

SUBJECT:	Performance Management Quarterly Report: Quarter 2 - 2014/2015
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 - September 2014.

2. Links to Council Policy Objectives

- 2.1 Effective performance monitoring underpins progress towards the Council's aims. 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 strategic 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 full Performance Indicator review for 2014/16 was carried out and approved by Cabinet on 8th April 2014, and the performance indicators contained in this report reflect changes made at that time including revisions to targets.
- 3.3 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 2014-15** provides an overview of priority monthly indicators. (Attached.)
 - **Appendix B - Quarterly corporate performance indicators 2014-15** provides an update on all the Council's corporate indicators. (Attached.)
 - **Appendix C - Service actions 2014-15** provides an overview of the service areas' progress towards completing actions and projects contained in their service plan summaries for 2014/15.
 - **Please note** that Appendix C does not accompany this report, but is available via the intranet, <http://sharedintranet/performance-reports>

4. Proposal/Discussion

4.1 Performance Management across the Council April-September 2014

- 4.1.1 There are 71 Pls reported on quarterly, including 18 priority indicators monitored on a monthly basis. There are six new Pls this quarter, two of which are priority Pls.
- 4.1.2 The six new indicators relate to monitoring the impact of Section 1 of the Growth and Infrastructure Act 2013, which amended the Town and Country Planning Act 1990. These changes allow the Secretary of State, Department for Communities and Local Government, to 'designate' a local authority, should certain criteria not be met regarding the 'speed of processing' and 'quality of decisions' relating to major planning applications. Each criterion is monitored for specified two year periods and reviewed annually in October/ November. Designation occurs where: for speed of processing, 40% or less major applications have been processed within specified timescales; for quality of decisions, 20% or more major appeals against the total major applications determined in a specified period, have been overturned on

appeal. Once designated, a local authority is placed into “special measures”. This means that major planning applications, major applications for reserved matters consent and certain connected applications, can be made directly to the Secretary of State. For all current monitoring periods (reviewed in 2014, accumulating towards review in 2015 and 2016), SBDC is not in danger of being placed into special measures at this time.

4.2 Overview of performance indicators (PIs) against targets across the Council

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 ◻	Priority PI off target ✘	Other PI off target ✘	Data only	Unknown ?
Leaders	5	2	0	0	1	1	1
Deputy Leader/ Sustainable Development	20	13	2	0	2	0	3
Resources	8	5	0	2	1	0	0
Environment	11	7	0	0	1	0	3
Community	8	1	0	0	1	3	3
Health & Housing	19	6	4	3	4	0	2
Total PIs	71	34	6	5	10	4	12

4.3 Points to note this quarter

- 4.3.1 A new recording system was introduced by Thames Valley Police this year. The numbers contained in this report are provisional as 4% of total crime for this period has still to be allocated to local authority areas. Targeted crime shows a reduction year on year, together with an increase in detection rates.
- 4.3.2 Of the 15 PIs which were off target, 7 (3 priority) relate to housing, 3 (2 priority) relate to revenues and benefits. The remaining 5 are one each from Building Control, Community, HR, Sustainable Development and Waste & Recycling. The majority have shown an improvement during quarter 2 and actions are in place to improve them further.
- 4.3.3 The housing PIs relating to temporary accommodation have been well off target since the second quarter of last year. A lot of work has been done in this area, reducing the numbers of families in such accommodation from a peak of 53 down to 43. This is a concern as homelessness applications are still high and available social housing low.

4.4 Overview of performance and service objectives across the Council

The next sections discuss actions and performance by portfolio.

4.4.1 Overview of Performance in the Leader’s Portfolio

How have we performed against our performance indicators?

- In the second quarter of 2014/15, the number of complaints received by the Council was 10, compared to 13 for the same period of the previous year. This makes 22 complaints for

the half year, against a half year target of less than 40.

- Working days lost due to sick absence is the equivalent of 11.6 days per person per year, just under the target of 12 days. This is 687 days up to the end of September 2014 compared to 707 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. Further information is contained within the detailed analysis which goes to Personnel Committee on a regular basis.
- During the first six months of the year, there were 24% of voluntary leavers as a percentage of the workforce, well above the target of no more than 8%. This was due to 12 staff leaving in quarter one, against 4 in quarter two. There were a total of six leavers in the same period of last year. Staff leavers are sent a questionnaire and then partake in an exit interview with personnel.
- The 'unknown' indicator relates to the percentage of canvass forms returned and is reported annually.

