

CORPORATE MANAGEMENT COMMITTEE

3 FEBRUARY 2005

AGENDA ITEM 10

APPENDIX 'B'

SERVICE PLAN - PROGRESS

PERFORMANCE FOR THIRD QUARTER OF 2004/05

3rd Quarter 2004/05

SERVICE PLAN FOR CORPORATE MANAGEMENT

This plan sets out the details of the actions that the Council has agreed must be taken to improve the services provided by the Chief Executive's and Finance Departments. It combines the targets that have been agreed within the –

- Leader's Position Statement - LPS
- Best Value Improvement Plans - BV
- Best Value Performance Indicators - BVPI
- Revenues Improvement Plan - RIP
- Implementing Electronic Government (IEG) Statement - IEG
- Community Strategy Targets - CST

The last column of the attached tables indicates the origin of the action point.

Officer's titles have been abbreviated as follows –

Director of Finance	DF	Chief Executive Officer	CEO
Assistant Borough Treasurer	ABT	Policy Officer	PO
Assistant Borough Treasurer (Revenues)	ABTR	Information Systems Manager	ISM
Chief Internal Auditor	CIA	Personnel Officer	DGT
Revenues Manager	RM	Director of Admin. and Leisure	DAL
Payroll and Payments Manager	PPM	Information and Communication	
Benefits and Customer Services Manager	BCSM	Strategy Programme Manager	ICSM
Deputy Customer Services Manager	DCSM	Non-Domestic Rates Manager	NDRM
Principal Building Services Manager	PBSM	Council Tax Manager	CTM

Corporate Governance

1.1 Corporate Health

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Consult with Members at the end of 2003-04 Municipal year and bring forward any changes to the Council's constitution for consideration by Council.	DAL	March 2004	Agreement on constitutional changes	Within existing resources; staff time	Renewed constitution for 2004/05	Done – follow considerations by Party Groups and the Local Government Act Member Working Group. The Corporate Management Committee agreed (03.06.04) to recommend a revised constitution for 2004/05 for Annual Council on 23.06.04. Similar process commenced for 2005/06 with consideration at local Government Act Member Working Group – 18/01/05	LPS
Bring forward reports to secure endorsement of Public Service Agreement participation. Identify service areas/initiatives and make submission to ODPM Autumn/Winter 2003.	CEO	Oct 2003	Surrey County Council and other borough/district partners signing up to the process; adequate and realistic targets being set.	Within existing budgets.	Participation in a successful PSA submission.	Undergoing detailed negotiations with Surrey County Council and other borough/district partners. Format for second generation PSAs agreed by ODPM. Likely implementation now likely to slip to 1 st Quarter 2005/06 as delays in agreeing certain of the stretch targets in Government Departments.	LPS
Examine and bring forward reports detailing the opportunities, implications and benefits of greater joint working. Pursue particular service areas, consistent with securing service improvements, service resilience and/or efficiency gains.	CEO	Ongoing	Co-operation with other neighbouring Districts; maintaining the goodwill of staff.	Within existing budgets.	Successful joint-working operation where prudent for RBC.	Undergoing negotiations with other neighbouring Districts and Members. A number of detailed service/back office areas under active consideration with one or more neighbouring authorities. Policy agreed at Corporate Management Committee early in 2004/05 financial year. Surrey District Leaders are holding (most recent 26/01/05) a series of meetings to progress this further.	LPS/ Personnel BV

