

SUBJECT:	Performance Management Quarterly Report: Quarter 2 - 2013/2014
REPORT OF:	Chief Executive

1. Purpose of Report

- 1.1 The purpose of this report is to outline the performance of Council services against performance indicators and service objectives during July - September 2013.

2. Links to Council Policy Objectives

- 2.1 Effective performance monitoring underpins our progress towards all five Council Aims and reflects our management principle to deliver value for money and a lean organisation. It assists in demonstrating a record of achievement, both in terms of quality of service and continuous improvement.

3. Background

- 3.1 Management Team, Cabinet, Council and Overview & Scrutiny Committee receive regular updates detailing our progress towards service plan objectives, performance targets and key service risks; this is in line with our Performance and Improvement Framework. A monitoring report containing budget, performance and activity information also goes to heads of service, management team and informal cabinet on a monthly basis.
- 3.2 A number of detailed performance tables accompany this report in addition to a summary of service plan actions available via the intranet:
- **Appendix A - Monthly priority indicator report (April - June 2013)** provides an overview of priority monthly indicators.
 - **Appendix B - Quarterly corporate performance indicator report (Q1 - 2013-14)** provides an update on all the Council's corporate indicators.
 - **Appendix C - Service actions report (Q1 - 2013/14)** provides an overview of the service areas' progress towards completing actions and projects. Please note that this Appendix does not accompany the report but, is provided on the intranet underneath Performance Reports on the A-Z.

4. Proposal/Discussion

4.1 Performance Management across the Council July-September 2013

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 corporate indicators are summarised in the portfolio section (4.3) with supporting information in Appendix B.

4.2 Priority Performance Indicators (PIs)

There are currently 16 PIs monitored on a monthly basis, reported to Management Team and Informal Cabinet via the Monthly Monitoring Reports. At the end of September 2013, 9 of these PI's were on target, 3 just missed their target and 4 were off target.

Those which were off target are discussed further below and relate to staff sickness levels, speed of processing change of circumstances for housing and council tax benefit claims, numbers of households in temporary accommodation and average stay in bed and breakfast accommodation.

Collection of council tax and non-domestic rates are above target for the year and in line with last year's performance. Speed of processing new housing benefit and council tax benefit claims was on target at 15.5 days against a target of 19, with speed of processing changes to these benefits also on target at 9.2 days against a target of 8. This slippage was due to the high number of changes to be processed.

'Working days lost due to illness' is the equivalent of 11.18 days per person per year, failing to meet the target of a maximum of 8.5 days. 702 days have been lost due to sickness up to the end of September this year compared to 413 days for the same time period last year. Compared to the previous year, sickness has increased across the board for short term, medium term and especially long term sickness; however sickness records do not appear to attribute this increase to any particular factor. Detailed analysis of working days lost due to sickness goes to each Personnel Committee; please refer to this for more information.

Processing of major planning applications just missed the target at 77.78% of major applications processed within 13 weeks against a target of 80%, due to two applications missing the deadline. Processing of minor planning applications has improved since last quarter, but is still just off target with 89.68% being processed within 8 weeks against the target of 92%, representing 16 applications missing the deadline. The applications which missed the timeframe are mainly due to them becoming committee cases at a later stage in the process, so they reach a committee after the deadline date. There are also occasions where an extra advertisement is required, causing a delay due to the need to wait for the expiry date. 'Other' applications processed within 8 weeks, are better than target at 96.29% against the target of 95%.




The rate of Serious Acquisitive Crime is just off target as at September 2013, with a rate of 15.89 per 1,000 population, against a target of fewer than 15.32 per 1,000 population. This relates to 526 serious acquisitive crimes recorded for the first six months of the year, higher than 2012/13 which had 440 crimes recorded for the same period.

The 'improved street and environmental cleanliness' indicator set for measuring levels of litter, detritus, graffiti and fly-posting are all within target.

The performance indicator relating to temporary accommodation has been well off target for all of the second quarter and has been rising, with 34 families in temporary accommodation at the end of September against a target of 15. This included 19 in bed and breakfast and 15 in temporary accommodation. At the end of September, homelessness preventions were on target with homelessness prevented for 10 households against a target of 10 for the first six months of the year. The average stay in bed and breakfast accommodation was off target in September at 5.3 weeks against a target of no more than 4 weeks, due to the continued rise in homelessness.

4.3. 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 update which is available for each indicator. In some cases indicators are not measurable (unknown) as targets have not been set or data is not available (e.g. annual indicators).

