

EAST HERTS COUNCIL

EXECUTIVE – 3 MARCH 2015

REPORT BY THE LEADER OF THE COUNCIL

2014/15 PERFORMANCE INDICATOR ESTIMATES AND FUTURE TARGETS

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WARD(S) AFFECTED: All

Purpose / Summary of Report:

- This report sets out the performance indicators that the council monitors and publishes annually in its Annual Report. The purpose of the report is to advise Members of estimated performance for 2014/15 (based on data available up to end of November 2014) and the targets for the next three years.

<b><u>RECOMMENDATIONS FOR THE EXECUTIVE: that:</u></b>	
<b>(A)</b>	<b>the 2014/15 estimated outturns be noted and the future targets for 2015/16, 2016/17 and 2017/18 be agreed; and</b>
<b>(B)</b>	<b>the performance indicators listed in for deletion and the new performance indicators proposed for 2015/16 be agreed.</b>

1 BACKGROUND

- 1.1 To ensure that our services are providing focused services aligned to our core priority areas we set targets to assess our performance against our priorities.
- 1.2 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 performance indicators that formed the 2014/15 corporate basket of measures, and therefore contains:

- The estimate for 2014/15 compared with the target and the 2013/14 outturn, based on data available up to end of November 2014.
- Targets for 2015/16, 2016/17 and 2017/18.

## 3 INITIAL ANALYSIS – ESTIMATE OUTTURNS

3.1 There are a total of **63** performance indicators of these **43** performance indicators have a target for 2014/15.

**Table 1 – Indicator status**

	TARGET	
57% (36)		Indicators are on or above target
0% (0)		Indicators are 1-5% off target
13% (8)		Indicators are 6% or more off target
30% (19)	<b>N/A</b>	Unable to analyse as no target for 2014/15

3.2 Table two shows the measures that are not expected to meet their target in 2014/15 i.e. showing a '**Red**' status:

**Table 2 – Indicators that are not expected to meet their target**

	People	Place	Prosperity
<b>Red</b>	<b>EHPI 3b</b> - Usage: number of swims (16 - 60)	<p><b>EHPI 155</b> – Number of affordable homes delivered</p> <p><b>EHPI 195a</b> – Improved street and environmental cleanliness: Litter</p>	<p><b>EHPI 5.2a</b> – % of complaints about the Council and its services that are upheld a) 1st stage</p> <p><b>EHPI 5.2b</b> – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)</p> <p><b>EHPI 9.2</b> – Percentage Resolution of ICT Incidents Within 4 Hours.</p> <p><b>EHPI 9.5</b> – Percentage of ICT Calls Resolved at First Point of Contact</p> <p><b>EHPI 9.6</b> – Satisfaction with ICT Services</p>




3.3 The status of six of these measures is to be expected as in year monitoring through the Corporate Healthcheck showed that performance was off target. The other two measures are monitored annually only. In summary:

- **EHPI 3b – Usage: number of swims (16 - 60)** – Performance target is not expected to be achieved by the end of the year due to a higher level of decline in throughput during quarter one and quarter two of 2014/15 when compared to the same period the year before in 2013/14. The downturn in adult swimming is consistent with national trends. In addition East Herts has seen an increase in gym membership and as gym members can swim without their visit to the pool being recorded which may have affected the achievement of the target.

- **EHPI 5.2a – % of complaints about the Council and its services that are upheld a) 1<sup>st</sup> stage.** Performance is not expected to meet the target due to a significantly higher number of complaints being upheld in quarter one of 2014/15 when compared with previous year performances of the same period.
- **EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)** – Performance is not expected to meet the target, as in previous years very few complaints are escalated to Stage Two and one or two decisions in favour of the complainant can have a big impact on the final percentage. A complaint was upheld in both Quarter 2 and Quarter 3.
- **EHPI 9.2 – Percentage Resolution of ICT Incidents Within 4 Hours and EHPI 9.5 - Percentage of ICT Calls Resolved at First Point of Contact.** Performance is not expected to meet target. A new service desk staffing structure is taking effect in Quarter 1 and Quarter 2 which is expected to deliver improvements.
- **EHPI 9.6 – Satisfaction with ICT Services.** Performance is not expected to meet the target.


