

**REPORT TO: POLICY AND RESOURCES COMMITTEE - 10 SEPTEMBER 2012**

**REPORT ON: CORPORATE SERVICES (RESOURCES) DEPARTMENT SERVICE PLAN REVIEW**

**REPORT BY: DIRECTOR OF CORPORATE SERVICES**

**REPORT NO: 337-2012**

## **1 PURPOSE OF REPORT**

- 1.1 This report reviews the performance of the Finance Department and the IT Department in relation to the Service Plan 2010 - 2012 and adds new actions flowing from this review and assessments carried out in the past year. From 1 July 2011 these two departments were combined into the Corporate Services (Resources) Department.

## **2 RECOMMENDATIONS**

The committee is recommended to:

- 2.1 approve the contents of the Corporate Services (Resources) Department Service Review and instruct the Director to continue to seek improvement on the level of performance.
- 2.2 approve the actions identified in the review to be included in the department's Service Plan.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 All actions are within the department's approved budget.

## **4 MAIN TEXT**

- 4.1 The department has made the following improvements or sustained a target level in its priority performance indicators

- % of Local Housing Allowance claims paid by BACS
- Average time taken to process change of circumstances
- Cost of Finance Department service
- Cost of Benefits Administration per claim
- Average time taken to process new Benefit claims

The following indicators have shown a decline in trend and will be subject to detailed performance review in the period ahead:

- % of calls abandoned
- Average call waiting time

The table below presents the department's top priority indicators:

Description	06/07	07/08	08/09	09/10	10/11	11/12	Target	Bench- mark	Improvement Rates Long Term
Number of Complaints received	86	43	129	64	86	88	50		▲
% of Council Tax collected in current year	90.7	92.1	91.3	91.4	92.9	93.3	92	94.4	▲
% of Non Domestic Rates collected in current year	95.4	96.5	95.4	95.2	95.7	95.8	96	96.9	●
% of debt outstanding over 30 days	63	51	48	78	42	39	50	50	▲
Annual Efficiency Savings (£ million)	1.9	2.9	3.5	5.4	4.5	11	4.0		▲
Council Tax Level (Band D)	1211	1211	1211	1211	1211	1211	1211	1211	●
Capital Budget Spend				97.9	95.5	96.5	100	100	●
Revenue Budget Spend				98.9	100.1	99.1	100	100	●
Payment of creditors within 30 days	93	92	93	94	95	95	93	93	▲
% of benefit claims calculated accurately	98	98	98	97.8	82.7	84.9	98	96.1	▼
% of claims processed within 14 days	81.1	82.5	83.6	84.7	85.6	94	99.0		▲

## 4.2 Highlights

The department's key achievements during the year were:

- Council Tax Level was again frozen
- Both Revenue and Capital Budgets have been kept on target despite severe budget pressures
- Council Tax Collection Rate has improved
- Council Tax Direct Debit payers continue to increase
- Average time to process new benefit claims has improved significantly
- Data centre, IT requirements and telephony installed in Dundee House
- Increased use of systems for inter-departmental and inter-agency service delivery

#### 4.3 **New Actions and Improvements**

The department has carried out a self-assessment using the Public Sector Improvement Framework. This has identified strengths and areas for improvement.

- 4.4 Appendix 1 sets out the department's Service Plan with the most up to date performance indicators and an update on each of the actions indicated in the Service Plan plus the new actions inserted in the relevant section.

#### 5 **POLICY IMPLICATIONS**

- 5.1 This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no issues in this regard to report on.

- 5.2 An Equality Impact Assessment has been carried out and will be made available on the Council website <http://www.dundee.gov.uk/equanddiv/equimpact/>

#### 6 **CONSULTATIONS**

- 6.1 The Chief Executive and the Democratic and Legal Services Manager have been consulted on this report.

#### 7 **BACKGROUND PAPERS**

- 7.1 Finance Department Service Plan 2010-2012.  
Equality Impact Assessment.

