

*Background Papers, if any, are specified at the end of the Report*

**Quarterly performance indicator report (Q1 2014-2015)**

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**RECOMMENDATIONS**

- 1. Cabinet is asked to note the performance report.**
- 2. Building Control indicators are now jointly reported with South Bucks, reflecting the shared service, except for the indicator relating to applications checked within 10 days, which is reported separately. Cabinet are requested to approve a change to the targets relating to the joint indicator reporting on the overall satisfaction with the service across Chiltern and South Bucks. It is requested that the targets be amended to 2014/15, 93% and 2015/16, 94%, from 94% and 95% respectively. This is to enable the new shared service to settle down, with the 2016/17 target reverting to 95%.**

**Relationship to Council Objectives**

*Performance Management helps to ensure that performance targets set though the service planning process are met and any dips in performance are identified and resolved in a timely manner. This report links to all of the Council's objectives listed below*

*Objective 1 - Efficient and effective customer focused services*

*Objective 2 - Safe, healthy and cohesive communities*

*Objective 3 - Conserve the environment and promote sustainability*

**Implications**

- (i) This matter is not a Key Decision within the Forward Plan.*
- (ii) This matter is within the Policy and Budgetary Framework.*

**Financial Implications**

*None identified*

**Risk Management Implications**

*This report is to support the Council in identifying and addressing performance issues.*

**Equalities Implications**

*None identified*

## **Sustainability Implications**

*There are no direct sustainability implications, monitoring of performance indicators such as planning permission, and recycling rates all help to support the principles of sustainability.*

### **Report**

#### **1. Purpose of this Report**

- 1.1 The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during April to June 2014.

#### **2. Background**

- 2.1 Management Team, Cabinet, Council and Performance and Resources Overview Committee receive regular updates detailing our progress towards service plan objectives, performance targets and key service risks. A monitoring report containing budget, performance and activity information also goes to heads of service, management team and informal cabinet on a monthly basis.
- 2.2 A number of detailed performance tables accompany this report.
- **Appendix A** – Priority indicators 2014-15 provides an overview of priority monthly indicators.
  - **Appendix B** – Quarterly performance indicators 2014-15 provides an update on all the Council's indicators.

#### **3. Proposal/ Discussion**

##### **3.1 Performance Management across the Council April – June 2014**

Performance of the Council's priority performance indicators is summarised in the following section, further details of these priority indicators can be found in Appendix A. The remaining indicators are summarised in the portfolio section (3.3) with supporting information in Appendix B.

##### **3.2 Priority Performance Indicators (PIs)**

There are currently 17 performance indicators (PIs) reported to Management Team and Informal Cabinet via the Monthly Monitoring Reports. 12 of these are monitored on a monthly basis and the five environment PIs are monitored on a quarterly basis. At the end of June 2014, 14 of these were on target, one just missed its target and one was off target. One further PI is unknown as it is a data only PI and does not have a set target.

The PIs in the Leaders and Customer Services portfolio are all on or above target. We are currently on track to reach our annual target for the percentage of Council Tax and non-Domestic Rates collected. The speed of processing new or changes of circumstances for housing benefit or council tax benefit claims are well below the 18 and five day targets set respectively.

Of the four PIs under the Communities, Health and Housing portfolio one is unknown, one is on target, one is off target and one just missed its target. The unknown PI is reduction in burglaries from dwellings year on year; a target is not set for this PI as it is a data only PI. Data has not been entered for this quarter as Thames Valley Police have changed the software they use to record crime. This means performance data will not be available until late July.

We are currently off target for the number of houses where homelessness was prevented. The limited availability of suitable affordable private rent

options continues to impact on the overall number of homelessness preventions. However, CAB Debt Advice and Housing Interaction Trust continue to positively deliver homelessness prevention cases that are recorded in this PI.

The number of households living in temporary accommodation was slightly off target for the first quarter. This has been due to the upturn in demand for homelessness assistance and temporary accommodation.

The three PIs for processing of planning applications in the Sustainable Development portfolio are all above target for this quarter.

The five PI for the Environment portfolio are all on target for the first quarter. This includes finalised figures for the 'improved street and environmental cleanliness' indicator set for measuring levels of detritus, graffiti and fly-posting.

### Overview of performance and service objectives across the Council

The next sections discuss actions and performance by portfolio. The following table sets out, for each portfolio, how many indicators within the corporate set are on target, based on the latest individual update available. In some cases indicators are not measurable (unknown) as targets have not been set.

