

SMT Meeting		Agenda Item: 5
Meeting Date	22 June 2010	
Report Title	Monthly Performance Management Report	
Portfolio Holder	Cllr Cosgrove, Performance & Finance	
SMT Lead	Abdool Kara, Chief Executive	
Head of Service	Louise Matthews, Head of Corporate Strategy and Communications	
Lead Officer	Andrew Ervine, Policy & Performance Officer	
To which corporate plan priority does this item relate?	Regenerating Swale	Yes
	Creating a cleaner and greener Swale	Yes
	Promoting a safer and stronger community	Yes
	Becoming a high performing organisation	Yes
What outcome is expected from this item?	Information only	No
	Discussion only	No
	Decision	Yes
If this report is for decision, list the recommendations	<p>Recommendation R16: That SMT agree the roles and responsibilities set out in paragraph 2.14.</p> <p>Recommendation R17: That the Head of Head of Commissioning and Customer Contact with support from the Head of Corporate Strategy and Communications produce a report for consideration by SMT in July.</p>	
What are the next steps for this report?	Come back to SMT	Yes
	Go to OMT meeting?	Yes
	Go to the Joint Group Leader's Meeting?	No
	Go to an informal Executive meeting?	Yes
	Go to a formal Executive meeting?	No
	Go to Council?	No
	Go to Portfolio Holder?	No
	Go to Policy Overview Committee?	No
	Go to Scrutiny Panel?	Yes
	Go to the LSP Support Officers Group?	No
	Go to the LSP Executive?	No

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides detail concerning year to date performance (Appendix I) for a suite of Performance Indicators.
- 1.2 To summarise year to date performance, **26 (81.3%)** indicators have met target (Green) and **4 (12.5%)** indicators currently fall within the red threshold.

1.3 As an updated year end position statement for 2009/10, as at 20 June 2010 for all reported performance indicators, **47 (70.1%)** met their target (Green), and **11 (16.4%)** did not meet their target (Red).

2. DETAIL

Background

2.1 The Performance Management Report supports the Council's fourth Priority, 'becoming a high performing authority'. Indeed, good performance management will enable both Members and the Senior Management Team (SMT) respond to performance issues quickly. It also provides helpful evidence as part of the Council's improvement programme as it seeks to improve both its Use of Resources, and Managing Performance Judgements.

May Performance Update

2.2 Table 1 provides a summary of performance for those indicators reported on a monthly basis.

Table 1: 2010/11 Performance against target

	Total	Green	AMBER	RED	NRTP
Regenerating Swale	8	7	0	1	0
Creating a Cleaner and greener Swale	3	1	2	0	0
Promoting a safer and stronger community	2	2	0	0	0
Becoming a high performing organisation	19	16	0	3	0
TOTAL	32	26	2	4	0

NRTP – not reported this period.

2.3 Performance for 2010/11 to the end of May against target is as follows:

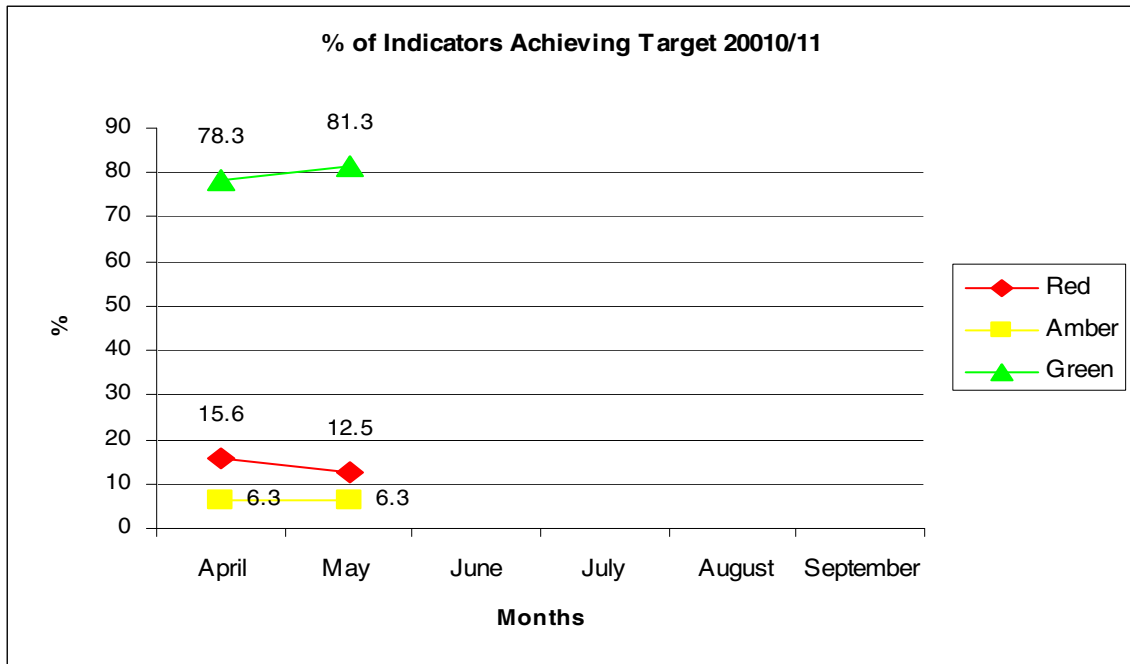
- **26 (81.3%)** indicators have **met target** (Green);
- 2 (6.3%) indicators fall within the amber threshold; and
- **4 (12.5%)** indicators fall within **red** threshold

