
REPORT TO:	Finance and Management Committee	AGENDA ITEM: 13
DATE OF MEETING:	15th February 2011	CATEGORY: DELEGATED
REPORT FROM:	Chief Executive / Director of Corporate Services	OPEN
MEMBERS' CONTACT POINT:	Jayne Jones (ext. 5800)	DOC:
SUBJECT:	Corporate Plan 2009-14: Performance Management Report (1st October 2010 – 31st December 2010)	REF:
WARD (S) AFFECTED:	All	TERMS OF REFERENCE:

1.0 Recommendations

1.1 That Members:

- (a) Note the Council's key achievements and performance for the quarter ending 31st December 2010.
- (b) Review where performance has failed to achieve the specified target and consider the adequacy of each response.

2.0 Purpose of Report

- 2.1 To report details of performance for the quarter ending 31st December 2010, in relation to the Council's Corporate Plan 2009–2014.
- 2.2 The Corporate Plan 2009-14 Action Plan consists of four main themes (*Sustainable Growth & Opportunity: Safe & Secure: Lifestyle Choices: and Value For Money*).
- 2.3 This Committee is responsible for actions and relevant Performance Indicators within the 'Value for Money' theme.
- 2.4 The performance report, attached at Appendix A, shows our progress against Corporate Plan actions and relevant Performance Indicators.

3.0 Detail

Key Achievements

- 3.1 The key achievements during the third quarter are outlined overleaf for **Value for Money**.

Initiative: Meeting Community Needs

VFM 1.01 - Customer satisfaction and access to Council services (Lead Officer – Pam Carroll) **(ON TRACK)**

- We continue to make home visits to the vulnerable members of our community to offer them comprehensive advice on the benefits available and assist them with the completion of claim forms.

Initiative: Increasing Efficiency

VFM 2.01 - Improve performance and release cash resources (e.g. service delivery reviews and Disposal of Assets surplus to requirements) (Lead Officer – Kevin Stackhouse) **(ON TRACK)**

- The Business Improvement Board considered and approved several projects on 4th November in order to deliver further savings through procurement and process improvements in services across the Council.
- These will be delivered by Northgate Public Services through the Strategic Partnership with the Council as part of the guaranteed cashable savings offered within the Agreement.
- Work is on going to generate capital receipts from the disposal of surplus assets. A land sale was subject to public auction in December. Negotiations are ongoing with regards to the 2nd Phase of the Wilmot Road Scheme.

Initiative: Development of Staff and Members

VFM 3.01 - Develop the leadership and management programme (Lead Officer – David Clamp) **(ON TRACK)**

- The Management Development Programme has continued in line with the agreed plan. This included individual and group learning interventions.
- The third cohort of first line and aspiring managers commenced their training programme in September 2010. This will be completed in March 2011.
- The Council is now working with external training provider to analyse the success of this programme.

Initiative: High Performing Services

VFM 4.01 - Improving performance of services (Lead Officer – David Clamp) **(ON TRACK)**

- The Partnership's policy team has finished scoping, developing and designing plans for a new approach to performance management, and is consulting on the initial proposals with service heads.
- The policy team produces quarterly performance reports that celebrate the Council's successes and highlight areas for continued improvement.
- The internal performance boards and plasma screens continue to be improved and upgraded.

Initiative: High Standards of Corporate Governance

VFM 5.01 - Maintain sound and stable finances and high standards of Corporate Governance.(Lead Officer – Kevin Stackhouse) **(ON TRACK)**

- The Council reviewed its Medium Term Financial Plan in October to rebase the financial position ahead of the proposed effects of CSR 10. The Council's detailed financial settlement and its effect on the MTFP were considered by the Committee on 13th January 2011.
- A half yearly review of the Corporate Governance Code was undertaken, and details were reported to the Audit Committee on 15th December 2010.

Performance to 31st December 2010

3.2 Summary details of actual performance will now be provided.

Actions

3.3 This Committee is responsible for 5 actions within the Corporate Plan 2009-14. The quarterly performance is shown in Table 1 below.

Table 1: Performance against Corporate Plan actions (as at 31st December 2010)

Theme	'Status Unknown'	'Not Started'	'At Risk'	'On Track' / 'Achieved'	Total
1: Value for Money	0	0	0	5	5

3.4 Table 1 reveals that all 5 (100%) actions that have been started are 'on track' for completion or have been 'completed'.

