

North East Derbyshire District Council

Cabinet

10 June 2015

Performance Management – Quarter Four 2014/15

**Report No GBXR/02/15-16/AB of Councillor G Baxter MBE Leader and Portfolio Holder
with Responsibility for Building a Better Council**

Purpose of the Report

- The purpose of this report is to present to Members a summary of the performance for the fourth quarter of 2014/15 i.e. January to March 2015, and the final out-turn for 2014/15 for all key tasks and performance indicators that directly contribute to the priorities within the Council's 2011/16 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. As part of the process of considering the Council's position in respect of performance this report is considered as part of established management arrangements by Council's Audit and Corporate Governance Committee at its meeting on the 28th May 2015. The main concern raised by the Committee was in relation to the record in respect of Sickness Absence where Members expressed concern that the levels of absence had risen to what appeared to be an unacceptable level. Members of the Audit Committee were concerned that the report did not provide sufficient information to enable Members to be comfortable that appropriate steps were being taken to address the issue of the level of sickness absence and requested that further consideration be given concerning increasing the level of detail and changing the presentation of that information so that Members could give consideration to what improvements in performance could be secured.
- 1.4 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.

1.5 The Council's Corporate Plan is now under review and will involve both member and officer input through workshops and other events. As the plan develops a number of both internal and external consultation events will take place that are aimed to ensure inclusiveness and completeness of the plan. This process will subsequently refresh the number and definitions of key tasks and performance indicators that underpin the new corporate priorities.

1.6 The following table summarises the current 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 (100%)
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	0	n/a	1	1 (100%)
2.3 We will support vulnerable and disadvantaged people	0	n/a	0	n/a
Sub Total	0	n/a	1	1 (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	4	3 (75%)
3.3 Ensure a high standard local environment	0	n/a	0	n/a
3.4 Help deal with the issues of climate change	0	n/a	2	1 (50%)
Sub Total	0	n/a	6	4 (67%)
Increase Housing Choice				
4.1 Provide a greater choice of homes to meet local need	3	3 (100%)	1	1 (100%)
4.2 Improve the standard of housing	0	n/a	1	1 (100%)

4.3 Help prevent homelessness and assist vulnerable people to keep and maintain their homes	0	n/a	4	4 (100%)
Sub Total	3	3 (100%)	6	6 (100%)
High Performing Council				
5.1 Ensure residents have confidence in the Council	0	n/a	8	6 (75%)
5.2 Provide good value, high performing services	0	n/a	7	5 (71%)
5.3 Provide excellent customer service	0	n/a	4	4 (100%)
Sub Total	0	n/a	19	15 (79%)
Overall Total	3	3 (100%)	35	29 (83%)

2 Conclusions and Reasons for Recommendation

- 2.1 **Key Actions and Performance Indicators** – Overall, for this period, 100% of the key tasks achieved their respective annual targets and 83% of the performance indicators achieved the targets set for the year. The number of key tasks has considerably reduced, with only 3 being reported for this period. This is largely due to tasks being achieved during the course of the year. A number of tasks and indicators are only reported annually due to relatively low levels of activity in some areas, such as homelessness.
- 2.2 **Sickness Absence** – The sickness absence figure for the fourth quarter is 2.89 days. Cumulatively this equates to an annual figure of 9.39 days which is above the target of 8.5 days. The proportion of long term sickness over the year is 54 % of the total amount of absenteeism. This represents a similar proportion when compared to previous quarters.
- 2.3 **Accidents** – There were 8 accidents reported during the fourth quarter of 2014/15. There were no days lost as a result of any of these accidents and none were reportable under RIDDOR¹.
- 2.4 **Complaints** – The Council received 73 complaints during the fourth quarter. Of these complaints 67 (92%) were responded to within the target time of 15 days. The number of complaints received during this period has increased significantly when compared to the previous quarters. 73% of all complaints received during the period were related to Streetscene services. This was largely due to delays and disruption to the collection rounds as a result of poor weather conditions.
- 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. The quarterly performance reports provide an opportunity for members, officers, key partners and members of the public to scrutinise our performance.

