

EAST HERTS COUNCIL

EXECUTIVE – 5 MARCH 2013

2012/13 ESTIMATES AND FUTURE TARGETS

REPORT BY THE LEADER OF THE COUNCIL

WARD(S) AFFECTED: ALL

Purpose/Summary of Report:

- This report sets out the performance indicators that the Council is required to monitor and publish annually in the Annual Report. The purpose of the report is to advise Members of estimated performance for 2012/13 and the targets for the next three years. The report was considered by Joint Scrutiny Committee on 12 February 2012 and a number of recommendations were made which are included in the report 'Issues arising from Scrutiny' that is being presented to this meeting.

<u>RECOMMENDATION FOR THE EXECUTIVE:</u> that	
(A)	the 2012/13 estimated outturns be noted and the future targets for 2013/14, 2014/15 and 2015/16 be agreed; and
(B)	the indicator EHPI 2 - Net cost/subsidy per visit (Swims and Gym) be deleted and replaced with a more meaningful measure the 'Net cost of the Leisure Service per user', as detailed at paragraph 5.1 of the report.

1 BACKGROUND

- 1.1 The performance indicator set is separated into national performance indicators (NIs) which were previously statutory indicators determined by the Government, and local performance indicators (known as East Herts Performance Indicators - EHPI), which are determined by the individual local authority. Members to note that all NIs are to be recoded to EHPI prefixes as national

indicators are no longer required to be monitored, benchmarked and reported at national level.

1.2 Due to the pressures on local government budgets and increasing needs of some of our customers, services have had to re-evaluate the day to day functions/operations they provide to focus resources and service delivery to core priority areas i.e. customer focused services.

1.3 East Herts Council has placed emphasis on working towards setting future targets based on the following three themes:

A) **Improve target** – Only where feasible and instrumental in delivering core priorities i.e. customer focused.

B) **Reduce target** – Where the target is no longer achievable or feasible to maintain i.e. insufficient staff, budget constraints or low priority indicator.

C) **Retain target** – Where resources and capacity are to be maintained.



2 ESTIMATES AND TARGETS


2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the national and local performance indicators that officers are recommending be retained by the Council, and therefore contains:

- The estimate for 2012/13 compared with the target and the 2011/12 outturn
- Targets for 2013/14, 2014/15 and 2015/16.




3 INITIAL ANALYSIS – ESTIMATE OUTTURNS

3.1 There are a total of **57** performance indicators of these **53** performance indicators have a target for 2012/13.

	TARGET	
70% (40)		Indicators are on or above target
9% (5)		Indicators are 1-5% off target

16% (9)		Indicators are 6% or more off target
5% (3)	N/A or TBD	<p>Unable to analyse as either:</p> <ul style="list-style-type: none"> • There is no target for 2012/13 • There is no estimate (still to be determined) • Some indicators are not applicable to 2012/13 or; • An indicator has been deleted

3.2 There are **57** performance indicators (including sub-parts) for which there is an estimated outturn for 2012/13.

IMPROVEMENT		
44% (25)		Indicators have improved
12% (7)		Indicators have stayed the same
35% (20)		Indicators have worsened
9% (5)	N/A	<p>Unable to analyse as either:</p> <ul style="list-style-type: none"> • There was no 2011/12 outturn due to it being a new indicator for 2012/13 • Some indicators are not applicable to 2012/13 or; • An indicator has been deleted

3.3 A detailed breakdown of indicators that are estimated not to be meeting the set target and showing a '**Red**' performance are:

People:

- EHPI 2 – Net cost/subsidy per visit. Cost of service divided by total number of visits (Swims and Gym)
- EHPI 3a – Usage: number of swims (under 16)
- NI181 – Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events
- NI 197 – Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented

Place:

- NI 155 – Number of affordable homes delivered (gross)

Prosperity:

- EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage
- EHPI 16a – Percentage of Staff with Disabilities
- EHPI 16b – Percentage of top 10% of earners with a disability
- EHPI 17 – Percentage of top 10% earners from BME

