

Strategic Performance Report (data at the end of January 2010)
Commentary

1. **Finance**

Revenue Forecast Outturn

Targets to be achieved relating to “planning for the future” and the transformation programme.

Collection Performance

(a) Current – “Red” as three of the four indicators are below target at the end of January 2010:

CFLPI 6 (Sundry debt collection) is 81.32% (target 87.60% at the end of January, annual target 91.50%). Two major invoices are being disputed by organisations and these have significantly affected performance.

CFLPI 10 (Collection of non-domestic rates) is 93.98% (target 96.60% at the end of January, annual target 99.10%).

HLPI 14 (Rent collection) is 97.81%, against the 98.30% target.

(b) Previous – “Red” as two of the four indicators are below target:

CFLPI 2 (Former debts for Council Tax) stands at £855,399 against the January target of £940,000 – annual target £1,050,000.

HLPI 13 (Former tenant arrears) is £22,971 against the target of £29,750 at the end of January 2010 - annual target £35,700.

2. Performance

Warwickshire Local Area Agreement (WLAA).

“Amber” as results at the end of the third quarter 2009/10 show that two blocks are off target (based on the number of indicators that are forecast to meet or exceed target).

Summary as follows:

Children and young people* - 19 of 20 (95%) indicators on or above target.

Safer Communities - 6 of 8 (75%) indicators on or above target.
Note: 1 indicator not reported.

Stronger Communities - 4 of 4 (100%) indicators on or above target.
Note: 1 indicator not reported.

Healthier Communities and Older People - 8 of 13 (62%) indicators on or above target.
Note: 3 indicators not reported.

Economic Development and Enterprise - 7 of 13 (53%) indicators on or above target.

Climate Change and Environment - 3 of 3 (100%) indicators on or above target.
Note: 6 indicators not reported.

* = includes educational attainment indicators.

National Indicators (district council responsibility)

“Amber” (above 60% and up to 80% are on or above target).

There are now 22 national indicators with targets and results to allow assessment against the performance criteria. Annual indicators NI 154 (net additional homes provided), 159 (supply of ready to develop housing sites) and 170 (previously developed land vacant or derelict for more than 5 years) have been added from last month.

At the end of January 2010, 16 (73%) were on or above target (last month 13/19 (68%)).

The 6 below target (27%) were:

NI 15 (serious violent crime) – 0.70 (target 0.64)
NI 157a (major planning applications) – 61% (target 71%),
NI 157 b (minor planning applications) – 73% (target 80%)
NI 157c (“other” planning applications) – 86% (target 93%)
NI 160 (tenant satisfaction) – 76% (target 85%)
NI 181 (processing benefits claims) – 19 days (target 13 days)

There are 44 indicators (including 19 Place Survey indicators) that have no target and/or result to meet the performance criteria.

Targets have only been identified for 9 of the 44. However, these 9 are annual indicators awaiting results for 2009/10.

An exercise is in progress to ratify all national indicator targets.

Local Indicators – “Red” (60% or below are on or above target) at the end of January 2010. The basket of key local indicators has now been reduced to 13. Of these, 7(54%) are on or above target (13 of 27 (48%) last month). Full details from the TEN system are attached with this report.

Service Standards Achieved –

There are 21 standards at present that can be measured. The assessment at the end of January 2010 is “Red” (60% or below are achieved) as 11(52%) standards have been met.

The Assistant Director – Customer Services will be providing feedback at the next EMT meeting on 2nd March 2010.

3. Corporate Health

Employee Survey Action Plan – “Red” (50% or less on target/completed) as the results for the third quarter 2009/10 show that the percentage of service area actions on target to comply with the plan are 6/18 (33%).

Employee Reviews – Although part of the Employee Survey Action Plan with a quarterly indicator included on the TEN system, current details on this indicator can be found under “**Employee Reviews to Date**”.

Team Briefings (Target 75%). Three service areas slightly below target (result is 6/9 achieving target).

Summary By Service Area (cumulative results April-December 2009):

Asset Management	74%
Chief Executive's	91%
Customer Services	96%
Finance and Procurement	96%
Housing	73%
IT &C	69%
Legal and Democratic Services	100%
Planning and Public Protection	96%
Public Amenities	100%

Employee Reviews to Date

Relates to those employees who have had an Employee Review in the last 12 months (target 100%).

“Amber”, as the result at the end of January 2010 was 486/683 (71%) – also 71% last month.

