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<b>REPORT TO:</b>	<b>Finance and Management Committee</b>	<b>AGENDA ITEM: 12</b>
<b>DATE OF MEETING:</b>	<b>23rd June 2011</b>	<b>CATEGORY: DELEGATED</b>
<b>REPORT FROM:</b>	<b>Chief Executive</b>	<b>OPEN</b>
<b>MEMBERS' CONTACT POINT:</b>	<b>Head of Corporate Services Kevin Stackhouse (01283 595811) <a href="mailto:kevin.stackhouse@south-derbys.gov.uk">kevin.stackhouse@south-derbys.gov.uk</a></b>	<b>DOC: u/ks/performance monitoring/201011/yearend report</b>
<b>SUBJECT:</b>	<b>Corporate Plan 2009-14: Performance Management Report (1<sup>st</sup> April 2010 to 31<sup>st</sup> March 2011)</b>	<b>REF:</b>
<b>WARD (S) AFFECTED:</b>	<b>All</b>	<b>TERMS OF REFERENCE: FM 08</b>

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## **1.0 Recommendations**

### **1.1 That the Committee:**

- (a) Note the Council's key achievements and performance for the year ending 31<sup>st</sup> March 2011.
- (b) Review where performance has failed to achieve the specified target and consider the adequacy of each response and plans for future action.

## **2.0 Purpose of Report**

- 2.1 To report details of performance for the year ending 31<sup>st</sup> March 2011 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 progress against Corporate Plan actions and relevant Performance Indicators.

## **3.0 Detail**

### **Key Achievements**

- 3.1 Previous quarterly reports to the Committee have tracked progress during the year. This report now confirms final out-turn performance and highlights the main work during the final quarter, January to March 2011.

## Initiative: Meeting Community Needs

VFM 1.01 - Customer satisfaction and access to Council services (Lead Officer – Angie Leese) **(ACHIEVED)**

- √ The Visiting Officer has continued to make home visits to vulnerable members of the community offering advice on available benefits and assisting with the completion of claim forms.
- √ During March, Customer Services' staff experienced one of the busiest months on record (19,000 contacts). The staff performed exceptionally well exceeding the call handling service levels. The success was attributable to advanced planning and trialing of a number of initiatives. These include: a queue walker to direct customers and provide advice, this enabled customers needs to be quickly identified and quickly directed to the right place for support; dedicated queues for specific enquiry types; promotion of on-line payments and separation from queues; leaflets with annual council tax bills offering specific days to call/visit
- √ Based on monthly sampling, 96% of people were satisfied with how they were dealt with when contacting the Council by telephone and 99% were satisfied when contact was made personally.

## 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) **(ACHIEVED)**

- √ The following efficiency savings were made during 2010 /11

Medium Term Financial Plan (MTFP) Savings	£'000	Committee Date Reported
Restructure of Community Services	677	Oct-10
Restructure of Legal Services	156	Oct-10
Corporate Services Contract / Partnership Arrangement	800	Oct-10
Re-tendering Insurance (Joint Procurement)	110	Oct-10
Senior Management Review	1,750	Feb-11
Leisure Management Contract (Etwall and Green Bank Leisure Centres)	763	Feb-11
Grounds Maintenance - operational costs streamlined	230	Jan-11
Recycling - Contracting Costs	220	Jan-11
Promotion of Recycling - use of technology	150	Jan-11
Planning - Departmental Expenses	55	Jan-11
Audit and Inspection Fees	50	Jan-11
Rating Revaluations	45	Jan-11
Cash and Payment Collections - greater electronic processing	40	Jan-11
Grounds Maintenance - further operational costs	110	Feb-11
<b>TOTAL OVER LIFE OF CURRENT MTFP</b>	<b>5,156</b>	

5 Year Average **1,031**

- √ Several assets approved as surplus to requirements were disposed of during the year which generated the following capital receipts.

Land at Main Street Repton	£3,500
Land at Grange Close Melbourne	£62,500
Land at Wellwood Road Newhall	£4,000
Land at Albert Street Church Gresley	£3,750
Former Coton Band Room Site	£152,000
Land at Limetree Avenue Midway	£1,500
35 Midland Road Swadlincote	£150,000
<b>TOTAL</b>	<b>£377,250</b>

### **Initiative: Development of Staff and Members**

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

- √ During the year, all senior managers have completed the Council's Leadership and Management programme. In addition, 37 'middle managers' in 3 cohorts have successfully completed their programme of training.
- √ 37 'first line' and 'aspiring' managers have also started the programme within 3 cohorts. Two cohorts of managers have now completed the programme in which 25 members of staff have obtained the Institute of Leadership and Management (ILM) Certificate. All Staff within the final cohort are on course to attain the ILM Certificate during 2011/12

### **Initiative: High Performing Services**

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

- √ The Council received two 'Gold' awards in the prestigious Royal Society for the Prevention of Accidents (RoSPA) Occupational Health and Safety Programme. The first 'Award' is in recognition of its excellent safety record, while the other recognises the ongoing commitment by Housing Services staff to protect the health and well being of its tenants. The Awards are only given to those organisations that have demonstrated their commitment to continuous improvement in accident and ill health prevention.
- √ For the second year running, the Council has been officially recognised by the national 'Sunday Times' newspaper as one of the best places to work for in the country. The Council was named in 59th place in the 100 best organisations to work for in the public and third sector category. The Council is the third highest placed local authority in the list, which ranks organisations according to performance in staff engagement.
- √ The Council achieved 'one star' status in the Best Companies Accreditation 2011 for demonstrating high levels of employee engagement. This award is determined by feedback received from staff completing an independent survey that includes questions on leadership, well being, growth and management. It is noted that only a small number of organisations have achieved the status this year.

