

SUBJECT:	Performance Management Quarterly Report: Quarter 3 - 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 October - December 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 - Priority indicators 2013-14** provides an overview of priority monthly indicators.
 - **Appendix B - Quarterly corporate performance indicators 2013-14** provides an update on all the Council's corporate indicators.
 - **Appendix C - Service actions Q3 - 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 October-December 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 December 2013, 8 of these were on target, 3 just missed their target and 5 were off target.

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

Collection of council tax and non-domestic rates are well 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 16.5 days against a target of 19, with speed of processing changes to these benefits also on target at 9.8 days against a target of 8. This slippage was due to the high number of changes to be processed, however the annual target is expected to be met by 31st March 2014 due to the introduction of automated processes for a number of change types.

'Working days lost due to illness' is the equivalent of 11.73 days per person per year, failing to meet the target of a maximum of 8.5 days. 1125 days have been lost due to sickness up to the end of December this year compared to 765 days for the same time period last year. The main reason was long term sick absence for some officers due to surgery or acute illness. A 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 78.57% of applications processed within 13 weeks against a target of 80%. Processing of minor planning applications has continued to improve since last quarter, but is still just off target with 90.18% being processed within 8 weeks against the target of 92%. The applications which missed this timeframe are mainly due to them becoming committee cases at a later stage in the process, with the next committee taking place 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 96.48% against the target of 95%.




Whilst the rate of Serious Acquisitive Crime has improved, it remains just off target as at November 2013, with a rate of 15.83 per 1,000 population, against a target of fewer than 15.32 per 1,000 population. This relates to 708 serious acquisitive crimes recorded for the first six months of the year, higher than 2012/13 which had 645 crimes recorded for the same period. We are awaiting December's figures from Thames Valley Police, so they will be reported in the next period.

The 'improved street and environmental cleanliness' indicator set for measuring levels of litter, graffiti and fly-posting are mostly within target, with detritus falling outside of target for the first time since December 2011 due to adverse weather conditions (high winds and flooding).

The performance indicator relating to temporary accommodation has been well off target for all of the second and third quarters, with 32 families in temporary accommodation at the end of December against a target of 15. This included 19 in bed and breakfast and 15 in temporary accommodation. Two new housing schemes have been allocated and the resulting void properties will be used as direct lets for homeless households. A number of temporary tenancies will be converted to permanent, which should reduce the total number of households living in temporary accommodation by March 2014. At the end of December, homelessness preventions were back on target with homelessness prevented for 16 households against a target of 13.33 for the first nine months of the year. The average stay in bed and breakfast accommodation was off target in December at 5.8 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 individual update available. 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	4	2	0	1	1
Deputy Leader/Sustainable Development	12	5	3	0	4
Resources	9	7	0	2	0
Environment	11	6	1	1	3
Community	13	5	3	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 quarter three of 2013/14, the number of complaints received by the Council increased significantly to 45 for the year to date (against 13 for the first six months), compared to 39 for the same period of the previous year. The increase occurred mainly in October 2013, due to enforcement action in Stoke Poges.

Working days lost due to sickness absence for the first nine months of the year is off target at the equivalent of 11.73 days per fulltime equivalent per year, as discussed in section 4.2. During this time there were 1.84% of voluntary leavers as a percentage of the workforce, well within target.

The 'unknown' indicator is reported annually.

Service Actions/Work underway within portfolio

- The Policy and Performance team continue to work jointly across South Bucks and Chiltern. The annual service planning cycle continues with Service Plan Summaries signed off during this period, further aligning actions and performance indicators where it is appropriate to do so.
- The merged South Bucks and Chiltern Strategic Partnership have signed off the new joint Sustainable Community Strategy, which has been adopted and published. The Partnership is now looking at how best to work together to deliver priority areas of the Strategy.
- Communications is progressing with the project to redevelop the SBDC website on a new platform. Officers were trained to take responsibility for their own web pages, including how to best write for the web, to revamp existing page content prior to it moving to the new platform. The result aims to be a website with more focussed and user-friendly content. The District Guide has been refreshed and is awaiting advertisement space to be sold, prior to printing. The team continue to manage a busy media relations service.
- The Personnel and Training Team have developed and are implementing an action plan to manage 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 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 section 4.2, however they have improved since last quarter. Processing of "Other" planning applications continues to exceed target. The targets that the Council sets itself are much higher than the targets set for local authorities by DCLG, so that the Council remains a very high performing LPA nationally. Customer satisfaction rates continue to exceed the target of 80% at 90.6% satisfied or well satisfied. Planning appeals continue to be better than target with only 25.5% 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. Whilst the team continue to address the poor performance in quarter one (when only 53% of new enforcement allegations were responded to within the 90% target), the interim manager is reviewing the collection and reporting of all data and is on schedule to report results by March 2014. The average number of days to process planning applications and pass to the case officer is on target at 4.36 days against a target of 5 days.

Building Control applications checked within 10 working days just missed the target of 98%, coming in at 94%. This was due to two officers, one third of the team, having had to take time off due to broken bones during December. Customer satisfaction has not been affected by this at 98.48% satisfied, against a target of 94%.

The four 'unknown' indicators are annual indicators and the indicator relating to enforcement allegations mentioned above.