3 Consultation and Equality Impact

- 3.1 None have been identified directly from this report, but there may be implications arising from decisions made as a result of the information provided in the individual performance reports

¹ RIDDOR – Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

4 Alternative Options and Reasons for Rejection

- 4.1 None directly. As a part of the ongoing development of PERFORM a number of enhancements have been made to the methodology for the collection of information. A key improvement will enable both the quarterly and cumulative information to be provided as a part of the reporting progress. This will be implemented later during the year.

5 Implications

5.1 Finance and Risk Implications

- 5.1.1 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

- 5.2.1 None have been identified directly from this report, but there may be implications arising from decisions made as a result of the information provided in the individual performance reports

5.3 Human Resources Implications

- 5.3.1 None have been identified directly from this report, but there may be implications arising from decisions 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 (100% achieved) and the good levels of achievement of Performance Indicators (83% achieved) as outlined in the table at paragraph 1.5 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

3.4 Help deal with the issues of climate change

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 and 5.

- 6.1.4 Note the circumstances and appropriate action outlined on pages 11 and 15 to address underperformance. Some service areas have been affected by resource issues either through vacant posts or long-term sickness. Another contributory factor has been the implementation of key ICT systems that have caused some disruption to some service areas.

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
Amar Bashir Improvement Officer	(01246) 217047

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 PIs reported	3	
Total number of PIs on/above target	3	
Total number of PIs 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 E.A.Hill (Portfolio Member Housing Strategy & Social Inclusion)
supported by Cllr Gordon,
Cllr Robinson (Portfolio Member Community Safety & Health)
Paul Hackett (Transformation 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 PIs reported	1	
Total number of PIs on/above target	1	
Total number of PIs 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	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 PIs reported	6	
Total number of PIs on/above target	4	
Total number of PIs below target	2	

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%	9.9%		Throughout the year the service has suffered from a combination of resource issues as well as unfavourable weather conditions that have had an impact on the quality of service and overall performance

3.4 Help deal with the issues of climate change

Streetscene			
NI 191 Residual household waste per household per annum			
Target	Result	Status	Commentary
470kg	506kg		The final out-turn figure is estimated, but clearly demonstrates an increase in the tonnage of waste sent to landfill over previous years. This is despite the introduction of improvements to the recycling service.

Increase Housing Choice

Summary report from
 Cllr E.A.Hill (Portfolio Member Housing Strategy & Social Inclusion)
 supported by Cllr Gordon
 Wes Lumley (Growth Directorate)

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


Exception Report

Key Tasks Not Achieving Target - None to report

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	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 PIs reported	19	
Total number of PIs on/above target	15	
Total number of PIs below target	4	

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 179 Percentage of land searches completed with within 15 days			
Target	Result	Status	Commentary
80%	29%		Resource issues have severely disrupted this service during the year. This has been recently addressed with a subsequent increase in performance for the final quarter, although the figure reported highlights the difficulties faced during the year.
BV 204a Percentage of appeals allowed against authority's decision to refuse planning application			
Target	Result	Status	Commentary
30%	56%		A total of 25 appeals were lodged during the year of which 14 were allowed

5.2 Provide good value, high performing services

Finance			
BV 08 – Percentage of invoices paid within 30 days			
Target	Result	Status	Commentary
98%	95%		The implementation of the new financial management system has had an impact on the performance during the year. The number of disputed invoices has been higher than anticipated, which has also influenced the level of performance.

5.3 Provide excellent customer service

Customer Service			
CUS 04 – Average waiting time does not exceed 25 seconds			
Target	Result	Status	Commentary
25 secs	31 secs		The service has had a number of vacancies during the year that have affected the overall performance. Improvements have been demonstrated during the latter part of the year with all vacant posts being filled.

