

AGENDA ITEM No.

NORTH LANARKSHIRE COUNCIL

REPORT

To: Policy and Resources (Policy Planning and Performance Review) Committee	Subject: BEST VALUE - SERVICE REVIEW PROPOSALS
From: Chief Executive	
Date: 12 May 1998	Ref. AZG/CE/5/03/98 :

Aim

1.0 The aim of this report is to set out the process and programme to be adopted for the next stage in the implementation of the authority's Best Value Plan - undertaking Service Reviews involving cost/quality comparisons using various techniques.

Background

2.0 The Council's Best Value Submission was approved by the Scottish Office in December 1997. It contained proposals for the development of the authority's Best Value framework which, when accepted, gained exemption for the Council from Compulsory Competitive Tendering (CCT).

2.1 The Council's submission included a phased action plan, part of which included Service Reviews to be applied, on a Rota basis, across all services over the next five years. The Rota was approved by Committee in February 1998 and subsequently submitted to the Scottish Office

2.2 In accordance with the approved Plan and Rota, the authority now requires to undertake the Service Reviews scheduled to be undertaken this year. The Scottish Office has indicated it will be undertaking its first annual review of progress towards achieving Best Value in September 1998. It is essential that this authority demonstrates its full commitment to Best Value by progressing its Plan on schedule. It would be desirable to have completed a good proportion of the initial Service Reviews by September.

2.3 The purpose of this report is to establish a process and initial Guidelines for the Service Review process which will operate through this Committee.

3.0 Service Review Guidelines

3.1 The first tranche will be the 'pilot' and will help to steer the process in subsequent years. The Guideline (Appendix 1) is intended to assist the process rather than be overly prescriptive and suggests a practical means by which consistency, rigour and objectivity can inform the Service Review process.

3.2 As the results of the Best Value Service Reviews must be :-

- transparent
- reported to the Sub-Committee
- published and available for audit.

the following process is suggested in the Guidelines (Appendix 1).

3.3 Detailed proposals for the methodology and timetable to be applied to each Service Review should be:-

- drawn up by the Department concerned in liaison with the Chief Executive's Department
- submitted by the Chief Executive to the Policy Planning and Performance Review (PPPR Sub-Committee) for approval
- Referred from that Committee to the relevant Service Committee

3.4 Departments will then carry out the Reviews and submit all data, analysis, commentary and findings to the Chief Executive. Following discussions with the department a Report on the Review , prepared by the Chief Executive, will be placed before the PPPR Sub-Committee for approval and onward referral to the relevant Service Committee. All reports on Best Value Service Reviews will require to be considered in the first instance by the PPPR Sub-Committee . Reports will only be placed before Service Committees after consideration at the PPPR Sub-Committee.

4.0 Methods of Comparison

4.1 Reviews will require to use one of the methods suggested in the approved Best Value submission, namely :-

- a] Market Comparison
- b] Voluntary Competitive Tendering
- c] Costs with Quality Benchmarking
- d] Other Techniques

These are outlined in detail in (Appendix1)

4.2 The Guidelines have been developed to outline both the process and the required content of Service Reviews. It is imperative that all reviews are undertaken thoroughly, objectively and with sufficient rigour to satisfy both the External Auditors and the Scottish Office. Failure to do so could result in the imposition of CCT on the authority. It is therefore imperative that the configuration of the first tranche of reviews satisfies the following requirements, that they are:-

- **in accord** with principles underpinning the Authority's submission and the Guidelines
- **manageable, practical and achievable** in the timescale
- **acceptable** in terms of addressing 1988 Act activity
- **well configured** in terms of their methodology
- **planned** in a consistent manner in order that this Committee can approve the approach suggested

4.3 The approved Rota for the first year comprises :-

Framework Category	Department	Activity	£MValue	Dept Ref.
Education	Education	Teaching and Learning (Primary Education)	23.74	E/1/1
1988 Act	Leisure	Catering	9.8	L/1/1
	Environmental Services	Cleansing	9.95	ES/1/2
Core	Finance	Payroll	0.77	F/1/1
Service	Social Work	Residential accommodation for children	4.6	S/1/1
Tranche Total	£48.86M			
Activities	5			
Departments	5			

