

**REPORT TO THE EXECUTIVE MEETING OF 14<sup>th</sup> MARCH 2011**

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**Status:** Information  
**Title:** Performance Report, 3rd Quarter 2010 – 11  
**Originator:** John Chester, Research and Performance Management Officer  
**Where from:** Strategic Management Team  
**Where to next:** Implementation

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1 Purpose of the Report

1.1 To inform the Executive of the performance of the Council against the Business Plan actions & Performance indicators for the period April-December 2010.

2 Recommendations:

2.1 **That the Executive considers and comments on the attached performance information.**

2.2 **The Council continues as a member of the Leicestershire Performance Officers Group**

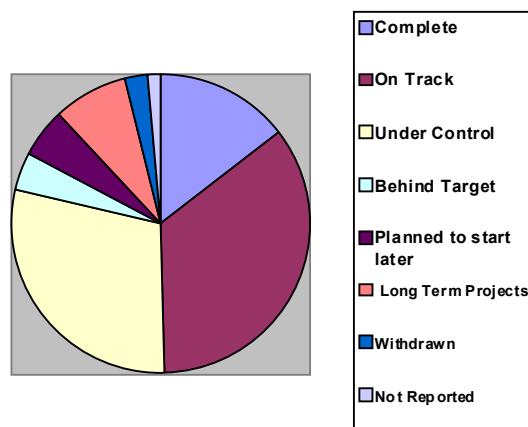
3 Summary of Reasons for the Recommendations

Membership allows the opportunity to network with other Leicestershire Performance Officers to identify best practice, benchmark similar data and indicators, and discuss any common performance management issues

4 Key Facts

4.1 **Priority Areas**

There are 75 service development projects within the portfolio plans for 2010/11. Of these, 11 have been completed, 26 are on track to complete as planned, 22 have known issues but are under control to complete on time, 3 are behind target, 4 have planned start dates after December 2010 and 6 are longer term projects which will run into next year. 1 has not been reported on, and 2 projects have been withdrawn. The Behind Target projects and not

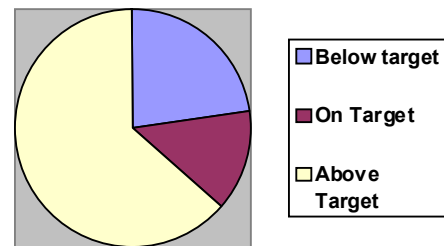


reported projects are shown in Appendix A.

The Executive previously agreed that projects incomplete from the end of previous years would be monitored to completion, of these at the end of December 7 were completed, 13 were on track, 6 were under control, and 3 were longer term projects. 1 has not been reported. These projects showing their current status are available on TEN, and full details will be provided in the year end report.

#### 4.2 Local Performance Indicators (LPIs)

There are 24 LPI's reported throughout the year. At the end of December 5 were below target, 3 were on target, and 14 were above target. The remainder consist of indicators which are reported at the year end. The below target indicators are detailed in Appendix B.



#### 4.3 Equality Impact Assessments

The Equality Impact Assessments included in the 2010/11 Portfolio Plans are being monitored through TEN. At the end of December, 6 had been completed, 2 were on track to be completed on time, 1 was under control, 1 had not been started, 4 were planned to start later in the year and 2 have been carried forward into the next financial year

#### 4.4 Project Management.

Following Scrutiny Task Panel recommendations, major projects are now monitored by a different TEN model. The existing TEN model was designed for small projects identified in Portfolio Plans and delivered within the financial year. This did not lend itself to more major projects which may extend over a longer time period. These major projects are now monitored by a separate TEN model. This model will be demonstrated at the meeting. The information is reviewed on a monthly basis by the Management Board, and a summary report as shown below will be included in all future Performance Reports.

