



Departmental Plan 2010/11

Finance and Resources Department



Internal document



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1.0 The Corporate Planning Process and the Finance and Resources Departmental Plan

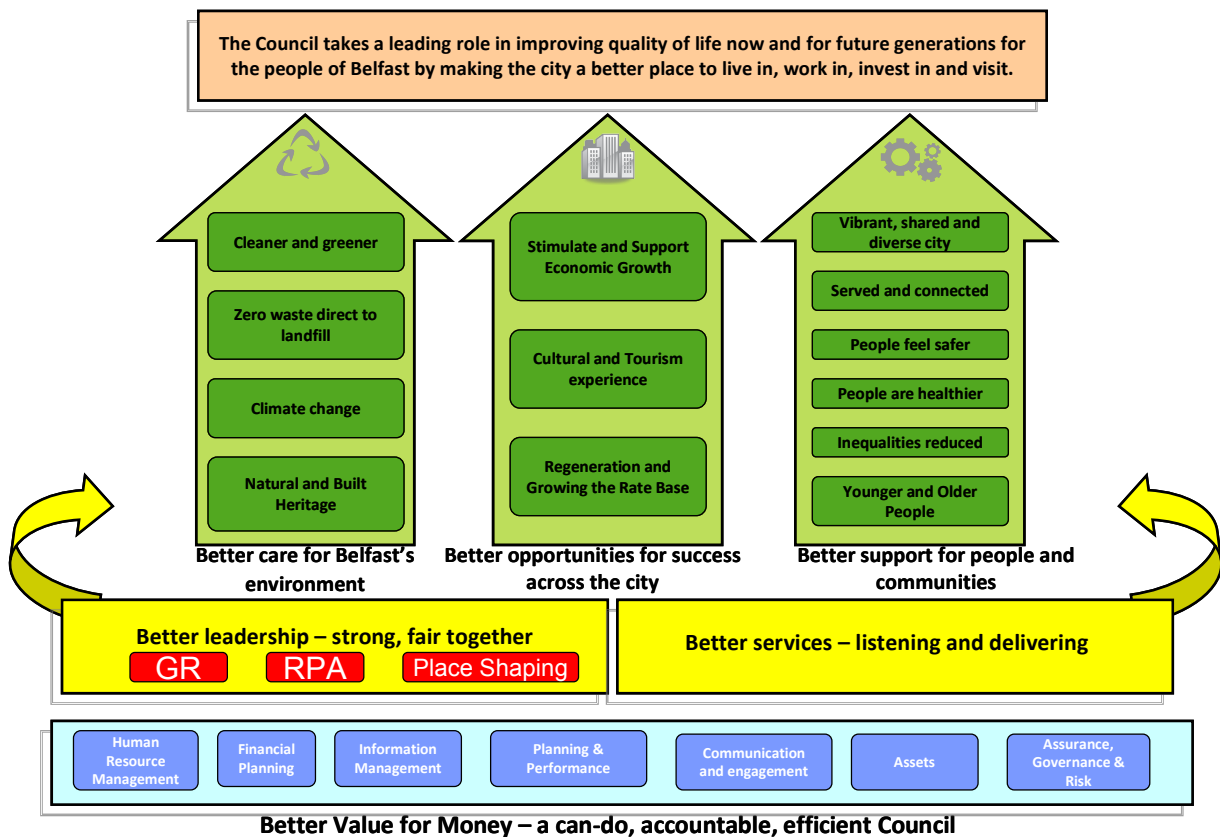
1.1 The Corporate Planning Process

The Corporate Plan sets out what Belfast City Council intends to achieve. It outlines Members' ambitions for the city and their commitment to improving quality of life for everyone who lives in, works in, and visits the city. It is based upon an assessment of need in the city, the views of residents on what the Council's priorities should be, and a commitment to strong political and executive leadership.

Whilst the Corporate Plan focuses on issues which cut across Council departments it also reflects the importance of the quality of the vital services that are provided on a daily basis.

The Corporate Value Creation Map (VCM) is used to manage the corporate planning process which promotes the need to work together to improve quality of life and develop the different elements that contribute to this aim.

Figure 1: The Council's Corporate VCM



1.2 Finance and Resources Departmental Plan 2010-11

As a department we aim to align our key work to the Corporate Plan. This document sets out the department's key achievements during the past year and the proposed actions and priorities for 2010-11. The key contribution of the department lies in underpinning and supporting the overall work of the Council by providing an efficient and effective framework in the following areas:

- HR Management
- Financial Planning
- Information Management
- Performance Management
- Governance and Risk

These foundational aspects of the Corporate VCM are vital to the work of the Council in optimising the possibility of achieving our corporate aims and objectives.

