

Agenda Item 6

Report of	Angela Griffiths, Corporate Head of Service		
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To	Executive		
Date	23 rd October 2012		
Executive Members	Councillor Charles Yarwood		
Agenda Item	6	Key Decision	No
Ward (s) affected	All		
Subject	2012/13 April - August Organisational Performance Report		
RECOMMENDATION			
That the Council's performance in the first five months of 2012/13 is noted.			
The Executive has the authority to determine the Recommendations			

1. Performance Summary

- 1.1 This report outlines progress of the Council's performance against its basket of performance indicators, major projects and risks. The table below gives a quick overview of performance while a detailed summary of performance, risks and projects is set out in the appendices.

		☺	☹	☹
Performance against basket of indicators	Actual performance against target	10	3	5
Major Projects	Overall position of projects relative to planned budget and milestones	13	3	0

Risk profile	There have been no significant changes to the Council's risk profile.
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2. Key Performance Indicators

- 2.1 There are 25 performance indicators (PIs) in the basket; 19 are monitored on an ongoing basis and 6 reported annually at year end.
- 2.2 18 of the 19 PIs are assessed on a Red/Amber/Green basis, with one not colour coded because it is demand led and a target has not set against it. At the end of August 2012 performance was:
- PIs on target (green): 10 (56%)
 - PIs slight off target (yellow): 3 (17%)
 - PIs off target (red): 5 (28%)

- 2.3 Comparing the Council's performance with the previous month (July), majority of the PIs (75%) have either improved or stayed the same.
- 2.4 Three of the five PIs that were off targets have shown improvements in performance from the previous month; the figures for the month of August only, for two of the PIs were within target. The relevant teams will continue to work to ensure the level of service improves in these areas, through liaising with contractors and bringing in extra resources where possible.
- 2.5 Bed and breakfasts continue to be used as temporary accommodation for households at risk of becoming homeless. Although not a PI in the basket, it is highlighted as it impacts on the Council's budget. The numbers placed in B&Bs at the end of August was 5.

3.0 Risk Management

- 3.1 The Senior Policy and Performance Officer works with Business Managers on a regular basis to ensure that at an operational level, Teams have an understanding of the risks they face and that they have plans in place to manage these.
- 3.2 As these are at an operational level, they are not set out in this report, although details of the operational risks are available.
- 3.3 At a strategic level, SMT continues to lead on the management of the Council's strategic risks (as set out in appendix 2). There have been no changes to that risk register in the first five months of the year. These risks were identified in autumn 2011 and will be reviewed this year to ensure that the organisation has a good understanding of the key strategic risks which need to be managed.

4.0 Options

The Executive has two options for consideration:

Option One – To note the projected outturn performance of the Council and management actions taken.

Option Two - That Officers are asked to undertake a further review of performance.

Corporate Implications

Legal Implications

There are no legal implications contained within this report.

Financial and Risk Implications

This is fundamentally a risk report and as such those implications are contained within the report itself. Financial implications are covered in a separate finance report

Equalities Implications

There are no equalities implications as a direct consequence of this report.

Employment Issues

There are no employment implications in this report.

Sustainability Issues

There are no sustainability implications in this report.

Consultation

There are no consultation issues in this report.

Appendix 1: Basket of Performance Indicators 2012/13 at 31st August 2012

Line No	CORPORATE THEME: ACCESS TO SERVICES	August 2012 only	Apr-Aug 2012/13	Current Target Status	2012/13 Target	DoT
1	Time taken to assess new benefit claims (cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)	23.98 Days	27.1 Days	☹	24 Days	↑
2	Time taken to assess changes in circumstances for benefit claims (cumulative year to date figure. The PI measures the time between when a claim is received and when assessment is completed)	5.04 Days	6.5 Days	☺	11 Days	↑
3	Percentage of Telecare calls answered within 60 seconds (cumulative year to date figure generated from Telecare's call handling system, which automatically records all answering times)	N/A ¹	98.4 %	☹	98.5%	↔
4	Percentage of Customer Service Unit calls answered in 20 seconds (cumulative year to date figure of time taken to answer calls to 01306 885001)	84%	81%	☺	80%	↑
5	Housing Advice – Instances of homelessness prevented (cumulative year to date figure of the number of households prevented from becoming homeless, through advice offered by the housing team)	8	54		No target set	
6	Main Website availability (year to date figure showing the availability of the Council's website; generated automatically from IT reporting system)	99.96%	99.89%	☺	98%	↑
7	Planning Website availability (year to date figure showing the availability of the Council's website; generated automatically from IT reporting system)	99.98%	99.61%	☺	98%	↑

