

# Finance & Human Resources 11/12 Performance Report



## 01. Summary of the major successes

### 1) Financial Stewardship

- a. The successful completion and audit of the 2010/11 Accounts on a fully compliant IFRS basis.
- b. Robust financial monitoring and continued rigour applied to the financial assessment of service development and change proposals.
- c. Council approval of the 2012/13 budget and Capital Plans.
- d. Completion of the Internal Audit Plan for the year.

### 2) Procurement, significant progress made in the year which will allow the Council to fully exploit the strategic potential of procurement.

- a. A comprehensive review of procurement arrangements was completed leading to the appointment of a Procurement Manager and the creation of a Corporate Procurement Team.
- b. Significant progress in the Procurement Capability Assessment carried out by Scotland Excel. The Council is now assessed as conformant with a score of 33% (up from 23%). Scotland Excel state that "This was one of the stronger increases in local government this year and shows the good early work the Council has invested in addressing issues and risks, notably in:
  - Creating a clear corporate procurement structure on which to build a wider network of procurement officers.
  - Inclusion of procurement in the Service Delivery Framework process for decisions on outsourcing.
  - Development of a policy and procedures manual as the basis for a council-wide approach to procurement.
  - Development of a key suppliers register and associated financial due diligence.
  - Development of a broader set of procurement measures for reporting".
- c. The Approval of a revised Procurement Strategy by Council in February 2012.

### 3) People Strategy

- a. The Approval of an inclusive and challenging People Strategy by Council in 2011 which will help ensure that we have a workforce which is positive, motivated, high achieving, well led and well managed.
- b. People Values established.
- c. Encouraging results from the 2012 Employee Survey with 38% (1,485) employees responding.
- d. The Council's first Leadership Development Programme has been approved by The Corporate Management Team.
- e. Mi App ( The Competency Framework) implemented.

### 4) Supporting Transformation. The continued focus and prioritisation of resources and development of expertise

**to support the Council's Business Transformation programme which has:**

- a. Released a further £3.107 million to help balance the 2012/13 budget.
- b. Supported Services in managing the impact of change on employees as sensitively as possible.
- c. Supported the roll out of mobile working for reactive repairs within Property Maintenance.
- d. Migrated weekly employees to a Monthly/Four Weekly pay cycle.

## 02. Summary of the major challenges and actions to address them

### 11/12

- 1. Challenge:** Continued pressure from limited financial resources available to meet service needs.  
**Action:** Develop robust projections for 2013/14 to 2014/15 Budgets and regular updates to Council reflecting latest projections and impact of the Business Transformation Programme.
- 2. Challenge:** Strengthen financial stewardship in a climate of reducing budgets and increasing service pressure.  
**Action:** Maintain a robust financial monitoring regime and progress financial discipline across all service areas.
- 3. Challenge:** Develop a well lead, well informed and engaged workforce and raise morale.  
**Action:** Continued implementation of the People Strategy action plan.

**4. Challenge:** Transform HR business processes to ensure they meet users needs and are effective and efficient.  
**Action:** Complete process improvement as part of Business Services Review.

**5. Challenge:** Promote best practice and improvement of Health and Safety across the Council.  
**Action:** Review existing Health and Safety Policy framework and develop action plan.

**6. Challenge:** Securing insurance premium reductions from the insurance contract tender exercise.  
**Action:** Ensure during tender period that all prospective insurers are encouraged to tender.

**7. Challenge:** Progressing the Internal Audit Plan 2012/13.  
**Action:** Monitoring Internal Audit Plan progress.

**8. Challenge:** To deliver effective and efficient Business Services across the Division and Council wide as appropriate.  
**Action:** Progress transformational changes as part of the business services review including, purchase to pay, stores and purchasing, general administration and centralisation of support.



**9. Challenge:** To deliver and demonstrate savings through Procurement.  
**Action:** Develop contract forward plans and identify/clarify savings for 2012/13.