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Develop a Community Strategy in collaboration with the Local Strategic Partnership, for improving the economic, social and environmental well-being in a way that is suitable.	PO	Dec 2002	Collaboration of partners, Member involvement, staff time, buy-in from external partners	£7,500 budgetary provision for printing, consultation costs.	Publication of Community Strategy and achievement of targets in action plan.	Published in December 2002 by LSP. A further Visioning Forum was held in December 2003 to review the Strategy. There has been a drive to improve the efficiency of the Task Groups rationalising and using existing working groups to delivery on certain of the targets. Prioritization of work of Task Groups over next 18 months agreed.	LPS/BVPI 1
Implement the Equality Standard for Local Government.	PO	Ongoing.	Staff time; staff and political will.	Within existing budgetary provisions.	Level 1:2002/03 Level 2:2003/04 Level 3:2004/05	This has slipped. Achieved Level 1 in March 2003 but have not achieved Level 2 target by March 2004 due to other work pressures (CPA). Working in hand with other Surrey Districts to coordinate consultancy input to move to Level 2 during 2005/06.	BVPI 2
Maintain a high rating of customer satisfaction of the Council's overall provision of services.	PO	Dec 2003.	Under performance of service departments and of individual staff across the Council.	Within existing Best Value provisions.	89% customer satisfaction rate. Previous survey resulted in 88% satisfaction rate. Runnymede's services were ranked 2nd in the whole country in terms of overall satisfaction with only the New Forest achieving higher.	Based on the latest survey (January 2004), the Council holds a 70.5% satisfaction rating which is down on the previous survey in 2000/01, but compares very well with others.	BVPI 3

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Recommend the 2003/04 Best Value Performance Plan to Council.	PO	June 2003	Any drafting/printing problems. Officer time.	Within existing resources	Successful publication and unqualified judgement from the Audit Commission	BVPP approved by Council at its June meeting and published on 30 June 2003. Unqualified clearance of Plan by AC. Electronic copy available on the Intranet/Internet from that date. Due to the Council's "Excellent" rating, the BVPP obligations are being scaled down for current year to 2006/7.	LPS
Secure a good Annual Management Letter from the External Auditor.	CEO	Dec 2003	Staff supplying/calculating correct figures for BVPIs. Conforming to legislative requirements.	Within existing Best Value provision.	An unqualified judgement and other positive comments.	Unqualified annual Audit letter received in November 2003. Annual Audit letter 2003/4 to Corporate Management Committee 4.11.04 - Similarly unqualified.	LPS
Make effective responses to any further consultations on the CPA process.	CEO/PO	Ongoing	Short notice given by Government	Within existing resources.	Completed responses via consultations with Members and Officers	Consultation document 'CPA 2005 - the way ahead' recently published and the Council submitted its response through the Local Government Act Member Working Group. The revised CPA regime was detailed in a Committee report in May 2004. December 2004 Consultation Paper by the Audit Commission to be considered by the Committee (03/01/05)	LPS
Maintain the rolling Best Value Service Review programme and the resultant Improvement Plans to secure quality, implement new ways of working and where possible make efficiency gains.	CEO	2004	Staff time, contemporary data	Within existing Best Value provisions.	Completed review programme, with full involvement of Members and challenging Continuous Improvement Plans.	A revised schedule of Service Reviews for the second 4 year programme will be completed shortly, in consultation with the Member Working Group and to be brought forward to Committee and Full Council for approval.	LPS

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Prepare the organisation to secure a high rating in CPA.	CEO/PO	Dec. 2003	Co-operation of staff, Officers, Members, Audit Commission and stakeholders.	Within existing provisions. £7500 Consultancy and associated expenditure 2003/04.	A 'good' or 'excellent' rating.	Runnymede received an "Excellent" rating (April 2004). The Improvement Plan has been settled and is being actively progressed and regularly reviewed via the Service Plan process.	LPS
Use the CPA process to further reinforce continuous improvement.	CEO/PO	3 year rolling programme	Resources, barriers to change, political will	£15,000 budget provision for CPA.	Continuous improvement over three years as identified by agreed indicators	An Improvement Plan has been settled with the Audit Commission and continuing corporate scrutiny is taking place as to progress.	LPS
Maintain cross-party Local Government Act 2000 Member Working Group.	CEO	Ongoing	Maintaining Member support for the group.	Officer time (overtime; etc)	More political consensus and understanding of issues of items at Corp. Man. Committee	The Group has previously met approximately every 6-10 weeks and has dealt with the new local government legislation, revisions to the constitution, BVPP and particularly CPA preparation. Less regular over last 6 months. Last meeting took place on 18/01/05	LPS

