

**Committee: Performance Select Committee**

**Agenda Item**

**Date: 16 November 2010**

**7**

**Title: Performance Management Report  
2010/11 Quarter 2 (July – September)**

**Author: Tülay Norton, Business Improvement and  
Performance Officer, Ext: 568**

Item for information

---

## Summary

1. This report presents a summary of Quarter 2 performance for the quarterly (including bi-annually) collected indicators and the detailed performance information in areas of concern as outlined within Section 4 of the report.
2. Data quality checks have been completed on 10% of indicators for Quarter 2. These have been selected randomly across the indicator basket.
3. In Quarter 2; **18 %** of total PIs are red, **10 %** amber and **72 %** green. (In Quarter 1 19% were red, 6% were amber and 75% were green.)

	<b>Red</b>	<b>Amber</b>	<b>Green</b>
<b>National Indicators</b>	<b>0 % (0)</b>	<b>0 % (0)</b>	<b>100 % (4)</b>
<b>Corporate Indicators</b>	<b>19 % (4)</b>	<b>10 % (2)</b>	<b>71 % (15)</b>
<b>Service Indicators</b>	<b>18 % (11)</b>	<b>12 % (7)</b>	<b>70 % (42)</b>
<b>Total</b>	<b>18 % (15 )</b>	<b>10 % (9)</b>	<b>72 % (61)</b>

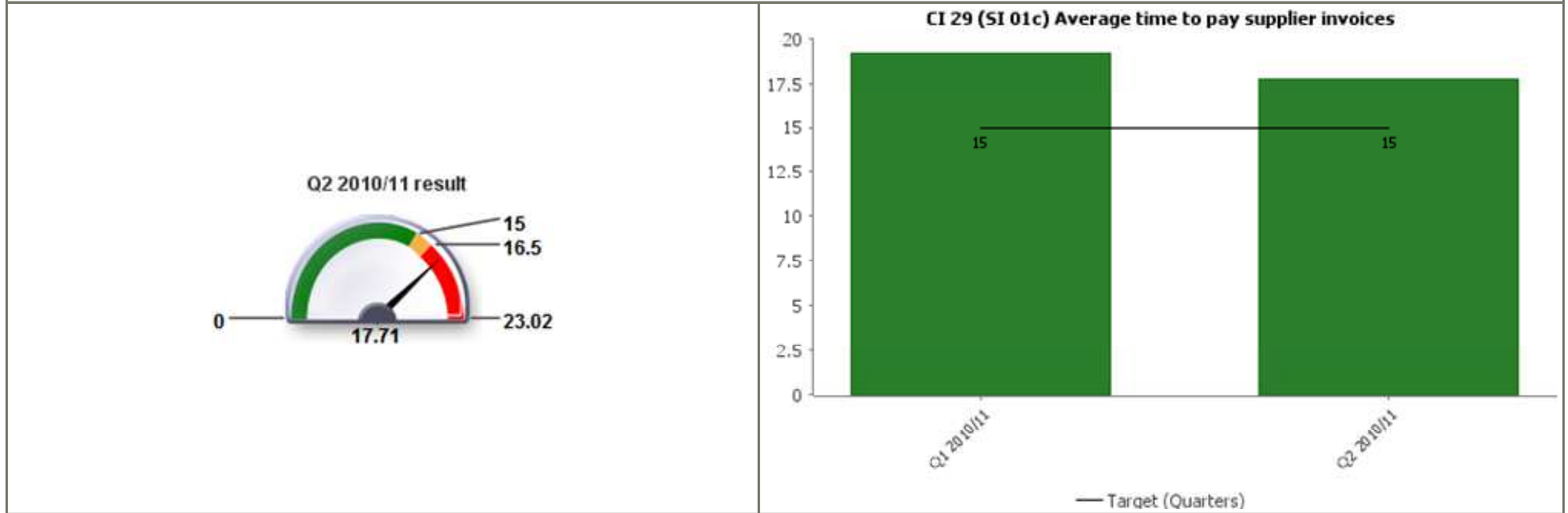
Distribution in corporate priorities as follows;

<b>Corporate Priorities</b>	<b>Red</b>	<b>Amber</b>	<b>Green</b>
<b>Environment</b>	<b>16 % (3)</b>	<b>5 % (1)</b>	<b>79 % (15)</b>
<b>Finance</b>	<b>30 % (7)</b>	<b>22 % (5)</b>	<b>48 % (11)</b>
<b>Partnership</b>	<b>31 % (4)</b>	<b>0 % (0)</b>	<b>69 % (9)</b>
<b>People</b>	<b>3 % (1)</b>	<b>10 % (3)</b>	<b>87 % (26)</b>

#### 4. Areas of Concern

##### CI 29 (SI 01c) Average time to pay supplier invoices

Average time (days) to pay supplier invoices from date received by the Council to date payment made



**Qtr 2 2010/11** An improvement for this quarter following a slightly disappointing first quarter establishes a positive trend for this indicator in which performance approaches a much more demanding target for 2010-11. The data used is based on a sample.