3.4 A detailed breakdown of the indicators that are estimated not to be meeting the set target and showing a '**Amber**' performance are:

Place:

- NI 157a – Processing of planning applications: major applications
- NI 191 – Residual household waste per household
- NI 192 – Percentage of household waste sent for reuse, recycling and composting
- EHPI 86 – Cost of household waste collection

Prosperity:

- EHPI 7.35 – Commitment compared to profile. (This indicator measures effectiveness of forecasting expenditure. The budget covers areas such as maintenance and repair of all East Herts operational and non operational properties)

3.5 The following is a list of performance indicators that have shown a **decline** in performance when compared to the previous year:

People:

- EHPI 3a – Usage: number of swims (under 16)
- EHPI 4a – Usage: Gym (16 - 60)
- EHPI 4b – Usage: Gym (60 +)
- NI 184 – Food establishments in the area which are broadly compliant with food hygiene law
- NI181 – Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events.

Place:

- NI 157c – Processing of planning applications: other applications
- NI 159 - Supply of ready to develop housing sites
- EHPI 2.23 – Planning decisions delegated.
- EHPI 64 – Vacant dwellings returned to occupation or demolished
- NI 192 – Percentage of household waste sent for reuse, recycling and composting
- NI 195c – Improved street and environmental cleanliness: Graffiti
- NI 195d – Improved street and environmental cleanliness: Fly-posting
- EHPI 218a – Abandoned vehicles - identified within 24 hours
- EHPI 2.4 – Fly-tips: removal.
- EHPI 86 – Cost of household waste collection

Prosperity:

- EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage
- EHPI 156 – Buildings accessible to people with a disability.
- EHPI 7.35 – Commitment compared to profile
- EHPI 15 – Ill Health Retirements
- EHPI 16a – Percentage of Staff with Disabilities

4 INITIAL ANALYSIS - TARGETS

4.1 The following is a list of performance indicators (please note the comparisons relate to 2012/13 target compared to 2013/14 target) where targets have been set to **improve** performance (See **Essential Reference Paper B** for justification of change):

- EHPI 3b – Usage: number of swims (16 - 60)
- EHPI 3c – Usage: number of swims (60 +)
- EHPI 2.15 – Health & safety inspections.
- NI 157b – Processing of planning applications: minor applications
- NI 191 – Residual household waste per household
- EHPI 218a – Abandoned vehicles - identified within 24 hours
- EHPI 2.2(45) – Waste: missed collections per 100,000 collections of household waste

- EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1st stage
- EHPI 6.9 - Turnaround of PCN Representations
- EHPI 8 – Percentage of invoices paid on time.

4.2 The following is a list of performance indicators where targets have been set to **reduce** performance:

- EHPI 1a - % of customers satisfied with the service - All (Pools and Gyms)
- EHPI 1b - % of customers satisfied with the service - Leventhorpe
- EHPI 1c - % of customers satisfied with the service - Hartham
- EHPI 1d - % of customers satisfied with the service - Fanshawe
- EHP1 1e - % of customers satisfied with the service - Buntingford
- EHPI 1f - % of customers satisfied with the service - Grange Paddocks
- EHPI 2 – Net cost/subsidy per visit.
- EHPI 3a – Usage: number of swims (under 16).
- EHPI 4a – Usage: Gym (16 - 60).
- NI181 – Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events.
- NI 192 – Percentage of household waste sent for reuse, recycling and composting.
- NI 197 – Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented.
- EHPI 86 – Cost of household waste collection.

4.3 For the remaining performance indicators targets have been set to maintain current performance level.

5. PERFORMANCE INDICATORS – NEW, AMENDED AND DELETED

5.1 There is one performance indicator (listed below) that has been recommended for deletion:

- **EHPI 2 - Net cost/subsidy per visit (Swims and Gym)** - The management fee, known as the 'subsidy' will during the 10 year contract go up and down, dependent on how contract management fee payments were structured at award and contract negotiations taking place within this period. This means that the trend will fluctuate year on year and will not be 'like' for 'like'. Therefore it is proposed that this indicator is deleted and replaced with a more meaningful measure the 'Net cost of the Leisure

Service per user'. If agreed officers can recalculate the base for last year so trends can be shown and provide an outturn for 2012/13 in the Outturn Report due on 4 June 2013. This would be the primary cost indicator for the service and would reflect the total cost to the Council of running leisure centres (including on-costs) and is in line with the way the council calculates the unit costs for Waste Services.

