PERFORMANCE & SCRUTINY DIVISION BUSINESS PLAN

PROCEDURAL INFORMATION

The Access to Information Procedure Rules – Part 4, Section 22 of the Council's Constitution provides for a decision to be made by an individual member of Cabinet.

In accordance with the Procedure Rules, the Corporate Director (Governance), the Chief Executive and the Head of Finance are consulted together with Chairman and Vice Chairman of the Principal Scrutiny Committee and all Members of the relevant Scrutiny Panel(s) (individual Ward Members are consulted separately where appropriate). In addition, all Members are notified.

Five or more of these consulted Members can require that the matter be referred to Cabinet for determination.

Contact Officers:

Case Officer: Jacky Adams, Tel: 01962 848 356, Email: jadams@winchester.gov.uk

Committee Administrator:
Frances Maloney, Tel: 01962 848 155, Email: fmaloney@winchester.gov.uk

SUMMARY

Approval is sought to the detailed Business Plan for this Division. The Business Plan sets out the key tasks that the Division will undertake over the coming five years, with SMART (Specific, Measurable, Agreed, Resourced and Timed) targets (both through actions and performance indicators) by which progress will be measured and monitored. The Plan also gives additional information about the role of the Division, the resources allocated to it (in terms of both staff and budgets) and the key risks that are being addressed through its work.

Key actions to be undertaken in this Division are:

- Continuously improve the Council's Performance Management Framework, (covering the development of the Corporate Strategy, integrated service and financial planning, performance monitoring, project management, quality of life and performance indicators, data quality, effective systems for recording and managing complaints, and links to the risk management process);

- Champion, support and develop the Council's scrutiny processes;

- Champion, support and develop the Council's procurement processes as part of the wider efficiencies agenda;

- Respond to major complaints made against the Council;

- Provide business management and administration for the Performance & Scrutiny, Partnerships & Communications and Strategic Planning Divisions.

The Head of Division is satisfied that the actions put forward in this Business Plan will work towards the Council's corporate objectives, as set out in the Corporate Strategy 2008-13 or otherwise ensure that the Council meets the statutory obligations place on it by central Government. Other than where indicated, these actions can be achieved within the resources available. Plans are in place, or will be developed, to ensure that targets shown for key performance indicators can be achieved in the timescale shown.

DECISION

That the Business Plan for the Performance & Scrutiny Division be approved as attached at Appendix A.

REASON FOR THE DECISION AND OTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Business Plans form an important part of the Council's performance management process as they set out the key actions for the coming year. The Business Plan put forward for adoption sets out the actions that will best help the Council achieve its corporate objectives and meet its statutory obligations within the resources available to it, as far as can be seen in the light of current circumstances. While alternative approaches would be possible in many parts of the Plan, the actions being recommended are believed to give best value to the authority.

The Principal Scrutiny Committee and Resources Scrutiny Panel have been consulted on this Business Plan and did not raise any specific issues.

FURTHER ALTERNATIVE OPTIONS CONSIDERED AND REJECTED FOLLOWING PUBLICATION OF THE DRAFT PORTFOLIO HOLDER DECISION NOTICE

N/A

DECLARATION OF INTERESTS BY THE DECISION MAKER OR A MEMBER OR OFFICER CONSULTED

None

DISPENSATION GRANTED BY THE STANDARDS COMMITTEE

N/A

Approved by: (signature)   **Date of Decision:**

Councillor George Hollingbery – Portfolio Holder for Performance and Communications

Councillor Freddie Allgood – Portfolio Holder for Finance and Resources

Performance Division Business Plan 2008 - 2013

1. **Brief Description of the Service and its Purpose**

   To work with senior management to continuously improve the Council's working practices in line with its Corporate Strategy. In particular to:

   - *Continuously improve the Council's Performance Management Framework, (covering the development of the Corporate Strategy, integrated service and financial planning, performance monitoring, project management, quality of life and performance indicators, data quality, effective systems for recording and managing complaints, and links to the risk management process);*

   - *Champion, support and develop the Council's scrutiny processes;*

   - *Champion, support and develop the Council's procurement processes as part of the wider efficiencies agenda;*

   - *Respond to major complaints made against the Council;*

   - *Provide business management and administration for the Performance & Scrutiny, Partnerships & Communications and Strategic Planning Divisions.*

2. **Links between Council strategic priorities and services**

Strategic priority	*Responsibility of Division*
Overall	*To continuously improve procedures for updating, monitoring and reviewing the Corporate Strategy and performance management systems that support its delivery, including associated documentation.* *To monitor complaints and feed learning from them back throughout the organisation.*
An Efficient & Effective Council Identify efficiencies and ensure their delivery	*To support development of more efficient and effective procurement practices.*
An Efficient & Effective Council Support and develop the role of Councillors as community leaders	*To develop and support the role of Scrutiny.*
An Efficient & Effective Council Assist employees to adopt flexible work patterns to help improve service to our customers	*To support the introduction of flexible working and EDRMS throughout the Performance & Scrutiny, Partnerships & Communications and Strategic Planning Divisions.*