3.2 Subsequent to the issue of the draft guideline document in April 1998, all departments in year 1 of the Rota have indicated that their preferred methodology is Cost and Quality Benchmarking which involves :-

- i) a full output specification
- ii) a costed output specification
- iii) a full list of Benchmarking variables
- iv) Benchmarking partners

Full proposals for the Finance department's Cost Quality Benchmarking Review of Payroll are contained in (Appendix 2) and are recommended for approval. The results of the exercise will be reported to the Policy Planning and Performance review Committee meeting on 24 September 1998.

At this stage other departments have not been able to provide sufficient detail. In view of the urgent need to make a start to this year's reviews, it is proposed that the details for the remaining Service Reviews for Education, Environmental Services, Social Work and Leisure Services be placed before the Policy and Resources Committee meeting on 16 June 1998 including the essential information and timetable details listed in (Appendix 3).

RECOMMENDATION

It is recommended that the Committee :-

- i) notes the content of this report
- ii) notes the Service Review Guidelines in Appendix 1
- iii) approves the Service Review Methodology to be adopted by the Finance Department, Payroll Service Review as detailed in Appendix 2
- iv) Agrees that detailed Service Review proposals for Catering, Cleansing, Teaching and Learning (Primary Education) and Residential Care for Children containing the information specified in Appendix 3 be considered at the meeting of the Policy and Resources Committee on 16 June 1998

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Chief Executive

Local Government Access to Information Act
For further information on this report please contact Alex Gardiner, Policy Planning Manager on extension 2231

NORTH LANARKSHIRE COUNCIL

DRAFT

**BEST VALUE
SERVICE REVIEW GUIDELINES
MAY 1998**

1 Introduction

2 Service Reviews

3 Methods of Comparison

APPENDIX 1 Market Comparison

APPENDIX 2 Voluntary Competitive Tendering

APPENDIX 3 Costs with Quality Benchmarking

North Lanarkshire Council

Best Value

DRAFT SERVICE REVIEW GUIDELINES MAY 1998

1.0 Introduction

1.1. The Council's approved Best Value submission outlined the authority's commitment to achieving value for money across all of its services. The submission was approved in December 1997. In order to demonstrate Best Value in both the quality and the cost of its services, the Council is committed to a process of continuous improvement through the Service Review process which was approved by the Council in March 1998. The Review Process involves four methods of comparison:-

- a) **Market Comparison** - forms of comparison with market norms
- b) **Voluntary Competitive Tendering** - the sensible application of competitive tendering
- c) **Costs with Quality Benchmarking** - comparative Benchmarking with other appropriate authorities and agencies
- d) **Other Techniques** as may be appropriate

1.2 The Council's Service Review Rota was approved in advance of two other exercises undertaken by departments early in 1998 . Most departments have now completed and submitted for consideration :-

- i) A Self Assessment audit based on the Accounts Commission Module 1 amended to include the Key Elements of Best Value and ;
- ii) A Departmental Best Value Plan derived from the Audit and other sources containing detailed proposals for action in the years ahead

1.3 The Self-assessments and Best Value Plans will pass to the authority's External auditors for consideration, will inform the content of the next round of departmental Service Plans and in the meantime will provide a useful framework within which departments can begin to engage with the key elements of the best value regime.

1.4 In accordance with the approved Plan and subsequent Rota, the authority will require to have completed a good proportion of the first Tranche of Service Reviews by September 1998 when the Scottish Office has indicated it will be undertaking its first annual review of progress towards achieving Best Value.

1.5 The purpose of this report is to quickly establish initial Guidelines for the Service Review process, primarily to assist the five departments departments involved in the first tranche but also to assist other departments' preparations for activity in future years.

2.0 Service Reviews

2.1 The first tranche of Service Reviews will be a new activity and process, an exercise (with the exception of aspects of Voluntary Competitive Tendering) the authority has not undertaken before.