Portfolio	No of PIs	PI on target 	PI slightly below target 	PI off target 	Unknown ?
Leaders	5	2	0	1	2
Deputy Leader/Sustainable Development	12	5	3	1	3
Resources	9	7	0	2	0
Environment	11	7	1	0	3
Community	13	6	2	2	3
Health & Housing	12	5	1	5	1

4.3.1 Overview of Performance in the Leader's Portfolio

How have we performed against our performance indicators?

In the first six months of 2013/14, the number of complaints received by the Council continued to be low at 13 in total, compared to 21 for the same period of the previous year.

Working days lost due to sickness absence for the first six months of the year is off target at the equivalent of 11.18 days per fulltime equivalent per year. In the first six months of the year, there were 5.7% of voluntary leavers as a percentage of the workforce, which although just off target, is better than the latest available public sector labour turnover rate which was 12.6% of employees in 2011.

The two 'unknown' indicators are annual indicators.

Service Actions/Work underway within portfolio

- The Policy and Performance team continue to work jointly across South Bucks and Chiltern. Following senior manager training on operational risks and the new risk matrix, joint operational risks across both Councils were developed and reported on for the first time at the end of September. The annual service planning cycle has started and will continue to build on the joint planning process, further aligning actions and performance indicators where it is appropriate to do so. The Performance Management system, Covalent, was merged during October 2013 at no additional cost for the current financial year, with a new joint contract in place. This will generate savings of £1,500 per year between both Councils from January 2014.
- The merged South Bucks and Chiltern Strategic Partnership have met twice under the current one year's trial, supported by the Steering Group. As well as the agreed Terms of Reference for both groups, the Partnership has made a big step forward in agreeing a refreshed joint Sustainable Community Strategy (SCS). The Partnership is now looking at how best to work together to deliver priority areas of the Strategy. Both Councils will be able to draw on the SCS's vision and aims to refresh their respective Corporate Plans. An Aviation update report was submitted to the Environment and Health and Housing PAGs on events since October 2012.
- Work continued on the development of a local Credit Union and the roll-out of a food bank.
- Communications is undertaking a huge project to redevelop the SBDC website on a new platform. Officers will be trained to take responsibility for their own web pages, including how to best write for the web and revamping existing page content prior to it moving to the new platform. Analysis of avoidable web comments is underway, which will feed into this project to inform best practice. The result aims to be a website with more focussed and user-friendly content. The District Guide has been refreshed and is in the process of being

approved. The team also continue to manage a busy media relations service.

- Legal & Democratic Services - updates now included within the Resources section below.
- The Personnel and Training Team is putting together an action plan to manage implementation of auto enrolment and changes to the Local Government Pension Scheme (LGPS). Work is also progressing on job evaluation which feeds into the harmonisation of terms and conditions of employment project. The HR team at South Bucks continue to work closely with Chiltern and to support the shared services programme.

4.3.2 Overview of Performance in the Deputy Leader/Sustainable Development Portfolio

How have we performed against our performance indicators?

Processing of major and minor planning applications are currently just off target as detailed in the priority indicator section, however processing of "Other" planning applications continues to meet slightly exceed target. This has not impacted on customer satisfaction rates, which at 92% satisfied or well satisfied, are much better than the target of 80%. Planning appeals continue to be better than target with 26.5% of appeals allowed against a target of fewer than 30%.

There is no update on the percentage of new enforcement allegations having an initial site visit carried out within the required timescales, due to unforeseen sad circumstances. For the first quarter of the year, only 53% of new enforcement allegations were responded to within the 90% target, due to reduced staffing levels. This has been partially addressed. The average number of days to process planning applications and pass to the case officer is on target at 3.8 days against a target of 5 days.

Building Control applications checked within 10 working days just missed the target of 98%, coming in at 96.33%. Customer satisfaction with the building control service continues to be high at 98.48% satisfied, against a target of 94%.

The three 'unknown' indicators are annual indicators.

Service Actions/Work underway within portfolio

- Building Control continue to develop its customer focussed approach with the building control seminar in September attracting 65 attendees. The online service is being used more and Building Control is in general very busy, as the building industry has picked up over the past quarter. The Building Control manager continues to support and provide advice on Health and Safety Best Practice as well as supporting the sustainability agenda. An implementation plan is now in place to deliver the Building Control Service Review.
- Within Development Management regular progress meetings are held to monitor enforcement where there is a breach of planning control. The processing of planning applications is on-going and the habitats regulations process has been agreed with Counsel.
- Planning Policy has been busy with the following documents agreed during July: the Affordable Housing Supplementary Planning Document (SPD); the Mill Lane Planning brief; the Statement of Community Involvement and the Local Development Scheme. Wilton Park SPD is being prepared and work is underway on both the Gypsy and Traveller Plan and the Development Management Local Plan.

4.3.3 Overview of Performance in the Resources Portfolio

How have we performed against our performance indicators?