The result still excludes the Civic Hall - awaiting update from Civic Hall Manager.

Summary By Service Area (at the end of January 2010):

Asset Management	82% - 71/87.
Chief Executive's	90% - 35/39.
Customer Services	72% - 31/43. Outstanding reviews scheduled February 2010.
Finance and Procurement	93% - 94/101.
Housing	45% - 102/227. Target for completion following training is the end of March 2010.
IT &C	15% - 2/13. Outstanding reviews being scheduled for February and March 2010.
Legal and Democratic Services	88% - 15/17.
Planning and Public Protection	91% - 51/58.
Public Amenities	87% - 85/98. Excludes Civic Hall.

Sickness Absence Level

The result at the end of January 2010 is 8.76 days/FTE against the profiled target of 7.50 days/FTE. The annual projection is 10.51 days/FTE (10.35 days last month).

Whilst this is still not on target, it does mean that the expected outturn is better than 2008/09 (11.67 days)..

Summary, as follows:

<u>Service Unit</u>	<u>FTE Short-term days lost</u>	<u>FTE Long-term days lost</u>	<u>Total FTE days lost</u>	<u>Average FTE</u>	<u>Total days lost per FTE</u>	<u>Long-term days lost per FTE</u>
Directorate	18.70	0.00	18.70	5.54	3.38	0.00
Chief Executive's Office	87.47	0.00	87.47	38.48	2.27	0.00
Asset Management & Strategic Development.	216.96	323.73	540.69	82.33	6.57	3.93
Customer Services	258.17	194.23	452.40	36.02	12.56	5.39
Finance & Procurement	346.86	356.90	703.76	90.07	7.81	3.96
Housing	1,157.68	804.94	1,962.62	190.83	10.28	4.22
IT & Communications	28.37	0.00	28.37	14.29	1.99	0.00
Legal & Democratic Services	56.50	176.00	232.50	16.60	14.01	10.60
Planning & Public Protection	261.00	41.00	302.00	55.77	5.42	0.74
Public Amenities	772.22	1,096.12	1,868.34	153.17	12.20	7.16
TOTAL	3,203.93	2,992.92	6,196.85	683.08		

Note: FTE = Full Time Equivalent

Health and Safety – assessment is “Amber”. The rating has increased slightly as work against the Health and Safety work plan is progressing well. However, it is expected to remain at amber for some time due to the continuing development of the plan.

The new C.O.S.H.H. policy has resulted in an increase in assessments from zero to approximately 150.

Staff Turnover – “Amber” (10 - 15%) as the current rolling figure is 14.50% (14.01% last month).

4. Asset Management

Action Plan - “Amber” as 18 of 27 outcomes (67%) are completed/on target.

Items off target relating to:

- Co-ordinating integration of asset registers throughout all service units. – due to IT difficulties, the target date was not met, but this is now completed
- Disposal of Land at Mill Gardens – due to market conditions, this will need to roll over into next year’s action plan
- Complete Open Space Strategy – will be formally agreed by 31/03/10

- Appraise & review the possibilities of extending home working to more of the workforce – due to single status, no resources available - will need to be rolled over into next year's action plan
- Marketing of Kingsholme site – this has now fallen through so will not happen
- Ensure that data for key performance indicators on the performance of the council's portfolio of assets is collected – the post of Corporate Asset Planning & Analysis Officer has been vacant. The new post holder started on 10th January 2010
- Continue with regular reporting to the respective Cabinet member with responsibility for the portfolio of assets - the post of Corporate Asset Planning & Analysis Officer has been vacant. The new post holder started on 10th January 2010
- Complete an appraisal/review of the St Mary's Road Depot to determine future operational requirements
- Review Section 106 policy - The post of Corporate Asset Planning & Analysis Officer has been vacant. The new post holder started on 10th January 2010

Annual Use of Resources Assessment - "green" (level 2 or 3) as the annual assessment (October 2009) shows level 2 achievement.

5. Risk

The latest assessment at the end of December 2009 has highlighted that **83.33% (5 of 6)** of significant risks are satisfactorily managed. This item, therefore remains "green" (above 80% of the significant risks are being satisfactorily managed).

The only remaining significant risk that is regarded as not being adequately addressed is the number of non-decent homes in the private sector. This was set by the Building Research Establishment and bears no resemblance to the Council's ability to afford such improvements nor to the willingness of residents to pay for such improvements. Whilst the council has, therefore established an action plan to improve our performance, it remains unlikely that we will achieve the target.