## Initiative: High Standards of Corporate Governance

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

- √ The Council approved a revised Medium Term Financial Plan (MTFP) in January 2011 to meet the consequences of a significant reduction in general government grant. This has safeguarded the financial position in the short-term although continuing efficiency savings will still need to be made to reduce the reliance on reserves and to achieve a fully balanced budget from 2012/13.
- √ An Audit of the Council's Governance arrangements of its Partnerships was completed in accordance with the Local Code of Corporate Governance. Consequently, a Partnership Policy was approved by the Committee in April and resultant work will now be undertaken in 2011/12.

### **Actual Performance (as at 31 March 2011)**

3.2 Summary details of actual performance are provided in the following sections.

#### **Actions**

3.3 As detailed above in 3.1, the Committee is responsible for 5 specific actions within the Corporate Plan 2009-14.

**Table 1: Corporate Plan – Actual Performance as at 31 March 2011**

Theme	'Achieved'	'Fail'	'Abandoned'	Total
1: Value for Money	5	0	0	5

3.4 Table 1 confirms that all 5 (100%) actions have been 'achieved' during the year.

#### **Local Performance Indicators**

3.5 These are performance indicators which have been set by each Head of Service so that they can measure their operational performance. Some of these indicators are also required as part of the National Indicator Set, although the amount of these was substantially reduced from April 2010. These indicators are designed to measure across a range of services, value for money as regards cost, use of resources and quality of service.

3.6 **Table 3** below shows a summary of performance against targets within the Corporate Plan theme- 'Value for Money, in which 20 (83.3%) targets have been 'achieved'.

**Table 3: Performance Indicators – actual / outturn performance (as at 31 March 2011)**

Theme	'Achieved'	'Failure'	Total
1: Value for Money	20 (83.3%)	4 (17.7%)	24

3.7 Table 4 below lists those targets that were not achieved. The Committee is asked to review this position, together with considering the comments and proposed actions.

**Table 4: Performance Indicators - targets 'not achieved' (as at 31 March 2011)**

Description	Target 2010/11	Position as at 31 March 2011	Comments and Proposed Actions
CT 03 Council Tax Arrears collection	26.70%	22.65%	<p>The timing of the County-wide Single Person Discount was a factor here. This is proving successful with approximately £260,000 additional council tax being identified. However, this amount was added to the collectable debit late in the year. Although some of this was also collected prior to 31<sup>st</sup> March, most of the cash will not be collected until 2011/12.</p> <p>That aside, the Direction of Travel has been downwards since 2008/09. This has been affected by a change in the cash allocation rules whereby the collection of arrears is posted against the most recent part of a debt and not always the oldest (arrears) debt.</p> <p>However, the Council, along with the service provider (Northgate) is introducing new initiatives in 2011/12. In particular, a trace and collect scheme introduced elsewhere by Northgate is currently being piloted at the Council. Progress will be reported on a monthly basis to the Partnership Operations Board and quarterly to the Committee.</p>
FM 07 The number of undisputed invoices paid within 30 days as a proportion of the total payments made	97.00%	96.88%	<p>The target was just missed, but the Direction of Travel was downwards compared to 2009/10. Performance was inconsistent throughout the year with a low of 94.2% in December 2010 to 98.5% in March 2011.</p> <p>Performance was generally below 97% between August 2010 and January 2011, but in excess of 98% in the last 2 months reflecting further initiatives to improve performance.</p> <p>It is expected that the recent upgrade of the main Finance system will consistently lead to better performance as manual intervention in the payment process will be reduced. However, this will need time to take affect although performance in April 2011 was 98.58%.</p>

HS 19 - Rent arrears of current housing tenants	£112,590	£112,880	The overall level of debt reduced by £5,260 between 2009/10 and 2010/11 but just missed the target for the year. The Direction of Travel is positive as this was the 3 <sup>rd</sup> consecutive year that rent arrears have fallen.
HS 21 - Percentage of Former Tenant Arrears collected	15.00%	14.43%	A proposal to change the current debt recovery agency was considered by the Housing and Community Services Committee on 16 <sup>th</sup> June 2011. This is intended to improve the recovery rate.

#### **4.0 Financial Implications**

4.1 There are no specific financial implications relating to this report.

#### **5.0 Corporate Implications**

5.1 No other specific legal, HR or other resource implications.

#### **6.0 Community Implications**

6.1 The Council aspires to be an “excellent” Council in order to deliver the service expectations of its communities. This performance report evidences an improvement in how the Council is striving to meet those demands and expectations