Service Actions/Work underway within portfolio

- The Policy and Performance team continue to work jointly across South Bucks and Chiltern. The joint Business Plan 2014-2019 was approved by both Cabinets and adopted during the summer. The Service Planning process is underway for 2015/16 and the importance of data quality is being reinforced with the rollout of a data quality e-learning course for staff to complete via "Bob's Business".
- The merged South Bucks and Chiltern Strategic Partnership continue to work together to deliver priority areas of the Sustainable Community Strategy. An Economy sub group was initiated earlier this year and an employment skills gap project is being led by the Local Enterprise Partnership. The team took over organising the parish clerks' meeting, with two meetings held this year so far, both well received.
- The new SBDC website implemented on 1st April 2014 is working well, with a further development project planned to drive improvements such as "My South Bucks". As well as supporting web editors on the website, the communications team delivered a new joint intranet on 7th October. Further improvements are planned including room booking for SBDC. This was a huge project, delivered within a short timeframe, to replace both Councils' intranets which were no longer supported. Smart survey software is being used as required including for this year's staff survey. A social media policy has been adopted and the Communications team continue to support services in implementing twitter accounts.
- Petitions have been submitted challenging the HS2 rail line and evidence is being prepared to present to the Select Committee.
- The Policy, Performance and Communications team participated in shared services workshops, the results of which, if approved by the Joint Committee in February, will be implemented in April 2015.
- The Personnel and Training Team continue to work through the project plan to draw up and implement joint policies and procedures in conjunction with staff and Unison representatives. They continue to support the shared services programme and are currently undergoing their own shared service review with the same timeline as Policy, Performance and Communications. The staff survey was sent out, closing on 24th October after which the results will be worked on.

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

How have we performed against our performance indicators?

- Six new performance indicators relating to speed of processing and quality of decisions for major planning applications were introduced, as outlined in section 4.1 above. All are

within target.

- 94% of major planning applications were processed within 13 weeks, above the target of 80%. Processing of 'minor' and 'other' planning applications within eight weeks are also above target at 95% against the target of 92% and 98% against the target of 95% respectively.
- Customer satisfaction rates continue to exceed the target of 80% at 92.6% satisfied or well satisfied.
- Planning appeal outcomes failed to meet target, with 50% of appeals allowed against a target of fewer than 30%. This relates to 17 appeals allowed across a total of 26 appeals.
- The percentage of 'new enforcement allegations having an initial site visit carried out within 20 days' came in better than target at 97% (target 50% or more).
- The average number of days to process planning applications and pass to the case officer is also better than target at 4.42 days against a target of five days.
- Building Control customer satisfaction remains high at 93.5% satisfied, against a target of 93%, even though building control applications checked within 10 working days missed the target of 98%, coming in at 83%. This has improved by 2% from the previous quarter.
- There was a knock-on impact to applications checked within 15 working days, coming in at 91% against a target of 99%. The average time to process building control applications was also affected, taking 8.35 days against a target of eight days.
- All have improved this quarter and are expected to improve further as the new shared service settles down.
- The three 'unknown' indicators are annual indicators.

Service Actions/Work underway within portfolio

- Building Control's shared team is located in Capswood and operate with shared systems and one single set of charges across both authorities. The implementation of the Fire Risk Assessment service has been postponed to enable the new shared service to settle down.
- Within Development Management, regular progress meetings are held to monitor enforcement where there is a breach of planning control. Changes in reporting to Government were addressed with revised calculations made under the new criteria. Provision of pre-application advice in accordance with procedures is underway, working with landowners and prospective developers to secure high quality proposals for both Wilton Park and Mill Lane Taplow. Applications are being considered for Mill Lane and the access road has been approved for Wilton Park. The processing of planning applications is on-going.
- In Planning Policy, the draft Wilton Park SPD has been consulted on and representations received as a result of the public consultation are under consideration. Work progresses on the draft Gypsy and Traveller Plan, including consultation analysis, site options and needs assessment.

4.4.3 Overview of Performance in the Resources Portfolio

How have we performed against our performance indicators?

- Speed of processing new housing benefit and council tax benefit claims was 24.9 days against a target of 19, with speed of processing changes to these benefits at 14.8 days against a target of eight. Whilst these have shown steady improvement, it will be difficult to meet either target due to the knock-on impact of quarter one's poor performance. Remedial action agreed with Northgate continues to be implemented and is being closely monitored.
- Collection of Council Tax and Non-domestic rates are above target for the year.

- The proportion of Housing Benefit Security prosecutions and sanctions per 1,000 cases is above the target of 10 for the half year, at 19 cases.
- Between April and September, 93% of received Freedom of Information (FOI) requests were processed within 20 working days, above the target of 90%.
- Legal Services customer satisfaction rating came in above target at 100% for the half year, with six forms returned all satisfied or very satisfied with service.