The following sections of this document will provide:

- An outline of our corporate values
- Strategic Themes
- Context of the current internal and external environment
- Departmental Structure
- Key Achievements for 2009-10
- Key Actions for 2010-11
- Key Performance Indicators 2010-11
- Financial estimates for 2010-11

1.3 Delegated Authority

Under the Council's Scheme of Delegation, the Director of Finance and Resources has been given the delegated authority to undertake the activities as outlined in section 7. Progress update reports will be submitted to the Strategic Policy and Resources Committee quarterly.

2.0 Corporate Values

The Department adheres to the Council's corporate values which state:

Focus on the needs of customers, foster a 'can do' attitude and be problem solvers

Provide first class services which are responsive to citizens needs and continuing to ensure that the Council is a place where things happen.

Provide value for money and improve services

Deliver high quality, value for money services at all times and continually improving our services.

Work Together

Work with our partners across Belfast to ensure that our combined efforts contribute to the continued success of our city.

Respect each other, be fair, promote equality and good relations

Improve access to our services: valuing diversity, ensuring that everyone shares in the city's success and tackling discrimination in all its forms by treating all communities and people equally.

Act Sustainably

Use our resources effectively and efficiently and promote the principle of sustainability in all our activities.

Ensure the highest standards of health and safety

Maintain the highest possible standards of health and safety at all times to ensure we protect our employees and all those who use our services.

Value our employees

Continue to support all our employees to help them fulfil their potential.

3.0 Strategic Themes

The Corporate VCM defines six strategic themes. These themes were chosen as priorities for the Council in the context of a wider analysis of need in the city, the views of the public, and the statutory and strategic challenges and opportunities that are likely to impact on the Council over the next three years. The themes are as follows:

- **Leadership – strong, fair, together**
- **Better opportunity for success across the city**
- **Better care for Belfast’s environment**
- **Better support for people and communities**
- **Better services – listening and delivering**
- **Better value for money – a can-do, accountable, efficient Council**

The last of these themes underpins all the Council’s work and is further defined by the following strategic elements:

- Corporate Human Resource Management
- Corporate Financial Planning
- Corporate Information Management
- Corporate Planning and Performance
- Corporate Communication and Engagement
- Corporate Assets
- Corporate Governance and Risk

4.0 Changes in the internal and external environment

Internally the Finance and Resources Department was created during 2009/10 and a new Director was appointed. The most significant change arising from this was that the Facilities Management section was transferred to the Property and Projects Department. In addition finance, performance management and efficiency will be functionally located together under a new Head of Finance and Performance. Further work is needed to finalise this position and align existing staff to this new structure and in the meantime work will continue on a pool basis in line with corporate priorities.

The Council is facing a range of challenges to control costs and improve services for the ratepayer which impact significantly on the business plan of the Finance and Resources Department. For example, this includes the development and implementation of an efficiency programme, increasing controls on employee numbers and costs, improvements in financial planning and monitoring and a programme of organisational development. The Finance and Resources Department has a key role in the development and delivery of this corporate agenda and there will need to be constant review and prioritisation to ensure that workplans are aligned and that services are being provided in an efficient and effective manner.

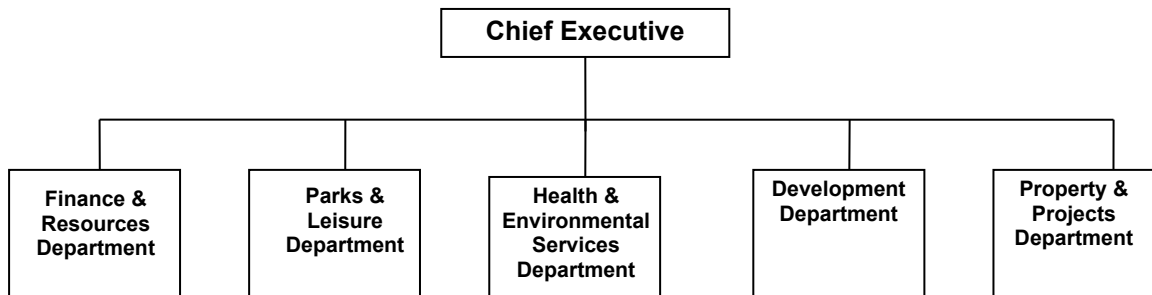
Externally the recession continues to impact on the collection of rate income with the need to continuously review the potential for bad debts and limited growth in income levels with which to fund Council expenditure.

The potential implementation of RPA could have a significant impact on the business plan of the Finance and Resources Department in 2010/11 with considerable implications for finance, human resources, ICT and governance/assurance if implementation proceeds as planned.