3. **Summary of Progress in 2007/08**

   Achievements

   - Continued development of the Council's performance management framework with monthly reporting against key performance indicators to senior managers and Members and a new system of 'report cards' introduced to give better focused monitoring to Scrutiny Panels;

   - Continued development of the Council's corporate performance management system (Covalent), with more reports being drawn from information held in system;

   - Initial response made to new National Performance Framework;

   - Series of scrutiny reviews completed with a wide range of recommendations made to improve Council services to the public;

   - Continued savings made from better procurement, including a new approach to Public Notice advertising giving reduced costs and better quality;

   - Move to flexible working with reduced office requirement through use of home working and 'hot desk' provision completed successfully;

   - Council's statutory requirements for Best Value met;

   - Self assessments for Data Quality and the 'Value for Money' element of the 'Use of Resources' assessment submitted by due deadlines;

   - Comprehensive responses made to all Ombudsman complaints and other major complaints.

   Work in Progress

   - Continued development of Council's systems for managing performance, in particularly in response to the new National Performance Framework;

   - Development of improved processes for managing and monitoring compliments and complaints;

   - Continued implementation of Covalent Performance Management System;

   - Continued development of better procurement, in particular through shared work across Hampshire.

4. **Service Priorities 2008/13 – Key Priorities**

Key: | HPS | Head of Performance & Scrutiny | CPO | Corporate Performance Officer |
| PO | Procurement Officer | CO | Complaints Officer |
| AO | Admin. Officer (Job share post) | | |

Performance

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
1	**Efficient & Effective Council:**	Continue to improve the efficiency and effectiveness of the Council's systems for identifying its aims and managing its performance in line with the national performance framework, in particular ensuring that: • Clear outcomes are identified based on sound evidence of community needs; • Programmes of work are developed to meet these needs; • Performance is monitored in a timely and effective way; • Systems are in place to learn from experience and good practice elsewhere; • Appropriate documentation is in place to support both the system and its outcomes.	On-going cycle throughout the year.	Programme of work updated and agreed by 1 June each year. Stages of agreed programme of work met on target. System drives continuous service improvement.	40% of HPS time working closely with Head of Partnerships & Communications, with input from senior managers across the organisation. Time from CPO, Research Officer and Business Managers to support the process.	Corporate Management Team supported by HPS

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
2	**Efficient & Effective Council**	Continue development of the Council's 'Covalent' performance management system to support action 1 above.	On-going throughout year in line with agreed project plan.	Performance reports available from system on a timely basis.	10% HPS

75% CPO time plus time from Business Managers and IMT staff

Annual licence fee £5,000 | HPS |
| 3 | **Efficient & Effective Council** | Implement a new complaints monitoring system. | June 2008 | System in place and being used to capture information on complaints and produce regular monitoring reports on causes of complaints;

Increased public satisfaction over time with way complaints are dealt with. | 5% HPS

5% CO

Time for project management from Business Manager (Housing)

Finance committed in 2007/08.

Staff time for rolling out system | HPS |
| 4 | **Efficient & Effective Council** | Consolidate systems throughout the Council to ensure good data quality | On-going throughout the year. | Improved score on data quality assessment. | 5% HPS supported by CPO, Research Officer and Business Managers. | HPS |
| 5 | **National Performance Framework** | Put in place systems to collect new National Indicator Set, including new 'Place Survey' | At times specified by Government | Good quality information provided in line with Government requirements | 5% HPS supported by CPO, RO and Business Managers. | HPS |

Scrutiny

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / Money will it take?	Who's Accountable?
6	**Efficient & Effective Council**	Support and develop the Council's Scrutiny function, in particular through • Implementation of the 'Councillor Call for Action'; • Continued development of overview of Council and partnership performance in delivering key projects and programmes of work; • Successful completion of agreed programme of Scrutiny Reviews.	On-going throughout the year	Scrutiny provides an effective balance to the Executive and supports improvement to the quality of life of local people.	25% HPS supported by Committee Administrators and staff throughout the Council.	HPS

Procurement

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / Money will it take?	Who's Accountable?
7	**Efficient & Effective Council**: Identify efficiencies and ensure their delivery	Continue to improve the efficiency and effectiveness of procurement processes and practices, in particular by: • Making use of the SECE Business Portal	July 2008	Key WCC contracts advertised on the SECE Business Portal	Quick win – small amount of officer time	HPS
		• Working through the Hampshire & Isle of Wight Procurement Partnership to maximise use of collaborative contracts	Savings to be identified by end March 2009 & delivered thereafter	Reduced cost of procurement and better prices for goods and services.	Significant input of Procurement Officer time.	HPS

