



East
Northamptonshire
Council

Scrutiny Committee – 26 September 2011

Quarterly Performance Reporting – Q1 2011/12

Purpose of report

This report provides Members with high level information about performance across the council in relation to agreed performance indicators, progress with internal audit recommendations and risk actions, and other statistics that support the monitoring of performance. Areas of achievement are also identified.

Attachment(s)

Appendix A: Quarter 1 Performance Highlights report – April 2011 to June 2011

1.0 Background

- 1.1 The Scrutiny Committee approved a new reporting framework for performance data at the meeting of 15 December 2010. This follows on from the implementation of a new process for managing performance through quarterly performance clinics.
- 1.2 The purpose of the performance clinics was to assess how service areas are progressing towards delivering key priorities and outcomes, identify problem areas and actions where required, provide peer challenge and identify and record good performance. The result is a high level report for members focussing on the key areas of interest.

2.0 Performance Clinics

- 2.1 The Performance Officer collated a report for each service area including information on all performance indicators, overdue audit recommendations, overdue risk actions, budget variance data and employment statistics.
- 2.2 The third round of performance clinics took place in August 2011. Clinics were attended by the Head of Service and Executive Director/Chief Executive, and in some cases middle managers of that service.
- 2.3 The Performance Officer and the Finance Manager discussed and challenged each section of the detailed performance report and agreed which items should be reported to the Corporate Management Team (CMT) and members appointed by the Scrutiny Committee to oversee performance data (Cllr S. Peacock for Performance and Cllr C. Wright for Audit & Risk). This report was then discussed at a CMT and Member clinic.
- 2.4 The overall performance report has also been prepared for the Scrutiny Committee and is attached at appendix A. The report contains
 - Performance indicators which are underperforming
 - Over performance and service area achievements
 - Audit recommendations that have not been implemented on time
 - Risk actions not completed on time
 - Service area budget variance
 - Other supporting statistics relating to performance

Explanations are provided against each area of performance. Heads of Service may be requested to attend to provide further information if members consider it necessary.

3.0 Equality and Diversity Implications

3.1 This is an information report for discussion. There are no equality and diversity implications arising.

4.0 Legal Implications

4.1 This is an information report for discussion. There are no legal implications arising from the proposals.

5.0 Risk Management

5.1 There are no significant risks arising from the information provided in this report.

6.0 Financial Implications

6.1 This is an information report for discussion. There are no financial implications arising unless Members identify areas of significant underperformance that require additional resources to improve performance. Any proposed action would be subject to a further report and recommendation through the Policy & Resources Committee.

7.0 Corporate Outcomes

7.1 The information provided in this report demonstrates how the council is performing in relation to its Corporate Outcomes of:

- Good Value for Money
- Effective Management
- Good Reputation
- High Quality Service Delivery

8.0 Recommendation

8.1 The committee is recommended to consider and discuss performance reported for Quarter 1 2011/12.

Legal	Power:				
	Other considerations:				
Background Papers:					
Person Originating Report:		Sacha Acland - Performance Officer, 01832 742203 sacland@east-northamptonshire.gov.uk			
Date: 7 September 2011					
CFO		MO		CX	

(Committee Report Normal Rev. 22)



Quarter 1 Scrutiny Committee Performance Highlights Report April 2011 to June 2011

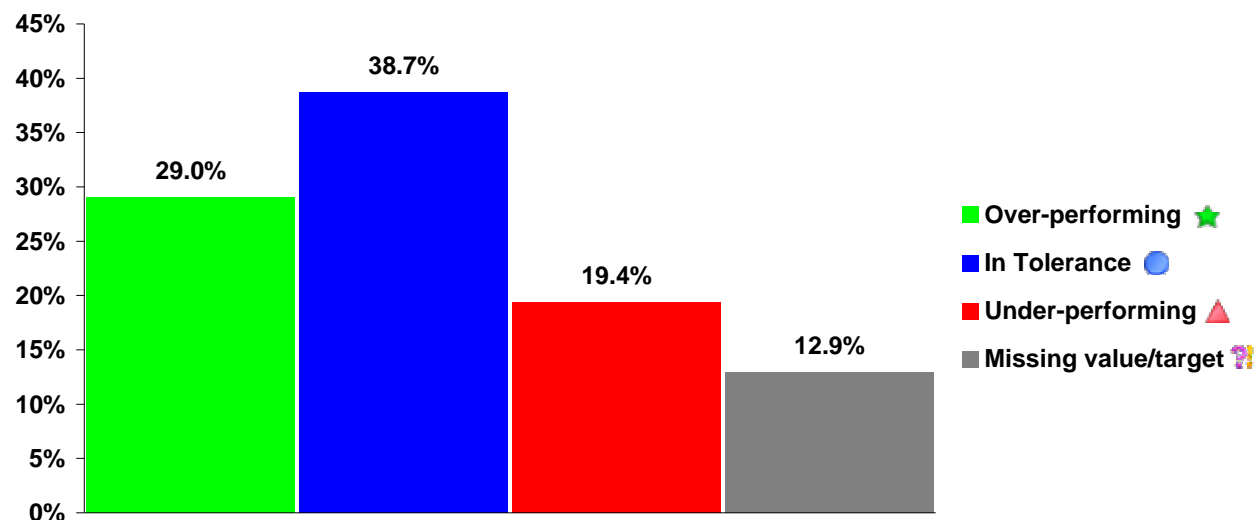
1. Quarter 1 performance	Page number
1.1 Performance against measures	3
1.2 Over-performing measures	4
1.3 Measures within tolerance	6
1.4 Under-performing measures	7
2. Recession Watch Measures	9
3. Areas of Achievement	12
4. Overdue Audit Recommendations	13
5. Overdue Risk Actions	14
6. Finance - Emerging Risks and significant variance from budget	15
7. Employment statistics	
	16
7.1 Staff Sickness	17
7.2 Staff Turnover	

If you have any questions about this report please contact Sacha Acland (Performance Officer) on 01832 742203
or email sacland@east-northamptonshire.gov.uk

1.1. Quarter 1 Performance Summary - Quarter 1 (April - June 2011)

Overall Performance of all performance measures

There were 31 performance measures recorded in Quarter 1 2011/12 and 67.7% were over-performing or within tolerance.



