

North East Derbyshire District Council

Cabinet

24 September 2014

Performance Management – Quarter One 2014/15

**Report No: GBXR/22/14/BP of Councillor G Baxter MBE, Portfolio Holder with
Responsibility for Building a Better Council**

This report is public

Purpose of the Report

- The purpose of this report is present to Members a summary of the performance for the first quarter of 2014/15 i.e. April to June 2014, for all key tasks and performance indicators that directly contribute to the priorities within the Council's Corporate Plan.
- The report also provides a range of other corporate information including sickness absence, accidents and complaints.

1 Report Details

- 1.1 The Council has an embedded performance management framework which underpins the delivery of the Council's Priorities within the Corporate Plan. A suite of service plans have been developed which identify objectives to be delivered during the year which are complimented by a range of key actions, performance indicators and other measures.
- 1.2 The aim of the Quarterly Performance Reports (QPRs) is to provide a summary and overview of the progress against key actions and performance indicators. The process provides members and senior officers with accurate and timely performance information that identifies how underperformance or lack of progress will be addressed, as well as acknowledging good performance.
- 1.3 Monitoring and reporting performance related information s carried out using the councils ICT based Performance Management System (PERFORM). Ongoing development work continues to take place to utilise the extensive functionality and features of the system and enable improved access to performance information. This is in accordance with the Councils approach and commitment to accountability and transparency.
- 1.4 The number of key actions and performance indicators linked to the strategic objectives within the Corporate Plan continues to reduce. Whilst this is largely due to a number of key tasks being successfully achieved during the year and tasks being suspended as service priorities have changed, it also reflects the gradual transition towards the adoption of a small number of clearly defined indicators that comply with SMART¹ standards.

¹ Specific, Measurable, Achievable, Realistic, Time-bound

- 1.5 It is worth noting that the number of key tasks has reduced from 52 in 2011/12 to 8 for 2014/15, representing a reduction of 85%. The corresponding figures for indicators are 54 (2011/12) and 43² (2014/15), a reduction of 20%. This reflects the fact that the life of a task is finite but indicators having no defined end date.
- 1.6 Following the publication of the Growth Strategy it is anticipated that the Council's Corporate Plan will be reviewed later this year. As a part of this process the number and range of key tasks and performance indicators will be refreshed.
- 1.7 The following table summarises the performance of the Council set against the priorities and objectives outlined in the 2011/16 Corporate Plan.

Strategic Objective	Key Tasks Reported	No of tasks on target (%)	PIs Reported	No of PIs on target (%)
Create Jobs, Build Skills, Attract Investment				
1.1 Create employment opportunities	0	n/a	3	3
1.2 Provide new learning and development opportunities	0	n/a	0	n/a
1.3 Regenerate our towns and villages	0	n/a	0	n/a
1.4 Encourage innovation and enterprise	0	n/a	0	n/a
Sub Total	0	n/a	3	3(100%)
Improve Peoples' Health				
2.1 Reduce health inequalities	0	n/a	0	n/a
2.2 Improve people's quality of life through healthier living and reduced deprivation	1	1	3	3
2.3 We will support vulnerable and disadvantaged people	0	n/a	0	n/a
Sub Total	1	1(100%)	3	3(100%)
Look after the Environment				
3.1 Reduce fear of crime & anti-social behaviour	0	n/a	0	n/a
3.2 Ensure streets are clear of litter, fly tipping, graffiti and dog fouling	0	n/a	6	2
3.3 Ensure a high standard local environment	1	1	1	0
3.4 Help deal with the issues of climate change	1	1	2	1
Sub Total	2	2(100%)	9	3(33%)
Increase Housing Choice				
4.1 Provide a greater choice of homes to meet local need	3	2	0	n/a
4.2 Improve the standard of housing improved	0	n/a	1	1
4.3 Help prevent homelessness and assist vulnerable people to keep and maintain their homes	0	n/a	1	1
Sub Total	3	2(67%)	2	2(100%)

² A small number of indicators are reported annually and so don't appear on the reports for quarter 1, 2, and 3.

Strategic Objective	No of Key Tasks Reported	No of tasks on target (%)	No of PIs Reported	No of PIs on target (%)
High Performing Council				
5.1 Ensure residents have confidence in the Council	1	1	8	5
5.2 Provide good value, high performing services	0	n/a	7	5
5.3 Provide excellent customer service	0	n/a	4	4
Sub Total	1	1(100%)	19	14(74%)
Overall Total	7	6(86%)	36	25(69%)

2 Conclusions and Reasons for Recommendation

- 2.1 **Key Actions and Performance Indicators** – Overall, for this period, 86% of the key tasks are achieving or are on track to deliver their respective targets and 69% of the performance indicators are on target. The number of key tasks and indicators to be reported has reduced during the year. This is largely due to a number of key tasks being successfully achieved during the year or being suspended due to changing service priorities as a result of operational and/or financial constraints. A number of Housing related tasks and indicators are no longer reported quarterly due to relatively low levels of activity in some areas and are now reported on an annual basis.
- 2.2 **Sickness Absence** – The sickness absence figure for the fourth quarter is 2.21 days. Cumulatively this equates to an annual projected figure of 8.8 days which is below the target of 9.5 days. This equates to a similar out-turn for the previous year. The proportion of long term sickness over the year is 59% of the total amount of absenteeism.
- 2.3 **Accidents** – There were 4 accidents reported during the first quarter of 2014/15. A total of 8 days were lost that were attributable to 2 accidents. Neither of these were reportable under RIDDOR³.
- 2.4 **Complaints** – The Council received 50 complaints during the first quarter. Of these complaints, 36 (72%) were responded to within the target time of 10 days. The number of complaints received during this period represents a considerable increase when compared with the numbers received during previous quarters. The largest increases were for Streetscene and Revenues & Benefits.
- 2.5 Performance Management contributes to the organisation's overall management arrangements that are focused to ensure the effective and efficient delivery of the Council's Vision.
- 2.6 The quarterly performance reports provide an opportunity for members, officers, key partners and members of the public to scrutinise our performance.

