

## SUBMISSION TO STRATEGIC OVERVIEW AND SCRUTINY COMMITTEE

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Agenda item: 8

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### REPORT OF THE CABINET MEMBER FOR FINANCE, DEMOCRATIC AND LEGAL SERVICES

#### DIRECTORATE TOP 10 AND PERFORMANCE REPORTING - 2014/15

##### 1. PURPOSE OF THE REPORT

- 1.1 To advise Members of the Top 10 issues facing the Finance, Democratic and Legal Services Directorates in 2014/15 and to seek comments/feedback.
- 1.2 To advise Members of the activity and performance indicators for the Directorates that will be reported to this Committee in June 2014 (outturn for 2013/14) and January (mid year performance for 2014/15).

##### 2. BACKGROUND AND RATIONALE

- 2.1 During consideration of the Fit for the Future (F4F) programme Phase 1, Members have raised concerns about the implications of the savings package on the aspirations of the District Council which are set out in the Plan for Lichfield District (approved by full Council in February 2012). This plan outlines three key themes of Supporting People, Shaping Place and Boosting Business and these are underpinned by a small number of aims. Officers have reviewed the Plan in the context of fit for the future and have concluded that it is still robust in terms of its strategic focus because we are continuing to invest and deliver results in all the thematic areas outlined. However, historical, recent and prospective savings have significantly reduced organizational capacity and therefore consideration has also been given to the approach and scope of the next annual action plan (2014/15).
- 2.2 In previous years, we have produced a lengthy one year Action Plan (AAP) which sets out what LDC intends to do during the coming year. In 2013/14, the AAP contained 58 different activities and projects and 97 measures and targets. These included a mixture of new areas of work and 'the day job', particularly targets to make day to day service delivery more efficient. Given our reducing organizational capacity, it is important that we identify and focus our efforts on the most critical issues for our community and consequently, for 2014/15, a corporate top 10 issues has been produced instead of an AAP. The Top 10 is being considered by this Committee for subsequent approval by Cabinet.
- 2.3 In developing the corporate Top 10, each Directorate identified their own critical issues for the coming year having regard to strategic priorities (as set out in the Plan for Lichfield District) and service plans, national legislation and policy changes, the F4F programme Phases 1 and 2, financial pressures and performance targets. The Top 10 for Democratic and Legal Services is attached at **APPENDIX A** and the Top 10 for Finance are attached at **APPENDIX B**. Some of these issues are also included in the corporate Top 10.

- 2.4 A progress report on the Top 10 issues for the Democratic and Legal Services Directorate and the Finance Directorate will be provided to this Committee at their January and June meetings as part of the corporate performance management framework.
- 2.5 The approach taken to performance management varies across teams and directorates. Limited activity and performance data is presented to Council, Committees and Cabinet or is available on the website. In order to address this, each Directorate has reviewed the activity and performance indicators which are collected and identified indicators to routinely report in to Members. The indicators which will be reported to the Strategic Overview and Scrutiny Committee are attached at **APPENDIX C**.

#### **4. RECOMMENDATION**

- 4.1 Members are requested to consider and comment on the top 10 issues for the Democratic and Legal Services Directorate which is attached at **APPENDIX A**, the Finance Directorate as set out at **APPENDIX B** and the statistical analysis attached at **APPENDIX C**.

#### **5. COMMUNITY BENEFITS**

- 5.1 The effective scrutiny of performance reports and data drives performance improvement leading to direct benefits for the community through improved services and value for money based on achieving key priorities.

#### **6. FINANCIAL IMPLICATIONS**

- 6.1 None arising directly from this report; the Portfolio outturn at September 2013 was within budget. A more detailed report on the corporate outturn position at the half year point was considered in the Money Matters report which was presented to Cabinet in December 2013.

#### **7. PLAN FOR LICHFIELD DISTRICT IMPLICATIONS**

- 7.1 The report identifies some of the key areas of achievement so far during 2013/14.
- 7.2 The F4F programme has had an impact on both Directorates. A report was submitted to the last meeting of the Committee outlining the progress on the Asset Management Review.

