

EAST HERTS COUNCIL

EXECUTIVE – 8 MARCH 2011

REPORT BY THE LEADER OF THE COUNCIL

2010/11 ESTIMATES AND FUTURE TARGETS

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 Members of estimated performance for 2010/11 and the targets for the next three years. The Executive are asked to consider any recommendations from the Joint Scrutiny meeting on 15 February 2011 when considering the following recommendations.

<b>RECOMMENDATIONS FOR EXECUTIVE: that:</b>	
(A)	<b>the estimates for 2010/11 be noted;</b>
(B)	<b>the refined list of performance indicators to be retained and deleted, as set out at paragraph 1.7 of the report, be approved;</b>
(C)	<b>consideration be given to whether any further resources should be invested to improve the potential 2010/11 outturn position in order to meet current targets; (Paragraph 3.3, 3.4 and 4.2)</b>
(D)	<b>the targets set out in paragraph 5.1 – 5.3 to either improve, reduce or retain performance, be approved;</b>
(E)	<b>the adoption of the new local measures set out in paragraph 6.1 of the report, be approved;</b>
(F)	<b>the data quality spot checks that are currently being undertaken in paragraph 7.3 of the report be noted;</b>
(G)	<b>unit cost indicators are not included in the list of PI estimates</b>

	<b>and targets; and (Paragraph 8.1)</b>
<b>(H)</b>	<b>the changes to the 2009/10 performance outturns for the leisure performance indicators (Paragraph 9.1 to 9.3) be noted.</b>

## 1 BACKGROUND

- 1.1 The coalition government has announced a number of changes since coming into office in order to reduce bureaucracy and central government burdens and to save money. In light of the coalition government's changes, it was agreed that East Herts should retain a performance framework that is reflective of local priorities.
- 1.2 Late last year officers undertook an exercise to review the 2010/11 basket of indicators and have a proposed a refined list, reducing the set from 143 indicators to 86 indicators. The list of performance indicators officers are proposing be retained are detailed in **Essential Reference Paper B** and therefore a 2010/11 estimate and future targets have been provided. The list of performance indicators that officers are recommending be removed are listed in **Essential Reference Paper C**.
- 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 2011/12 the Performance team will review the referencing of all indicators but for now the existing reference will remain.
- 1.4 Councils are required to set targets for the performance they wish to achieve in the year ahead, and to monitor in-year progress in meeting these targets.
- 1.5 Due to the pressures on local government budgets, 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.
- 1.6 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 service's 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 there is minimal impact on service resources to maintain performance level.

1.7 Scrutiny members reviewed and commented on the refined list of performance indicators proposed in **Essential Reference Paper B**. and the performance indicators that officers are recommending be removed as shown in **Essential Reference Paper C** at the joint meeting on 15 February 2011. Comments made by scrutiny members are contained in the reported titled 'Issues Arising from Scrutiny' detailed later in this agenda.




## 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 2010/11, compared with the target and 2009/10 outturn;
- Targets for 2011/12, 2012/13 and 2013/14.

## 3 INITIAL ANALYSIS - ESTIMATES

3.1 There are a total of **56** performance indicators, **48** performance indicators for which there is a target for 2010/11 which are listed in **Essential Reference Paper B**.

	TARGET	
71.42% (40)		Indicators are on or above target
5.35% (3)		Indicators are 1-5% off target
8.92% (5)		Indicators are 6% or more off target
14.28% (8)	<b>N/A or TBD</b>	Unable to analyse as no target for 2010/11 or estimate not available or is to be determined

3.2 There are **53** performance indicators (including sub-parts) for which there is an estimated outturn for 2010/11 which are listed in **Essential Reference Paper B**.

IMPROVEMENT	
58.49% (31)	 Indicators have improved
13.21% (7)	 Indicators have stayed the same
28.30% (15)	 Indicators have worsened

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

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

- EHPI 6.8 - Turnaround of Pre Notice to Owner (NTO) Penalty Charge Notice (PCN) challenges
- 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 Black/Minority Ethnic (BME)

**Shaping now, Shaping the future:**

- NI 154 - Net additional homes provided

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

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

- EHPI 8 - Percentage of invoices paid on time.
- EHPI 156 - Buildings accessible to people with a disability.