Sickness levels

The days lost to sickness (per full time equivalent) for East Northamptonshire Council is decreasing. It was 5.49 days in 2010/11, 5.18 days in the 12 month period up to May 2011 and the latest 12 month rolling total shows sickness levels at **3.71 days** up to the end of June 2011. This is a positive trend and is also the lowest staff sickness level for East Northamptonshire Council in the last 6 years.

Staff turnover

The percentage of staff turnover is **12.39%** for East Northamptonshire Council (12 month rolling total from June 2010 - May 2011). This is a slight decrease in turnover from 2010/11 which was 13.36%. The lowest year for staff turnover was 2009/10 at 11.7%.

Invoice payments

● **99.1% of all invoices were paid to suppliers within 30 days from April 2011 to June 2011. This performance is on target at 99% and the performance for the same period last year was also 99%.**

★ **96% of local supplier invoices were paid within 10 days from April 2011 to June 2011 in ENC, above the target of 80% and 6% higher than the same period last year.**

1.2 Over-performing measures

Corporate Performance

Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<i>CSC: Effective Management</i> BV012a Average number of working days lost per employee (rolling 12 months)	Actual	5.49	3.71			
	Target	6.5	6.5	6.5	6.5	6.5
	Performance	★	★	—	—	—
	Actual (YTD)	5.49	3.71			
	Target (YTD)	6.5	6.5	6.5	6.5	6.5
	Performance (YTD)	★	★	—	—	—
	Comment (June 2011)	710.5 days lost due to sickness absence in 12 months up to 30/06/2011. - Escalated from Performance Clinic to highlight that sickness absence is low and is decreasing.				











Planning Services

Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<i>CSC: High quality service delivery</i> ENPL44/45 (M) % of planning application appeals and enforcement appeals in which ENC is successful	Actual	70	83.33			
	Target	60	60	60	60	60
	Performance	★	★	—	—	—
	Actual (YTD)	81.25	83.33			
	Target (YTD)	60	60	60	60	60
	Performance (YTD)	★	★	—	—	—
	Comment (June 2011)	It is good to see sustained improvement on appeals following improvement work in 2009. However the cost of those we are losing is increasing. - Escalated from Performance Clinic to highlight good performance and to alert that this performance may not be maintained throughout 2011/12 due to a possible increase in planning appeals.				

Resources and Organisational Development						
Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<i>CSC: Prosperous</i> ENROD01 Amount of ext funding received by community groups in the district after receiving advice (£)	Actual	...	39,272			
	Target	...	25,000	25,000	25,000	25,000
	Performance	...	★	—	—	—
	Actual (YTD)	...	39,272			
	Target (YTD)	...	25,000	50,000	75,000	100,000
	Performance (YTD)	...	★	—	—	—
	Comment (June 2011)	<p>This is a new performance measure for 2011/12. The total is made up from: Chelveston Allotments £2,541, St Andrew's Church, Barnwell £6,811, Henry Chichele Primary School, garden £9,920, Brigstock Consolidated Charity, allotments £10,000 and Chelveston Parish Council play/recreation area £10,000.</p> <p>- Escalated from Performance Clinic to highlight good performance.</p>				

1.3 Measures within tolerance

Customer and Community Services

Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<u>CSC: Good Value for Money</u>	Actual	67.29	77.08			
	Target	73	78	78	79	80
	Performance					
	Actual (YTD)	75.17	77.08			
	Target (YTD)	73	78	78	79	80
	Performance (YTD)					
	Comment (June 2011)	On target for the year. - Escalated from Performance Clinic to highlight good performance and effect of the direct debit payment campaign.				
ENREV20a % of payment transactions processed by direct debit (Council tax and NNDR)						

1.4 Under-performing measures

Customer and Community Services

Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<i>CSC: High quality service delivery</i>	Actual	8.66	13.21			
	Target	12	12	12	12	12
	Performance	★	▲	—	—	—
	Actual (YTD)	8.66	13.21			
	Target (YTD)	12	12	12	12	12
	Performance (YTD)	★	▲	—	—	—
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)	Comment (June 2011)	<p>The first quarter's performance took a dip during May which can be attributed to several factors. The departure of a Verification Assistant in March has impacted on workflow, together with annual leave due to the extra bank holiday, computer downtime, this together with a rise in caseload has had an impact on performance. A new Verification Assistant began employment on 13 June 2011, she has been recruited from a local authority so is experienced in benefits which has meant apart from office procedural training, has become an asset to the office straight away.</p> <p>- Escalated from Performance Clinic to highlight effect of staff shortage on performance.</p>				

