

Committee:	PERFORMANCE SELECT COMMITTEE	Agenda Item
Date:	13 November 2008	9
Title:	PERFORMANCE MANAGEMENT REPORT Quarter 2 2008/09 (July - Sept)	
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Summary

1. This report presents a summary of performance data for 2008/09 Quarter 2 (July - Sept) Corporate, National and Service Indicators

Recommendations

2. That the Committee review and comment on performance for 2008/09 Quarter 2 Corporate, National and Service Indicators
3. That the Committee review and discuss the proposed amendment of targets for CI 05 (b) and NI 180.

Background Papers

4. The following papers were referred to by the author in the preparation of the report:
 - National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions
 - Performance Improvement Team internal files 2008

Impact

Communication/Consultation	Communication on performance is carried out via Utterings, Uttlesford Life, Members' Bulletin and specific service briefings
Community Safety	None
Equalities	None
Finance	Performance Improvement Plans cover any additional funding associated with recovery of performance
Human Rights	None
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

Situation

5. The collection and reporting of performance indicators is one aspect of the Performance Management Framework and is managed through Covalent, the council's performance management system. Data is collected for Corporate, National and Service Performance Indicators and presented to Members quarterly at Performance Select Committee and annually at Full Council.
6. This report tracks performance against the above mentioned indicators that are monitored on a quarterly or six monthly basis and indicates whether targets are being met and whether performance is improving. It does not include annually reported performance indicators.
7. Full performance data is reported for each of the 19 Corporate Indicators (18 quarterly and 1 six-monthly), whereas performance data for National and Service Indicators is reported on an 'exception' basis i.e. where indicators have not achieved their target.
8. Some indicators can only be monitored annually because they are based upon budget outturns or because it is not meaningful to collect the information over a shorter period. Others can be tracked on a quarterly or six monthly basis.
9. Where targets have not been met the relevant Collection Officers have been asked to provide comments as to why this is and these have been included on the accompanying spreadsheet and have also been included in tabular form below (section 15).
10. The data for 4 indicators (1 Corporate Indicator and 3 Service Indicators) will not be available until Quarter 3 and for 1 Corporate Indicator the data still needs to be verified by the Planning Inspectorate. See below for further explanation:

Performance Indicator	Explanation
CI 11 % of Council-led actions from the Sustainable Community Strategy completed on time	The Strategy has not long been completed. The Officer responsible for this indicator needs to ascertain who needs training on Covalent to facilitate the update of the SCS actions (monitored via Covalent). It is anticipated that data will thus be available in Quarter 3.
CI 22 Planning appeals allowed	The data for this indicator is awaiting verification by the Planning Inspectorate.
SI 01 % of invoices paid on time	Quarter 2 data will not be available until the end of October. Data for Quarter 1 is reported below.
SI 29 % of TEN notifications acknowledged within 1 working day of receipt	Data for this indicator is not currently available. The scheduled meeting (August) with the licensing software provider was postponed until mid September. The software rep is currently investigating the possibility of setting up quarterly reporting. An answer is anticipated sometime during October.




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<p>SI 30 % of committee hearings arranged within 20 working days after the consultation period where representations have been received to a premises application</p>	<p>As above</p>
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11. The associated spreadsheet details:
- Performance for Q2
 - Quarterly/Six monthly and Annual targets
 - Status
 - Accountable Division/Organisational Unit
 - Officer responsible for Performance Indicator
 - Officers notes on performance for Q2



Statistics

12. **Corporate Indicators** (based on 18* indicators)

5% or more off Target	Up to 5% off target	On or above target
		
5	1	12
28%	5%	67%



*Data for 1 indicator will not be available until Quarter 3 (see explanatory notes table above)

13. **National Indicators** (based on 5 indicators in total)

5% or more off Target	Up to 5% off target
	
1	0
20%	0%

The remaining 4 National Indicators (i.e. 80%) are either on or above target.

14. **Service Indicators** (based on 25* indicators in total)




5% or more off Target	Up to 5% off target
	
3	4
12%	16%

* Data for 3 indicators will not be available until Quarter 3 (see explanatory notes table above)

The remaining 18 Service Indicators (i.e. 72%) are either on or above target.




