



## Scrutiny Committee – 3 April 2013

### Quarterly Performance Reporting – Q3 2012/13

#### 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 3 Performance Highlights report – April 2012 to December 2012

#### 1.0 Background

- 1.1 To monitor and report on performance, the Council manages performance through quarterly performance clinics for each service area.
- 1.2 The purpose of the performance clinics is 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 Clinic report for each service area includes information on all performance indicators, overdue audit recommendations, overdue risk actions, budget variance data and workforce statistics.
- 2.2 The Quarter 3 performance clinics for 2012/13 took place in February 2013. Clinics were attended by the Head of Service, Executive Director, Chief Executive, Finance Manager and Performance Officer.
- 2.3 The Performance Officer and 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 the CMT and Member performance highlights meeting on the 22 February 2013.
- 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 that are over-performing, under-performing or within target tolerance
  - Recession Watch measures
  - Service area achievements
  - Audit recommendations that have not been implemented on time
  - Risk actions not completed on time
  - Service area budget variance
  - Workforce statistics
- 2.5 Explanations are provided against performance indicators, audit recommendations and risk actions. 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:

- Prosperous
- Sustainable
- Clean
- Healthy
- High quality service delivery
- Good Value for Money
- Effective Management

### **8.0 Recommendation**

8.1 The Committee is recommended to:

- 1) Consider and discuss performance reported for Quarter 3 2012/13

<b>Legal</b>	Power:				
	Other considerations:				
<b>Background Papers:</b>					
<b>Person Originating Report:</b> Sacha Acland - Performance Officer					
<b>Date:</b> 08/03/13					
<b>CFO</b>		<b>MO</b>		<b>CX</b>	

(Committee Report Normal Rev. 22)

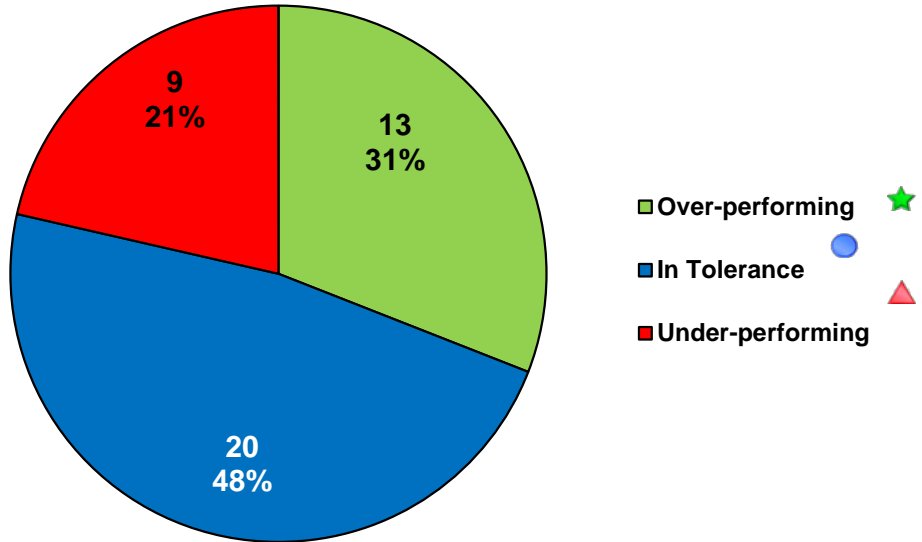


## Quarter 3 Scrutiny Committee Performance Highlights Report April 2012 to December 2012

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# 1.1 Quarter 3 Performance Summary

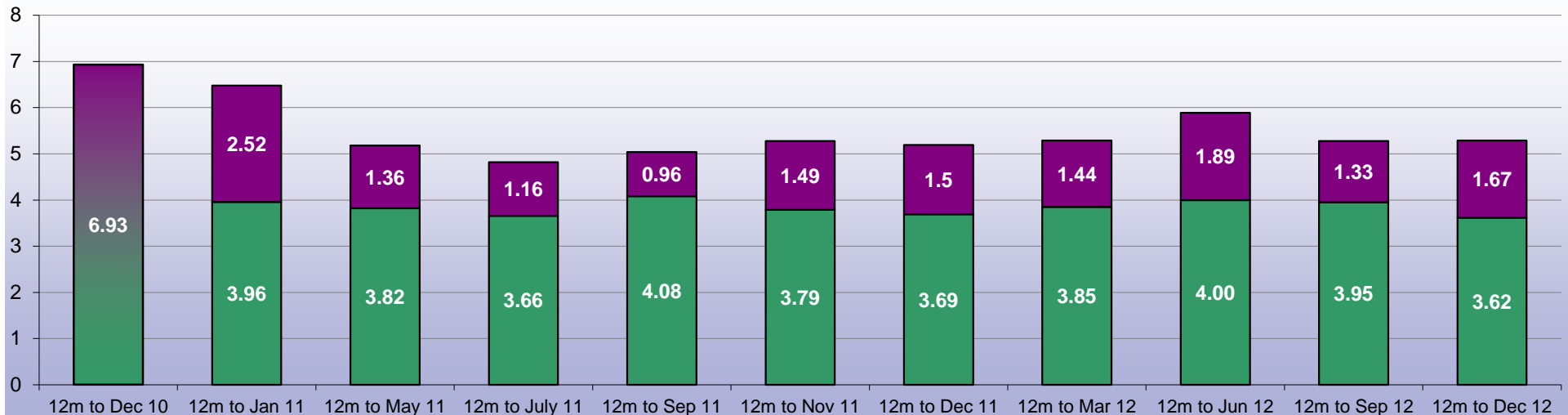
There were 42 performance measures recorded in Quarter 3 and 79% were over-performing or within tolerance.



	Quarter 3 - April 2012 to Dec 2012		
	ENC Overall	Target	Performance
Local supplier invoices paid within 10 days	92.4%	90%	●
Between April and December 302 out of 327 creditor invoices were paid to local trade suppliers within 10 days. Performance is currently 2.4% above target for the year.			
All invoices paid within 30 days	99.4%	99%	●
Between April and December 1,369 out of 1,377 creditor invoices were paid within 30 days. A consistent performance to meet this challenging target. Exchequer services have worked well alongside service areas.			
CIPFA Family group Q2 12/13 (Av. of 4 authorities)			99.0%

East Northamptonshire Council - Overall Sickness trends - Days lost per FTE (12 month rolling totals)

■ ENC Short Term ■ ENC Long Term



## 1.2 Over-performing measures

Environmental Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<i>Clean</i> <b>ENENV196d Average time taken to investigate fly-tips (days)</b>	Actual	...	0.75	0.65	0.81	
	Target	...	2	2	2	2
	Performance	>>	★	★	★	—
	Actual (YTD)	...	0.75	0.70	0.74	
	Target (YTD)	...	2	2	2	2
	Performance (YTD)	>>	★	★	★	—
	Comment (December 2012)	The vast majority of fly tipping investigations - 83% were carried out either the day the fly tip was reported or the next day. <b>- Escalated to show consistent good performance</b>				
<i>High quality service delivery</i> <b>ENENV67U % of people using the pest control service satisfied or better with service received</b>	Actual	98.46%	100%	100%	100%	
	Target	85%	95%	95%	95%	95%
	Performance	★	★	★	★	—
	Actual (YTD)	98.46%	100%	100%	100%	
	Target (YTD)	85%	95%	95%	95%	95%
	Performance (YTD)	★	★	★	★	—
	Comment (December 2012)	Of the 11 responses to pest control surveys sent out in September, October and November 8 replied "very satisfied" and 3 "satisfied". In the past 12 months 878 treatments for pest control were carried out. <b>- Escalated to show consistent high customer satisfaction</b>				

ICT Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<i>High Quality Service Delivery</i> <b>ENICT40 Number of broken links on the website (baseline 150 links in 2011/12)</b>	Actual	...	108	54	32	
	Target	...	125	100	75	50
	Performance	...	★	★	★	—
	Actual (YTD)	...	108	54	32	
	Target (YTD)	...	125	100	75	50
	Performance (YTD)	...	★	★	★	—
	Comment (December 2012)	Directgov and Business Link websites were replaced by GOV.UK on 17th Oct. Both were heavily linked to from our sites, hence a number of broken links were generated. <b>- Escalated to show improvement</b>				