Environmental Services

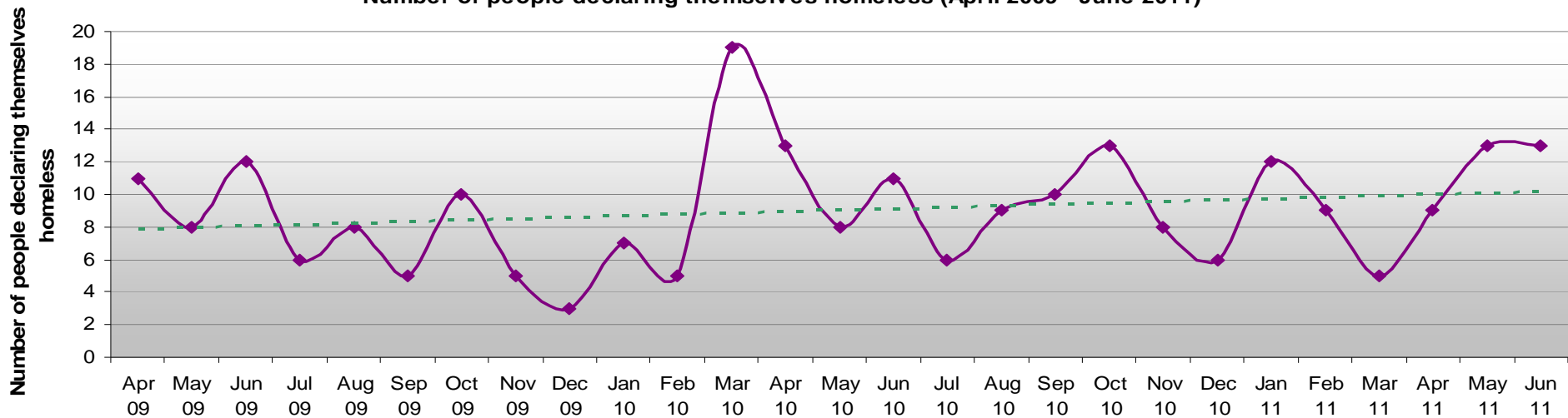
Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<i>CSC: Sustainable</i>	Actual	69.4	67.38			
	Target	68.5	60.3	60.3	60.3	60.3
	Performance	●	▲	—	—	—
	Actual (YTD)	69.4	67.38			
	Target (YTD)	68.5	60.3	60.3	60.3	60.3
	Performance (YTD)	●	▲	—	—	—
ENENV193 % of household waste sent to landfill	Comment (June 2011)	<p>The proportion of waste landfilled has risen very slightly compared to the figure of 67.1% for the same period last year. However, the amount of waste collected for recycling or composting is unchanged compared to the same period last year. More importantly the actual tonnage of household waste landfilled, which is a better measure of how well we are doing, fell slightly to just over 4,900 compared to over 5,100 tonnes for this period last year. The amount of waste landfilled will fall sharply in Q2 with the introduction of the new recycling scheme.</p> <p>- Escalated from Performance Clinic to highlight poor performance, however it is anticipated that performance will improve throughout 2011/12 with increased recycling rates due to the introduction of the new waste contract.</p>				

Planning Services						
Outcome and Measure	Data Series	March 2011	June 2011 - Quarter 1	Sept 2011	Dec 2011	March 2012
<i>CSC: Healthy</i>	Actual	26	35			
	Target	31	31	11	10	10
	Performance	★	▲	■	■	■
	Actual (YTD)	110	35			
	Target (YTD)	125	31	63	94	125
	Performance (YTD)	★	▲	■	■	■
ENPL01 (M) The number of people declaring themselves homeless	Comment (June 2011)	Due to a small increase in homelessness applications this indicator is slightly over the current target. This increase is a result of the current economic climate. - Escalated from Performance Clinic to highlight an increase in homelessness applications and to show a slight upward trend since April 2009 (see graph below).				

ENPL01 further comments

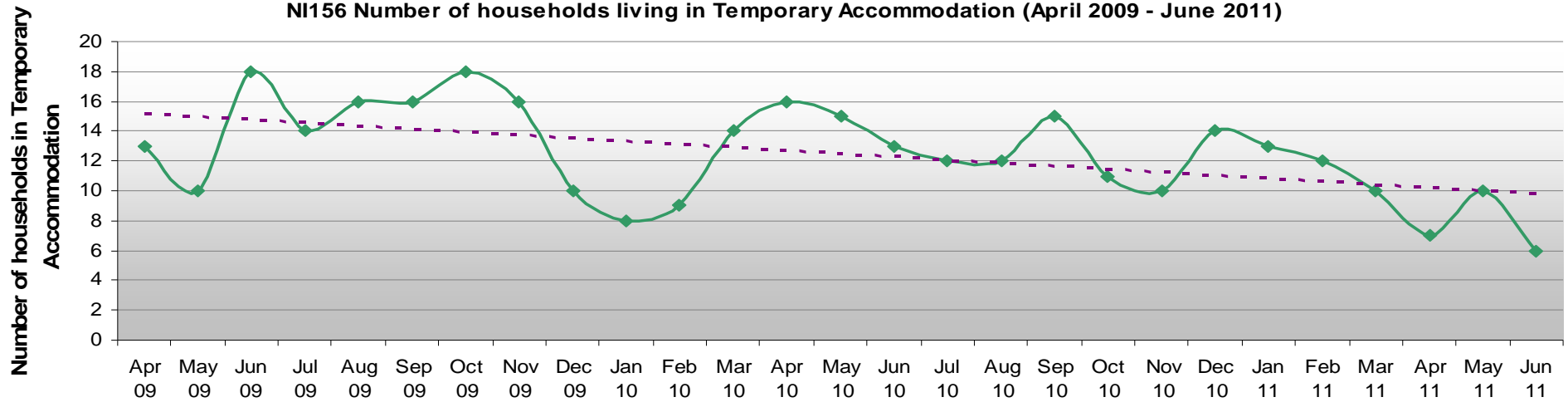
- The performance measure above is the actual number of homeless applications received by Spire Homes.
- An applicant is unlikely to be declared homeless twice within the same quarter or year unless their circumstances change i.e. they become pregnant and therefore will only appear in the totals once.
- Most applicants are not actually rough sleeping at the point of application and have normally been given notice by a private landlord or parents to leave their current accommodation and so they are to become homeless in the near future.
- The Housing team are aware of only 2 rough sleepers in the district at present and these have been seen by Spire Homes.
- Once the person has declared themselves homeless the Housing team then assess the application and decide whether the homeless applicant is in a priority need.
- Applicants requiring temporary accomodation can be moved into accomodation in a matter of days.
- The graphs below show the number of people declared homeless, the number in temporary accommodation and the age and family composition of those declared homeless from April 2009 to June 2011.

