

<b>Committee:</b>	PERFORMANCE SELECT COMMITTEE	<b>Agenda Item</b>
<b>Date:</b>	14 May 2009	<b>4</b>
<b>Title:</b>	<b>2008/09 OUTTURN &amp; QUARTER 4 PERFORMANCE REPORT</b>	
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## Summary

- 1 This report presents a summary of both the Outturn (i.e. annual) performance data and the Quarter 4 (Jan – Mar) performance data 2008/09 for the Corporate, National and Service Indicators.
- 2 All of the Outturn and Quarter 4 figures have been extracted from Covalent. This data has been loaded onto the system by officers that have direct responsibility for the performance management and reporting of relevant indicator(s).
- 3 For 4 indicators estimated data has been provided until actual data is received from Essex County Council. Where this is the case a note to this effect has been put on the accompanying spreadsheet.
- 4 For 4 National Indicators Outturn data is not yet due for submission to the Data Interchange Hub (not all National Indicators have a submission date of 31st March) and thus data for these indicators is not yet available. Where this is the case a note to this effect has been put on the accompanying spreadsheet.
- 5 For all indicators where the end of year performance is below the 2008/09 target, explanatory notes have been collected from relevant officers and included in the 'Comments' column of the spreadsheets.
- 6 As the vast majority of the 2008/09 indicators were only introduced on 1st April 2008 the number of indicators for which there is information on their long term direction of travel (i.e. comparing annual performance 2008/09 against annual performance 2007/08) is minimal. This information has therefore not been included in the report (where this information is not available this is indicated by 'N/A' on the accompanying spreadsheet).
- 7 For a handful of indicators it was extremely difficult to set targets for 2008/09 due to the absence of baseline data from previous years. Where this has been the case the result is that a 'Status' cannot be calculated. Again, this has been indicated on the accompanying spreadsheet by 'N/A'.

- 8 Once all outstanding data has been entered on Covalent i.e. (where data was not available for inclusion in SMB and PSC reports) Data Quality Sign-off Sheets will be produced and distributed to all Heads of Division (HoD's). HoD's will be required to sign these sheets to certify that the results have been calculated in accordance with the statutory guidance and t evidence to support the indicator e.g. prime documents and system printouts, have been retained and can be made available for audit purposes.
- 9 The SMB has reviewed the data and is generally satisfied with progress. However, four areas have been identified for further immediate action (See point 23).
- 10 Unverified performance data for 2008/09 has identified that 73% of all indicators collected performed on or above target (92% of National Indicators, 77% of Corporate Indicators and 64% of Service Indicators). The Audit Commission will be completing checks of the data submitted but it is not yet known when this will be.
- 11 To help improve the performance of indicators that are not performing to targeted levels, an under-performing Performance Indicator review process has been developed. Indicators that have under-performed for 2 or more quarters will be subject to selection for a review to be conducted on them by the Business Improvement & Performance Team. The process is currently being piloted on SI 20 – Housing Voids.

## Recommendations

- 12 That the Committee discusses 2008/09 Annual and Quarter 4 performance analysis, notes the views of Strategic Management Board (SMB), and considers any further action to be taken.

## Background Papers

- 13 Business Improvement & Performance Team internal files 2008 and 2009.
- 14 National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions

## Impact

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
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




- 15 The Council collects a number of indicators to monitor performance and these form part of the performance management framework. They include:
- National Performance Indicators specified by the Government
  - Local Performance (Corporate and Service) Indicators determined by the Council, which the Government expects to reflect local priorities.
- 16 Although Local Authorities are no longer required to produce a Best Value Performance Plan it is the intention to make our performance results available via an Annual Performance Report which it is anticipated will be published and made available via the internet in the next 2/3 months.
- 17 As part of the ongoing review and improvement of corporate performance management at Uttlesford District Council, performance indicators are reported directly to the Performance Select Committee.

## Summary Analysis

### Outturn (Annual) Performance Data




- 18 The Outturn spreadsheet details the end of year performance data that has been collected and analysed for 24 National Indicators, 29 Corporate Indicators and 36 Service Indicators.

**Corporate Indicators** (based on **26** indicators) \*

5% or more off target	Up to 5% off target	On or above target
		
4	2	20
<b>15%</b>	<b>8%</b>	<b>77%</b>

\* Data for 3 indicators was not available.




**National Indicators** (based on **12** indicators) \*

5% or more off Target	Up to 5% off target	On or above target
		
1	0	11
<b>8 %</b>	<b>0 %</b>	<b>92%</b>

\* Data for 12 National indicators was not available, because;

- 4 NI's - The data is not available as the outturn data is not yet due for submission to the Data Interchange Hub.
- 1 NI - Centrally produced by ECC.
- 7 NI's - There was no target set for 2008/09 for these indicators (due to the absence of baseline data from the previous years), therefore no Status or Long Term Trend could be calculated.




**Service Indicators** (based on **36** indicators in total) \*

5% or more off Target	Up to 5% off target	On or above target
		
11	2	23
<b>30%</b>	<b>6%</b>	<b>64%</b>



### Quarterly Performance Data

- 19 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.

