



Quarter 3 2019/20 Performance Report: KPIs & PIs

Governance, Audit & Performance Committee – Tuesday 24th March 2020

Key: * Cumulatively monitored Max Aim to maximise performance
 # Quarterly targets profiled Min Aim to minimise performance

Status Symbols



Target achieved



Target not achieved but within 10% of achieving target



Target not achieved by over 10%






Trend Arrows

Short Term Assesses performance in Q3 2019/20 in comparison to Q2 2019/20






Long Term Assesses performance in Q3 2019/20 in comparison to Q3 2018/19

Directorate: CHIEF EXECUTIVE

Democratic & Electoral Services

PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 21 Percentage of minutes from meetings within 10 working days (Max)	92%	80%	69%	95%	63%	↓	↓	Quarter 3 2019/20 Numerator: 12 Denominator: 19 The work of the Democratic Services team was significantly disrupted during this quarter by the demands of organising the General Election held on 12 December 2019, which took priority over all other work.
								
	95%	95%	95%	95%	95%			






Legal Services

PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 06 Percentage of standard searches carried out in 10 working days (Max)	100%	100%	100%	100%	100%	-	-	Quarter 3 2019/20 Numerator: 312 (Completed searches) Denominator: 312 (Total number of searches) 100% of searches were carried out in 10 working days. The average turnaround time was four working days; this figure has been achieved despite sickness within the team during the first half of Quarter 3 2019/20.
								
	100%	100%	100%	100%	100%			






Directorate: CORPORATE SERVICES








Benefits								
PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
KPI 04 Accuracy of processing – HB/CTB Claims (Max)	98.24%	98.69%	99.35%	98.00%	99.26%	↑	↑	Quarter 3 2019/20 Numerator: 134 Denominator: 135 108 New claims and 27 Change of Circumstances checked during Quarter 3 of 2019/20 and only 1 financial error has been identified; giving an accuracy rate of 99.26%. We continue to achieve our target of 98% due to our proactive checking arrangements which identify any potential training issues quickly and allow us to give prompt and appropriate training.
	98.00%	98.00%	98.00%	98.00%	98.00%			
KPI 06 (a) Time taken to process Housing Benefit/Council Tax Benefit new claims (Days) (Min)	19.2	18.0	19.9	16.1	17.1	↓	↑	Quarter 3 2019/20 Numerator: 4,337 Denominator: 254 41 new claims to Housing Benefit (HB) were processed taking a total of 376 days. 213 new claims to Local Council Tax Support (LCTS) were processed taking 3,961 days. This is a combined total of 254 new claims taking 4,337 days; an average of 17.1 days.
	22.0	22.0	22.0	22.0	22.0			
KPI 06 (b) Time taken to process Housing Benefit/Council Tax Benefit Change Events (Days) (Min)	7.6	4.6	7.3	5.6	6.0	↓	↑	Quarter 3 2019/20 Numerator: 23,579 Denominator: 3,960 1,471 changes in circumstance to Housing Benefit (HB) were processed taking a total of 7,462 days. 2,489 changes in circumstance to Local Council Tax Support (LCTS) were processed taking 16,117 days. This is a combined total of 3,960 changes taking 23,579 days; an average of 6.0 days.
	7.0	7.0	7.0	7.0	7.0			

Customer Services















PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 44 Percentage of customer enquiries resolved at first point of contact (Max)	88%	88%	88%	86%	85%	↓	↓	Quarter 3 2019/20 Numerator: 27,901 Denominator: 33,001 Despite an increase in the number of enquiries passed on due to the introduction of new processes and staff training within the CSC, performance remains within target. 85% of all calls, face-to-face enquiries and emails received directly into the Centre were resolved at first point of contact.
								
	80%	80%	85%	85%	85%			

Finance

PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
KPI 01 Percentage of supplier invoices paid within 30 days of receipt (Max)	100.00%	99.62%	99.72%	100.00%	100.00%	-	-	Quarter 3 2019/20 Numerator: 2,291 Denominator: 2,291 Quarter 3 target reached with 100% of invoices being paid within 30 days of receipt by the council. It took on average 6.30 days from when an invoice was received to when it was paid. The quantity of invoices processed during Quarter 3 (2,291) was very similar in volume to Quarter 2 (2,244); with the average time taken per invoice to process being quicker at 6.3 days to Quarter 2's 7.43 days. With the vacant post filled it proves the process and training notes in place makes it possible to still reach target and performance will continue to improve.
								
	98.00%	98.00%	98.00%	98.00%	98.00%			

PI 02 Average time (Days) to pay supplier invoices (Min)	7.0	6.5	6.1	7.4	6.3			Quarter 3 2019/20 Numerator: 14,444 Denominator: 2,291 Quarter 3 target reached. On average, invoices were paid within 6.30 days, from when issued to when the supplier was paid. On average it also took 3.02 days to pay an invoice once it was passed for payment from the departments. Processing is now back on track with the vacant post filled. Despite a busy period involving a small increase in invoice quantities and staff training, the target was still reached.
								