Number of people declaring themselves homeless (April 2009 - June 2011)

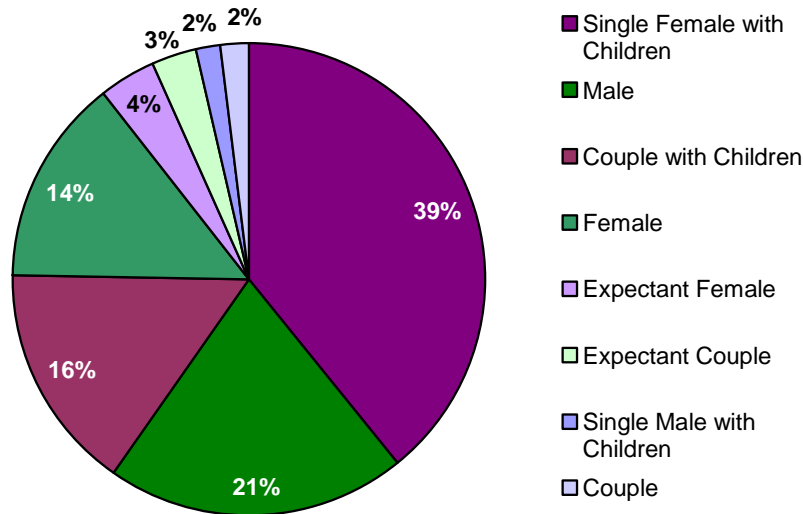


• Although the number of people declaring themselves as homeless is gradually increasing, the number of households in temporary accommodation is decreasing. This is a result of the Council's Allocation Policy giving preference to homeless people. Accepted homeless applicants receive a Priority Card which in effect places them at the top of the Housing Register for social housing. As a result of homelessness decisions being made quickly by the Council, many accepted homeless applicants are allocated accommodation before temporary accommodation is needed.

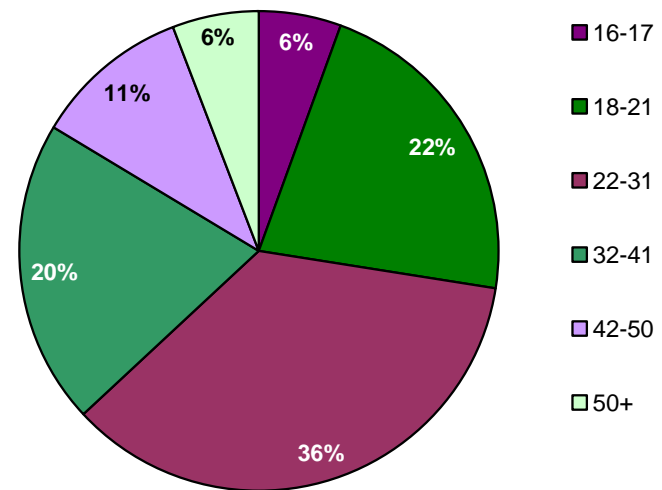
NI156 Number of households living in Temporary Accommodation (April 2009 - June 2011)