The first tranche will, therefore, be the 'pilot' which will help steer the process in subsequent years. This guideline note is intended to assist the process rather than be overly prescriptive and suggests a practical means by which consistency, rigour and objectivity can inform the Service Review process.

2.2 As the results of the Reviews must be :-

- transparent
- reported to the Sub-Committee
- published and available for audit.

the following process is suggested.

2.3 Detailed proposals for the **methodology** to be applied to each Service Review should be:-

- drawn up by the Department concerned in liaison with the Chief Executive's Department
- submitted by the Chief Executive to the Policy Planning and Performance Review (PPPR Sub-Committee) for approval
- Referred from that Committee to the relevant Service Committee

2.4 Departments will then carry out the **Reviews** and submit all data, analysis, commentary and findings to the Chief Executive.

2.5 Following discussions with the department a **Report** on the Review , prepared by the Chief Executive, will be placed before the PPPR Sub-Committee for approval and onward referral to the relevant Service Committee

2.6 All reports on Best Value Service Reviews will require to be considered in the first instance by the PPPR Sub-Committee . Reports will only be placed before Service Committees after consideration at the PPPR Sub-Committee.

3.0 Methods of Comparison

3.1 All details will require to be properly recorded, specific, verifiable, accurate and auditable. Service level agreements and internal trading models can also be considered as part of this process. The cost and quality specifications will be subject to comparative testing in accordance with the approved Service Review Rota cycle using one of the appropriate methods suggested in the Best Value submission, namely :-

- a] Market Comparison
- b] Voluntary Competitive Tendering
- c] Costs with Quality Benchmarking
- d] Other Techniques

The following sections offer guidance on the application of the suggested methods.

a] Market Comparison (MC)

Independently derived and verifiable profiles of market rates incorporating specification, price and quality can be obtained and compared against the Council's service specifications, costs and quality. .

A process has been developed which is considered sufficiently detailed, robust, verifiable and independent for the purposes of Best Value . (APPENDIX 1)

Where in-house service costs exceed market norms, consideration would be given to proposals to reduce in-house costs within a period of 12 months or, thereafter, to a VCT process for non-competitive elements of the service. Similarly, where the review process reveals poor performance or quality on non-cost grounds, a service improvement plan will be required. This will be assessed against options for alternative means of service delivery.

b] Voluntary Competitive Tendering (VCT)

VCT can be applied as the preferred methodology for undertaking the Service Review. The proposed process is outlined in (APPENDIX 3).

This methodology is already applied to all Capital works undertaken by the authority and some other activities such as Road Gritting. The option exists to renew 1980 Act work when present contracts expire in 2002. using VCT.

VCT will remain as an important tool in the demonstration of Best Value. Market testing through VCT for individual services may be the most effective method of achieving comparison with market rates. It has the virtue of simplicity.

VCT has been considered and suggested by some departments in the development of the Service Review Rota proposals.

It can also be applied following Reviews undertaken using any of the other methodologies where those reviews indicated poor value for money, performance or quality and remedial action undertaken over a twelve month period failed to improve performance.

VCT can therefore be applied :-

- for whole activities as the method of comparison
- parts of activities where the exercise can be used to compare in-house activity [a] above
- as a consequence underperformance.

The requirements of Best Value will only be met if sufficient properly executed tenders are returned to enable a meaningful evaluation to be undertaken.

c] Costs With Quality Benchmarking (CQB)

The most commonly preferred methodology suggested by departments in their Best Value Rota submissions , costs with quality benchmarking afford significant elements of some services such as Social Work and Education (where no real 'market' exists) to undertake meaningful Best Value comparative exercises comparing cost and quality reviewed against a range of relevant public sector and other agencies.

Again a process has been suggested (APPENDIX 3).

It is important to distinguish between cost/quality benchmarking to fulfill the requirements of the Service Review process and the more gradual process of applying the benchmarking technique as a tool for the continuous improvement of services on a broad basis.

