

EAST HERTS COUNCIL

EXECUTIVE – 10 JULY 2012

REPORT BY THE LEADER OF THE COUNCIL

2011/12 PERFORMANCE OUTTURNS

WARDS 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 Executive of the performance outturns for 2011/12 and any changes to targets.

<b><u>RECOMMENDATIONS FOR EXECUTIVE:</u> That:</b>	
<b>(A)</b>	<b>the Outturns for 2011/12 as set out in Essential Reference Paper B to this report be endorsed;</b>
<b>(B)</b>	<b>the 2013/14 target of 65% for EHPI 3 – Overall satisfaction with the authority be approved;</b>
<b>(C)</b>	<b>the revised target from 2013/14 onwards of 91% for EHPI 156 - Buildings accessible to people with a disability be approved;</b>
<b>(D)</b>	<b>The revised targets of £0.02 for 2012/13, £0.16 for 2013/14 and £0.47 for 2014/15 for EHPI 2 – Net cost/subsidy per visit (Swims and Gym) be approved.</b>
<b>(E)</b>	<b>the revised targets to maintain performance achieved in 2011/12 for the next three years for EHPI 3a to 3c – Usage: number of Swims and EHPI 4a to 4b – Usage: Gyms; be approved;</b>
<b>(F)</b>	<b>the revised target from 2013/14 onwards of 80% for EHPI 2.15 – Health and Safety Inspections be approved;</b>

(G)	the 2013/14 target of 75% for EHPI 90b – Satisfaction with waste recycling, be approved; and
(H)	the proposed deletion of EHPI 14 – retirements be approved.

## 1 BACKGROUND

- 1.1 The abolition of CAA, intended to reduce bureaucracy and burdens has allowed East Herts Council's performance management framework to be reviewed and streamlined over recent years. The proposals put forward in this paper seek to continue that process to provide a framework that helps members' better monitor and focus on matters which are relevant and important to East Herts and reflects local priorities.
- 1.2 The 2011/12 performance indicators which support this report are detailed in **Essential Reference Paper B**. Members are reminded that the full set totals 85 indicators, however 28 are unit cost indicators (please refer to paragraph 7.1 for more information regarding unit cost indicators).
- 1.3 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. Later in 2012/13 the Performance team will review the referencing of all indicators but for now the existing reference remains.




## 2 OUTTURNS

- 2.1 The attached spreadsheet (**Essential Reference Paper B**) lists the national and local performance indicators the Executive agreed to monitor on 6 March 2012 for 2011/12 onwards, and contains:
- The outturns for 2011/12, compared with the target and 2010/11 outturn.
  - Targets for 2012/13, 2013/14 and 2014/15 as agreed by Executive on 6 March 2012.




## 3 INITIAL ANALYSIS

- 3.1 There are a total of **57** performance indicators, **55** performance

indicators for which there is a target for 2011/12 which are listed in **Essential Reference Paper B**.

	TARGET	
43.86% (25)		Indicators are on or above target
14.04% (8)		Indicators are 1-5% off target
22.80% (13)		Indicators are 6% or more off target
7.02% (4)	<b>N/A</b>	Unable to analyse as no data or target for 2011/12 available
12.28% (7)	<b>TBA</b>	(To Be Announced) Unable to analyse PI until data becomes available at a later date

3.2 There are **47** performance indicators (including sub-parts) for which there is an outturn for 2011/12 which are listed in **Essential Reference Paper B**.

	IMPROVEMENT	
33.33% (19)		Indicators have improved
12.28% (7)		Indicators have stayed the same
33.33% (19)		Indicators have worsened
7.02% (4)	<b>N/A</b>	Unable to analyse as no 2010/11 or 2011/12 outturn available
14.04% (8)	<b>TBA</b>	(To Be Announced) Unable to analyse PI until data becomes available at a later date

3.3 A detailed breakdown of indicators that have not met the set target and are showing a 'Red' performance are listed below.

### **Fit for purpose, services fit for you:**

- 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
- EHPI 5.1 – % of complaints resolved in 14 days or less
- EHPI 5.2a - % of complaints about the Council and its services that are upheld a) 1st stage
- EHPI 6.8 – Turnaround of Pre NTO PCN challenges
- EHPI 3 - Overall satisfaction with the authority.

### **Leading the way, working together:**

- EHPI 3b – Usage: number of swims (16 - 60)

### **Pride in East Herts**

- NI 197 - Improved Local Biodiversity – proportion of Local Sites where positive conservation management has been or is being implemented

### **Shaping now, shaping the future:**

- NI 154 – Net additional homes provided
- NI 157a – Processing of planning applications: major applications

3.4 A detailed breakdown of indicators that are just below target and are showing an 'Amber' performance are listed below.