**Family Composition of Homeless Applicants
April 2009 - June 2011**

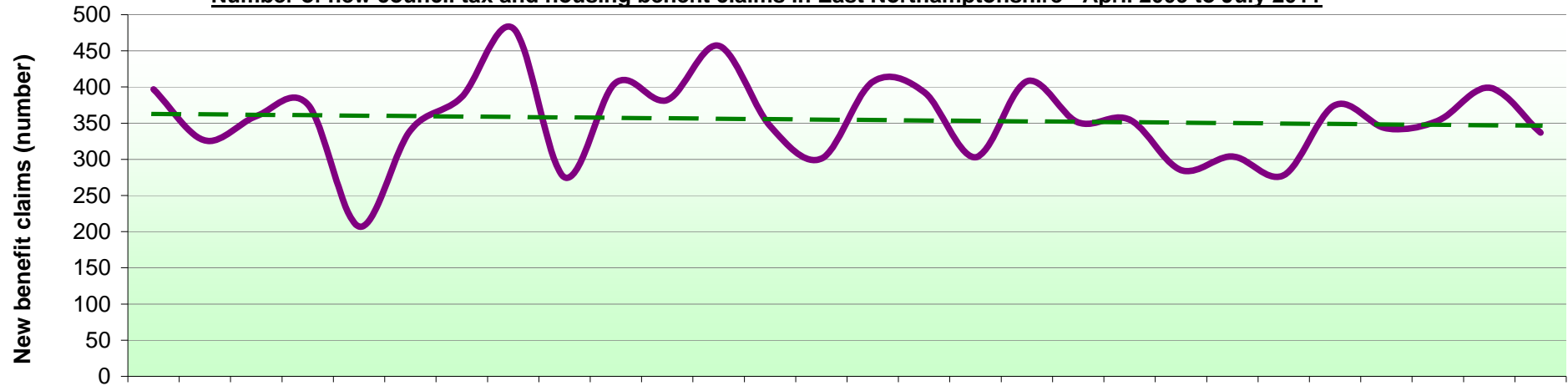


**Age of Homeless Applicants
April 2009 - June 2011**



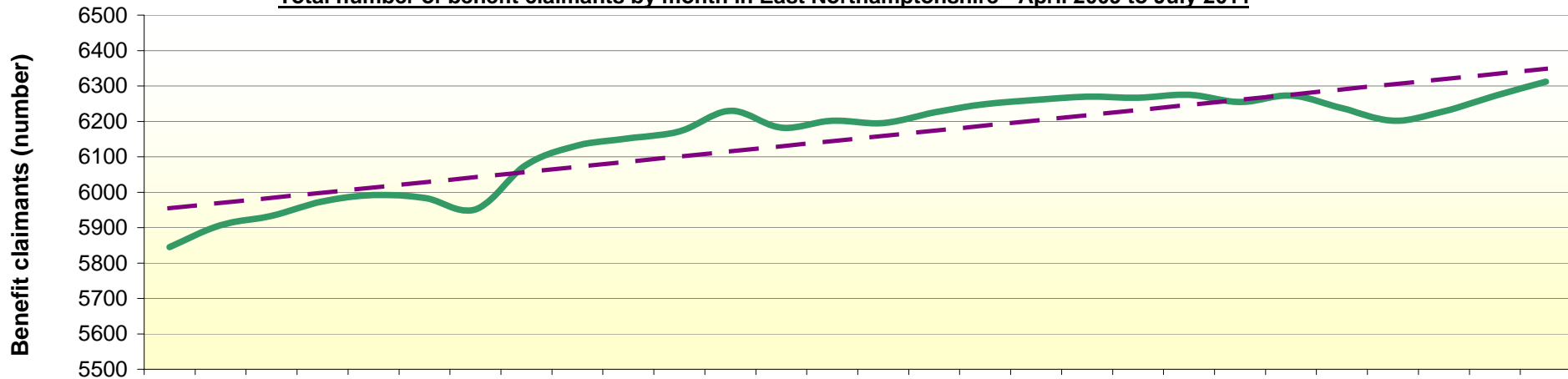
2. Recession Watch Measures

Number of new council tax and housing benefit claims in East Northamptonshire - April 2009 to July 2011



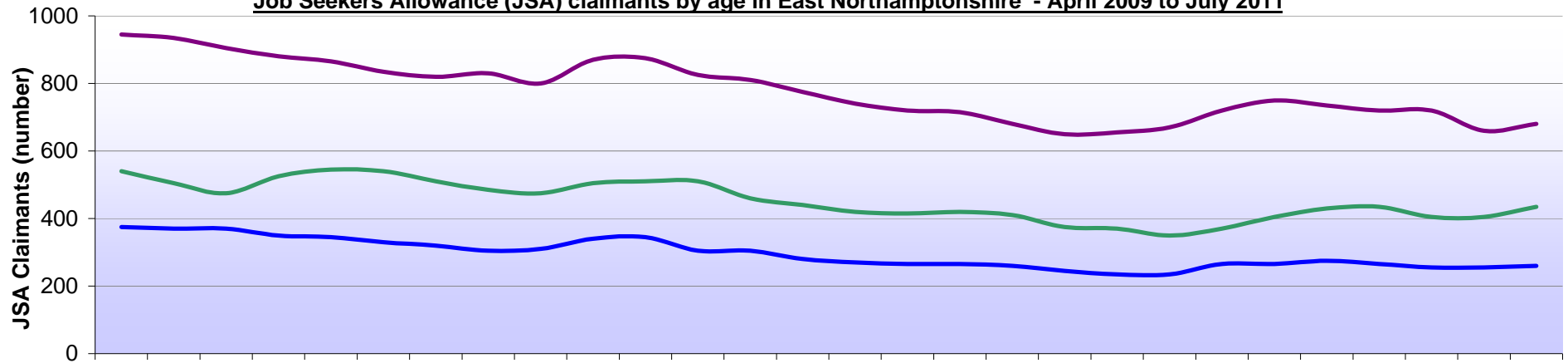
	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11
Monthly total	397	326	360	376	207	340	386	481	275	406	382	457	346	301	407	393	303	408	351	355	285	304	278	375	343	353	399	337

Total number of benefit claimants by month in East Northamptonshire - April 2009 to July 2011



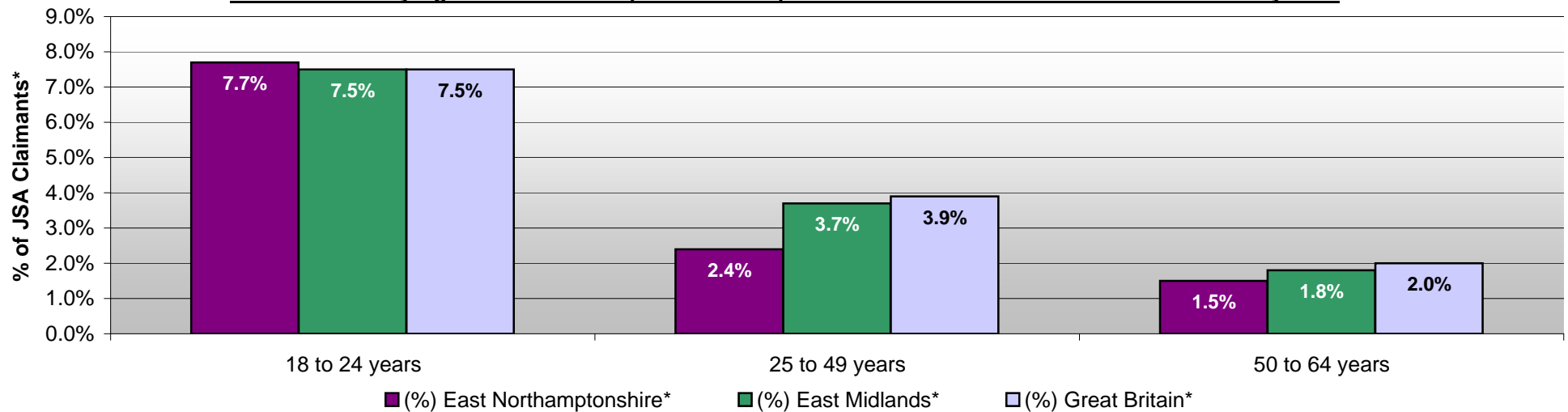
	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11
No. of Claimants	5845	5907	5933	5974	5992	5984	5951	6077	6132	6152	6172	6230	6182	6202	6195	6225	6249	6261	6270	6267	6275	6255	6273	6237	6202	6228	6272	6312