	Why are we doing this	What will we do?	When will we do it?	How will we measure our success?	How much time / money will it take?	Who's Accountable?
8	**High Quality Environment**: Reduce our emissions of greenhouse gases and assist others to do the same.	Implement procedures and practices set out in the Government's Sustainable Procurement Action Plan.	Level 1 – December 2008 Level 3 – 2010	Achieve levels indicated by targets deadlines. (Precise deadline for level 3 to be developed in 2008 in light of experience with achieve of level 1)	Resources for staff training to be included in Corporate Training Plan. Staff time across organisation. Procurement Officer time.	HPS
9	**Efficient & Effective Council**: Identify efficiencies and ensure their delivery	Introduce e-procurement as part of the review of the Financial Management System.	2010	More efficient procurement processes with savings in staff time. Reduced costs arising from 'maverick' spend.	To be confirmed as project develops. Initial project to be supported by Procurement Officer and HPS.	Head of Finance for overall project.
10	**Efficient & Effective Council**: Identify efficiencies and ensure their delivery	Support work to relet major contracts in 2010 and 2011	On-going	Well packaged contracts attracting good competition with best possible prices achieved.	To be confirmed as procurement projects develop.	Project Managers.

Resource Implications

A) Financial

In addition to covering its own work, the Performance & Scrutiny Division Business Unit includes the costs of an administrative post that also provides support to the Partnerships & Communications and Strategic Planning Divisions.

2006/07 Revised			Service Activity	2007/08 Estimate			Staff (FTEs)	Notes
Exp.	Income	Net		Exp.	Income	Net		
£000	£000	£000		£000	£000	£000		
235	(235)	0	Business Unit	246	(246)	0	3.7	The costs of the Business Unit are fully recharged, forming part of the 'management overhead' on other Divisions.
5	(5)	0	Scrutiny	5	(5)	0		The main costs of running and servicing Scrutiny Committees is included in the Democratic Business Unit accounts. This figure represents a small sum available to Scrutiny Committees to support reviews and wider work.
240	**(240)**	**0**	**Total**	**251**	**(251)**	**0**	**3**	

Future anticipated changes:

- Purchase and revenue costs for e-procurement system (included in capital and IT programmes for 2008/09 and 2009/10). Initial costs should be offset by overall efficiencies in the way goods are purchased, getting best deals and more streamlined processing of invoices over time. Some of these will be direct budget savings; others will be by way of more efficient use of staff time.

B) Workforce

KEY EXTERNAL DRIVERS	KEY INTERNAL DRIVERS
Continued development of Government agenda for Local Government, in particular with the implementation of changes introduced through the Local Government and Public Involvement in Health Act 2007	Organisational Development – developing roles of Strategic Directors and Heads of Division linked to cultural change
Local Elections and potential change to electoral cycle possible from 2011	Continuing development of Overview and Scrutiny
	Continuing development of outcome based approach
Development of Comprehensive Area Assessment: Use of Resources; Direction of Travel; Data Quality Assessments	Development of programme, project and performance management and monitoring systems, linked to Covalent IT system
Emphasis on strategic procurement, with commissioning os services and increased collaborative working	Development of partnership and collaborative working
	Office moves linked to home working / flexible working proof of concept
Greater emphasis on safeguarding children and young people in all aspects of the Council's work	Shared staff resources across Divisions
	Introduction of new IT systems, including EDRMS
Development of technology and technological solutions	
WORKFORCE IMPLICATIONS	

Develop new ways of working

Team building across Divisions

Develop influencing role of team

Continuing development of IT skills

Changing roles of staff to meet organisational needs

6. **Key Performance Indicators**

Ref. No.	What does this show?	Who reports this?	Achieved 2005/06	Achieved 2006/07	Estimate 2007/08	Target 2008/09	Target 2009/10	Target 2010/11
BVPI 3	Satisfaction with the City Council	HPS	No survey (61% 2003/04)	57%	No survey due	Indicator being reviewed in response to the new National Performance Framework		
BVPI 4	Satisfaction with complaint handling	HPS	No survey (40% 2003./04)	33%	No survey due	New baseline to be set through use of in-house IT system	TBC	TBC
Local (contributes to BVPI 8)	Invoices paid on time	HPS	Information not available following restructure		70%	100%	100%	100%
Local	Percentage of telephone calls answered within 20 secs	HPS	Information not available following restructure and change to target		80%	85%	90%	90%
Local	Percentage of telephone calls not answered	HPS	Information not available following restructure		15%	10%	7%	5%

7. Proposals for Consultation

What Research or consultation do we intend to carry out	How will we be doing it?	When will we be doing it?	How will we use the results?
Place Survey	Postal survey (subject to confirmation in national guidance)	As required in national guidance	To inform future direction of Council's work, as reflected through the Community Strategy and Corporate Strategy
Surveys to review Member and officer views on scrutiny process	Questionnaire circulated to Members and staff	December 2008 and every two years thereafter	Future development of the scrutiny process

8. Key elements of risk management

Area	Risk number	Rating	Cluster and MAP link	Short name	Risk ownership	Cause	Consequence	Action required
CX	4012	Liklihood: Possible Impact: Major	Managerial / Contractual	Procurement procedures not delivering best value for the Council	HPS	Lack of staff training, knowledge and skills Failure to take advantage of economies of scale in procurement Contracts not let and managed effectively. Procurement not used to support broader Council aims.	Poor value for money in procurement of goods and services. Lost opportunities for better / less costly services Restructuring of local government.	See actions in section 4 above