	CORPORATE THEME: ENVIRONMENT	August 2012 only	Apr-Aug 2012/13	Current Target Status	2012/13 Target	DoT
8	Number of missed bins per 100,000 collections (cumulative year to date figure calculated from the number of reported missed bins divided by number of properties visited for refuse and recycling collections in a 13 week period)	118 Bins	231 Bins	☹	90	↑
9	Percentage of waste sent for recycling, reuse and composting (cumulative year to date figure, calculated by comparing the amount of waste sent for recycling against the total waste collected)	61.42%	57.7%	☹	61%	↑
10	Percentage of food business with a 'Scores on the door' of 3 or over (This is an 'as is now' figure at the end of each quarter which represents the number of business assigned an hygiene rating of 3 or over, by the environmental health team)	83%	83%	☹	85%	↓
11	Percentage of major applications processed within 13 weeks (cumulative year to date figure of the number of applications processed within timescales against total received)	N/A ²	40%	☹	60%	↔

¹ Data for August only was unavailable at the time of printing the report

² N/A – There were no new applications in August.

	CORPORATE THEME: ENVIRONMENT	August 2012 only	Apr-Aug 2012/13	Current Target Status	2012/13 Target	DoT
12	Percentage of minor applications processed within 8 weeks <i>(cumulative year to date figure of the number of applications processed within timescales against total received)</i>	62.1%	75.7%	☺	65%	↓
13	Percentage of other applications processed within 8 weeks <i>(cumulative year to date figure of the number of applications processed within timescales against total received)</i>	86.8%	86.0%	☺	80%	↔

	CORPORATE THEME: VALUE FOR MONEY	August 2012 only	Apr-Aug 2012/13	Current Target Status	2012/13 Target	DoT
14	Percentage of Housing Benefit (HB) overpayments recovered as a % of all HB overpayments <i>(This is an 'as is now' figure at the end of each quarter of the total HB overpayments collected against total overpayments raised)</i>	113%	78%	☺	70%	↑
15	Staff turnover (voluntary leavers) in the past twelve months <i>(rolling annual figure; calculated from the total number of staff leaving voluntarily as a percentage of total staff in post)</i>	N/A ³	6.2%	☺	10%	
16	Short Term Sickness Absence <i>(rolling annual figure, calculated from the total number of working days lost, due to self-certified sickness, per employee)</i>	N/A ³	3.20 Days	☹	3 Days	↑
17	All Sickness Absence <i>(rolling annual figure, calculated from the total number of working days lost, due to sickness, including self-certified, GP certified or long term; per employee)</i>	N/A ³	5.4 Days	☺	7 Days	↑
18	Percentage of council tax collected <i>(calculated, as a cumulative year to date figure, from the total council tax payments received compared to the total amounts payable in that year)</i>	N/A ³	49.9%	☹	50.05% ⁴	↑
19	Percentage of non-domestic rates collected <i>(calculated, as a cumulative year to date figure, from the total business rates payments received compared to the total amounts payable in that year)</i>	N/A ³	52.6%	☺	52.57% ⁴	↑

Key to symbols

Direction of Travel (DoT):

- ↑ - PI has improved performance
- ↓ - PI has declined performance
- ↔ - PI has stayed the same

³ Data for August only was unavailable at the time of printing the report

⁴ This is equivalent figure for end of August; target for the year is 99%

Appendix 2:

Strategic Risk Register

Risk	Risk Owner	Consequences	Mitigating Actions	Impact	Probability	Total	Further Planned Action	Action Owner	Implementation Date
<p><u>1. Organisational Capacity</u> Unable to match capacity to expected service level</p>	CE	<p>Partial failure of service either in real or perceived terms</p> <p>Loss of resilience as workforce is reduced</p> <p>Unable to manage staff and Member expectations of service standard whilst maintaining motivation and engagement</p> <p>Increased costs but under-delivering service</p> <p>Negative impact on staff morale and satisfaction with Council – e.g. increased short term sickness and high staff turnover</p> <p>Strained Member-officer relations if expectations of feasible service standards are not managed properly on both sides</p> <p>Reinforces short term agenda and limits the Council's ability to pursue far-reaching ambitions.</p>	<ul style="list-style-type: none"> Active management of vacancies by SMT to ensure that recruitment is prioritised in order to best support service delivery and priorities MTFS and budget planning process that builds in sustained member engagement and transparency of assumptions and decisions in specifying services and budgets Business unit level service planning to promote dialogue between service managers and portfolio holders on service levels Promotion of and support for community ownership of assets and services Ongoing dialogue with staff and staffside over low cost improvements that would affect working conditions and staff morale Active media management and oversight and coordination of media statements by a member/manager group 	4 - major	4 - Probable	<p>16</p> 	<ul style="list-style-type: none"> Train/equip managers to manage relationships with members and negotiate/ manage upwards. Proactive caseload management by managers; using flexibility of staff across team. Managers agree non-priorities with staff Manage customer expectation through openness and transparency about council's capacity to deliver at a certain level. Work with group leaders to agree low level changes to how services are delivered. 	<p>TC</p> <p>AB</p> <p>PA</p> <p>LB</p> <p>YR</p>	<p>March 2012</p> <p>March 2012</p> <p>Completed Jan 2012</p> <p>March 2012</p> <p>From Feb 2012</p>

Risk	Risk Owner	Consequences	Mitigating Actions	Impact	Probability	Total	Further Planned Action	Action Owner	Implementation Date
		Adverse publicity relating to risk consequences	<ul style="list-style-type: none"> Identify further opportunities to engage with communities in order to identify possible solutions 						
<p><u>2. Budget</u></p> <p>Council decision making not fully effective, which leads to inability to maximise Council's resources.</p>	Nick Gray	<p>An unbalanced budget in 18 months unless decisions are taken</p> <p>Drain on resources while decisions are being deliberated/delayed</p> <p>Decisions are taken that solve immediate problems but places Council in a weaker long term position</p> <p>Impact on services if reduced spending is greater than it needs to be and is not consistent with Council priorities</p>	<ul style="list-style-type: none"> Service/budget planning process which engages officers and members to debate all options. PEST⁵ analysis, identifying financial pressures and changed assumptions, reported to Executive during Budget Planning process. Relationship with members managed to allow officers deliver robust services whilst respecting and responding to political needs. Robust financial and monitoring system to keep members informed. Communication of "consequences" to all stakeholders (BMG / SMT / staff / 	4 - major	3 - Likely	<p>12</p> <p>A</p>	<ul style="list-style-type: none"> BMG to be briefed on the state of Council finances Development of new 3-5 year MTFS to balance the budget BMG input to financial implications in all committee reports – how financial proposals fit with direction of the MTFS. All input to be consulted on with NG 	<p>NG</p> <p>NG</p> <p>NG/BD</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