### 03. Budget position and impact of efficiencies





**11/12:** Rigorous budget monitoring continues across the services.

# Finance & Human Resources PI summary 11/12



## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	% of feedback complaints completed within 10 working days	80%		100 %	0%	66.6 7%	66.6 7%		<b>11/12: Off Target:</b> This relates to a single complaint which was received and which has not been dealt with within 10 working days		100 %	Cumulative number of complaints received	3
												Cumulative number completed within 10 days	2

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 6.22 6	£ 5.29 8	£ 5.24 2 m	£ 5.25 7 m		£ 5.29 8		<b>2011/12:</b> Final Outturn figures will be available late-May/early-June and will be reported to Council in June.		£ 5.29 8		
04. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.71	2.31	3.73	6.18	8.26	8.26		<b>11/12: Off Target</b>		8.5	Number of days lost (cumulative)	N/A
	Average number of FTE in service (year to date)												134.3

## 01.3 Corporate Health

Priority	Indicator	2010 /11	Q1 2011 /12	Q2 2011 /12	Q3 2011 /12	Q4 2011 /12	2011/12				Annual Target 2011 /12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
05. Complete all divisional priorities	% of service & corporate priority sub-actions on target / completed, of the total number	85.7 1%	100 %	93.3 3%	93.3 3%	86.6 7%	86.6 7%		<b>11/12: Off Target:</b> Work progresses to complete the two priorities which remain outstanding		90%	Number of divisional & corporate priority actions	15
												Number of divisional & corporate priority actions on tgt/completed	13

06. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	79.02%	89.81%	86.55%	80.93%	80.07%	80.07%		<b>11/12: Off Target:</b> More robust management of invoice payments being undertaken		87%	Number received (cumulative)	2,002
												Number paid within 30 days (cumulative)	1,603
08. Improve PI performance	% of PIs that are on target/ have reached their target.		100%	66.67%	66.67%	66.67%	66.67%		<b>Off Target:</b> Still waiting for invoice payment PI - depending on this this PI may be on target.		90%	Number on tgt/ tgt achieved	2
												Number of PI's	3
09. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	100%					<b>11/12: No high risks</b>		100%	Number of high risks reviewed in the last quarter	0
												Number of high risks	0

#### 01.4 Improving for the Future

Priority	Indicator	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Feeder Data	Value
		Value	Value	Value	Value	Value	Value	Status	Note	Short Trend			
11. Fully implement the Competency Framework	% of employees who have had a PDP within the last year (excluding employees who have been employed for less than 3 months)			N/A	N/A	N/A	N/A		<b>11/12:</b> Competency outputs will be available after 1st June 2012.		100%	Number who have had a PDP	
												Number of employees (Excl employed for less than 3 months)	
10. Implement improvement plans	% of internal/external audit/BVR actions on target/ completed, of the total.	50%	88.24%	91.3%	94.12%	66.67%	66.67%		<b>11/12: Off Target:</b> Action is being taken to address overdue audit recommendations in Q1 12/13		90%	Number of on tgt/ completed actions	8
												Number of outstanding actions	12








## Finance & Human Resources 11/12 action report








### 03. Corporate & Service Priorities Corporate Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
MC.1112.C-6a.3	C-6a. Ensure a sustainable strategy for the delivery of council services	Review and improve procurement practice and deliver savings	31-Mar-2012		80 %	<b>11/12: Off Target:</b> Procurement arrangement review completed and approved; Procurement Manager appointed; Procurement Officers appointed; Procurement Strategy approved at Council 28.2.12, continuing to work with support from Scotland Excel to progress improvement plan. (Support from Scotland Excel has been delayed).
MC.1112.C-6c.2	C-6c. Ensure equality of opportunity as an employer and service provider	Implement the People Strategy and associated 2011/12 action plan	31-Mar-2012		100 %	<b>11/12: Complete</b>
MC.1112.C-6c.3	C-6c. Ensure equality of opportunity as an employer and service provider	Reduce the number of employees in detriment	31-Mar-2012		100 %	<b>11/12: Complete.</b> All employees in detriment have now been written to alert them to the end of detriment payments in June 2012 offering registration on the redeployment register. Employees are taking up the offer of internal outreach support and some have been identified as ready for the Head of Service interview with the HR Business Partner. For 95 employees the detriment is greater than 5% of their earnings, these staff have been offered access to an outreach programme. 21 have expressed an interest in the programme and 17 people have had their first appointment, 58 have not replied to the offer and the remainder have opted to go on the redeployment register but declined offer of internal support.