Financial Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>Prosperous</u> ENROD01 Amount of external funding received by community groups in the district after receiving advice	Actual	£1,002,479	£125,451	£351,469	£78,995	
	Target	£25,000	£50,000	£50,000	£50,000	£50,000
	Performance	★	★	★	★	—
	Actual (YTD)	£1,392,106	£125,451	£476,920	£556,715	
	Target (YTD)	£100,000	£50,000	£100,000	£150,000	£200,000
	Performance (YTD)	★	★	★	★	—
	Comment (December 2012)	Results for successful community bids which have been received during this quarter are as follows: - Thrapston Skateboard Park £50,000 - Hemington Village Hall, kitchen £10,000 - Lyveden New Bield, moat work £8,995 - Titchmarsh Playing Field, equipment £10,000 - <b>Escalated to show consistent good performance</b>				
<u>Good Value for Money</u> ENPCD32/50 Amount of external funding received by East Northamptonshire Council	Actual	£0	£185,000	£164,000	£70,150	
	Target	£125,000	£125,000	£125,000	£125,000	£125,000
	Performance	▲	★	★	▲	—
	Actual (YTD)	£173,132	£185,000	£349,000	£419,150	
	Target (YTD)	£500,000	£125,000	£250,000	£375,000	£500,000
	Performance (YTD)	▲	★	★	★	—
	Comment (December 2012)	Four bids have been successful this quarter: - £50,000 of Sport England funding has been secured through a partnership bid with Rushden Town Council to build new changing facilities at Jubilee Park. - £10,000 of Portas funding has been secured for the Rushden Town Team, for town centre promotional work. - £9,150 of Awards for All funding has been secured for Rushden Town Council, to run an events week in summer 2013. - £1,000 of funding was secured from Northamptonshire County Council for equipment for Cultural Community Partnerships' YIP Club, for young people with disabilities. - <b>Escalated to show good performance</b>				

Planning Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>High quality service delivery</u> ENPL44/45 (M) % of planning application appeals and enforcement appeals in which ENC is successful	Actual	80%	80%	100%	100%	
	Target	60%	60%	60%	60%	60%
	Performance	★	★	★	★	—
	Actual (YTD)	70.83%	80%	90.91%	92.86%	
	Target (YTD)	60%	60%	60%	60%	60%
	Performance (YTD)	★	★	★	★	—
	Comment (December 2012)	All 3 appeals received in Quarter 3 were dismissed. 14 appeals were received so far in 2012/13 and only 1 was allowed. 13 were appeals against application decision and 1 was an appeal against enforcement. - <b>Escalated to show good performance and reduction in number of appeals (19 appeals received up to Quarter 3 2011/12)</b>				

## 1.3 Measures within tolerance

Corporate measures						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>High quality service delivery</u>  <b>ENCS07aU % Customers rating the service they received as 'good'</b> (Includes face to face, telephone and website GovMetric feedback)	Actual	80.55%	76.19%	81.17%	85.62%	
	Target	80%	80%	80%	80%	80%
	Performance	●	●	●	●	—
	Actual (YTD)	71.3%	76.19%	78.64%	80.77%	
	Target (YTD)	80%	80%	80%	80%	80%
	Performance (YTD)	▲	●	●	●	—
	Comment (December 2012)	Excellent result which is due to the successful GovMetric challenge as set for the customer service team. Earlier this year a submission, on behalf of the customer service team, was sent to GovMetric as an entry for "Team of the Year 2012" for which we are very proud to be acknowledged as the winners. <b>- Escalated to show improved performance compared to 63.91% up to Quarter 3 2011/12</b>				

Customer and Community Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>High quality service delivery</u>  <b>ENCS12 % First time resolution of customer enquiries by customer services</b>	Actual	73.99%	79.56%	78.81%	71.04%	
	Target	80%	80%	80%	80%	80%
	Performance	●	●	●	▲	—
	Actual (YTD)	78.65%	79.56%	79.16%	76.41%	
	Target (YTD)	80%	80%	80%	80%	80%
	Performance (YTD)	●	●	●	●	—
	Comment (December 2012)	This dip in performance for first time resolution was due to an increase in benefit referrals at the Thrapston office during this quarter. These are dealt with directly by customer services at the Rushden and Oundle offices, but referred on at Thrapston to the benefit verification officers. The completion of revenues and benefits integration with customer services, will see an increase in first time resolution at all customer service centres. <b>- Escalated to show increase in benefit referrals and impact of Welfare Reform</b>				

Planning Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>High quality service delivery</u>  <b>ENPL35/188 Percentage of planning decisions delegated to officers as a percentage of all decisions</b>	Actual	79.22%	87.77%	82.32%	77.27%	
	Target	90%	90%	90%	90%	90%
	Performance	●	●	●	▲	
	Actual (YTD)	83.97%	87.77%	85.09%	82.57%	
	Target (YTD)	90%	90%	90%	90%	90%
	Performance (YTD)	●	●	●	●	
	Comment (December 2012)	The percentage of decisions delegated to officers (83% year to date) remains below the Government target of 90%. Analysis suggests that the primary cause is the number of applications referred to committee because committee made an earlier decision on the same site. This may require a change to the Scheme of Delegation if this trend persists. <b>- Escalated to show decreasing trend in the number of decisions delegated</b>				

Environmental Services						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>Healthy</u> ENENV76 Establishments in the area which are broadly compliant with health and safety law (%)	Actual	97%	95%	92.99%	92.79%	
	Target	91%	92%	92%	92%	92%
	Performance	★	●	●	●	—
	Actual (YTD)	97%	95%	92.99%	92.79%	
	Target (YTD)	91%	92%	92%	92%	92%
	Performance (YTD)	★	●	●	●	—
	Comment (December 2012)	We are currently on target with the health and safety broadly compliant figure. It has dropped slightly from the last period, this is due to the continued tandoori gas safety intervention we are undertaking at the moment. We have found some unsafe gas appliances which have required both improvement and prohibition notices to be served, and as such has affected our scoring of these premises. 1042 out of 1123 establishments were compliant with health and safety law in December 2012. Frequency of inspection is decided based on the activities that take place at the premises. The work programme for inspections for the year is reported to P&R Committee annually through the statutory service plan. <b>- Escalated to show good performance despite tandoori gas safety intervention</b>				
<u>Healthy</u> ENENV79 Food establishments that are broadly compliant with food hygiene law (%)	Actual	88%	88.83%	89.07%	88.79%	
	Target	89%	90%	90%	90%	90%
	Performance	●	●	●	●	—
	Actual (YTD)	88%	88.83%	89.07%	88.79%	
	Target (YTD)	89%	90%	90%	90%	90%
	Performance (YTD)	●	●	●	●	—
	Benchmarking	CIPFA District authority average 2009-10 <b>86.1%</b>				
Comment (December 2012)	We are currently on target with food safety broadly compliance. We still have had lots of new businesses start up that have yet to be scored. We are targeting poor performing businesses to ensure food is safe. 705 out of 794 food establishments were compliant with food hygiene law in December 2012. Frequency of inspection of food establishments is based on the risk rating of the establishment. The work programme for inspections for the year is reported to P&R Committee annually through the statutory service plan. <b>- Escalated to show consistent good performance</b>					
<u>Sustainable</u> ENENV193 % of household waste sent to landfill	Actual	44.8%	45.60%	46.66%	48.64%	
	Target	60.3%	47.6%	47.6%	47.6%	47.6%
	Performance	★	●	●	●	—
	Actual (YTD)	51.29%	45.60%	46.12%	46.96%	
	Target (YTD)	60.3%	47.6%	47.6%	47.6%	47.6%
	Performance (YTD)	★	●	●	●	—
	Comment (December 2012)	The proportion landfilled has risen slightly. However, it should be noted that although the tonnage of waste landfilled in Q3 did increase the proportion landfilled is also skewed by some recycling from late December not being sent for sorting until January so included in the Q4 figures. <b>- Escalated to show maintained performance</b>				



## 1.4 Under-performing measures

Corporate measures						
Outcome and Measure	Data Series	March 2012	June 2012	Sept 2012	Dec 2012 - Quarter 3	March 2013
<u>Effective Management</u> <b>ENCP02 (A) % of policy decisions made that have not included an Equality Impact Assessment (EIA) that needed one</b>	Actual	60.27%	37.5%	16.67%	0%	
	Target	0%	0%	0%	0%	0%
	Performance	▲	▲	▲	●	—
	Actual (YTD)	60.27%	37.5%	23.08%	21.43%	
	Target (YTD)	0%	0%	0%	0%	0%
	Performance (YTD)	▲	▲	▲	▲	—
	Comment (December 2012)	Based on review of decisions made at P&R, Personnel Sub-Committee and Council during the third quarter of 2012/13. Two decisions were assessed as needing an EIA and both were presented with the papers to the relevant Committee. This figure is an improvement on the result for the first two quarters but there is more to be done to ensure that equality issues are considered early enough in the process so that officers understand the circumstances when EIAs may be needed. <b>- Escalated to show improving trend but also highlight importance of all policy decisions to have an EIA that need one</b>				
<u>Effective Management</u> <b>ENICT34 % of Freedom of Information (FOI) requests responded to within 20 working days</b>	Actual	94.97%	96.72%	84.03%	51.94%	
	Target	100%	100%	100%	100%	100%
	Performance	▲	●	▲	▲	—
	Actual (YTD)	93.20%	96.72%	91.13%	80.04%	
	Target (YTD)	100%	100%	100%	100%	100%
	Performance (YTD)	▲	●	▲	▲	—
	Comment (December 2012)	All 52 Personal Property Searches received this quarter were not responded to, by Land Charges, within the 20 working days. The FOIs responded to in 20 working days excluding the Personal Property Searches was 87% for Quarter 3. These will be reported as two separate measures in future. <b>- Escalated to show difference between personal property searches and FOIs.</b>				

