

## **POLICY SCRUTINY GROUP – 17TH APRIL 2012**

### **Report of Head of Strategic Support**

#### **ITEM 6 PERFORMANCE PANEL AND PERFORMANCE MANAGEMENT UPDATE**

##### Purpose of Report

To provide the Panel with an update on performance management.

##### Policy Context

The new Corporate Plan 2012 - 2016 is being presented to Council on 23rd April 2012. The corporate performance management system collates and monitors performance of the objectives and indicators within the Corporate Plan and any other key corporate indicators. A business plan is currently being developed to support the delivery of the Corporate Plan which will include key actions that services will take to deliver against specific objectives and key corporate indicators. This will be presented to Cabinet for approval on 7th June 2012.

##### Background

Following the creation of the Improvement and Organisational Development Team in October 2011 as part of the restructure of Strategic Support a review of performance management across the organisation was undertaken. This was based on the fact that there was a reduction in resources allocated to performance management and Central Government had changed the requirements for performance management, both indicating a change to the way we capture and monitor performance information may be required.

The review considered the current process and system (TEN) for performance management and the reporting of performance. The results highlighted some key issues:

- TEN was not very user friendly and services find it difficult to find information.
- Due to reduction in resources we were unable to sustain the current performance management system
- Inconsistencies in how performance was managed and reported
- The reports are unwieldy and do not provide an overarching feel for the Council's direction of travel.

A new system has been created that provides simple and easy to use screens that allow officers to easily enter data and to retrieve performance information. This will be used for the new corporate plan objectives and corporate indicators from the start of the new financial year 2012-2013. The new

approach also provided an opportunity to review the current quarterly performance report which is reviewed by Performance Scrutiny Panel.

The current report is often over 30 pages long and details every indicator regardless of status and every objective within the corporate plan. There is some duplication between indicators and objectives which can often create confusion. Additionally there is very little trend analysis, so it is not easy to determine the performance story for the council, from quarter to quarter.

Appendix 1 is the draft version of a new report that was agreed at Performance Scrutiny Panel on 27th March. The focus of the report is on exception reporting, so only the red indicators and any exceptional greens (those that have exceeded target) would be reported. In addition the introduction will provide more details about how the overall performance has changed from the previous quarter and at a later stage, when more data has been collected, since the previous year. The new report will be used by Performance Scrutiny Panel to monitor performance starting from the first quarter reporting for 2012-13, and will include the new corporate plan objectives and revised corporate indicators.

Officers to Contact: Adrian Ward (01509 634573)  
[adrian.ward@charnwood.gov.uk](mailto:adrian.ward@charnwood.gov.uk)

Rachel Beaumont (01509 634504)  
[rachel.beaumont@charnwood.gov.uk](mailto:rachel.beaumont@charnwood.gov.uk)



**Charnwood Borough Council**

**Quarterly Performance Report**

**Quarter 3: 2011/12**

## APPENDIX 1

### **Contents:**

- 1) Introduction
- 2) Dashboard with Objectives and Indicators
- 3) Indicators Direction of Travel
- 4) Detail of Exceptional Indicators (All Reds and those Greens which are surpassing target)
- 5) Detail of Objectives

## 1) Introduction

Effective performance management underpins the delivery of excellent local services and so aims, objectives and targets are monitored quarterly or more frequently if required. This monitoring comprises the following two elements:

### Performance Monitoring

Performance is monitored against the targets of the performance indicators that have been identified as either supporting the Corporate Plan and/ or which have been identified as being significant measures of delivering corporate performance within the Business Plan. These indicators are measured using a Red, Amber and Green traffic light system; indicators which are green either meet or exceed the target, amber are slightly off target and red is those which are significantly behind target. There is also a focus on exception reporting for all indicators which are Red and for Green indicators which are surpassing their targets.