Portfolio	No of PIs	PI on target ✔	PI slightly below target ◻	PI off target ✘	Unknown ?
Leaders	2	1	0	0	1
Support Services / Deputy Leader	5	3	0	1	1
Environment	14	8	1	4	1
Community, Health and Housing	20	9	2	7	2
Sustainable Development	13	7	1	5	0
Customer Services	4	4	0	0	0

#### 3.3.1 Overview of Performance in the Leader's Portfolio

How have we performed against our performance indicators?
<p>Working days lost due to sickness absence for the first three months of the year is below target with the equivalent of 7.28 days per fulltime equivalent per year.</p> <p>There have been a total of 104,968 unique visitors to the main Chiltern website; this is a slight reduction compared to the same time last year which saw 114,900 visits to the main Chiltern website. This could be due to the fact that last year we rolled out our new waste collection service and a lot of the information about our new service was available on the website.</p>
Service Actions/Work underway within portfolio
<ul style="list-style-type: none"> <li>The Policy and Performance team continue to work jointly across South Bucks and Chiltern. Covalent has been updated for 2014/15 to allow efficient performance recording for the coming year.</li> <li>We are in progress of developing a Joint Business Plan for Chiltern and South Bucks District Councils. Initial drafts of the Joint Business Plan have been sent to both CDC and SBDC cabinets with final versions to be delegated to the Chief Exec, Leader and Deputy Leader.</li> <li>The Chiltern and South Bucks Joint Strategic Partnership Economy Sub Group is now set up and running. The group has met twice and is currently working on the skills agenda.</li> <li>The Communications team have been working towards the implementation of social media in service areas. A Social Media policy has now been</li> </ul>

adopted by the Council and circulated to all members of staff. A corporate Facebook page and Twitter account are currently being used with departments such as community safety and democratic services also having their own twitter accounts.

- The Communications team continue to advice, support and run consultations. New Smart Survey software has been purchased and is being used by various departments to run consultation.
- Collective Agreement was agreed in June 2014 for the new harmonised terms and conditions. Staff in shared services and new employees moved onto the new terms and conditions on 1st July 2014.
- A project plan has been agreed for progressively drawing up and implementing joint policies, procedures and staff handbook in conjunction with a project team with staff and UNISON representation.

### 3.3.2 Overview of Performance in the Support Services/ Deputy Leader Portfolio

#### How have we performed against our performance indicators?

The percentage of calls to the ICT helpdesk resolved within agreed timescale was off target for this quarter. This is because project work continues to take up a lot of ICTs resources which is having an impact on the speed of calls resolved.

The percentage of standard search carried out by land charges within three working days is 100% which is above target. The percentage of standard search carried out in five working days is also above target at 99%.

Data for the percentage of small businesses paid within 10 days is not yet available so this PI is unknown.

#### Service Actions/Work underway within portfolio

- Phase 1 of shared Idox system has almost been completed. Initial progress has also been made on harmonising policy and procedures and producing a shared ICT strategy.
- The payroll retender is on track to be awarded in December 2014.
- The retender on the joint insurance contract has started and the retender of external audit contract for charitable trust is due to be carried out by the Audit Manager later in the year.
- The new joint bank contract with Barclays has been agreed and work is now progressing on the implementation.
- An initial meeting has been held on updating and harmonising Council Constitutions. The terms of reference for the project have been agreed and a quote has been received from external consultants.

### 3.3.3 Overview of Performance in the Environment Portfolio

#### How have we performed against our performance indicators?

The performance figures provided waste recycled, composted and collected per head are currently provisional as we are still awaiting final confirmation from Defra.

Waste targets and performance from April 2014 will be reported for the whole joint waste service. The Joint Waste Collection Committee for Chiltern and Wycombe has only set joint targets for waste performance indicators across the whole service. The reason joint target have been set is to enable rounds to become more efficient and where appropriate cross the CDC/WDC boundary,