### The other underperforming measures in Quarter 3 were:-

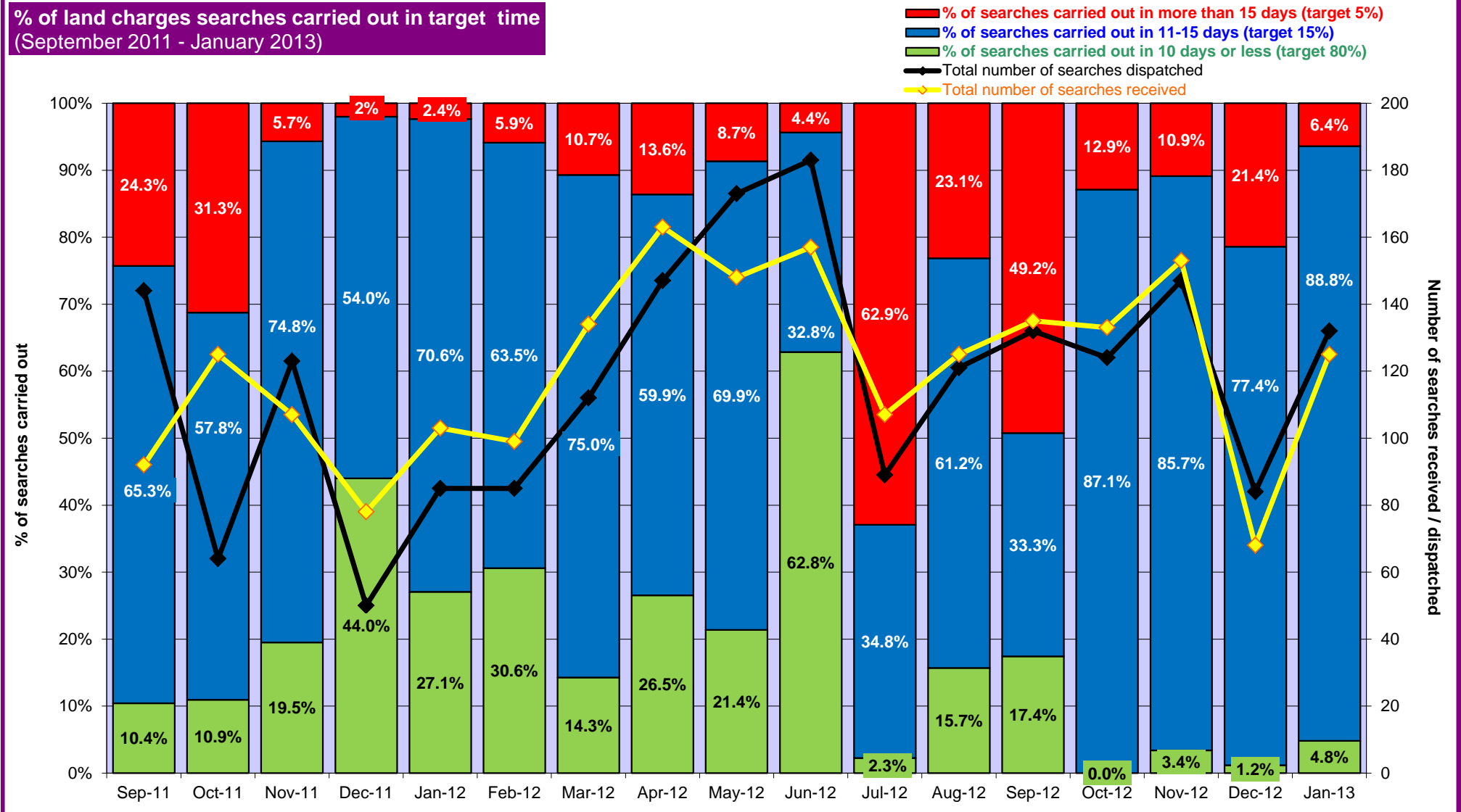
% of Land Charges searches carried out in more than 15 days	}	all of which are shown on the following graph
% of Land Charges searches carried out in 11-15 days		
% of Land Charges searches carried out in 10 days or less		
% of fly-tipping incidents resulting in enforcement (FPN/Prosecution/Warning letter)		
Levels of detritus - % of inspected transects which achieved an acceptable standard		
The number of people declaring themselves homeless		
% of critical assets in a satisfactory condition (taken from asset register)		

## 1.5 Land charges performance

### Comments:-

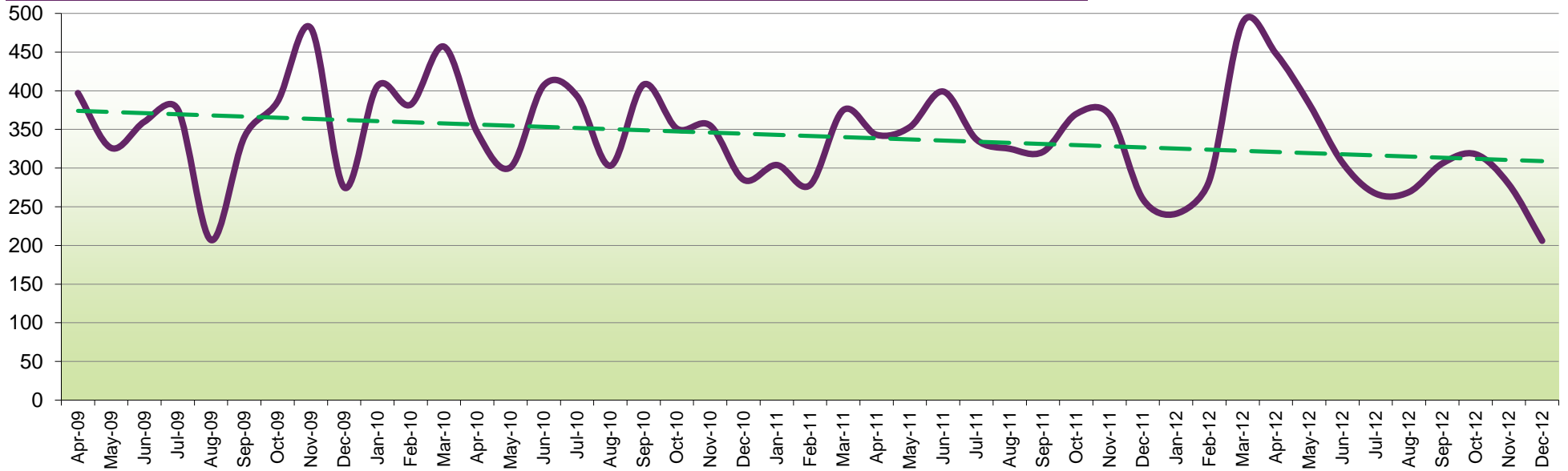
During December one member of staff was off for 4 days. ICT have been asked to relook at methods of reporting as current reporting from the TLC system is not completely accurate. A new Land Charges Manager started full-time hours on 17th January 2013.