3.4 There are **63** performance indicators (including sub-parts) for which there is an estimated outturn for 2014/15.

**Table 3 – Performance trend**

	<b>IMPROVEMENT</b> (when compared to 2013/14 i.e. short term trend)	
14% (9)		Performance has improved
13% (8)		Performance has stayed the same
35% (22)		Performance has declined
38% (24)	<b>N/A</b>	No data available as there is no 2013/14 outturn

3.5 Table four lists the measures that are expecting to show a **decline** in performance when compared to the previous year. Even though there is a decline, the expected outturn could still be 'green'. For example of the 22 indicators where performance has declined currently 3 have a 'Red' status and the remaining 19 have a 'Green' status.

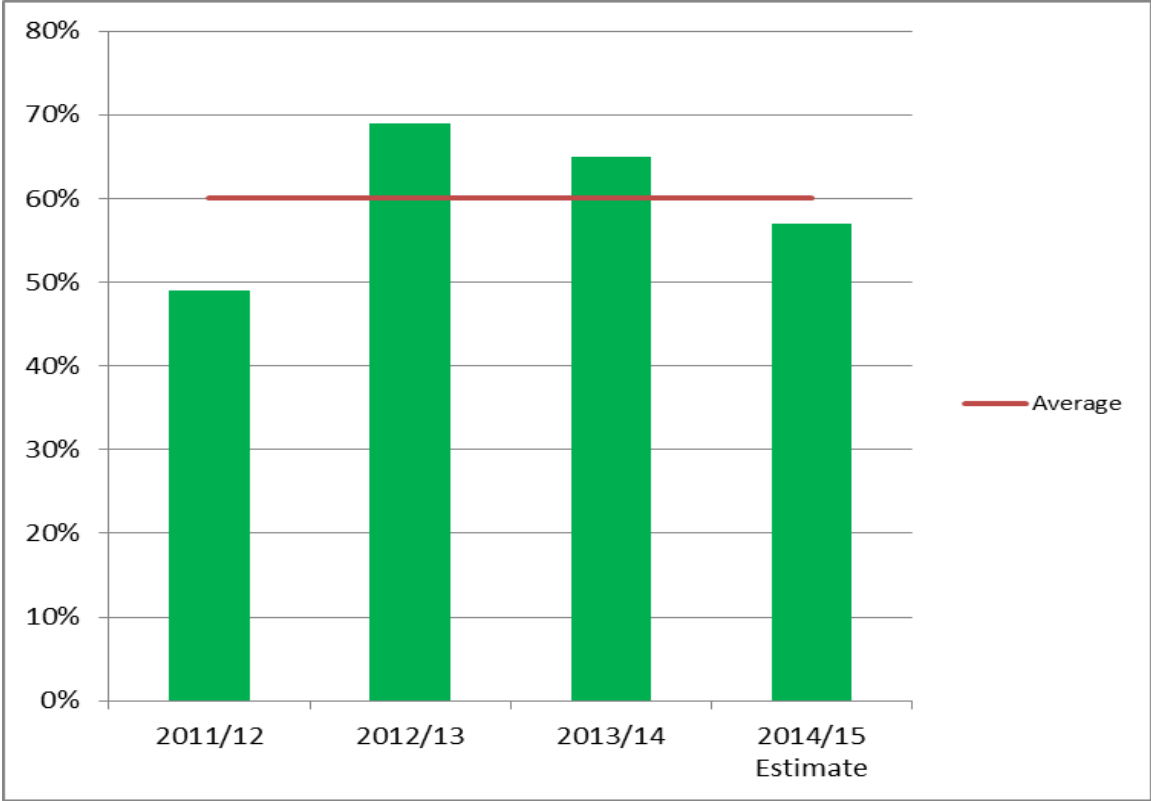
**Table 4 – Indicators that are expected to show a decline in performance in the short term**