#### **8. RISK MANAGEMENT ISSUES**

<b>Risk Description</b>	<b>Likelihood / Impact</b>	<b>Status</b>	<b>Risk Category</b>	<b>Countermeasures</b>
Information provided to Members is too 'high level' and inadequate for robust scrutiny	Medium / medium	Material	Reputation	The Cabinet Member, Director and Service Managers are in attendance at the O&S meeting and can elaborate on the content of the report  Members can request further details or a separate report on any item referred to in the report

**ANNUAL ACTION PLAN 2014 / 15**  
**Top Ten Issues - Democratic and Legal Services**

**Note:** The shaded issues/activities and milestones are also included in the corporate top ten which will be considered by Cabinet and Full Council in February 2014.

	<b>Issue</b>	<b>Activities and Milestones</b>
<b>1</b>	Implement the Boundary Commission Review	Draft recommendations for revised boundaries to be agreed by 21 July 2014 and final recommendations to be agreed by 14 October 2014. Implement Order made by Parliament would be by 15 January 2015.
<b>2</b>	Prepare for Individual Electoral Registration	Publish a new Electoral Register by 1 December 2014. Complete targeted activity to invite further missing electors and those who have moved to update their registration by March 2015. Be ready to carry out a full household canvass under the new system in Autumn 2015.
<b>3</b>	Review resources within Democratic and Legal Services	Complete review by Summer 2014.
<b>4</b>	Completion of Section 106 Agreements	Complete ten Section 106 Agreements by the end of March 2015.
<b>5</b>	Institute Enforcement action where appropriate.	Complete a minimum of 35 Enforcement Notices by the end of March 2015.
<b>6</b>	Review the statement of Licensing Policy	Complete the review of the statement of Licensing Policy by the end of December 2014.
<b>7</b>	Electoral payments	Implement system of real time information reporting for PAYE for electoral payments by end of April 2014.
<b>8</b>	Asset Management Review	Complete Asset Management Review by summer 2014.
<b>9</b>	Venture House, Lichfield	Complete Lease to Staffordshire County Council for Venture House by end of March 2015.
<b>10</b>	Disposal of land at Brook End, Fazeley	Completion of disposal of land at Brook End, Fazeley by end of 2014.

## ANNUAL ACTION PLAN 2014 / 15

## Top Ten issues - Finance :

Internal Business Support Services, Revenues and Benefits, Information,  
Communication and Technology

	<b>Issue</b>	<b>Milestones/performance indicators/measures</b>
<b>1</b>	Measurement and management of Revenues Team's performance as a result of Welfare Reform and technical changes to Council Tax	<ul style="list-style-type: none"> <li>• Implement the revised Local Council Tax Support Scheme (LCTS) by April 2014</li> <li>• Maximise take up of Discretionary Housing Payments</li> </ul>
<b>2</b>	Implement, monitor and review the Capital Programme 2014-17	<ul style="list-style-type: none"> <li>• Quarterly production of Money Matters Reports for Financial Performance of Council for Revenue and Capital</li> </ul>
<b>3</b>	Treasury Management Performance	<ul style="list-style-type: none"> <li>• Prompt payment of invoices</li> <li>• Achievement of target rate of return for investments</li> </ul>
<b>4</b>	Unqualified Auditor Opinion on Statement of Accounts 2013/14	<ul style="list-style-type: none"> <li>• Annual Audit Letter</li> </ul>
<b>5</b>	Processing times for Benefit Claims	<ul style="list-style-type: none"> <li>• Achievement of targets for processing claims and changes in circumstances to claims</li> </ul>
<b>6</b>	Housing Benefit Fraud Team	<ul style="list-style-type: none"> <li>• Achievement or targets for various categories of fraud</li> </ul>
<b>7</b>	Revenues Collection Rates	<ul style="list-style-type: none"> <li>• Achievement of targets for Council Tax and Non Domestic Rates (NDR)</li> </ul>
<b>8</b>	Performance of Corporate Debt Recovery Team as a result of review of management of debt	<ul style="list-style-type: none"> <li>• Achievement of targets for payment of debt and value of debts written off</li> </ul>
<b>9</b>	Implementation of infrastructure changes as a result of outcome of review	<ul style="list-style-type: none"> <li>• Monitoring performance of the Council's ICT provider</li> </ul>
<b>11</b>	Performance of Geographic Information Management Team as a result of review of asset management	<ul style="list-style-type: none"> <li>• Monitoring of number of applications across various categories</li> </ul>

**Performance/Activity Indicators for Democratic and Legal Services and Finance Directorates**

It is proposed that the following indicators are reported to Strategic O&S on a bi annual basis (June and January cycle of meetings)