## SUMMARY REPORT

Project Name	Report as at end of:	Planned Closure Date	Project Status	Staff Resourcing	Benefits	On Time	Costs	Risks	Owner Initiative
HIP08 Choice Based Letting	Dec-10	Aug 2011	Green Improving	Green Improving	Green Improving	Green Improving	Green Stationary	Green Stationary	Brett Culpin
Cash Receipting	Oct 10		Red Stationary	Red Stationary	Red Stationary	Red Stationary	Amber Deteriorating	Red Stationary	Rob Chambers
FIN04 Secure a solution for payroll provision	Oct 10	April 2011	Red Improving	Red Stationary	Red Improving	Red Stationary	Red Improving	Red Improving	Rob Chambers
Shared Revenues & Benefits service	Dec-10	July 2011	Amber Improving	Green Stationary	Green Stationary	Green Stationary	Green Stationary	Green Stationary	Beverley Jolly
CCS06 - Implement the CRM system	Oct 10		Amber Improving	Red Stationary	Amber Stationary	Amber Stationary	Amber Stationary	Amber Stationary	Peter Rowbotham
New intranet system for Council	Dec-10	July 2011	Green Improving	Red Stationary	Amber Improving	Amber Stationary	Amber Stationary	Amber Stationary	Peter Rowbotham
AM05 Council Offices	Oct 10		Not Yet Set	Not Yet Set	Not Yet Set	Not Yet Set	Not Yet Set	Not Yet Set	Kamal Mehta
AM05 Lutterworth Service Shop	Dec-10	July 2011	Green Improving	Green Improving	Green Improving	Green Stationary	Amber Stationary	Amber Stationary	Peter Rowbotham
AM06 Oversee the delivery of Harborough Innovation Centre	Jan-11	June 2011	Green Improving	Green Improving	Green Stationary	Amber Improving	Green Stationary	Green Stationary	Sue Smith
Mobile Working Pilot	Dec-10	Dec 2011	Green Improving	Green Improving	Amber Stationary	Green Improving	Amber Stationary	Green Stationary	Ruth Hollingsworth

### 4.5 Other issues

#### 4.5.1 National Indicators.

The Secretary of State for Communities and Local Government had previously announced that 'The national Indicator set was to be replaced with a single comprehensive list of all the data local government is expected to provide to central government.' A draft list for consultation was issued in December.

The complete list contains c450 items, of which c250 appear to be related to Districts. Much of the data appears to be annual, and hopefully data we already collect or can easily be obtained. The final list is expected to be published in late March, at which time it will be provided to Members, Heads of Service and Managers in order that collection of the data may commence. The list gives a variety of reason for the collection of the data including National level statistics, National interest, Departmental indicators, and Local accountability. It is felt that these reasons lend themselves to National or Local comparisons at some time in the future and so would benefit from local benchmarking as discussed in 4.5.2 below.

National Indicator data will continue to be collected until the end of the financial year. Portfolio holders had previously been asked to consider with their Heads of Service which, if any, of the National Indicator set should be retained as Local Indicators in the 2011-12 Portfolio Plans.

#### 4.5.2 Leicestershire Performance Officers Group.

Since 2005-06 Performance Officers from the Leicestershire Districts have met regularly on a variety of performance related topics. Chaired by the Chief Executive of North West Leicestershire, the group initially led the Leicestershire and Rutland Improvement Partnership (LRIP) Performance Strand, and were instrumental in the purchase and implementation of TEN as the performance management system for Leicestershire. With the advent of CAA and the LAA the group was expanded to include Leicestershire County

Council Officers and developed the performance management system for the LAA which again used TEN for the system.

The benefits of the Group are numerous, it provides a network for officers to receive information from around the County and discuss such topics as the new 'Single List' of Information above. The Group is regularly attended by a representative of TEN to demonstrate new developments, and provides the opportunity to collect and benchmark indicators that all (or the majority) of authorities monitor.

The demise of CAA and LAA has provided the opportunity for the group to consider its purpose and future, with the emphasis reverting more towards its original district base, focussing on benchmarking and best practice from the districts. A workshop in early March designed to gather information on those National Indicators (and old BVPI's) which districts have retained as local indicators, and those from the new 'Single List' which would benefit from benchmarking across the districts.

This benchmarking will neither add to the burden of data collection nor the cost, as the data used has to be collected for other returns and purposes. The continued membership of the group by HDC is recommended in order to enjoy the benefits of any benchmarking, and from the networking of performance management officers that membership brings.

## 5 Legal Issues

5.1 None.

## 6 Resource Issues

6.1 No additional resource required. The resource input into the Leicestershire Performance Management Group is minimal and has been carried out by the Performance Team since its inception.

## 7 Corporate Implications

7.1 The effectiveness of the performance management system and outcomes for residents and partners influences the Council's reputation, and provides the means to measure continued effectiveness in times of diminishing resources.

