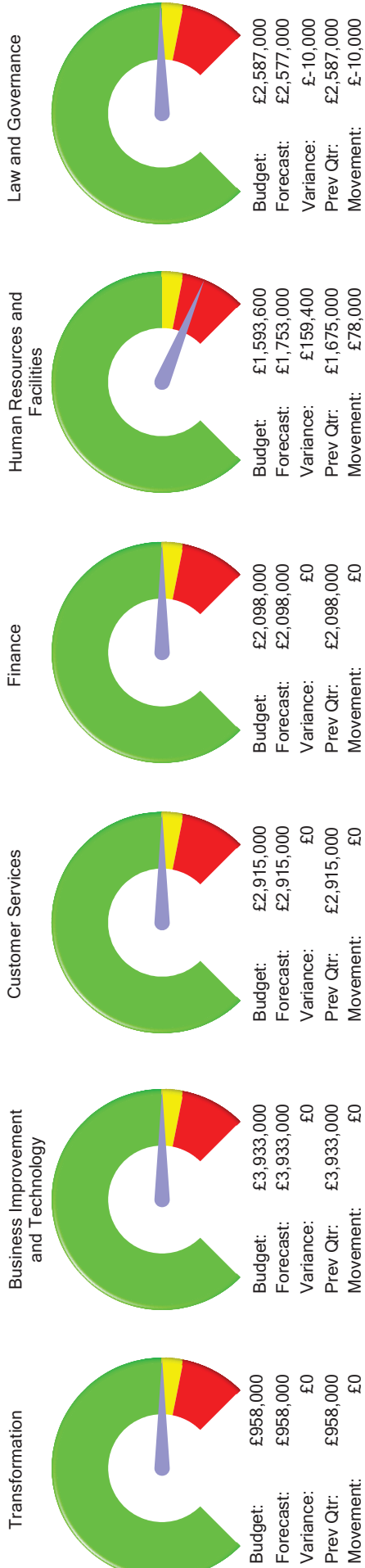


Organisational Development and Services Integrated Report Q2 2013/14

Financial Performance



Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	2 (33%)	0 (0%)	4 (67%)
Customer Services	0 (0%)	2 (29%)	4 (57%)	1 (14%)
Finance	0 (0%)	5 (31%)	3 (19%)	8 (50%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	0 (0%)	2 (100%)
Total	0 (0%)	11 (31%)	7 (20%)	17 (49%)
Previous Quarter	No Data	Red	Amber	Green
	0 (0%)	8 (24%)	5 (15%)	20 (61%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	1 (25%)	1 (25%)	2 (50%)
Customer Services	0 (0%)	3 (43%)	0 (0%)	4 (57%)
Finance	0 (0%)	2 (13%)	7 (44%)	7 (44%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	0 (0%)	2 (100%)	0 (0%)
Grand Total	0 (0%)	8 (24%)	10 (30%)	15 (45%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	2 (22%)	0 (0%)	3 (33%)	4 (44%)
Customer Services	0 (0%)	0 (0%)	4 (40%)	6 (60%)
Finance	0 (0%)	0 (0%)	4 (57%)	3 (43%)
Human Resources and Facilities	0 (0%)	0 (0%)	2 (40%)	3 (60%)
Law and Governance	2 (33%)	0 (0%)	3 (50%)	1 (17%)
Total	4 (11%)	0 (0%)	16 (43%)	17 (46%)
Previous Quarter	No Data	Red	Amber	Green
	2 (5%)	1 (3%)	23 (39%)	12 (25%)

Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	2 (22%)	0 (0%)	4 (44%)	3 (33%)
Customer Services	0 (0%)	2 (20%)	5 (50%)	3 (30%)
Finance	0 (0%)	1 (14%)	5 (71%)	1 (14%)
Human Resources and Facilities	0 (0%)	1 (20%)	4 (80%)	0 (0%)
Law and Governance	1 (20%)	0 (0%)	3 (60%)	1 (20%)
Total	3 (8%)	4 (11%)	21 (58%)	8 (22%)

Directorate Overview

For the Directorate as a whole 17 (49%) of performance measures are on target with 7 (20%) below target but within tolerance limits and 11 (31%) off target. This represents a decline in performance from quarter 1.

