

Report of	Meeting	Date
Chief Executive	Overview and Scrutiny	17 September 2012

RESOURCES DIRECTORATE BUSINESS PLAN MONITORING 2012/13

PURPOSE OF REPORT

- To present the resources directorate business improvement plan for 2012/13 and to report progress made to date in delivering the plan's key action and performance indicators.

RECOMMENDATION(S)

- That the report be noted.

EXECUTIVE SUMMARY OF REPORT

- This report provides the first update for members in term of business plan monitoring. In summary the analysis shows that good progress has been made, with a number of planned projects completed on time. There is some minor slippage on some ICT projects but this is not significant and corrective action has been taken where necessary. A number of performance indicators are also not reaching their planned target. The majority of these are not resulting in service degradation, however, we have introduced a new measure in terms of customer satisfaction and the report explains that this is now exposing some issues that we will need to investigate further.

Confidential report Please bold as appropriate	Yes	No
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CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Strong Family Support	✓	Education and Jobs	✓
Being Healthy	✓	Pride in Quality Homes and Clean Neighbourhoods	✓
Safe Respectful Communities	✓	Quality Community Services and Spaces	✓
Vibrant Local Economy	✓	Thriving Town Centre, Local Attractions and Villages	✓
A Council that is a consistently Top Performing Organisation and Delivers Excellent Value for Money			✓

BACKGROUND

- The directorate's business improvement plan contains a series of key actions that set out the main improvement actions that will be undertaken during the year. These actions

include the key projects in the Corporate Strategy that the directorate is responsible for delivering. These are taken from more detailed service plans which include key milestones so that progress can be monitored and managed throughout the year. This report gives an overview of the delivery of the business improvement plan for the first half of this financial year, including the delivery of key actions and the performance of key indicators.

6. This report also provides an update on the key partnerships that the directorate is responsible for under the council's Framework for Partnership Working.

BUSINESS IMPROVEMENT PLAN 2012/13

7. The business plan for the resources directorate is attached for information at Appendix A.

DELIVERY OF KEY ACTIONS

8. This section provides an update on the progress made in delivering the actions included within the business plan at the end of the July.

9. At the end of July:

- the following actions have been completed:
 - Health Care Cash Plan for Staff
 - Council Apprentices appointed
 - Organisational Development Programme complete
 - Standards regime adopted by Council
 - Work on the Council Chamber has begun
 - Credit Union established
 - Social Isolation Plan complete
- the majority of actions were rated green, meaning they were progressing on schedule
- a number of actions were rated amber, meaning there were some issues with delivery but the overall work progress was not affected
- no actions were rated red, meaning there were no issues with delivery that would impact on the delivery of the overall work.

10. The table below includes those key actions that have been rated amber, with an explanation about the issue and action that is being taken to address them.

Action Title	Explanation	Action Required
Implement changes to management accountancy function	The final consultation has just been reported to Executive Cabinet. This is later in the cycle than had been planned. However, the final implementation is not time critical other than to ensure the savings target is met.	No action required.
Complete Bank Tender	The Council's banking contract will expire in April 2013. The tender itself has been published and is due back by mid	No action required.

Action Title	Explanation	Action Required
	<p>November. Whilst we had intended this to be due by the end of September, this will slip slightly but will not impact on the new arrangements being put in place by April 2013.</p>	
<p>Implementation of Virtual Post Room</p>	<p>This is a far reaching programme of work which will ultimately span several years and is made up of other constituent parts each managed under separate project mandates i.e. the EDMS project. However, the key areas necessary for the roll out of the virtual post room project are on track.</p>	<p>There are three specific pieces of work that are required to enable the virtual post room project to be successful. Firstly a proof of concept is necessary to ensure it will meet the requirements. The agreement for this is in place and a review of customer letters is well underway. These services will ultimately be tendered to agree the commercial terms for the Councils postal hybrid mail solution and this work has commenced. Secondly, the Council's external document scanning and indexing contract has been renewed with Northgate in preparation for the transfer of further services and lastly the EDMS contract also with Northgate has been finalised for a five year term.</p>
<p>Complete Review of Information Management</p>	<p>This project was due to implement a filing system to facilitate the removal of shared network and team drives to enable more effective sharing and management of information across the Council. The work was due to be delivered by Dynamyx as part of the EDMS project. The Council has withdrawn from this contract as a result of a significant variation in additional cost put forward. Consequently the work will now be delivered internally.</p>	<p>The project will now be delivered by ICT Services and a new work package agreed. Additional staff training has been undertaken to ensure this is achievable and will result in the deployment of a more sustainable solution requiring no external support or development. The first phase of this will be in place by December 2012.</p>