	People	Place	Prosperity
<p><b>Declining short term trend</b></p> 	<p><b>EHPI 181</b> – Time taken to process Housing Benefit new claims and change events</p> <p><b>EHPI 184</b> – Food establishments in the area which are broadly compliant with food hygiene law</p> <p><b>EHPI 2.15</b> – Health &amp; safety inspections (proactive project based on health and safety interventions)</p> <p><b>EHPI 3a</b> – Usage: number of swims (under 16)</p> <p><b>EHPI 3b</b> – Usage: number of swims (16 - 60)</p> <p><b>EHPI 3c</b> – Usage: number of swims (60 +)</p> <p><b>EHPI 4a</b> – Usage: Gym (16 - 60)</p>	<p><b>EHPI 157b</b> – Processing of planning applications: minor applications</p> <p><b>EHPI 157c</b> – Processing of planning applications: other applications</p> <p><b>EHPI 195b</b> – Improved street and environmental cleanliness: Detritus</p> <p><b>EHPI 2.1d</b> – Planning Enforcement: Initial Site Inspections</p> <p><b>EHPI 2.23</b> – Planning decisions delegated.</p> <p><b>EHPI 2.4</b> – Fly-tips: removal</p> <p><b>EHPI 86</b> – Cost of waste collection</p>	<p><b>EHPI 5.1</b> – % of complaints resolved in 14 days or less</p> <p><b>EHPI 5.2a</b> – % of complaints about the Council and its services that are upheld a) 1st stage</p> <p><b>EHPI 5.2b</b> – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)</p> <p><b>EHPI 6.8</b> – Turnaround of Pre NTO PCN challenges (calendar days)</p> <p><b>EHPI 6.9</b> – Turnaround of PCN Representations (calendar days)</p> <p><b>EHPI 8</b> – % of invoices paid on time</p> <p><b>EHPI 12b</b> – Number of long-term sickness absence days per FTE staff in post</p> <p><b>EHPI 12c</b> – Total number of sickness absence days per FTE staff in post</p>