Cost/quality benchmarking applied to the Service Review process is an in depth comparison for the service area under review which should include the measurement of performance measurement , quality and costs in sufficient detail to allow objective evaluation and comparison against other organisations and agencies.

Data has to be easily obtainable in the short term, verifiable, truly comparable and sufficiently wide ranging to encompass all aspects of the service. It is clearly going to be very difficult to achieve this, especially for Tranches 1 and 2.

Benchmarking for continuous improvement should be included in Departmental Best Value Plans. As a technique which enables best practice comparisons to be made it can be pursued to good effect independently of the Best Value Service Review process.

Where in-house service costs exceed market norms, consideration would be given to proposals to reduce in-house costs within a period of 12 months or, thereafter, to a VCT process for non-competitive elements of the service. Similarly, where the review process reveals poor performance or quality on non-cost grounds, a service improvement plan will be required. This will be assessed against options for alternative means of service delivery.

d] Other Techniques (OT)

Other techniques afford the opportunity to explore options such as public/private partnerships, new methods for service delivery such as the Voluntary Sector and regular sampling of market prices through competitive tendering. Other techniques could comprise 'blends' of the above (a-c) and will enable the Best Value process to adapt to changing policies, legislation and customer needs in the years to come. Opportunities will be explored for specific relevant services where appropriate on a project by project basis.

3.2 In all cases transparency of the review and results is an essential component and includes reporting to members in the manner outlined in this Guideline. Rigour and verification will be key features as the review techniques applied, the analysis undertaken, recommendations made and action resulting will be subject to audit and publicised.

Where in-house service costs exceed market norms, consideration would be given to proposals to reduce in-house costs within a period of 12 months or, thereafter, to a VCT process for non-competitive elements of the service. Similarly, where the review process reveals poor performance or quality on non-cost grounds, a service improvement plan will be required. This will be assessed against options for alternative means of service delivery.

Market Comparison**Suggested Methodology**

Stage	Activity
	Initial Discussions with Chief Executive's Department
1 Planning	Determine overall approach, data, process specifications and requirements
	Specify the means by which independent comparison might be effected, factors to be measured, data sources etc.
	Agree proposals with Chief Executive's Department
2 Reporting	Submit Service Review Proposal to Chief Executive's Department for onward submission to Committees
3 Implementation and Analysis	Implement Service Review
	Prepare Output Specifications
	Cost Output Specification
	Prepare Evaluation Matrix for submission to Chief Executive
	Submit data, analysis, results and commentary to Chief Executive's Department
	Discuss results and conclusions with Chief Executive's Department
4 Reporting	Report on Service Review submitted by Chief Executive to Committees
5 Continuation	Action Recommendations
6 Monitoring	Annual monitoring of results

Voluntary Competitive Tendering**Suggested Methodology**

Stage	Activity
	Initial discussions with Chief Executive's Department
1 Planning	Determine overall approach, data, process specifications and requirements
	Specify the means by which Contract, Documentation, Identifying and Securing Tenderers, the Tender Process including evaluation and reporting might be effected.
	Agree proposals with Chief Executive's Department
2 Reporting	Submit Service Review Proposal to Chief Executive for onward submission to Committees
3 Implementation and Analysis	Implement Service Review
	Prepare Output Specifications
	Cost Output Specification
	Discuss results and conclusions of Tender process with Chief Executive's Department and agree next steps
4 Reporting	Report on Best Value Service Review submitted by Chief Executive to Committees
5 Continuation	Action Recommendations
6 Monitoring	Annual monitoring of results

COST / QUALITY BENCHMARKING**Suggested Methodology**

Stage	Activity
	Initial discussions with Chief Executive's Department
1 Planning	Determine overall approach, data, process specifications and requirements
	Specify the means by which comprehensive benchmarking comparison might be effected, factors to be measured. data sources etc.
	Agree proposals with Chief Executive's Department
2 Reporting	Submit Service Review Proposal to Chief Executive's Department for onward submission to Committees
3 Implementation and Analysis	Implement Service Review
	Prepare Output Specifications
	Cost Output Specification
	Prepare Evaluation Matrix for submission to Chief Executive's Department
	Submit data, analysis, results and commentary to Chief Executive's Department
	Discuss results and conclusions with Chief Executive's Department
4 Reporting	Report on Service Review submitted by Chief Executive to Committees
5 Continuation	Action Recommendations
6 Monitoring	Annual monitoring of results

Best Value - Service Review Process**Finance Department****Year 1 Rota****Payroll Service**

This specification has been prepared in accordance with the Draft Guidelines for the Service Review process and provides an outline of the methodology and timescale for the process.