**MARJORY M STEWART**  
**DIRECTOR OF CORPORATE SERVICES**

**31 AUGUST 2012**

**Finance Department**  
**Performance Review by Objective**

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	Latest Update (followed by remedial action if declining performance indicated)
<b>Take Strategic responsibility for aspects of Corporate Change and Improvement</b>							
% procurement spend with contracted suppliers	03/11 - 58	03/12 - 75	▲	▲			
Annual efficiency saving (£ million)	03/11 - 4.5 03/10 - 5.4 03/09 - 3.5 03/08 - 2.9	03/12 - 11.2	▲	▲			
Council Tax level (Band D)	03/11 - 1,211 03/10 - 1,211 03/09 - 1,211 03/08 - 1,211	03/12 - 1,211	●	●			Council Tax freeze for 2012/13, as agreed at Special Policy & Resources Committee on 9 February 2012.
Monitor the capital budget (% spend)	03/11 - 95.5 03/10 - 97.9	03/12 - 96.5	●	●			Within target range
Monitor the revenue budget (% spend)	03/11 - 100.1 03/10 - 98.9	03/12 - 99.1	●	●			Within target range
Payment of creditors in less than 30 days	03/11 - 95 03/10 - 94 03/09 - 93 03/08 - 92	03/12 - 92.6	●	●			High performance level
Payment of local creditors in less than 14 days	03/11 - 82 03/10 - 82 03/09 - 80 03/08 - 74	03/12 - 81	●	●			
Procurement savings achieved in financial year (£)	03/11 - 700,000 03/09 - 387,000 03/08 - 250,000	03/12 - 750,000	▲	▲			

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	Latest Update (followed by remedial action if declining performance indicated)
<b>To help reduce poverty, promote the availability of benefits, maximise the amount of benefits we can pay and deal with all applications promptly and accurately</b>							
% of Local Housing Allowance claims paid direct to landlords	03/11 - 28.55	03/12 - 32.32	▼	▼			<p>Although this figure has increased, it is due to the nature of the client group and their vulnerability. Cases where the claimants are vulnerable will have their benefit paid direct to the landlord. This figure will also include cases of arrears where the claimant in arrears with their rent and the Council is required to pay benefit direct to the Landlord.</p> <p><b>Remedial Action:</b></p> <p>Staff will continue to look at each case on its merits and decide what is best for the claimant in order to maintain their tenancy.</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
%of Local Housing Allowance claims paid directly to claimant by BACS	03/11 - 93.67	03/12 - 98.54	▲	▲			<p>This is an improvement on the previous year. The figure will fluctuate due to the nature of the client base.</p> <p><b>Remedial Action:</b></p> <p>Staff will continue to encourage claimants to receive their benefit by BACS</p>
% of claims calculated accurately	03/11 - 82.3 03/10 - 97.8 03/09 - 98 03/08 - 98	03/12 - 84.9	●	▼	96.1		<p>Improvement from previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor resources in an endeavour to improve performance.</p> <p><b>Comments on Comparative Data:</b></p> <p>Scottish average 2008/09</p>
% claims processed within 14 days	03/12 - 94 02/12 - 93.6	03/12 - 94	●	●			<p>Performance has improved slightly.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor resources in an endeavour to improve performance.</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
% of enquiries received from those targeted by take-up campaigns	03/11 - 0	03/12 - 0	●	●			<b>Latest Update (followed by remedial action if declining performance Indicated)</b>  <b>Remedial Action:</b>  Planning to undertake a Benefits take-up campaign later this year.
Average time taken to process change of circumstances in days	03/11 - 12.4 03/10 - 11 03/09 - 11 03/08 - 12	03/12 - 6.9	▲	▲	11.25		Performance has improved considerably since the previous financial year.  <b>Remedial Action:</b>  Managers continue to monitor resources in an endeavour to improve performance.  <b>Comments on Comparative Data:</b>  Scottish average for 2008/09
Average time taken to process new benefit claims in days	03/11 - 31.7 03/10 - 37 03/09 - 30 03/08 - 32	03/12 - 20	▲	▲	26.5		Performance has improved considerably since the previous year.  <b>Remedial Action:</b>  Managers continue to monitor resources in an endeavour to improve performance.  <b>Comments on Comparative Data:</b>  Scottish average for 2008/09

