

Committee: PERFORMANCE SELECT COMMITTEE

Agenda Item

10

Date: 22 June 2010

Title: **2009/10 OUTTURN & QUARTER 4
PERFORMANCE REPORT**

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Item for
information and
decision

Summary

- 1 This report presents a summary of performance data for 2009/10 Outturn and Quarter 4 (January - March) for all National, Corporate and Service Indicators.
- 2 All data has been extracted from Covalent. This information has been loaded onto the system by collection officers that have direct responsibility for the performance management and reporting of relevant indicators.
- 3 Outturn data is still outstanding for 3 indicators. An explanation as to why is provided on the spreadsheet. For 3 indicators, the estimated outturn data has been used to calculate a status until actual confirmed data is received from Essex County Council. For 1 indicator the data is draft and awaiting verification by The Planning Inspectorate.
- 4 For all indicators where the performance is below target (red and amber status) for outturn, explanatory notes have been collected from relevant officers and included in this report and the accompanying relevant spreadsheet.
- 5 Note: NI14 was a new indicator for 2009/10. A data collection and reporting frequency was set and a manual data collection system agreed and data subsequently collected for quarter 1. However, when reviewed the data was identified as being of very poor quality. Further work was carried out during quarter 2 and data was again collected. This was subsequently reported. During that period there was an emerging picture from other councils that they were also struggling to collect and publish data of sufficient quality. Data quality issues continued and NI14 was ultimately withdrawn for 2010/11. In the absence of reliable data, no figure has been reported locally.

Recommendations

- 1 That the Committee discusses 2009/10 Outturn and Quarter 4 performance analysis, notes the views of Strategic Management Board (SMB), and considers any further action to be taken.
- 2 That the Committee review and consider the indicator sets and targets for all divisions for 2010/11 and pass comment as necessary.

Background Papers

- Business Improvement & Performance Team internal files 2008/09 and 2009/10.
- National Indicators for Local Authorities and Local Authority Partnerships: Handbook of Definitions.
- Audit Commission's 2008/09 data for National Indicators Set
- UDC Corporate Plan 2010 -15
- 2010/11 Divisional Plans

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/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

- 1 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.
- 2 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.
- 3 The Council is statutorily required to collect indicator data, set targets for improvement and compare its performance against other councils. The above indicators are subject to annual audit by the External Auditor (Audit Commission) and the Council is expected to have in place systems to monitor performance on an ongoing basis. Covalent is our performance management system and collection officers are responsible for loading data directly onto the system.
- 4 As per an Internal Audit recommendation, random data quality checks have been completed on 10% of indicators for both Quarter 4 and outturn. These have been selected randomly across the indicator basket.

Summary of 2009/10 Outturn and Quarter 4 Performance (Appendix 1 & 2)

- 1 **Outturn:** There are currently 17 red PIs. This represents **20 %** of the total indicators collected. There are 13 amber (**16 %**) and the remaining 54 (**64%**) are green.
- 2 **Quarter 4:** There are 6 red PIs. This represents **12 %** of total indicators collected. There are 11 amber (**22%**) and the remaining 33 (**66%**) are green.



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Notes on 2009/10 Outturn and Quarter 4 Performance

The following table provides a summary of performance information for PIs that have not performed to target (red and amber status) for 2009/10 Outturn. All comments have been provided by the relevant collection officer.

Status: Indicator more than 10% off of target 





PI Code & Short Name	Corporate Priority	2008/09 Outturn	Long Term Trend	Performance Comments
CI 02 (a) Housing Revenue Account net variance from Original Budget (Min)	Finance	New indicator	N/A	Actual position will not be known until the 2009/10 accounts are audited and signed off at the end of September. The forecast position reported to F&A Committee on 25 March was a net overspend of £106k vs budget £11929k = 0.89%. Quarter 4: 0.89% (red)
NI 157b (BV109b) Processing of planning applications: Minor applications (Max)	Environment	70.67%		2009/10 Poor performance in the 1st 3 quarters means that the years figure are below target due to long term sickness and staff shortages. Vacant post has been filled. Temporary cover is being used in the interim and to deal with other staff absences. As a result of these actions performance is improving. Numerator: 171 Denominator: 294 Cumulative: 58.16% Quarter 4: 71.59% (green)
NI 157c (BV109c) Processing of planning applications: Other	Environment	84.68%		2009/10 Poor performance in the 1st 3 quarters means that the target for the year has not been met this was due to long term sickness and staff shortages. Vacant post has been filled and new officer has started. Temporary cover is being used in the interim and to deal with other staff absences. As a result of these actions performance has improved. Numerator: 687 Denominator: 1000 Cumulative: 68.70%