### Monitoring of Corporate Plan Objectives

The tasks which contribute to fulfilment of the five aims outlined in the Corporate Plan are assessed on a quarterly basis and each component is assigned a status selected from the following:

<b>C</b>	Completed
	On Track - The project is expected to complete on time and there are no known issues that could prevent this.
	Under Control - There are some known issues and these have the potential to impact the project outcomes and timescales.
	There are a number of issues and the outcomes and timescales are not expected to be achieved.

## 2) Management Dashboard:

Below is a brief summary of this quarter's performance – both for Corporate Plan Objectives and for Corporate Indicators.

### Objectives



### Indicators



Red = serious concerns

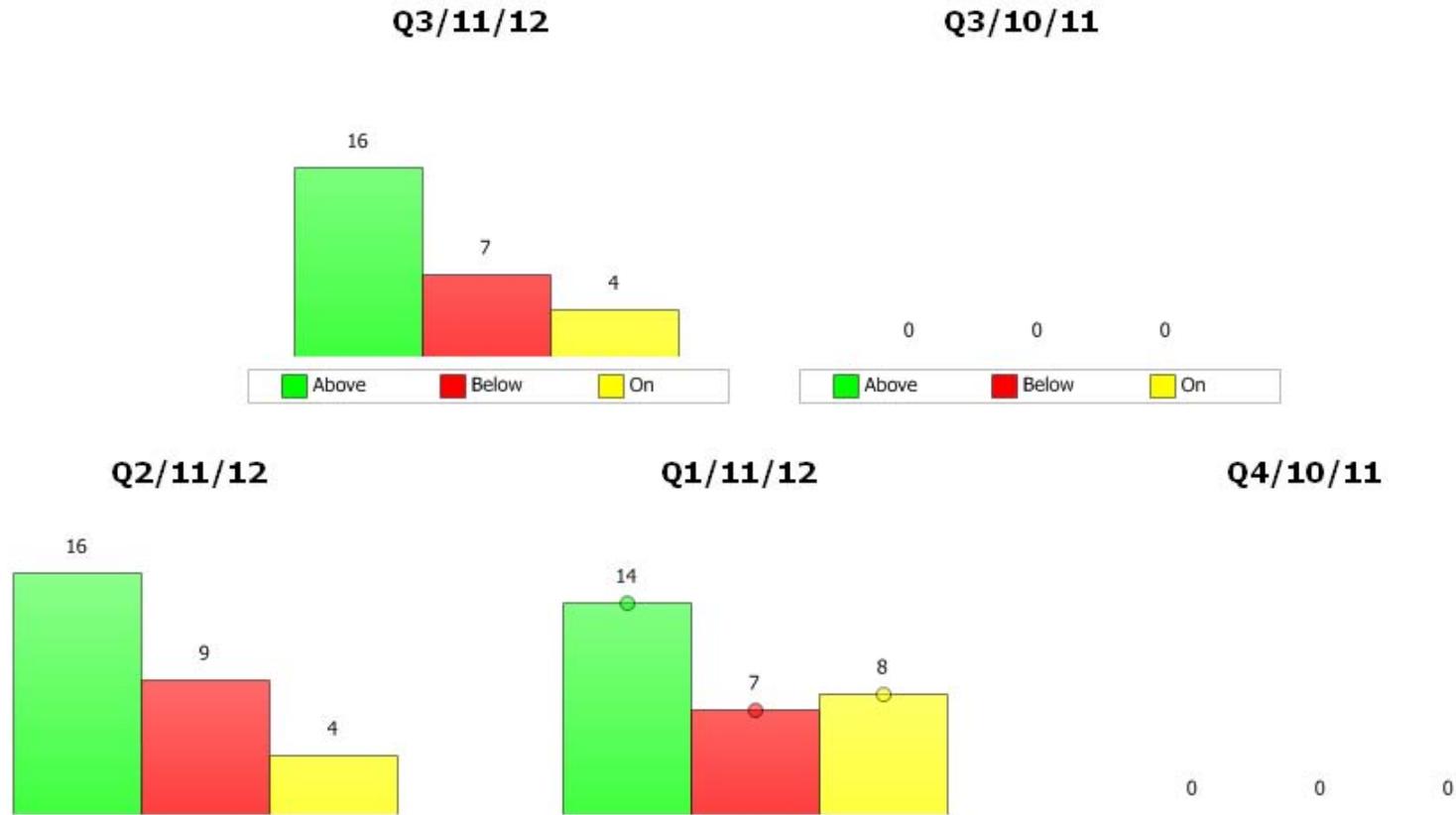
Amber = Below target  
but recoverable

Green = On target

### 3) Indicators Direction of Travel:

The graphs below show a summary of:

- the performance of the current quarter
- the performance of the same quarter in the previous year, and
- the performance of the previous three quarters (where available) for reference.



**NB: This data is not accurate (it is for illustration purposes only at this point)**

#### 4) Detail of Exceptional Indicators (All Reds and those Greens which are surpassing target)

All Red Corporate Performance Indicators

NB- In future reports the table will show all pervious quarters' performance

Indicator		Target Direction	Q3 Performance	Target for Quarter	Comments
BV 212b (i) - Average Days to re-let general (known also as NON hard to let) Local Authority Housing			31.00	29.00	The introduction of choice based lettings and a prescribed two weekly advertising cycle has potentially impacted on performance in this area as the process for letting void properties has changed significantly. However, the same happened in Q3 for 2011/12 and so it is possible that this is a re-occurring trend due to the Christmas period. The service is presently undertaking mapping of choice based lettings to identify whether the underperformance in Q3 is attributed to the introduction of choice based lettings or the Christmas holiday period.
BV 66a - Rent collected as a proportion of rents owed on HRA dwellings			96.70%	97.24%	The economic climate appears to be contributing to a reduction in the rent collected. CNH have begun monitoring the number of tenants subject to Debt Relief Orders in part to understand this trend