Performance Indicators

National Indicator Set (NIS)

- 3.5 The original set of 198 Performance Indicators was introduced in April 2008, in which 64 PIs are reported at a district level. This Council is responsible for the collection of half these PIs, where the remainder is derived from other external sources, such as Defra. Details of relevant external data, which is reported at a district level is also provided for information purposes and helps to inform the delivery of our services.
- 3.6 Following the Budget 2010, a number of PIs were removed from the NIS with effect from 1st April 2010. This was in line with the commitments made in the *'Putting the Frontline First: Smarter Government'* to remove indicators that were no longer relevant or needed.
- 3.7 The Government also announced in October 2010, the replacement of the National Indicator Set with a single, comprehensive list of data which they will expect local government to provide to central government. They are aiming to make the data requirements placed on local government transparent and will review and reduce these requirements for April 2011.

Local Performance Indicators

- 3.8 These are performance indicators, which have been set by each Head of Service, so that they can measure their operational performance. The committee has the option to recommend any changes to these targets as they see fit.
- 3.9 Table 3 below shows a summary of performance against targets within the Corporate Plan theme 'Value for Money', in which 21 (80.8%) targets have been 'achieved' or 'on target'.

Table 3: Performance Indicators – performance against targets (as at 31st December 2010)

Theme	No Data Provided	'At Risk'	'On Target'/ 'Achieved'	Total
1: Value for Money	0 (0%)	5 (19.2%)	21 (80.8%)	26

- 3.10 Table 4 below lists those targets that are 'at risk' of failure. Members are now requested to review this position and assess whether they consider the proposed remedial measures are satisfactory at this stage.

Table 4: Performance Indicators - targets 'at risk' of failure (as at 31st December 2010)

Description	Qtr 3 Target 2010/11	Position as at 31 st Dec 2010	Comments and Planned Remedial Action
FM 007 The number of undisputed invoices paid within 30 days exceeds 97% of the total payments made.	97.0%	96.4%	Seasonal variation of leave taken results in this occurrence each year. The implementation of AGRESSO will result in tighter control
BV 066b - Percentage of gross housing rent arrears (more than 7 weeks)	2.40%	2.86%	The Christmas period office closure led to cash payments being posted later than normal. This means that £49k of cash income has been posted in January, resulting in over inflated arrears when this 'snapshot' figure was taken. We are still projecting to hit target.
HS 019 - Rent arrears of current tenants (exc. Former Tenant Arrears- FTA's)	£112.59	£164.23	As above
HS 013 - Tenants satisfaction with planned maintenance	95.00%	93.50%	The cumulative figure for the year based on 131 returns is 96.3% and above the 95% target despite the performance dipping in December as a result of only four forms returned, of which one was dissatisfied overall. Only five households were dissatisfied in the previous 9 months

Description	Qtr 3 Target 2010/11	Position as at 31 st Dec 2010	Comments and Planned Remedial Action
HS 020 - Amount of Former Tenant Arrears (FTAs)	90.00	106.18	The collection rate continues to show improvements on the outturn at this point in 2009/10. However arrears being left by current tenants terminating their tenancies has outweighed income received on former tenant accounts. A review of recovery activities is underway and new collection agents are being interviewed w/c 10th January.

Financial Performance

- 3.11 Analysis of financial performance is detailed in a separate report elsewhere on the Agenda at Item 11. Summaries are provided in the tables below.
- 3.12 Financial performance is measured across three main accounts: the General Fund Revenue Account (Table 5), Housing Revenue Account (Table 6), and Capital Expenditure (Table 7).

Table 5: Analysis of General Fund Budgets

Summary by Policy Committee	Approved Budget	Projected Actual	Projected Variance
Environmental and Development Services	£3,124,763	£3,130,422	£5,659
Housing and Community Services	£2,911,676	£2,859,598	-£52,078
Finance and Management	£6,045,011	£6,014,211	-£30,800
TOTAL	£12,081,450	£12,004,231	-£77,219

Table 6: Analysis of the HRA Budget

HOUSING REVENUE ACCOUNT (HRA)	Approved Budget	Projected Actual	Projected Variance
Total Expenditure	£10,848,560	£10,866,627	£18,067
Less: Total Income	£10,351,772	£10,322,841	-£28,931
Net Deficit	£496,788	£543,786	£46,998