Action Title	Explanation	Action Required
Develop and Deliver a new Intranet	Some elements of the project to develop and deliver a new intranet are slightly behind schedule. They relate mainly to the development of some elements of the site. However, work has continued on the rest of the project which is progressing to schedule – including consultation with staff, the development of the site architecture and initial design work.	It is anticipated that the new intranet site will be launched according to schedule, by the end of the financial year. The new site is being designed to ensure that additional functionality can be added in future (including, for example, access to files stored in the planned information management system). Action is being taken to bring the development of the infrastructure of the site back on track, with the project being prioritised across the communications and ICT teams.

PERFORMANCE INDICATORS UPDATE

11. Included as Appendix B is a full list of the performance indicators that can be reported at the end of July. This list includes some measures that are reported on a quarterly basis. For those indicators, the most recent reporting period is the end of the first quarter on 30 June.
12. Of the indicators that can be reported five are below target and outside the 5% threshold:

Performance Indicator		Target	Performance
% of customers satisfied with the way they were treated by the Council		80%	61.2%
Reason below target	<p>The measurement of customer satisfaction indicator has been changed in recent months. Where it previously used a survey question that asked how a customer felt their query had been handled, it now asks a broader question about how satisfied they are with the overall service they received from the council. The old measurement is likely to have received a higher level of satisfaction, as customer responded based on the manner in which the customer advisor dealt with their call.</p> <p>This new way of measuring the indicator has only been in place for a few months, and so more responses are required before it is possible to track trends and issues. Issues will become clearer over the rest of the quarter as more responses are received.</p>		
Action required	<p>Action has already been taken, by disaggregating the overall satisfaction figure to look into how different services are performing, and the reasons that customers give for being dissatisfied. This approach will continue over the coming months, and as issues are identified services and customer services will work together to address them.</p>		

Performance Indicator		Target	Performance
% of benefits correspondence dealt with in 7 working days		90%	82.04%
Reason below target	The first quarter to 30 June is a particularly busy period in Benefits following year end billing. There is also an increase in work received from the DWP (atlas work) during this period. A high case load therefore has an impact on general benefits correspondence turnaround times. That said, the overall performance on processing new claims and change of circumstances is below the 10 day target, so the fact that not everything is processed within 7 days, has not resulted in a dip in performance in ensuring benefit claimants are paid.		
Action required	This PI improves through the course of the year and where possible additional resources help bring things inline.		

Performance Indicator		Target	Performance
% draft minutes circulated within 7 days		95%	83%
Reason below target	The measure if of relatively small numbers at present and missing by a small amount has a significant impact on performance.		
Action required	Priority to be given to minutes to ensure their preparation.		

Performance Indicator		Target	Performance
% turnout for local elections		46%	39%
Reason below target	Target was aspirational and based on previous years which had combined elections (Parliamentary and Referendum). The turnout % compared favourably with national figures.		
Action required	None, this is seen as a usual variation reflecting a national trend.		

Performance Indicator		Target	Performance
% of employees who consider themselves to have a disability		4%	3.29%
Reason below target	<p>Increasing the percentage of employees who consider themselves to have a disability is clearly dependent upon the prevailing rate of turnover and number of vacancies which are subsequently advertised. The current level of recruitment advertising is relatively low, and therefore it is unlikely that the performance level will improve significantly within the foreseeable future. We must also ensure that when we do recruit to a vacancy that the best person is appointed to a post, and cannot undertake any form of positive discrimination.</p> <p>We will however continue to look at ways to increase the number of disabled applications for vacancies (see below) and support existing employees who consider themselves to have a disability.</p> <p>With regard to the identification of current employees who consider themselves to have a disability, the Disability Discrimination Act removed the registered disabled status for employment purposes, and consequently it is now up to individuals to determine themselves whether or not they consider themselves to have a disability, in accordance with the definition within the act. There may therefore be employees with a disability who prefer not to identify it, as it provides little or no benefit to them. We could encourage employees to “register” when they consider themselves to have a disability, though this would not contribute towards attracting more disabled applicants for recruitment vacancies.</p>		
Action required	<p>We will continue to look at ways to attract applicants for vacancies who consider themselves to have a disability, including looking at the wider use of the Government’s “two ticks” positive about disability logo on recruitment material. (It is currently only used on the recruitment application monitoring form.)</p> <p>We will also look at ways in which we can liaise with the Job Centre to promote vacancies to potential disabled applicants.</p>		

RISK MANAGEMENT UPDATE

13. In terms of risk to project delivery, no new risks have been identified in this period. The main risk has been the completion of the ICT change programme and the Council’s ability to resource it over the period, additional project management resources have been put in place and full staff training undertaken to mitigate some of that risk.