With regards to Finance performance the Directorate continues to project a year-end adverse position due to worsening income figures within Facilities Management. Details are listed below. There is nothing to report for risk.

Summarising, performance and finance need some urgent attention to ensure both are in line with annual targets. Risks management, whilst static at the moment may start to rise if improvements in finance and performance don't materialise in the remaining months of the financial year.

1. Directorate Financial Performance

The Directorate is currently estimated to have a projected outturn position of £14.223 million, which is adverse against the latest budget by £0.149 million and has arisen predominately from within Human Resources and Facilities. As at Q1 the projected outturn variance for this Directorate was £0.081 million, so the position has worsened over the quarter.



Business Improvement and Technology

There is no projected year-end variance being reported for this service area as at the end of September Q2.

Customer Services

Similarly Customer Services are reporting year-end spend to be in line with the latest budget position and such no variances are being reported at this stage for this service area.

Finance

Likewise Finance is estimated to be spending in line with the latest budget position and no year-end variances are reported as at Q2.

Human Resources and Facilities

With regards to Human Resources and Facilities there is a £0.159 million adverse year-end variance being reported as at the end of September:

	£m
Vending machine settlement	- 0.030
Review of Town Hall Café contract	- 0.024
Post Room Income	- 0.070
Corporate Training Underspend	- (0.015)

Law and Governance

This service area is projecting a slight underspend of £ (0.010) million as at the half year stage.

2. Directorate Performance - Exceptions

Business Improvement and Technology

ICT contract savings - One-off telephony savings of £22,000 have been identified for 2013/14, but this falls just short of the profiled target of £25,000. Further work is in progress to identify additional savings including rationalisation of mobiles, reviewing providers and options for exploiting alternative technologies to fixed line phones.

Average number of days to manage a full EU open tender - Performance is 205 days against a profiled target of 117 days. Three tenders are responsible for the excessive timeline out of four tenders concluded within the preceding 12 months. It is felt that this can be attributed to the fact that the procurement process was commenced too early and that the project was not ready. To address this, a new process will be implemented in October 2013 where the Procurement Team will agree timelines with its customers and will not commence the Invitation to Tender process until it is satisfied that the project is ready to proceed using a gateway process.

Customer Services

Percentage of Business Rates Collected - Collection rate for the year to date is 60.06%. This is marginally down on last year's equivalent of 60.18% and below the profiled target of 61%. In collection terms we are £807,000 short of the profiled target. Additional resources will be used to recover the deficit as the retention of Business Rates for the council has added importance. However the percentage collected can be volatile, depending on the addition and deletion of rateable values within the financial year and can impact the collection rate, depending on when the changes are actioned.

Percentage of Council Tax collected - Collection rate for the year to date is 56.66%. This is very close to last year's equivalent of 56.8% and below the profiled target of 58%. In cash collection terms we are £940k short of the profiled target. We are currently reviewing recovery routines to ensure we can maximise income collection within year and recover at the earliest opportunity.

Percentage of rent collected - Year to date performance is 94.26% against a profiled target of 95.05%. The drop in collection levels has been expected after having included additional tenants in the Direct Payments Project (DPP) and follows the trend seen when implementing Phase 1 of the project. Collection levels increased after a couple of months in Phase 1 and are expected to rise again once the Phase 2 customers start to make payments. The Rents team are specifically targeting all accounts in arrears below 6 weeks over the next four weeks via phone or letter whilst continuing to work with the accounts with the highest arrears. The DPP Group work with tenants on the scheme and those affected by the under occupancy charge (bedroom tax) by providing support, sign posting money advice and educating tenants on the need to maintain rent payments to embed a culture of payment to the rent account.

