

2010/11 Quarter 1 Performance Report

Performance Select Committee 27 July 2010, item 8

Committee: Performance Select Committee

Agenda Item

Date: 27 July 2010

8

Title: 2010/11 Quarter 1 Performance Report

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Item for information

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Summary

1. This report presents a summary of performance data for 2010/11 Quarter 1 (April-June) for all National and Corporate Indicators.
2. All data has been extracted from Covalent. This information has been loaded onto the system and verified by collection officers that have direct responsibility for the performance management and reporting of relevant indicators.
3. For all indicators where the performance is below target (Red and Amber status) for Quarter 1, explanatory notes have been collected from relevant officers and included in this report and the accompanying relevant spreadsheet.

Recommendations

4. That the Committee discusses Quarter 1 performance analysis, notes the views of Strategic Management Board (SMB), and considers any further action to be taken.

Background Papers

5. The following papers were referred to by the authors in the preparation of this report and are available for inspection from the authors of the report.
 - Business Improvement & Performance Team internal files 2009/10 and 2010/11.
 - National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions.
 - Audit Commission's 2009/10 data for National Indicators Set
 - UDC Corporate Plan 2010 -15
 - 2010/11 Divisional Plans

Impact

6.

Communication/Consultation	Communication on performance is carried out via Utterings, Uttlesford Life, Members' Bulletin and specific service briefings
Community Safety	None beyond service improvement on the Community Safety performance indicators. Awaiting comment from Essex Police
Equalities	None beyond service improvement on the equality and diversity performance indicators
Finance	Performance Improvement Plans cover any additional funding associated with recovery of performance
Health and Safety	None
Human Rights/Legal Implications	The Audit Commission's focus on data quality, will require consideration and quality assurance controls
Sustainability	No direct impact resulting from report findings
Ward-specific impacts	None
Workforce/Workplace	None

Situation

7. The Council collects a number of indicators to monitor performance and these form part of the performance management framework. They include:
 - National Performance Indicators specified by the Government
 - Local Performance (Corporate and Service) Indicators determined by the Council, which the Government expects to reflect local priorities.
8. As part of the ongoing review and improvement of corporate performance management at Uttlesford District Council, performance indicators are reported directly to the Performance Select Committee.
9. The Council is required to collect indicator data, set targets for improvement and compare its performance against other councils. For this reason the Council has systems in place to monitor performance on an ongoing basis. Covalent is our performance management system and collection officers are responsible for maintaining data on the system.

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10. Data quality checks have been completed on 10% of indicators for Quarter 1. These have been selected randomly across the indicator basket.

Development of 2010/11 Indicator Set

11. At the end of 2009/10 members of the Business Improvement & Performance Team undertook a significant project to support SMB and HoDs in identifying a relevant and meaningful indicator set for 2010/11 that would support the progression of all corporate and divisional objectives.
12. This included liaising with the Council's Interim Change Manager (Colin Rockall), as SMB champion, and Heads of Division to develop action plans and identify subsequent PIs to monitor progression of the actions for the year.
13. Through this process a number of new Corporate and Service level performance indicators were created based on these approved plans, largely monitoring the progress of various projects taking place within divisions.
14. In addition the BI&P team have undertaken a number of supporting exercises to help improve the quality of the performance management process, such as clarifying calculations and developing guidance notes for indicators that didn't have them identified.

Summary of 2010/11 Quarter 1 Performance

(Appendix 1)

There are a total of 24 performance indicators being reported on. Of these, there are 5 red PIs. This represents **21%** of these indicators. There is 1 amber (**4%**) and the remaining 18 (**75%**) are green.

The long term trend where applicable relates to performance over the last four quarters, from Q2 of 2009/10.

There is no benchmarking data available at this time for Q1. Given the number of new indicators it has been decided not to include historical Q4 benchmarking data to avoid confusion. The BI&P are investigating more options for sourcing benchmarking statistics with a view to providing more comparative data for future reports.

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Notes on 2010/11 Quarter 1 Performance

The following table provides a summary of performance information for PIs that have not performed to target (red and amber status) for 2010/11 Quarter 1. All comments have been provided by the relevant collection officer.