Collection of Council Tax and Non-domestic rates remain above target for the year as has the time taken to process new claims. The time taken to process changes of circumstances has slipped, as discussed in the priority indicator section. So far this year there have been 13 Housing Benefit Security prosecutions and sanctions.

Between April and August, 100% of Freedom of Information (FOI) requests received were

processed within 20 working days.

The Site Morse1 survey which measures functionality, accessibility and performance of local government websites ranked South Bucks as 304 out of 429 for the July to September period, the lowest ranking we have received since 2010. With the project to revamp the website and move it to a new platform, this could dip further before the new site generates an improved rating.

Legal Services received a 100% satisfied rating for the first six months of the year, with all four forms returned saying that the customer was very satisfied with the service received.

Service Actions/Work underway within portfolio

- Work on the Finance Shared Service Review has reached the “define” stage and continues to schedule. The payroll contract has been extended until 31st March 2015.
- In the first six months, ICT have been busy with contact details of all members and staff available in the email global address list, senior managers migrated to a centralised email system and laptops issued to senior managers for use at Chiltern, South Bucks and remote access. Work continues on a shared ICT Strategy and the outline of the strategy has been accepted by the Joint Committee.
- The Revenues and Benefits team continue to keep up to date with information from DWP about the introduction of Universal Credit, although DWP progress is not as quick as anticipated. The Local Council Tax Reduction Scheme is running well and Members will be asked to approve it for the year 2014/15. Work continues with partners to help customers who are affected by the implementation of welfare reforms. The ‘Benefit Cap’ was introduced in South Bucks from 15 July 2013 on a phased basis.
- In Customer Services work continues on carrying out analysis of customer access channels and results will be used to inform the Customer Services Strategy with an initial report due to go through Joint Committee in October 2013.
- There has been an official delay to the Canvass due to individual electoral registration commencing in 2014/15. Democratic Services have been gathering information to support a review of the constitution, procedure rules, protocols and report templates and formats, with a view to harmonisation. The Local Government Boundary review is on-going. Councillors have all been trained on Learning Pool and about half on modern.gov.
- The Legal shared services review is progressing to the new timetable.

4.3.4 Overview of Performance in the Environment Portfolio

How have we performed against our performance indicators?

For the second quarter of the year an estimated 32.87% of household waste was sent for reuse, recycling or composting (this is currently an estimate whilst we await confirmation from Bucks County Council). Residual household waste is 261kg per household for the six months of the year, within target. Missed bin collections per month continued within target for the half year with an average of 43 missed refuse collections against a target of 75. All performance indicators measuring improved street and environmental cleanliness were on target for the second quarter of the year.

Standard searches by land charges carried out within 5 working days are at 99.9% for the second quarter, above the target of 96%.

The three ‘unknown’ indicators are annual indicators.

Service Actions/Work underway within portfolio

- The proposed changes to the waste and recycling services at South Bucks are progressing as planned, with the second stage of publicity delivered.
- Within Property and Facilities, work is being undertaken on the new joint plant maintenance contract to push the project forward and several capital programme projects

are on schedule. The Service review for the car parks team is progressing well and is also on schedule.

4.3.5 Overview of Performance in the Community Portfolio

How have we performed against our performance indicators?

The serious acquisitive crime performance indicator is just off target at a rate of 15.89 per 1,000 population, against the target of 15.32. Theft from a vehicle is currently at a rate of 9.33 per 1,000 population with 313 incidents so far this year.

The customer satisfaction rating of arts and sports events continues above the 87% target at 92.98%. By July, 142 and 180 young people had taken part in art and sports development programmes respectively.

There are several indicators which are reported on a 4 monthly basis for cultural and youth services and some satisfaction indicators are reported on an annual basis.

Service Actions/Work underway within portfolio

- Work is continuing with Community Safety partners to tackle serious acquisitive crime in the area. A special catalytic convertor marking event was organised for July to help deter thieves who are targeting catalysts because of the high value metal they contain. Work is on-going to reduce burglaries in the area and Selecta DNA forensic property marking is given to every property that has been subject to a burglary or an attempted burglary and cocooning 'offering community safety advice' to houses adjacent to the subject property is taking place. Work is continuing to reduce violence against a person and frequent licensing checks are undertaken by the Police and Council. Multi Agency Risk Assessment Training has also been delivered to the housing team.
- The Community & Partnerships team have had a meeting of the Cohesion and Inequalities Forum in May 2013. Positive feedback has been received on the food bank and the Citizens Advice Bureau responding to community needs and the team are continuing to support the development of a Credit Union. The team coordinated the Access group meeting and are developing a project for a DVD to be produced to promote specific needs for accessing services for residents with disabilities. The team are continuing to support the community and voluntary sector and the voluntary sector compact has been renewed. The team are developing new links with communities in Farnham and Iver to support community development and are taking County's lead on developing one funding application form for key partners.
- Cultural & Youth Services - the golf clubhouse redevelopment is on target and due to open in early 2014. A caterer has been identified and we are close to signing the contract. Delivery of the Olympics Legacy Plan continues, and workshops start in October to plan for at least two Christmas parades across the District.