<p>Letters should be answered, either in full or with an acknowledgement, within 3 working days, except in cases that are set out in the Civil Procedure Rules. Where an acknowledgement is sent, a full reply should be sent within 15 working days or if this is not possible, a brief update on progress should be sent.</p>	<p>All CO's</p>	<p>Ongoing</p>	<p>Dependent on ease of information that is obtainable to answer queries; Staff time.</p>	<p>Within existing resources.</p>	<p>100% fulfilment of definition opposite, in the handling of all complaints.</p>	<p>3rd Quarter performance to 31/12/04 99%.</p>	<p>LPS</p>
<p>Telephones should be answered clearly and politely, announcing name and department. If busy or unavailable, suitable call forwarding arrangements or voicemail should be activated. Telephones should be answered both at the switchboard and at extensions within four rings. The target being 80%.</p>	<p>ALL</p>	<p>ALL</p>	<p>Staff time; opportunity costs.</p>	<p>Within existing staff and other financial resources.</p>	<p>80% of all calls to be answered within three rings.</p>	<p>3rd Quarter to 31.12.04 target not achieved and despite improvements still some way short at 72%.</p>	<p>LPS</p>
<p>Increase the proportion of information and the number of interactions through the Council's website.</p>	<p>ISM</p>	<p>Annually</p>	<p>Financial issues with web development upgrades.</p>	<p>Within existing resources and IEG grant.</p>	<p>Continuous increases in number of visitors to homepage, number of pages viewed and document downloaded.</p>	<p>From April 2003 to March 2004, the Council received almost 93,000 visitors to its website, compared to 53,000 for the same period in 2002; for the 3rd Quarter to 31.12.04 over 84,000 visitors for the period - an average of approximately 250 per day.</p>	<p>LPS</p>

1.2 Information and Communication Technology

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Bring forward proposals for maintaining the Council's enviable record in Corporate Governance, consistent with emerging best practice.	CEO/ DAL	Annually	Staff time; other opportunity costs.	Within existing budgets.	Good corporate rating in CPA process.	Creation of Audit element in the Standards Committee in May 2003. Public speaking at Full Council and Planning Committee approved in May 2003. Annual Review of Constitution via Local Government Working Group, Corporate Management Committee and Full Council. Member/Officer protocol agreed (April 2003).	LPS
Ensure topic features in Training and induction for new and existing Members	CEO/ DAL	Ongoing	Members availability and staff time.	Within existing staffing provisions.	Completion of training and induction.	Induction and briefing given to new Members in June each year, Planning, Standards/Audit Review. There has also been further training on the scrutiny role via South East Employers. Standards briefing took place on 30 November 2004. New Member Training accreditation scheme being promoted nationally.	LPS
Formally review on an annual basis the authority's arrangements for effective Corporate Governance.	CEO/ DAL	Annually	Staff time; other opportunity costs	Within existing budgets.	Good corporate rating in CPA process, and Annual Management letter from Audit Commission.	Constitution reviewed and amended in February 2003 and again in June 2004. Review Board programmes in hand. Initial consideration for 2005/06 given at Local Government Working Group 0 18/01/05	LPS
Ensure we provide a customer focused quality service delivery to residents and businesses.	CEO/ DAL	Annually	Staff time; other opportunity costs.	Within existing budgets.	Good corporate rating in CPA process' and Annual Management letter from Audit Commission.	<ul style="list-style-type: none"> • Excellent CPA rating April 2004 • Positive Annual Management Letter November 2004 • Residents' general satisfaction findings 70.5% and highest in Surrey. 	LPS