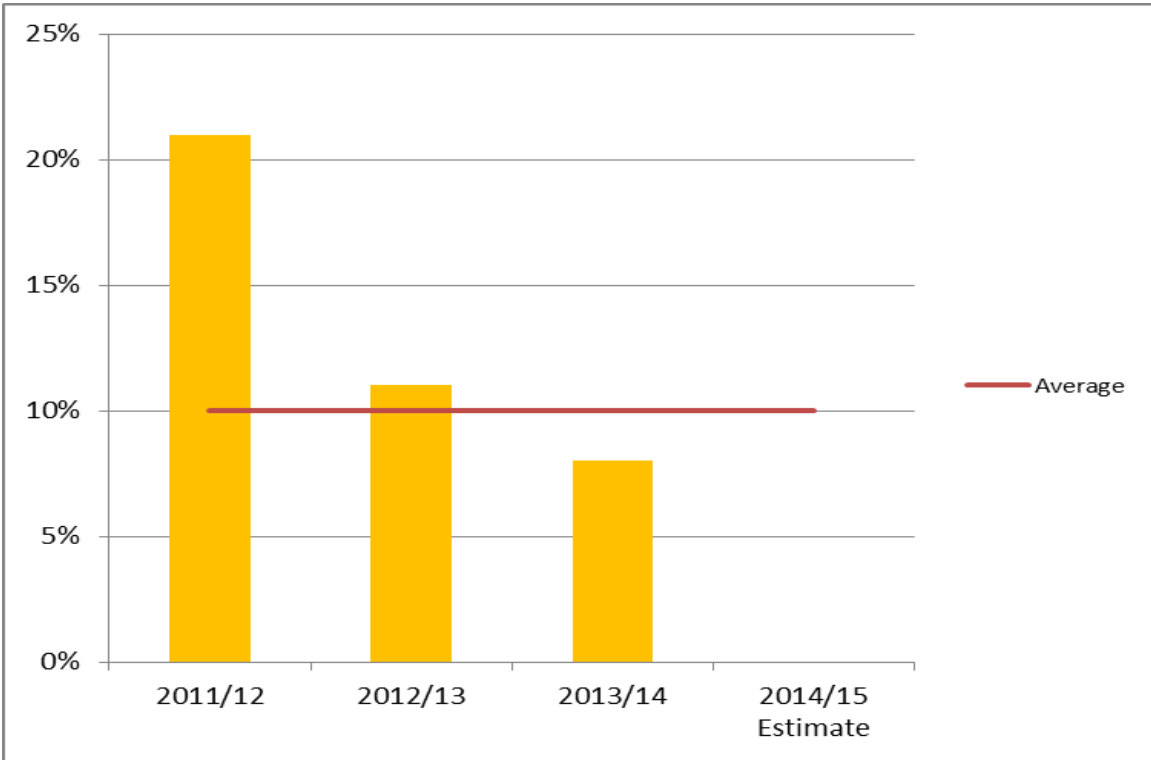
## 4 INITIAL TREND ANALYSIS

- 4.1 The percentage of performance indicators that are expecting to either meet or exceed their target in 2014/15 is 57% (see graph 1), performing just below the average threshold. The trend in terms of performance indicators achieving an 'Amber' status is expecting to show a decline for the fourth year (see graph 2) and the trend for performance indicators achieving a 'Red' status has increased marginally by 1% (see graph 3).
- 4.2 It is important to note that for this year there are 19 indicators (see paragraph 3.1) where a status cannot be reported (compared to 9 indicators in 2013/14) due to:
- Six indicators for leisure services having seen a change in the way satisfaction data is captured since the targets were set for 2014/15. Therefore an outturn cannot be produced for 2014/15.
  - Ten new indicators for 2014/15 being introduced so no target was set for 2014/15 and no comparative data is available for 2013/14.
  - The corporate basket containing two satisfaction indicators that are reported biennially and therefore no outturn was due for 2014/15.
  - One indicator is trend information only (EHPI 159).
- 4.3 All these factors collectively have affected the trend analysis, with the main contributor being the six indicators that are unable to report an outturn for 2014/15.

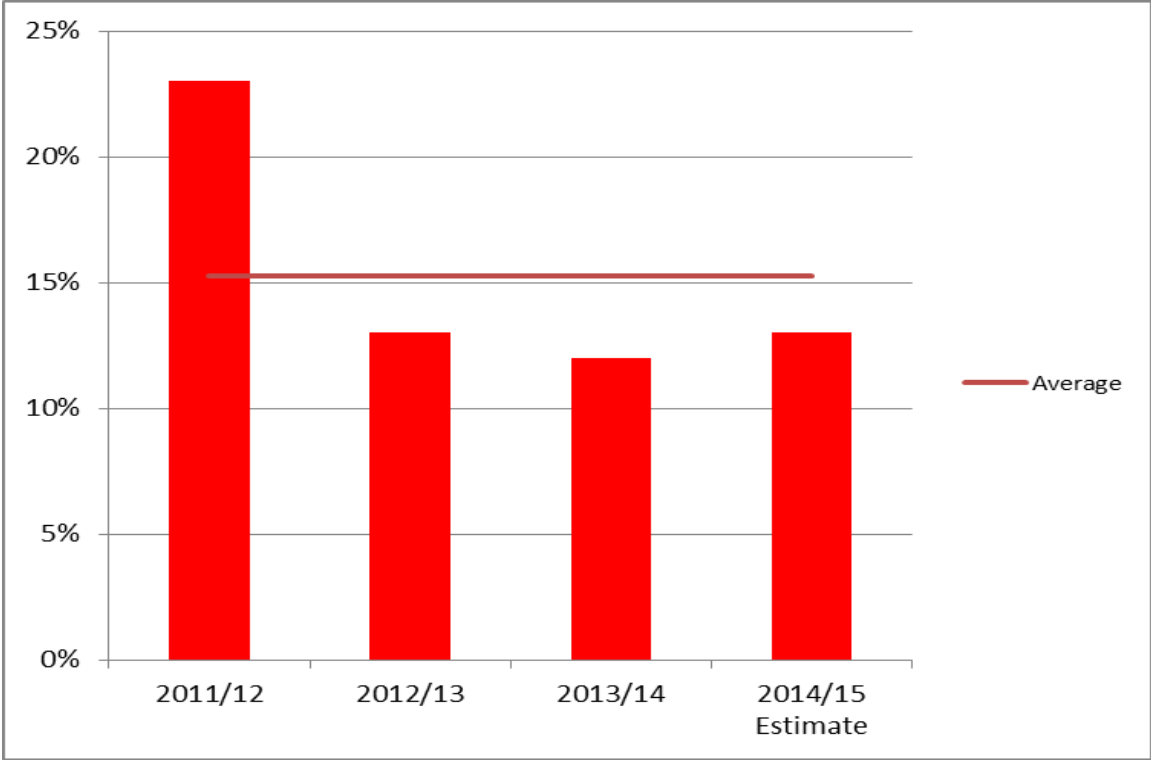
**4.4 Graph 1 – Percentage of indicators that are expected to either meet or exceed their target**