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applications (max)				Quarter 4: 83.93% (green)
NI 170 Previously developed land that has been vacant or derelict for more than 5 years (Min)	Environment	0%		Value relates to outstanding area still to be developed at Oakwood Park; Felsted/Lt Dunmow; (former sugar beet factory). $3.9/1191.31 \times 100 = 0.33\%$ Quarter 4: N/A (annual indicator)
NI 188 (SCS) Planning to Adapt to Climate Change (Max)	Environment	0		Service heads have been issued with a short questionnaire regarding climate change and extreme weather. This raised the subject of climate change and looked at impacts and consequences of extreme weather on our services and staff. It has raised the subject of how we will need to adapt our services in the future if we should suffer extreme weather and focus on the health & safety of staff with regards to adaptation of how we run our services. Planning department is working with government guidance PPS25 and in partnership with Essex county council - planning - land drainage and emergency planning. Quarter 4: N/A (annual indicator)
SI 03 (b) Did all investments comply with the approved Investment Strategy?	Finance	New indicator	N/A	2 minor technical breaches of policy as reported to F&A Committee on 24 September. £2m limit was slightly exceeded for 2 counterparties for a short period. Quarter 4 : Yes (green)





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<p>SI 05 (BV79bii) Housing Benefit (HB) recovered as a percentage of the total amount of recoverable HB overpayments (sundry debtors) (Max)</p>	<p>Finance</p>	<p>60.20%</p>		<p>Gross value of invoices raised during 2009/10, £481.452.60, compared to 2008/09, £323,335.71, 49%increase. One invoice alone: raised on 22/3/10, £34.227.86, represents 23% of the outstanding balance due. Number of invoices raised in 2009/10, 731, compared to 2008/09, 641, 14%increase. In addition: We are trying to collect money in the depths of a recession, and overpaid Housing Benefit is not a priority debt. Numerator £85,455.81 Denominator £235,208.69x100 = 36.33%</p> <p>Quarter 4: N/A (annual indicator)</p>
<p>SI 07 (BV16a) Percentage of Employees with a Disability (Max)</p>	<p>People</p>	<p>4.64%</p>		<p>Numerator: 14 staff (staff with a disability) Denominator: 329 average number of staff for year.</p> <p>Quarter 4: N/A (annual indicator)</p>
<p>SI 08 (BV11a) Top 5% of Earners: Women (Max)</p>	<p>People</p>	<p>18.75%</p>		<p>Numerator: 3 staff (women) Denominator: 17 staff (Top 5% earners). Target not achieved due to no movement in this section of staff hence no recruitment.</p> <p>Quarter 4: N/A (annual indicator)</p>
<p>SI 09 (BV11b) Top 5% of Earners: Ethnic Minorities (Max)</p>	<p>People</p>	<p>.00%</p>		<p>Numerator: 0 staff Denominator: 17 staff (5% top earners). No movement of staff in this section hence no recruitment.</p> <p>Quarter 4: N/A (annual indicator)</p>