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	Latest Update (followed by remedial action if declining performance Indicated)
Right time indicator - average time to process change events in days	03/11 - 15.4 03/10 - 15 03/09 - 13	03/12 - 8.5	▲	▲			Performance has improved considerably since the previous year.  <b>Remedial Action:</b>  Managers continue to monitor resources in an endeavour to improve performance.
<b>Maintain a high level of customer satisfaction when contacting front-line services of the Department</b>							
% of calls abandoned	03/12 - 19.08 02/12 - 18.69	03/12 - 19.08	▼	▼			<b>Remedial Action:</b>  Commitment to have more staff time answering and dealing with calls will improve performance.
% of complaints not upheld	03/11 - 75.6	03/12 - 81.81	▲	▲			This is a marked improvement on the previous year.  <b>Remedial Action:</b>  Managers monitor the complaints and where remedial action is required said action is implemented to ensure the problem does not arise in future.



Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
% of complaints responded to within 5 days	03/11 - 90	03/12 - 93	●	●			<p>This is a steady improvement on previous years.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor resources in an endeavour to improve performance.</p>
Average call waiting time in seconds (cumulative average for year to date)	03/11 - 60	03/12 - 42	▲	▼			<p><b>Remedial Action:</b></p> <p>Commitment to more staff time answering and dealing with calls will improve performance</p>
Complaints as a % of total number of service transactions	03/11 - 0.04	03/12 - 0.01	▲	▲			<p>This figure is an improvement on the previous year and remains a significantly small percentage compared to the volume of transactions undertaken by Revenues.</p> <p><b>Remedial Action:</b></p> <p>Complaints are always investigated and remedial action taken where appropriate.</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
Customer satisfaction with accuracy of response	03/11 - 79.5	03/12 - 83.7	▲	▲			<p>This is an improvement on the figure for the previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor the results on a monthly basis in an endeavour to improve the service.</p>
Customer satisfaction with explanation of query	03/11 - 98.4	03/12 - 99.1	●	●			<p>This is an improvement on the figure for the previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers review results on a monthly basis in an endeavour to improve performance.</p>
Customer satisfaction with fullness of response	03/11 - 91.7	03/12 - 93.1	●	●			<p>This is an improvement on the figure for last year.</p> <p><b>Remedial Action:</b></p> <p>Managers monitor the results on a monthly basis in an endeavour to improve the service.</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
Customer satisfaction with length of wait to be seen	03/11 - 92.4	03/12 - 88	●	●			<p>This figure is a reduction in satisfaction from the previous year. the average waiting time for customers has actually improved from last year to this, so this figure seems to contradict the improved performance.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor resources in an endeavour to improve performance.</p>
Customer satisfaction with manner dealt with	03/11 - 98.4	03/12 - 99.1	●	●			<p>This is an improvement on the figure for the previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers monitor the results on a monthly basis in an endeavour to improve service.</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
Number of complaints received	03/11 - 86 03/10 - 64 03/09 - 129 03/08-113	03/12 - 88	●	▲			<p>This figure is slightly up on the previous year, however, the percentage of complaints not upheld has also increased from the previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor complaints and take appropriate action where necessary.</p>
<b>Maximise the collection and recovery of taxes and debts</b>							
% of Council Tax collected for any year within 4 years of the year finishing	03/11 - 94.4	03/12 - 93.84	●	●			<p>Performance has dipped slightly. The current economic climate has had an impact on previous year's collection. The main priority is to have customers maintain current year payments and to chip away at previous years debt, as a result the payments tend to be of a lesser sum than before.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor arrangements to ensure the best possible payment rates.</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
% of Council Tax collected in current year for current year	03/11 - 92.93 03/10 - 91.4 03/09 - 91.3 03/08 - 92.1	03/12 - 93.3	●	●	93.5		<p>This is again an improvement on previous years, against a backdrop of continuing economic uncertainty.</p> <p><b>Remedial Action:</b></p> <p>Efforts continue to be made to improve the collection levels.</p> <p><b>Comments on Comparative Data:</b></p> <p>City average</p>
% of Non Domestic Rates collected for any year within 2 years of the year finishing	03/11 - 97.3	03/12 - 98.9	●	●			<p>Performance has improved.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to monitor resources in an endeavour to improve performance.</p>
% of Non Domestic Rates collected in current year for current year	03/11 - 95.65 03/10 - 95.2 03/09 - 95.4 03/08 - 96.5	03/12 - 95.76	●	●	96.22		<p>This is again an improvement on previous years, against a backdrop of financial uncertainty.</p> <p><b>Remedial Action:</b></p> <p>Efforts continue to be made to improve collection levels.</p> <p><b>Comments on Comparative Data:</b></p> <p>CIPFA Dof F 2009/2010</p>