KI 2 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events			15.49	13.50	There has been a large increase in the number of cases that Housing and Council Tax Benefit are processing which in turn is impacting the time taken to process claims. This increase is down to the current economic climate along with the limitations of the Atlas 1 and 2 systems that DWP provide for this purpose.
KI 5 - Percentage of non-domestic rates collected			86.00%	88.10%	This was red in quarter 3 last year but green by quarter 4. Businesses wait for Christmas and New Year sales before paying their rates. National trends indicate that 1% reduction in NNDR collection rates is likely.
NI 154 - Net additional homes provided			413	592	Qtr 3's comment - 217 completions in Q3, so on track for the predicted 605 dwellings to be built this year but the 794 needed to achieve the Corporate Plan target of 2000 dwellings by 2012 will not be reached.

APPENDIX 1

Indicator		Target Direction	Q3 Performance	Target for Quarter	Comments
NI 156 - Number of households living in temporary accommodation			45	30	There has been a general increase nationally in the number of households presenting as homeless that have had to be housed in temporary accommodation. This is being carefully monitored by Housing Needs as there are significant costs associated with this type of accommodation.
NI 191 - Residual household waste per household			99,999	106	The quarter 3 figure is not shown as the actual data is not available until some months after the end of the quarter. The predicted annual figure (shown as the estimated outturn) is Estimated Outturn - 430 / Annual target - 425
NI 192 - Percentage of household waste sent for reuse, recycling and composting			0.00%	50.00%	The quarter 3 figure is not shown as the actual data is not available until some months after the end of the quarter. The predicted annual figure (shown as the estimated outturn) is Estimated Outturn - 47.41% / Annual target - 50% A range of initiatives have been undertaken to maximise recycling and minimise landfill including: promoting chargeable garden waste; education and promotion of recycling; move to green wheelie bins for recycling and the County Council diverting some residual waste for treatment. The latter two of these initiatives have only recently been introduced and therefore the cumulative impact is yet to be completely realised. It is projected however, that the Council's recycling performance could exceed 50% in 2012/13 based on current performance levels. Consideration of kitchen waste collections which could help boost recycling performance has been considered in the past however, the costs associated with this are currently prohibitive. The Council is currently considering an application for funding from Central Government for a food waste collection service that may overcome this issue.