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
When published by the Government, make progress towards IEG3.	ISM	2005	Financial and staff resources; the Government's strict timetable.	Within existing budgets and £200k government grant.	Successful completion of the e-government process in 2005.	The IEG3 statement was completed October 2003 and placed before Corporate Management Committee and Full Council in the same month. Grant monies of £500k confirmed by ODPM for 2004/05 and 2005/06.	LPS
Where clear and substantial service benefits are evident maximise opportunities for joint working and partnership arrangements with other agencies.	ISM	Ongoing	The co-operation of other Councils/businesses and agencies.	Within existing budgets.	Successful partnership arrangements that benefit RBC in efficiency, economies of scale and financial rewards.	The ISM represents Runnymede Borough Council as e-champion on the Surrey Information Age Champions Group (IAC) and the Surrey Chief Executives are represented on the 2010 group. The Surrey IT managers meet regularly and respond to work commissioned by either IAC or 2010 groups as required. Leading on pathfinder project on e-recruitment for Surrey Public Sector. (Surrey Jobs Info)	LPS
Maximise external funding opportunities, consistent with core policies and priorities.	ISM	Ongoing	Lack of suitable funding opportunities.	Within existing budgets.	Successful funding bids.	The ICSM monitors potential for applications for additional funding for Information and Communication Technology on an ongoing basis. £500k ODPM grant (IEG) monies for 2004/05 and 2005/06.	LPS
Identify service improvements and financial savings resulting from roll-out of Document Management System (DMS)	ICSM/ ISM	Ongoing	Partnership with Tower Technologies.	Within existing budget provisions for DMS.	Successful completion of DMS across the Council as a whole.	An initial summary of financial savings and service improvements are identified per section. Programme of further rollout includes: benefits, licensing, planning policy unit. E.g. Remote accessing and down loading of current planning applications now possible.	LPS

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
The number of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	ISM	March 2003	Financial restrictions; Data protection Act; Freedom of Information Act.	Within existing budgets.	Increase in the % of interactions.	The percentage been maintained at 40% from 2001/02 to 2002/03. Annual figure at 31.3.05 only	BVPI 157/ Personnel BV

1.3 Personnel

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Recommend the Annual Personnel Report to Council.	DGT	April 2004	Staff time	Within existing budgets.	Completion of document and approval by Council.	Annual Report for 2003/04 approved in February 2004.	LPS
Increase the percentage of women that are in the top 5% of earners.	CEO/ DGT	Ongoing	The small number of staff that constitute the top 5% of earners; ability of appropriate candidates.	Within existing provisions.	Increase of women in top 5% earners bracket at the Council.	Target reached. 5.95 to 31.12.04.	BVPI 11a
The percentage of top 5% of earners that are from black and minority ethnic communities.	CEO/ DGT	Ongoing	The small number of staff that constitute the top 5% of earners; ability of appropriate candidates.	Within existing provisions.	Increase of employees that are from black and minority ethnic communities that are in top 5% earners bracket at the Council.	Target not reached. 0.95% to 31.12.04.	BVPI 11b
The average number of working days/shifts lost due to sickness absence.	CEO/ DGT	Ongoing	Staff sickness; stress levels.	Within existing resources.	Reduction over time of the average number of days/shifts lost due to sickness absence.	For the 12 months ending 31 March 2004, 7.4 days per person were lost due to sickness absence. Within the 8.2 day target). 1.5 days to 31.12.04.	BVPI 12
The percentage of employees retiring early.	CEO/ DGT	Ongoing	Staff retirement; age structure of the Council's employees.	Within existing resources.	Reduction over time of % of employees retiring early.	For the 12 months ending 31 March 2004, no staff retired early on grounds of efficiency or redundancy. Similarly for 3 rd Quarter to 31.12.04.	BVPI 14

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
The percentage of employees retiring on grounds of ill health.	CEO/ DGT	Ongoing.	Staff retirement; age structure of the Council's employees.	Within existing resources.	Reduction over time of % of employees retiring early because of ill health.	For the 12 months ending 31 March 2004, no staff retired early on grounds of ill health. Similarly for 3 rd Quarter to 31.12.04.	BVPI 15
The % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition.	CEO/ DGT	Ongoing.	Number of suitable candidates.	Within existing provisions.	Increase %.	As at 31 March 2004, 2.3% of staff declare themselves to have disabilities. (reduction from previous year). 2% for 3 rd Quarter 31.12.04.	BVPI 16
The % of economically active employees from minority ethnic community population in the authority area.	CEO/ DGT	Ongoing.	Number of suitable candidates.	Within existing provisions.	Increase %.	As at 31 March 2004, 2.9% of staff declare they are from minority ethnic communities. (reduction from previous year). 2.5% for 3 rd Quarter to 31.12.04.	BVPI 17
The % of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.	CEO/ DGT/ PBSM	Ongoing.	Definition according to the DDA; financial restrictions; planning permission.	Within existing budget provisions.	Increase %.	Annual figure at 31.3.05.	BVPI 156