	Performance Statistics		Improvement Status		Benchmarks		Commentary
Definition	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	Latest Update (followed by remedial action if declining performance indicated)
% of debt outstanding over 30 days	03/11 - 42 03/10 - 78 03/09 - 48 03/08 - 51	03/12 - 39	▲	▲			
% of debt outstanding over 90 days	03/11 - 28 03/10 - 22 03/09 - 30 03/08 - 18	03/12 - 27	●	▼			
<b>Reduce the cost of the Finance Department services by efficiency savings and/or maximising income generation</b>							
% of Council Tax payers paying by Direct Debit	03/11 - 44.28 03/10 - 42.4 03/09 - 41.6 03/08 - 39.9	03/12 - 46.29	●	▲			Uptake has continued to improve, due to staff promoting the benefits of paying by direct debit.
% of reduction in number of cash payers	03/11 - 12	03/12 - 23.32	▲	▲			This is a significant improvement.  <b>Remedial Action:</b>  The Revenues Division offers different methods of payment to customers and is actively promoting the take up of direct debits and other non cash options.
Cost of Finance Department service (£)	03/11 - 9,622,295	03/12 - 8,684,172	▲	▲			Significant reduction mainly achieved through staffing costs.

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
Costs of benefits administration per claim (£)	03/11 - 71.85 03/10 - 71.52 03/09 - 71.18 03/08 - 72.32	03/12 - 65.66	▲	▲	48.39		<p>Costs have reduced from previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to look at ways to reduce costs.</p> <p><b>Comments on Comparative Data:</b></p> <p>Scottish average 2008/09</p>
Cost of collecting Council Tax per property (£)	03/11 - 22.26 03/10 - 21.67 03/09 - 21.32 03/08 - 23.88	03/12 - 20.38	▲	▲	16.36		<p>Costs have reduced from previous years.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to look at ways to reduce costs.</p> <p><b>Comments on Comparative Data:</b></p> <p>City average</p>
Cost of collecting Non Domestic Rates per property (£)	03/11 - 43.69 03/10 - 35.81 03/09 - 39.51 03/08 - 49.47	03/12 - 41.31	▲	●	35.52		<p>Costs have reduced from previous year.</p> <p><b>Remedial Action:</b></p> <p>Managers continue to look at ways to reduce costs.</p> <p><b>Comments on Comparative Data:</b></p> <p>Scottish average 2008/09</p>

Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
Level of insurance financial loss	03/11 - 2.1	03/12 - 1.5	▲	▲			<p>The significant costs relating to weight of snow damage to Housing stock is masking an otherwise improved position.</p> <p><b>Remedial Action:</b> N/A</p>
Loans Fund Expenses Rate (%)	03/11 - 0.07	03/12 - 0.07	●	●	0.1	0.03 (Aberdeen)	<p>In line with previous years</p> <p><b>Comments on Comparative Data:</b> <b>CIPFA Dof F 2009/2010</b></p>
Loans Fund Interest Rate (%)	03/11 - 4.83 03/10 - 4.74 03/09 - 5.35 03/08 - 5.75	03/12 - 4.63	●	▲			<p>Rate has been reduced below actual for previous year and below budget</p>
Protection against Council liability and material damage exposures - cost of covers (£)	03/11 - 1.4	03/12 - 1.18	▲	▲			<p>Improved position</p> <p><b>Remedial Action:</b> N/A</p>
Service delivery preservation % of continuity plans tested	03/11 - 100	03/12 - 0	▼	▼			<p>Desktop testing to be developed in conjunction with presentation to SMT</p> <p><b>Remedial Action:</b> N/A</p>



Definition	Performance Statistics		Improvement Status		Benchmarks		Commentary
	Previous Figures	Latest Figures	Yearly Trend	Long Term Trend	Average	Best	
<b>Develop a motivated, well-trained and empowered workforce that is committed to delivering excellent services</b>							
% internal promotions	03/11 - 2.6	03/12 - 2.26	▲	▲			Limited number of opportunities
% recruitment completed within 90 days of vacancy occurring	03/11 - 75	03/12 - 86.7	▲	▲			Where vacancy agreed to be filled only 2 have not been filled in timescale
% reduction in recruitment costs	03/11 - 53	03/12 - 100	▲	▲			No external recruitment costs in year.  <b>Remedial Action:</b>  None
Number of sickness days absence per FTE in Finance Department	03/11 - 8.05 03/10 - 11.4 03/09 - 11.44	03/12 - 9.71	▼	▲			Increase in Finance General due to various long term sick.  <b>Remedial Action:</b>  Situation continuing to be monitored and has improved since year end.
Staff turnover rate	03/11 - 11	03/12 - 10	▲	▲			
<b>Effective community engagement</b>							
% of creditors paid electronically	12/11 - 95	03/12 - 95.3		●			

### IT Service Plan 2010-2012

Description	Owner/Officer	Latest Assessment	Target Date	Status
<b><u>Increase efficiency of corporate &amp; inter-agency processes by deploying software solutions.</u></b>				
Deploy corporate self service applications to increase efficiency of operations	Ged Bell/Bill Mcclarey	<b>28/05/2012</b> Employee handbook and telephone tree have been rolled out. NEC staff card application is also live. Flexi system has been developed using NEC as token and is live with/without token in a number of departments, including all staff at Dundee House and has been extended to a number of depts outwith DH eg Housing District office, registrars, Claverhouse etc. Development of core absence monitoring system underway. Developing corporate training records system - now operational in all ex-ISIS departments and CPD, STAR and L&C systems integrated - H&S & Personnel courses modules. A corporate texting solution for use in emergencies such as bad weather has been developed .Contract letter acceptance has been implemented for Education and Personnel.	30/06/2012	Completed
Deploy joined-up systems for inter-departmental/inter-agency service delivery	Ged Bell/Bill Mcclarey	<b>28/05/2012</b> Common Housing Register with Hillcrest – IT system live in Mar 2012. Inter-departmental accounts live. Relet pilot within housing Repairs system now has facilities for Environment Dept, Tayside Contracts & GTC for work in progress and job completion recording. New Winter Maintenance application which went live in November provides facilities for both City Development roads Maintenance and Tayside contracts for winter gritting operations. Flexible payment enquiry for Finance, Housing now live.	30/06/2012	Completed
Develop and deploy all software solutions to meet Housing Regulator Action Plan recommendations	Ged Bell/Norrie Maciver	<b>28/12/2011</b> All items on plan completed	30/06/2012	Completed
Develop processes (workflows, eforms and reports) and bespoke integrations to support CeRDMS project	Ged Bell/Jim Walker	<b>14/11/2011</b> All software developments now consider the CeRDMS for document storage and paper reduction. Development method has been agreed and follows the standard software development procedures. Systems are now integrating with CeRDMS and vice versa using defined web-service packages. This project is now complete as these CeRDMS processes are now incorporated into the standard software development methods as described.	30/06/2012	Completed
<b><u>Increase customer satisfaction when in contact with Customer Services.</u></b>				
Deploy applications providing information using Website GIS portal	Ged Bell/Andrew Kesterton	<b>31/05/2012</b> Addition of 2012 election results has completed additions to the website GIS for this period.	30/06/2012	Completed
Deploy information	Ged Bell/Bill	<b>04/06/2012</b>	30/06/2012	Completed

