

Annex 3

Performance Framework

Please note, this is a draft work in progress version with indicative figures and information included to provide an overview of the likely look and feel of the balanced score card.

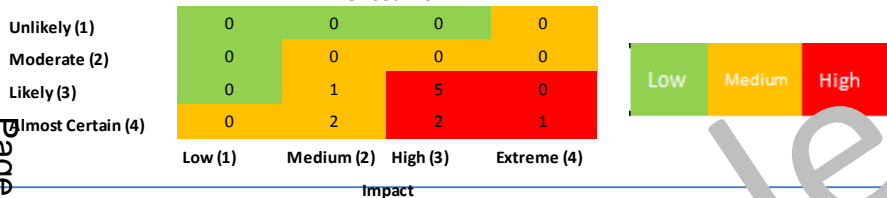
Strategic Risk

Strategic Risk	Initial	Revised
Capacity	L4/14	L4/14
Significant number of consultations in condensed period of time	L4/14	L4/13
Organisational financial pressures	L4/14	L4/13
Decision Making - due to organisational difference	L4/14	L3/13
People Resilience	L3/14	L3/13
Systems & technology	L3/14	L3/13
Integration of B&HCC	L4/13	L3/13
Future Business - Lack of proactive planning	L4/13	L3/13
Sustainability	L4/14	L4/12
Organisational Strategies	L4/13	L4/12
Pay Strategy	L3/14	L3/12

Risk Management

Heat map
Trend Graph
here

Revised Risk



People Management



Service	FTE	Headcount	Contracted Hours	Sickness Hours	% Absence Rate
HR&OD	285				
Finance	285				
Property	961				
Procurement					
IT&D	507				
BUS Ops	380				
HR&DMT					
Total	2008				

Page 124

Financial Management

Service	Full Year Budget £'000	Net Operating Budget £'000	2017/18 Savings £'000	2018/19 Savings £'000
BUS OPS	9,200	12,270	500	188
Finance	10,161	10,956	525	1,131
HR&OD	4,595	6,377	400	783
IT&D	17,319	20,640	1,099	1,552
Management	449	2,464	100	0
Procurement	3,063	3,906	345	56
Property	9,861	11,762	906	901
Total	55,181	63,375	3,875	4,611

Key Projects / Cross Functional Opportunities

Project	Current status	RAG
Customer Access Platform	Business case being developed for investment	Amber
Demand Mgt	OLT initial discussion to be concluded and options agreed	Red
Analytics	CoE developed but currently under utilised	Amber

Customer focus – Key Service metrics



Finance

- Financial Stewardship: Budget Setting
- Financial Stewardship: Budget monitoring
- Financial Stewardship: financial resilience
- Accountability: statement of accounts
- Governance: Internal audit activity

BUS OPS

- Unit Cost – Cost to serve
- Customer Satisfaction
- Operational Excellence

IT&D

- Inc/SR – Raised / Fixed
- Number of Live Projects
- Investment levels (Gartner)

Property

- Orbis Property Portfolio
- Proportion of asset types
- No of schools places delivered
- No of leases
- Planned Maintenance
- Helpdesk Calls vs reactive orders
- Carbon Reduction

Procurement

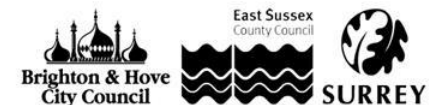
- Cash-releasing benefits
- Financial, non cash-releasing benefits
- Quantitative Benefits
- ROSMA Benchmark/ROI (annual)
- No of live projects

Revs & Bens

- Council Tax Ultimate Collection
- Business Rate Collection
- Council Tax Households
- Business Rate Properties
- Benefits claims/change to circumstances
- Average days to process
- Customer Satisfaction

HROD

- Sickness Days Sovereigns





Customer – Measures

Our Customers believe that we provide a valuable service across all
Service areas – Customer Surveys?
We engage with customers to proactively respond to changes in Sovereign needs
Consolidated customer database?

People – Measures

Our staff feel empowered and valued – Staff survey?
Our staff are committed to working with us:
Length of Service??
P&D uptake
Training?? L&D

Organisation & Leadership

Defined Governance Structure
Review against design principles?
Staff Engagement with business plan – Staff Survey

Data – Measures

GDPR compliance – Per service RAG?
Data breaches
Analytics Centre of Expertise? Volume / service

Technology

We proactively respond to sovereign and Orbis wide technology requirements
We invest in our IT estate - £ invested
Architecture board – items approved/reviewed
BTSB – Items reviewed
Regularly review our Applications portfolio
Risk management ??

Process & Controls – Measures

We have a core set of standard processes within services.
Pan Orbis systems
Adaptive policies