**4.5 Graph 2 – Percentage of indicators that are expected to be 1 – 5% off target**



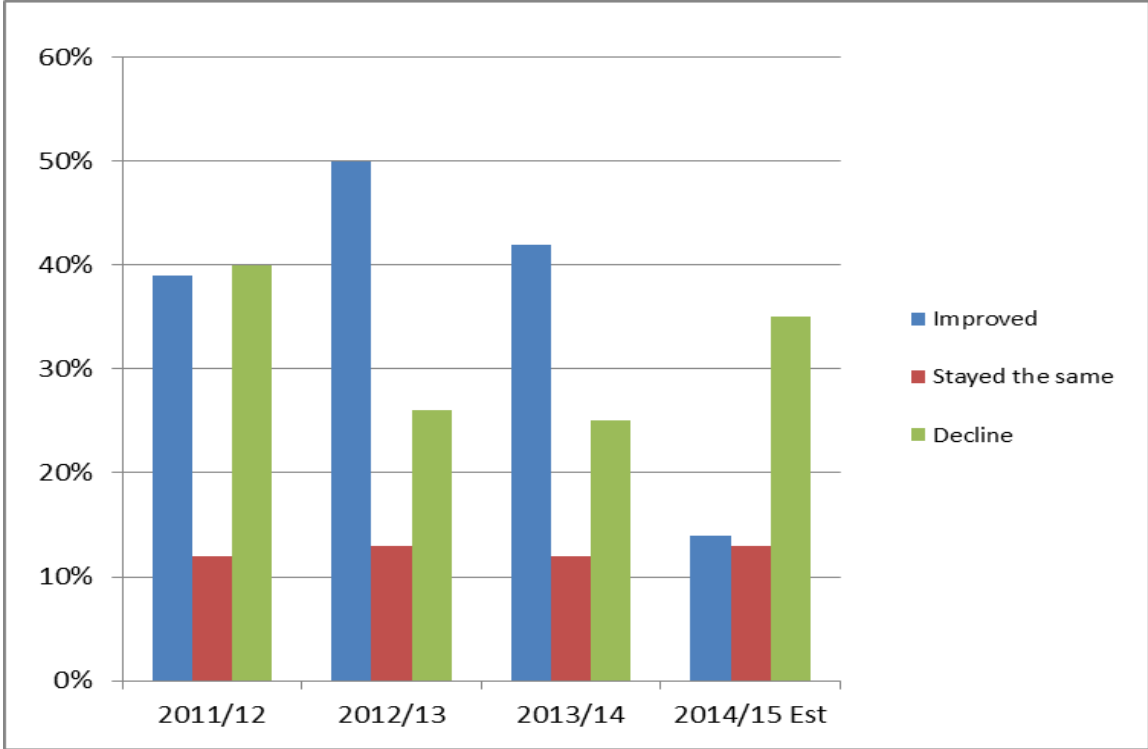
**4.6 Graph 3 – Percentage of indicators that are expected to be 6% or more off target**