strategy action plans - maximising the use of common information and maximising re-use of Citizen and Property information	McCleary	Dundee Booklet Sports Development Easter/Summer/October Programmes now live, matching up both parents and children to Citizen Account. Bulky uplifts live at Environment Department, matching up requestors with Citizen Account. Project in place for basis for secure authentication with Improvement Service to allow citizen-centred self-service. Common Housing Register and GIRFEC live.		
Make services more efficient by exploiting a web-based GIS toolkit	Ged Bell/Andrew Kesterton	<b>31/05/2012</b> - Route creation added to bulk uplifts - Mileage matrix for expenses Development continues on the Animal Control System.	30/06/2012	Completed
<b><u>Successfully deliver all information &amp; technology aspects of the forthcoming major accommodation changes.</u></b>				
Deliver all aspects of Data Centre provision at Dundee House	Ged Bell/Steve Boyd	<b>01/12/2011</b> All works now completed. Data Centre fully operational.	31/07/2011	Completed
Deliver all aspects of Information Technology requirements for staff and visitor use at Dundee House	Ged Bell/Steve Boyd	<b>01/12/2011</b> All works now fully completed. Data Centre fully operational, staff desktop systems implemented, corporate meeting rooms complete. One Stop Shop also fully operational.	30/05/2011	Completed
Deploy IP Telephony and increase telephony resilience at Dundee House	Ged Bell/Graeme Quinn	<b>25/05/2012</b> All work now completed, resiliency testing has been successful.	31/03/2011	Completed
Update all systems-based addresses prior to Dundee House move	Ged Bell/John Lawson	<b>05/12/2011</b> All required changes have been made to the council web site and in-house systems modified to reflect the new Dundee House address. Minor snags which were found after the move to Dundee House have been mopped up.	30/04/2011	Completed
Upgrade central server provision and further consolidate applications onto Citrix VDI platform	Ged Bell/Steve Boyd	<b>24/05/2012</b> 3866 workstations successfully deployed from a total of 3968. Project is currently 97% complete. A time-recording system requires to be replaced in Environment Department before 100% can be achieved.	30/04/2012	Behind Schedule
<b><u>Provide an Information &amp; Communications infrastructure which meets the needs of the organisation &amp; supports service improvement.</u></b>				
Provide access to additional cloud based personal data storage for all school pupils	Ged Bell/Niall Gibb	<b>16/05/2012</b> Completed. All users in schools have access to Microsoft live@edu.	30/04/2011	Completed
<b><u>Improve the efficiency &amp; effectiveness of the Information Technology Division.</u></b>				
Adopt mobile flexible working policies to improve productivity and save office accommodation space	Ged Bell/Ged Bell	<b>01/12/2011</b> Project completed in IT Division	31/10/2011	Completed
Carry out a self-assessment using the Public Sector Improvement Framework (PSIF) in 2012/13. This will identify strengths and areas for improvement.	Ged Bell/Ged Bell	<b>12/07/2012</b> Still on Plan - training to commence in September	30/10/2012	On Schedule

Deploy corporate electronics records document management system across IT Division	Ged Bell/Ged Bell	<b>01/12/2011</b> Corporate IT project information now deployed in CeRDMS	30/04/2011	Completed
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