Service Actions/Work underway within portfolio

- The Finance Shared Service Review is being implemented, with the shared team appointed and located in the Chiltern offices from 6th October 2014. Work has started on the joint payroll and insurance contracts, with expressions of interest received for both. Tenders for the payroll contract are due in by 7th November. The joint banking contract has been agreed with Barclays for implementation in January 2015.
- The baseline audit of the shared IT strategy was completed, with several iterations of the draft strategy reviewed. Phase one of the shared development management systems is complete.
- The Revenues and Benefits team continue to keep up to date with information from DWP about the implementation of Universal Credit. Under the channel shift programme, e-claim and self-service is being implemented in conjunction with Northgate. 'Analyse Local' has been implemented to better forecast business rates income. Whilst collection rates for council tax and business rates are on target, work is starting to look at recovery of old debt. Working with partners, a bid was submitted to the Department for Communities and Local Government for funding to explore a Bucks-wide approach to corporate fraud.
- Customer Services are in the early stages of implementing the new joint telephony system with Chiltern District Council, now scheduled for quarter three. The Customer Services shared service review commenced in October.
- After undertaking a review of both Councils' Constitutions, it was decided not to harmonise them at this time. Democratic Services are now working on updating South Bucks District Council's constitution. The Local Government Boundary Commission has submitted their final decision on the South Bucks ward and parish boundary review, which is scheduled to be adopted on 21st January 2015 subject to Parliamentary process.
- The Legal shared service review is progressing to the new timetable with implementation due in January 2015.

4.4.4 Overview of Performance in the Environment Portfolio

How have we performed against our performance indicators?

- For the first half of the year, an estimated 52.72% of household waste was sent for reuse, recycling or composting. This is much improved from the 2013/14 value of 32.87% due to the new waste service enabling more recycling.
- Residual household waste is 195kg per household for the same period, well within target.
- Missed bin collections per month are above target, again due to the new waste service as residents become used to the new routines, with an average of 135 missed refuse collections in September, against a target of 75. This has improved significantly each month from 318 missed collections during April and needs to be monitored so that a realistic target can be set to take into account the greater number of containers for collection.
- The 'improved street and environmental cleanliness' indicator set for measuring levels of litter, graffiti and fly-posting are all well within target.
- Land Charges carried out 98.5% of standard searches within 5 working days during the first quarter, above the target of 96%.

- The three 'unknown' indicators are annual indicators.

Service Actions/Work underway within portfolio

- The new waste and recycling service is working well, with higher than expected levels of recycling. The shared services review for Waste and Recycling is due to commence during quarter four of this year.
- Within Property and Facilities, capital programme projects are on schedule, as are the carbon reduction plans. Electricity and Gas contracts for Council owned property are being reviewed as they approach renewal, with some already changed to more advantageous rates. Cemetery income is on target and car parks revenue is above target with charges currently under review. The Car Parks team's shared service review is scheduled for implementation in October, with Facilities and Properties shared services business case submitted in October.

4.4.5 Overview of Performance in the Community Portfolio

How have we performed against our performance indicators?

- All crime has reduced year on year by 14.6%, with the percentage reduction in theft from a vehicle of 36% (from 314 cases last half-year to 102) and a 37.4% reduction in burglaries from a dwelling (from 163 last half-year to 102 cases).
- The customer satisfaction rating of sports events showed 96.51% satisfied (target 88% or more).
- Although only 48 young people are recorded as having taken part in sports development programmes (below target), this is because the full records are not yet available for this period. More accurate participation levels will be provided in quarter three.
- Three satisfaction indicators are reported on an annual basis, for the Beacon and Evreham centres and the South Buckinghamshire Golf Course.

Service Actions/Work underway within portfolio

- The Community Safety shared service is working well, with targeted crime down year on year.
- Farnham Park Trust - the golf clubhouse was officially opened in July 2014. The number of rounds played at the course was down year on year between May and July, however both August and September show an increase in rounds played against last year.
- Cultural & Youth Services - the agreed Olympics Legacy programme for year 2 is being delivered by Greenwich Leisure Limited (GLL). The design for the refurbishment of the gym and changing rooms at the Beacon Centre has also been agreed with GLL. A holiday programme was run in the parks during the summer with positive feedback. The business case for the Community and Leisure shared services review was submitted in July 2014, with implementation due during quarter three.

4.4.6 Overview of Performance in the Health & Housing Portfolio

How have we performed against our performance indicators?

- The performance indicator relating to temporary accommodation has been well off target since the second quarter of last year. 43 families were in temporary accommodation at the end of September 2014, against a target of no more than 30. This has reduced from a peak of 53 families in July. This is due to an upturn in homelessness applications over this period, resulting in more people being placed into temporary accommodation.
- Four families were in bed and breakfast accommodation for more than six weeks, down from five families in April. By mid-October, this reduced to three families, with two

further families due to move on soon.