³ RIDDOR – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

3 Consultation and Equality Impact

- 3.1 No direct implications are identified as arising directly from this report, but there may be implications arising from decisions which may be made as a result of the information provided in the individual performance reports

4 Alternative Options and Reasons for Rejection

- 4.1 None.

5 Implications

5.1 Finance and Risk Implications

Risk numbers 5, 6, 9 and 11 of the Council's Strategic Risk Register identify the impact of poor performance management arrangements, and subsequently demonstrate the need for robust arrangements to effectively manage the organisation.

5.2 Legal Implications including Data Protection

No implications are identified as arising directly from this report, but there may be implications arising from decisions which may be made as a result of the information provided in the individual performance reports

5.3 Human Resources Implications

No implications are identified as arising directly from this report, but there may be implications arising from decisions which may be made as a result of the information provided in the individual performance reports

6 Recommendations

- 6.1 That Cabinet consider the implications of the report and appendices and;
- 6.1.1 Note the current position and the high level of achievement for Key Tasks (86% achieved or on track) and good levels of achievement of Performance Indicators (69% achieved) as outlined in the table at paragraph 1.7 on page 2.
- 6.1.2 Note that a number of indicators as detailed in Appendix 1 to 5 are not performing to the expected levels and which support the following corporate priorities;
- 3.2 Ensure streets are clear of litter, fly tipping, graffiti and dog fouling
 - 3.3 Ensure a high standard local environment
 - 3.4 Help deal with the issues of climate change
 - 4.1 Provide a greater choice of homes to meet local need
 - 5.1 Ensure residents have confidence in the Council
 - 5.2 Provide good value, high performing services
- 6.1.3 Note the explanations for the lower than anticipated performance as detailed in Appendices 3, 4 and 5

6.1.4 Note the circumstances and appropriate action outlined on pages 10 and 15 to address underperformance which will be overseen by the Chief Executive to ensure that performance improves.

7 **Decision Information**


Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	N/A
Links to Corporate Plan priorities or Policy Framework	All

8 **Document Information**

Appendix No	Title
1	Create Jobs, Build Skills, Attract Investment
2	Improve People’s Health
3	Look after the Environment
4	Increase Housing Choice
5	High Performing Council
6	Sickness Absence and Accident Statistics
7	Complaints
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
Report Author	Contact Number
Barry Pitt Improvement Manager	01246 217641

Create Jobs, Build Skills, Attract Investment

Summary report from
Cllr Kerry (Portfolio Member **Economy, Finance, & Regeneration**)
Wes Lumley (Growth Directorate)

Description	Total	Status
Total number of Key Tasks reported	0	n/a
Total number of Key Tasks on/above target	n/a	
Total number of Key Tasks below target	n/a	
Total number of Pls reported	3	
Total number of Pls on/above target	3	
Total number of Pls below target	0	



Exception Report

Key Tasks Not Achieving Target - None to report

Performance Indicators Not Achieving Target - None to report

Improve People's Health

Summary report from
 Cllr Hill (Portfolio Member Housing Strategy & Social Inclusion),
 Cllr Robinson (Portfolio Member Community Safety & Health)
 Paul Hackett (Transformation Directorate)

Description	Total	Status
Total number of Key Tasks reported	1	
Total number of Key Tasks on/above target	1	
Total number of Key Tasks below target	0	
Total number of Pls reported	3	
Total number of Pls on/above target	3	
Total number of Pls below target	0	



Exception Report

Key Tasks Not Achieving Target - None to report

Performance Indicators Not Achieving Target - None to report

Look after the Environment

Summary report from
 Cllr Foster (Portfolio Member Environment and Licensing),
 Cllr Robinson (Portfolio Member Community Safety & Health),
 Wes Lumley (Growth Directorate)
 Bryan Mason (Operations Directorate)

Description	Total	Status
Total number of Key Tasks reported	2	
Total number of Key Tasks on/above target	2	
Total number of Key Tasks below target	0	
Total number of Pls reported	9	
Total number of Pls on/above target	3	
Total number of Pls below target	6	





There are a number of indicators performing below their respective targets that relate to various aspects of the cleanliness of highways and land within the district. These have recorded reduced standards in cleanliness for quarters 3 and 4 during 2013/14 and now also in quarter 1 of 2014/15. On carrying out further investigations into reasons for the poor quality standards and in order to identify issues for remedial action it has been revealed that some materials previously recorded and contributory to the poor standards should not have been included as a part of the assessment, for example the high levels of grit salt applied to the highways during the winter months. It has since been established that any material applied to the highway for a specific purpose should be excluded from the surveys. Inspections for quarter 2 are currently underway and by taking this into account and in anticipation that any residual grit salt would have been swept from the highway it is envisaged that an improved position on the levels of cleanliness will be reported. An exercise will also be carried out to re-evaluate the position for quarter 1 through the omission of grit salt as a part of the assessment. In addition to this the current road sweeper fleet is due for replacement and a contract has recently been awarded as a part of the replacement exercise. This is likely to address the cleanliness issues further through improved effectiveness and efficiency of the mechanical sweepers.