5.0 Departmental Structure

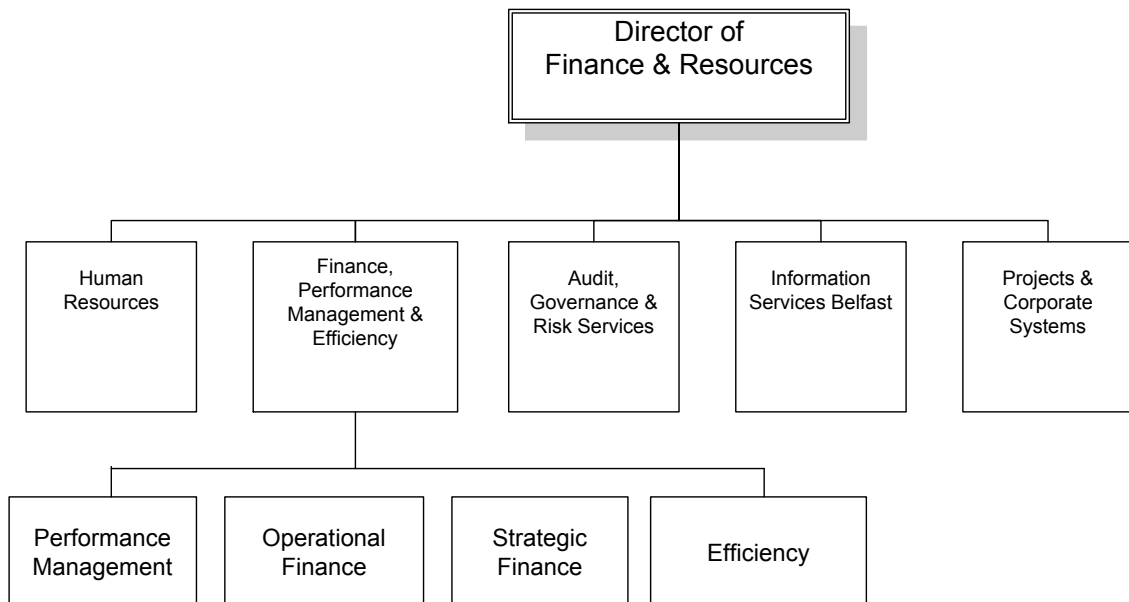
5.1 The Finance and Resources Department is one of six service Departments which, together with the Chief Executive's Department, make up the officer structure of the Council. The various departments are shown in Figure 2 below.

Figure 2: Council Departments



5.2 Finance and Resources Department comprises:

- Human Resources
- Finance, Performance Management & Efficiency
- Audit, Governance and Risk Services
- Information Services
- PaCS



6.0 Key achievements 2009-10

6.1 Better Leadership

- Strategic Finance Group established to streamline Council processes and identify efficiencies and secure cost savings.
- Officers continue to liaise with statutory agencies to represent Council-interests with regard to RPA implementation.

6.2 Better opportunities for success across the city

- Memorandum of Understanding signed with Land and Property Service establishing mutual agreement on levels of service to ensure optimum availability of information for rate setting.

6.3 Better care for Belfast's environment

- Printer strategy under development with the aim of reducing the number of printers and consumables.
- Sustainable Development Action Plan 2009-11 completed and accepted by Council
- Recognition achieved as top performing Council in 2009 Arena bench-mark survey.
- Staff Travel Smartcard Scheme established.

6.4 Better support for people and communities

- Ongoing Portal development aimed at improving online access to Council services.

6.5 Better services - listening and delivering

- Intranet online forms developed to improve customer access to online information and services.

6.6 Better value for money - an organisation fit to lead and serve

Corporate Human Resource Management

- Council interests re RPA represented on the Local Government Reform Joint Forum.
- Approach agreed with regard to the effective management of vacancies arising from RPA.
- Chief Officers performance reviews ongoing, 360 degree approach finalised for Heads of Service and senior managers.
- Work ongoing on the implementation of a corporate approach to the IIP framework.
- New Attendance Policy introduced to better manage and monitor absence

- Work continuing on implementation of Member Development Programme.
- Member PDP process put in place.
- Completion of voluntary redundancy exercise and related reviews of structures

Corporate Financial Planning

- Efficiency savings of £2m identified for 2010/11.
- Internal trading agreed and implemented for all non-demand led services for the financial year 2010-11 to ensure greater transparency, management control and potential cost savings.
- Work ongoing to review Council travel procurement processes with a view to consolidating and improving processes and achieving potential efficiency savings.
- Financial management training developed and a number of training sessions completed.
- Year end accounts completed and unqualified audit opinion obtained

Corporate Information Management

- Land line rental and call charges moved to OGC tariffs.
- Mobile phone policy agreed. Telephony Review carried out Council-wide to achieve rationalisation and cost savings
- VoIP rolled out to City Hall. Other locations to follow.
- Tender process completed for virtualisation of Servers.
- Disaster Recovery Plan created.
- Business Continuity Plan tested.
- Planning underway for move to Windows 7 and Office 2007.
- IT Health Check completed December 2009 to review the effectiveness and value for money of IT services.
- Modern.gov implementation of decision tracking.

