Appendix C

Organisational Development and Services Integrated Report Q4 2013/14

Financial Performance

Transformation



Budget:	£513,109
Forecast:	£513,107
Variance:	£-2
Prev Qtr:	£513,107
Movement:	£0

Business Improvement and Technology



Budget:	£3,681,872
Forecast:	£3,613,744
Variance:	£-68,128
Prev Qtr:	£3,613,744
Movement:	£0

Customer Services



Budget:	£2,805,103
Forecast:	£2,782,076
Variance:	£-23,027
Prev Qtr:	£2,782,076
Movement:	£0

Finance



Budget:	£2,094,964
Forecast:	£2,079,279
Variance:	£-15,685
Prev Qtr:	£2,079,279
Movement:	£0

Human Resources and Facilities



Budget:	£1,600,272
Forecast:	£1,719,555
Variance:	£119,283
Prev Qtr:	£1,560,555
Movement:	£159,000

Law and Governance



Budget:	£2,460,541
Forecast:	£2,465,242
Variance:	£4,701
Prev Qtr:	£2,475,242
Movement:	£-10,000

Performance Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	1 (17%)	0 (0%)	5 (83%)
Customer Services	0 (0%)	4 (57%)	0 (0%)	3 (43%)
Finance	0 (0%)	8 (50%)	0 (0%)	8 (50%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Total	**0 (0%)**	**16 (46%)**	**0 (0%)**	**19 (54%)**

	No Data	Red	Amber	Green
Previous Quarter	0 (0%)	8 (23%)	9 (26%)	18 (51%)

Risk Summary

Service	No Data	Red	Amber	Green
Business Improvement and Technology	0 (0%)	0 (0%)	2 (33%)	4 (67%)
Customer Services	0 (0%)	0 (0%)	2 (25%)	6 (75%)
Finance	0 (0%)	0 (0%)	1 (14%)	6 (86%)
Human Resources and Facilities	0 (0%)	0 (0%)	1 (20%)	4 (80%)
Law and Governance	1 (20%)	0 (0%)	3 (60%)	1 (20%)
Total	**1 (3%)**	**0 (0%)**	**9 (29%)**	**21 (68%)**

	No Data	Red	Amber	Green
Previous Quarter	3 (9%)	0 (0%)	15 (32%)	17 (35%)

Direction of Travel

Service	No Data	Declining	No Change	Improving
Business Improvement and Technology	0 (0%)	1 (17%)	1 (17%)	4 (67%)
Customer Services	0 (0%)	1 (14%)	0 (0%)	6 (86%)
Finance	0 (0%)	1 (6%)	4 (25%)	11 (69%)
Human Resources and Facilities	0 (0%)	2 (50%)	0 (0%)	2 (50%)
Law and Governance	0 (0%)	1 (50%)	0 (0%)	1 (50%)
Grand Total	**0 (0%)**	**6 (17%)**	**5 (14%)**	**24 (69%)**

Direction of Travel

Service	No Data	Declining	No change	Improving
Business Improvement and Technology	0 (0%)	2 (33%)	4 (67%)	0 (0%)
Customer Services	0 (0%)	1 (9%)	2 (18%)	8 (73%)
Finance	0 (0%)	0 (0%)	4 (40%)	6 (60%)
Human Resources and Facilities	0 (0%)	3 (38%)	4 (50%)	1 (13%)
Law and Governance	0 (0%)	1 (17%)	3 (50%)	2 (33%)
Total	**0 (0%)**	**7 (17%)**	**17 (41%)**	**17 (41%)**

ORGANISATIONAL DEVELOPMENT AND CORPORATE SERVICES DIRECTORATE

Directorate Overview

Budgetary challenges were evident throughout the year, especially within Human Resources and Facilities. Other services areas within the Directorate managed to keep their spending below or close to their latest budgets. For the Directorate as a whole 19 (54%) of targets were met with 16 (46%) not achieved and risks were being managed adequately.

1. Directorate Financial Performance

The Directorate is estimated to have a projected outturn position of £13.173 million, which has an adverse outturn variance of £0.017 million compared to the latest budget. This is a £0.132 million lower than that reported in Q3.

Business Improvement and Technology

Business Imp & Tech was £0.068 million underspent as a result of lower spending on the technology side of the business.