4.7 The percentage of performance indicators that are expecting to show an improving short term trend have declined by 28% when performance is compared to the previous year. The short term trend in terms of the performance indicators that have stayed the same remains at a similar level to previous years. However the percentage of performance indicators that are expecting to show a decline in the short term have increased by 10% (see Graph 4). Again the factors detailed in paragraph 4.2 have affected performance.




**4.8 Graph 4 – Percentage of indicators that have improved, stayed the same or declined (short term trend)**



4.9 Further analysis has been undertaken of the long term trend of the 22 indicators set out in table four. 15 of these measures are expecting to show a decline in performance over the long term (i.e. comparing 2014/15 estimated outturn with the average outturn over the last two years).

4.10 If performance continues to decline and targets either remain at current levels or increased, 12 of these indicators are at risk of moving to a 'Red' or 'Amber' status in the future. More detailed work with service managers would need to be undertaken to determine the probability of this risk, as the influencing factors will vary for each indicator as well as our ability to directly influence performance.

**Table 5 – Indicators that are expected to show a decline in performance in the long term**

	People	Place	Prosperity
<p><b>Declining long term trend</b></p>  <p>(for those indicators that were originally showing a decline in the short term trend)</p>	<p><b>EHPI 184</b> – Food establishments in the area which are broadly compliant with food hygiene law</p> <p><b>EHPI 2.15</b> – Health &amp; safety inspections (proactive project based on health and safety interventions)</p> <p><b>EHPI 3b</b> – Usage: number of swims (16 - 60)</p> <p><b>EHPI 3c</b> – Usage: number of swims (60 +)</p>	<p><b>EHPI 157c</b> – Processing of planning applications: other applications</p> <p><b>EHPI 195b</b> – Improved street and environmental cleanliness: Detritus</p> <p><b>EHPI 2.1d</b> – Planning Enforcement: Initial Site Inspections</p> <p><b>EHPI 2.4</b> – Fly-tips: removal</p> <p><b>EHPI 86</b> – Cost of waste collection</p>	<p><b>EHPI 5.1</b> – % of complaints resolved in 14 days or less</p> <p><b>EHPI 5.2a</b> – % of complaints about the Council and its services that are upheld a) 1st stage</p> <p><b>EHPI 5.2b</b> – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)</p> <p><b>EHPI 6.8</b> – Turnaround of Pre NTO PCN challenges (calendar days)</p> <p><b>EHPI 6.9</b> – Turnaround of PCN Representations (calendar days)</p> <p><b>EHPI 8</b> – % of invoices paid on time</p>

4.11 In conclusion targets are generally being met; however the direction of travel shows the number of indicators in the short term showing a decline in performance is increasing and the number of indicators showing an improvement in performance is decreasing. This is because:

- The number of performance indicators that exceeded their target in 2013/14 was high. Therefore making it harder to sustain an improved direction of travel despite a measure being on target. Paragraph 3.5 has already demonstrated that of the 22 indicators where performance has declined in 2014/15, 3 have a 'red' status and the remaining 19 have a 'green' status.

- Pressure within services (e.g. resources, technology and or increase in demand) during 2014/15 has resulted in the length of processing in terms of invoices, applications, benefits etc. taking longer, and;
- Other factors outside the council's direct control affecting performance levels e.g. decline in usage of leisure facilities, increase in level of detritus.

## 5 TARGET SETTING ANALYSIS

5.1 Services are setting the majority of future targets to maintain current target levels (in line with expected resources). However there are eight exceptions. Table six shows the performance indicators where targets have been set to **improve** performance in comparison to the current 2014/15 target.