Corporate Governance and Risk

- On target to complete 70% of plan.
- Regular reporting to DMTs, COMT and Audit Panel regarding VFM currently on target.
- Annual Governance Statement completed.
- Fraud Awareness training delivered to approximately 170 managers and staff.
- High level assurance framework in place Council-wide and for major projects.

7.0 Key actions for 2010-11

7.1 Leadership

- Ensure financial, human resources, and ICT aspects of the implementation of RPA are addressed as required.
- Assess the financial affordability of the City Investment Strategy and the Capital Programme.
- Lead on the organisational development programme to make improvements and increase capacity of officers and members.

7.2 Better care for Belfast's environment

- Implement virtualisation of pcs / servers.
- Further develop and implement printer management strategy.

7.3 Better opportunities for success across the city

- Continue to work with Land and Property Service to implement the Memorandum of Understanding.

7.4 Better services - listening and delivering

- Expand range of e-enabled customer services.
- Implement actions from Customer Focus Strategy.
- Improve timeframe for creditor payments.
- Develop an approach to demonstrating value for money.
- Develop VFM performance indicators

7.5 Better value for money - an organisation fit to lead and serve

Corporate Human Resources

- Implement absence management initiatives.
- Implement the corporate approach to personal development planning.
- Continue implementation of the corporate approach to IIP.
- Develop a framework for the control of employee costs, including agency and overtime costs.
- Complete all outstanding single status issues.

Corporate Financial Planning

- Implement efficiency programme for 2010-11 and develop and take forward efficiency programme for 2011-12.
- Improve strategic financial planning and budgetary control processes.
- Assess and develop financial capacity of members and officers.
- Further integrate financial planning with corporate planning.

- Develop further and implement a Medium Term Financial Plan including a capital financing strategy and treasury management strategy

Corporate Information Management

- Improve information management and governance
- Continue to improve and rationalise council telephony services
- Conduct VFM review of ISB services

Corporate Policy, Planning & Performance

- Support the VCM cascade process 10/11 and the development of a thematic working approach
- Introduce performance reporting and monitoring at Departmental and service level
- Develop Performance Capacity of Councillors and Officers

Corporate Governance and Risk

- Enhance quarterly risk reporting
- Further roll out of fraud awareness training
- Improve process of monitoring of outstanding audit recommendations
- Facilitate business continuity management process
- Improve processes around corporate health and safety.

8.0 Key performance indicators 2010-11

The Department has developed the following set indicators for collection, monitoring and reporting through the 2010/11 financial year. These indicators will be monitored frequently at departmental level and will be reported on a quarterly basis to SP&R.

8.1 Better care for Belfast's environment

- % reduction in volume of colour print
- % increase in volume of duplex print
- Ratio of printers to employees

8.2 Better services - listening and delivering

- Average days taken to pay creditors
- % Creditor invoices paid by volume
- % Creditor invoices paid by value

8.3 Better value for money - an organisation fit to lead and serve

Corporate Human Resources

- Employee Turnover Rate - all contracts
- Employee Turnover Rate - permanent contracts
- % Chief Officers with a current personal development plan
- % Heads of Service (and Senior Managers) with a current personal development plan
- % Chief Officers who receive (at least) annual feedback on their performance
- % Heads of Service and Senior Managers who receive (at least) annual feedback on their performance
- The average number of working days per employee lost due to absence - monthly
- The average number of working days per employee lost due to absence - monthly (Corporate Total)
- Overtime Costs
- Agency Costs

Corporate Financial Planning

- Net cost of BCC services per head of population
- Monthly gross expenditure of each service compared to budget
- Monthly gross income of each service compared to budget
- Net monthly expenditure of each service compared to budget
- % Variance between monthly gross expenditure and budget
- % Variance between monthly gross income and budget

- % Variance between net monthly expenditure of each service and budget
- % Non-compliance of GRNs after invoicing (by service)
- % Non-compliance of purchase orders raised on time (by service)
- % of employee leaver information received within 5 working days of leaving the Council (by service)
- % of properly completed overtime sheets received per the timetable (by service)
- % variation between forecast outturn at period 6 and actual outturn at period 12 (Corporate Total)
- Average debtor days
- % Debt greater than 90 days old
- Growth of the rate base
- % collectable rate collected