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Use Benchmark data to measure the cost and efficiency of the Personnel section and to improve service standards.	DGT.	Ongoing.	Co-operation of neighbouring authorities to provide benchmarking data.	Within existing budgetary provisions.	Upper quartile performance	Latest Employers' Organisation statistics show the service is in the upper quartile.	BV
Introduce data base of former staff interested in short-term assignments	DGT.	June 2002.	Number of staff prepared to undertake assignments.	Within existing budgets.	Completion of database.	Database now well established medium for cost effective staff recruitment.	BV
Establish and maintain records of current organisational charts and job descriptions.	DGT.	June 2002.	Staff time; opportunity costs.	Within existing budgets.	Contemporary job description data; easily accessible organisational charts.	Organisational charts available on Intranet and Internet.	BV
Review opportunities for more joint working in conjunction with Best Value review for Payroll.	DGT.	June 2002.	Co-operation with Payroll.	Within existing budgets.	Shared data.	Systems still being reviewed.	BV
Review Flexible Working Hours scheme and explore opportunities for extending to electronic time recording to site outside the Civic Offices.	DGT.	September 2002.	Implications of new Civic Offices.	Within existing budgets.	Review complete.	Review taking place following meeting of Corporate Mgt Cttee November 2003. Report back following pilot to December 2004 Committee approving changes	BV

FINANCE

2.1 Financial Management

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Maintain the Council's position as the lowest taxing district authority in Surrey.	DF	Annually	Grant settlement Service growth Need to achieve savings target.	No additional requirement.	RBC Band D Council Tax compared with other Surrey Districts	The 2004/05 Band D Council Tax of £100.44 is the lowest in Surrey and the fourth lowest local tax (district plus parish) in England.	LPS
Achieve the agreed net reduction in expenditure through savings and income from capital receipts of at least £800k by the end of 2003/04	DF	March 2004	Political considerations <ul style="list-style-type: none"> Delays in realising land receipts. Removal of some items from the savings list. 	No additional requirement.	Achievement of planned savings.	Savings at 30.9.04 = circa £650,000.	LPS
Develop plans for further expenditure reductions and phased Council Tax increases necessary to achieve a balance of income and expenditure by 2008/09	DF	October 2002	Political considerations. Need to achieve savings target and generate extra savings to match growth items.	No additional requirement.	Strategy on achieving a balanced budget by 2009/10 agreed in the September 2004 forecast.	However revised in light of back funding requirement for superannuation fund deficit of capping. Policy guidance on future revenue reductions approved at Corporate Management Committee on 5.1.05. Report to Corporate Management Committee 3.2.05 on new target over next 3 years and initial tranche of further savings.	LPS

2.2 Council Tax and Non Domestic Rates Collection

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
The % of Council Tax collected 2004/05 target = 98%	RM	Ongoing	Computer down time. Unplanned staff turnover/absences.	Within existing resources	Performance against target	98.3% achieved in 2003/04 compared with the target of 98%. Cumulative figure for 3 rd Quarter to 31.12.04 = 88%.	BVPI 9
The % of non-domestic rates due for the financial year which were received by the authority 2003/04 target = 99%	RM	Ongoing	Computer down time. Unplanned staff turnover/absences.	Within existing resources	Performance against target	99.6% achieved in 2003/04 compared with the target of 99%. Cumulative figure for 3 rd Quarter to 31.12.04 = 90%.	BVPI 10
Improve the look of Revenues Web Site. Make more information available and offer facility to download forms and leaflets. Develop on-line payments facility to deliver C.Tax/NDR bills electronically	RM	Ongoing	Time and resources available. Other authorities are developing their web sites by employing e-commerce companies.	Hopefully this can be contained within current resources.	Possibly less contact with the public as info. required will be available on-line.	CMS approved (Corporate Management Committee 30.9.04) to improve structure, content and useability of Council's website. Basic information about Council Tax and Business Rates is on the web site, along with a summary of the Council budget for 2004/05. An internet facility for Council Tax and Business Rates payments is now available for credit and debit card users.	IEG