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	8.5	↔		£73,098	£292,392
2014/15 Qtr 2	369.0	3.24	10.90	8.5	↑		£112,147	£370,490
2014/15 Qtr 3	369.1	1.03	8.64	8.5	↔		£36,603.80	£295,797
2014/15 Qtr 4	363.6	2.89	9.39	8.5	↓		£96,744	£315,593

Sickness absence for the fourth quarter is 2.89 days. This equates to an annual cumulative figure of 11.5 days which is significantly above the target of 8.5 days.

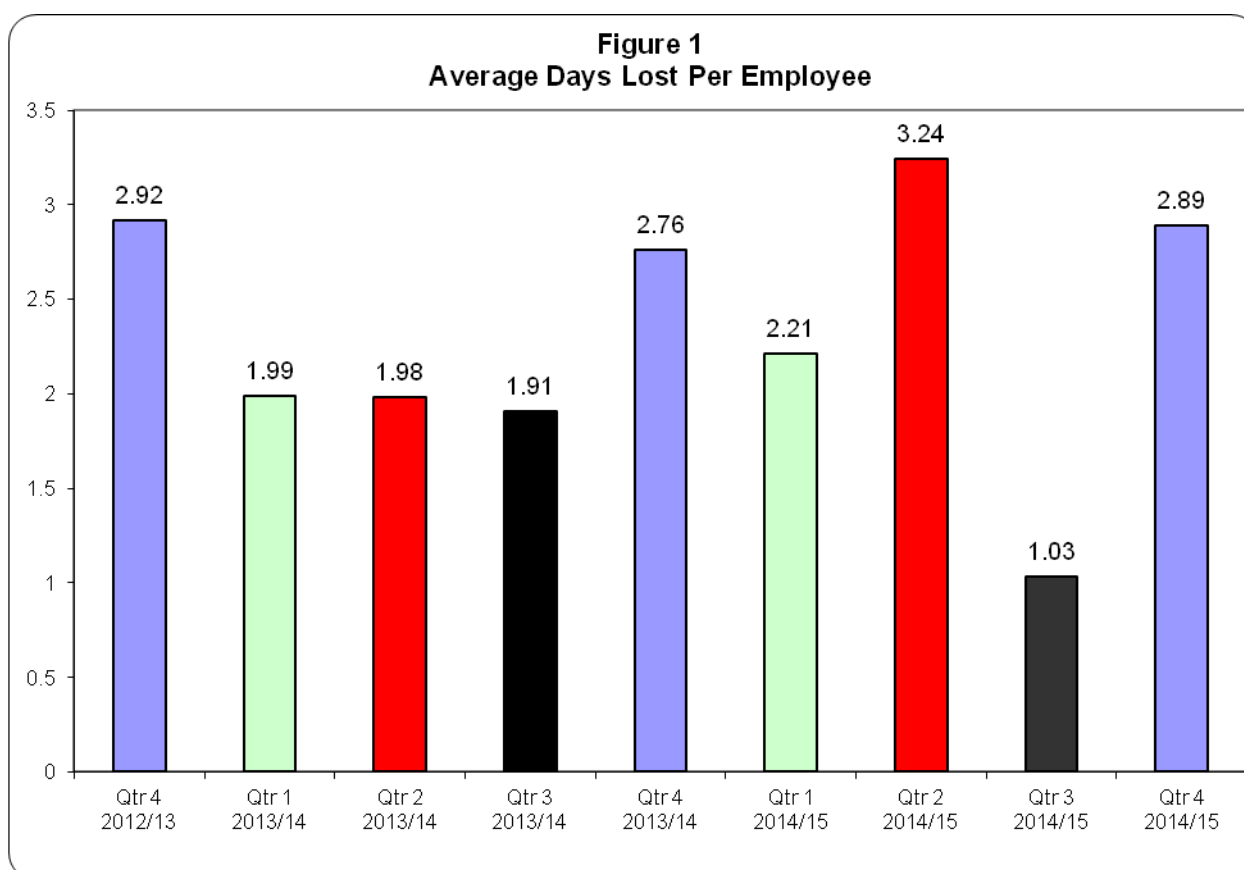
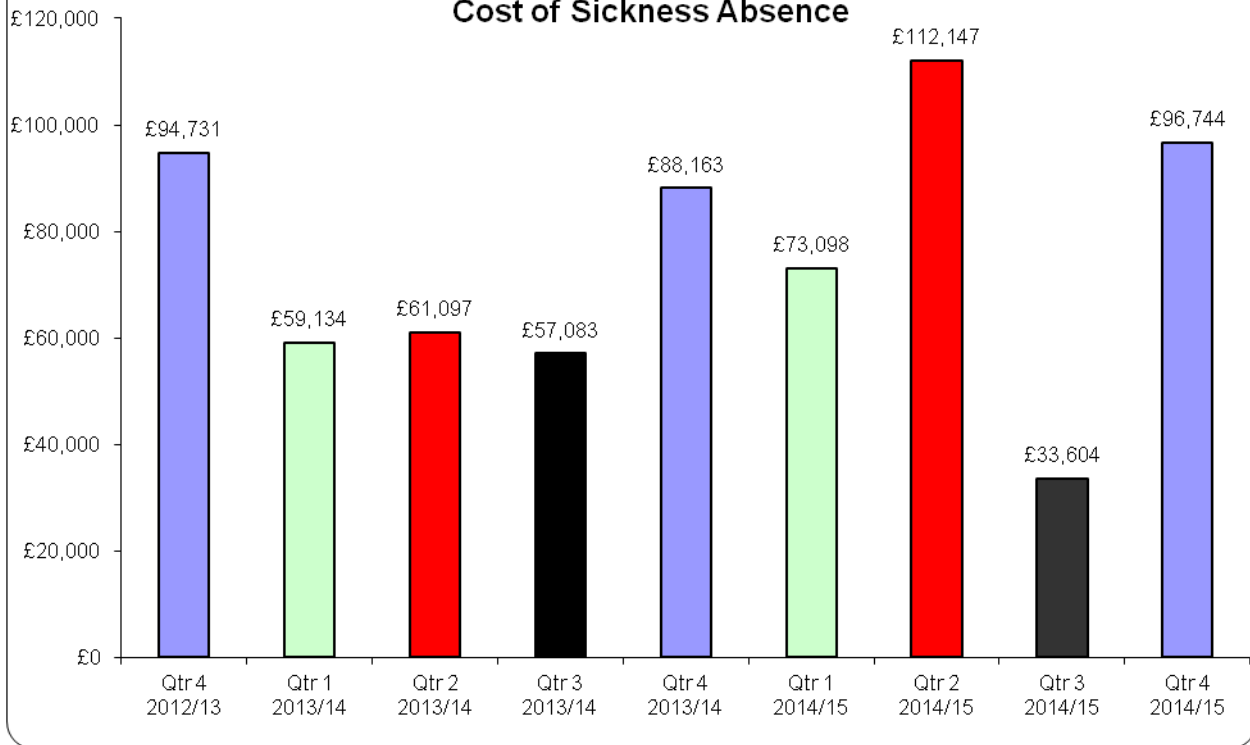
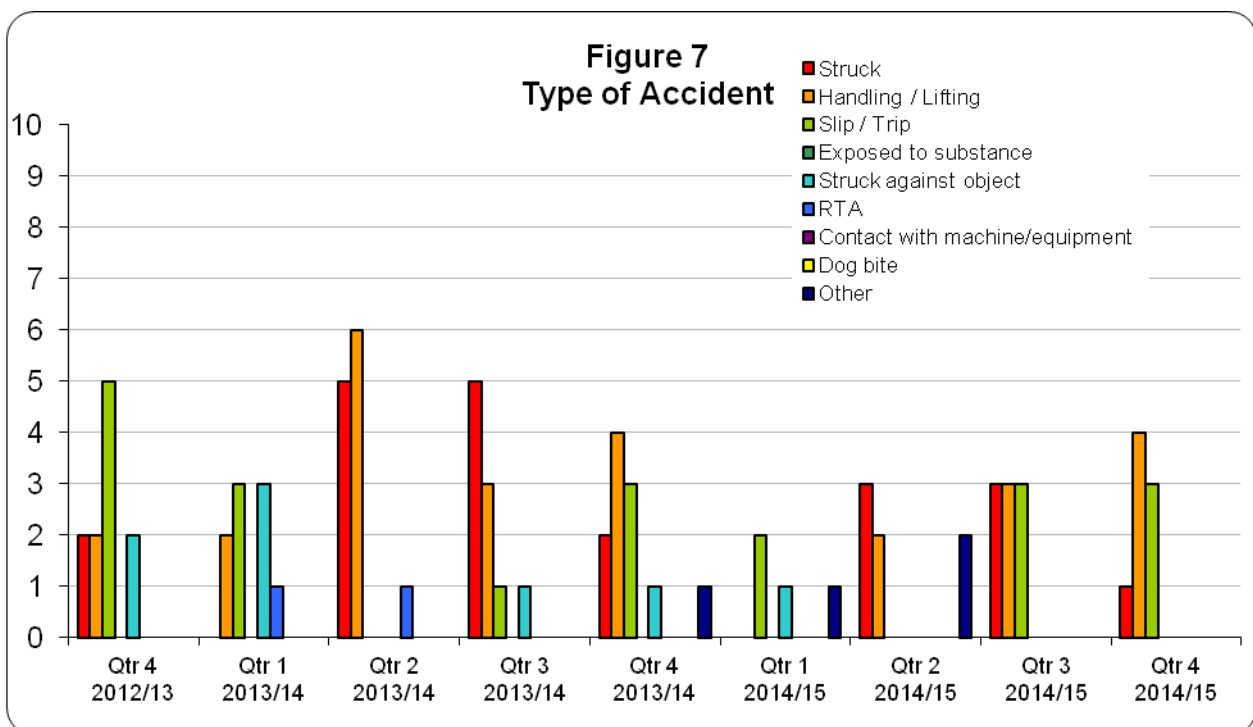
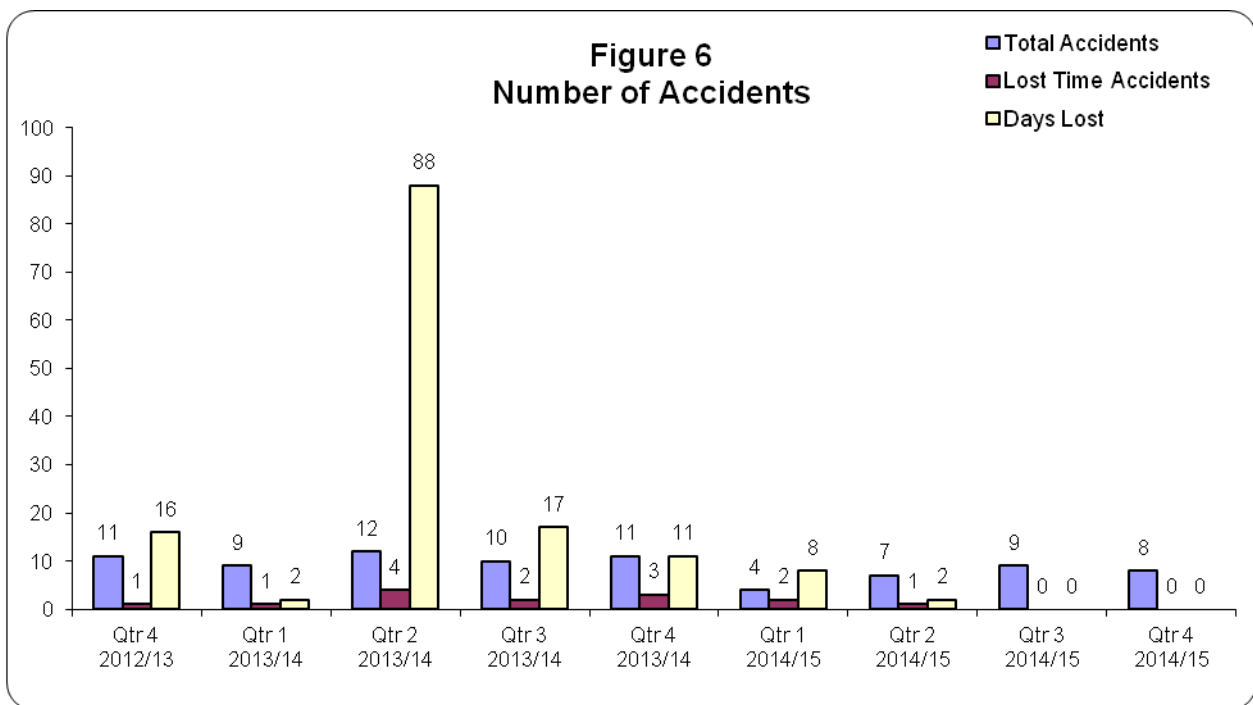