### **Fit for purpose, services fit for you:**

- EHPI 12b – Number of long-term sickness absence days per FTE staff in post
- EHPI 8 – Percentage of invoices paid on time.
- EHPI 181 – Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

### **Leading the way, working together:**

- EHPI 3c – Usage: number of swims (60 +)

### **Promoting prosperity and wellbeing:**

- EHPI 129 – Response time to ASB complaints made to EHC

### **Pride in East Herts:**

- NI 191 – Residual household waste per household
- NI 192 - Percentage of household waste sent for reuse, recycling and composting

### **Shaping now, shaping the future:**

- NI 157c – Processing of planning applications: other applications

## **4 SCRUTINY OF PERFORMANCE OUTTURNS**

4.1 Below is a list of performance indicators that have shown a decline in performance from the previous year.

### **Fit for purpose, services fit for you:**

- EHPI 12b – Number of long-term sickness absence days per FTE staff in post
- EHPI 12c – Total number of sickness absence days per FTE staff in post
- EHPI 5.1 - % of complaints resolved in 14 days or less
- EHPI 5.2b - % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
- EHPI 8 - Percentage of invoices paid on time.
- EHPI 3 - Overall satisfaction with the authority.
- NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

### **Leading the way, working together:**

- EHPI 3a - Usage: number of swims (under 16)
- EHPI 3b - Usage: number of swims (16 - 60)
- EHPI 3c - Usage: number of swims (60 +)

### **Promoting prosperity and wellbeing:**

- EHPI 129 - Response time to ASB complaints made to

EHC.

### **Pride in East Herts:**

- NI 191 - Residual household waste per household
- NI 195a - Improved street and environmental cleanliness: Litter
- EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste
- EHPI 2.4 - Fly-tips: removal.

### **Shaping now, shaping the future:**

- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications
- NI 157c - Processing of planning applications: other applications

## **5 PERFORMANCE INDICATORS WITH REVISED OUTTURNS, TARGET UPDATES & PROPOSED DELETIONS**

### **Revised Outturns**

- 5.1 Since this report was presented to Corporate Business Scrutiny on 29 May 2012 Human Resources have requested that the 2011/12 performance outturn be revised for four of their indicators. These are:

### **Fit for purpose, fit for you**

- **EHPI 12a – Number of short-term sickness absence days per FTE staff in post; EHPI 12b – Number of long-term sickness absence days per FTE staff in post and EHPI 12c – Total number of sickness absence days per FTE staff in post –** This is because the service does not complete the sickness outturns until May each year when all outstanding notifications etc have been collected and the system updated. Final outturns are also based on the average FTE for the year and this is not finalised until the March 2012 establishment list is closed. Both of these service deadlines fall after the corporate deadline for all performance indicator outturns. In addition to this two errors have also been noted on the monthly spreadsheet and this may

also account for some of the discrepancies.

- **EHPI 14 – Retirements** – This is due to the fact that the final annual figures are based on the average headcount for the year and when these figures were provided to meet the Covalent deadline, the March establishment list had not been finalised and closed.

Therefore Covalent, **Essential Reference Paper ‘B’** and section 3 of this report have been updated to account for these changes.

To ensure these inconsistencies do not occur in the future Officers have agreed that the final outturn for these HR performance indicators will be provided once all establishment lists are closed. Therefore this may mean that when reporting outturn data some performance management reports may advise that this data will be to follow.

### **Target Updates**

- 5.2 Since the 2011/12 Estimates and Targets report, services have been able to set future targets for some outstanding indicators or have requested to revise some targets. Below is a list of the performance indicators where new/revised targets have been supplied.

### **Fit for purpose, fit for you**

- **EHPI 3 – Overall satisfaction with the authority** – The results of the 2011/12 Residents’ Survey have since been reported and the outturn for this indicator is 51%. This performance shows a 10% reduction in satisfaction when comparison is made to the performance in 2009/10 when the last Resident's Survey was undertaken. Going forward the Council's objective is to ensure high satisfaction with the Council; therefore it is proposed that the target for 2013/14 be retained at 65%.
- **EHPI 156 - Buildings accessible to people with a disability.** The service has revised the target to 91% for the next three years to account for the closure of the Causeway building in November 2011.

### **Leading the way working together**

- **EHPI 2 – Net cost/subsidy per visit (Swims and Gyms)** - The service has revised these targets to provide greater clarity and a value has now been provided for the next three years. The value

has been calculated based on the usage for 2011/12 and the fact that the management fee is known for the next three years.

Performance will fluctuate over the next three years due to a) planned changes in the management fee b) small variances due to RPIX and c) throughput. The revised targets are £0.02 for 2012/13, £0.16 for 2013/14 and £0.47 for 2014/15.

- **EHPI 3a to 3c – Usage: number of Swims and EHPI 4a to 4b – Usage: Gyms** - The service has revised these targets to maintain the performance achieved in 2011/12 for the next three years rather than seek a 1% increase due to the current economic conditions. The revised targets are as follows:

<b>Performance indicator code and description</b>	<b>Revised performance target for 2012/13, 2013/14 and 2014/15</b>
EHPI 3a – Usage: number of swims (under 16)	46,900
EHPI 3b – Usage: number of swims (16 – 60)	101,000
EHPI 3c – Usage: number of swims (60+)	24,300
EHPI 4a – Usage: Gym (16 – 60)	187,500
EHPI 4b – Usage: Gym (60+)	16,800

### **Promoting prosperity and well being**

- **EHPI 2.15 – Health and safety inspections.** The service has revised the target to 80% for the next three years to reflect current resources in the service.