	11.0	11.0	11.0	11.0	11.0			

Human Resources
















PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
KPI 07 (a) Average number of days lost per employee through short-term sickness absence (Min) *	3.31	4.75	0.85	1.86	3.58			Quarter 3 2019/20 Numerator: 1,028 Denominator: 287.36 = 3.58 days per member of staff for the year to date. For Quarter 3 2019/20 - Numerator: 341.5 Denominator: 381, which equates to 0.90 days lost due to sickness for this quarter.
								
	5.25	7.00	1.75	3.50	5.25			
KPI 07 (b) Average number of days lost per employee through long-term sickness absence (Min)	39.00	38.00	49.00	32.30	31.00			Quarter 3 2019/20 Numerator: 739.5 Denominator: 24 = Average of 31 days off work for the twenty-four long term sick cases this quarter. 11 staff have returned to work and three have returned on a phased return, whilst 10 still off under a fit note.
								
	44.00	44.00	44.00	44.0	44.00			








Information Communication Technology

PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 20 Percentage of IT help desk calls resolved within target (Max)	98.72%	99.12%	99.03%	98.14%	99.16%			Quarter 3 2019/20 Numerator: 1,415 Denominator: 1,427 99.16% of help desk calls have therefore been resolved within target.
	97.00%	97.00%	96.00%	96.00%	96.00%			




Museum								
PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2018/19	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 49 Users of the Museum Service (Max) #	New PI for 2019/20		4,229	3,387	3,750		N/A	Quarter 3 2019/20 Count: 3,750 Cumulative for 2019/20: 11,366. User figures exceeded target by 25% mainly due to continuing strong performance of loan box service for schools and reminiscence. Outreach associated with Death Masks to Diaries exhibition also helped to extend range of users.
			3,400	3,600	3,000			






Revenues								
PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
KPI 03 Percentage of Non-domestic Rates Collected (Max) *	87.78%	98.85%	29.44%	56.73%	84.57%			Quarter 3 2019/20 Numerator: £38,319,526.19 Denominator: £45,308,859.54 The collection is slightly down overall. Primarily, this results from some large instalments not having been received by the end of the Quarter. Where necessary, recovery action is being taken and the team are liaising with these companies.
	87.70%	98.80%	29.60%	59.50%	87.80%			

KPI 05 Percentage of Council Tax collected (Max) *	86.37%	99.17%	29.74%	57.75%	85.91%	↑	↑	Quarter 3 2019/20 Numerator: £57,399,478.91 Denominator: £66,815,927.24 = 85.91 % as at 31 Dec 2019 The number of 12 month instalment plans have increased and the targets were set at a time when Council Tax was mostly paid over 10 months from April to January. Despite not reaching the Quarter 3 target, we expect to reach the annual target by the end of March 2020. Given that uptake of the 12 month instalment plan is increasing, we will ensure this is considered when profiling targets for the 2020/21 year.	
									↑
	87.80%	98.80%	29.80%	58.40%	86.20%				
KPI 16 Rent collected as a percentage of rent owed (including arrears b/f) (Max) *	97.41%	98.57%	93.44%	96.75%	98.45%	↑	↑	Quarter 3 2019/20 Numerator: £11,793,851.19 Denominator: £11,979,361.59 Quarter 3 statistics 2019/20: Numerator: £4,174,800.41 Denominator: £4,388,035.28 (95.14%) This PI continues to exceed the target due to the rigorous approach to rent collection and regular checking and support by the Arrears Officer to tenants in arrears to assist them in maintaining their payment agreements, especially those tenants in receipt of housing costs through their Universal Credit payments.	
									↑
	95.65%	97.60%	89.60%	94.65%	95.65%				
KPI 17 Local Council Tax Support Collection Rate (Max) *	75.98%	89.44%	25.68%	48.92%	72.82%	↑	↓	Quarter 3 2019/20 Numerator: £543,451.73 Denominator: £746,276.35 Total percentage collected is therefore 72.82%. It is expected that collection rates will be maintained throughout the 2019/20 year. The proactive work of the LCTS recovery team ensures direct contact is made with LCTS customers at reminder stage and above.	
									↑
	69.00%	89.00%	25.00%	50.00%	69.00%				








PI 03 Percentage of sundry debtor income overdue (debts over 90 days old not subject to a payment arrangement) (Min)	2.4%	2.6%	1.4%	1.1%	1.2%			Quarter 3 2019/20 Numerator: £5,222.04 (Debt over 90 days old) Denominator: £445,920.27 (Total outstanding debt) Total percentage uncollected is therefore 1.17%. Sundry Debt income is continuing to be collected within target. The proactive work of the Sundry Debtors team in contacting customers ensures payments are made promptly.
								