1, Introduction

North Lanarkshire Council payroll service is responsible for the payment of salaries and wages to every employee and member of the Council. This involves the payment of over 17,700 employees, generating more than 530,000 payslips per annum.

The current output specification of the payroll service is as follows:

<u>Frequency of payment</u>	<u>Number of Employees</u>		<u>Number of Payruns</u>
Weekly	6,649	38%	9
2-Weekly	4,245	24%	3
4-Weekly	1,625	9%	3
Monthly	5,195	29%	5
	17,714		20

<u>Method of Payment</u>		
BACS	16,411	93%
Cheque	1,260	7%
Cash	43	
	17,714	

At reorganisation the Council inherited a number of payment frequencies and types from the former authorities. A number of these issues have been addressed but further rationalisation is necessary to improve the quality and effectiveness of the payroll operation.

Objectives of the Payroll Service

The objective of the payroll operation is to provide an efficient and high quality service to user departments, employees and elected members of the authority. The objectives include the following obligations:

- to process pays on receipt of certified input within prescribed deadline dates;
- to ensure that all pays are processed and paid on prescribed payment dates;
- to respond to authorised requests for emergency payments in cases of hardship;
- to answer queries from departments, employees and other bodies promptly and efficiently and in a courteous manner;
- to provide information and advice in both payroll input processes and output interpretation;
- to comply with the requirements of the Inland Revenue and the Department of Social Security;
- to provide a payroll operation that satisfies audit requirements.

The total cost of the payroll service is £770,000.

2, Method of Service Review

As can be seen from the overview above, the service is having to operate a number of separate pay runs over a combination of periods. In addition, a new payroll system is currently being implemented which will be a component in an integrated payroll/personnel system. Work is also necessary to ensure "Year 2000" compliance. As a result of these factors, the preferred method of service review at this time is benchmarking, which, as well as giving a cost/quality comparison with other local authorities, will highlight the effect of these issues in order that they can be addressed. It is hoped that benchmarking will continue to develop and that it will include comparison with partners in other parts of the public sector and the private sector. In this way benchmarking will enable the department to monitor the service to ensure that it remains competitive, both in terms of quality and cost, and meets the requirement of continuous improvement.

An alternative to benchmarking is market testing. However, market testing would only be practicable once matters such as frequency of payment have been resolved and the payroll system is on a more stable footing. The Finance Department can be confident that market testing will promote best value only when it is assured that the service can be specified to meet the longer-term needs of the authority, including a methodology for assessing the quality of service to be delivered.

Voluntary competitive tendering as a method of market testing raises corporate issues for the authority. It is essential that action taken in the Finance Department does not conflict with corporate best value and it would wish to ensure that these issues are fully considered before embarking on VCT. A "ghost tendering" exercise involving the use of a consultant who would provide market prices for the service would offer the flexibility necessary to examine the corporate effects on the authority. Therefore, the Finance Department would prefer to undertake market testing using a "ghost tendering" exercise if benchmarking does not provide a rigorous assessment of ongoing competitiveness.

The opportunity has arisen for the Finance Department to participate in a payroll benchmarking exercise with other local authorities.

3, Proposed Benchmarking Exercise

The Finance Department has taken the lead in developing a payroll benchmarking exercise for Scottish local authorities. The exercise is being carried out under the auspices of the Scottish Benchmarking Group and by IPF Ltd, the commercial arm of the Chartered Institute of Public Finance and Accountancy.