APPENDIX 1

Indicator		Target Direction	Q3 Performance	Target for Quarter	Comments
NI 195c - The percentage of relevant land and highways that is assessed as having deposits of graffiti that fall below an acceptable level			2.00%	0.00%	This service was disrupted in Quarter 3

APPENDIX 1

Those Green Corporate Performance Indicators that are surpassing target

Indicator		Target Direction	Quarter 3 Performance	Target for the Quarter	Comments
BV 212 - Average Days to re-let Local Authority Housing			58.00	90.00	
BV 212a (i) - Average Days to re-let designated (known also as hard to let) Local Authority Housing			91.00	125.00	
BV 213 - Number of households (per 1,000 households) who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation			3.40	1.00	
NI 14 - Avoidable contact : The proportion of contacts within key service areas that are a poor use of customer and officer time			20.30%	28.00%	
NI 155 - Number of affordable homes delivered (gross)			108	68	
NI 16 - Number of serious acquisitive crimes per 1,000 population			6.38	28.00	
NI 20 - Number of 'Assaults with less serious injury' (including racially and religiously aggravated) offences per 1,000 population as a proxy for alcohol related violent offences			3.35	5.24	

## 5) Detail of Objectives

(\*) N.B: The 'what is' and 'what is not working well' columns will be populated on a quarterly basis by the lead officer/s responsible for the objectives in the Corporate Plan. This will highlight any key attributes or issues relating to the quarters performance.

Objective	Status	Progress	What is Working Well *	What is Not Working So Well *
Better Council 1 - Continuing to strive to improve levels of customer satisfaction with the Council		We have identified a way forward with increasing services in the contact centre - however there needs to be a willingness to change across the authority to undertake different methods of service delivery and thus improve levels of customer satisfaction		
Better Council 2 - Improving leadership capability of our senior, middle and first line managers		Good progress is being made and a number of officers are undertaking ILM management development courses.		
Better Council 3 - Empower staff by ensuring that our organisational values are reflected in all aspects of how we work		Overall progress on the underlying tasks and projects is good.		
Better Council 4 - Deliver efficiency savings to cover the shortfall in government grants		The draft budget for 2012/13 is currently out for consultation, and identifies significant potential ongoing savings.		
Better Council 5 - Deliver services more effectively and efficiently		Heads of Service continue to review their services to identify opportunities for efficiencies and greater partnership working.		
Environment 1 - Increase the percentage of household waste recycled, composted and re-used to 50% by 2012		It is anticipated that the introduction of recycling wheeled bins will increase the amount of household waste recycled and the new restructure, giving a more co-ordinated Team will help to increase the amount of household waste recycled, composted and re-used, however the cumulative impact of these initiatives are yet to be completely realised as green bins were only introduced during September and October 2011.		