Time to process new benefits claims - Year to date performance is 22.55 days compared to a target of 14 days. In September, we undertook data cleansing which identified a number of claims that needed to be put into payment, resulting in a number of claims with a high number of days to process. We do not expect to uncover any more of these claims but will identify any cases by running regular reports. We also had a number of staff using up their leave entitlement and will look at ways of reducing this impact for next year. We are blitzing new claims so that we are dealing with claims

on the day they are received and will be chasing information at the start of the claim, to try and reduce the overall days to process.

Time to process changes in circumstances -September performance was 10.53 days and is close to the target of 10 days, but year to date performance is at 12 days. We are focussing resources to look at ways to reduce the days to process to ensure we are on target at the end of the year by managing the age profile of the allocated/unallocated work.

Customers' getting through first time on Councils Main Service lines - Year to date performance was 92.45% against a target of 95%. A new telephony system was implemented at the end of September, resulting in limited information for the month. The new system is a step forward for the Contact Centre and provides better reporting which will enable us to gain a greater understanding of the performance. In addition, as part of the project we have reviewed the telephone options and reduced them from 7 to 4, working with customers to ensure they are clear and understandable. The system is also providing more self-serve options for customers, allowing them to listen to information messages rather than speak to a member of the team if this is not needed.

Finance

Percentage of invoices paid on time - A small improvement has been seen to take year to date performance to 93.32% against a target of 98%. Higher performance is anticipated as the Council's Procure to Pay (P2P) system is rolled out.

Numbers of returned Social Housing dwellings through criminal proceedings - No cases have been progressed to date against a profiled target of 2. The criminal offence of subletting only became law in mid-October. There are 2 cases of suspected subletting currently under investigation which now may result in criminal prosecution cases.

Housing Benefit Security; Number of investigations per 1000 caseload - a long-term absence in the team has affected performance, resulting in 24.45 investigations against a profiled target of 28. A plan is in place to close HBMS cases by the end of October.

Housing Benefit Security; Number of prosecutions and sanctions per 1000 caseload - Prosecution performance has similarly been affected by staff absence, resulting in 2.10 prosecutions against a profiled target of 4.0. While a number of cases are in preparation or due to go to prosecution it is possible that the annual target will not be met.

Percentage of orders issued electronically - Performance has improved recently due to the roll-out of P2P, and will increase further, but at September stands at 54% against a target of 80%.

Percentage of debtors on direct debits - performance has improved to 16% since quarter 1, but is still currently below the target of 20%. Garden waste renewals are being made available by direct debit, with 21% of customers choosing to pay in this way.

Investment return above base rate - Performance of 0.83% is above the target of 0.50%. We have now placed investments in a property fund which is paying a higher return which will bring up the average rate before the year end.

Percentage of remittance advices emailed - work continues to request email information from suppliers to improve performance here, but year to date performance of 87% is still below the target of 90%.

Human Resources and Facilities

Income from Town Hall and Museum operations - Income to date is £352,724 against a profiled target of £429,856. September saw the best results for the cafe since the new supplier took over. Room hire income is up over 50% year on year and income from catering and equipment also increasing on the back of this. Despite this, performance is off target due to re-profiling to better represent the timing required for income to meet the end of year target.

Percentage of black and ethnic minority employees - The figure of 6.2% has remained stable during the past two months. Recruitment trends indicate that 15% of shortlisted Black and Minority Ethnic (BME) applicants were offered posts in the first quarter of 2013 compared with 10% during 2012/13. An Unconscious Bias workshop was presented to managers in September and the Management Team also held a diversity workshop that led to some formative actions agreed.

3.

Risk Performance- Exceptions

Business Improvement and Technology

There are no red risks in this service area.

Customer Services

There are no red risks in this service area.

Finance

There are no red risks in this service area.

Human Resources & Facilities Management

There are no red risks in this service area.

Law & Governance

There are no red risks in this service area.

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