#### Corporate Indicators (based on 18 indicators in total)



5% or more off target	Up to 5% off target	On or above target
		
2	4	12
<b>11%</b>	<b>22%</b>	<b>67%</b>

#### National Indicators (based on 5 indicators in total)

5% or more off Target	Up to 5% off target
	
0	1
<b>0%</b>	<b>20%</b>

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




#### Service Indicators (based on 26 indicators in total)

5% or more off Target	Up to 5% off target
	
6	3
<b>23%</b>	<b>12%</b>




The remaining 17 Service Indicators (i.e. 65%) are either on or above target.

**20 Short Term Trend (comparing Quarter 3 performance to Quarter 4 for all quarterly reported Corporate, National and Service Indicators)**




**Corporate Indicators** (based on 18 indicators in total)

Performance against Q3 2008/09		
	<b>Improved</b>	<b>10 (56%)</b>
	<b>Worsened</b>	<b>4 (22%)</b>
	<b>Unchanged</b>	<b>4 (22%)</b>

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

Performance against Q3 2008/09		
	<b>Improved</b>	<b>3 (60%)</b>
	<b>Worsened</b>	<b>2 (40%)</b>
	<b>Unchanged</b>	<b>0 (0%)</b>

**Service Indicators** (based on 26 indicators in total)

Performance against Q3 2008/09		
	<b>Improved</b>	<b>12 (46%)</b>
	<b>Worsened</b>	<b>10 (39%)</b>
	<b>Unchanged</b>	<b>4 (15%)</b>

**21 Notes on Annual Performance 2008/09 for Indicators that have not performed to target (where notes have been provided by the collection officer)**

<b>Environment – Protecting and enhancing the environment</b>	
<b>Corporate Indicators</b>	
<b>CI 22</b> (BV204) Planning appeals allowed (Min)	Performance on appeals 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. This is a draft figure. Awaiting verification by the Planning Inspectorate.
<b>National Indicators</b>	
<b>NI 197</b> (SCS) Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented (LAA) (Max)	Base data re-evaluated to 2 sites (1%) following change in definition. The District Council does not own or manage any Local Wildlife Sites and is therefore reliant to working with other landowners. Work is ongoing with Essex Wildlife Trust to achieve targets.
<b>Service Indicators</b>	
<b>SI 20</b> Number of days that a property is void (Min)	Performance off target as the void inspector has been on long term sick leave. However now he is back it is anticipated the void turnaround will improve. The Housing Officers have been assigned directly to the management of estates which includes working closely with the repairs team to help reduce the number of days that a property remains void. The BI & P team is examining the void processes to ascertain if this can be streamlined and service improved.
<b>SI 26</b> (BV63) Energy Efficiency of Housing Stock (Max)	The methodology for calculating the SAP rating has changed, effectively condensing a much wider scale of energy efficiency into a 1 to 100 scale. Under the new methodology our Average SAP rating is now 68.89. A conversion tool has been created to enable comparisons of ratings under the two methodologies to be made.

<b>Finance – Effectively managing our finances and operating within budget</b>	
<b>Corporate Indicators</b>	
<b>CI 03a</b> Percentage of accountancy staff who are qualified CCAB Accountants (Max)	There are 2 staff who are being trained and will be fully qualified within 2 years. This figure represents the average for the year, from 31 October to 31 March the figure was 22% so target was met for the latter part of the year.
<b>CI 04</b> (BV9) % of Council Tax collected (Max)	The council tax collection rate has been affected by the current economic situation and large end of year adjustments to council tax benefit following quality checks. People with payment difficulties would be advised that they may be eligible for help through the Council Tax Benefit system. In addition we would consider more flexible instalment arrangements in appropriate circumstances. We have always drawn a distinction between those who are having difficulty paying and those who choose not to.
<b>CI 21</b> (BV66b) Rent collection and arrears recovery: No. LA tenants with >7wks arrears (Min)	There has been a small reduction in the number of tenants owing > 7 weeks rent but the target has not been met due to: <ol style="list-style-type: none"> <li>1. The actual number of tenants has been less than expected due to number of voids increasing.</li> <li>2. The Housing Officers have not been able to spend as much time as expected chasing arrears on their patches.</li> <li>3. The backlog in processing Housing Benefit claims has had an impact.</li> <li>4. The current economic climate. The Council operates a standard arrears escalation policy. Tenants in arrears receive a home visit to discuss their rent arrears and to agree arrangements for missed rent to be paid in affordable instalments. Officers are trained to deal with debt problems and will try to help by making sure tenants are getting all the welfare benefits they are entitled to. For specialist debt advice tenants are advised to seek help from the Citizens Advice Bureau and if appropriate, arrangements are made for them to have floating support.</li> </ol>
<b>Service Indicators</b>	
<b>SI 04</b> (BV79a) Accuracy of processing - HB/CTB claims (Max)	Accuracy rate below target for the year. Potential subsidy implications, subject to audit. Arrangements in place to drive up accuracy rate as demonstrated by short term improvement in qtrs 3 and 4.
<b>SI 18</b> (BV66a) Rent Collection and Arrears Recovery: rent collected as proportion of rents owed on HRA (Max)	There are various factors affecting this indicator: <ol style="list-style-type: none"> <li>1. The current economic climate has had a major impact over the last quarter (the first 3 quarters were on target) and the rent collected has significantly reduced.</li> <li>2. There is a backlog in the processing of Housing Benefit claims which has impacted on the current arrears.</li> <li>3. The restructuring in Housing has not released the expected time for Housing Officers to go out on their patches chasing arrears.</li> </ol>



