
REPORT TO:	Finance and Management Committee	AGENDA ITEM: 10
DATE OF MEETING:	9th September 2010	CATEGORY: DELEGATED
REPORT FROM:	Chief Executive / Director of Corporate Services	OPEN
MEMBERS' CONTACT POINT:	John Porter (5780)	DOC:
SUBJECT:	Corporate Plan 2009-14: Performance Management Report (1st April 2010 – 30th June 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 30th June 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 30th June 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 first quarter are outlined below for **Value for Money**.

Initiative: Meeting Community Needs

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

- This quarter 133 home visits, predominately private with some council house visits were undertaken by the Customer Services Visiting Officer along with 15 surgeries.
- We have made contact with all the Parish Councils, which has resulted in 3 invitations to attend parish meetings.
- We are also undertaking joint work with the Pension Services and Careline.

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)**

During the last quarter, the Council has approved 3 key projects designed to improve service delivery and generate on-going cashable savings as summarised below:

- Restructure of the Community Services Directorate, which will save approximately £677,000 to 2015.
- Restructure of Legal Services through a partnership arrangement, which will save approximately £156,000 to 2015.
- Corporate Services Partnering Project which will save approximately £900,000 over the next 7-years on the core services transferred, together with guaranteed savings of a further £800,000 through improved income collection, procurement and service transformation in retained services.

Initiative: Development of Staff and Members

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

- The Senior and middle manager modules have continued in line with the agreed plan for the 1st qtr. This included individual and group learning interventions.

Initiative: High Performing Services

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

- Quarterly performance reports are submitted to Policy Committees outlining progress, achievement of targets and remedial action when appropriate.

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 reported a far better out-turn position on its 2009/10 budget, returning £420,000 to General Reserves against a forecasted break-even position. This sustains those reserves well above the minimum level and consolidates the Council's overall financial position as it enters into a period where its main funding sources are very likely to be cut.
- In addition, during the last quarter, the Council reviewed its Local Code of Corporate Governance and produced its Annual Governance Statement (AGS). Both these documents

were considered and approved by the Audit Committee in June and highlighted the many ways in which the Council adheres to high standards of Corporate Governance. The AGS is currently being reviewed by the Council's External Auditors.

Performance to 30th June 2010

3.2 Summary details of actual performance will now be provided.

Actions

3.3 This Committee is responsible for 12 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 30th June 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'. This represents 100% of all actions within this theme of the Corporate Plan.

3.5 Table 2 below lists those actions 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 2: Corporate Plan – Actions 'at risk' (as at 30th June 2010)

Action	Progress to 30 th June 2010	Remedial Action
No actions at risk		

Performance Indicators

National Indicator Set (NIS)

3.6 The original set of 198 Performance Indicators were 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.

3.7 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.

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.

3.9 Table 3 below shows a summary of performance against targets within the Corporate Plan theme- 'Value for Money, in which 28 (70%) targets have been 'achieved' or 'on target'.

Table 3: Performance Indicators – performance against targets (as at 30th June 2010)

Theme	No Data Provided	'At Risk'	'On Target'/ 'Achieved'	Total
1: Value for Money	0 (0%)	11 (28.2%)	28 (71.8%)	39

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 30th June 2010)