15. **Short Term Trend (comparing Quarter 1 performance to Quarter 2)**

Corporate Indicators (based on 17* indicators)




Performance against Q1 2008/09		
	Improved	35% (6)
	Worsened	35% (6)
	Unchanged	30% (5)

*Data for 1 indicator will not be available until Quarter 3 (see explanatory notes table above) and 1 indicator has been excluded as it is monitored on six monthly basis- CI 07)

National Indicators (based on 5 indicators in total)

Performance against Q1 2008/09		
	Improved	80% (4)
	Worsened	20% (1)
	Unchanged	0% (0)

Service Indicators (based on 25 indicators *)

Performance against Q1 2008/09		
	Improved	28% (7)
	Worsened	52% (13)
	Unchanged	20% (5)

* Data for 3 indicators will not be available until Quarter 3 (see explanatory notes table above)

16. Notes on Quarter 3 2008/09 Performance for Indicators that have not performed to target (where notes have been provided by the collection officer)

N.B: The data provided for SI01 ((BV8) - % of invoices paid on time) is for Quarter 1 as the data for this indicator is reported retrospectively

Environment – <i>Protecting and enhancing the environment</i>	
Corporate Indicators	
CI 22 (BV 204) Planning appeals allowed	Qtr 2 Performance on appeals is up on previous quarter but remains below target. Planning management team met with the planning inspector regarding the previously unusually high amount of appeals being allowed who advised us to continue applying our policies in the way we had been. We are reviewing the results of any appeals allowed, and modifying our approach when trends are identified. Officers had complained to the Planning Inspectors Quality Assurance team. Data is draft only as figures are not yet available from Planning Inspectorate
CI 23 % of surplus Council land used for affordable housing	Qtr 2 Currently negotiating with Housing Associations over 4 pieces of land. Community Committee and Full Council have approved that this land is gifted to enable development to occur
National Indicators	
NI 157a (BV 109a) Processing of planning applications: major applications	Qtr 2 Performance below target due to officers negotiating with the applicants to overcome reasons for refusal. It is above national requirement however, and the cumulative total for the year remains above target. Performance is monitored and managed at individual, team and management levels regularly to ensure achievement of targets and improvement of performance

Service Indicators	
SI 20 Number of days that a property is void	Qtr 2 Performance off target due to the implementation of Choice Based Lettings system as this is having an effect on the turn around times due to the procedures we have to go through. This is a problem not just with Uttlesford but with other local authorities who have also implemented the system. To help improve the process the Housing Officers have been assigned directly to the management of estates which includes working closely with the repairs team to reduce the number of days that a property remains void. However, the Void Inspector is currently on sickness absence thus improvements may not be realised as quickly as hoped.
SI 25 (DS 5) % of full plan applications checked within 3 weeks of receipt	Qtr 2 Under performance is less than 1% and the section is still operating with less staff than Building Surveying establishment - 6 Surveyors in post and 1 vacancy. The vacant post has now been filled however, it will take two to three months for the appointed person to be fully trained. An improvement should be realised during quarter 3.
Finance – <i>Effectively managing our finances and operating within budget</i>	
Corporate Indicators	
CI 01 Amount of spend against budget	Qtr 2 £4.758m spent against £5.422m profiled budgets. The aim of this indicator is not to ‘maximise’ or ‘minimise’ the amount spent against budget. Instead it is based on a ‘goldilocks’ gauge, thus an under or overspend of 10% results in a ‘red’ status (i.e. poor performance)
CI 03a Percentage of finance staff who are qualified CCAB Accountants	Qtr 2 Currently the Director of Central Services is the only qualified accountant. New CFO has been appointed and commenced in post 31 st October 2008.
Service Indicators	
SI 01 (BV 8) % of invoices paid on time	Qtr 1 Despite continuing improvement from Dunmow Depot more than 60% of this quarter’s fails derive from satellite offices. Existing procedures for invoice processing at locations remote from London Road together with their transmission to and from those locations will continue to bring pressure on performance until the new procurement and invoicing systems are in place. It is anticipated that the introduction of these new systems, to be implemented by 31st March 2009, will incorporate the processing of invoices in a central location plus automatic payment of invoices and this should improve payment times.

