

EAST HERTS COUNCIL

CORPORATE BUSINESS SCRUTINY COMMITTEE – 26 MAY 2015

EXECUTIVE – 8 JUNE 2015

REPORT BY THE LEADER OF THE COUNCIL AND THE DIRECTOR OF FINANCE AND SUPPORT SERVICES

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2014/15 PERFORMANCE INDICATOR OUTTURNS

Purpose/Summary of Report:

- This report contains performance information based upon all the indicators that the council monitors. The purpose of the report is to inform Members of the performance outturns for 2014/15. These will be published on the council website as part of the Annual Report to help ensure transparency in the council’s activities and use of resources.

<b><u>RECOMMENDATION FOR CORPORATE BUSINESS SCRUTINY:</u></b>	
<b>(A)</b>	<b>The 2014/15 outturns in Essential Reference Paper ‘B’ and the performance analysis be scrutinised; and</b>
<b>(B)</b>	<b>The Executive be advised of any recommendations.</b>

<b><u>RECOMMENDATION FOR THE EXECUTIVE:</u></b>	
<b>(A)</b>	<b>The outturns for 2014/15 in Essential Reference Paper ‘B’ and the analysis in section three of the report be noted.</b>

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1.0 BACKGROUND

1.1 The council uses performance indicators and targets to help monitor progress against key objectives, understand how it is impacting upon the lives of residents and help inform decisions about directing resources to areas of need. East Herts Council’s performance management framework was reviewed by Members in 2013 to make it more streamlined and more closely aligned with the objectives and

priorities set out in the Corporate Plan.

1.2 The 2014/15 performance indicator set is detailed in **Essential Reference Paper 'B'**.

1.3 Please note that from May 2015 a number of issues may impact upon how the council measures success through the performance framework, such as:

- Possible new political priorities for the council following elections.
- Greater use of customer insight information in the 2015/16 service planning process.
- A stronger focus on trend analysis and outcomes delivered, as well as input/ output measures.

1.4 Therefore the performance management framework and suite of indicators may be revisited in 2015/16 in light of the above.

## 2.0 ANALYSIS

### **2014/15 ANALYSIS – BY RAG (Red, Amber and Green) STATUS**

2.1 There are a total of **63** performance indicators for 2014/15. Of these:

- 33 are showing as “green” (i.e. met their target).
- 1 is showing as “amber” (i.e. 1-5% off target).
- 6 are showing as “red” (i.e. 6% or more are off target).
- 4 are still awaiting for their RAG status to be determined as the outturn position is not available yet (see **Essential Reference Paper 'B'** for more information).
- 6 will not have an outturn for 2014/15 (see paragraph 6.4 for more information).
- 2 indicators are not applicable to 2014/15 as they are reported biennially through the council’s Residents’ Survey.
- 11 do not have targets because they were either new indicators for 2014/15 or are trend only measures.

Full details of each indicator in terms of performance and commentary can be found in **Essential Reference Paper B**. For reference, performance against the 2013/14 targets is also included. Details on the indicators which have not met their targets can be found below:

- **EHPI 3b – Usage: number of swims (16 – 60)** – Performance target was not achieved 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 was not achieved due to a significantly higher number of complaints being upheld in quarter one and quarter 2, although performance for quarters 3 and 4 were within target.
- **EHPI 5.2b – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal).** Performance was not achieved as 5 out of 16 complaints were upheld.
- **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 target not achieved. A new service desk staffing structure was implemented in quarter 1 and quarter 2 which is expected to deliver improvements during 2015/16 following embedment and further training.
- **EHPI 9.6 – Satisfaction with ICT Services.** Performance off target. Over the course of 2014/15 satisfaction amongst staff is relatively strong. Satisfaction from managers is low overall but very variable with some managers expressing high degrees of confidence and others very low levels of satisfaction. The IT management team have recently met with the majority of East Herts managers to understand their issues and to communicate better IT issues and plans. Work to implement new networking and wireless solutions all scheduled for completion by June 2015 may improve confidence in the service in the new financial year.
- **EHPI 155 – Number of affordable homes delivered (gross).** The number of affordable homes developed depends on the number of residential sites given planning permission that are eligible for affordable housing and the percentage of affordable homes approved as part of the planning process. There have been a number of Section 106 schemes that have achieved less than 40% affordable homes because of viability. In addition some of the housing association sites anticipated for completion by April 2015 did not achieve planning permission. The outturn is less than the January 2015 estimate as 23 new affordable

housing association homes have had their completion delayed whilst waiting connection to utilities. These properties are now due for completion in April 2015.