Service Actions/Work underway within portfolio

- Building Control is looking to develop a customer focussed approach jointly with Chiltern within the shared service. The Building Control manager continues to support and provide advice on Health and Safety Best Practice as well as supporting the sustainability agenda, and support was given over the Christmas period to the Police and Fire Services. Plans are in place to deliver lone working devices with support from the Chiltern Health and Safety Advisor. The Building Control Service Review is in the process of being delivered with the staff consultation period having ended and ongoing talks with Legal, Finance, IT and Facilities to support implementation.
- Within Development Management, regular progress meetings are held to monitor enforcement where there is a breach of planning control. All processes and information gathering are currently under review. The processing of planning applications is on-going.
- In Planning Policy, the Wilton Park SPD is in the course of preparation and will be consulted on in early 2014. The Gypsy and Traveller Accommodation Assessment has been completed and work has started on the Gypsy & Traveller 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 section 4.2. So far this year, there have been 14 Housing Benefit Security prosecutions and sanctions.

Between April and December, 100% of Freedom of Information (FOI) requests received were processed within 20 working days, apart from a blip in September due to officer illness (91%).

The Site Morse1 survey which measures functionality, accessibility and performance of local government websites ranked South Bucks as 224 out of 429 for the September to December period, the highest rating all year as we prepare to move to a new platform with improved

content in spring 2014.

Legal Services customer satisfaction rating is reported six monthly.

Service Actions/Work underway within portfolio

- The draft business case for the Finance Shared Service Review will be considered by the Joint Committee in February 2014. Joint cash receipting options have been included as part of this review.
- Phase one of the shared IT platform setup has been completed on schedule, with work underway to migrate the SBDC website to the same platform as Chiltern whilst Communications oversee delivery of revised content. Work has started on the joint shared ICT Strategy.
- The Revenues and Benefits team continue to keep up to date with information from DWP about the introduction of Universal Credit, though timescales for Buckinghamshire have continued to slip. The Local Council Tax Reduction Scheme is running well and Members have approved it for the year 2014/15. Work continues with partners to help customers who are affected by the implementation of welfare reforms.
- In Customer Services, work continues on carrying out analysis of customer access channels with results used to inform the Customer Services Strategy. Web site comments analysis up to the end of December has been received and will feed into the web site review.
- 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 third quarter of the year, an estimated 32.99% 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 307kg per household for the first nine months of the year, within target. Missed bin collections per month continued within target for the year so far, with an average of 41 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, except for detritus as mentioned in section 4.2.

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 several roadshows having taken place during the quarter.
- 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 latest figures for the serious acquisitive crime performance indicator shows it just off target, at a rate of 15.83 per 1,000 population against the target of 15.32. Due to the tight timescale for this report, the crime figures for December 2013 have not yet been received by Thames Valley Police and will be reported next period. Theft from a vehicle and serious violent crime have both just missed the target at 9.01 per 1,000 population (target 8.44) with 403 incidents so far this year and 2.77 per 1,000 population (target 2.73) with 124 incidents so far respectively.

The customer satisfaction rating of arts and sports events continues above the 87% target at 92.98%. By December, at least 489 and 751 young people had taken part in art and sports development programmes respectively. This is low compared to target, however both are expected to be on target when attendance numbers are added for the festival of light and other events.

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 “don’t let thieves steal your Christmas” campaign took place to encourage residents not to become victims of crime.
- Work continued on the development of a local Credit Union and the roll-out of a food bank to rural areas.
- Cultural & Youth Services - the golf clubhouse redevelopment is on target and due to open in early 2014. Delivery of the Olympics Legacy Plan continues.

4.3.6 Overview of Performance in the Health & Housing Portfolio

How have we performed against our performance indicators?

Homelessness prevention, numbers of households living in temporary accommodation and average length of stay in bed and breakfast accommodation were discussed in section 4.2. 100% of grant applications have been processed within 15 working days for the third quarter of the year. Two homeless households have so far this year used the rent deposit scheme to enter permanent accommodation. The changes to benefits have made this scheme less attractive to landlords. A solution to this issue is being looked at as part of the shared services review.

There were no heating/insulation improvements undertaken in the last quarter due to changes in the delivery process via the Green Deal. There appears to be some reluctance by home owners to take on a long term “Green Deal” loan, in case it makes their property less attractive to sell.

There have been no affordable homes delivered so far this year, against a target of 18 units for the first nine months. This is mainly a timing issue, with 12 units in George Green and 6 units in Burnham due to be delivered between January and March.

98% of all routine public requests received by Environmental Health have received a response within 4 working days. Whilst this is just off the target of 99.5%, it has improved since the previous quarter and 78% of requests were responded to within one working day. 75% of customer satisfaction responses indicated that they were satisfied or very satisfied with the service, exactly on target.

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 indicator.

Service Actions/Work underway within portfolio

- Environmental Health is on schedule for the new joint dog and pest control contract with the other Bucks districts to be in place by November 2014.
- The revised policy for Bucks Home Choice has been approved and will be implemented in May 2014. 'Green Deal Together' was registered as a Green Deal Provider. SBDC has acted as the lead Buckinghamshire Authority for a £2m grant application to DECC for 'hard to treat' homes.
- The Licensing Shared Service review continues on schedule with the officer appointment process agreed and application and interview process proceeding. Migration of IT systems is progressing, ready for launch in April 2014.

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 (Q3- 2013/14).

4.4 Overview of Risks

This final section provides an overview of key operational risks for quarter three, together with the 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, 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 	<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.</p> <p>Robustly negotiate with BCC around new disposal arrangements.</p> <p>Need to carefully manage any changes to collection arrangements.</p> <p>Keep under review Government 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.</p> <p>Review pricing and promotional strategies.</p> <p>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 are asked to:

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

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Background Papers:	None