**Numerator** 3,968 **Denominator** 224 **Cumulative** 18.41 days

**Linked Actions**

**Linked Risks**

10-CR-FIN 03 Non-value added Procurement and Asset Management



	Value	Target	Status
Q2 2010/11	17.71	15	●
Q1 2010/11	19.14	15	●

**CI 30 Is procurement strategy action plan on schedule?**

<p>Q2 2010/11 result</p> 	<p>N/A</p>
--	------------

**Q2 2010/11** The Procurement Strategy Action Plan has 8 actions that should have been completed by 30th September. Three of these (1, 2, 4) have been completed. The actions due but not completed are: conduct a spend analysis, implement electronic invoice module, implement interface between ordering system and finance system, put procurement section on the website. The Procurement Manager is researching the optimum electronic solutions and it is expected that indicative recommendations will be available in November. The Council withdrew from the Procurement Hub on 30 September. \*

<b>Linked Actions</b>	10-CP-FIN 02 (a) Procurement
	10-CP-FIN 02 Deliver effective and sustainable procurement and asset management
<b>Linked Risks</b>	10-CR-FIN 03 Non-value added Procurement and Asset Management0



	Value	Target	Status
<b>Q2 2010/11</b>	No	Yes	
<b>Q1 2010/11</b>	No	Yes	

**CI 31 Is asset management strategy action plan on schedule?**

<p>Q2 2010/11 result</p> 	<p>N/A</p>
--	------------

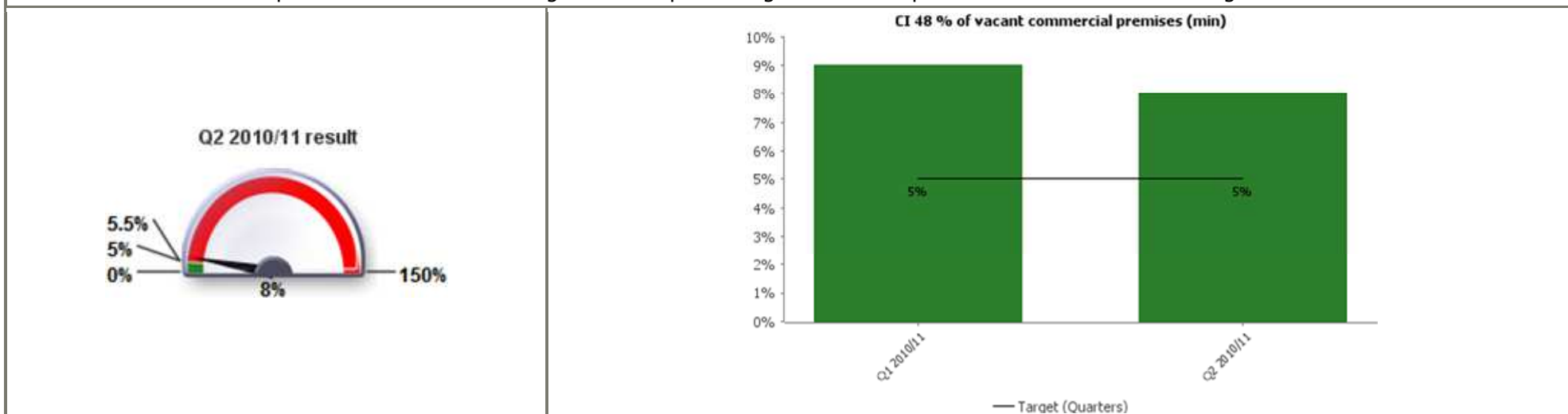
**Q2 2010/11** The Asset Management Plan has 9 actions that should have been completed by 30 September. Only one of these has been completed. The outstanding items are: to review progress against the 2003 Action Plan, and to agree a corporate approach to the management of property information. Braintree DC has been appointed as asset management consultants and have begun work on the compilation of a reliable asset register, from source records such as deeds. A new Asset Management Strategy and action plan will emerge from this work by the end of the financial year.

<b>Linked Actions</b>	10-CP-FIN 02 (b) Asset management
	10-CP-FIN 02 Deliver effective and sustainable procurement and asset management
<b>Linked Risks</b>	10-CR-FIN 03 Non-value added Procurement and Asset Management