Description	Lead Officer	Qtr 1 Target 2010/11	Position as at 30 th June 2010	Comments and Planned Remedial Action
<u>HS 003 - Percentage of Telecare line calls answered within 30 seconds (FY Quarter)</u>	Bob Ledger	98.00%	94.00%	We have been aware of a recent issue affecting our performance figures. In a meeting with Tunstall on 9th July, the problem was identified and a plan put in place to rectify the process involved. This issue accounts for at least an additional 2% on the reported figure for Quarter 1. The remaining quarters will show the improvements which match previous high performance.
<u>ES 001 - Proportion of Environmental Health service requests dealt with on time (FY Quarter)</u>	Peter McEvoy	95.0%	94.8%	Problems with CRM / Flare interface have meant some complaints were logged but then lost in system. Remedied by IT.
<u>CS 001 - Contact Centre - Percentage of abandoned telephone calls (FY Quarter)</u>	Pam Carroll	10.00%	11.90%	Different methods of managing call volumes being trialed.
<u>CS 002 - Contact Centre - Minimum percentage of Telephone Calls answered within 20 seconds (FY Quarter)</u>	Pam Carroll	85.00%	69.00%	High volume of calls due to Council Tax Bills being issued. Again trialing new methods of managing call volumes.
<u>BV 009 - Percentage of Council Tax collected. (FY Quarter)</u>	Pam Carroll	30.25%	29.60%	Recovery activity increased to improve performance in second quarter.
<u>BV 010 - Non-domestic rates collected (FY Quarter)</u>	Pam Carroll	30.00%	28.60%	More focused recovery activity in second quarter.
<u>HS 019 - Rent arrears of current tenants exc FTA's (FY Quarter)</u>	Bob Ledger	112.59	113.97	Rent arrears collection is currently on target following a £4k reduction in the 1st quarter.
<u>HS 020 - Amount of Former Tenant Arrears (FTAs) (FY Quarter)</u>	Bob Ledger	90.00	93.64	Former tenant arrears continue to be pursued and collected. The FTA recovery procedure is to be reviewed this year along with the further use of collection agents.

Description	Lead Officer	Qtr 1 Target 2010/11	Position as at 30 th June 2010	Comments and Planned Remedial Action
<u>CS 007 - Percentage increase of payments made by Direct Debit (FY Quarter)</u>	Pam Carroll	59.00%	58.30%	Consideration will be giving to running a Direct Debit take up campaign in the third quarter.
<u>CS 009 - Level of enforcement activity within the year the debt is raised (FY Quarter)</u>	Pam Carroll	90.00%	89.70%	Debt recovery team will focus on in-year recovery action during second quarter.
<u>BI 006 - Respond to Freedom of Information requests within 20 working days (FY Quarter)</u>	Nigel Glossop	95.00%	80.00%	78 FOI requests. 13 responded to late. 14 still outstanding. So 51 out of 64, so 80% on target.

Financial Performance

3.11 Analysis of financial performance is outlined at Appendix B.

3.12 Financial performance is measured across two main accounts: the General Fund Revenue Account (Table B1) and Capital Expenditure (Table B2). Within each 'Account' details are provided by spend area, the approved annual budget and a projected variance for the year. An assessment of the 'spend' is provided with a commentary on major variances.

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 significant improvement in how the Council is meeting demands and expectations.

Appendix A: Performance Indicators – Value for Money

Quarter 1:

PI Description	2010/11 Qtr1 Target	2010/11 Qtr1 Actual	2010/11 Qtr1 Status
BV 008 - Payment of Invoices within agreed payment terms [BV8] (FY Quarter)	97.00%	97.24%	G
BV 009 - Percentage of Council Tax collected. (FY Quarter)	30.25%	29.60%	R
BV 010 - Non-domestic rates collected (FY Quarter)	30.00%	28.60%	R
BV 066a - Collection of HRA Rent (FY Quarter)	95.00%	96.72%	G
BV 066b - Percentage of gross rent arrears (more than 7 weeks) (FY Quarter)	2.40%	1.80%	G
NIS 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (FY Quarter)	18	16.5	G
LDS 010 - Full searches carried out in 8 working days (FY Quarter)	99.90%	100.00%	G
HS 003 - Percentage of Telecare line calls answered within 30 seconds (FY Quarter)	98.00%	94.00%	R
HS 012 - Tenants satisfaction with responsive maintenance (FY Quarter)	95.00%	97.00%	G
HS 013 - Tenants satisfaction with planned maintenance (FY Quarter)	95.00%	100.00%	G
HS 019 - Rent arrears of current tenants exc FTAs (FY Quarter)	112.59	113.97	R
HS 020 - Amount of Former Tenant Arrears (FTAs) (FY Quarter)	90	93.64	R
HS 021 - Percentage of Former Tenant Arrears (FTAs) collected - HRA dwellings (FY Quarter)	3.00%	3.34%	G
ES 001 - Proportion of Environmental Health service requests dealt with on time (FY Quarter)	95.00%	94.80%	R
ES 002 - 'Good' or better customer satisfaction rating for all Environmental Health. (FY Quarter)	95%	97%	G
ES 009 - Household waste and compost collections missed per 100,000 due (FY Quarter)	21	17.7	G
ES 010 - Kerbside recycling collections missed per 100,000 due (FY Quarter)	10	4.3	G
ES 011 - Complaints about household waste and composting service per 100,000 collections due (FY Quarter)	28	25.2	G
ES 012 - Complaints about kerbside recycling service per 100,000 collections due (FY Quarter)	15	5.8	G
CS 014 – Rateable Value Based on Business Rates (FY Quarter)	46,600,000	53,682,000	G
CS 001 - Contact Centre - Percentage of abandoned telephone calls (FY Quarter)	10.00%	11.90%	R
CS 002 - Contact Centre - Minimum percentage of Telephone Calls answered within 20 seconds (FY Quarter)	85.00%	69.00%	R
CS 003 - Contact Centre - Percentage of customers who are satisfied with the telephone service (FY Quarter)	85.00%	89.00%	G
CS 004 - Contact Centre - Percentage of customers who are satisfied with the 'face to face' service (FY Quarter)	85.00%	85.00%	G
CS 005 - Accuracy check on Housing Benefit assessment (FY Quarter)	10.00%	10.00%	G