Job Seekers Allowance (JSA) claimants by age in East Northamptonshire - April 2009 to July 2011



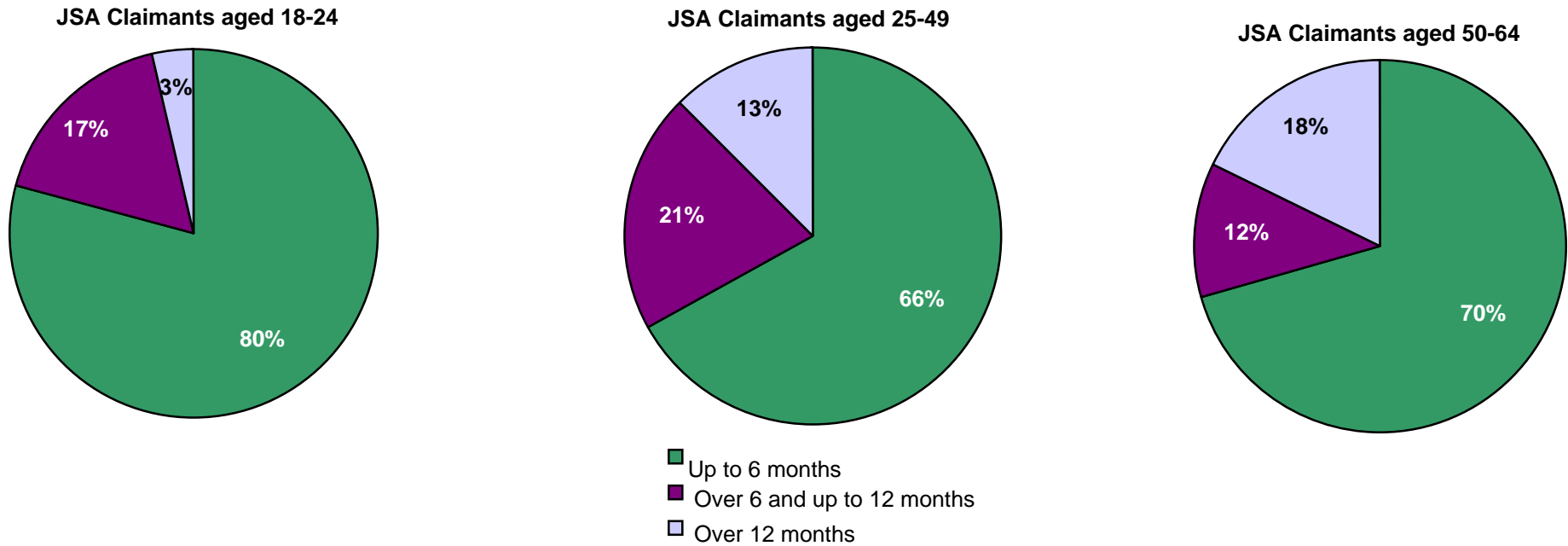
	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	Apr-10	May-10	Jun-10	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11	Jul-11
18-24 yrs	540	505	475	525	545	540	510	485	475	505	510	510	460	440	420	415	420	410	375	370	350	370	405	430	435	405	405	435
25-49 yrs	945	935	905	880	865	835	820	830	800	870	875	825	810	775	740	720	715	680	650	655	670	720	750	735	720	720	660	680
50+ yrs	375	370	370	350	345	330	320	305	310	340	345	305	305	280	270	265	265	260	245	235	235	265	265	275	265	255	255	260

JSA Claimants by Age in East Northamptonshire compared with East Midlands and Great Britain – July 2011