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Increase take up on Direct Debit each year for both C.Tax and NDR.	CTM/ NDRM	On-going	While the Council continue to pay the fee for those paying at the post office, it will be difficult to persuade these payers to use DD	Contain within current resources.	Increase in requests made to Banks	Direct Debit is encouraged at every opportunity. A DDI is included in every payment book. %age of payments collected by DD ANNUAL FIGURES COUNCIL TAX: 1999/2000 66.4% 2002/03 69.9% 2003/04 70.1% BUSINESS RATES: 1999/2000 58.5% 2002/03 67.1% 2003/04 65.4%	RIP
Implementation of a Document Imaging System.	ADFR	End of March 2004 for receiving scanned mail and then ongoing.	Lack of resources for scanning. Need adequate I.T. and Tower support when difficulties arise. Two key members of the project team have left.	Need resources for daily and back scanning.	Receiving correspondence electronically and having a paperless office. Less space needed to filing.	Programme slipped as a result of software issues, staff resources and issues of back scanning. Focus is on large volume process related activities.	IEG
Implementation of an integrated correspondence system.	RM	February 2004	Tower or SX3 not meeting deadlines.	Time to be allocated by Revenues, Council Tax and Business Rates Managers	All letters and standard type forms available during 2004	Implementation of SX3 DTI system delayed through software compatibility with Tower. Causeway system used but this will be discontinued when the new software performs satisfactorily.	IEG

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Ensure successful implementation of the 2005 NNDR Revaluation.	RM	December 2004	Receiving software on time.	To be retained within existing resources.	Successful Annual Billing resulting in a 1 st April 2005 instalment.	Last revaluation was in 2000. Next revaluation will take effect from 1 April 2005.	RIP
Undertake a Council Tax and NDR Survey, asking for customers thoughts on the service provided. How satisfied are they. Consult with Citizens Advice on the type of questions to be asked. Think about putting the form in with the Annual Bill.	RM	July 2004		Time to be allocated by C.Tax and NNDR Manager and I.T. Support.	High % of returned forms with excellent replies.	Completed and included in the outturn report on the Best Value Service Review to Committee - 3.2.05.	BV
Consult with Members to ask if they still wish to fund payment of Council Tax through the Post Office. Review alternatives to this.	ADFR	April 2005	Political considerations.	Part of BV Review currently being undertaken by ADFR and RM	Increase in Direct Debit payments or other alternative methods available.	RBC pay the Post Office approx. £16,000 a year for collecting 26,000 payments. Report to Corporate Management Committee as part of the BV reviews (3.2.05).	RIP
To be in the top quartile for both C.Tax and NNDR for cash collection in the national ranking and to improve our position within the Surrey Revenues authorities.	RM	Continuous	Staff turnover.	Need continuous commitment of teams and I.T. support.	Even better cash collection figures. No backlog of post. Placed higher in the national ranking.	Performance in 2002/03 was 142 nd for cash collection on C.Tax and 1 st for NNDR. National comparative figures for 2003/04. NNDR performance in top quartile and council tax in top quartile.	RIP

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
To participate in wider Benchmarking exercises with other authorities.	ADFR	Continuous.	Finding time to collate information and having the necessary reports available and not having to revert to manually compiling information.	Time needs to be allocated by C. Tax & NNDR Managers & Data Control Officer.	Able to provide information requested.	National PIs completed. Part of Surrey Treasurers' Benchmarking Group, comparative data shared annually.	BV