Figure 2
Cost of Sickness Absence

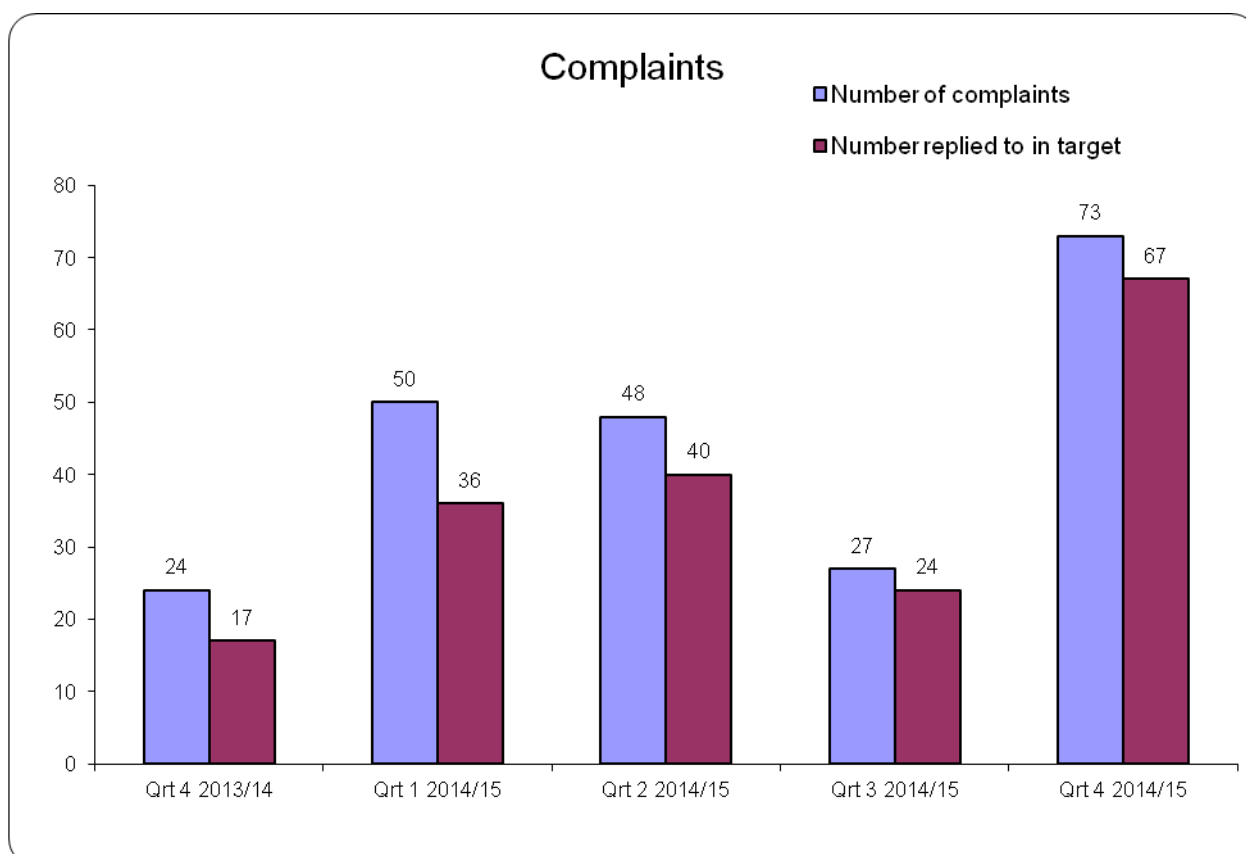


Accidents - There were 8 accidents reported during the fourth quarter of 2014/15. No days were lost as a result of any accidents and none were reportable under RIDDOR.



Complaints

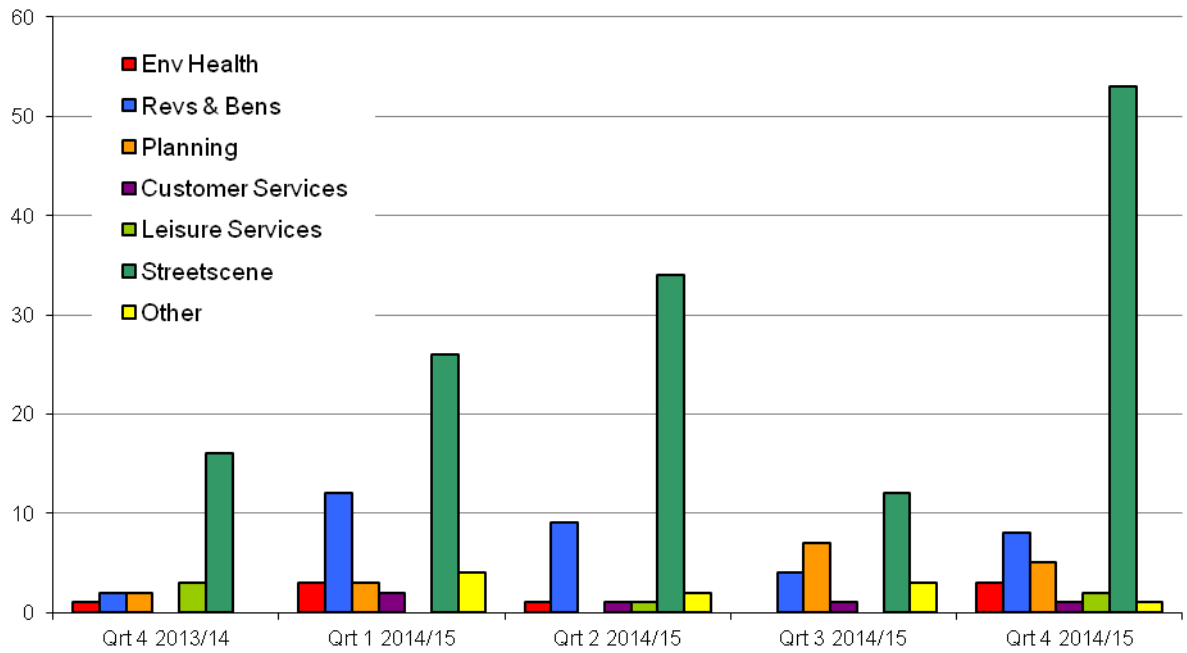
Summary report from Cllr Baxter MBE, (Portfolio Member) and Paul Hackett (Transformation Directorate)



The number of complaints recorded for quarter 4 has substantially increased when compared to the number reported for quarter 3. Of the 73 complaints received during this quarter a total of 67 (92%) were responded to within the target time of 15 days.

Services related to Streetscene, which includes refuse collection and grounds maintenance, accounted for 73% of all complaints received during the period and consistently attracts the highest proportion of complaints. These complaints 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 4, 2014/15