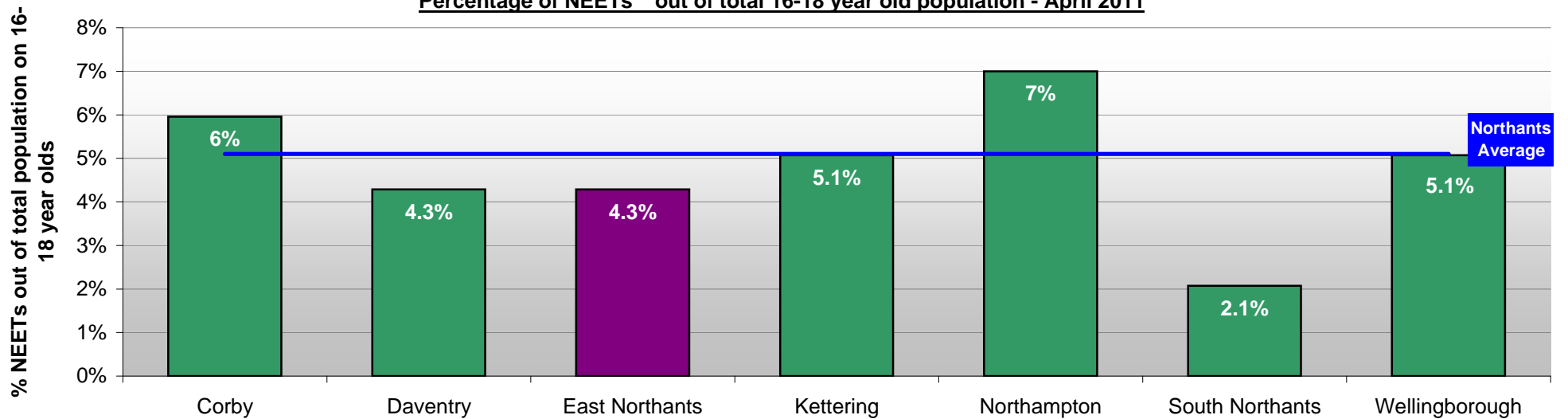


* % is number of persons claiming JSA as a proportion of resident population of the same age

Duration of JSA claim by Age in East Northamptonshire – July 2011



Percentage of NEETs out of total 16-18 year old population - April 2011**



** NEETs are 16-18 year olds not in education, employment or training

3. Areas of Achievement

This section is for Service Areas to report any areas of achievement. This could include any Continuous Service Improvements and efficiency savings or other exceptional performances.

Customer and Community Services			
Achievement	Date Completed	Staff involved	Follow up actions
Nottinghamshire City Council best practice - Dog fouling campaign	Jun-11	Chris Wykes	

ICT Services			
Achievement	Date Completed	Staff involved	Follow up actions
Capital saving £66k on joint procurement of server	Jun-11	Ian Peters	

Resources and Organisational Development			
Achievement	Date Completed	Staff involved	Follow up actions
Payroll shared service successful transfer to Corby BC	May-11	Aime Armstrong, Tricia Orr, Jackie Wagstaff, Pauline Matheson and Keeley Hogg and CBC staff	
Member Induction	May-11	Rachel Reeds, Rosanne Fleming, Keith Osborne, Sharn Matthews, Trevor Watson and Lisa Hyde	Mop-up sessions to be arranged

4. Overdue Audit Recommendations

Since April 2007, 298 recommendations have been made by Internal Audit. As at 30 June 2011, 22 recommendations remained to be implemented, none of which were recorded on Internal Audit's database as overdue.

This is a positive direction of travel, and indicates that both the performance clinics and monitoring by Internal Audit are being effective in ensuring actions are implemented. As no recommendations were overdue at the 30 June, none are included in the report this time. Internal Audit continue to monitor the implementation of the 22 recommendations to ensure they are actioned promptly. Progress on these will be reported at the next quarterly report if they have become overdue for implementation.

5. Overdue Risk Actions

This section includes actions from the Risk Register that have not been recorded as actioned by the original target date. The status update shows the current progress with the risk actions. Note that work is in progress to review and refresh the risk register content to align key risks to the emerging corporate priorities and as a result of service planning for 2011/12. All risk actions overdue in Quarter 1 are now marked as complete as a result of the Quarter 1 performance clinics.

Planning Services					
Risk Reference and Title	Action Required	Implementation date	Responsible	Status Update*	Status
Inadequate risk management (597)	Maintain client risk register on the 4Risk system Provide MGWSP monthly reports on risks	31/12/2010	Karen Williams	Update from Performance Clinic August 2011: Greenway project completed	

Resources and Organisational Development					
Risk Reference and Title	Action Required	Implementation date	Responsible	Status Update*	Status
Members and staff do not have the right skills, knowledge and behaviours (410)	Review current induction arrangements and introduce revised induction (taking into account Members KSB Framework).	30/06/2011	Katy Everitt	Update from Performance Clinic August 2011: Member induction complete	
Members and staff do not have the right skills, knowledge and behaviours (410)	Deliver member training programme	31/07/2011	Katy Everitt	Update from Performance Clinic August 2011: Member induction complete	
Failure to develop and deliver sustainable budgets (257)	Provide managers with financial management training	31/07/2010	Rosanne Fleming	Update from Performance Clinic August 2011: Five training sessions have been delivered to HoS, managers and other budget holders. Further training for middle managers is planned for October on budget setting. Regular refresher sessions will continue to be delivered.	

Risk action complete / controlled	
Risk action in progress	
Risk action not started	

6. Finance - Emerging Risks and significant variance from budget

Detailed challenge of budget variances line by line of under or over £500 takes place in the performance clinics to supplement the monthly budget monitoring carried out by the accountants within EnCor. All significant variances were satisfactorily explained. The Budget Out-turn for Quarter 1 of 2011/12 is due to be reported through the Finance Working Party and on to the Policy & Resources Committee in September 2011 as part of the routine financial reporting. The budget set for 2011/12 is both challenging and significantly lower in almost all service areas than for the previous year. Budget holders' continued effort to reduce expenditure wherever possible has already identified some small savings and some minor opposing overspends that could not have been budgeted for, and at present the overall expected out-turn is almost exactly on target, showing an overspend of £374.