<b>Finance – Effectively managing our finances and operating within budget (cont)</b>	
<b>Service Indicators</b>	
<b>SI 19 (BV 66c)</b> Rent collection and arrears recovery: Notices seeking possession	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.
<b>SI 31 (BV76d)</b> Housing Benefits Security number of prosecutions & sanctions (Max)	The percentage result will always fluctuate either up or down depending on the amount of people making claim to benefits, this figure is set for the year from the amount recorded by benefits on the 1st April and confirmed on the 20 April 2009 as 3479. The team achieved 21 sanctions for the year, this figure is divided by the total claimants which gives the result per 1000.
<b>People – Consulting and engaging with staff and customers</b>	
<b>Corporate Indicators</b>	
<b>CI 05a</b> Short term sickness absence (Min)	As previously agreed with SMB/PSC, these 3 sickness indicators will be replaced with CI 05 (Average number of sickness days per employee per annum) as of 1 April 2009.
<b>CI 07</b> Percentage of relevant staff up to date on appraisals (Max)	Total staff with initial meeting only <b>43.31%</b> Total staff not yet received any meeting <b>24.52%</b>
<b>Service Indicators</b>	
<b>SI 07 (BV16a)</b> Percentage of Employees with a Disability (Max)	The target set was unrealistic. Outcomes for this indicator cannot be easily influenced by the Council due to the small number of posts, low turnover and the fact that positive discrimination is not practised as this would not be an appropriate policy.
<b>SI 08 (BV11a)</b> Top 5% of Earners: Women (Max)	The target set was unrealistic. Outcomes for this indicator cannot be easily influenced by the Council due to the small number of posts, low turnover and the fact that positive discrimination is not practised as this would not be an appropriate policy.
<b>SI 09 (BV11b)</b> Top 5% of Earners: Ethnic Minorities (Max)	The target set was unrealistic. Outcomes for this indicator cannot be easily influenced by the Council due to the small number of posts, low turnover and the fact that positive discrimination is not practised as this would not be an appropriate policy.

<b>People – Consulting and engaging with staff and customers (cont.)</b>	
<b>Service Indicators</b>	
<b>SI 11</b> (BV2b) Duty to Promote Race Equality (Max)	Race Equality Group, Active working to improve the authority's Race Equality Scheme, support being sought from Race Equality Council Essex and external groups.
<b>SI 15</b> Number of unique visitors to the Council's website (Max)	In all probability there are a number of factors which contributed to the erratic quarterly figures (and hence the end of year figure). The indicator was set for the old website and it seems likely that users are finding information more quickly on the new website, hence a lower number of page impressions. (This indicator is measuring page views, NOT unique visitors.) In addition, the spike in quarter one may in part be attributable to increased activity around the airport and possibly LDF.
<b>SI 16</b> Average number of support calls per user (Min)	This is the first year this indicator has been established. Targets were best estimates. Data is used to identify areas of training needed.
<b>SI 22 (b)</b> Average length of stay in bed and breakfast accommodation for accepted priority needs others (Min)	It is still very difficult to predict how this indicator will perform as we have little control over HA property waiting times.

### Views of Strategic Management Board

- 22 SMB has reviewed the performance data and is satisfied that, in the main, satisfactory progress is being made.
- 23 However, SMB has identified four areas of particular concern, where further, immediate action or information is being sought:
- SI 20 (Number of days that a property is void) – the review by the Business Improvement & Performance Team is a pilot for dealing with under-performing indicators. If it proves to be a useful way of dealing with such issues, the system will be adopted for other indicators, as the need arises
  - CI 04 and CI 21 (% of Council Tax collected and Rent Collection and arrears recovery: No. of LA tenants with >7weeks arrears) – SMB has asked the service to consider and bring forward, as appropriate, proposals to adopt 'special arrangements' for payment, for those suffering particular hardship in the current economic climate.

- SI 04 (Accuracy of processing – HB/CTB claims) – the arrangements put in place will continue to be monitored closely. A failure to improve performance could have an adverse effect on the Council’s claims for subsidy from central government.
- CI 07 (Percentage of relevant staff up to date on appraisals) – All Heads of Division have been asked to report to SMB on the level of staff appraisals, to explain where there is an unacceptably low level of completion, and to ensure that swift progress is made. The situation will be monitored closely.

### Risk Analysis

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

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigating actions</b>
That Performance Indicators will not meet Annual Targets.	1	3	Performance is considered and commented on by SMB on a quarterly and annual basis. 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