### % of land charges searches carried out in target time (September 2011 - January 2013)

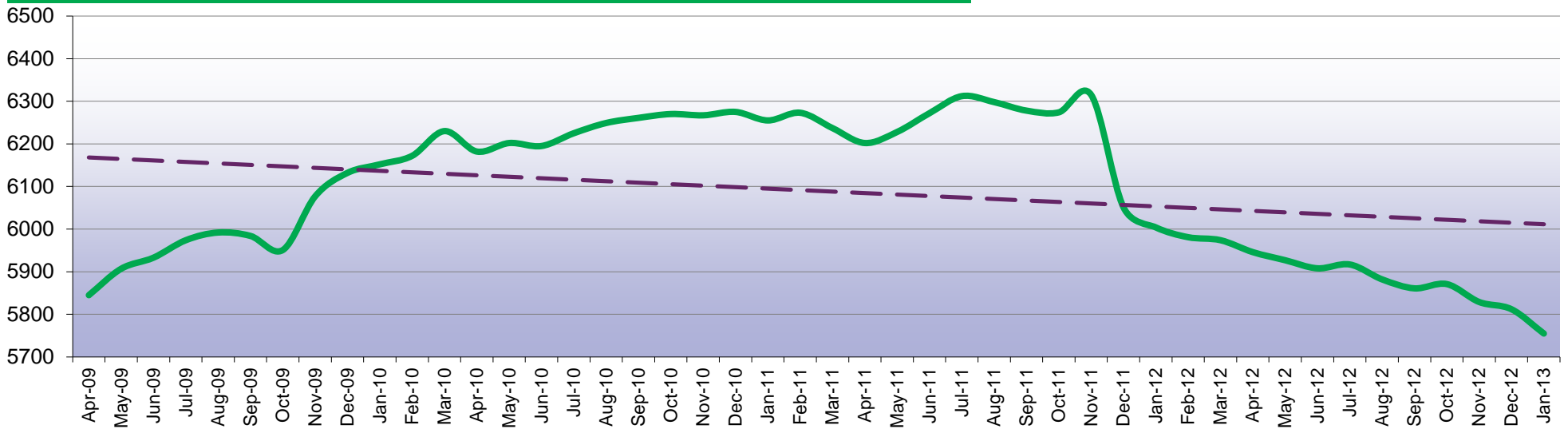


## 2. Recession Watch Measures

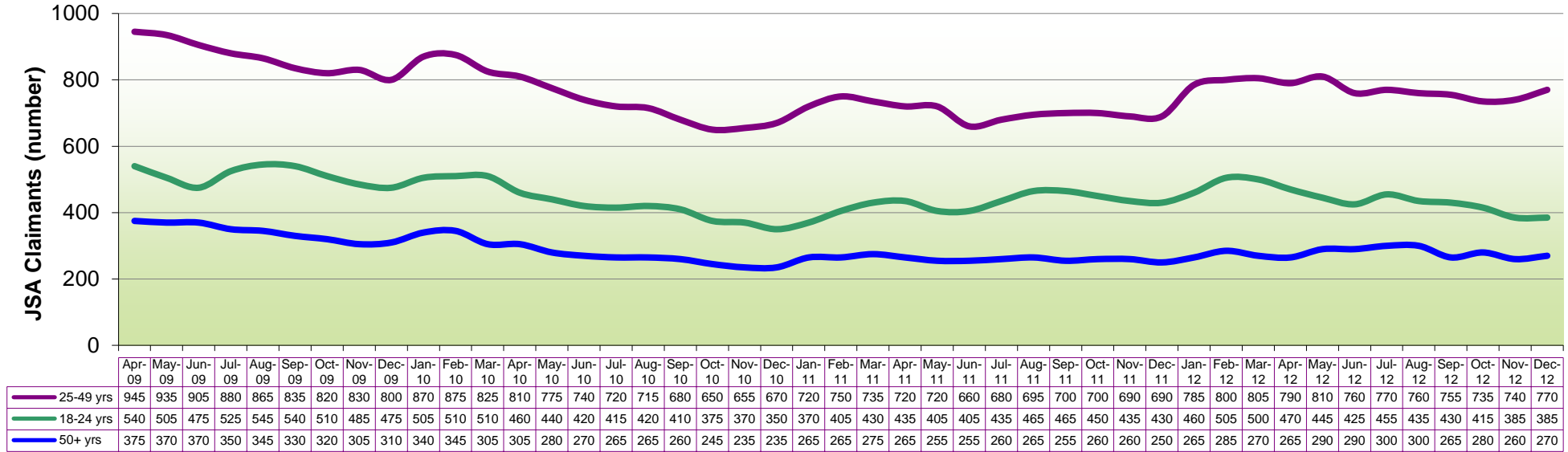
New council tax and housing benefit claims processed in East Northamptonshire - April 2009 to Dec 2012



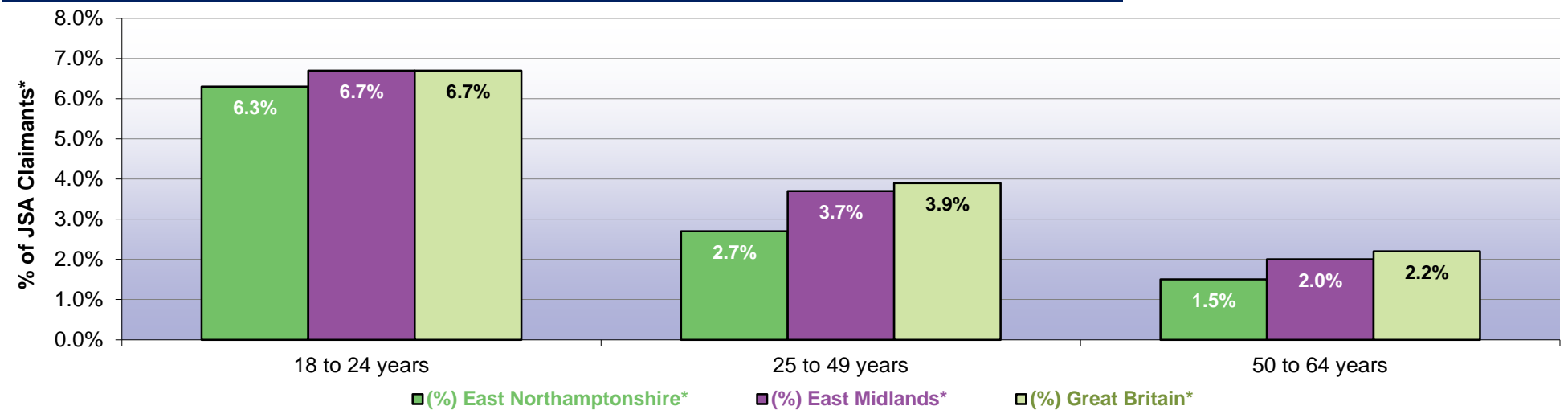
Total number of benefit claimants by month in East Northamptonshire - April 2009 to Jan 2013



**Job Seekers Allowance (JSA) claimants by age in East Northamptonshire - April 2009 to Dec 2012**



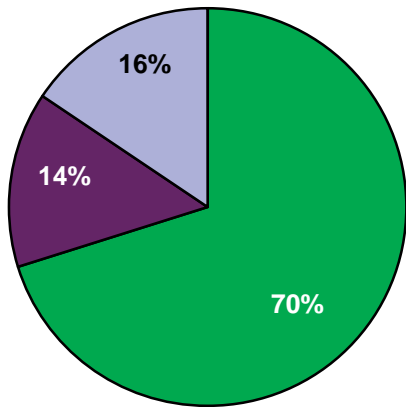
**JSA Claimants\* by Age in East Northamptonshire compared with East Midlands and Great Britain – Dec 2012**



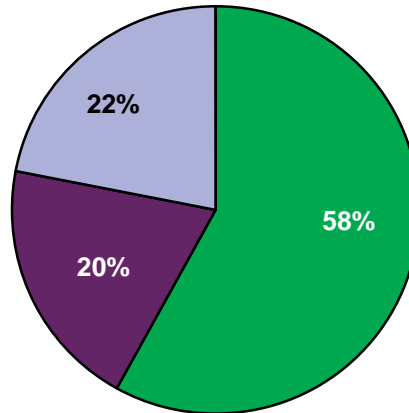
\* % is number of persons claiming JSA as a proportion of resident population of the same age

### Duration of JSA claim by Age in East Northamptonshire – Dec 2012

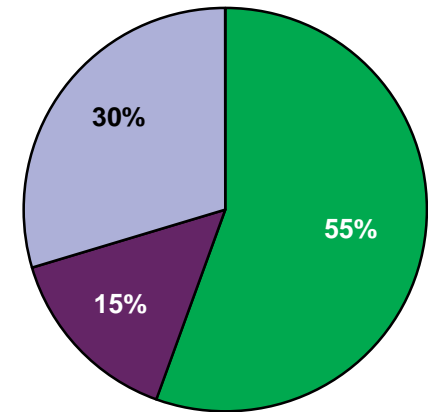
JSA Claimants aged 18-24



JSA Claimants aged 25-49

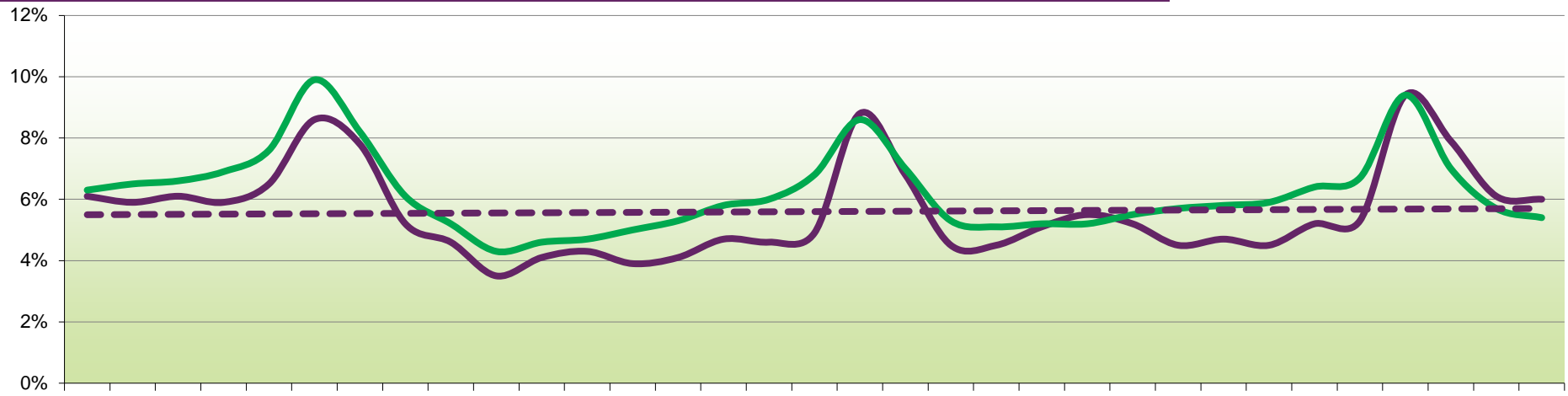


JSA Claimants aged 50-64



- Up to 6 months
- Over 6 and up to 12 months
- Over 12 months

### Percentage of NEETs\*\* in East Northants and Northants out of total population of the same age April 2010 to Dec 2012