**Democratic and Legal Services**

	<b>Service Area</b>	<b>Indicator</b>	<b>Frequency of collection</b>
<b>1</b>	Democratic and Legal	Complete 10 Section 106 Agreements	Quarterly
<b>2</b>	Democratic and Legal	Agendas and Committee Reports sent out giving 5 days clear notice	Monthly
<b>3</b>	Democratic and Legal	Year Book is published on the Website within a month of Annual Council	Yearly
<b>4</b>	Democratic and Legal	Arranging appropriate training for Members and recording attendance	Yearly
<b>5</b>	Land and Property	Occupancy of District Council owned shops	Yearly
<b>6</b>	Land and Property	Occupancy of District Council owned industrial units	Yearly
<b>7</b>	Land and Property	Review of occupancy of District Council House	Yearly
<b>8</b>	Land and Property	Progress on sale of land at Brook End and Buxton Avenue, Fazeley	Yearly
<b>9</b>	Licensing and Electoral Services	Be compliant with HMRC Real Time Information reporting for PAYE on electoral payments by 1 April 2014	Yearly
<b>10</b>	Licensing and Electoral Services	Administer the European parliamentary elections in May 2014	Yearly
<b>11</b>	Licensing and Electoral Services	Complete the transitional canvass under IER and publish a new register on 1 December 2014	Yearly
<b>12</b>	Licensing and Electoral Services	Publish a revised Statement of Licensing Policy by January 2015	Yearly

## Appendix C - continued

### Finance: Internal Business Support Services, Revenues and Benefits, Information, Communication and Technology

Service Area	Indicator	Performance Indicators/Measures	Frequency of collection
Internal Business Support Services	Balancing the Medium Term Financial Strategy (Revenue and Capital) 2014-17	<ul style="list-style-type: none"> <li>• Quarterly production of Money Matters for Financial Performance of Council for Revenue and Capital</li> <li>• Approved Fit for Future Savings</li> <li>• Maximisation of External Funding</li> </ul>	Quarterly
Internal Business Support Services	Treasury Management Performance	<ul style="list-style-type: none"> <li>• Invoice payment in 30 days.</li> <li>• Average 7 Day London Interbank Bid Rate (LIBID)</li> </ul>	Monthly Quarterly
Internal Business Support Services	Unqualified Auditor Opinion on Statement of Account 2013/14	<ul style="list-style-type: none"> <li>• Annual Audit Letter</li> </ul>	Annually
Revenues and Benefits	Processing times for Benefit Claims	<ul style="list-style-type: none"> <li>• Processing time per claim is 26 days</li> <li>• Processing time for changes in circumstances is 12 days</li> </ul>	Monthly
Revenues and Benefits	Housing Benefit Fraud Team	<ul style="list-style-type: none"> <li>• Prosecutions, 5-10</li> <li>• Administrative Penalties, 10-20</li> <li>• Cautions, 10-20</li> </ul>	Ongoing
Revenues and Benefits	Revenues Collection Rates	<ul style="list-style-type: none"> <li>• Council Tax, 99.3% Collection Rate</li> <li>• NNDR, 98.4% Collection Rate</li> </ul>	Quarterly
Revenues and Benefits	Measurement and management of Revenues Team's performance as a result of Welfare Reform and technical changes to Council Tax	<ul style="list-style-type: none"> <li>• Monitor changes to Council Tax liabilities</li> <li>• Monitor changes to NNDR liabilities</li> <li>• Monitoring of Discretionary Housing Payments</li> </ul>	Ongoing
Revenues and Benefits	Performance of Corporate Debt Team as a result of review of management of debt	<ul style="list-style-type: none"> <li>• Debt paid by other means than cash and cheque</li> <li>• Value of debts written off in Council Tax</li> <li>• Value of debts written off in NNDR</li> <li>• Value of debts written off in Sundry Debts</li> <li>• Value of debts written off in Housing Benefit</li> </ul>	Quarterly
Information Communication and Technology	Implementation of infrastructure changes as a result of outcome of review	<ul style="list-style-type: none"> <li>• Monitoring of Northgate contractual SLAs</li> </ul>	Monthly
Information Communication and Technology	Performance of Geographical Information Management Team as a result of review of Asset Management	<ul style="list-style-type: none"> <li>• Monitoring of number of applications across various categories</li> </ul>	Ongoing