

SUBJECT:	Performance Management Quarterly Report: Quarter 1 - 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 April - June 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 as well as a summary of service plan actions* which can be found on 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 - *this is not sent with 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 April-June 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

There are currently 16 priority indicators monitored on a monthly basis which are reported in the Monthly Monitoring Reports which go to Management Team and Informal Cabinet. Of these priority indicators at the end of June, 12 PIs were on target, 2 PIs just missed their target and 2 were off target.

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 12.4 days against a target of 19, with speed of processing changes to these benefits also on target at 7.7 days against a target of 8.

Working days lost due to illness is the equivalent of 9.49 days per person per year, against a target of 8.5, which is just off target. 299 days have been lost due to sickness so far this year compared to 216 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 be 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 is on target with 100% of major applications processed within 13 weeks against a target of 80%, this accounts for 4 out of 4 applications being processed in the timeframe. Processing of minor planning applications is just off target with 88.46% being processed within 8 weeks against the target of 91%, which accounts for 69 out of 78 applications. The applications which missed the timeframe are mainly due to them changing into committee cases at a later stage in the process so they then end up going to a committee after the deadline date. There are also occasions where an extra advert is needed so the case has to be delayed until that advert has expired which also causes applications to miss the target timeframe. 'Other' applications processed within 8 weeks, are on target at 97.29% against the target of 95%, which accounts for 251 out of 258 applications.




The rate of Serious Acquisitive Crime is off target as at June 2013, with a rate of 17.15 per 1,000 population, against a target of under 15.32 per 1,000 population. This relates to 291 serious acquisitive crimes recorded for the first 3 months of the year, higher than 2012/13 which had 233 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 was on target with 12 families in temporary accommodation at the end of June against a target of 15, this included 4 in bed and breakfast and 8 in temporary accommodation. At the end of June, homelessness preventions were on target with homelessness prevented for 6 households against a target of 5 for the first three months of the year. The average stay in bed and breakfast accommodation was off target in June at 7.4 weeks against a target of under 4 weeks (however this only accounts for one household).

4.3. Overview of performance and service objectives across the Council

The following 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	1	-	2
Deputy Leader/Sustainable Development	12	7	1	1	3
Resources	9	6	1	1	1
Environment	11	7	1	0	3
Community	13	5	0	1	7
Health & Housing	12	7	0	4	1

4.3.1 Overview of Performance in the Leader's Portfolio

How have we performed against our performance indicators?

In the first 2 months of 2013/14 the number of complaints received by the Council continues to be low with 3 recorded, compared to 11 for the same period of the previous year.

Working days lost due to sickness absence for the first three months of the year is just off target at the equivalent of 9.49 days per fulltime equivalent per year. There have been 5.7% of voluntary leavers as a percentage of the workforce which is just off target, this is under the public sector labour turnover rate which stood at 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. A new risk matrix has been developed for both organisations with a new approach to operational risk management introduced. Work continues to join up the Performance Framework across both Councils and work is currently being carried out to merge the two Covalent sites into one system, with the aim to have both Councils accessing the same system by the start of September. Analysis of census information is ongoing and Cabinet and each PAG have now received a report on the 2011 Census information for South Bucks as well as a detailed presentation to Overview & Scrutiny. Additional Census information is being put on KnowledgeSource on the intranet.
- The South Bucks and Chiltern Partnership has been merged for a trial of one year. The Steering Group has met twice and the wider partnership has met once this financial year. New terms of reference and membership lists have been signed off for both groups, with delegated authority granted to the steering group. The Partnership's first priority is to deliver a joint Sustainable Community Strategy. This is in draft and will be reviewed by the Steering Group in September and the wider group in October 2013. The Aviation Framework response was sent in October 2012. In March 2013, the Government published a report summarising the changes to the Framework following consultation together with the final Framework, which supports the HS2 link to Heathrow. In May 2013, the Transport Committee published a report looking at air capacity, which was responded to in July 2013 by the Department for Transport. The Committee report recommended against a new hub airport to the east of London and a split hub airport and recommended that Gatwick have a second runway and Heathrow have 2 further runways. The DfT's response is that it does not wish to pre-empt the work of the Airports commission, which is looking at the long term future of air capacity. This is not expected to be published until after the next general election on 2015. In June, the Mayor of London published his proposals for a new hub airport and Heathrow Airport published their plans for a third and fourth runway in July 2013.
- Legal & Democratic Services - updates not currently available for Q1 actions.
- The Personnel and Training Team has started to work on auto enrolment and changes to the Local Government Pension Scheme (LGPS) and have set up a meeting between both Chiltern and South Bucks and AVDC payroll for the end of September to look at auto enrolment, which comes into force for both Councils early in 2013. Feedback has now been received from unison on the first phase consultation on terms and conditions and this will be discussed at the next joint harmonisation meeting in August. Work is also progressing on job evaluation and there is a workshop on the 8th August to look at the three schemes in more detail. The HR team at South Bucks continue to work closely with Chiltern and have recently purchased a joint Jobs Go Public contract, and South Bucks are leading on the new Occupational Health/Employee Assistance Programme for both Councils.