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<p>SI 12 (b) Museum users: Number of school pupils in organised groups (Max)</p>	<p>People</p>	<p>2,909</p>	<p></p>	<p>Annual 2009/10 This target depended on having the Learning officer in post to bring in school groups for taught sessions designed to meet National Curriculum requirements. Since the Learning Officer left in August 2009, it was inevitable that this target would not be met, as most schools will book only for the specialised service provided by the Learning Officer. However, it has been possible to partly meet the target because a few schools have made self-guided visits, and also by use of loan boxes out to schools - loan boxes account for 570 (25%) of the 2218 pupils who have benefitted from the Museum Service. Future improvement will depend on permission to recruit a new Learning Officer, allowing sufficient time for them to rebuild the service and customer base. Quarter 4: 297 (red)</p>
<p>SI 12 (d) Museum users: Total users of museum service (Max)</p>	<p>People</p>	<p>26,974</p>	<p></p>	<p>The total is 82% of the annual 2009/10 target because the contribution of outreach (see 12a) has partly made up for drop in schools visitors (12 b). The target also anticipated progress with the Heritage Quest Centre project, which would have begun to generate more website use and its own outreach programme by this stage. The delays with the HQC have inevitably affected ability to meet the target. Also, it appears that an apparent drop in website visits may be connected to the method of assessment used by new monitoring software, compared with figures being achieved when the target was originally set; this is being addressed in targets and monitoring for 2010/11. Improvement should happen when it is possible to reinstate the Learning Officer post, and when the Heritage Quest Centre project is underway. There have also been an increased number of requests for talks to local groups and displays at local history events throughout the district in 2010/11 which will be met as far as staffing capacity allows. Quarter 4: 5,828 (red)</p>
<p>SI 16 Average number of support calls per user (Min)</p>	<p>People</p>	<p>8.95</p>	<p></p>	<p>4038 calls as per qtr spreadsheets 374 users as per HR information. Better recording is showing the true level of calls. Quarter 4: 3.04 (green)</p>
<p>* SI 20 Number of days that a property is void (including major works) (Min)</p>	<p>Finance</p>	<p>42.9</p>	<p></p>	<p>Numerator: 5201 Denominator: 123 Cumulative 42.28 days 6.04 wks. A number of improvements have been made to reduce this figure. In addition the BI&P Team have identified a number of process efficiencies that should improve the performance of this indicator further which officers are implementing. It should be noted that the figures are for general needs properties and include properties receiving major works. This will be separated out and reported in a new indicator from 2010-11.</p>

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				Quarter 4: 41.68 (red)
SI 22 (b) Average length of stay in bed and breakfast accommodation for accepted priority needs others (Min)	People	5.25		From quarter 1 only 1 case of 17yr old who needed to be placed in only supported accommodation within UDC and it took this long for a vacancy to become available. Quarter 4: 0 (green)
SI 31 (BV76d) Housing Benefits Security number of prosecutions & sanctions (Max)	Finance	6.03		Total of 22 sanctions: 20 adpens, 1 caution, 1 prosecution. (22/3942)*1000 = 5.58 The underperformance may be attributable to the increase in the number of HB/CTB claimants and the number of sanctions achieved because there is only one fraud investigator who has been responsible for carrying out other enforcement investigations. Quarter 4: N/A (annual indicator)

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SI 34 (a) Was monthly budgetary control information issued within 10 working days of month end?	Finance	New indicator	N/A	August reports were issued one day late (due to staff sickness) and February reports were issued six days late (due to staff sickness and Project INCA). All other monthly reports issued within the required time limit. Quarter 4: No (red)
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**Denotes that PI is reported as a cumulative figure*

Status: Indicator between 0.01 and 10% off of target 


PI Code & Short Name	Corporate Priority	2008/09 Outturn	Long Term Trend	Performance Comments
* CI 04 (BV9) % of Council Tax collected (Max)	Finance	98.51%		Numerator: 43,622,568.13 Denominator: 44,258,846.07 (98.56%). Council Tax collected has increased from last year despite the current economic climate and a higher than average turnover of staff. Collection rate projected to be the second highest in Essex. Quarter 4: 98.56% (amber)
* CI 05 Average number of sickness days per employee per annum (Min)	People	New indicator	N/A	8.1 days as per spreadsheet reported to and noted by SMB on 22 April. Quarter 4: 8.1 (amber)

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<p>CI 14 (NI 192) Percentage of household waste sent for reuse, recycling and composting (LAA) (Max)</p>	<p>Environment</p>	<p>54.40%</p>		<p>Estimated figure - depends on audited figures from ECC. Reuse, recycling and composting cycled 15,305 tonnes; total domestic waste arising 28,292 tonnes. A reduction of recycling rate has been seen across the whole of Essex. Recycling of Street Sweepings was only introduced in Q4. Full impact of this will only be seen in 2010/11 figures.</p> <p>Quarter 4: N/A (annual indicator)</p>
<p>* CI 21 (BV66b) Rent collection and arrears recovery: No. LA tenants with >7wks arrears (Min)</p>	<p>Finance</p>	<p>6.94%</p>		<p>This PI has not performed to target due to the current economic climate which has had an impact on the number of people falling into arrears.</p> <p>How to improve:</p> <ol style="list-style-type: none"> 1. Once the economy improves this will slowly filter through to tenants rent accounts 2. A further review of Housing Officer duties has been carried out to enable them to be more pro-active with tenants in arrears 3. A review of the Housing Rents service will take place within the next 6 months. 4. Re-furbishment programme of sheltered accommodation has commenced to reduce the number of voids <p>Numerator: 194, Denominator: 2797 Cumulative: 6.94%</p> <p>Quarter 4: 6.94% (amber)</p>
<p>NI 191 Residual household waste per household (Min)</p>	<p>Environment</p>	<p>407</p>		<p>Estimate from raw data to be audited by Essex CC. (Household waste to landfill - 12719kg, + contamination at MRF - 351kg) / number of households - 32,100.</p> <p>The 2009/10 target was not achieved because Street Sweepings were only recycled (as opposed to going to landfill) in Q4.</p> <p>In 2010/11 with 12 months of Street Sweeping being recycled the residual waste per household will be reduced. Quarter 4: N/A (annual indicator)</p>
<p>SI 01 (b) % of supplier invoices paid within 30 days of receipt by the Council (Max)</p>	<p>Finance</p>	<p>New indicator</p>	<p>N/A</p>	<p>Disappointingly, the target of 94% for the year has not been achieved purely as a result of poor performances either side of the Christmas break. An average result in either December or January would have ensured that the target had been met. Nevertheless, the shortfall is little more than half of one per cent.</p> <p>Numerator: 10,369 Denominator: 11,102 Cumulative: 93.39%</p> <p>Note: The data used is based on a sample.</p> <p>Quarter 4: 93.61% (amber)</p>