Corporate Information Management

- % of time key systems available (uptime)
- Number of transactional based activities which are e-enabled
- Reduction in number of mobile phones and Blackberrys deployed in the Council

Corporate Policy, Planning & Performance

- Number of services with completed Value Creation Maps
- % PIs with valid data collected and reported upon
- Number of dashboards (develop, agreed and implemented)
- Number of performance reports to COMT/ SP&R

Corporate Governance and Risk

- % of AGRS plan completed annually
- % audit recommendations accepted
- % agreed audit recommendations implemented

9.0 Financial Information

	Net Estimated Expenditure 2010/11
Human Resources	1,599,878
Finance, Performance Management & Efficiency*	2,510,545
ISB	2,505,377
Internal Audit/ Audit Panel	647,077
Project & Corporate Systems	348,639
Pensions	1,900,000
Directorate	469,887
Total	9,981,403

* Please note a portion of the Improvement Unit budget currently in the Property & Projects Department will be reallocated to Finance, Performance Management & Efficiency upon implementation of the right sizing exercise.

10.0 Monitoring and review arrangements

The Council has introduced an integrated performance management system that enables regular, up to date reporting to be undertaken at corporate, departmental and service levels.

Key performance indicators (PIs) have been identified for all services within the Finance and Resources Department and are contained in sections 7.0 and 8.0 of this document. These actions and PIs will be reviewed by the Departmental Management Team along with progress on key tasks every quarter and a full update on progress will be reported to the Strategic Policy and Resources Committee twice yearly.

A number of these PIs and projects have been identified as corporately significant and are contained in the Corporate Plan. They will be reported on a quarterly basis to COMT to ensure ongoing management of the key priorities.

Notes:

The **Strategic Policy and Resources Committee** oversee the decisions taken at the other five committees. These decisions are then ratified at full council each month.

Chief Officers Management Team (COMT) meet on a weekly basis. The Director of Finance and Resources attends COMT to report on the work of the department in key areas such as budget monitoring and rate setting. The Finance and Resources Department underpins the work of the Council and provides a challenge for the organisation on key financial issues.

The **Department Management Team (DMT)** meet on a monthly basis to discuss work planning, key projects, staffing issues, and workload.

11.0 Strategic Policy and Resources Committee Membership

Chairman Councillor Tom Hartley

Deputy Chairman Councillor Ian Crozier

Councillors: Deputy Lord Mayor Councillor Danny Lavery
Councillor Ian Adamson
Councillor Tim Attwood
Councillor Janice Austin
Councillor David Browne
Councillor Michael Browne
Councillor Wallace Browne
Councillor May Campbell
Councillor Patrick Convery
Councillor Diane Dodds
Councillor Máire Hendron
Councillor Niall Kelly
Councillor Conor Maskey
Councillor Francis McCann
Councillor Robin Newton
Councillor Jim Rodgers
Councillor David Rodway
Councillor Bob Stoker

Appendix 1: Breakdown of departmental/ service initiatives and PIs by theme

LEADERSHIP

Theme 1	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
ALL	Realign the organisation and take advantage of opportunities presented by the RPA	To provide a resource to address the structural and operational implications of RPA	Lead on the organisational development programme to make improvements and increase capacity of officers and members			
Finance, Efficiency & Performance	Establish our place shaping role by better use and planning of the city's assets	We will be proactively involved in the development of an Asset Strategy – in particular the financial elements.	Input into the City Investment Strategy and the Capital Asset Strategy particularly in the financial elements and the affordability context.			
Finance, Efficiency & Performance	Re-align the organisation and taken advantage of opportunities presented by the RPA	We will be proactive in ensuring that BCC is financially prepared to meet the challenge of integrating the financial procedures and systems for the incoming services.	Prepare the Council financially to meet the challenges of RPA			
ISB	Realign the organisation and take advantage of opportunities presented by the RPA	Influence the provision and modernisation of IT in region	Analysis of ICT requirements and establishment of implementation plan to support the transfer of services from Central Government for 2011			

ENVIRONMENT

Theme 2	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
ISB	Reduce the city's impact on climate change and improve air quality	Introduce and promote opportunities for greener IT	Implementation of Printer Strategy Implement virtualisation of PCs/ servers	% volume of colour print % volume of duplex print Ratio of printers to employees	Reduction in electricity consumption in ISB premises at 9 Gloucester Street Reduction in electricity consumption in ISB premises at 22 -38 Gloucester Street	

ECONOMY

Theme 3	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
Finance, Performance Management & Efficiency	Support regeneration activity including growing the city's rate base in line with the Council's objectives	We will work to maximise the opportunities available from our rates base.	Implement findings of rate maximisation work Work with LPS to review policies and procedures to reflect accurately the rate income to BCC. A Memorandum of Understanding is now in place. This will be monitored and reviewed.			