## 8 Consultation

8.1 In addition to the existing discussions on managing performance, performance management clinics will be held each quarter by the Chief Executive and Management Board.

8.2 Performance Management information is available to all staff and members via the Intranet and will become the subject of quarterly team briefings to discuss teams' performance.

**Previous report(s):**  
**Information Issued Under Sensitive Issue Procedure: No.**

## APPENDIX A

### PLANNED PORTFOLIO ACTIONS – BEHIND TARGET

Name	Status	Completion Percentage	Progress	Owner	Head of Service	Portfolio Holder
CCS 09 Prepare and deliver an Action Plan to ensure that the Web Site is developed fully and increases customer satisfaction	Dec 10 - Behind target	50%	Using the recommendations produced within the Socitm report, a draft Action Plan has been produced to ensure the website is compliant with Government legislation. This Action is now complete. Staff resources have now put this Action Plan on hold at the present time. Also the Website is currently undergoing a upgrade during early 2011	Rachael Abbott	Peter Rowbotham	Cllr Paul Dann
CCS 10 Review the arrangements for the Disaster Recovery Site and ensure that this meets the Councils business needs	Dec 10 - Behind target	25%	Need to reassess our needs for the existing Disaster Recovery Site. There is budget provision to improve the level of resilience. Internal meeting has taken place. Need to progress by 31st March 2011.	Peter Rowbotham	Peter Rowbotham	Cllr Paul Dann
FIN 03 Review the methods of payment accepted by the Council, with a view to increasing the take up of direct debits for Council Tax to 75% by the end of 2010/11, and 85% by the end of 2012/13	Dec 10 - Behind target	20%	Percentage of DD payers for Council Tax is 66.57% as at 31/12/2010 number converted to DD from April is 799 Percentage of DD payers for Non Domestic Rates as a result of legislative changes introduced for empty assessments and Small Business Rates Relief means that number of DD collections has reduced	Leigh Butler	Matthew Bradford	Cllr Graham Spendlove-Mason

### PLANNED PORTFOLIO ACTIONS – NOT REPORTED

Name	Status	Completion Percentage	Progress	Owner	Head of Service	Portfolio Holder
CSE 02 Assist in the development of a strategy for preventing re-offending within the Harborough district	Sep 10 - Under control (22)	30%	Simon Doran, probation officer attended the Community safety Partnership Strategy Group on 16th July to present data on re offending rates in Harborough District to enable commencement of strategy. This is new legislative requirement for the Partnership. Advice being sought from the County Safer Communities Group for a better	Alan Paul	Peter Rowbotham	Cllr Colin Golding

understanding of the process and the implications.

**APPENDIX B**

**LOCAL PERFORMANCE INDICATORS – BELOW TARGET**

Full Name	Owner Indicator	HoS Indicator	Director Indicator	PH Indicator	Dec 10/11 Value	December Target	Dec 10/11 (Row Comment)
LPI 104 HHS % of home seeker registration forms input on register within three working days of receipt.	Ann Ball	Brett Culpin	Sue Smith	Cllr Paul Bremner	90.71%	97.00%	Impact on resources to achieve target due to intense period of user acceptance testing of new Housing Register and CBL system.
LPI 408 % Satisfaction with website (Govmetric)	Rachael Abbott	Peter Rowbotham	Sue Smith	Cllr Paul Dann	33.85%	90.00%	Take up rates make this statistically unreliable. There is a technical problem affecting data which is being resolved. The pages are also being redesigned to improve take up numbers.
LPI 410 % Satisfaction with Face to Face (Govmetric)	Rachael Abbott	Peter Rowbotham	Sue Smith	Cllr Paul Dann	74.87%	90.00%	Overall rating still within 'good' parameters. Main reasons for dissatisfaction is unhappiness with the Councils decision. Again – small sample numbers and steps in hand to increase use of panel.
LPI 508 Level of Sundry debtors arrears	Leigh Butler	Matthew Bradford	Kamal Mehta	Cllr Graham Spendlove-Mason	0.52	0.30	Excludes future instalments/Section 106 and invoices not overdue
LPI 702 (formerly) BV12 - Working Days Lost Due to Sickness Absence	Mike Smith Kate Frow	Beverley Jolly	Sue Smith	Cllr Paul Dann	9.75	6.23	Increase due to seasonal flu. Since Jan 1st, managers are holding Return To Work Interviews for each period of sickness absence.