Exception Report


Key Tasks Not Achieving Target - None to report

Performance Indicators Not Achieving Target


3.2 Ensure streets are clear of litter, fly tipping, graffiti and dog fouling

Streetscene			
NI 195a Percentage of relevant land and highways that is assessed as having combined deposits of litter that fall below an acceptable level			
Target	Result	Status	Commentary
2.0%	9.8%		Litter levels were surveyed at 9.78% which is 6.78% below the 3% annual target. The service has experienced 4 long term sickness absences (2 ongoing) compounding environmental conditions experienced over the late winter and spring periods which have impacted on service delivery.
NI 195b Percentage of relevant land and highways that is assessed as having combined deposits of detritus that fall below an acceptable level			
Target	Result	Status	Commentary
12.0%	24.2%		Detritus levels were surveyed at 24.24% which is 12.24% below the 12% annual target. The service has experienced 4 long term sickness absences (2 ongoing) compounding environmental conditions experienced over the late winter and spring periods which have impacted on service.
NI 195e Percentage of relevant land and highways from which unacceptable levels of weeds are visible			
Target	Result	Status	Commentary
14.0%	28.7%		Weed levels are 14.68% greater than the 14% annual target. Two annual treatments are undertaken from spring (i.e. May) when full active growth is experienced, with the 1st o the 2 District passes being completed by ending July. However, performance at ending June (Q1) reflects the 2nd wettest May on record and having grossly reduced the ability to undertake herbicide treatments within the period.
NI 195f Percentage of relevant land and highways from which unacceptable levels of dog fouling is visible			
Target	Result	Status	Commentary
1.0%	3.6%		Dog fouling levels were surveyed at 3.56% which is 2.56% above the 1% annual target. The service has experienced 4 long term sickness absences (2 ongoing) compounding environmental conditions experienced over the late winter and spring periods which have impacted on service delivery.

3.3 Ensure a high standard local environment



Environmental Health			
EH02 Inspect and determine the status of potentially contaminated land sites			
Target	Result	Status	Commentary
2.5 (10 per annum)	0 (3 per annum)		No sites have been actioned this quarter due to staff absences. However, the remediation of contaminated land has continued via the planning consultation process

3.4 Help deal with the issues of climate change

Streetscene			
NI 191 Residual household waste per household per annum			
Target	Result	Status	Commentary
117.5kg	132kg		Waste Data Flow information is estimated on like performance at ending June 2013, in particular as waste data flow information will not be available until September 2014. The 132kg stated relates to the period April to June 2014 and will be subject to accumulative performance throughout the year.

Increase Housing Choice


Summary report from
 Cllr Mrs EA Hill (Portfolio Member Housing Strategy & Social Inclusion)
 (Supported by Cllr M Gordon)
 Wes Lumley (Growth Directorate)

Description	Total	Status
Total number of Key Tasks reported	3	
Total number of Key Tasks on/above target	2	
Total number of Key Tasks below target	1	
Total number of Pls reported	2	
Total number of Pls on/above target	2	
Total number of Pls below target	0	

Exception Report

Key Tasks Not Achieving Target



4.1 Provide a greater choice of homes to meet local need

Housing		
HO14 Increase the number of empty properties brought back into use		
Target Date	Status	Commentary
March 2015		First empty property under the Groundwork Creswell scheme completed and tenancy agreed via Choice Move. 3 additional properties in Holmewood in negotiation with Landlord. Promotion of the scheme continues. Empty properties round 2 - Action Housing and Groundwork Creswell have commenced visits to potential commercial properties to bring back into use for residential.

Performance Indicators Not Achieving Target - None to report

High Performing Council

Summary report from
 Cllr Baxter MBE (Portfolio Member Building an Excellent Council), Cllr
 Williams (Portfolio Member IT, E-Gov & Asset Management)
 Cllr Barker (Portfolio Member HR, Training & Member Development)
 Strategic Alliance Management Team

Description	Total	Status
Total number of Key Tasks reported	1	
Total number of Key Tasks on/above target	1	
Total number of Key Tasks below target	0	
Total number of Pls reported	19	
Total number of Pls on/above target	14	
Total number of Pls below target	5	

The lower than anticipated performance of a number of indicators during this quarter can be attributed to key initiatives and circumstances that are not in direct control of service managers within Planning, Financial Services and Customer Services.

Planning has operated with reduced capacity due to long term sickness and other absenteeism which have had an impact on performance within key areas of the service. This and other resource issues are now subject to review and it is anticipated that a combination of temporary and permanent arrangements will be implemented to ensure that the service is sufficiently resourced in order to perform at the expected level.

A new financial management system (Civica) was implemented during the first quarter of 2014/15 involving staff based within Accountancy and Financial Services. This overall process affected a number of day to day activities, which includes the processing of invoices, due to a combination of the direct involvement of staff to implement the system as well as the complexity of the change from a manual to a more automated system. This subsequently led to a delay in processing invoices during the period. The system is now fully operational and it is anticipated that the performance will revert to the levels previously achieved prior to the implementation period of the Civica finance suite.




For a few months Customer Services have endured several vacancies which have stretched the available resources and affected the previously strong levels of performance. Following a recruitment exercise these vacancies have now been filled which will alleviate the current position and raise performance once all appropriate training has been carried out with the new members of the team.