- A knock on impact of those issues has led to an average length of stay in bed and breakfast temporary accommodation for all households as well as those with or expecting children of 12.88 weeks, above the target of no more than four weeks. This quarter's result was particularly affected by three families who had long-term placements (more than 100 days) in bed and breakfast, but who moved on during the quarter.
- There were two homelessness preventions this quarter, against a target of ten for the first six months of the year. Housing continues to widen the options available to applicants, with commuted sums being used to support the repurchase of former social rented properties for use as affordable homes and ongoing discussions London and Quadrant (L&Q) to maximise effective use of existing housing stock.
- No households have so far this year used the scheme in place to directly access the private rented sector, because the rent deposit guarantee scheme in SBDC is currently suspended following issues raised through the audit process.
- Whilst there have been no Green Deal improvements to heating or insulation for the quarter, this reflects what is happening nationally. The Department for Energy and Climate Change (DECC) believe this is because the scheme was too complex, interest rates were too high and there was some reluctance by home owners to take on a long term "Green Deal" loan, in case it makes their property less attractive to sell. A very successful new "cashback" scheme was launched to address this in July but was fully allocated by 10th July 2014. It is expected that further funding will be made available next year.
- 98.5% of all routine public requests received by Environmental Health have received a response within four working days, against a target of 99.5%. Only three cases missed the four day target this quarter against six in quarter one.
- 93% of hackney carriage driver licences and 95% of vehicle licenses were renewed within 7 days in the first half year, just under the target of 98%.
- The remaining PIs relating to environmental health customer satisfaction, percentage of food premises inspected and environmental protection visits when due, percentage of food premises broadly compliant, numbers of affordable homes delivered and licenses issued within policy deadlines are all on or above target.
- The two 'unknown' indicators are annual indicators.

Service Actions/Work underway within portfolio

- The Environmental Health shared service review has been scheduled to start in October 2014.
- The revised policy for Bucks Home Choice has been adopted and implemented. The new rules reduced the numbers of registrations to 336 qualifying applicants at the end of August - against 868 at the end of December 2013. Unfortunately, the numbers of properties available have averaged 12 per month leading to average waits of seven months for a two bedroomed house and 25 months for a one bedroomed flat.
- 'Green Deal Together' was launched as a Green Deal Provider and is now trading. SBDC is leading the Green Deal Communities Fund for 15 local authorities across the Thames valley region, including Chiltern, which will have £2.5m of grant funding to administer.
- Homelessness procedures have been reviewed and a report will be submitted to the Health and Housing Policy Advisory Group, most likely in December, setting out the options for developing a revised joint homelessness strategy.
- The Licensing Shared Service is working well with online applications having a similar rate of over 93% in both Chiltern and South Bucks by September.

4.4 Overview of Risks

This final section provides an overview of the Council's strategic risks for the quarter.

- 4.4.1 **Joint working between Chiltern and 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.
- 4.4.2 **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.
- 4.4.3 **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.
- 4.4.4 **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.
- 4.4.5 **Waste & Environmental Services:** Performance of the waste contract is closely monitored by the waste team. The contract management arrangements are enabling the authority to manage the risks in this area.
- 4.4.6 **Joint/Partnership working:** We continue to co-ordinate and streamline representation on partnership groups to ensure SBDC continues to participate in partnership working with external organisations.
- 4.4.7 **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.
- 4.4.8 **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 organisation's culture is crucial in managing this risk.
- 4.4.9 **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 to identify and assess impacts, once the programme of the new Government post May 2015 is known.
- 4.4.10 **Affordable Housing:** This continues to be a performance issue (please refer to appendix B). However this is no longer a high risk as housing strategies are in place and regularly reviewed. We also have good relationships between housing and planning services.
- 4.4.11 **Major Infrastructure Projects Impacts:** Impact assessments continue to be carried out on major projects, with the Council having a clear position on particular proposals.
- 4.4.12 **Demographic Changes:** This remains low risk as corporate analysis of Census and related data continue to be undertaken to ensure demographic changes are identified.
- 4.4.13 **Property/Asset Management:** There are Asset Management Plans in place which are reviewed regularly and have resources in place to support them. Professional advice is also used where appropriate.

4.4.14 Economic Viability: This continues to be a low risk as we have good liaison arrangements in place with local businesses, through the Chiltern and South Bucks Strategic Partnership Economy Sub-group. We also continue to take advantage of opportunities offered by the Bucks Thames Valley Local Enterprise Partnership.

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 half months of the year.
- b) Note strategic risks for this quarter.

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Background Papers:	None