4.3.6 Overview of Performance in the Health & Housing Portfolio

How have we performed against our performance indicators?

Ten households have had homelessness prevented in the first half year, with 34 households in temporary accommodation at the end of September. This is above the target of 15 as discussed in the priority PI section of this report. 100% of grant applications have been processed within 15 working days for the first quarter of the year. No homeless households have so far this year used the rent deposit scheme to enter permanent accommodation.

There were no heating/insulation improvements undertaken in the last quarter due to changes in the delivery process via the Green Deal.

97% of all routine public requests received by Environmental Health have received a response within 4 working days, below the target of 99.5% due to eleven request exceeding the four day timeframe. This was due to an administration issue, now resolved. 87% of customer satisfaction responses indicated that they were satisfied or very satisfied with the service.

100% of hackney carriage vehicle and driver licences were renewed within 7 days in the first half year.

The one 'unknown' indicator is an annual indicators.

Service Actions/Work underway within portfolio

- Environmental Health is in the final stages of the tender process in respect of a joint dog and pest control contract with the other Bucks districts.
- Working in partnership, the Housing Section developed a revised policy for Bucks Home Choice, this has been looked at by Members and a consultation exercise has taken place. The Housing team contacted all 33 households affected by the Benefits Cap, inviting them to attend a meeting to consider their options. The Green Deal company has been formed with Martin Holt included on the board of directors. Clarification is being sought on indemnity issues around officer and Member representation on Board of Directors.
- The Licensing Shared Service review continues on schedule with formal staff consultation due to start on 4th November.
- Thames Valley Police have now published their targets for reducing the crimes of “burglary dwelling” and “Violence against a person”. These now stand at a 2% reduction which is what the Community Safety team will be working in partnership on.

More information on each of the actions being undertaken within each service area can be found on the Council’s intranet underneath Performance Reports on the A-Z within Appendix C - Service Actions Report (Q2- 2013/14).

4.4 Overview of Risks

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

DESCRIPTION	RISK	COMMENT
<u>Joint Working with CDC</u> Impact of joint management and shared working on services	<ul style="list-style-type: none"> • Financial and service benefits not achieved. • Impact on services as capacity is stretched • Diverging Council priorities • Friction between two authorities 	Have in place clear governance arrangements. Monitor business case and control costs, capture savings.

<p><u>Change Management & Service Transformation</u> No acceptance of change to ways of working and service delivery by officers and members prevents achievement of transformation.</p>	<ul style="list-style-type: none"> • Lowering staff morale due to uncertainty and change • Projects to change service delivery, join services etc. stall or are cancelled. • Lack of skills and capacity to help staff and members cope with change. • Staff and members disengaged from change programme 	Plan transformations and properly resource change programme. Communicate with staff and members so all understand the programme, hold joint briefings and workshops. Involve staff and members in service reviews and implementing changes.
<p><u>Waste Services</u> The challenge of maintaining and improving waste services, including recycling. This will be significantly influenced by BCC waste disposal strategy.</p>	<ul style="list-style-type: none"> • Static or falling recycling levels • Costs of disposal more expensive than necessary • Reduced resident satisfaction with services • Resident dissatisfaction if changes to collection arrangements not properly managed. 	Aim to have flexible contract arrangements with waste contractor. Robustly negotiate with BCC around new disposal arrangements. Need to carefully manage any changes to collection arrangements. Keep under review Governemnt plans for waste and recycling
<p><u>Income</u> Concern over income levels in key areas continuing to fall.</p>	<ul style="list-style-type: none"> • Further material falls in income levels could increase the need to make additional savings. • Specific risk around investment income level. 	Monitor key income levels on a regular basis. Review pricing and promotional strategies. Evaluate options to expand income generation capacity.

5. Resources, Risk and Other Implications

Resources - The monitoring of progress against service plans, performance targets and risks is a useful tool to help monitor the progress the Council is making to improve council aims, improve service delivery, and deliver value for money services for residents.

Financial - Performance Management assists in identifying value for money.

Legal -None identified.

Risks issues - None identified.

6. Recommendation

6.1 Cabinet are asked to:

- a) Review performance and progress against service objectives for the first six months of the year.
- b) Note key operational risks for the second quarter.

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<p>Background Papers:</p>	None