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 other planning applications is currently on target against the target timeframe, however processing of minor planning applications is just off target as detailed in the priority indicator section. 95.5% of planning applicants stated they were satisfied or very satisfied with the service received, above the target of 80%. Planning appeals allowed are currently better than target with 25% of appeals allowed against a target of under 30%.

For the first quarter of the year only 53% of new enforcement allegations had an initial site visit carried out within the timescales set out in the Enforcement Policy and Procedure (this equates to 19 on time visits out of 36 visits for the year so far); this is below the target of 90%. This drop in performance is due to a reduced resource level in the Enforcement team over this period, now there is a full team again in this area response times should improve considerably. The average number of days to process planning applications and pass to the case officer is on target at 3.4 days against a target of 5 days.

Building Control applications checked within 10 working days is on target at 98%, against a target of 98%. Customer satisfaction with the building control service is also on target at 100% 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 and the next building control seminar will take place in September. The online service is being used more and more and 90% of demolition notices are now coming in on line. The Building Control manager continues to provide advice on Health and Safety Best Practice and has completed an online 'Introduction to Health and Safety' course which has been added to Learning Pool, which will be rolled out to new starters. The Building Control Service Review business case went through Joint Committee on the 17th July.
- Within Development Management regular progress meetings are held between enforcement officers and the Enforcement and Conservation Manager to ensure earlier compliance where there is a breach of planning control. Processing of planning applications is ongoing, with the processing of major and other planning applications on target.
- Planning Policy had the Affordable Housing Supplementary Planning Document agreed on the 16th July which now requires implementation, the Mill Lane Planning brief was also adopted and the development scheme is to be prepared. The Statement of Community Involvement and the Local Development Scheme was also adopted by Cabinet on the 16th July. The Local Development Scheme work programme set out the Local Plan programme and work has now commenced.

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 remains above target for the year as does time taken to process new claims and time taken to process changes of circumstances, as discussed in the priority indicator section. So far this year there have been 4 Housing Benefit Security prosecutions and sanctions.

Between April and June, 111 Freedom of Information (FOI) requests were received which is the same as the previous year and 100% were processed within 20 working days.

The Sitemorse survey which measures functionality, accessibility and performance of local government websites ranked South Bucks as 237 out of 431 for the April to June period (the other authorities in Buckinghamshire are ranked 57 (Wycombe), 187 (Chiltern), 199 (BCC) and 221 (Aylesbury Vale)), this is the lowest ranking we have received since 2010.

Service Actions/Work underway within portfolio

- Work on the Finance Shared Service Review has started and the initial Goals and Constraints Workshop is scheduled for August. The Finance Team have recently introduced a new style of budget monitoring reports with full drill down capabilities for teams.
- ICT have carried out a lot of work on setting up a shared IT system. Contact details of all members and staff are available in the email global address list and senior managers have been migrated to a centralised email system. Laptops have been issued to senior managers for use at Chiltern, South Bucks and remote access. This phase of the project will be completed at the start of September 2013. Work has started on a shared ICT Strategy and the outline of the strategy has been accepted by the Joint Committee.
- The Revenues and Benefits team are keeping up to date with information from DWP about the introduction of Universal Credit although DWP progress is not as quick as anticipated. Initial indications from the Local Council Tax Reduction Scheme are good and were reported through Resources PAG in June. Work is continuing with customers and partners to help customers who are affected by the implementation of welfare reforms. The 'Benefit Cap' will be introduced in South Bucks from 15 July 2013. It will be introduced gradually but all those affected are expected to be phased in by the middle of August.
- 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.