PI Description	2010/11 Qtr1 Target	2010/11 Qtr1 Actual	2010/11 Qtr1 Status
CS 006 - Total number of Housing Benefit cases requiring Rent Office decision referral (FY Quarter)	100%	100%	G
CS 007 - Percentage increase of payments made by Direct Debit (FY Quarter)	59.00%	58.30%	R
CS 009 - Level of enforcement activity within the year the debt is raised (FY Quarter)	90.00%	89.70%	R
CS 010 - Number of Benefit sanctions / prosecutions (FY Quarter)	10	14	G
CS 011 - Percentage of Investigations that result in the recovery of an overpayment of Benefit (FY Quarter)	20.00%	43.10%	G
CS 017 - Avoidable contact : Average number of customer contacts per resolved request (FY Quarter)	31.50%	16.80%	G
OD 015 - Coverage in the Press (FY Quarter)	510	560	G
OD 004 - Number of working days lost due to sickness absence. (FY Quarter)	2	1.7	G
BI 001 - Maintain Stable Network (excluding maintenance) (FY Quarter)	98.00%	98.40%	G
BI 002 - Overall Service Rating (FY Quarter)	84.00%	88.00%	G
BI 003 - Deliver Key stages of ICT Strategy (FY Quarter)	50%	55%	G
BI 004 - Implement Business Improvement and Procurement Action Plan(FY Quarter)	47.00%	48.00%	G
BI 005 - Deliver Key Stages of Procurement Strategy (FY Quarter)	50.00%	56.25%	G
BI 006 - Respond to Freedom of Information requests within 20 working days (FY Quarter)	95.00%	80.00%	R

Appendix B – Financial Performance

Table B1- General Fund Revenue Account (FM)				
Analysis of Expenditure (by Main Service /Project Area)	Approved Budget 2010/11 £	Projected Variance 2010/11 £	Status	Commentary on major variances
Management, Finance & Property	1,662,489	+ 13,646	A	This relates to a reduction in income from interest on short-term investments and bank deposits. Again, this continues the trend from 2009/10 with interest rates remaining unchanged at 0.5%, as measured by the Bank of England's Base Rate.
Organisational Development	594,166	0	G	
IT & Business Improvement	1,074,822	0	G	
Legal & Democratic Services	889,315	0	G	
Customer Services	638,817	-40,000	G	Housing benefit claims and payments appear to have levelled off following the increase in 2009/10, with costs and subsidy reimbursement in line with the Budget. Based on usage in the first quarter, it is projected that bus pass costs will be under Budget by approximately £40,000. This is in line with 2009/10 which was the first full year of the "free travel for over 60s" under the national travel concessionary scheme.
Total	4,859,609	-26,354		

Table B2 – Capital Expenditure (FM)				
Analysis of Spend by Project Area	Approved Estimate 2010/2011 £	Spend 2009/2010 (at June 10) £	Status	Comments
Property & Other Assets	483,074	164,549	G	
Total	483,074	164,549		