	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	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
East Northants	6.1%	5.9%	6.1%	5.9%	6.5%	8.6%	7.8%	5.2%	4.6%	3.5%	4.1%	4.3%	3.9%	4.1%	4.7%	4.6%	4.9%	8.8%	6.8%	4.5%	4.5%	5.1%	5.5%	5.2%	4.5%	4.7%	4.5%	5.2%	5.3%	9.4%	7.9%	6.1%	6.0%
Northants	6.3%	6.5%	6.6%	6.9%	7.6%	9.9%	8.2%	6.1%	5.2%	4.3%	4.6%	4.7%	5.0%	5.3%	5.8%	6.0%	6.8%	8.6%	7.0%	5.3%	5.1%	5.2%	5.2%	5.5%	5.7%	5.8%	5.9%	6.4%	6.7%	9.4%	7.0%	5.7%	5.4%

\*\* NEETs up to March 2012 are 16-18 year olds not in education, employment or training, from April 2012 onwards NEETs are 17-19 year olds

### 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 performance.

#### GovMetric Award Customer Service Team of the Year 2012

The award has been made in recognition of the Customer Services team's continued commitment to encouraging customer feedback through face to face and telephone channels. This has resulted in an increased volume of customer feedback being collected.



Photo by NNL Northampton Newspapers

<b>Customer and Community Services</b>		
<b>Achievement</b>	<b>Date Completed</b>	<b>Staff involved</b>
Council tax Leaflet - now published online. Savings made on printing, postage and distribution.	Mar-13	Communications, Revenues & Benefits Team
Increased direct debit take up	2012	Revenues Team
Council tax and Customer Services integration - Payment enquiries and change of address	2012	Revenues and Customer Services
Community Planning toolkit available on the website	Aug-12	Community Partnerships
Community Facilities Fund launched (New Homes Bonus Scheme)	Feb-13	Community Partnerships
Approved Council tax support scheme	Approved at Full Council 7 Jan 2013	Revenues & Benefits
ISO accreditation 3 year renewal successful completion	11/12 July 2012	Revenues and Benefits
Welfare reform consultation process - High response rate in comparison to neighbouring authorities	2 Oct - 23 Nov 2012	Revenues and Benefits
Reduction in avoidable contact around Elections due to improved communications	2012	Customer Services and Communications

<b>Chief Executive's Department</b>		
<b>Achievement</b>	<b>Date Completed</b>	<b>Staff involved</b>
The development and implementation, within a very short timescale, of a solution to ensure the Council complied with the required publication of Members' Interests on the website, including those for Town and Parish councillors.	Dec-12	Carolyn Aldridge and Alice Duggan

<b>Environmental Services</b>		
<b>Achievement</b>	<b>Date Completed</b>	<b>Staff involved</b>
The County Better Business Project is progressing well, regulators have all commented on and approved the draft Charter. BRDO have recognised the progress the project is making and have agreed to help fund the project.	Still in progress	Julia Smith
A food hygiene course has been run in Chinese to help those with Chinese as their first language comply with the food safety requirements. All of those that attended passed the course	Jan-13	Amanda Robinson
The Shared Service for Health and Safety and Emergency Planning is now operational. It is based at Kettering and known as the NNRSP (North Northamptonshire Safety and Resilience Partnership).	Jan-13	Mike Deacon and Julia Smith
Our roll out of the new Food Standards Agency E.coli guidance has been recognised through an audit by peers at Kettering Borough Council to be best practice.	Feb-13	Commercial Health Team

<b>ICT Services</b>		
<b>Achievement</b>	<b>Date Completed</b>	<b>Staff involved</b>
Heather Watts and the project team for rolling out Office 2010 across the council in a very effective and efficient way with no significant issues to users.	December 12	Heather Watts - and all of the ICT services, as well as representatives from the service areas.
Replacement of core network switch, upgrade of software on all data switches and call servers. This provides resilience and a fast core network, as well as ensuring all equipment is able to be maintained under the current third party service contract.	Feb-13	Ian Tobin, Charlotte Frost, Ian Peters, Alison Curtis
Update of server virtualisation platform (VMware). Ensures the software is covered under maintenance and new features are potentially available to us.	Feb-13	Ian Tobin, James Houghton
Update of Citrix infrastructure. Ensures the software is covered under maintenance and new features are potentially available to us. Primarily the driver for this work was a faster desktop experience for the users.	Feb-13	Ian Tobin

<b>Planning Services</b>		
<b>Achievement</b>	<b>Date Completed</b>	<b>Staff involved</b>
Performance defending appeals - 14 appeals have been received so far in 2012/13 and only 1 has been allowed.	December 2012	Development Control Team
Successful funding bid for NNDC support of Rushden Transport Study	December 2012	Sarah Hawkins
CIL Implementation proposals produced on behalf of the North Northants authorities.	December 2012	Clare Yorke



<b>Resources and Organisational Development</b>		
<b>Achievement</b>	<b>Date Completed</b>	<b>Staff involved</b>
Amenities – recognition of the difficult circumstances presented to the Amenities Team when James Kasen, Site Supervisor, recently passed away. It was the Amenities Team who were the initial responders and they liaised with the Police and James’s son, Jacob. In addition to dealing with the immediate situation, they have also had to ensure cover for the Site Supervisor role. This too was in difficult circumstances, when the District experienced several inches of snow. The team worked hard to ensure the car park, paths and road leading to the Council were kept clear of snow, arriving at 6am to ensure people could get into work and customers could continue to visit the building.	January 2013	Richard Hankins, Geoff Oliver, John Kenny and Jane Stanhope
Election – The elections team have been extremely busy with numerous by-elections to run and a late canvass in 2012. Whilst all this has been going on, they have also run a successful election which has followed new processes that have been prepared by the Council’s Business Analyst, Pauline Matheson, in consultation with the elections team. All of this was achieved within budget and with amazing team work!	2012	Pauline Matheson, James McLaughlin, Heather Batten, Judi Miles and Julie Lillie
Car Scheme review – The HR team have successfully co-ordinated the review process, consulting with staff and Unison and ensured their feedback has been considered by Councillors in advance of any final decision being made. A difficult task which has been dealt with professionally.	2012	Aime Armstrong, Jo Minney and Elaine Scott
Carolyn Aldridge completed a Certificate of Professional Development in Consultation	November 2012	Carolyn Aldridge

## 4. Overdue Audit Recommendations

Since April 2007, Over 300 recommendations have been made by internal audit. In December 2012, 19 recommendations remained to be implemented and 8 of those were overdue.

This section lists those recommendations that were overdue for implementation. The original target date is shown in the target date column and any agreed revised date is shown beneath. Progress with implementation or explanation for late implementation is included in the status update. The rating of recommendations is in the context of the full internal audit report and relates to the order of priority of implementation. Internal Audit continue to monitor the implementation all 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.