	Value	Target	Status
<b>Q2 2010/11</b>	No	Yes	
<b>Q1 2010/11</b>	No	Yes	

**CI 48 % of vacant commercial premises (min)**

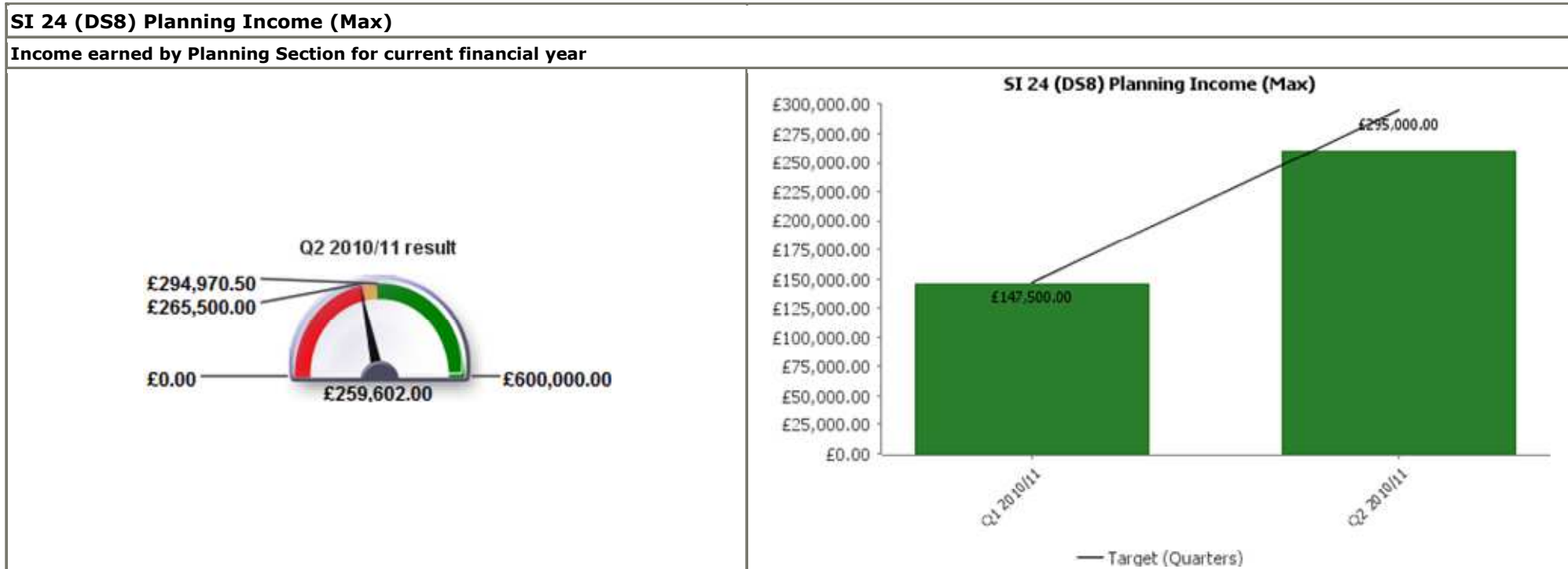
% of vacant commercial premises in relevant categories as a percentage total of all premises in the relevant categories



**Q2 2010/11** Total of 614 properties in the definition of which 51 were vacant at 30 September 2010. Examination of the list of vacant premises behind this indicator reveals that it includes, for example, unauthorised retail uses closed following enforcement action, and premises vacant because of re-development . Improvement in the PI could also reflect a change to another use, for example pub to home, which would be running counter to the council's objectives. Furthermore, the indicator is still picking up premises which may be vacant for short periods between leases. The indicator will continue to be monitored to understand more about the changes it reflects, to inform a review of its usefulness and the target if the PI is retained. The target level will need to include an allowance for normal market factors.

<b>Linked Actions</b>	10-CP-ENV 03 (a) Economic development
	10-CP-ENV 03 Develop sustainable communities by protecting and encouraging local facilities
<b>Linked Risks</b>	10-CR-ENV 03 Perception that Council not doing enough regarding local facilities

	Value	Target	Status
<b>Q2 2010/11</b>	8%	5%	●
<b>Q1 2010/11</b>	9%	5%	●



**Q2 2010/11** Income for Q2 £115,387 cumulative income to end of Q2 £259,602.00 excluding adjustment of £114,750 from Q4 2009/10 re application received in that year but not dealt with until 2010/11 the income excluding the adjustment is slightly below target - however including the adjacent would be above target. The division is aware of changes in fee income through monthly budget monitoring.

**Linked Actions**

**Linked Risks**

	Value	Target	Status
<b>Q2 2010/11</b>	£259,602.00	£295,000.00	🔴
<b>Q1 2010/11</b>	£144,965.00	£147,500.00	🟡

## Recommendations

- 5 That the Committee discusses Quarter 2 performance analysis, notes the views of Strategic Management Board (SMB), and considers any further action to be taken.

## Views of SMB

- 6 The Strategic Management Board would like to draw members' attention to staff sickness absence (CI 05) which continues to be well below target – the cumulative figure at the end of Q2 is just 2.81 days against a target of 4 days.

SMB continues to be concerned about the length of time it is taking to pay invoices and spent some time discussing the problem. It appears that there is a processing blockage in a specific department and the Head of Division concerned is aware and taking steps to improve the situation. Once this problem is resolved, there should be an improvement in the performance of this indicator (CI 29). SMB has also discussed longer-term solutions involving integration of back office systems to reduce the amount of handling an invoice requires.

In terms of CI 30 – Procurement Strategy – SMB wishes to advise members that while significant progress has been made following the appointment of a Procurement Manager, it will only be possible to complete a small proportion of the actions on the strategy's action plan by the end of the financial year. This is primarily because the majority of the Procurement Manager's time has been spent resolving service-specific procurement issues.

Progress on the issue of asset management (CI 31) is focused on compiling a reliable list of council assets in this financial year and a new strategy and action plan will result from the completion of this work.

Overall, SMB notes that performance remains strong in most areas.

## Impact

7

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

## Risk Analysis

8

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.