	4.0%	4.0%	4.0%	4.0%	4.0%			

Directorate: PUBLIC SERVICES








Communities								
PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 07 The Level of Achievement attained under the Equality Framework for Local Government (Years) (Max)	Not measured for 2018/19		Developing	Developing	Developing	-	N/A	Quarter 3 2019/20 <ul style="list-style-type: none"> - The equality duty is drafted ready for publication. - The equality policy has been drafted ready for approval. - Equality training has been booked for May and June; this will lead to identifying staff for an internal forum. - District and County meetings attended.
								
			Achieving	Achieving	Achieving			











Environmental Health (Commercial)								
PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 41 Percentage of routine food hygiene premises inspections completed within the quarter (Max)	77%	100%	98%	100%	96.5%	↓	↑	Quarter 3 2019/20 Numerator: 55 Denominator: 57 Two premises inspections missed due to limited access being available. These premises will be inspected in Quarter 4 within FSA mandatory code of practice. Premises are not high risk.
								
	98%	98%	98%	98%	98%			

Housing Strategy & Operations





PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
PI 16 Number of households living in temporary accommodation (Min)	15	18	18	15	17			Quarter 3 2019/20 Count: 17 Bed and Breakfast: 5 Uttlesford District Council: 12 Snapshot: 31 December 2019. There has been an increase in the use of bed and breakfast this quarter which is a reflection of the fact that we have had more households presenting who are already homeless and owed a relief duty.
								
	14	14	14	14	14			

Planning: Development Management






PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
KPI 11 Processing of Planning Applications: Major Applications (within 13 weeks or including any agreed extension of time) (Max)	90.00%	60.00%	72.73%	36.36%	40.00%			Quarter 3 2019/20 Numerator: 2 Denominator: 5 Cumulative; Numerator: 14 Denominator: 27 (51.85%). Major performance has declined, and officers need to analyse across the cases to establish patterns. Need to reinstate the project management of major applications. There have been significant challenges this quarter, as officer's time has primarily been used dealing with public inquiries and appeal work. Essex County Council have also taken longer than usual to respond to major application consultations, and there have been delays by the ECC Legal Team in communicating regarding Section 106 agreements. Moving forward, the improved Planning Performance Agreement approach will improve performance in the processing of major planning applications. This new approach will also involve Essex County Council to ensure their response time is improved.
								
	60.00%	60.00%	60.00%	60.00%	60.00%			

<p>KPI 12 Processing of Planning applications: Minor applications (within 8 weeks or including any agreed extension of time) (Max)</p>	49.02%	50.54%	61.33%	70.80%	63.71%	<p>↓</p> <p>↑</p>	<p>Quarter 3 2019/20 Numerator: 79 Denominator: 124 Cumulative; Numerator: 268 Denominator: 411 (65.21%)</p> <p>Restricted management resource - due to appeal work and sickness - has caused a detrimental impact at the point of sign off of just in time decisions. There have also been challenges in delivering the Conservation service, however it is hoped service delivery should be more sustainable with the new contracted arrangement with Place Services.</p> <p>To drive forward performance during Quarter 4, we have re-established the 1-2-1 regime to reduce just-in-time decisions. We are also reassessing the level of management resource required to ensure improved performance. Analysis has shown that quicker signing would have pushed target to be achieved so this is a performance focus for Quarter 4.</p>
							
	75.00%	75.00%	75.00%	75.00%	75.00%		
<p>KPI 13 Processing of planning applications: Other applications (within 8 weeks or including any agreed extension of time) (Max)</p>	84.72%	71.48%	55.91%	78.91%	70.11%	<p>↓</p> <p>↓</p>	<p>Quarter 3 2019/20 Numerator: 190 Denominator: 271 Cumulative; Numerator: 693 Denominator: 884 (78.39%).</p> <p>Slight dip in performance possibly related to combination of challenges from Conservation cover; delay in signing off and some just in time decisions. This will be improved during Quarter 4, with the new contracted arrangements with Place Services.</p> <p>We are re-enforcing the importance of having the 1-2-1 regime with case officers and managers to reduce just in time decisions, and reassessing the management resource required. Following these actions, we are confident that the performance trajectory can improve during Quarter 4.</p>
							