Exception Report


Key Tasks Not Achieving Target - None to report


Performance Indicators Not Achieving Target

5.1 Ensure residents have confidence in the Council

Planning			
BV 157a Percentage of major planning applications dealt with within 13 weeks			
Target	Result	Status	Commentary
40%	33%		2 historical applications (2012) have affected the outcome of this indicator
BV 179 Percentage of land searches completed with within 15 days			
Target	Result	Status	Commentary
80%	21%		This drop is due to reduction in staffing levels, 2 days from beginning of the quarter and an additional 5 days from mid June. Also annual leave and the planning applications taking priority. We are in the middle of restructure and looking at temporary measures to address the situation
BV 204a Percentage of appeals allowed against authority's decision to refuse planning application			
Target	Result	Status	Commentary
30%	46%		




5.2 Provide good value, high performing services

Finance			
BV 08 – Percentage of invoices paid within 30 days			
Target	Result	Status	Commentary
98%	94.3%		Below target performance following implementation of new Financial Management System

Customer Service			
CUS 04 – Average waiting times do not exceed 25 seconds			
Target	Result	Status	Commentary
25	35		At present we have, 1.78 FTE vacancies within the section, this leaving 7.05 Customer Service Advisor FTE's covering contact centre telephones, reception, interviews and cashiers as well as being into the main holiday season. Once vacancies are filled, new staff are trained an improvement should be seen in this area.

Sickness Absence and Accident Statistics

Summary report from Cllr Barker (Portfolio Member) and Paul Hackett (Transformation Directorate)

Period	Staff FTE	Average days sickness per employee		Target	Trend	Status	Cost of sickness absence	
		Per Quarter	Per Annum				Per Quarter	Per Annum
2012/13	367.8	2.92	11.69	7.5	↑		£100,872	£403,489
2013/14	372.2	2.16	8.64	9.5	↓		£66,369	£265,477
2014/15 Qtr 1	370.2	2.21	8.84	9.5	↔		£73,098	£292,392
2014/15 Qtr 2								
2014/15 Qtr 3								
2014/15 Qtr 4								

The sickness absence figure for the first quarter is 2.21 days. This equates to an annual cumulative figure of 8.84 days which is below the target of 9.5 days.