**Shaping now, Shaping the future:**

- NI 157a - Processing of planning applications: major applications

## 4 SCRUTINY OF ESTIMATES

- 4.1 In the past this report provided a quartile analysis on performance indicators to indicate how the council is performing nationally by comparing performance indicator quartile data released by the Audit Commission. Since the announcement of the abolition of the Audit Commissions and National Indicators, councils are now focusing on delivering better performance locally rather than comparing with other authorities.
- 4.2 The following is a list of performance indicators that have shown a decline in performance:

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

- EHPI 17 - Percentage of top 10% earners from BME
- 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 6.8 - Turnaround of Pre Notice To Owner (NTO) Penalty Charge Notice (PCN) challenges
- EHPI 6.9 - Turnaround of Penalty Charge Notice (PCN) Representations
- EHPI 8 - Percentage of invoices paid on time.

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

- NI 184 - Food establishments in the area which are broadly compliant with food hygiene law
- EHPI 2.15 - Health & safety inspections.

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

- NI 195d - Improved street and environmental cleanliness: Fly-posting

### **Shaping now, Shaping the future**

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

## 5 INITIAL ANALYSIS - TARGETS

5.1 The following is a list of performance indicators (please note the comparisons relate to 2010/11 target compared to the 2011/12 target) where targets have been set to **improve** performance (See **Essential Reference Paper B** for justification of change):

- EHPI 1a - % of customers satisfied with the service – All
- 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
- EHPI 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 3b - Usage: number of swims (16 - 60)
- EHPI 3c - Usage: number of swims (60 +)
- EHPI 4a - Usage: Gym (16 - 60)
- EHPI 4b - Usage: Gym (60 +)
- NI 185 - CO2 reduction from local authority operations
- NI 191 - Residual household waste per household
- 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 218a - Abandoned vehicles - identified within 24 hours
- NI 154 – Net additional homes provided
- NI 157c - Processing of planning applications: other applications

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

- EHPI 8 - Percentage of invoices paid on time.
- EHPI 156 - Buildings accessible to people with a disability.
- 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)

5.3 The following is a list of performance indicators where targets have been set to retain performance:

- EHPI 64 - Vacant dwellings returned to occupation or demolished
- EHPI 2.23 - Planning decisions delegated.
- EHPI 5.4 - % of complaints to the Local Government Ombudsmen that are upheld
- EHPI 6.8 - Turnaround of Pre NTO PCN challenges
- EHPI 6.9 - Turnaround of PCN Representations
- NI 181 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
- NI 184 - Food establishments in the area which are broadly compliant with food hygiene law
- EHPI 129 - Response time to Anti-Social Behavior (ASB) complaints made to East Herts Council (EHC).
- EHPI 2.15 - Health & safety inspections.
- NI 195a - Improved street and environmental cleanliness: Litter
- NI 195b - Improved street and environmental cleanliness: Detritus
- NI 195c - Improved street and environmental cleanliness: Graffiti
- NI 195d - Improved street and environmental cleanliness: Fly-posting
- EHPI 2.4 - Fly-tips: removal.
- NI 155 - Number of affordable homes delivered (gross)
- NI 157a - Processing of planning applications: major applications
- NI 157b - Processing of planning applications: minor applications

## 6 NEW LOCAL PERFORMANCE INDICATORS

- 6.1 As part of the review of all indicators, services were given the opportunity to recommend new local performance indicators that they felt will support their service in delivering the Council's corporate priorities. Below is a list of new local performance indicators that have been recommended:

### **People Services and Organisational Development**

- Percentage of Personal Development Review (PDR) completed on time
- Staff Turnover

### **Pride In East Herts**

- Percentage of cases closed without the need for formal action.
- Percentage of notices served in accordance with the timescale set out above (30 working days).
- Percentage of customers satisfied with the service received.

6.2 Between now and the end of March 2011 the detail of each indicator in terms of definition, formula, value etc will be determined. As with all new indicators the first year will be about collecting a full data set, before targets are determined.