IPF have a proven track record in creating Benchmarking Clubs in England and Wales, specialising in the area of finance. A Scottish forum has now been created using the methodology developed in England and Wales.

12 authorities have subscribed to the CIPFA Scottish Payroll Benchmarking Club:

- North Lanarkshire
- Fife
- Dumfries and Galloway
- Falkirk
- Stirling
- Edinburgh
- Aberdeenshire
- Dundee
- Scottish Borders
- East Renfrewshire
- Aberdeen
- West Dunbartonshire

Therefore, there is a wide range of authorities participating, from smaller, rural authorities to larger, urban authorities.

The number and type of authorities committed to an exercise carried out and validated by an independent and experienced organisation such as IPF make participation in the Payroll Benchmarking Club a suitable test of competitiveness of the payroll service at this stage in the development of North Lanarkshire Council.

4, Methodology

Participation in an IPF Benchmarking Club involves the completion of a standard questionnaire which, as noted above, has been developed over a number of years in England and Wales. (The Finance Department has been involved in reviewing the methodology to ensure that it reflected Scottish issues - only a few, minor, changes were made.) The use of a standard methodology avoided the difficulties and delays which would have resulted from having to develop a service specification suitable for all participants. All the authorities taking part agreed that the standard methodology was acceptable.

The questionnaire requested data on cost and other statistics. This means that the results will not be restricted to an analysis of cost only but will also enable an assessment of the quality of service, e.g. by facilitating a comparison of the productivity of payroll employees.

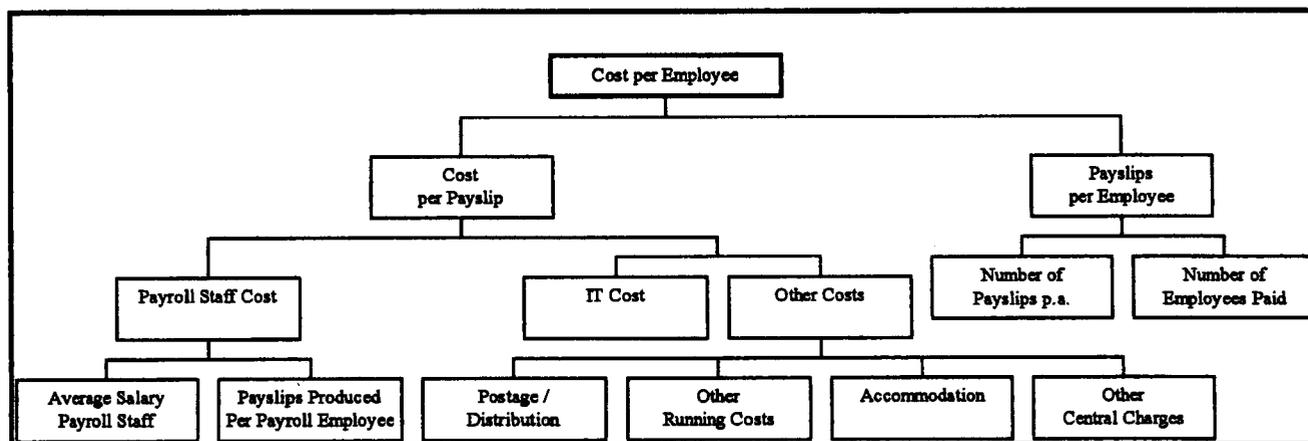
5, Process

The questionnaire has been constructed to identify “core” payroll functions. IPF have provided a definition of these core functions and this assists in achieving consistency in the collection of information. As a further check on consistency, IPF will review output of processed data and clarify results with authorities.

Data has been collected and the results are now available in draft form. Following publication of the results, each authority is given the opportunity to review its calculations, prior to a final report being published. The final report is due to be published towards the end of May.

The results are produced in tabular and graphic form and identify the authority’s costs and other statistics compared with the average for all Councils and the other participating authorities’ figures. Information is provided as a headline indicator [cost per employee] and is then analysed further:

Payroll Costs and Statistics



The statistics provide a measure of the cost and productivity of the service. Each authority can then compare its performance at the various levels and identify problem areas.