Figure 1
Average Days Lost Per Employee

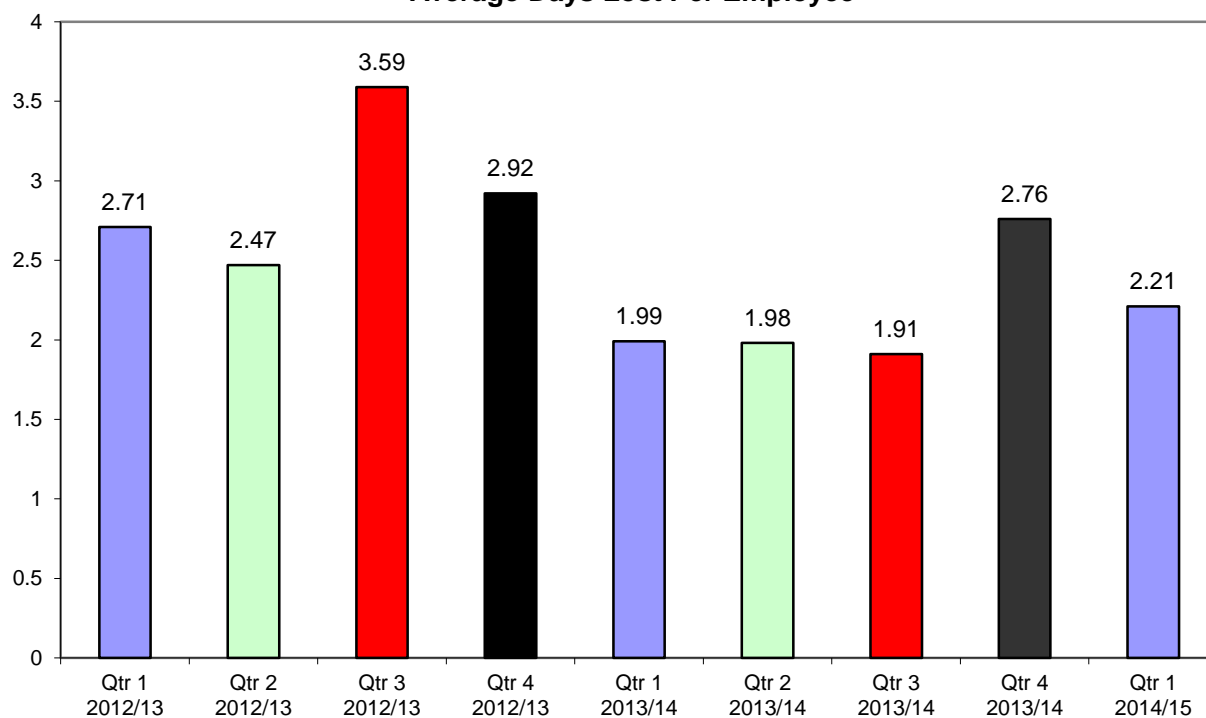


Figure 2
Cost of Sickness Absence

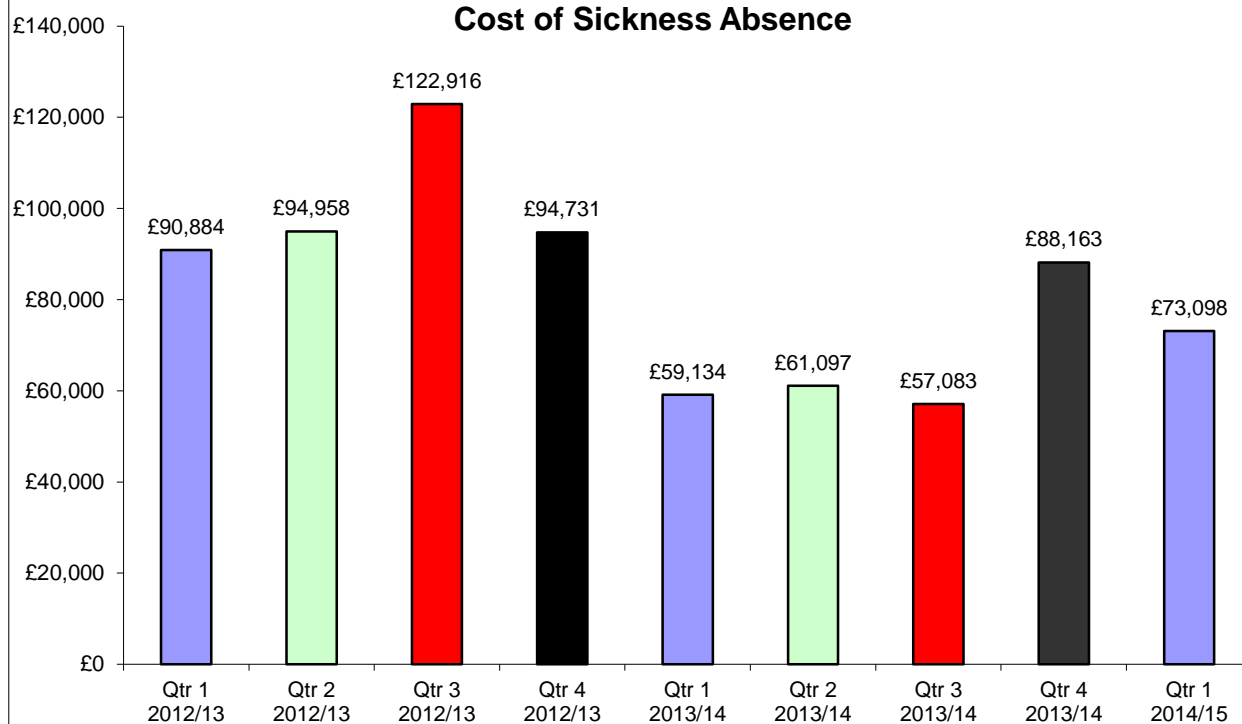


Figure 3
Average Days Lost Per Employee

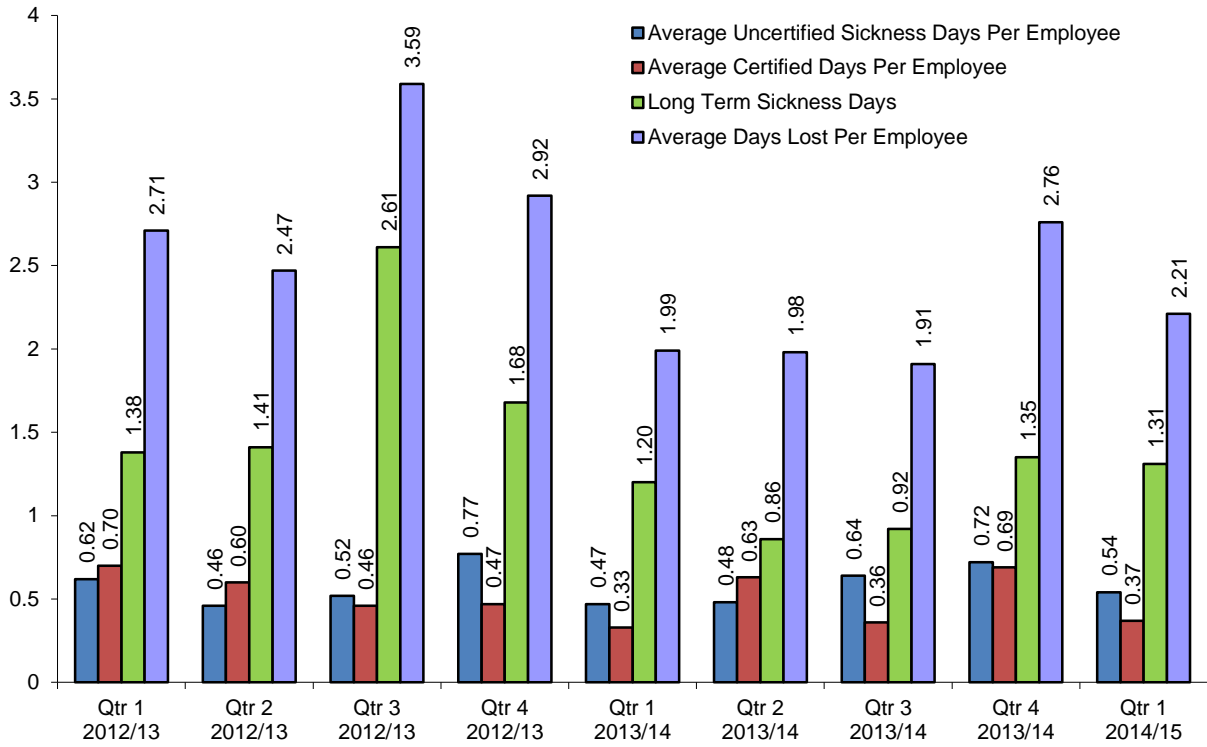
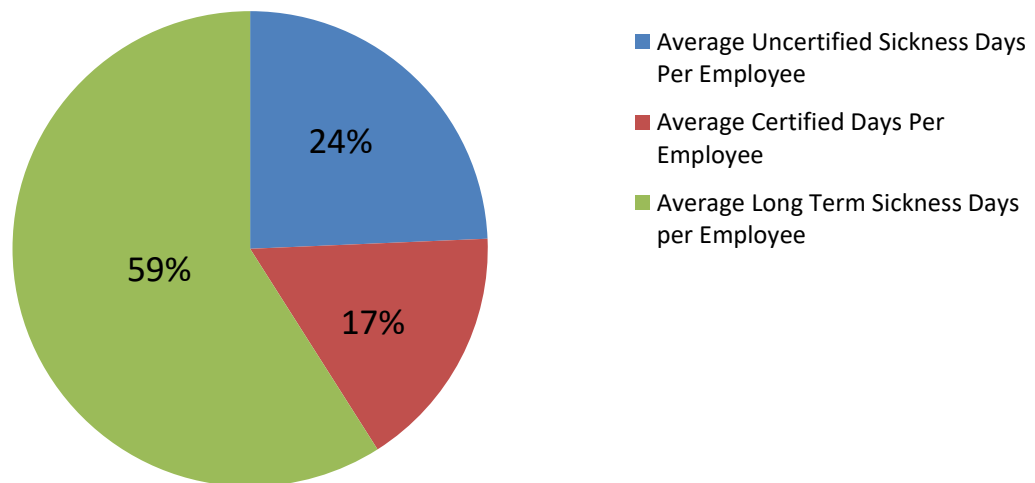