Table 7: Analysis of Capital Expenditure

ANALYSIS OF SPENDING BY MAIN SERVICE/PROJECT AREA	APPROVED ESTIMATE £	SPENT AT DECEMBER 2010 £
Council House Improvements	2,460,731	808,118
Disabled Facility Grants (DFGs)	298,098	165,434
Other Housing Investment	408,736	166,328
Leisure and Community Schemes	1,170,424	428,888
Environmental and Development	746,007	430,973
Property and Other Assets	483,074	213,190
Total Expenditure	5,567,070	2,212,931

3.13 Although the General Fund is projected to come within budget overall by approximately £77,000 due to savings being made in the year, pressure remains on housing benefit expenditure and income from planning application fees.

3.14 The main issue on the HRA is the reduction in contributions for Supporting People. Spending on capital is within budget with the main schemes for the town centre and major council house improvements generally committed.

4.0 Financial Implications

4.1 There are no specific financial implications relating to this report. The need to continually improve while delivering the ambitions of the *Corporate Plan* will require a sustained efficiency programme, including the shifting of resources to the priority areas.

5.0 Corporate Implications

5.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations of our communities. This performance report evidences an improvement in how we are meeting those demands and expectations.

6.0 Conclusions

6.1 A high level of performance and improvements has delivered a range of outcomes for local communities.

6.2 This performance report evidences improvement in how the Council is meeting demands and expectations as outlined in the Corporate Plan 2009-14.

Appendix A: Performance Indicators – Value for Money

Quarter 3: 1st October – 31st December 2010

PI Description	2010/11 Qtr 3 Target	2010/11 Qtr 3 Actual	2010/11 Qtr 3 Status
CS 1 Abandoned telephone calls.	10.0%	2.8%	G
CS 2 Percentage of telephone calls answered within 20 seconds.	80.0%	83.5%	G
CS 3 Percentage of customer satisfied (Telephone).	85.0%	93.7%	G
CT 1 - Council Tax – in year collection * Annual target	97.30%*	86.36%	G
CT 2 - NNDR – in year collection * Annual target	96.10%*	85.18%	G
CT 3 Council Tax Arrears collection * Annual target	26.70%*	20.55%	G
FM 06 – Number of e creditor made exceeds 84.6% of the total creditor payments made including revenues and benefits payments	84.6%	96.0%	G
FM 007 The number of undisputed invoices paid within 30 days exceeds 97% of the total payments made.	97.0%	96.4%	R
HB 006 Local Authority error subsidy recorded as a percentage of all subsidy (cumulative).	0.48%	0.11%	G
SA 001 Maintain Stable IT Network - System availability	95.0%	100.0%	G
T 001 Maintain Stable Telecom System availability	95.0%	100.0%	G
LDS 010 - Full searches carried out in 8 working days	99.9%	100.0%	G
BV 066a – Collection of HRA rent	98.00%	99.97%	G
BV 066b - Percentage of gross housing rent arrears (more than 7 weeks)	2.40%	2.86%	R
HS 012 - Tenants satisfaction with responsive maintenance	95.00%	96.07%	G
HS 013 - Tenants satisfaction with planned maintenance	95.00%	93.50%	R
HS 019 - Rent arrears of current tenants ex. FTA's	112.59	164.23	R
HS 020 - Amount of Former Tenant Arrears (FTAs)	90.00	106.18	R
HS 021 - Percentage of Former Tenant Arrears (FTAs) collected - HRA dwellings	11.00%	11.26%	G
ES 001 - Proportion of Environmental Health service requests dealt with on time	95.0%	99.0%	G
ES 002 - 'Good' or better customer satisfaction rating for all Environmental Health.	95%	97%	G
ES 009 - Household waste and compost collections missed per 100,000 due	21.00	17.30	G

PI Description	2010/11 Qtr 3 Target	2010/11 Qtr 3 Actual	2010/11 Qtr 3 Status
ES 010 - Kerbside recycling collections missed per 100,000 due	10.00	2.80	G
ES 011 - Complaints about household waste and composting service per 100,000 collections due	28.00	19.40	G
ES 012 - Complaints about kerbside recycling service per 100,000 collections due	15.00	6.27	G
OD 004 - Number of working days lost due to sickness absence.	6.00	6.00	G