As noted above, the IPF exercise is designed to maximise consistency of treatment of data produced. However, it is accepted that it will be impossible to achieve full consistency in figures produced by all participating authorities. Nevertheless, the information produced from such an exercise is useful in identifying areas for detailed scrutiny in order to examine the scope for improving performance.

6, Reporting the Results

The preliminary results suggest that authority's payroll performance is satisfactory, although they will have to be reviewed when the final report becomes available. Several issues have been identified and these are currently being addressed. For example, the results have indicated that there is a need to review the methods for allocating central costs, in particular the method of charging for IT services.

It is intended to draw up an action plan, based on the final report, to identify where performance can be improved and develop appropriate performance targets.

7, Future Action

In tandem with the IPF payroll benchmarking exercise, the Finance Department has established a "family group" of authorities to carry out detailed benchmarking of processes. (The family group consists of 4 authorities with similar population and characteristics: North Lanarkshire, South Lanarkshire, Renfrewshire and Fife). The family group has agreed to begin with an investigation of payroll processes and will be useful in the Finance Department addressing issues raised from the IPF exercise and integrating the process with the Best Value Service Review process.

It will be necessary to re-visit the results produced from the IPF exercise to review how performance has improved. The Finance Committee has agreed that key performance statistics be produced and reported to it on a quarterly basis. Payroll statistics will be included within these key performance measures.

The Finance Department is currently developing service specifications for all Finance services, leading to a set of service level statements and these will be developed in turn into service level agreements. As part of the process of developing these agreements, the department is consulting with its customers on the cost and quality of the service provided. The results of the consultation process will also be fed into the performance targets established.

8, Summary

Start Date December 1997

Completion Date June 1998

Value of Activity £770,000

Statement of Key Tasks /

Statement of Key Tasks

Para No.	Key Task	Activities	Completion Date	Staff Responsible
2	Agree method of cost/quality comparison	<ul style="list-style-type: none"> • Review alternative methods: • Market testing • Benchmarking 	December 1997	Finance Management Team
3,4	Identify Benchmarking partners	<ul style="list-style-type: none"> • Join Scottish Payroll Benchmarking Club • Agree methodology 	December 1997	Technical Manager / Expenditure Manager
5	Complete data questionnaire	<ul style="list-style-type: none"> • Identify costs and statistics 	January 1998	Expenditure Manager
6	Review draft report	<ul style="list-style-type: none"> • Clarify treatment of costs • Identify areas for further analysis 	April 1998	Technical Manager / Expenditure Manager
7	Undertake detailed analysis of results	<ul style="list-style-type: none"> • Establish "Family Group" • Agree areas for investigation • Update performance targets 	June 1998	Technical Manager / Expenditure Manager
	Prepare report on service review for submission to the Chief Executive	<ul style="list-style-type: none"> • Summarise findings • Objective VFM assessment • Proposals for future improvements 	28 August 1998	Head of Revenue Services / Technical Manager
	Conclusion of Best Value Service Review	<ul style="list-style-type: none"> • Report to Policy & Resources (Policy, Planning and Performance) Sub-Committee 	September 1998	Director of Finance
7	Review performance	<ul style="list-style-type: none"> • Assess current performance based on revised targets set • Report performance to Finance Committee • Revise service level statement / service level agreement 	June 1998 - ongoing	Technical Manager / Expenditure Manager

APPENDIX 3

Best Value Service Reviews

Essential Information required from Departments for Service Review Methodology Report
Tranche 1

No	Item	Requirement
1	Method	Specify
2	Output Specifications	Available by (Date)
3	Costed Output Specifications	Available by (Date)
4	Draft Benchmarking Variables	To be Attached in all cases
5	Finalised Benchmarking Variables	Available by (Date)
6	Benchmarking Partners	To be agreed by (Date)
7	Conduct Benchmarking Exercise	From / To (Dates)
8	Report Results to Chief Executive	(Date)
9	Service Review Report to Policy Planning and Performance Review Sub-Committee	Target Committee Date