BETTER SERVICES

Theme 5	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
ALL	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve			Number of formal complaints received – All Number of formal complaints received – stage 1 Number of formal complaints received – stage 2 Number of formal complaints received – stage 3		
Finance, Performance Management & Efficiency	Demonstrate that the Council provides a modern and value for money approach to service delivery	We will develop a culture of trust where performance is openly discussed and used to help us to continuously improve.	Improve timeframe for creditor payments. Month end close down procedures to be changed to close down earlier so that management reports can be made available sooner. Develop an approach to demonstrating value for money Develop VFM performance indicators		Average days taken to pay creditors % Creditor invoices paid by volume % Creditor invoices paid by value	
	Enable our capacity to deliver services based on need	We will deliver an effective and quality service which meets the needs of the Council and our stakeholders	Define services standards in collaboration with our stakeholders.			

Human Resources	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve	Build our capacity to deliver our services based on our customer needs	Implement agreed actions from the customer focus strategy			
	Demonstrate that the Council provides a value for money approach to service delivery	Demonstrate that the HR service provides a value for money approach to service delivery	Develop service standards			
	Improve the flexibility of our services		Review feasibility study for on-line recruitment			
ISB	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve				Overall Customer Satisfaction – SOCITM bi-annual survey Customer Satisfaction at the Service Desk	
	Improve the accessibility of our services		Develop BCC Channel Strategy Expand range of e-enabled customer services. Pilot Unified Communications and demonstration of benefits/savings Implement ICT elements of Community Safety Strategy	% of time key systems available (uptime) Number of transactional based activities which are e-enabled		

			Develop a communication programme which utilises Customer Zone, BRMs, Focus groups			
	The city and its neighbourhoods are well served and connected	Implement technology to enable citizen engagement & customer focus	Connecting to Network NI (NI Civil Service dedicated network)			
AGRS	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve	Implementation / reporting on service level PIs and service standards Annual self-assessment of internal audit service v CIPFA standards		<p>90% respondents indicating they are generally or very satisfied with the audit service (management satisfaction questionnaires)</p> <p>75% audit assignments completed within budgeted auditor days</p> <p>90% draft reports issued within 2 weeks of completion of fieldwork</p> <p>90% of final reports issued within 2 weeks of receipt of management responses</p> <p>Completion of quarterly assurance meetings with each Director within one month of quarter end.</p>	

Finance, Performance Management & Efficiency	Implement a strategic approach to customer focus that supports all aspects of how we work and what we want to achieve	To provide a corporate resource to support the delivery of customer focused services	To undertake reviews aimed at supporting the delivery of customer focused services		% customers who feel that they are satisfied with the level and type of communication and engagement mechanisms used % customers who agree that they receive a quality service % completion of the delivery of the agreed annual programme of work	
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STRATEGIC HR MANAGEMENT

Theme 7	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
Human Resources	Develop appropriate HR strategies, policies and procedures to ensure people are recruited, trained and supported.	Develop appropriate HR strategies, policies and procedures to ensure people are recruited, recognised, trained and supported.	Implement HR strategy and workforce development plan actions Review the HR function. Develop a diversity strategy Continue to develop and implement the industrial relations framework	Employee Turnover Rate – all contracts Employee Turnover Rate –permanent contracts		

	<p>Build a connected workforce with the right values and behaviours skills and competence to deliver what the organisation requires</p>	<p>Build a connected workforce with the right values and behaviours skills and competence to deliver what the organisation requires</p>	<p>Implement the corporate approach to personal development planning</p> <p>Continue to work with Member Services to implement the Elected Member Development Programme</p> <p>Implement the Investors in People (IiP) framework</p> <p>Develop, agree and implement a BCC learning and development policy to ensure a corporate and consistent approach to employee development.</p> <p>Develop capacity building action plan aligned to OD strategy</p>	<p>% Chief Officers with a current personal development plan (PDP)</p> <p>% Heads of Service (and Senior Managers) with a current personal development plan (PDP)</p> <p>% Chief Officers who receive (at least) annual feedback on their performance</p> <p>% Heads of Service and Senior Managers who receive (at least) annual feedback on their performance</p>		
	<p>Align our structures to deliver our organisational priorities</p>	<p>Develop the most efficient and effective structures, job profiles and processes to support continuous improvement and build organisational capacity to enhance corporate controls</p>	<p>Commence workforce planning activity in preparation for the implementation of RPA</p> <p>Consider succession planning needs</p> <p>Implement corporate controls of staffing</p> <p>To apply a stringent challenge when developing structures and posts with the aim of achieving more for less</p>			