### **Pride in East Herts**

- **EHPI 90b – Satisfaction with waste recycling** – The outturn for this indicator is 77% following the completion of the 2011/12 Residents' Survey. This performance shows a 9% increase in satisfaction when comparison is made to the performance in 2009/10. Going forward the Council's objective is to ensure high satisfaction with the council; therefore it is proposed that the target for 2013/14 be retained at 75%.



## Proposed Deletion

5.2 The following performance indicator has been proposed for deletion going forward for 2012/13:

- **EHPI 14 – Retirements.** The statutory default retirement age was repealed on the 6th April 2011. The government removed the statutory retirement 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. Due to this change it is proposed that EHPI14 be removed as it is no longer possible to set a target for this PI. The data concerning those leaving the Council to retire will be captured in the turnover outturns and targets.

## 6 DATA QUALITY SPOT CHECK

6.1 As mentioned in the 2011/12 Estimates and Targets report, a basket of 10 performance indicators have been selected for data quality spot checks to ensure that we maintain the highest level of data quality standards.

6.2 The performance indicators that have been spot checked are as follows:

EHPI 8: Percentage of Invoices paid on time
EHPI 218a - Abandoned vehicles - identified within 24 hours
NI181: Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events
EHPI 12c – Total number of sickness absence days per FTE staff in post
EHPI 2.15: Health & safety inspections.
EHPI 3a - Usage: number of swims (under 16)
EHPI 6.8 - Turnaround of Pre NTO PCN challenges
EHPI 4a - Usage: Gym (16 - 60)
NI157a: Processing of planning applications: major applications
EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste

6.3 The findings from the Data Quality Spot check that identified areas for improvement are detailed as follows:

- **EHPI 4a – Usage: Gym (16-60).** Scrutiny of the 2010/11 outturns

and 2011/12 target reported in February 2011 and the 2011/12 target reported in February 2012 highlighted a discrepancy. Following investigation it would appear that the 2011/12 target was revised once the outturn for 2010/11 was produced. The revision to the 2011/12 target was made because throughput exceeded the 2010/11 target due to the improvement in gym and changing room facilities and that the service expected these high levels of throughput to be maintained. However the revision was not reported in the 2010/11 Performance Indicator Outturn report in May 2011. The same issue occurred with EHPI 3b, EHPI 3c and EHPI4b. Therefore it is recommended that all revisions to targets that take place following the production of an outturn are reported in the Performance Indicator Outturn Report.

- **EHPI 1a to 1f – Customer satisfaction with pools and gyms.** When the data quality issue regarding EHPI 4a was identified further checks were made against all other leisure performance indicators. This investigation highlighted discrepancies with the targets set for these indicators as well. Following discussions with the service it materialised that the target of 1% increase year on year had for all indicators apart from one, been based on the previous year's target and the remaining indicator on the previous year's outturn. Discussions with the service regarding the definition of the indicator confirmed that the 1% increase year on year is based on the previous year's outturn. Therefore it is recommended that no value is provided for future year targets and that the following commentary is inserted '1% increase'. This will enable the target value to be generated only when the outturn is made available therefore reducing the risk of multiple targets.
- **All indicators** – That all services ensure that data and information updates are inputted through Covalent and not via email to improve the audit trail of data.

6.4 Management have agreed to take action to implement these data quality recommendations.

6.5 The following indicators listed below met the data quality standards set out by East Herts Council:

- NI157a: Processing of planning applications: major applications
- EHPI 218a - Abandoned vehicles - identified within 24 hours
- EHPI 8 – Percentage of invoices paid on time.
- EHPI 2.15 – Health and safety inspections.
- EHPI 2.2(45) - Waste: missed collections per 100,000 collections of household waste.

- EHPI 3a - Usage: number of swims (under 16).
- EHPI 6.8 – Turnaround of Pre NTO PCN challenges.
- NI 181 - Time taken to process Housing Benefit/ Council Tax Benefit new claims and change events.
- EHPI 12c – Total number of sickness absence days per FTE staff in post

## 7 Unit Cost Indicators

7.1 Unit cost indicators have been excluded in the outturns list of performance indicators as the outturn for 2011/12 will not be available until the 2011/12 accounts are closed in July 2012. The purpose of the unit cost indicators are 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.

## 8 Conclusion

8.1 In conclusion Executive are asked to:

- a) Note the performance indicator analysis contained in section three and section four of this report, in particular the indicators that have declined in performance.
- b) Agree the recommendations at the front of the report.

## Background Papers

2011/12 Estimates and Future Targets report – Executive 6 March 2012

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