## 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 are working with the relevant services to spot check a basket of 10 indicators identified in the table below to ensure that we maintain the highest level of data quality standards.

7.3 The performance indicators to be spot checked are as follows:

EHPI8: 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 12a: Number of short-term sickness absence days per FTE staff in post
EHPI 2.15: Health & safety inspections.
EHPI 3a - Usage: number of swims (under 16)
EHPI 2.15 - Health & safety inspections.
EHPI 6.8 - Turnaround of Pre NTO PCN challenges
EHPI 4a - Usage: Gym (16 - 60)
NI157a: Processing of planning applications: major applications

7.4 The Performance Team working with Data Quality Champions are in the process of checking that all estimates and later on outturns, have been reported as per the indicator definition, to the correct decimal place and calculate correctly.

7.5 The outcome of the data quality spot checks will be reported to Executive on 5 July 2011, as part of the 2010/11 Outturn report.

## 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.

## 9 **Changes to 2009/10 leisure indicator outturns**

9.1 Community and Cultural Services has recalculated the 2009/10 outturns for the Leisure satisfaction performance indicators listed below for two reasons: 1, the data previously extracted from GovMetric, which reported on all areas was focused on value for money rather than customer experience (Satisfaction). And 2, the data extracted from GovMetric was not consistent as changes were made by GovMetric without any prior consultation or notification in the reports they supplied to SLM and East Herts Council. The recalculated 2009/10 outturn data as well as the 2010/11 estimated outturn in **Essential Reference Paper B** focus on the five key areas in the leisure facilities which are, swimming lessons, group exercise classes, fitness (Gym), reception and cleanliness:

- EHPI 1a - % of customers satisfied with the service – All
- 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
- EHPI 1e - % of customers satisfied with the service – Buntingford
- EHPI 1f - % of customers satisfied with the service - Grange Paddocks

9.2 Community and Cultural Services has recalculated the 2009/10 outturn for the indicator listed below as the outturn did not previously take into account the 4.6% Retail Price Index (PRI):

- EHPI 2 - Net cost/subsidy per visit

9.3 Community and Cultural Services has recalculated the 2009/10 outturn for the indicator listed below because a more refined method for data extraction/collection has since been developed which indicates that the previous 2009/10 outturn was understated:

- EHPI 4a - Usage: Gym (16 - 60)

Background Papers

None.

Contact Member: Cllr A Jackson, Leader of the Council

Contact Officer: Ceri Pettit, Head of Strategic Direction – ext 2240

Report Author: Karl Chui, Performance Officer (Strategic Direction)

## ESSENTIAL REFERENCE PAPER 'A'

<p>Contribution to the Council's Corporate Priorities/ Objectives:</p>	<p><b><u>Promoting prosperity and well-being; providing access and opportunities</u></b>  <i><u>Enhance the quality of life, health and wellbeing of individuals, families and communities, particularly those who are vulnerable.</u></i></p> <p><b>Fit for purpose, services fit for you</b>  <i>Deliver customer focused services by maintaining and developing a well managed and publicly accountable organisation.</i></p> <p><b>Pride in East Herts</b>  <i>Improve standards of the neighbourhood and environmental management in our towns and villages.</i></p> <p><b>Caring about what's built and where</b>  <i>Care for and improve our natural and built environment.</i></p> <p><b>Shaping now, shaping the future</b>  <i>Safeguard and enhance our unique mix of rural and urban communities, ensuring sustainable, economic and social opportunities including the continuation of effective development control and other measures.</i></p> <p><b>Leading the way, working together</b>  <i>Deliver responsible community leadership that engages with our partners and the public.</i></p>
<p>Consultation:</p>	<p>Performance monitoring discussions have taken place between, Chief Executive, Directors and Heads of Service.</p>
<p>Legal:</p>	<p>There are no legal implications.</p>
<p>Financial:</p>	<p>There are no financial implications.</p>
<p>Human Resource:</p>	<p>There are no Human Resource implications.</p>
<p>Risk Management:</p>	<p>There are no Risk implications.</p>