Audit recommendation actioned	Audit recommendation in progress	Audit recommendation incomplete
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Chief Executives Department								
Audit Reference	Audit Report Name	Action Description	Audit Recommendation	Agreed Action	Status Update	Target date	Rating	Status
E001.E/COGO 2012.01.01.04. 02	Corporate Governance Arrangements 2011-12	<b>Enhanced Guidance about Disclosures</b>	The Monitoring Officer consider whether it would be appropriate and beneficial to provide more detailed guidance to Members and employees about the identification and proper treatment of interests.	Agreed June 2011□	Feb 2013 - Two Member Briefing Notes issued June and December in relation to Declaration of Member Interests. All new staff reminded of interest arrangements in Induction Meetings. Reminder note for Eunice needed for existing staff - to be completed by 31/3/13	31/10/2012 <b>DATE REVISED TO 31/03/2013</b>	<b>Low</b>	
E001.E/COGO 2012.01.01.07. 02	Corporate Governance Arrangements 2011-12	<b>Recording Member Training</b>	The Monitoring Officer investigate the practicability of developing and maintaining a comprehensive record of relevant training undertaken by Members.	Agreed June 2011□	Feb 2013 - Completed - Record now maintained of all Member attendance at internal and external training since April 2012.	31/10/2012	<b>Low</b>	

## Chief Executives Department

Audit Reference	Audit Report Name	Action Description	Audit Recommendation	Agreed Action	Status Update	Target date	Rating	Status
E001.E/COGO 2012.01.01.10. 01	Corporate Governance Arrangements 2011-12	<b>Review Public Consultation Strategy</b>	The Monitoring Officer determine the timescale for reviewing and - if necessary - revising the Public Consultation Strategy	Agreed June 2011 <input type="checkbox"/>	Review of use of Residents Panel is currently being undertaken. Once this has been completed then review of overall Strategy will take place - estimated to be end of 2013	<b>31/10/2012</b>  <b>DATE REVISED TO 31/12/2013</b>	<b>Low</b>	
E001.E/COGO 2012.01.01.10. 02	Corporate Governance Arrangements 2011-12	<b>Promoting the Governance Framework</b>	The Monitoring Officer consider what periodic promotional activity might be used to promote employees' understanding of and engagement with the Council's governance framework.	Agreed June 2011 <input type="checkbox"/>	Feb 2013 - Complete and ongoing. Whistle Blowing Policy reviewed and promoted on Eunice. Wider periodic promotional activity still to be considered.	<b>31/10/2012</b>	<b>Med</b>	

## Resources and Organisational Development

Audit Reference	Audit Report Name	Action Description	Audit Recommendation	Agreed Action	Status Update	Target date	Rating	Status
E001.E/FIMA2 011.01.01.02.0 1	Financial management	<b>HR Manager reviews JDs to ensure they contain adequate reference to employees financial management responsibilities</b>	The HR Manager should review all budget holders job descriptions to ensure they contain reference to financial management responsibilities.	Agreed November 2012	Feb 2013 - HR Manager to advise Middle Managers to review Job Descriptions at PDRs to ensure they contain reference to financial management responsibilities	<b>18/12/2012</b> <b>DATE REVISED TO 31/07/2013</b>	<b>Med</b>	
E005.E/PAEB2 012.01.06.02.0 1	Payroll and Employee Benefits	<b>HR Manager to ensure all car loans, crisis loans and car leases are fully documented and reconciled.</b>	1) The HR Manager to ensure all car loans and leases are fully documented, authorised, up to date insurance documents are sought and retained as per the car loan policy and payroll receives sufficient, documented and authorised confirmation of the required deductions. 2) All excess insurance payments and parking fine charges to be obtained from employees as per the policy. 3) A policy is produced and agreed by Committee for the agreement of crisis loans. Delegated Authority for the authorisation of crisis loans to be agreed by Members. Crisis loans to be documented and reconciled separately from the car loan spreadsheet.	Agreed March 2012	Feb 2013 - Completed	<b>31/12/2012</b>	<b>High</b>	
E008.E/MVFM 2012.bf.01.01. 05.01	Financial management and Promotion of Value for Money	<b>The HR Manager update the Induction Documents.</b>	The HR Manager update the Induction Documents to include provision for the new employee to be shown a copy of the Financial Rules and a requirement for the new employee to sign as confirmation they have received the job appropriate training.	Agreed June 2012	Feb 2013 - Project underway	<b>31/12/2012</b> <b>DATE REVISED TO 30/06/2013</b>	<b>Low</b>	

## Resources and Organisational Development

Audit Reference	Audit Report Name	Action Description	Audit Recommendation	Agreed Action	Status Update	Target date	Rating	Status
E005.E/PAEB2 012.01.05.05.0 2	Payroll and Employee Benefits	<b>The HR Manager and the Principal Payroll Officer to discuss options of how and where to transport and store payroll details.</b>	The HR Manager and the Principal Payroll Officer to discuss the possibility of setting up a dedicated payroll area where the Principal Payroll Officer from Corby Borough Council can use for all payroll related matters or the option of scanning in all documents by HR to Payroll. Payroll files either to be retained within East Northamptonshire Council to ensure all payroll forms and queries are resolved on site or a dedicated area is established within Corby Borough Council for such files.	Agreed March 2012	Feb 2013 - Project underway	31/12/2012  DATE REVISED TO 30/04/2013	High	

## 5. Overdue Risk Actions

This section includes actions from the Risk Register that have not been recorded as implemented by the original target date. The status update shows the current progress with the risk actions. The original implementation date is shown in the target date column and any agreed revised date is shown beneath.

Risk action complete / controlled	Risk action in progress	Risk action incomplete
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Customer and Community Services					
Risk Title	Action Required	Implementation date	Responsible	Status Update*	Status
Unable to reduce the perception and fear of crime (185)	Develop and deliver targeted campaigns	05/11/2012 <b>DATE REVISED TO 30/11/2013</b>	Lisa Hyde	Feb 2013 - Ongoing	
	Undertake CCTV review project and produce options paper. Review at P&R 12/03/12	31/12/2012 <b>DATE REVISED TO 31/03/2013</b>	Lisa Hyde	Feb 2013 - CCTV review project complete	

Environmental Services					
Risk Title	Action Required	Implementation date	Responsible	Status Update*	Status
Failure of Licensing Software (641)	Provision of <u>Alternative software provider</u> Project has been started using the Northamptonshire County Council gateway to share Trading Standards software	30/11/2012 <b>DATE REVISED TO 30/06/2013</b>	Julia Smith	Feb 2013 - Delay caused by Partner issues in relation to procurement	
Mandated change to Recycling Collections due to changes in Waste Regulations (649)	Monitor the ongoing discussions as they develop following the outcome of the Judicial Review	24/01/2013 <b>DATE REVISED TO 28/02/2013</b>	Charlotte Tompkins	Feb 2013 - Awaiting outcome of hearing in Cardiff on 26 Feb	

<b>Financial Services</b>					
<b>Risk Title</b>	<b>Action Required</b>	<b>Implementation date</b>	<b>Responsible</b>	<b>Status Update*</b>	<b>Status</b>
<b>Failure to approve a stable &amp; sustainable financial strategy (633)</b>	Refresh MTFS position on a quarterly basis	31/12/2012  <b>DATE REVISED TO 31/03/2013</b>	Glenn Hammons	Feb 2013 - On-going Quarterly Process, latest update to Council as part of budget setting due 27 Feb 13	
<b>Funding forecasts from government [Formula Grant, LGRR, NHB, CTB localisation, etc] are not updated in light of changing circumstances (635)</b>	Brief Members	31/01/2013	Glenn Hammons	Feb 2013 - Member briefing took place in Dec 2012	

<b>ICT Services</b>					
<b>Risk Title</b>	<b>Action Required</b>	<b>Implementation date</b>	<b>Responsible</b>	<b>Status Update*</b>	<b>Status</b>
<b>Failure to meet licensing requirements (617)</b>	For all license information to be centralised into the service desk configuration management database	31/07/2012 <b>DATE REVISED TO 31/05/2013</b>	Alison Curtis	Feb 2013 - Asset management system is being put in place to record all licenses. This project is due to begin in April	
<b>Waste Project _ VPN connection (623)</b>	Service level Agreement required between Whitespace/Kier and East Northamptonshire Council	01/01/2013 <b>DATE REVISED TO 13/05/2013</b>	Ian Peters	Feb 2013 - The remainder of the work that needs to be completed by ENC ICT has now been scheduled for the first week of May	
<b>PROTECT or RESTRICTED document released to unauthorised personnel (577)</b>	Awareness Raising - Guidance regarding this issue needs to be agreed and communicated	28/09/2012 <b>DATE REVISED TO 01/04/2013</b>	Alison Curtis	Feb 2013 - A course Managing your Information covering "Mark it" is currently being developed as is an Information Classification Guide to help staff classify their documents. This will then be available to all staff.	
	Training needs to be provided as well as simple guidance on Eunice to staff where they are likely to come into contact with restricted or protected information.	21/12/2012 <b>DATE REVISED TO 01/04/2013</b>	Pat Bird	Feb 2013 - Training documentation / programme is being worked on	
<b>Civica Finance system upgrade (644)</b>	Plan migration to new server and upgrade of all applications to latest versions, in conjunction with EnCor representatives.	01/02/2013 <b>DATE REVISED TO 01/04/2013</b>	Gareth Jones	Feb 2013 - This is currently with Glenn to discuss at the EnCor board	
<b>ICT Security (653)</b>	Implement End Point Security Solution - Implement Becript prior to PSN audit.	01/02/2013 <b>DATE REVISED TO 01/05/2013</b>	Ian Tobin	Feb 2013 - This is to put in place a system of controlling what data is passed to and from the network via PCs, laptops and storage devices. A system has been sourced and is due to go in during April	



<b>Planning Services</b>					
<b>Risk Title</b>	<b>Action Required</b>	<b>Implementation date</b>	<b>Responsible</b>	<b>Status Update*</b>	<b>Status</b>
<b>Non-achievement of Rushden regeneration (502)</b>	Review of the planning framework including preparation of 4 Towns Plan	31/12/2012 <b>DATE REVISED TO 31/03/2013</b>	Rob Back	Feb 2013 - Preferred Options 4TP document to be agreed at Policy Committee in March 2013. Target date changed.	
<b>Increase in homelessness (230)</b>	Homelessness Strategy to be updated	31/01/2013	Cat Hartley	Feb 2013 - Strategies have now been adopted at P&R	

## 5. Finance - Emerging Risks and significant variance from budget

The table below shows the actual spend vs profiled budget for April 2012 - December 2012.