The revised corporate delivery plan has been approved by Council and so EMT has reviewed the Strategic Risk Register to ensure that it reflects the revised actions. We have also reviewed it for completeness

6. Customer Satisfaction

Results as part of the “partnership survey” consultation (closed 19th December 2009) show that **Satisfaction with the Council** is “Red” with a score of 44.90% (previously “Amber”, 76%).

Satisfaction as a Place to Live is “Amber” – 73.20% as against the previous survey result of 84.10% (“Green”).

However, the response rate was only **13%** and the breakdown is as follows:

Satisfaction with the Council

Very satisfied	2.9%
Fairly satisfied	42%
Neither	28.9%
Fairly dissatisfied	17.6%
Very dissatisfied	8.6%

Satisfaction as a Place to Live

Very satisfied	17%
Fairly satisfied	56.2%
Neither	14.1%
Fairly dissatisfied	9.3%
Very dissatisfied	3.4%

The next update will be results from the current People’s Panel survey on anti-social behaviour at the end of March 2010.

Customer Feedback – The new process for recording and tracking customer feedback is still in development and testing. It has been delayed due to a more intricate automated process being designed, but once implemented, it will provide more robust data than at present. It is also providing a “test bed” for more complicated processes to be developed more quickly. It is likely that the new process will not be implemented until February and therefore formal reporting will commence in March 2010.

In the interim period, an indicator has been provided within the “Service Standards Achieved” section of this report using the current process data held in CLIP. It is intended that the new process for customer feedback will also be included in this section.

7. Customer Perception (at the first point of contact)

The objective is to achieve “green” in all areas that receive feedback. The breakdown is as follows:

Overall Summary (all services face-to-face, telephone, e-mail and website channels combined) 42 areas received feedback, of which 33 are green = 79% (76% last month).

Face-to-Face; 11 areas received feedback, of which 10 are green = 91%.

Telephone; 11 areas received feedback, of which 11 are green = 100%.

E-Mail; 9 areas received feedback, of which 9 are green = 100% (89% last month).

Internet; 11 areas received feedback, of which 3 are green = 27%.

8. Corporate Plan Delivery Plan

Aim 1 – issues relating to Core Strategy Housing and Retail options.

Aim 3 - issues relating to cleanliness/emissions targets and the preferred option on the Core Strategy.

9. Service Delivery Plan Priority Actions

Relates to the 80% target for achieving priority actions in service delivery plans. Eleven service delivery plans are above target (14 last quarter) at the end of the third quarter. Three plans are slightly below the 80% target (“Amber”). Full details can be viewed via the “Plans, Policies, Strategies, Standards” button on the “TEN” system.

10. Key Projects

Assessments have been agreed with the appropriate Project Managers and their comments are shown accordingly.

Transformation Programme - the status of the programme is “Green” although the following issues need to be borne in mind for progress and realisation of savings to continue:

1. Confident and effective use of ICT underpin the success of the programme. Therefore adequate training is essential with lack of capability being addressed rigorously Business Change Managers.
2. The rate of progress will, in part, depend on the skills and resources available in IT&C. If development time and appropriate skills are not accessible, the realisation of savings will be slower. Resourcing development time more effectively is being addressed by the AD for IT&C.
3. Effective project management is critical to ensuring the programme delivers the benefits predicted. It has been agreed that a business analyst acts as the project manager and ensures that the benefits of any proposed changes are realised.
4. In most projects completed so far within the programme, priority has been given to operational issues causing time scales to continually slip. It is inevitable that the performance of day to day operations will decrease during the implementation of change. Whilst priority is given to maintaining levels of operations, change and consequent benefits will be delayed. Employees have to be given some time to adjust to the change and learn new ways of doing things that initially will take longer.

Single Status – it is envisaged that implementation will now be summer 2010.

Locality Working – awaiting analysis of the review questionnaire from the county council.

Shared Services – we continue to build already established partnerships (ie. Building Control with North Warwickshire). We also continue to achieve efficiencies in procurement working with Rugby Borough Council as well as the provision of an integrated Information Technology and Communications service between the two authorities. Feasibility work is also being undertaken with a view to establishing a shared benefits and revenues service.

Core Strategy – awaiting comments from Government Office West Midlands(GOWM) on the revised Local Development Scheme (LDS).