	Budget 2011/12	Budget to date	Actual to date	Estimated Out-turn	Variance	% of budget spent (target 25%)	Spend to date v budget to date (target 1)
Executive Director S.M.	£120,480	£30,151	£29,740	£120,480	£0	25%	0.99
Head of Customer & Community	£1,870,550	£591,004	£1,428,329	£1,879,600	£9,050	76%	2.42
Head of Environmental Services	£3,004,590	£539,986	£764,534	£3,008,756	£4,166	25%	1.42
Head of ICT	£1,034,220	£500,876	£476,320	£994,965	(£39,255)	46%	0.95
Head of Resources & Org Dev	£3,083,000	£834,785	£753,937	£3,106,263	£23,263	24%	0.90
Head of Planning Services	£1,412,610	£351,614	£170,254	£1,412,260	(£350)	12%	0.48
Chief Executive	£194,980	£52,525	£46,787	£198,480	£3,500	24%	0.89
	£10,720,430	£2,900,941	£3,669,901	£10,720,804	£374	34%	1.27

Service Area budget variance explanation

Customer and Community Services

The percentage of budget spend appears to be extremely high at 76%. However, the detailed lines that make up this budget also include all the income and expenditure relating to Benefits, which due to timing differences and month end cut off are showing what appears to be a large overspend for this stage of the year. As part of the performance clinic, the detailed budget has been reviewed and there are no significant overspends to report. The fluctuations on the £17million+ that goes through our accounts during the year is balanced by receipt of the Subsidy Grants received from central government for Housing and Council Tax Benefits.

ICT Services

The percentage spend of the ICT budget appears higher than expected at 46% due to the front loading of expenditure on licence and maintenance agreements paid in full at the start of the year. Some timing differences over income received from Wellingborough as part of the shared service have also had an impact. Detailed budget review as part of the performance clinic has already identified potential savings of around £39k by the end of the financial year.

Planning Services

The percentage spend for Planning appears extremely low for the first quarter at 12% of budget. This is due to slightly higher levels of income for Development Control, and the lack of spending on the local development framework and local plans so far. The work on local plans is now underway and it is expected that expenditure on these budgets will catch up during the remainder of the year.

7. Employment statistics - 1 June 2010 - 31 May 2011

This section identifies sickness levels and staff turnover data for each Service Area. This is reported to Personnel Sub Committee five times a year.

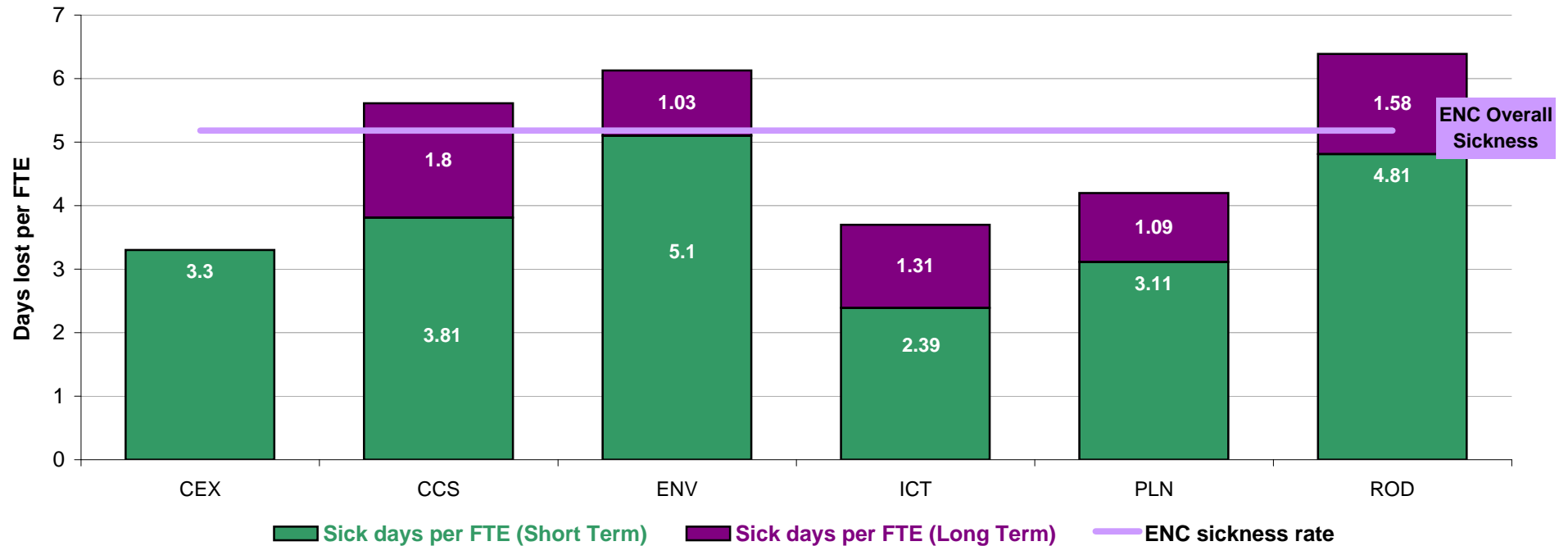
7.1 Staff Sickness

ENC TOTAL (1 June 2010 - 31 May 2011)	Days lost per FTE 5.18
--	---

Previous ENC sickness (days)	2010/11	5.49
	2009/10	6.83
	2008/09	5.84
	2007/08	9.37
	2006/07	7.10
	2005/06	7.30

2010 National sickness (days)	Public sector average	9.6
	All sector average	7.7
	Private sector average	6.6

Service area sickness totals (12 month rolling total) - 1 June 2010 - 31 May 2011



7.2 Staff Turnover

ENC TOTAL (1 June 2010 - 31 May 2011)	% of leavers 12.39%
--	--------------------------------------

Previous ENC Turnover	2010/11	13.36%
	2009/10	11.70%
	2008/09	12.77%
	2007/08	18.14%

2010 National turnover figures*	Public sector average	8.60%
	All sector average	13.50%
	Private sector average	14.60%

*CIPD 2010 survey - small survey samples

% of staff leaving out of total staff in Service Area - 1 June 2010 - 31 May 2011