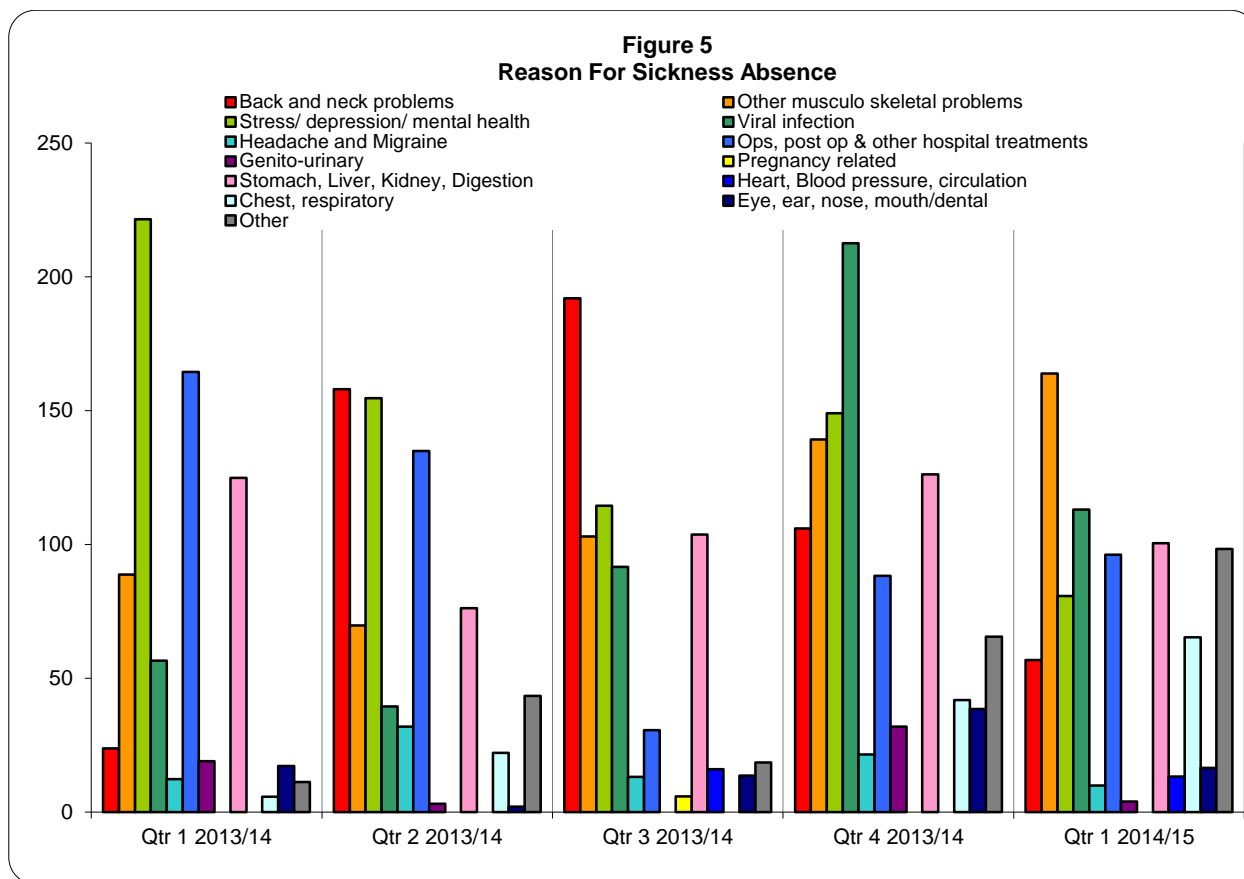


Figure 4
Apportionment of Sickness Absence





There were 4 accidents reported during the first quarter of 2014/15. A total of 8 days were lost that were related to 2 accidents, of which none were reportable under RIDDOR.

