

Committee:	PERFORMANCE SELECT COMMITTEE	Agenda Item
Date:	12 February 2009	8
Title:	PERFORMANCE MANAGEMENT REPORT Quarter 3 2008/09 (Oct - Dec)	
Author:	Debra Collins, Business Improvement & Performance Officer, Ext 569 Tülay Norton, Business Improvement & Performance Officer, Ext 569	Item for Information

Summary

1. This report presents a summary of performance data for 2008/09 Quarter 3 (Oct - Dec) Corporate, National and Service Indicators

Recommendations

2. That the Committee review and comment on performance for 2008/09 Quarter 3 Corporate, National and Service Indicators
3. That the Committee review and discuss the proposed amendment /deletion of the indicators specified.

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 2008/09

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

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	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 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 all of the Corporate Indicators 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.
10. The data for one Service Indicator will not be available until Quarter 4 (SI 01 – Invoices paid on time). The data for this indicator is thus reported retrospectively. It should also be noted that the Quarter 3 data for CI 22 (Planning appeals allowed) is awaiting verification by the Planning Inspectorate (though for the purposes of this report it has been included).
11. The associated spreadsheet details:
 - Performance for Q3
 - Quarterly and Annual targets
 - Status
 - Accountable Division/Organisational Unit
 - Officer responsible for Performance Indicator
 - Officers notes on performance for Q3

12. **Statistics**

Corporate Indicators (based on 17 indicators)



5% or more off target	Up to 5% off target	On or above target
		
4	3	10
24%	18%	59%

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

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

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
	
5	1
20%	4%

* Data for 1 Service Indicator will not be available until Quarter 4




The remaining 19 Service Indicators (i.e. 76%) are either on or above target.

15. **Short Term Trend (comparing Quarter 2 performance to Quarter 3)**




Corporate Indicators (based on 17 indicators)

Performance against Q2 2008/09		
	Improved	47% (8)
	Worsened	41% (7)
	Unchanged	12% (2)

National Indicators (based on 5 indicators in total)

Performance against Q2 2008/09		
	Improved	60% (3)
	Worsened	40% (2)
	Unchanged	0% (0)

Service Indicators (based on 25 indicators)

Performance against Q2 2008/09		
	Improved	60% (15)
	Worsened	28% (7)
	Unchanged	12% (3)

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)**

Environment – <i>Protecting and enhancing the environment</i>	
Corporate Indicators	
CI 23 % of surplus Council land used for affordable housing	Qtr 3 Currently negotiating with Housing Associations over 3 pieces of land. Community Committee and Full Council have approved that this land is gifted to enable development to occur
National Indicators	
NI 157b Processing of planning applications: minor applications	Qtr 3 Indicator is running slightly below target due to quantity of work. Extra resources have been put into minor applications in the short term to address this situation however these are being reduced due to budgetary pressure. The Business Improvement review for Development Services is ongoing and some of the recommendations made will support performance improvement for this indicator. 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 3 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 21a Homeless: Number of people presenting as homeless	Qtr 3 Nov and Dec have seen an increase in activity with people presenting as homeless without warning. This figure also does not include the increase in numbers we have been dealing with where we have managed not to take a homeless application.

Finance – Effectively managing our finances and operating within budget	
Corporate Indicators	
CI 01 Amount of spend against budget	Qtr 3 As at 31 December, net direct service expenditure was £7.545m compared with a profiled budget of £7.920m. Some utilities and fuel costs are still to be processed. Most budget holders are forecasting that by the end of the year, expenditure will be close to budget. A modest underspend may arise due to spending controls. These figures and comments exclude "below the line" items.
CI 03a Percentage of accountancy staff who are qualified CCAB Accountants	Qtr 3 1 out of 8 accountancy staff is CCAB qualified (Chief Finance Officer).
CI 04 % of Council Tax collected	Qtr 3 Reminders were not issued in December due to staff sickness and that with the economic downturn has affected this quarters' figures marginally.
Service Indicators	
SI 04 Accuracy of processing – HB/CTB claims	Qtr 3 Plans to drive up claim accuracy in the process of being implemented.
SI 19 (BV 66c) Rent collection and arrears recovery: Notices seeking possession	<p>Qtr 3 A fewer number of Notices issued, 7 less than for the same period last year and the number of accounts in arrears reduced from 1323 to 1196.</p> <p>Why not met: There has been a small reduction in the number of Notices served on the same quarter of last year, but a big reduction in the overall number of account in arrears (a good thing!) has distorted the figure.</p> <p>How to improve: Realistically the only way to improve the figure 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 as when targets were estimated it was expected that there would be more tenants in arrears.</p>

People – Consulting and engaging with staff and customers	
Corporate Indicators	
CI 05b Long term sickness absence	This indicator is currently being reviewed
Service Indicators	
SI 15 Number of unique visitors	Qtr 3 It has been identified that the information previously supplied is based on page hits rather than unique visitors. To avoid this indicator being unusable this year that trend will be continued for the remaining quarters, thereafter the indicator will be based on unique visitors with an appropriate target. The peak in quarter one is attributable to the old website and the difficulty for users to find information resulting in a higher number of page hits.
SI 22b Average length of stay in B&B accommodation for accepted priority needs - others	Qtr 3 This was one person who spent 3.57 weeks in B and B whilst a decision was made and other accommodation became available

17. **Deletion/Amendment of Performance Indicators**

Corporate Indicators

CI 03a - % of finance staff who are qualified CCAB Accountants

The Chief Financial Officer has proposed amending the wording of the above slightly i.e. removing the word 'finance' and replacing with 'accountancy'. As this was only a very minor amendment this has already been actioned.

CI03b – Percentage of finance staff who are part-qualified or similar

As per CI 03a above

CI03c – Percentage of finance staff who do not have a financial qualification

As per CI 03a above

CI 05b - Long term sickness absence and CI 05c Total sickness absence

As reported to SMB in November, the related calculation highlighted a problem with the way in which the targets were initially set for these indicators. We have been in contact with ECC to investigate how they collect and monitor similar performance indicators around sickness and as a result it is proposed that these 2 indicators are deleted and replaced with new indicators with effect from 1st April 2009.

CI 11 - % of Council-led actions from the Sustainable Community Strategy completed on time

The Community Partnerships Manager has advised that the data for this indicator is proving extremely difficult to collect as most of the actions in the SCS plan on Covalent are not actually specified actions or specific outcomes. The LSP has been informed that the action plans need to be revised and the intention is to do this before the end of March 2009. It is therefore proposed that this indicator is deleted with immediate effect. Once the action plan has been reviewed discussions will be held with the Community Partnerships Manager to determine if there might be another indicator to replace this one.

Service Indicators

SI 02a – Cycle time in working days from year-end closure to submission of audited accounts

The Chief Financial Officer has proposed amending the wording of the above indicator slightly i.e. removing the word ‘audited’ and replacing with ‘draft’. As this was only a very minor amendment this has already been actioned.

SI 29 - TEN notifications & SI 30 Committee hearings

As it would appear that the licensing software is still unable to support the running of reports necessary to provide the data for the above indicators, it is proposed that these 2 indicators are deleted with immediate effect. Discussions will be held with the HoD and relevant Collection Officers from Licensing to determine if there are any other indicators which could replace these.

It should also be noted that there may be the possibility that new local (i.e. service) indicators are proposed following the completion of Business Improvement Reviews. If/when this occurs PSC will be consulted on the proposed indicators and associated targets.

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.