03. Corporate & Service Priorities  
Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FHR.1112.S-01.1	01. Maintain robust Corporate Governance and scrutiny	Completion of the Internal Audit Plan	31-Mar-2012		100 %	<b>11/12: Complete:</b> All audit testing is complete.
FHR.1112.S-02.1	02. Develop a revised People Strategy and implement the actions which arise	Implement the Competency Framework obligations and associated Performance Appraisal and Development Review	30-Sep-2011		100 %	<b>Q3 11/12: Complete</b>
FHR.1112.S-02.2	02. Develop a revised People Strategy and implement the actions which arise	Implement Trent HR system functionality and associated business process improvements	31-Dec-2011		100 %	<b>11/12: Complete:</b> Project has now been rationalised and the work is now to be included in the Process Engineering Project.
FHR.1112.S-03.1	03. Financial Management: Ensure the Council has robust financial stewardship arrangements	Provide at least quarterly financial reports to Council	31-Mar-2012		100 %	<b>11/12: Complete:</b> Q3 reported in February 2012.
FHR.1112.S-03.2	03. Financial Management: Ensure the Council has robust financial stewardship arrangements	Maintain and review the Finance and HR risk register and associated action plan quarterly	31-Mar-2012		100 %	<b>11/12: Complete:</b> Risk Register reviewed/updated quarterly
FHR.1112.S-03.3	03. Financial Management: Ensure the Council has robust financial stewardship arrangements	Completion of Statutory Accounts for 2010/11	30-Jun-2011		100 %	<b>Q1 11/12: Complete.</b>
FHR.1112.S-04.1	04. Business Transformation Service Review Programme	Implementation of Resource Management and Total Mobile software to support business improvements within Maintenance Services	01-Sep-2011		100 %	<b>Q2 11/12: Complete:</b> Software implementation complete.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FHR.1112.S-04.2	04. Business Transformation Service Review Programme	Provide a regular and robust assessment of savings arising from BTB programme and costs of the programme activities	31-Mar-2012		100 %	<b>11/12: Complete:</b> Report presented to Business Transformation Board.
FHR.1112.S-04.3	04. Business Transformation Service Review Programme	Provide Finance and Human Resource support to the Business Transformation Programme to ensure that targets are met and savings are delivered	31-Mar-2012		100 %	<b>11/12: Complete</b>
FHR.1112.S-05.1	05. Implement Health & Safety Plan	Implement objectives for year 1 of the Health and Safety Plan for 2011-14	31-Mar-2012		50 %	<b>11/12: Off Target.</b> Due to the vacancy of the Senior Health and Safety Advisor 11 of the 22 actions in the Year 1 plan have been completed or partly met and will be completed by 31 May 2012. The new Senior Health and Safety Adviser has taken up his post and has reviewed the Corporate Health and Safety Plan. He will bring forward a revised Plan in Q1 12/13.
FHR.1112.S-06.1	06. We will promote resilient business continuity and emergency plans	Complete full review of business continuity and emergency plans across the council	31-Mar-2012		100 %	<b>11/12: Complete:</b> All plans have been reviewed in the year of account and either been updated or earmarked for updating. BC Plans cannot yet be updated because of property changes and moves.
FHR.1112.S-07.1	07. We will meet our statutory Obligation in relation to staff	Implementation of agency workers legislation	01-Oct-2011		100 %	<b>Q2 11/12: Complete:</b> A Procedure and a Briefing Note for Managers have been developed and approved.

## Finance & Human Resources 11/12 PI Report





### 03. Corporate & Service Priorities Corporate Priorities

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
MC.1112. C-6a.3a	C-6a. Ensure a sustainable strategy for the delivery of council services	Demonstrate procurement savings of 1% per annum in overall revenue budgets.	N/A	N/A	N/A	N/A	N/A	N/A			<b>11/12: On Target:</b> Savings at Q4 £322k.	1%		
MC.1112. C-6c.2a	C-6c. Ensure equality of opportunity as an employer and service provider	% of people strategy actions due for completion within 2011/12 which have been completed	N/A	0%	0%	30%	100%	100%			<b>11/12: complete</b> (all ten actions identified for 11/12 have been completed)	100%		



05. Key Performance Indicators  
SPI

PI Code	Priority	PI	2010/11	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12				Annual Target 2011/12	Benchmark	In SOA
			Value	Value	Value	Value	Value	Value	Status	Short Trend	Note			
SPI-07		% of invoices sampled and paid within 30 days	81.0%	87.0%	85.0%	83.0%					<b>11/12</b> Data not yet available	87.0%	2010/11 Scottish average - 89.5%	no