### Service Area Revenue Budget Variance - Quarter 3 2012/13

	Budget 2012/13	Budget to date	Actual to date	Estimated Outturn	Variance (Outturn v Budget)	Variance Quarter 2	Variance 2011/12
Executive Director S.M.	£171,040	£128,305	£124,647	£155,100	(£15,940)	(£12,070)	(£459)
Head of Customer & Community	£1,921,410	£1,963,606	£1,302,534	£1,790,841	(£130,569)	(£6,000)	(£85,591)
Head of Environmental Services	£2,742,460	£2,236,911	£1,490,151	£2,565,096	(£177,364)	(£49,162)	(£20,417)
Head of ICT	£853,000	£693,422	£728,968	£780,010	(£72,990)	(£31,564)	(£105,546)
Head of Resources & Org Dev	£1,709,330	£1,321,317	£1,222,427	£1,649,077	(£60,253)	(£20,479)	(£313,904)
Head of Planning Services	£1,135,240	£781,124	£729,779	£1,208,220	£72,980	£37,210	(£50,079)
Chief Executive	£196,990	£147,350	£151,377	£199,240	£2,250	£1,800	£865
Chief Finance Officer	£1,465,360	£1,032,489	£936,995	£1,393,770	(£71,590)	(£82,690)	
	<b>£10,194,830</b>	<b>£8,304,524</b>	<b>£6,686,878</b>	<b>£9,741,354</b>	<b>(£453,476)</b>	<b>(£162,955)</b>	<b>(£575,131)</b>

### Service Area Capital Budget Variance - Quarter 3 2012/13

	Current Budget	Estimated Outturn	Actual + Commitment	Variance (Outturn v Budget)
Head of ICT	£556,340	£467,450	£390,306	(£88,890)
Head of Resources & Org Dev	£2,997,270	£1,340,210	£1,290,309	(£1,657,060)
Head of Customer & Community	£940,335	£382,131	£349,880	(£558,204)
Head of Environmental Services	£821,080	£782,060	£490,348	(£39,020)
Executive Director S.M.	£32,000	£32,000	£31,999	£0
	<b>£5,347,025</b>	<b>£3,003,851</b>	<b>£2,552,842</b>	<b>(£2,343,174)</b>

#### Comments:

**Head of Environmental Services:** Revenue variance - Large proportion of underspend attributed to waste contract

**Head of ICT:** Revenue savings are mostly from maternity cover and reduction in some licenses. Capital is underspent due to carry forwards relating to projects.

**Head of Planning Services:** The most significant variance in the Planning Services budget relates to under-achievement of income targets. 2012/13 income is estimated to be approximately £95,000 lower than budgeted, however this level of income is in line with 5-year averages and a more realistic budget has been proposed for 2013/14.

**Head of Resources and Organisational Development:** Variance in the capital budget is due to a focussed review of leisure improvement payment dates by the Quantity Surveyor. This has resulted in some of the capital payments being pushed back to 13/14.

## 7. ENC Employment statistics

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

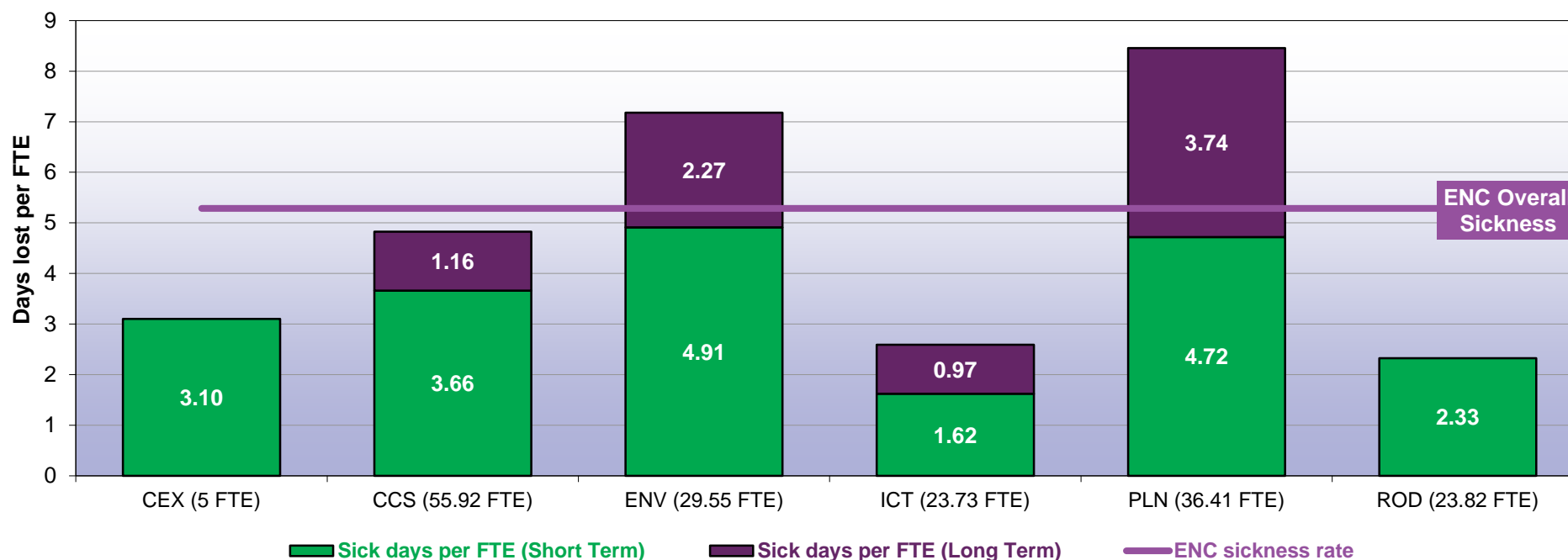
### 7.1 Staff Sickness

ENC TOTAL (1 Jan - 31 Dec 2012)	Days lost per FTE		
	OVERALL	Short Term	Long Term
	5.29 days	3.62 days	1.67 days

Previous ENC sickness (days)	2011/12	2010/11	2009/10	2008/09	2007/08	2006/07	2005/06
	5.29	5.49	6.83	5.84	9.37	7.10	7.30

