



Key Performance

Appendix B

Section 1: Outcomes and their measures

Theme: Value for Money					
Outcome	Evidenced by (Measure)	Lead Officer	Actual 2010/11	Actual 2011/12	Target 2012/13
Financial Resilience – maintaining a sustainable financial base	Publish a “fit for purpose” Medium Term Financial Plan (MTFP).	Head of Corporate Services	February 2011	February 2012	February 2013 (following annual budget round)
	Disposal of assets deemed ‘surplus to requirements’ to generate income (per year)	Corporate Asset Manager	£377,250	£123,087	£50,000 (per MTFP)
	Maximising the take-up of grant income for the Council (new target)	Client Services Manager	N/a	N/a	Reduction in Empty Properties. Increase in percentage of housing subsidy reclaimed.

Cutting costs, not services	On-going efficiency savings (per year)	Head of Corporate Services	£1,031,000	£340,893	£230,000 (per MTFP)
Strong leadership and robust corporate governance	Achieve an external 'fit for purpose' Code of Corporate Governance assessment. (as assessed by External Audit)	Democratic Services Manager	June 2010	June 2011	June 2012
An improved customer experience	Percentage of satisfied customers contacting or dealing with the Council.	Client Services Manager	95%	94%	> 85%
	Deal with and respond to official complaints within 10 working days (new target)	Client Services Manager	N/a	N/a	95%

Theme: Value for Money

Outcome	Evidenced by (Measure)	Lead Officer	Q1 target	Q2 target	Q3 target	Q4/Year End target
Financial Resilience – maintaining a sustainable financial base	Publish a “fit for purpose” Medium Term Financial Plan (VM 01)	Head of Corporate Services		Review following 2011/12 out-turn	Update following Financial Settlement	Balanced Budget for 2013/14
	Disposal of assets deemed ‘surplus to requirements’ to generate income (VM 02) – per quarter	Corporate Asset Manager	£0	£0	£25,000	£25,000
	Maximise the take up of grant income for the Council (VM 03)	Client Services Manager			Increase in New Homes Bonus and Housing Benefit Subsidy (as notified by Government)	
Cutting costs, not services	On-going efficiency savings (VM 04) - cumulative	Head of Corporate Services	£50,000	£150,000	£230,000	£230,000

Strong leadership and robust corporate governance	Achieve an external 'fit for purpose' Code of Corporate Governance assessment (VM 05)	Democratic Services Manager	Annual Governance Statement (AGS) approved by Audit Committee	AGS signed off by External Auditors	Corporate Governance arrangements judged "satisfactory" in Annual Audit letter	
An improved customer experience	Percentage of satisfied customers contacting or dealing with the Council (VM 06)	Client Services Manager	> 85%	> 85%	> 85%	> 85%
	Respond to official complaints within 10 working days (VM 07)	Client Services Manager	95%	95%	95%	95%

Section 2: Projects and their measures

Theme: Value for Money

Outcome	Project	Evidenced by (Measure)	Lead Officer	Actual 2010/11	Actual 2011/12	Target 2012/13
Financial Resilience – maintaining a sustainable financial base	Implementation of Local Council Tax Support Scheme	No overall financial implications for the Council – scheme implemented within existing resources	Client Services Manager	N/a	Issue details of the Government's proposals	Design a scheme, consult and implement
Cutting costs, not services	Continue the programme of procurement and service transformation reviews in accordance with the Business Improvement Plan	Further efficiency/budget savings achieved to meet the target approved in the Medium Term Financial Plan	Head of Corporate Services	£1,031,000	£201,733	£230,000
	Upgrade the IT infrastructure	Increase in server capacity and improve IT capability consistently across the Council	Head of Corporate Services	N/a	IT Strategy approved and outline project plan approved	Upgrade processing servers and Microsoft package

Strong leadership and robust corporate governance	<p>Communicate and engage with local communities to ensure that the Council is delivering services appropriately</p> <p>Adopt a Code of Practice for Elected Members and review the Overview and Scrutiny function in the light of statutory guidance contained in the Localism Act</p>	<p>Programme of publicity campaigns delivered</p> <p>Local Code approved and implemented</p>	<p>Head of Corporate Services</p> <p>Democratic Services Manager</p>	<p>8 campaigns delivered</p> <p>N/a</p>	<p>5 campaigns delivered</p> <p>Consider initial proposals contained in regulations</p>	<p>Five community based campaigns planned (as per Communications Strategy)</p> <p>Detailed review locally and adoption of Local Code</p>
An improved customer experience	Develop and adopt a Customer Access Strategy	Action plan in strategy implemented	Head of Corporate Services	N/a	Strategy Developed and Adopted	Action Plan rolled out