2.3 Accountancy

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Develop performance indicators for the Section that will allow outputs to be defined and measured	ADF	Continuous	None	Uses existing Surrey Benchmarking exercise.	Various cost and other PIs produced. Process benchmarking undertaken.	This is an annual exercise. Benchmarking based on 2003/04 statistics completed and 2004/05 exercise in progress.	Accountancy Best Value Review
Develop proposals for improved reporting of financial performance to Members	ADF	September 2001	Financial system does not currently capture commitments. Committee timetable not helpful for up to date reporting.	Uses existing Accountancy staffing resource.	Useful reports directed at Members needs.	Format and content under development. New financial system implemented on 1 April 2003. Purchase Ordering/Commitment module yet to be utilized.	Accountancy Best Value Review
Report to the Corporate Management Committee on the strategy for competition of central services	CEO	June 2004	None	Dependent on business case of partnerships proposed.	Strategy agreed	Item to CMC in March 2003 agreed principles of joint working with NW Surrey Authorities. Further discussion taking place amongst Surrey District Leaders. Next meeting on 26.1.05	Accountancy Best Value Review

2.4 Payments

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Develop performance indicators for the Section that will allow outputs to be defined and measured. Review service and quality levels in light of consultation stage of this and other Best Value Reviews	PPM	Spring 2002	None	Within existing resources.	Performance against PIs.	PIs included in Payments BV Review. Monitored on a regular basis.	Payments Best Value Review
Look at the use of Service Level Agreements to make the respective responsibilities of the Section and clients more clear	PPM	Summer 2002	None.	Within existing resources.	Agreed SLAs to be put in place.	Intranet site being developed to explain the role of the section. Printable forms now available.	Payments Best Value Review
Investigate the possibilities of closer working with the Personnel Section for the production of the payroll	PPM	June 2002	Linking (or combining) the Payroll and Personnel databases.	None	Improvement in overall service.	Personnel B.V. report target as well. Improvements implemented at operational level. Target linked to review of payroll system (possibly in late 2004).	Payments Best Value Review
Review the use of the Moorepay Bureau service in processing the payroll	PPM	September 2002	None	Budgetary and staff resource implications will be a key part of this decision.	Best value solution to be adopted.	Specification to be prepared. Revise target to September 2004 to avoid overloading staff with new systems work following implementation of TASK Financials system for payment processing.	Payments Best Value Review

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Review creditors' procedures to achieve effective payments to suppliers and meet the Council's and the government target for prompt payment of invoices	ADF	Separate detailed timetable.	Need service managers to process invoices in time.	Time	Meeting BVPI targets: - 2003/04 92.5% 2004/05 95% 2005/06 97.5%	Maximum turn round time in Payments Section is 5 working days (weekly payment run). Staff training sessions taken place. Reinforced in CPA seminars. Steady improvement in performance: 2001/02 80.85%; 2002/03 86.35%; Figure for 2003/04 is 91%. 3 rd Quarter to 31.12.04 - 93%.	Payments Best Value Review (BVPI 8).
Use the corporate Document Management System (DMS) to generate benefits in the entire purchasing and payment process	ICSM	Feasibility study will take place after the new Creditors system is in place and stable (now deferred to summer 2004)	Suitability of DMS System. Attitude of Budget Managers to technological change.	Budgetary and staff resource implications will be a key part of this decision.	Best value solution to be adopted.	Start date - summer 2004.	Payments Best Value Review
Increase the proportion of payments made by BACS	PPM	Achieve 50% of supplier payments by BACS by December 2003, and 75% by December 2004.	Need bank details from suppliers.	Within existing staff resources.	As target	Overall rate for all creditor payments: 2001/02 33.5%. 2002/03 46.8% 2003/04 50.5% (this represents about 60% of all payments to suppliers) Regular invitations to suppliers to provide bank details are made. 3 rd Quarter to 31.12.04 - 54.8%.	Payments Best Value Review

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Review procurement practices to see if the number of small value invoices may be reduced in an efficient way	Chief Officers	Corp. Man. Cte by December 2002	None	Purchasing Project Group established.	Improved purchasing practice.	Under consideration by Purchasing Group. Procurement strategy in place. Arrangements for mobile phone purchasing under consideration. Purchasing Cards implemented at the Depot/Stores for small value transactions. New procurement post approved and appointee to take up post in March 2005	Payments Best Value Review