**Table 6 – Performance indicators where targets have been set to improve performance**

	People	Place
<b>Improving target</b>	<p><b>EHPI 4b</b> – Usage: Gym (60 +)</p> <p><b>EHPI 181</b> – Time taken to process Housing Benefit new claims and change events (Calendar days)</p>	<p><b>EHPI 2.1e</b> – Planning Enforcement: Service of formal Notices</p> <p><b>EHPI 154</b> – Net additional homes provided</p> <p><b>EHPI 6.9</b> – Turnaround of PCN Representations (calendar days)</p> <p><b>EHPI 86</b> – Cost of waste collection</p>

5.2 Table seven shows the performance indicators where targets have been set to **reduce** performance (i.e. showing a decline) in comparison to the current 2014/15 target.

**Table 7 – Performance indicators where targets have been set to reduce performance**

	<b>People</b>	<b>Prosperity</b>
<b>Reduce target</b>	<b>EHPI 3b</b> – Usage: number of swims (16 - 60)	<b>EHPI 6.8</b> – Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days)

6. PERFORMANCE INDICATORS – NEW, AMENDED AND DELETED

6.1 Four performance indicators listed in table eight have been recommended for deletion:

**Table 8 – Performance indicators proposed for deletion**

<b>PI code and Description</b>	<b>Reason for deletion</b>
<p><b>EHPI 6.8</b> – Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days) and</p> <p><b>EHPI 6.9</b> – Turnaround of PCN Representations (calendar days)</p>	<p>It is proposed to merge these two indicators into one as the new notice processing system does not differentiate between pre-NTO and post NTO challenges. The new proposed indicator will harmonise these measures for turnaround of PCN related correspondence from 2015/16 onwards. See paragraph 6.2 for details of new parking performance indicator.</p>
<p><b>EHPI 2.15</b> – Health &amp; safety inspections (proactive project based on health and safety interventions)</p>	<p>The service has found that this indicator is not an effective way of measuring this activity and that it would be more effective for it to be monitored through the service plan.</p>

PI code and Description	Reason for deletion
<b>EHPI 9.7 –</b> Delivery of Key ICT Projects	Projects are monitored in a more detailed and individual way through the IT Strategy Group (ITSG) making this indicator redundant.

6.2 Ten new performance indicators listed in table nine have been recommended for inclusion in the corporate performance indicator basket for 2015/16:

**Table 9 – New performance indicators**

Service area	PI description
<b>Housing Services</b>	Number of households living in temporary accommodation
	Number accepted as being homeless and in priority need
	Number presented as homeless
<b>Planning and Building Control Services</b>	% of planning appeals allowed
<b>Community Safety and Health</b> Exact definitions of these measures will be developed with the service and the portfolio holder.	Service Requests: Environmental health
	Number of formal warnings heard
	Number of formal warnings taken to Licensing Committee
	Number of events notified to the Safety Advisory Group
<b>Information, Parking and Customer Services</b>	Turnaround of PCN Challenges and Representations
	Number of parking appeals upheld or % of appeals to the Traffic Penalty tribunal that are upheld

6.3 Data will be reported against these measures during 2015/16 so targets can be set from 2016/17 onwards where relevant; this is because a number of the new measures will report trend information only.

6.4 Taking account of the changes listed in paragraph 6.1 and 6.2 the

total number of measures to be included in the East Herts Performance Indicator basket for 2015/16 will be 69 (compared to 63 for 2014/15).

## 7. DATA QUALITY SPOT CHECKS

7.1 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.

7.2 The Performance Team have 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 2013/14 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.

7.3 Members are to note the list of performance indicators detailed in **Essential Reference Paper 'C'**, so that the Performance Team can check the outturn data from April 2015. 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.

## 8. BENCHMARKING

8.1 For the purpose of this year's benchmarking, comparisons have been made with the data available on LG Inform as this contains the latest available data.

8.2 Where comparative data is available **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.

8.3 In summary there are seven indicators where benchmarking data is available. Five indicators are estimated to be performing better than the district average, one in line with the district average and the other below average.

Background Papers

None

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