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SI 04 (BV79a) Accuracy of processing - HB/CTB claims (Max)	Finance	88.40%		A small improvement but accuracy rate is still a cause for concern because of potential benefit subsidy implications. Strategic solution continues to be pursued. Quarter 4: 92.45% (amber)
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<p>SI 12 (c) Museum users: Total visitors to the museum building and on-site events (Max)</p>	<p>People</p>	<p>16,585</p>		<p>Annual 2009/10 Target achieved 90% despite inevitable fall in schools component while Learning Officer post is frozen (see note to SI 12(b)). The public (i.e. non-school) component has been maintained at almost the same level as 2008/09 in spite of an increase in the admission fee from April 2009, which would be expected to deter a small proportion of new or repeat visits; more in-depth visitor research would be needed to test this. Future improvement will depend on reinstatement of the Learning Officer post, to improve school visit numbers. It is hoped that the Museum's 175th anniversary celebrations in May 2010 will attract new visitors. Quarter 4: 3,690 (amber).</p>
<p>SI 13 (CG3) % of minutes from meetings made available to the public within 10 days (Max)</p>	<p>People</p>	<p>100%</p>		<p>Numerator: 118 Denominator: 121 Value: 97.52%. All but three sets of minutes were published within 10 days of the meeting. The three that were missed were due to a delay in receiving comments back (two instances) and an officer completing the minutes in time but forgetting to upload them (one instance), possibly due to a change in cycle for that particular committee.</p> <p>Quarter 4: 96.77% (amber).</p>
<p>SI 14 (a) Number of press releases issued by the council (Max)</p>	<p>People</p>	<p>New indicator</p>	<p>N/A</p>	<p>Annual target was missed by seven releases during the course of the year due to other work taking priority, as detailed in notes for specific quarters.</p> <p>Quarter 4: 70% (green).</p>
<p>* SI 18 (BV66a) Rent Collection and Arrears Recovery: rent collected as proportion of rents owed on HRA (Max)</p>	<p>Finance</p>	<p>97.04%</p>		<p>This PI has not performed to target due to the current economic climate which has had a major impact over the last 5 quarters (the first 3 quarters of last year were on target) and the rent collected has significantly reduced.</p> <p>How to improve:</p> <ol style="list-style-type: none"> 1. Once the economy improves this will slowly filter through to tenants rent accounts 2. A further review of Housing Officer duties has been carried out to enable them to be more pro-active with tenants in arrears 3 A review of the Housing Rents service will take place within the next 6 months. 4. Re-furbishment programme of sheltered accommodation has commenced to reduce the number of voids