2.5 Audit and Insurance

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Internal Audit							
<i>review audit processes and procedures</i>							
Review the recharging system.	Chief Internal Auditor	Covered in BV review.			Successful review of recharge system.	Discharged.	BV Challenge stage.
Start and increase use of computer audit tools	Chief Internal Auditor	End Mar 2003	Time restrictions . IT knowledge to download systems data.	Time to be set aside for training, without impacting on completion of audit plan.	Use of audit interrogation tools.	Included in computer audit days supplied by external consultants.	BV discussions within section
Insurance							
Does the Council have the right level of cover, or should it a) accept higher excesses? b) 'self insure' some areas?	Chief Internal Auditor	Next tender due by end June 2003			Insurance held for all situations where Council does not want to 'self insure'.	Reviewed as part of the last renewal exercise, approved by Corporate Management Committee 5 June 2003. Retendering due Summer 2005.	BV Challenge stage

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Examine how small claims are dealt with.	Chief Internal Auditor	by end March 2002	Wishes of Departments to avoid the admin burden by paying people off, has to be balanced with long term implications on claims and Council's insurer's demands.			Target overdue - will be addressed in forthcoming audit of insurance.	BV Challenge stage

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Cash Office							
Advertise to increase the take up of e-commerce payments.	BCSM	By end of March 2004	Cost & willingness of general public to use it.	Cost of advertising & take up campaign	Increased usage of web site.	Advertisements are now carried on council tax bills.	BV
Give cashiers ability to answer simple queries at the counter through the use of balance imports from iWorld.	BCSM / ADFR	By end of March 2004	Cost & ability of SX3 to produce interface.	SX3 charge for the ability to interface with PARIS.	When balance imports up & running.	Not yet achieved. Ongoing dialogue with software supplier SX3.	BV
To aim to serve all customers within 5 minutes of arrival. (8 minutes for very busy periods) Survey to be undertaken	BCSM	March 2004	Overwhelming demand &/or absence of cashier.	None	Achievement of Target for serving.	2001 survey indicated that 99.8% were served within 10 minutes. Latest monthly surveys indicate that people waiting to use the Cash Office wait an average of one minute, compared with the local target waiting time of five minutes.	Cust Serv Target
To allocate correctly all Council income within 24 hours of it being received.	BCSM	Ongoing	Supply of information from suppliers		Monitor by way of complaints from other departments.	Normally this time limit is adhered to except in extremely busy times or lack of resources or computer downtime.	BV

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
To aim to be in the top 25% of top performing authorities within Surrey by 2005.	BCSM	Reflected in 2004/5 Results.	Cost of service & negotiation of recharges	Time	Published results	Based on pure costs alone without taking any LA differences into account the Council is joint 9 th highest out of 11.	BV

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current position	Target origin
Sundry Debtors							
Increase the Direct Debit (DD) take up for Sundry Debtors.	BCSM	Ongoing	Customer mistrust of DD's.	Small budget for targeting debtors with the DD's.	Monitoring of DD takeup.	5,433 payments by direct debit in 2003/04, representing 50% of the total payments. Annual figure.	BV
To aim to be in the top 25% of top performing authorities within Surrey by 2005.	BCSM	Reflected in 2004/5 Results.	Cost of service & negotiation of recharges	Time	Published results	Based on pure costs alone without taking any LA differences into account the Council is 2 nd highest out of 11. Figures for 2003/4 published by AC Dec 2004 and place Borough 4 th out of 100 Surrey Districts.	BV
Produce collection targets for each type of debt and strive to achieve them.	BCSM	Produce targets for next financial year.	Targets will reflect type of debt.	None	Measuring the targets.	Problems implementing the new debtors system have set back recovery.	BV
Look at the possibility of devolving the input of debtors to other departments, where appropriate.	BCSM	Ongoing	Willingness of other departments	Training time	Devolved data input.	Hall Bookings currently devolved. Further devolved input is planned for DAL department.	Cust serv target