4.3.4 Overview of Performance in the Environment Portfolio

How have we performed against our performance indicators?

For the first quarter of the year an estimated 34.4% of household waste was sent for reuse, recycling or composting (this is currently an estimate due to issues with missing weighbridge tickets). Residual household waste is 127kg per household for the first quarter of the year; this is lower than the same period last year and is within target. Missed bin collections per month were within target for the first quarter with an average of 51 missed refuse collections against a target of 75. All of the performance indicators which measure improved street and environmental cleanliness were on target for the first quarter of the year.

Standard searches by land charges carried out within 5 working days are at 99.6% for the first quarter of the year, above the target of 96%.

The three 'unknown' indicators are annual indicators.

Service Actions/Work underway within portfolio

- Within Waste & Recycling the proposed changes to the waste services at South Bucks are progressing as planned.
- 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 will be commenced soon. The Service review for the car parks team is progressing well and is 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 off target at a rate of 17.15 per 1,000 population which is above the target of 15.32 per 1,000 population. Theft from a vehicle is

currently at a rate of 10.9 per 1,000 population with 185 incidents so far this year, compared to 102 the previous year.

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 catalyts because of the high value metal they contain. Work is ongoing 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 - updates not currently available for Q1 actions.

4.3.6 Overview of Performance in the Health & Housing Portfolio

How have we performed against our performance indicators?

Six households have had homelessness prevented in the first quarter of the year and at the end of the first quarter, there were 12 households who were in temporary accommodation which was within target. 100% of grant applications have been processed within 15 working days for the first quarter of the year.

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

99% of all routine public requests received by Environmental Health have received a response within 4 working days for the first quarter of the year and 90% of customer satisfaction responses indicated that they were satisfied or very satisfied with the service. 100% of hackney carriage vehicle licences have been renewed within 7 days in the first quarter of the year.

The one 'unknown' indicator is an annual indicators.

Service Actions/Work underway within portfolio

- Environmental Health are currently working on a joint dog and pest control contract with the other Bucks districts, the project is currently over running but the current arrangements will continue until April 2014 or until the joint EU procurement project is successfully completed.
- Working in partnership the Housing Section have 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 is contacting all of those residents affected by the Benefits Cap and is inviting them to attend a meeting to consider their options. There are just 33 households

that are affected in South Bucks, some are housing association tenants and the others rent from private landlords. The amount of reduction in Housing Benefit varies for each household but in South Bucks it ranges from under £50 to over £200 per week. The team have been in contact with the Citizens Advice Bureau and will be updating them on the potential impact for the district.

- The Licensing Shared Service review proposals are on track for implementation on 31 March 2014. IT migration occurring and consultation on new staffing structure taking place with HR. Further report to be brought forward to Joint Committee in due course.

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 (Q1- 2013/14).

4.4 Overview of Risks

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

DESCRIPTION	RISK	COMMENT
<p><u>Joint Working with CDC</u> Impact of joint management and shared working on services</p>	<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 	<p>Have in place clear governance arrangements. Monitor business case and control costs, capture savings.</p>
<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, joint 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 	<p>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>

<p><u>Waste Services</u></p> <p>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. 	<p>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 Govt plans for waste and recycling</p>
<p><u>Income</u></p> <p>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. 	<p>Monitor key income levels on a regular basis. Review pricing and promotional strategies. Evaluate options to expand income generation capacity.</p>

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 is asked:

- a) to review performance and progress against service objectives for quarter 1.
- b) to note key operational risks for quarter1.

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Background Papers:	2013 Annual Report, SBDC, June 2013