	82.00%	82.00%	82.00%	82.00%	82.00%		



















PI 30 Percentage of planning applications validated within 5 working days (Max)	99%	100%	100%	100%	100%	-	↑	Quarter 3 2019/20 Numerator: 390 Denominator: 391 Cumulative; Numerator: 1,198 Denominator: 1,200. Despite having the normal 'peak' in applications for pre-Christmas, the team worked together to ensure that applications were validated within 5 working days.
	95%	95%	95%	95%	95%			
PI 24 (d) Quality of Decisions: Percentage of Appeals Upheld for Enforcement Notices (Min)	0.00%	0.00%	0.00%	0.00%	0.00%	-	-	Quarter 3 2019/20 Numerator: 0 Denominator: 0 No decisions have been issued.
	30.00%	30.00%	30.00%	30.00%	30.00%			
PI 46 Quality of Decisions: Percentage of Appeals Upheld for Major Planning Applications as a proportion of Appeals Raised (Min) #	New PI for 2019/20		100.00%	0.00%	36.36%	↓	N/A	Quarter 3 2019/20 Numerator: 4 Denominator: 11 Cumulative, Numerator: 6 Denominator: 18 (33.33%) Outturn data shows target has been slightly missed, but it is important to note that there has been a considerable increase in appeals determined in 2019/20. Processes have now improved as officers summarise the key messages from appeal decisions (including dismissed appeals), so these become lessons learnt. These summaries and narratives are reported to team meetings, and ultimately to the Planning Committee. This process is in development during Quarter 4 2019/20, but will be more formally established during the 2020/21 year.
			30.00%	30.00%	30.00%			

PI 47 Quality of Decisions: Percentage of Appeals Upheld for Non-Major Planning Applications as a proportion of Appeals Raised (Min) #	New PI for 2019/20	47.00%	28.00%	70.59%		N/A	Quarter 3 2019/20 Numerator: 24 Denominator: 34 Cumulative, Numerator: 47 Denominator: 93 (50.53%). There has been a significant increase in appeal decisions determined by the Planning Inspectorate as they have cleared their backlog. Nevertheless, we must focus on how to improve performance moving forwards. Processes have now improved as officers summarise the key messages from appeal decisions (including dismissed appeals), so these become lessons learnt. These summaries and narratives are reported to team meetings, and ultimately to the Planning Committee. This process is in development during Quarter 4, but will be more formally established during the 2020/21 year.
							
		30.00%	30.00%	30.00%			

Property Services

PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note		
KPI 08 (a) Average re-let time in days (all re-lets including time spent in works) (Min)*	53	54	59.5	56	51.77	↑	↑	Quarter 3 2019/20 Numerator: 7,093 Denominator: 137 The average void turnaround for the period April to December 2019 reduced to 51.75 days from an average of 56 as at the end of September 2019. This was as a result of improved performance for the period October to December 2019 when 48 properties were re-let at an average of 44.5 calendar days. During Quarter 3 the completion of the void works took an average of 34.5 calendar days, whilst the lettings process took an average of 10 calendar days.		
								↑	↑	This KPI was particularly impacted within this quarter by two key factors. Firstly the quantity of voids within this period increased in Quarter 3, and secondly a few voids required structural intervention and major capital works.
	42	42	42	42	42			↑	↑	One property also considerably affected the average time for letting void properties this quarter. A sensitive letting process was required, and the property was not let until the fourth offer. It therefore took a total of 52 days to let following the completion of void works. <i>Both Housing Strategy & Operations and Property Services are responsible for this indicator.</i>

Street Services

PI Code & Name	Q3 2018/19	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Short Term Trend	Long Term Trend	Performance Note
KPI 14 Percentage of household waste sent for reuse, recycling and composting (LAA) (Max) #	49.17%	43.87%	50.67%	52.76%	52.82%			Quarter 3 2019/20 Numerator: 3,376.43 tonnes (recycling and composted) Denominator: 6,392.05 tonnes (total domestic waste arising) The waste tonnages are estimated as we are waiting for the verified figures from Essex County Council.
								
	51.00%	50.00%	51.00%	51.00%	51.00%			
KPI 15 (b) Percentage of collections of waste and recyclables successfully made on first visit (Max)	99.94%	99.94%	99.95%	99.96%	99.99%			Quarter 3 2019/20 Numerator: 953,883 (Number of successful collections) Denominator: 954,000 (Total number of scheduled collections) Good performance by the team, and above target.
								
	99.90%	99.90%	99.90%	99.95%	99.95%			
PI 48 Attainment of 'Green' for Operator Compliance Risk Score (Yes or No)	New PI for 2019/20		Yes	Yes	Yes		N/A	Quarter 3 2019/20 DVSA use the Operator Compliance Risk Score (OCRS) system to decide which vehicles should be inspected. OCRS is used to calculate the risk of an operator not following the rules on roadworthiness (the condition of its vehicles) and traffic, e.g. drivers' hours, weighing checks. The operators risk is measured by a traffic light system of Green, Amber and Red. We have retained a Green score throughout the 2019/20 year.
								
			Yes	Yes	Yes			