

## WEST DUNBARTONSHIRE COUNCIL

### Report by the Executive Director of Corporate Services

Corporate and Efficient Governance Committee : 27 October 2010

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**Subject : Key Corporate Performance Indicators for the Year 2009/10**

#### **1. Purpose**

- 1.1** The purpose of this report is to advise Committee of areas identified within the Key Corporate Performance Indicators for 2009/10 as poorly performing and to recommend corrective action plans.

#### **2. Background**

- 2.1** A report was submitted to the Audit & Performance Review Committee held on 8 September 2010 summarising the outcomes for the key corporate performance indicators for 2009/10. The Committee asked that a report be submitted to each service committee regarding areas identified within the report as 'poorly performing'.

#### **3. Main Issues**

- 3.1** The report submitted to Audit & Performance Review Committee identified 6 areas with the remit of the Corporate and Efficient Governance Committee that were deemed as poorly performing. The 6 areas identified were:
- The percentage of the highest paid 5% of earners among Council employees that are women.
  - Current tenant arrears as a percentage of net rent due in the year.
  - The proportion of those tenants giving up their tenancy during the year that were in arrears.
  - Cost of collecting Council Tax per dwelling
  - Percentage of Citizens Panel respondents who think the Council communicates well with its residents.
  - Percentage of Citizens Panel respondents satisfied or very satisfied with Council Services.

#### Percentage of Highest Paid 5% that are Women

- 3.2** The performance for 2009/2010 was 47.3%, up from 46.9% in the previous year, and narrowly missed the target of 50%. The Council has historically been a strong performer in this area compared to other Councils, being the sixth best performer during 2008/2009. The percentage of women in the top 5% of earners in West Dunbartonshire Council workforce increased steadily between 2003/2004 and 2007/2008; the proportion fell slightly in 2008/2009 but increased again for 2009/2010. The target of 50% was narrowly missed for 2009/2010. The actions identified to address this area are:

- Identify all relevant aspects of employment law and incorporate into policy, procedure and practice, particularly in relation to introduction of Equalities Act 2010 and proposals for gender pay gap reporting.
- Align Human Resources activity with the employment action plan of the West Dunbartonshire Council Equality Scheme 2009-12
- Review target to ensure it remains relevant in light of demographics and workforce profile and where required develop appropriate interventions to underpin equality in employment opportunities within West Dunbartonshire Council

### Current Tenant Arrears as a Percentage of Net Rent Due in the Year

**3.3** The performance in this area has improved consistently each year since 2001/02. The performance for 2009/10 was 9.6% of net rent due, and although this narrowly missed the target of 9.0%, the performance represented a 1% improvement from the previous year. The performance in rent arrears was assessed as Fair by the Scottish Housing Regulator earlier this year and as part of this process we have agreed an action plan to further improve our performance. The actions identified to improve performance in this area are:

- Monitor the tenancy sign up process
- Introduce an on-line benefit application form
- Upgrade the Corporate Arrears Recovery system
- Locate an Arrears Advice Officer with in the Arrears Section
- Review procedures so as to ensure increased effective personal contact with tenants
- Introduce a Twilight shift.

### Proportion of Tenancies Ending During the Year that were in Arrears

**3.4** The performance for 2009/10 was 52.9% of net rent due, and although this narrowly missed the target of 50.0%, the performance represented a 2.9% improvement from the previous year. The performance in rent arrears was assessed as Fair by the Scottish Housing Regulator earlier this year and as part of this process we have agreed an action plan to further improve our performance. The actions identified to improve performance in this area are as per the indicator above.

### Cost of Collecting Council Tax per Dwelling

**3.5** The performance for 2009/10 was £16.82 per dwelling and although this missed the target of £15.00, the performance represented a £0.89 improvement from the previous year i.e. a reduction in cost of £34,700. It should be noted that in areas of higher deprivation it is recognised that collection costs will be higher due to the increased level of intervention required to recover sums due to the Council. The actions identified to improve performance in this area are:

- Upgrade the Corporate Arrears Recovery system
- Locate an Arrears Advice Officer with in the Arrears Section
- Introduce a Twilight shift.

### Percentage of Citizens Panel Respondents who think the Council Communicates well with its Residents

**3.6** The performance for 2009/10 was 16.0% against a target of 20.0%. However, as this Performance Indicator is very broad and general, it is difficult to have a direct influence on improvement. Consideration is being given to having a different range of measures of success in communication. Corporate Communications recently introduced some new Citizens' Panel questions which could be the basis for Performance Indicators around communication. The action identified to improve performance in this area is:

- Testing the quality of the Council's external communication on the West Dunbartonshire Council website. The measuring of this would be better done through a website survey rather than the Citizens' Panel. This is because over a third of panel members use the website to find out information about Council services. Performance Indicator information could be based on percentage of website users rating highly the ease of getting information about Council services on the Council website, or percentage of website users rating quality of communication about Council services on the Council website as good or very good.

### Percentage of Citizens Panel Respondents Satisfied or Very Satisfied with Council Services

**3.7** As per 3.6 above, it is recommended that this Performance Indicator measure is revised to ask about satisfaction with a range of key services which most residents receive (or at least a high number of residents). The process for reviewing and identifying new Performance indicator will be taken forward by the Chief Executive Department's Senior Management Team, in consultation with the Corporate Management Team. When revised Performance Indicators have been agreed, they will be assigned to the appropriate officers for monitoring

#### **People Implications**

**4.1** There are no people implications.

#### **Financial Implications**

**5.1** There are no financial issues.

#### **Risk Analysis**

**6.1** It was not necessary to carry out a full risk assessment to the report.

#### **7. Equalities Impact**

**7.1** No significant issues were identified in a screening for potential equality impact of this measure.

## **8. Conclusions and Recommendations**

- 8.1** This report seeks Committee approval for the actions outlined above in order to address the key performance indicators identified as poorly performing.

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**Joyce White**  
**Executive Director of Corporate Services**  
**Date: 4 October 2010**

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**Appendices** None

**Background Papers:** None

**Wards affected:** All Council wards