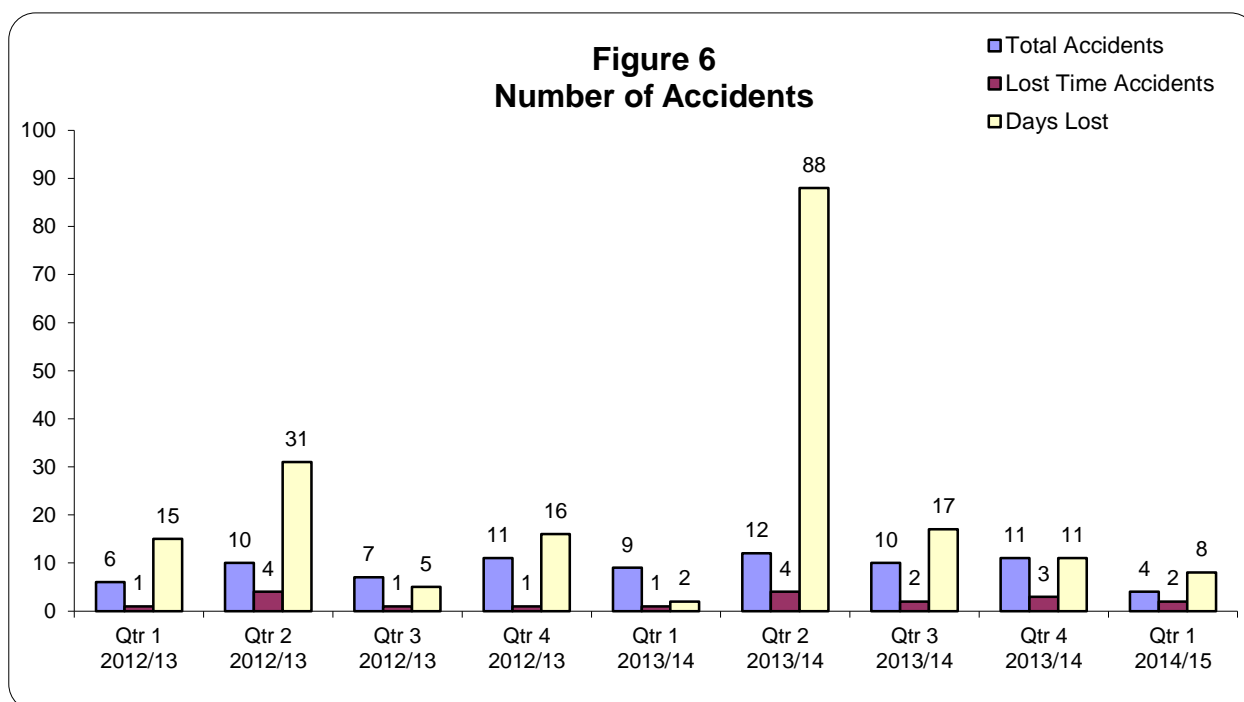
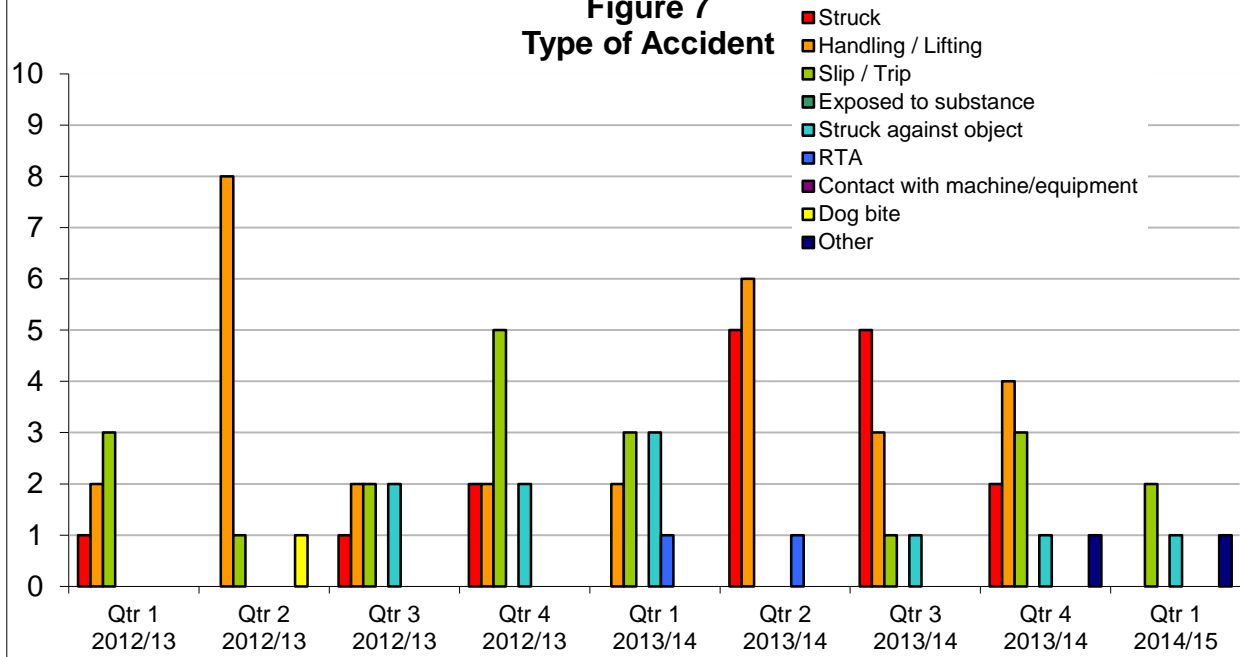
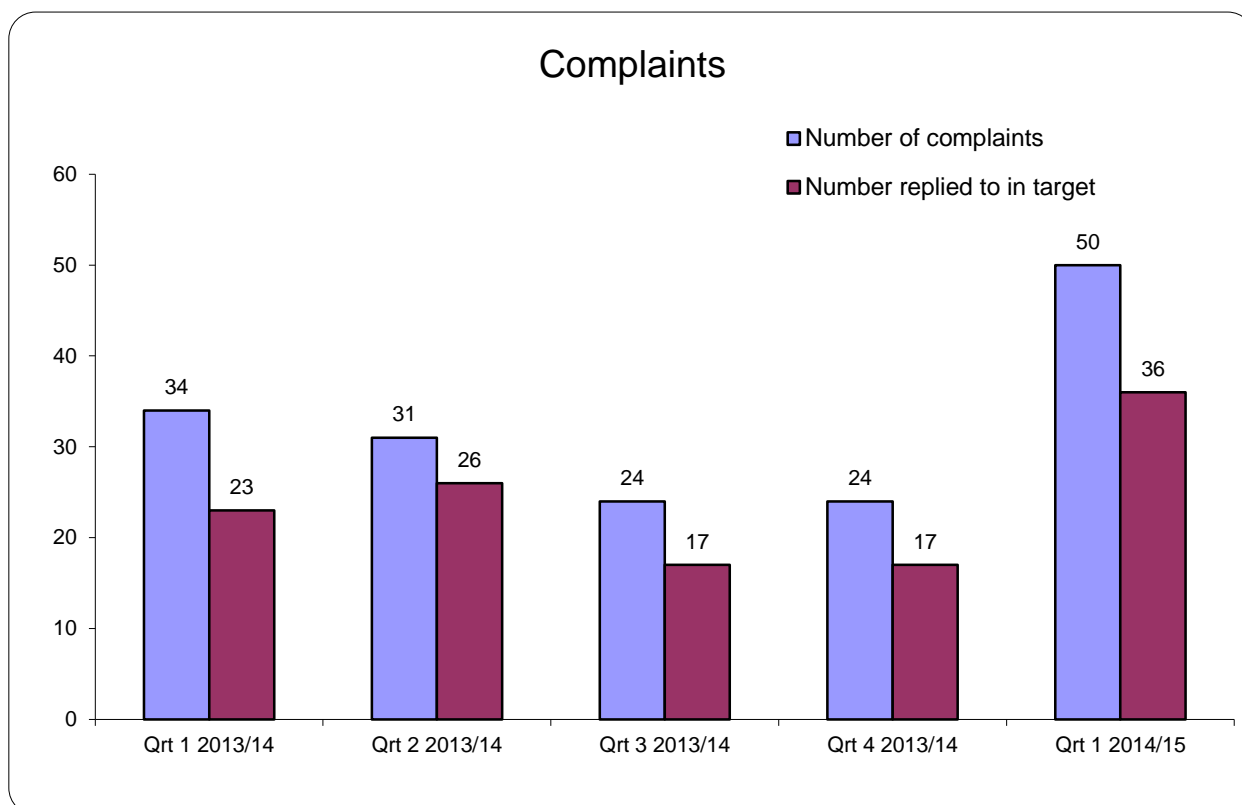