Status: Indicator more than 10% off of target



PI Code & Short Name	Corporate Priority	2010/11 Q1	Long Term Trend	Performance Comments
<p>CI 29 (SI 01c) Average time to pay supplier invoices</p>	<p>Finance</p>	<p>19.14</p>	<p>N/A</p>	<p>Q1 2010/11 There were a few delays in early April due to the finance system re-implementation. However, the poor performance was due primarily to delays by some services in getting authorised invoices to the Finance Team for processing. Targeted work is being done with the relevant services to streamline the authorisation process. A project is underway to make greater use of technology to speed up supplier payments, with a planned implementation date of 1 October. The invoice indicators probably exaggerate the poor performance because not all invoices are being date stamped on receipt. The mailroom has been instructed to address this.</p> <p>Numerator: 4,096 Denominator: 214 Cumulative 19.14 days</p> <p>Note: The data used is based on a sample</p>

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<p>CI 30 Is procurement strategy action plan on schedule?</p>	<p>Finance</p>	<p>No</p>	<p>N/A</p>	<p>Q1 2010/11 The Procurement Strategy Action Plan has 5 actions that should have been completed by 30th June. Only one of these has been completed. The other actions have not been completed due to lack of capacity and support available from the Essex Procurement Hub, and a lack of internal capacity pending recruitment of a new Procurement Manager (appointment made and the new post holder is due to commence on 16 August). The actions due but not completed are: relaunch of procurement service, conduct a spend analysis, implement electronic invoice module, implement interface between ordering system and finance system. The Council will withdraw from the Hub when the Procurement Manager takes up post.</p>
<p>CI 31 Is asset management strategy action plan on schedule?</p>	<p>Finance</p>	<p>No</p>	<p>N/A</p>	<p>Q1 2010/11 The Asset Management Plan has 3 actions that should have been completed by 30 June. Only one of these has been completed. The outstanding items are: to review progress against the 2003 Action Plan, and to agree a corporate approach to the management of property information. This work is in progress. The arrangement made for Basildon DC to provide asset management support will not now be continuing due to capacity issues in Basildon. Alternatives are being investigated but as things currently stand, the Council lacks the capacity and capability to make progress.</p>
<p>CI 48 % of vacant commercial premises (min)</p>	<p>Environment</p>	<p>9%</p>	<p>N/A</p>	<p>Q1 2010/11 This is a new indicator. The number of vacant premises is surprisingly high. The list will need to be investigated to establish if vacancy is associated with a particular category and the reason. Total of 652 relevant properties of which 59 were/are vacant during quarter.</p>

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<p>CI 52 % of Uttlesford Futures Environment Group actions achieved that require assistance from UDC</p>	<p>Environment</p>	<p>88.89%</p>	<p>N/A</p>	<p>Q1 2010/11 There were 9 actions noted in the minutes signed off at the last Environment Group meeting and 8 have been completed. The outstanding action was for Cllrs Catherine Dean and Jan Menell to organise a workshop for members to raise awareness of biodiversity within the district. This is in progress.</p>
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Status: Indicator between 0.01 and 10% off of target 

<p>PI Code & Short Name</p>	<p>Corporate Priority</p>	<p>2010/11 Q1</p>	<p>Long Term Trend</p>	<p>Performance Comments</p>
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<p>CI 27 (SI 01b) % of supplier invoices paid within 30 days of receipt by the Council (Max)</p>	<p>Finance</p>	<p>89.91%</p>		<p>Q1 2010/2011 The performance is significantly below acceptable levels and SMB take the view that “red” indicator status would be appropriate. There were a few delays in early April due to the finance system re-implementation. However, the poor performance was due primarily to delays by some services in getting authorised invoices to the Finance Team for processing. Targeted work is being done with the relevant services to streamline the authorisation process. A project is underway to make greater use of technology to speed up supplier payments, with a planned implementation date of 1 October. The invoice indicators probably exaggerate the poor performance because not all invoices are being date stamped on receipt. The mailroom has been instructed to address this.</p> <p>Numerator: 2,210</p> <p>Denominator: 2,458</p> <p>Cumulative: 89.91%</p> <p>Note: The data used is based on a sample</p>
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SMB Summary

15. It was agreed that all Corporate and National indicators be referred to PSC. The performance of Service indicators will be managed by SMB.
16. It was agreed that an explanatory narrative should be provided for all indicators, even if performance shows a consistent green status.
17. All PIs relating to the completion of action plan tasks should be monitored in a consistent format. Where they currently do not exist, action plans should be developed and authorised by the relevant Director. A review of these indicators should be completed and guidance issued prior to the collection of quarter 2 data.
18. A review of the invoicing process should be conducted due to the current poor performance of related indicators.

Risk Analysis

19. The following have been assessed as the potential risks associated with this issue:

Risk	Likelihood	Impact	Mitigating actions
That Performance Indicators will not meet Quarterly/ Annual Targets.	2 – The majority of Performance Indicators perform on or above target regularly	3 – In some areas the risk of not meeting targets could impact a number of areas such as customer satisfaction and statutory adherence to government led requirements	Performance is considered and commented on by SMB on a quarterly and annual basis. The Performance Select Committee will focus on corporate performance issues. Benchmarking will be continually conducted against other local authorities.

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.