## **2014/15 ANALYSIS – BY TREND**

- 2.2 Performance for 13 indicators have improved however 13 indicators show a decline in performance when compared to the previous year. Of the measures that have declined 10 have a 'Green' status, with only three having a 'Red' or 'Amber' status.
- 2.3 Further analysis shows that 10 (out of the 13 indicators declining) show a long term declining trend (i.e. comparing 2014/15 outturn with the average outturn over the last two years). They are:
- **EHPI 3b** – Usage: number of swims (16 - 60)
  - **EHPI 157c** – Processing of planning applications: other applications
  - **EHPI 2.1d** – Planning Enforcement: Initial Site Inspections
  - **EHPI 2.4** – Fly-tips: removal
  - **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 5.2b** – % of complaints about the Council and its services that are upheld b) 2nd stage (appeal)
  - **EHPI 6.8** – Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges (calendar days)
  - **EHPI 6.9** – Turnaround of PCN Representations (calendar days)
  - **EHPI 8** – Percentage of invoices paid on time
- 2.4 If performance continues to decline these indicators could be at risk of either retaining or moving to a 'Red' or 'Amber' status in the future.

## **2014/15 ANALYSIS – CONCLUSION**

- 2.5 In conclusion targets are generally being met; however the direction of travel shows there are a number of indicators which have a long term declining trend. This could put them at risk of being off target in the future. 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.

- 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 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 the time taken to remove fly tips due to size and location.

### 3.0 PROPOSED DELETIONS AND NEW PERFORMANCE INDICATORS

3.1 No further deletions or new performance indicators have been proposed.

### 4.0 2015/16 TARGETS

4.1 In the 2014/15 Performance Indicator Estimates and Future Targets report there were ten indicators where the 2015/16 target was not able to be set due to either:

- Outturn data being required before the 2015/16 target could be set
- Insufficient past data being available
- Human Resources Committee needing to approve future targets in respect to the human resource performance measures (due in July 2015)

4.2 However since the publication of the report the following target has now been put forward:

<b>Performance Indicator</b>	<b>2015/16 Target</b>
<b>EHPI 9.8</b> – Delivery of key milestones in the ICT Strategy	100%

4.3 In addition one revision has been proposed for a 2015/16 target as follows:

<b>Performance Indicator</b>	<b>Reason for target change</b>	<b>2015/16 Target</b>
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<b>EHPI 4b</b> – Usage: Gym (60 +)	Future targets have been revised to reflect the rise in usage.	17,500
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4.4 For 6 indicators there will be no targets for 2015/16 this is due to a change in the data collection method that needs piloting during 2015/16 for **EHPI 1a – 1f** – customer satisfaction with leisure services. Targets for the three human resource indicators (**EHPI 12a – c**) will be available in July 2015 following agreement at Human Resources Committee.

## 5.0 DATA QUALITY

### **Data Quality Spot Checks**

5.1 As mentioned in the 2014/15 Performance Indicator Estimates and Future Targets report, a number of performance indicators have been selected for data quality spot checks to ensure that we maintain the highest level of data quality standards. The indicators were 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.

5.2 Members are asked to note the data quality spot checks carried out on the performance indicators detailed in **Essential Reference Paper ‘C’**.

5.3 The data quality spot check cannot be completed on the leisure satisfaction indicators (EHPI 1a – 1f) as the data collection methodology has been changed. A new survey was sent out at the end of January 2015 to start to collect data and the first outturn position will be available for 2015/16. Also a data quality spot check could not be completed on EHPI 9.8 – Delivery of Key Milestones in the ICT Strategy. The ICT Strategy is due to be agreed by Executive in June 2015 and monitoring against this indicator will commence

from then. It is therefore recommended that these indicators are included in the data quality spot check for 2015/16.

5.4 The following indicators cannot be investigated until the final outturn position is available:

- **EHPI 159** – Supply of ready to develop housing sites – outturn data should be available by mid June 2015.
- **EHPI 2.5** – Total waste collected by the district (kg per household) – outturn data should be available by end of June 2015.
- **EHPI 2.6** – Percentage of residual waste (refuse) sent for disposal – outturn data should be available by end of June 2015.

5.5 Once completed the findings will be reported through the Corporate Healthcheck report.

5.6 There were no data quality issues with the rest of the measures.

## 6.0 BENCHMARKING

6.1 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.

6.2 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.

6.3 In summary there are seven indicators where benchmarking data is available. Four indicators are performing better than the district average, one below the district average and two indicators cannot be analysed at this stage as the 2014/15 outturn position is still to be determined.

## 7.0 UNIT COST INDICATORS

7.1 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 Corporate Management Team (CMT), once the council's 2014/15 accounts have been finalised.

### Background Papers

2014/15 Performance Indicators Estimates and Future Targets Report – Executive 3 March 2015.

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