<p>for both waste and recycling collection and cleansing. It also reduces staff time double entering figures.</p> <p>Finalised figures for the 'improved street and environmental cleanliness' indicator set for measuring levels of detritus, graffiti and fly-posting are all within target.</p> <p>Verified figures for the Joint Waste Service Customer Service calls are off target for the first three months of this year. 13.1% of calls to customer services did not ring off after 2 seconds but were abandoned before they are answered. Although we have seen a decline from Q4 of the previous year, we are now entering a period of renewals for garden waste which will see an increase in call volumes.</p> <p>46.2% of calls were answered within 20 seconds. This is below the set target of 65%. Again this is an improvement when compared to Q4 of the previous year. The improvement should continue in the coming quarters as the waste service continues to bed down.</p> <p>One PI is unknown this is for the percentage of fly-tippings removed within 2 working days. Figures are outstanding for this PI due to data validation issues.</p>
<b>Service Actions/Work underway within portfolio</b>
<ul style="list-style-type: none"> <li>• The Chiltern and South Bucks waste team service review has been scheduled for the end of the year.</li> <li>• Interviews for the shared car parking team have been completed and the new team will be announced week commencing 28<sup>th</sup> July 2014.</li> <li>• The waste team continue to monitor the joint Chiltern and Wycombe waste service. Overall satisfaction in Chiltern has increased by 3.2% (percentage points) this wave to 87.9%.</li> <li>• Planning permission for the second crematorium site has been granted subject to conditions.</li> </ul>

### 3.3.4 Overview of Performance in the Community, Health and Housing Portfolio

<b>How have we performed against our performance indicators?</b>
<p>For the first quarter of this year 242,775 users visited leisure centres in the districts. This is higher than the same period last year which only saw 211,622 visitors.</p> <p>Data has not been entered for reduction in violent offences against a person year on year this quarter as Thames Valley Police have changed the software they use to record crime. This means performance data will not be available until late July.</p> <p>Eight clients have directly accessed the private rented sector through local authority partnership schemes. This is off target for the first quarter because of the availability of private rented accommodation that is affordable and available to clients referred by the Council. However there has been an upturn in successful placements compared to previous quarters.</p> <p>The Green Deal is not yet operational in Chiltern so no households have received heating/insulation improvements through the Green Deal.</p> <p>14 affordable homes were delivered in the first quarter of this year. 11 affordable homes were new builds and a further 3 were vacancies generated by acquisitions. This is below the set target of 45 affordable homes for this quarter.</p> <p>The percentage of food premises inspected when they were due is off target for this quarter. This is because the majority of inspections will take place during quarters 2 and 4. 90.6% of food premises are broadly compliant within Chiltern this is within target for the first quarter.</p>

During this quarter 96.3% of licences applications were received and issued/ renewed with statutory or policy deadlines which is above target. The percentage of Hackney Carriage/private hire driver licences received and renewed within 7 days was slightly off target for this quarter at 96.60%

#### Service Actions/Work underway within portfolio

- The Credit Union has been established and is successfully operating. There is currently discussion on linking to staff terms and conditions.
- Cabinet has approved £50,000 funding for leisure needs. A needs assessment will take place of all leisure centres in the District.
- The Community Safety Shared Service has been implemented and is working well. Thames Valley Police have changed their software to record Crime; so Community Safety performance data will not be available until approximately July 2014.
- The Housing team have agreed and adopted a revised Bucks Home Choice policy. Due to the updated policy re-registration occurred which resulted in 35-40% reduction in numbers on Register.
- The homelessness procedures are being reviewed following implementation of the Homelessness Advice Module in Locata.
- The Licensing team shared service has been implemented and is working well.

### 3.3.5 Overview of Performance in the Sustainable Development Portfolio

#### How have we performed against our performance indicators?

Processing of major, minor and other planning applications have exceeded their targets for this quarter.

21.06% of new homes which were granted planning permission for this quarter were affordable. This equates to 22 dwellings; 18 on the Amersham & Wycombe College site in Chesham and a further 4 at the former Chequers offices St Marys Way Chesham.

7 out of 16 planning appeals were allowed in the first three months of this year. This equates to 43.8%, nearly 9% above target. However, because of the small number of decisions, one decision represents over 6%.

The average time taken to process building control application during quarter one was 9.83 days. This is slightly higher than the seven day target. Building Control applications checked within 10 working days just missed the target of 82%, coming in at 81.16%. Although the turnaround times for building control have been off target for this quarter customer satisfaction remains high at 95.24%. As the new shared service settles in we expect to see an improvement in turnaround times.

#### Service Actions/Work underway within portfolio

- The Building Control shared service has now been implemented. The joint team is based at Capswood, Denham. Both CDC and SBDC websites are consistent. The systems used by the team are also joint to provide a single source of information. Charges have been reviewed and a single set of charges implemented across both Councils.
- Applications can now be submitted electronically via the Planning Portal.
- The Household pre-application service has also been revised and published.
- The draft Sustainable Construction & Renewable Energy SPD is currently out to public consultation until early September.