Section 3: Projects and their tasks

Theme: Value for Money					
Project	Lead Officer	Quarter 1 Task / Milestone	Quarter 2 Task / Milestone	Quarter 3 Task / Milestone	Quarter 4 Task / Milestone
Implementation of Local Council Tax Support Scheme	Head of Corporate Services	Initial options and implications considered	Preferred options out for consultation	New scheme approved	New scheme implemented
Continue the programme of procurement and service transformation reviews in accordance with the Business Improvement Plan (BIP)	Head of Corporate Services	This is set out in the BIP which is reported separately to the Council	This is set out in the BIP which is reported separately to the Council	This is set out in the BIP which is reported separately to the Council	This is set out in the BIP which is reported separately to the Council
Upgrade the IT infrastructure	Head of Corporate Services	Upgrade the server estate	Determine virtualisation and remote access solution	Procure and implement preferred solution	Upgrade Microsoft Office
Communicate and engage with local communities to ensure that the Council is delivering services appropriately	Head of Corporate Services	Annual Report and Work Plan to Committee	Monthly Media Report	Monthly Media Report	Monthly Media Report
Adopt a Code of Practice for Elected Members and review the Overview and Scrutiny function in the light of statutory	Democratic Services Manager	Report on detailed regulations	Consider options and approve preferred framework	Raise awareness and conduct training	Implement Local Code

guidance contained in the Localism Act					
Develop and adopt a Customer Access Strategy (delivering action plan approved in April 2012)	Head of Corporate Services	Establish customer access requirements	Determine impact on technology and assess impact on front line services	Consult on proposals with stakeholders	Commence transformation and implement new processes

Consultation & Communication

Appendix D

Consultation undertaken in 2011/12

Team	Detail	Purpose	Undertaken by	Survey Used Y/N	Resulting outcomes / What changes to service provision have occurred?
Corporate Management Team	Corporate Plan and Budget Proposals	To seek views on the Council's key high level priorities and financial plans through the Area Forums.	Corporate Management Team	N	Feedback is disseminated down into services where detailed outcomes are reported as part of "you said we did!" campaign.
Finance and Management Committee	Annual Budget Proposals and Medium-Term Financial Plan	To seeks views of the Business and Voluntary Sector on the Council's budget proposals for 2012/13.	Chief Finance Officer	N	None directly. This was more about information exchange to explain the impact of the Government's spending reductions for South Derbyshire and how the Council was dealing with that impact. Although there was affirmation of the protection of current grant funding for voluntary bodies and continuing support for small businesses and the local economy.

Proposed Consultation for 2012/13

Team	Detail	Purpose of consultation	Undertaken by	Survey Y/N	Date(s) when consultation will take place
Corporate Management Team	Corporate Plan and Budget Proposals	To seek views on the Council's priorities and financial plans through the Area Forums.	Corporate Management Team	N	December 2012 to February 2013
Finance and Management Committee	Annual Budget Proposals and Medium-Term Financial Plan	To seek views of the Business and Voluntary Sector on the Council's budget proposals for 2012/13.	Chief Finance Officer	N	January 2013
Northgate Public Services	ICT Satisfaction Survey	To seek views of council services on functions provided by NPS's computer and telecommunications teams.	ICT Manager	Y	Nov 2012
Northgate Public Services	Internal Customer Satisfaction Survey	To seek views of council services on functions provided by NPS post transfer.	Service Director	Y	February 2013

Service Review/Transformation Programme

Appendix E

Progressive reduction of funding			To reduce funding whilst developing opportunities for the service to continue with minimum impact on the General Fund			
Lead Officer	Service / Function	Notes	2012/13	2013/14	2014/15	2015/16
		None planned at this stage, but will be kept under review				

Cost effective – profit making or cost neutral		Undertake an options appraisal to identify the most appropriate delivery model that will generate income for the Council or reduce costs to enable the service to become profit making or as close to cost neutral as possible				
Lead Officer	Approach Yes/ No	Notes	2012/13	2013/14	2014/15	2015/16
		None planned at this stage, but will be kept under review				

Funded – Achieve cash savings		Reduce costs of delivery whilst maintaining or improving current performance via an options appraisal to identify the most appropriate delivery model				
Lead Officer	Service / Function	Notes	2012/13	2013/14	2014/15	2015/16
		None planned at this stage, but will be kept under review				

Managing Risks

Appendix F

Risk Reference	Description	Inherent Risk Score	Residual Risk Score	Action Planned	By Whom	When
CS 1	The Department consists of small, discrete and specialist teams where detailed knowledge and experience rests with individuals. Consequently, resilience is a risk.	Medium	Low	<p>Continue to transfer and disseminate information across Services. The creation of the generic Corporate Assistant Post will help to ensure coverage across legal, democratic and licensing services.</p> <p>Keep under review arrangements through the Partnerships who may be able to provide cover and top up resources where necessary.</p>	Head of Corporate Services	On-going
CS 2	Reliance on Partnerships to deliver services. Includes partners ceasing to exist or going out of business.	Medium	Low	<p>Continue to monitor closely the performance frameworks which include early warning signs of deteriorating service delivery.</p> <p>Support NPS to develop the Regional Business Centre to protect their service base.</p> <p>Ensure Escrow cover continues for key computer systems used in service delivery.</p>	Head of Corporate Services	On-going