	Provide support and advice in relation to staffing issues to realise business efficiencies and achieve more for less	Provide support and advice in relation to staffing issues to realise business efficiencies and achieve more for less	<p>Manage the HR issues arising from the review of the centre including implementing the VR exercise; removal of supernumerary posts; managing vacancies; and undertaking organisational reviews</p> <p>Develop a framework for the control of employee costs, including agency and overtime costs</p> <p>Develop HRs management information system</p> <p>Implement absence management initiatives</p> <p>Continue to manage attendance , implement new attendance policy and undertake monitoring and review</p> <p>Complete all outstanding single status issues</p>	<p>The average number of working days per employee lost due to absence – monthly</p> <p>The average number of working days per employee lost due to absence – monthly (Corporate Total)</p> <p>Overtime Costs - Corporate</p> <p>Agency Costs - Corporate</p>		
		To provide a robust corporate challenge to support organisational change and enhance corporate controls	Assist Departments in developing structures, working arrangements and job profiles to achieve greater flexibility in job roles and working practices		Value of efficiency savings achieved through completion of BIS reviews across BCC	
Finance, Performance Management & Efficiency	Develop appropriate HR strategies, policies and procedures to ensure people are effectively		To review BIS processes and practices to support and create enablers for organisational change in support of the corporate improvement agenda		<p>% recommendations agreed by Committee</p> <p>% recommendations agreed by COMT</p> <p>% of BIS</p>	

	recruited, recognised, trained and supported				<p>recommendations implemented (partially or fully) by Department</p> <p>% customers who feel that they are satisfied with the level and type of communication and engagement mechanisms used</p> <p>% customers who agree that they receive a quality service</p>	
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FINANCIAL PLANNING

Theme 8	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
Finance, Performance Management & Efficiency	Improve the financial efficiency of the Council	Improve the financial efficiency of the Council	<p>Implement efficiency programme for 2010/ 11 and develop and take forward efficiency programme for 2011/ 12</p> <p>Implement and continue roll out of the Better Business project.</p> <p>Implement new internal trading processes for 2010/2011 and review demand led services e.g. building services, ISB, etc</p>	Net cost of BCC services per head of population		

			<p>Finalise the roll out of self service T1 processing.</p> <p>Develop new travel management process and create a central booking resource.</p> <p>Publish year two employee travel data.</p> <p>Progress an on-line pilot for mileage and subsistence claims (self-service). Develop a programme to roll out across the council.</p> <p>Work has commenced on reviewing processes within the section. Bank Reconciliation's and payroll will be the first. A programme of efficiency improvements will be developed and delivered</p>			
	Improve the financial management capability of Councillors and employees	We will ensure that members, senior management and budget holders have the necessary financial skills to manage the finances of the Council.	Assess and develop financial capacity of Members and officers			
	Define clear financial objectives	We will ensure the council has the skills, awareness and capacity to financially manage the organisation.	Develop further and implement a Medium Term Financial Plan including a capital financing strategy and treasury management strategy			

	Effectively plan and manage our finances, assets and resources	We will ensure best in class financial governance is in place and working well.	<p>Review and improve financial management across the Council</p> <p>Carry out financial reporting</p> <p>Co-ordinate, monitor and challenge the budgetary processes for the Council.</p> <p>Produce the Statutory Abstract of Accounts within timeframes</p> <p>Input into the City Investment Strategy and the Capital Asset Strategy particularly in the financial elements and the affordability context.</p> <p>Work with services to ensure improvements on compliance with Purchase Orders and Goods Received Notes.</p> <p>Work with vendors to ensure they become more compliant to the needs of SAP</p>	<p>Monthly gross expenditure of each service compared to budget¹</p> <p>Monthly gross income of each service compared to budget</p> <p>Net monthly expenditure of each service compared to budget</p> <p>% Variance between monthly gross expenditure and budget</p> <p>% Variance between monthly gross income and budget</p> <p>% Variance between net monthly expenditure of each service and budget</p> <p>% Non compliance of GRN's after invoicing (by service)</p> <p>% Non compliance of purchase orders raised on time (by service).</p> <p>% of employee leaver information received within 5 working days of leaving the council (by service)</p> <p>% of properly completed overtime sheets received per the timetable (by service)</p> <p>% variation between forecast outturn at period 6 and actual outturn at period 12 (corporate total)</p> <p>Average debtor days</p> <p>% Debt greater than 90 days old</p>		
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STRATEGIC INFORMATION MANAGEMENT