2012 National sickness (days)	Public sector average	7.9
	All sector average	6.8
	Private sector average	5.7

### Service area sickness totals (12 month rolling total) - 1 January - 31 December 2012



## 7.2 Staff Turnover

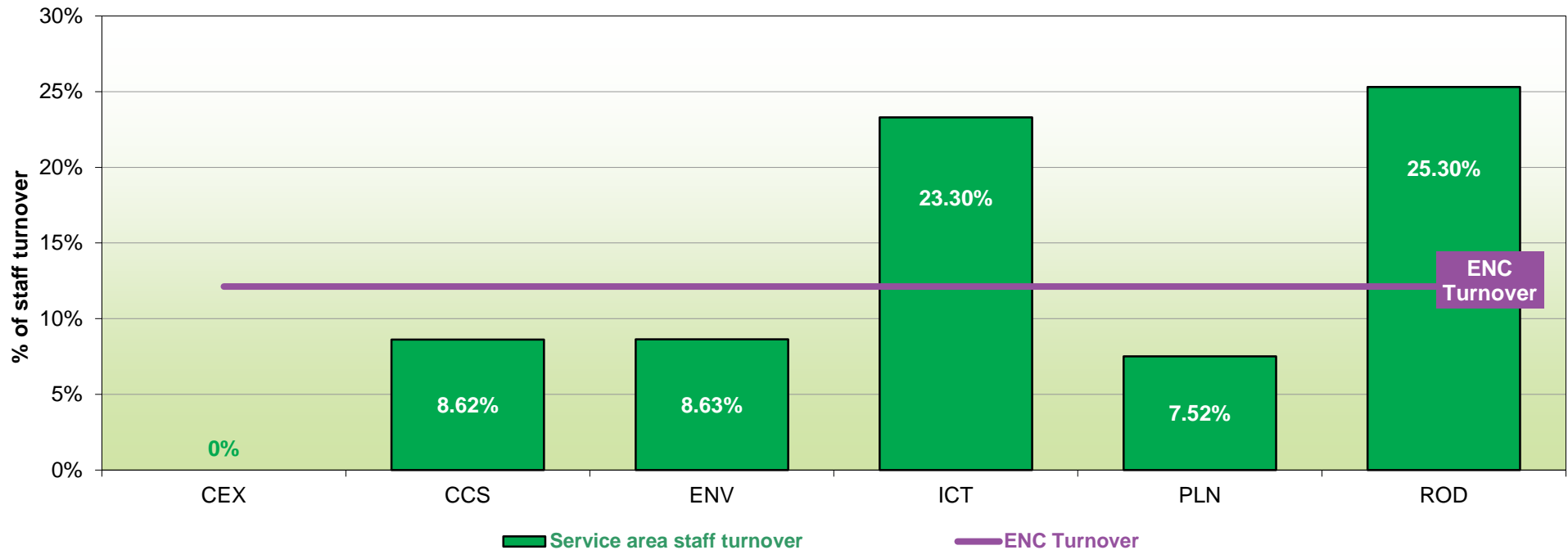
<b>ENC TOTAL (1 Oct 2011 - 30 Sept 2012)</b>	<b>% of leavers</b>
	<b>12.13%</b>

<b>Previous ENC Turnover</b>	2011/12	<b>14.32%</b>
	2010/11	<b>13.36%</b>
	2009/10	<b>11.70%</b>
	2008/09	<b>12.77%</b>
	2007/08	<b>18.14%</b>

<b>2010 National turnover figures*</b>	Public sector average	<b>8.60%</b>
	All sector average	<b>13.50%</b>
	Private sector average	<b>14.60%</b>

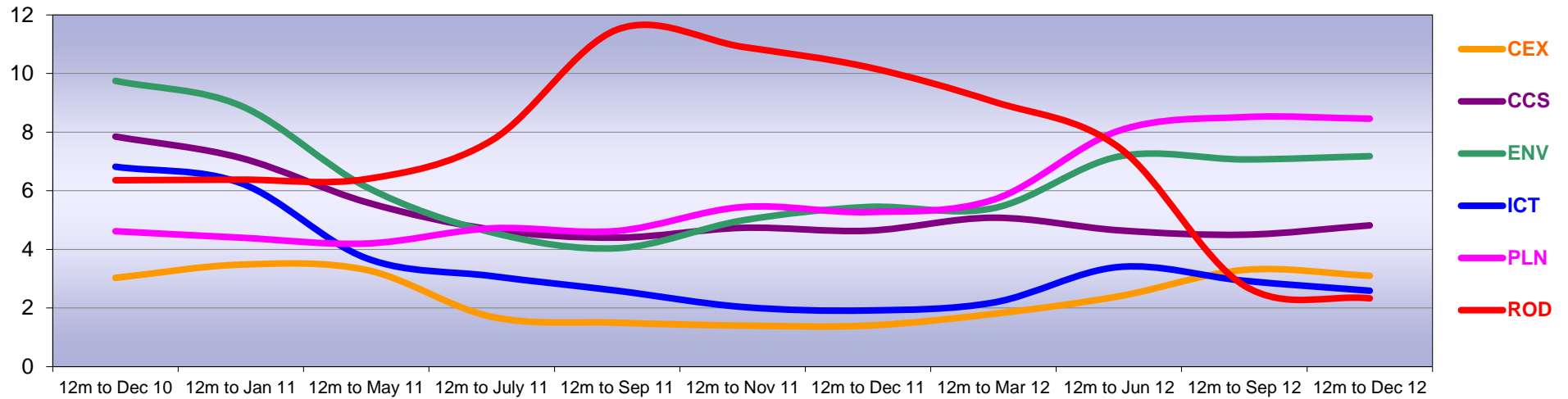
\*CIPD 2010 survey - small survey samples

### % of staff leaving out of total staff in Service Area - 1 January - 31 December 2012

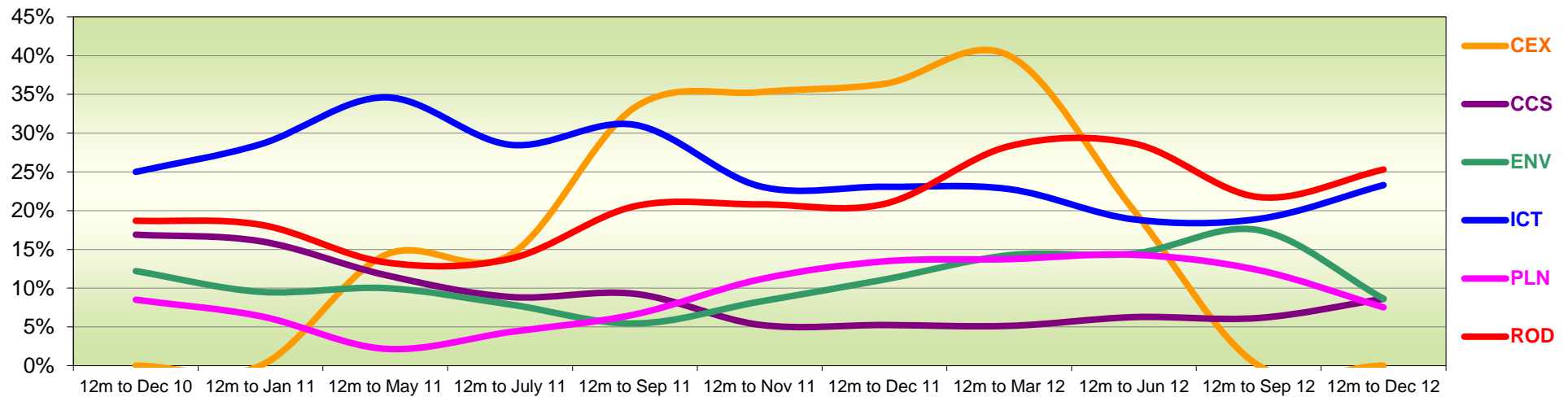


## 7.3 Sickness and Turnover trends

### Sickness trends - Days lost per FTE (12 month rolling totals)

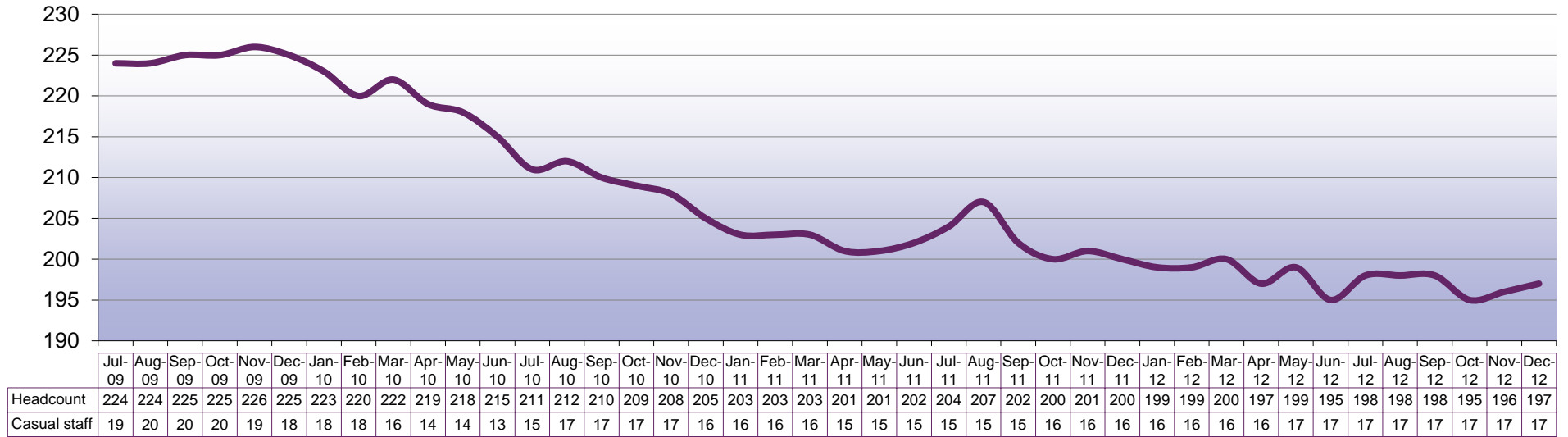


### Staff Turnover trends - % of leavers (12 month rolling totals)



## 7.4 Staff headcount and full time equivalent staff

### Staff Headcount



### Number of Full time Equivalent staff