Figure 7
Type of Accident



Complaints

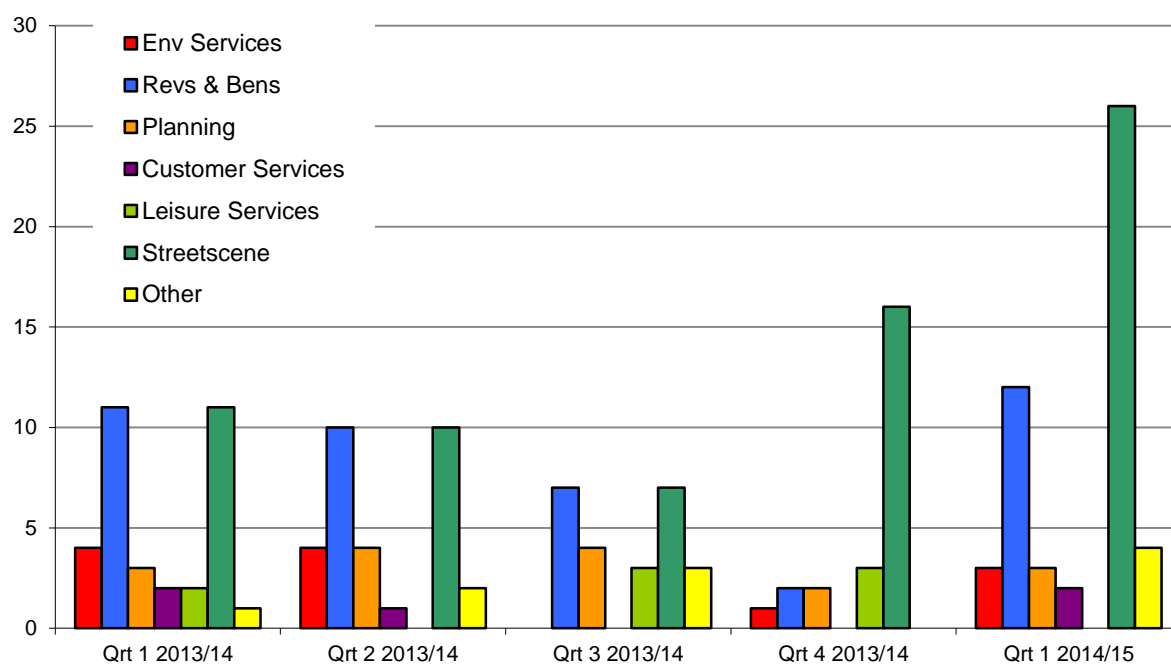
Summary report from Cllr Baxter MBE, (Portfolio Member) and Paul Hackett (Transformation Directorate)



There has been an increase in the number of complaints within quarter 1 when compared to the previous quarters. Of the 50 complaints received a total of 36 (72%) were responded to within the target time of 10 days.

Services related to Streetscene, which includes refuse collection and grounds maintenance, attract the majority of complaints. These are usually attributed to missed or uncollected wheeled bins that are normally dealt with within 24 hours of being reported.

Complaints by Service Area per Quarter



Complaints by Service Area - Quarter 1 2014/15