Theme 9	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
Information Management	Implement a strategic approach to information management that supports all aspects of how we work and what we are trying to achieve		<p>Implement the Information Management Strategy</p> <p>Implementation of Corporate Business Intelligence Programme</p>		Mean time taken to resolve Operational calls reported to the Service Desk	
	Make best use of technology to deliver our priorities and support the delivery of increasingly effective and 'Value for Money' services		<p>Continue to improve and rationalise Council telephone services</p> <p>Implement enabling technologies such as GIS SMS and Handheld devices</p> <p>Conduct a VFM review of ISB services</p>	Reduction in number of mobile phones and Blackberrys deployed in BCC	<p>ICT organisational spend as a percentage of organisational running costs</p> <p>Organisational ICT spend per user</p> <p>Cost of the ICT function</p>	
	A fully integrated planning approach to service improvement to align ICT resources with the information management requirements of the Council		Improve IT Service Management through the adoption of ITIL practices			

¹ The indicators in bold will be reported by Financial Services on a monthly basis and data will be provided for "each service" and the "corporate total"

POLICY, PLANNING & PERFORMANCE

Theme 10	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
Finance, Performance Management & Efficiency	An integrated Strategic Planning cycle linked to the budget and rate setting process	An integrated Strategic Planning cycle linked to the budget and rate setting process	<p>Develop the Corporate Plan 2011 and beyond</p> <p>Continue to support the VCM cascade process</p> <p>Support the development of a thematic working approach</p> <p>Further integrate various council planning frameworks</p> <p>Support the Development of an Organisational Development Framework</p> <p>Support COMT in the delivery of 10/11 Corporate Plan</p>	<p>Number of services with completed VCMs</p> <p>% employees who understand how their role contributes to BCCs overall goals</p>	Number of services with completed VCMs	
	Performance Management embedded across the Council	Performance Management embedded across the Council	<p>Provide quarterly performance reports and analysis to COMT on corporate projects and indicators</p> <p>Introduce performance reporting and monitoring at Departmental and service level</p> <p>Continue to roll out the Performance Management System</p> <p>Review and update the Corporate Performance</p>	% PIs with valid data	<p>% PIs with valid data</p> <p>Number of dashboards available on system</p>	

			<p>Indicators</p> <p>Identify benchmark information for the Corporate PIs</p> <p>Develop Performance Capacity of Councillors and Officers</p> <p>Support the implementation of the Accountability Framework / IPM</p>			
	An integrated approach to Performance Improvement	An integrated approach to Performance Improvement	<p>Support development of a corporate approach to manage poor performance</p> <p>Develop an organisational approach to support service improvement</p> <p>Service Delivery Standards</p> <p>Efficiency Programme</p>	None	None	

CORPORATE GOVERNANCE & RISK

Theme 13	Applicable Corporate Objective	Aligned Service Objective	Departmental/ Service Initiatives	Corporate PI's	Service PI's	Lead Officer
Corporate Governance and Risk	Meet legislative requirements and best practice in relation to risk management, governance and independent assurance.	<p>Meet legislative requirements and best practice in relation to risk management, governance and independent assurance.</p> <p>For services this means:</p> <p>To effectively manage key risks (as set out in your risk registers) and action plans</p>	<p>Corporate Projects (to capture in CORVU project templates)</p> <p>Enhanced quarterly risk reporting to support Annual Governance Statement and alignment of the risk management process in relation to agreed corporate themes</p>	<p>Corporate level PIs</p> <p>70% or more of AGRS plan completed annually</p> <p>90% audit recommendations accepted</p> <p>80% agreed audit</p>	None	

		<p>To ensure that nominated managers complete and sign their annual assurance statements by 30 April each year i.e. after the end of the previous financial year as this helps enable us complete an annual governance statement</p> <p>To implement any agreed audit recommendations relating to your area in accordance with agreed timescales</p> <p>Where you have been deemed a critical service, to ensure that your business continuity strategy and plans are reviewed and tested on at least an annual basis</p> <p>To ensure you comply with key Council policies / procedures and ensure that any policies / procedures you are responsible for are kept up-to-date and relevant staff are aware of them</p>	<p>Implement register of outstanding audit recommendations (to report to Assurance Board and Audit Panel)</p> <p>Facilitate Business Continuity Management process</p> <p>Further roll-out of Fraud awareness training (including Gifts, hospitality and business interests, whistleblowing)</p> <p>Assisting the organisation in managing risks in relation to implementing the Review of Public Administration (subject to RPA being implemented)</p> <p>Improve processes around corporate health and safety</p>	<p>recommendations implemented (fully / partially)</p>		
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