⁵ PEST – Political, Economical, Social, Technological

Risk	Risk Owner	Consequences	Mitigating Actions	Impact	Probability	Total	Further Planned Action	Action Owner	Implementation Date
			members) in parallel and tandem, to avoid confusion or lack of knowledge of the message						
3. Reputation Local campaigns and national media coverage adversely affect the Council's reputation	Angela Griffiths	Loss of confidence in Council - funding streams (development and business) are lost Partnerships fail or are not enacted High profile and local areas/groups impact on key decisions Negative opinion begin to resonate with Members Damage to staff morale	<ul style="list-style-type: none"> • Clear guidelines for members and staff on media relations • Proactive with press releases and campaigns • SMT provide leadership in creating and maintaining strong partner relationships • Engage with members prior to issues going public • Commitment to staff briefings • Use of social media (where appropriate) to obtain coverage. 	3 - Moderate	3 - Likely	9 	<ul style="list-style-type: none"> • Identify what the current reputation is and determine what reputation the Council wants to build. • Ensure better communications plan on all top projects and include in PID • Focus on reputational issues in committee reports 	LB PA LB/BD	Dec 2011 April 2012 Ongoing
4a. Partnership Working Major contractors fail to perform/deliver service as required	Nick Gray	Council's reputation damaged even if fault is with 3 rd party Political and local fallout Costly and resource hungry legal battles In the event of a total service failure - the associated costs for implementing an	<ul style="list-style-type: none"> • Contracts well specified • Regular contract liaison meetings • Plans are in place for Council to manage some facilities for an interim period. 	4 - Major	2 - Possible	8 	<ul style="list-style-type: none"> • Be aware of change in corporate priorities may require shift of emphasis 	PMc/ GK	Ongoing

Risk	Risk Owner	Consequences	Mitigating Actions	Impact	Probability	Total	Further Planned Action	Action Owner	Implementation Date
		interim solution would fall to the Council 'Competition' – others can deliver cheaper differently.							
<u>4b. Partnership Working</u> Service delivery failure as a result of increased partnership working with community groups, who may not be resilient.	TBC	Council's reputation damaged even if fault is with 3 rd party Political and local fallout In the event of a total service failure - associated costs for implementing an interim solution falls to the Council	<ul style="list-style-type: none"> Regular monitoring of significant partnership Regular liaison with partners Partnership risk logs 	2 - minor	2 - Possible	4 	<ul style="list-style-type: none"> Review partnership log to ensure all partnerships are relevant. 	PMc	March 2012
<u>5. IT</u> IT capability required does not keep in step with organisation transformation.	Richard Burrows	Reversion to more costly channels of customer interaction Sub-standard service provided Resource spike as multiple services offer more online facilities/IT provisions Information issues (system resilience, security concerns)	<ul style="list-style-type: none"> IT steering group in place to review IT Strategy and prioritise task to develop work plan and then monitor progress Improved management of ICT. Improved work management with fewer projects in hand at one time, increasing success rate. Introduction of account management to increase communication with 	3 - Moderate	2 - Possible	6 	<ul style="list-style-type: none"> ICT needs to be identified during service planning, and discussed to ensure inclusion in IT work plan. New software to be acquired in consultation with IT, to ensure capability is available to support it New ICT helpdesk will introduce self help with aim of releasing capacity and problem management. Improve user base skills, to exploit tools and systems available, through: <ul style="list-style-type: none"> - training 	PA BT BT BT	Ongoing Ongoing March 2012 March 2012

			<p>business units and manage imminent needs</p> <ul style="list-style-type: none"> • Business analyst role to challenge use, in depth needs and understanding. • Improved two way communications between ICT and the rest of the organisation. • Analysis tools in place to monitor system and identify problems when errors occur to reduce/eliminate reoccurrences • Skills gap identified through team meetings, one to ones and training provided. 				<ul style="list-style-type: none"> - incorporate system processes into office procedures - use of IT not optional and requires stronger management support - use business analysts from suppliers to help ensure systems are exploited and used optimally 		
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TC – Tim Cowley
BD – Bella Davies
GK – Graeme Kane

AB – Andy Bircher
PA – Paul Anderson
DM – Darren Mepham

LB – Louise Bircher
NG – Nick Gray

BT – Bob Thomas
PMc –Patrick McCord

Appendix 3:

Corporate Projects 2012/13

ACCESS TO SERVICES

Description	Project Manager (PM)	Position Statement	Status
Governance Review	Arabella Davies	Preferred options for governance arrangements are being explored in Member working groups. Working group is split as to the option it is likely to support and two streams of work are being progressed at this stage.	Amber
Localising Support for Council Tax and Localisation for Business Rates	Dave Price	There are changes to council tax discounts and exemptions due to come into force on the 01.04.2013. We are waiting for the final legislation before we can finalise our position. However, the projected income will be used to support the new council tax support. Legislation for the changes to business rate distribution have also not yet been finalised and we await this and guidance from DCLG before we know exactly the implication for Mole Valley.	Green
Localising Support for Council Tax and Implementing the National Welfare Reforms	Rob Boxall	Currently in middle of public consultation. Have drawn up draft scheme and consulted with lead members. Awaiting further guidance from DCLG on Regulations.	Green
Engaging with Customers	Project Sponsor: Angela Griffiths PM: TBC	The scope of these projects is being considered together, with the staffing which can be allocated to the projects.	Amber
Review of CSU	Project Sponsor: Angela Griffiths PM: TBC		
Managing the Police and Crime Commissioner election in November 2012	Arabella Davies	Work underway for PCC	Green

ENVIRONMENT

Description	Project Manager	Position statement	Status
Depot Relocation	Paul Brooks	Decision on site sale deferred from 25/9/12 Executive until a future date; subject to decision on River Lane.	On hold
Reviewing the future of the Pippbrook site	Paul Brooks	Turner & Townsend appointed as consultants for the second stage	Green
Dorking Town Area Action Plan	Jack Straw	Examination is still open until inspections is concluded.	Green

		<p>Modifications to the Plan approved by Exec on 25th September 2012.</p> <p>A 6 week consultation will start on 28th September 2012</p> <p>The plan and representation would be presented to planning inspector in November and response expected mid-December 2012.</p>	
Implementing a new planning legislative framework	Gary Rhoardes-Brown	Changes to planning legislation are still emerging from the government. We have seen new legislation in the form of the NPPF and there is ongoing discussion and possible consultation on further changes to permitted development and other measures to stimulate growth. We will not know the outcome until the consultation is finished. Implementing any changes will be done in conjunction with the Policy team, updating our own knowledge and communicating to residents, and information to members. This work is ongoing.	
Carbon Reduction	Graeme Kane	Remove from project plan until Pippbrook and Depot options Finalised – decision sought from SMT	On hold

VALUE FOR MONEY

PMA approach will not be used for ICT projects as ICT board and project digest provides robust project management structure

Description	Project manager	Position statement	Status
Replace helpdesk application	Bob Thomas	Agreement reached with supplier to reconfigure the product to remove the difficulties experienced in having too much of the database shared. That will take place 10-12 th Oct with a live date expected in December.	Amber
Remote / Mobile access & flexible working	Bob Thomas	<u>Mobile working - iPad</u> Good supplier reneged on agreement to transfer licenses from SCC. Temporary gateway implemented for email/calendars. iPads are being deployed. Google+ to be implemented temporarily for sharing of agenda / papers etc whilst ShareFile is investigated further to allow full synchronisation of folders on-premises.	Green
		<u>Remote Access</u> Netilla remote access completed.	Green
		<u>Flexible Working - Environmental Health</u> Business case to enhance joint working with SCC Trading Standards has been agreed. Moving to delivery phase.	Green

Replacement of Sun Microsystems hardware for Finance, Council Tax, Housing Benefit & NNDR applications	Bob Thomas	Live dates scheduled MVDC 1/10/12 Tandridge DC 15/10/12	Green
Extend use of iShare to replace Planweb application	Bob Thomas	Delivery is scheduled for end October	Green
Create a clustered environment for SQL server	Bob Thomas	Implementation Complete and operational – databases are being migrated as opportunity arises & circumstances allow. Many are already done.	Complete
Delivery of the 2012/13 Budget	Nick Gray	Plan has been developed for delivery of the budget. Corporate Heads working with Portfolio Holders and Business Managers on Budget Improvement Options.	Green
Dorking Sports Centre Retender	Patrick McCord	A paper containing the service specification and scoring criteria will be going to Exec in December. If approved an Official Journal of the European Union (OJEU) notice will go out early in the New Year.	Green
Developing the Partnership with Surrey Trading Standards	Richard Haddad	PID approved for joint TS/EH database	Green