Customer Services

Customer Services was £0.023 million favourable variance primarily arising through staff turnover offset by some overspends.

Finance

The Finance Service was £0.016 million favourable variance due to a lower than budgeted bad debt provision top-up.

Human Resources and Facilities

HR & Facilities was £0.119 million overspent largely due to the Cafe Contract, Consultant fees and the Town Hall and Copier Unit income.

Law and Governance

Law & Governance was only £0.005 million overspent at year-end.

2. Directorate Performance - Exceptions

Business Improvement and Technology

Average number of days to manage a full EU open tender - Year end performance was 229 days against a target of 114 days. Since 1/4/13, just 4 contracts have been awarded using the Open procedure. Measures now exist to improve timelines for new procurements which will more accurately reflect the actual timeline for letting a contract under the Open procedure..

Customer Services

Percentage of Council Tax collected - As at 31st March 2014, the collection rate had reached 97.01%, narrowly missing the target of 97.1% by just

£57,000. This represented the best ever result, improving on the previous year's equivalent of 96.80%. The target is anticipated to have been achieved by the end of April 2014.

Percentage of Business rates collected - Collection of the 2012/13 charge had reached 97.41% by 31st March 2014, against a target of 98%. This was a disappointing final result and with the Business Rates retention changes taking effect from April 2014 additional resources will be moved into this area.

Customers' getting through first time on Councils Main Service lines - Year to date performance was 92.53% against a target of 95%, and is gradually improving. In December, we rolled out the new workforce management system which is really helping us to better plan and so maximise our resources. In January, the telephony system will be upgraded to introduce new functionality which enables customers to request a call back rather than wait in a queue and this should further help reduce abandoned calls.

Time to process new benefits claims - Year to date performance is an average of 19.92 days compared to a target of 14 days. Recent results are showing a real, sustained improvement which the new processes and improved performance management have made possible. The in-month performance for new claims was 10.2 days, a significant reduction from September's in-month performance of 21.12 days. The team are now coming into the busiest time of the year with rent changes and changes to pensions and other benefits. We thus anticipate that the days to process New Claims may increase slightly as a result.

Finance

Percentage of invoices paid on time - A small improvement has been seen to take year end performance to 93.26% against a target of 98%. As the effect of P2P introduction was not really felt until later in the year cumulative figure is still some 6% off the target. A greater focus will be given to this target in 2014/15.

Percentage of orders issued electronically - Although there has been a steading improvement in performance through the year, the target of 80% was missed by 8%. Again, the effect of P2P introduction did not impact in the way anticipated when the target was set.

Investment return above base rate - Performance of 0.35% was below the target of 0.50%. Our MMF investments for the month have increased by £2m and the rates have remained largely stable. We will be looking to increase the property funds in future months as they continue to give a yield of over 6%.

Percentage of remittance advices emailed - Although performance during March 2014 was at 91%, overall performance for the year was 88% and so just below the target of 90%.

Percentage of debtors on direct debits - performance had improved to 20% since quarter 2, but missed the target of 28%. This is largely due to the loss of a key member of staff in December.

Numbers of returned Social Housing dwellings through criminal proceedings - No cases have been progressed to date against a target of 4. First potential prosecutions for housing fraud are in final stages, before instructing Legal. However, these cases were not concluded within the judicial system in this financial year.

Human Resources and Facilities

Percentage of black and ethnic minority employees - The year end figure of 7.01% was short of the target of 8%. Staff numbers remain the same as the previous month although there has been a slight drop in the overall percentage. HR will continue to monitor the impact of anonymised shortlisting, look at ways of targeting specific recruitment campaigns to ensure that positive action via feedback to unsuccessful BME applicants is given, and will also

deliver up to three master classes for BME applicants around applications/ interviews.

Percentage of employees with a disability - There has been a slight drop in staff declaring a disability from 109 in February to 107 in March 2014, leading to a year end figure of 8.8% against a target of 10. Staff numbers remain broadly the same but the Council has agreed to sign the Mindful Employer Charter and is developing an internal Wellbeing Strategy that should add further awareness and support to staff with a disability to those policies and interventions already available through Occupational Health/ workplace assessments etc.

Law and Governance

Electoral registration rate - 2013/14 performance data was made available during March 2014, showing performance of 95.48% against a target of 96%

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.