5.2 In addition Members are requested to note that the following indicator was agreed for deletion by HR Committee in 2012:

- **EHPI 14 – Retirements** - An estimated outturn is not expected to be provided as it was previously agreed by HR Committee in 2012 that this indicator would no longer be monitored. The statutory default retirement age was repealed on the 6th April 2011. The government removed the statutory retirement age with effect from 1 October 2011. To reflect this change the Council ceased to operate a mandatory retirement age of 65 from 1 October 2011

5.3 At this stage no other services have requested to introduce any new indicators nor amend any current measures.

6. DATA QUALITY SPOT CHECKS

6.1 East Herts Council is committed to delivering good data quality management. Data quality is an important aspect, as a publically accountable organisation we have to ensure that any data the council produces has an audit trail available.

6.2 The Performance Team has proposed a list of indicators to be spot checked. The indicators have been selected based on the following criteria:

- Performance indicators where there were data quality concerns highlighted in the 2011/12 outturn process
- Performance indicators where monthly and or quarterly data has been challenged within the year
- Performance indicators that have been introduced in the last 2 years.

This is to ensure that we have a focused approach to maintain the highest level of data quality standards and that data is inputted correctly.

6.3 Members are to note the list of performance indicators detailed in

Essential Reference Paper C. The Performance Team will carry out a data quality spot check on these indicators once the outturn process has been completed. When undertaking the spot checks the service will be looking to see if the indicator has been reported as per the indicator definition, to the correct decimal place and calculated correctly.

7. **BENCHMARKING**

- 7.1 Following the abolition of the national indicator set and the Comprehensive Area Assessment (CAA) there was limited information available nationally to enable councils to compare performance. The focus at the start of the coalition government's term was on reducing the burden of bureaucracy and within this context it was felt that local councils should focus on collecting and measuring performance that was relevant to their priorities, rather than a prescribed national set. This meant that measures became localised which in turn made it harder to benchmark when the metrics were not 'like for like'.
- 7.2 However the local government community have tried to retain some element of benchmarking as it is recognised that being able to compare performance with other councils is an important driver for improvement.
- 7.3 There are two tools that can be used to give an indication of how East Herts performance compares with other district councils. Firstly the 'Value for Money Profiles' hosted by the Audit Commission which compares cost and performance and secondly the 'LG Inform' being developed by the Local Government Association and which is still in development, which focuses on performance.
- 7.4 Where comparative data exists **Essential Reference Paper D** compares East Herts performance with the all district position. As the data is sourced from a variety of datasets some of which are not an indicator but for an example a statistical return, the latest available data is listed.
- 7.5 In summary there are five indicators where benchmarking data is available. Four indicators are estimated to be performing better than the district average and one in line with the district average. Overall this means that East Herts appears to be performing well against its authority type.
- 7.6 As the East Herts indicator set is reviewed there may be

opportunities to align some of our indicators, where relevant, to the metrics that are measured through one of these tools. It is recommended that officers look at this more closely during 2013/14 to make recommendations for 2014/15, perhaps using the review of revenues and benefits performance information data as a pilot. This will also allow time for the 'LG Inform' tool to be formally launched.

8. UNIT COST INDICATORS

- 8.1 Unit cost indicators have been excluded in the estimates and targets list of performance indicators as services are not required to set targets for these measures. They are analysed to provide trend information on service cost, to enable Heads of Service to help manage service budgets effectively and drive out efficiencies. In total there are **28** unit cost indicators, all unit cost outturns are reported to Members through the Corporate Healthcheck process, once the Council's budget has been finalised.

Background Papers

None

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