### 3.3.6 Overview of Performance in the Customer Services Portfolio

How have we performed against our performance indicators?
<p>24.75% of Council Tax and 24.5% of Non-domestic Rates were collected in the first three months of this year. We are currently on track to reach our annual target for the percentage of Council Tax and non-Domestic Rates collected.</p> <p>During the first three months of this year the revenues and benefits team on average processed new applications for housing benefit or council tax benefit in 16.15 days well below the target set for the quarter. Changes of circumstances were processed in 3.47 days again within target for the quarter.</p>
Service Actions/Work underway within portfolio
<ul style="list-style-type: none"><li>• Initial work on the joint telephony systems have started with the implementation date scheduled for September.</li><li>• Minimum staffing requirements have been identified for the joint waste telephone service. A report has been put to personnel to confirm this level as permanent. For quarter 1 the call levels have not stabilised so we are still resourcing with temporary staff members.</li><li>• There continues to be on going work to look for opportunities for channel shift. Ebilling has been reviewed and suspended at the moment as the business case is not viable.</li><li>• The team continue to work to maximise income from business rate retention scheme. Analyse Local has been implemented and has identified possible potential increases in Rateable Value which will be investigated further.</li><li>• A report on the Discretionary Rate Relief policy is scheduled to go to Cabinet in December. Chiltern residents have been informed that the change will become effective from April 2015.</li><li>• Joint Whistleblowing policy has been finalised and work has started on developing a county wide fraud team approach.</li><li>• A report on Single Fraud Investigation Service (SFIS) has been to both Audit Committees; members of the revenues and benefits team have also been attending seminars and workshops in preparation for the transfer of some responsibilities/ staff to the SFIS.</li></ul>

### 3.4 Overview of Risks

This final section provides an overview of key operational risks for quarter one, together with the controls put in place to mitigate these risks.

- 1. Joint working with South Bucks** - This continues to be reported through the Joint Committee and is underpinned by strong governance arrangements to manage issues such as maintaining momentum, resourcing and co-ordinating activities for a challenging programme.
- 2. Transformation and Management of Change** - Senior members and managers continue to show commitment to change. All members of staff are kept informed and updated through regular shared service updates sent by the Communications team. Projects will be undertaken to deliver the organisational and technological changes required over the coming years.

3. **Financial Stability** - We continue to monitor financial stability through the well established procedures and the Medium Term Financial Strategy establishes how financial stability will be maintained.
4. **Workforce Issues** - There continues to be good staff communications in place including regular shared service updates, and an internal staff magazine which keep all members of staff updated. Workforce Planning will be part of the corporate work programme in the coming year.
5. **Waste & Environmental Services** - Performance of the joint waste contract is closely monitored by both the waste and finance teams. The contract management arrangements are enabling the authority to manage the risks in this area.
6. **Joint/Partnership working** - We continue to co-ordinate and streamline representation on partnership groups to ensure CDC continues to participate in partnership working with external organisations.
7. **Business Continuity** - Business continuity plans are in place to ensure that loss of IT, accommodation or staff is dealt with swiftly and effectively to ensure minimal service interruption or reputational damage.
8. **Information Management & Security** - Policies and procedures are in place or being developed, overseen by the joint Information Governance group, with the intention of ensuring sound governance in this area. There also continues to be communication and training for staff on policies or procedures, as embedding this in the organisations culture is key to managing this risk.
9. **New Legislative Changes** - The next general election is due to take place May 2015. There are no other legislative changes that currently need to be noted, but work will be done once the programme of the new Government post May 2015 is known, to identify and assess impacts.
10. **Affordable Housing** - This continues to be a performance issue (please refer to appendix B). However this is no longer a high risk at housing strategies are in place and regularly reviewed. We also have good relationships between housing and planning services.
11. **Major Infrastructure Projects Impacts** - There continues to be impact assessments made on major projects with the Council having a clear position on particular proposals.
12. **Demographic Changes** - This continues to be a low risk as corporate analysis of Census and related data continue to be undertaken to ensure demographic changes are identified.
13. **Property/Asset Management** - There are Asset Management Plans in place and are reviewed regularly with resources in place to support them. Professional advice is also used where appropriate.
14. **Economic Viability** - This continues to be a low risk as we continue to have good liaison arrangements with local businesses through the Chiltern and South Bucks Strategic Partnership Economy Sub-group. We also continue to take advantage of opportunities offered by LEP.

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***Background papers: (if any)***