EQUALITY AND DIVERSITY UPDATE

14. There have been no equality and diversity assessments undertaken in this period.

IMPLICATIONS OF REPORT

15. This report has implications in the following areas and the relevant Directors’ comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area	✓	Policy and Communications	

COMMENTS OF THE STATUTORY FINANCE OFFICER

16. There are no financial implications associated with this report.

COMMENTS OF THE MONITORING OFFICER

17. None. The report is updating progress against the Directorates Business Plan and Performance Indicators. There is nothing in the report which threatens the Council's compliance with statutory requirements.

GARY HALL
CHIEF EXECUTIVE

There are no background papers to this report.

Report Author	Ext	Date	Doc ID
Gary Hall	5104	10/9/2012	EXCEREP/O&S

Appendix B

Quarterly Indicators

Indicator Name	DueDate	Target	Performance	Symbol
% PIs on PMS with written procedures	30/06/12	90%	90.36%	★

Monthly Indicators

Indicator Name	DueDate	Target	Performance	Symbol
Abandoned Call Rate	31/07/12	8.57%	6.9%	★
Number of FTE days lost through sickness absence	31/07/12	2.17Days	2.02Days	★
% of customers satisfied with the way they were treated by the Council	31/07/12	80%	61.2%	▲
Number of FTE days lost short term sickness absence (Customer, ICT & Transactional)	31/07/12	0.83Days	0.69Days	★
% of undisputed invoices processed within 30 days	31/07/12	98%	94.19%	●
NI 181 YTD Time Taken to process HB/CT benefit new claims and change events	31/07/12	10Days	9.75Days	★
(BENEFITS) % Correspondence dealt with in 7 working days	31/07/12	90%	82.04%	▲
Council Tax collected	31/07/12	38.61%	38.48%	●
NNDR collected ACTUAL	31/07/12	39.05%	40.41%	★
(REVENUES) % correspondence dealt with in 7 working days	31/07/12	90%	96.44%	★
Number of FTE days lost through sickness absence (Governance)	31/07/12	2.17Days	2.08Days	★
Number of FTE working days lost through short term sickness absence (Governance)	31/07/12	0.83Days	0.33Days	★
% of undisputed invoices processed within 30 days (Governance)	31/07/12	98%	99.45%	★
% decision notices published for Exec Cab and Dev Con within 2 working days	31/07/12	90%	100%	★
% draft minutes circulated within 7 days	31/07/12	95%	83%	▲
% turnout for local elections	31/07/12	46%	39%	▲
Number of FTE days lost through sickness & absence (HR&OD)	31/07/12	2.17Days	0.36Days	★
Number of FTE days lost per year through short term sickness absence (HR&OD)	31/07/12	0.83Days	0.36Days	★
% of undisputed invoices in HR&OD processed within 30 days	31/07/12	98%	93.44%	●
Number of FTE days lost per year through short term sickness absence	31/07/12	0.83Days	0.87Days	●
Average working days per employee (FTE) per year lost through sickness absence	31/07/12	2.17Days	2.26Days	●
Percentage of employees who consider themselves to have a disability	31/07/12	4%	3.29%	▲

Percentage of Black and Minority Ethnic (BME) employees in the workforce.	31/07/12	3.68%	4.19%	★
Number of FTE days lost through sickness & absence (Policy & Comms)	31/07/12	2.17Days	0.56Days	★
Number of FTE days lost per year through short term sickness absence (Policy & Comms)	31/07/12	0.83Days	0.56Days	★
% of undisputed invoices in Policy and Comms processed within 30 days	31/07/12	97.75%	100%	★
Number of FTE days lost through sickness absence	31/07/12	2.17Days	0.3Days	★
Number of FTE days lost per year through short term sickness absence (SFAS)	31/07/12	0.83Days	0.3Days	★
% of undisputed invoices processed within 30 days (SFAS)	31/07/12	98%	100%	★
Supplier Payment within 30 days	31/07/12	98%	96.94%	●
Supplier Payment within 10 days	31/07/12	60%	71.92%	★
% files opened within 5 days	30/06/12	90%	91%	★
% first draft legal documents produced within 4 weeks of receipt (s106 agreements)	30/06/12	90%	86%	●
% members receiving induction training within 1 month of being elected	30/06/12	100%	100%	★