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				<p>Numerator: £11,641,921.94, Denominator: £12,014,051.35 Cumulative: 96.90% Quarter 4: 96.90% (amber).</p>
<p>SI 27 (BV156) Buildings Accessible to People with a Disability (Max)</p>	Environment	93%	↑	<p>Any disposal of property distorts the % outturn. This explains the fluctuations in the percentage.</p> <p>Quarter 4: 93.33% (amber).</p>
<p>* SI 32 (CG6) % of planned audits completed (Max)</p>	Finance	90%	↓	<p>Below target due to combination of underestimation of actual audit days required in new audit areas; additional audits at request of SMB and Members; additional audit field work required on several audits; unplanned Auditor Manager time providing advice and assistance on NFI and Housing Benefit Referral Reporting work; unexpected staff absence.</p> <p>Revised 2009/10 audit plan agreed with SMB and Performance Select Committee for four audits to be postponed to the 2010/11 Audit Plan, denominator reduced from 35 to 31 to reflect this.</p> <p>2010/11 Audit Plan includes provision for Residual 2009/10 audit work to be completed by 30/04/10 for Key Financial Audits and by 30/06/10 for other audits.</p> <p>Outturn: Numerator: 26 Denominator: 31 Cumulative: 84%</p> <p>Quarter 4: 84% (amber).</p>

*Denotes that PI is reported as a cumulative figure

Benchmarking Data

It should be noted that benchmarking data has been provided for some Quarter 4 indicators (see spreadsheet). This figure is based on the average reported performance from other authorities in the Essex Policy and Performance Network (EPPN). This data is only available where indicators are commonly used by these authorities. The benchmark figure provided relates to Quarter 3.

SMB Summary

SMB agreed that UDC generally performed better in Quarter 4 than overall outturn in 2009-10. It was noticed that there are a significant number of indicators which are underperformed in outturn data despite improving in Quarter 4 due to the poor performance during the first 3 quarters. These indicators are NI 157b, NI 157c, SI 03b, SI 16 and SI 22b. The link between some of the indicators was also acknowledged i.e. SI 05 and SI 04, if accuracy goes down the financial impact increases.

Reduction in the National Indicator Set (NIS)

The CLG have announced a reduction in the NIS for 2010/11. Out of 199 National Indicators, 18 (10%) will be removed from the set from April 2010. Nine of these indicators have been monitored by UDC. They are;

NI 14 Avoidable contact: The proportion of customer contact that is of low or no value to the customer

NI 170 Previously developed land that has been vacant or derelict for more than 5 years

NI 180 The number of changes of circumstances which affect customers' Housing Benefit/ Council Tax Benefit entitlements within the year

NI 184 Food establishments in the area which are broadly compliant with food hygiene law.

Collected via Place Survey:

NI 2 % of people who feel that they belong to their neighbourhood

NI 3 Civic participation in the local area

NI 23 Perceptions that people in the area treat one another with respect and consideration

NI 37 Awareness of civil protection arrangements in the local area

NI 140 Fair treatment by local services

The removal of some of these indicators will also mean the associated data collection is discontinued. Collection of data may continue via other methods, however it will not be possible for Government to set associated targets on local areas against these data returns.

New Indicator Set and Targets – 2010/11

(Appendix 3 spreadsheet)

- 1 The attached spreadsheet details the performance indicator sets for each division that data will be collected and reported on for 2010/11.
- 2 The indicators have been identified following an extensive review that was led by SMB and Heads of Division with the support of the Business Improvement & Performance team. The review involved ensuring that each identified corporate plan action could be measured by an indicator in some form or other and that this structure was also reflected in divisional plans too. Although this has inevitably grown the indicator set being monitored for this year, it ensures that all key priorities are being monitored.
- 3 The divisional sets of indicators also include any PI's identified by the Head of Division to be suitable measures for the performance of day-to-day activities. This ensures that the performance of key service level activities can continue to be monitored and assessed.
- 4 The indicators are still identified to be either a corporate indicator (CI), statutory national indicator (NI) or service level indicator (SI). However, it should be noted that a number of NI's will be collected under a CI number (with both numbers shown for easier identification). This is because it was felt that the indicators would effectively monitor the performance of the authority for the particular aspect of service to which they related and in addition, raise their reporting profile. CI performance data has historically been reported at all performance levels as opposed to by exception (as per NI's and SI's).
- 5 Realistic targets have been set for each PI for the next three years. Where possible, the targets show an ambition of year-on-year improvement. Critical challenge has been provided to the target setting exercise by both SMB and the BI&P Team. Where future targets have not yet been set, explanatory notes have been provided by the officers responsible for the management of each indicator.

Risk Analysis

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

Risk	Likelihood	Impact	Mitigating actions
That Performance Indicators will not meet Quarterly/ Annual Targets.	2 – The majority of Performance Indicators perform on or above target regularly	3 – In some areas the risk of not meeting targets could impact a number of areas such as customer satisfaction and statutory adherence to government led requirements	Performance is considered and commented on by SMB on a quarterly and annual basis. The 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