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<p>SI 04 (BV 79a) Accuracy of processing – HB/CTB claims</p>	<p>Qtr 2 A new system of accuracy checking has been introduced to coincide with the change from BV79a to SI 04. Associated training has been undertaken during Qtr 2 and an improvement in performance is therefore anticipated during Qtr 3</p>
<p>SI 19 (BV 66c) Rent collection and arrears recovery: Notices seeking possession</p>	<p>Qtr 2 A fewer number of Notices issued, 3 less than for the same period last year and the number of accounts in arrears reduced from 1326 to 1170.</p> <p>Why target not met: There has been a small reduction in the number of Notices served compared to same quarter last year, but a big reduction in the overall number of accounts in arrears (a good thing!) has distorted the figure.</p> <p>How to improve performance: Realistically the only way to improve performance is if more tenants are in arrears or we do not serve Notices as per the Council's arrears policy.</p> <p>Expected improvement timescale: It is unlikely that the target will be met this year. When targets were estimated it was expected that there would be more tenants in arrears.</p>
<p>People – Consulting and engaging with staff and customers</p>	
<p>Corporate Indicators</p>	
<p>CI 05b Long term sickness absence</p>	<p>Qtr 2 Targets and reporting frequency for this indicator to be reviewed as the associated calculation has highlighted a problem with the way in which the targets were initially set and the manner in which the indicator is reported.</p>
<p>CI 08 % of IT help desk calls resolved within target</p>	<p>Qtr 2 Annual holidays meant at times the desk was down to one person instead of the usual two</p>
<p>Service Indicators</p>	
<p>SI 12 (d) Museum users: total users of museum service</p>	<p>Qtr 2 Includes estimated figure for web page visits for Sept. Tracked file for Museum pages is unavailable since website redesign. Webpage visits experienced general dip in August around the time of the switch to the new website. This would account for slight under-performance against target.</p>
<p>SI 15 Number of unique visitors to the Council's website</p>	<p>Qtr 2 At the moment it is unclear why there has been a drop in website visitors. The figures for Q2 are lower than Q1, and lower than the 2007/08 figures. It may be that last year because of heightened interest in G1 and the LDF, there was a resulting spike in visitors. It is also possible that through the new website, visitors are finding what they require more easily, leading to less repeat visits. It is unlikely, although possible, that this statistic is being measured differently through the new website.</p>

17. **Amendments to indicators**

CI 05b – Long term sickness absence

It is proposed that the targets and reporting frequency for this indicator be reviewed as the related calculation has highlighted a problem with the way in which the targets were initially set. We are currently investigating if and how other authorities (specifically ECC) collect and monitor similar performance indicators and will report the associated findings at the next PSC.

CI 23 – % of surplus council land used for affordable housing

The wording of this indicator is not very clear and thus it is proposed that it is changed to:

% of the amount of available land (with development potential) used for affordable housing

In addition, it is further proposed that the reporting frequency be changed from quarterly to annual as there is quite often very little change that can be exemplified on a quarter by quarter basis.

NI 180 – the number of changes of circumstances which affect customer’s HB/CTB entitlements within the year

The targets for NI 180 (the number of changes of circumstances which affect customer’s HB/CTB entitlements within the year) were originally set pending guidance from the DWP. The associated guidance has since been received and it is proposed that the annual targets are thus amended to 2226 for the next three years (original targets were 2008/09 for 1200, 2009/10 for 1250 and 2010/11 for 1300). This target of 2226 has been calculated by the DWP who apply a formula to each council's benefit caseload. They have not as yet determined targets for future years thus the baseline target of 2226 has been used for 2009/10 and 2010/11 until they do.

18. **Risk Analysis**

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

Risk	Likelihood	Impact	Mitigating actions
That performance will fail to meet all set targets	1	3	Performance is considered and commented on by SMB on a quarterly basis. Performance Select Committee will focus on corporate performance issues. Performance Management Framework is established and has been communicated throughout the authority.