APPENDIX 1

Objective	Status	Progress	What is Working Well *	What is Not Working So Well *
Environment 2 - Improve our level of preparedness for climate change		The council continues with upgraded flood monitoring, communicating with the public and response to flood incidents through the Flood Warden monitoring scheme. The preparation of the Loughborough Surface Water Management Plan is ongoing. Long term adaptation measures are being addressed in the Local Development Framework Core Strategy.		
Environment 3 - Make a 4% year on year reduction in CO2 emissions from Council operations to 2011		In 2011-12 the Council switched from procuring all its electricity from Combined Heat and Power Sources to renewable energy sources for its public buildings. This is set to significantly reduce the carbon emissions associated with the council's energy consumption.		
People 1 - Encourage more people to participate in physical activity		The new contract for the management of the council's three leisure centres began in October 2011. The contract has key targets for increasing participation; we are currently establishing base line figures and working with Fusion to ensure their data capture is consistent with that recorded during the previous contract with Serco Leisure		
People 2 - Agree an annual decent homes programme within the financial resources available to ensure council houses meet the Government's decent homes standard		NI 158 provides a snapshot of performance at the end of the quarter/year. A tolerance level has not been set for the indicator so performance will be either Red (off target) or Green (on target); there is no Amber status. Improved performance is a result of heating systems installations and electrical upgrade works during Quarter 3. The kitchen and bathroom programmes commenced in January, and it is anticipated that completion of the programmes will further improve performance on Decent Homes by year end.		
People 3 - Increase the take up of grants for improvements to private sector housing		Although grants are still being provided to vulnerable households in the private sector, the whole budget has now been committed; showing the promotion of the grants has been successful.		

APPENDIX 1

Objective	Status	Progress	What is Working Well *	What is Not Working So Well *
People 4 - Ensure services include children and young people in their design and delivery		We will work closely with Charnwood Youth Council and empower them to reach out to gain the voice of other young people in the Borough. We will work with other youth groups to both support them to engage young people that are not currently accessing services and activities and to ensure that the voice of these young people influences service design and delivery. We will ensure that children and young people are enabled to input their views regarding the new Corporate Plan.		
Place 1 - Work closely with the Police and other partners to reduce the number of Serious Acquisitive Crimes by 5% by 2012		The Crime JAG are reviewing crime figures and hotspot locations on a monthly basis and taking relevant action. At present we are achieving 5.1% reduction but the CSP has concerns that they might not meet this target due the increase in domestic burglary. Plans are being developed to target hotspot locations and red tier nominals across the whole of Charnwood through the Crime Jag.		
Place 2 - Work closely with the Police and other partners to reduce assault with less serious injury by 5% by 2012		At present the CSP are meeting this target.		
Place 3 - Maintain our leading national position in our management of Anti Social Behaviour		During this quarter enquiries were received from a number of organisations seeking ASB Advice:- Enquiry from Lincolnshire Police for advice in respect of partnership working Enquiry from Mansfield Borough Council in respect of ASB Case Management Request for a meeting from Lincolnshire Fire and Rescue Service for advice relating to the management of risk and ASB victims		
Place 4 - To show continuous improvement in cleanliness standards across the Borough		Ongoing monitoring of cleanliness standards		
Place 5 - Improve the quality of life for people living in priority neighbourhoods		Key issues raised at the Neighbourhood Walks are being addressed Events including 'Healthy Eating' courses are being delivered Life Project is under review and currently on hold		

APPENDIX 1

Objective	Status	Progress	What is Working Well *	What is Not Working So Well *
Prosperity 1 - Improve the attractiveness of Loughborough for new businesses and retailers		All current projects are on track		
Prosperity 2 - Seek to secure economic regeneration and the provision of new and affordable homes, jobs, infrastructure and supporting facilities and amenities		Priorities for economic regeneration in the Borough have been identified and are being progressed through the Local Development Framework process as part of the Core Strategy.		
Prosperity 3 - Increase the number of new and affordable homes within the Borough		New homes 217 completions in Q3, which keeps us on track for around the predicted 605 dwellings to be built this year but the 794 needed to achieve the Corporate Plan target of 2000 dwellings by 2012 will not be reached. Probably a 200 shortfall on the 2000 dwelling target. Affordable homes Corporate Plan Target already achieved. 71 Affordable completions in Q3.		
Prosperity 4 - Delivering economic and social benefits through a coordinated and themed programme of events and to support businesses across the Borough		All the December and Christmas events went well. Footfall was the highest for the past three years. A Christmas survey has been distributed to businesses to gather opinions, however the debrief has been very positive. A programme of events is already in place for 2012, and is updated on a monthly basis		