2.4 Performance data for April has been revised since previously reported. With an out turn of 43.36% LI/ICT/0018 (website league table) had been reported as achieving target (50.00%). However, the refreshed Corporate Plan has a target of 30.00% for this indicator, and so performance for April has been revised as follows:

- **25 (78.3%)** indicators have **met target** (Green);
- 2 (6.3%) indicators fall within the amber threshold; and
- **5 (15.6%)** indicators fall within **red** threshold

2.5 Chart 1 tracks the progress of year to date and month on month performance for 2010/11.





Chart 1: % of Monthly Reported Indicators Achieving Target 2010/11



2.6 From May, LI/ICT/0018 (website league table) has been removed from the Monthly Performance Management Report as the data is now only available on a quarterly basis. In addition, the ICT Manager has been informed that it will cost approximately £2,000 for regular updates from Sitemorse who provide the performance data. SMT may wish to discuss whether in the current economic climate they wish to pay for the performance updates from Sitemorse.

2.7 To ensure focused monitoring all indicators which have not achieved target and fall within the red threshold are detailed in Table 2 overleaf, which identifies the four indicators which have not achieved their target together with details of current escalation level. These indicators, alongside those that fall within the amber threshold, are also detailed in Appendix I. For information the Escalation Log is set out in Appendix II.

Table 2: Indicators falling within the Red Threshold

Escalation Level and Status	Ref	Description	YTD Out Turn	Target	Commentary
2 	LI/DC/DCE/0005	% of all appeals that were successful	46.67%	28.00%	Three appeals were successful during May, two of which related to overturn decisions by Planning Committee. The situation is being monitored and member training is in place to address the issue.
3 	LI/IC/CSC 0001	Ave Call Wait Time	48 secs	20 secs	One FTE on long term sick and main switchboard operator sick, plus staff released for election duties and two bank holidays which increases demand on the service.
3 	LI/IC/CSC 0002	% of abandoned calls	9.2%	5.0%	<p>Commentary provided as part of the April Performance Management Report details the action taken to date and includes when performance is expected to improve.</p> <p>Following a successful recruitment process on 7 May, we appointed to two posts; one full time and one part time. The remainder of the FTE hours were used to top up two current part time members of staff hours.</p> <p>It is anticipated both new members of staff will start by early June, and they will be undertaking intensive training and coaching immediately, with a view to them working fully as part of the team by the end of June. They will therefore be in place for the Members' CSC visit on 20 July.</p> <p>It is anticipated that performance levels will improve by the end of July, and our intention is to have reached our stated performance levels by September at the latest.</p>
	LI/CSC/003	% of complaints responded to in 10 working days	63.1%	87.5%	<p>No service level commentary has been provided.</p> <p>Across all service areas 12 of 19 complaints were responded to in 10 days. With an out turn of 63.1%, performance falls short of target.</p>

- 2.8 LI/DC/DCE/0005 (% of all appeals that were successful) performance remains red for the second consecutive month of 2010. At the April Performance Management meeting, SMT resolved that a decision to escalate this indicator to Level 3 would be deferred until details of the MEPS benchmarking exercise were known. The Head of Development Services will be presenting a Report to SMT in due course.
- 2.9 Members of SMT will recall that in the April Performance Management Report, NI 196 (fly tipping) had been highlighted for not achieving target. It should be noted that performance for May has achieved target.

Complaint Monitoring

- 2.10 Appendix III provides summary details of 39 complaints received by the Council during April and May. Of the 39 complaints 19 were assessed as justified, with 63.1% (12 complaints) responded to within 10 days. With a target of 87.5%, performance clearly falls with the red threshold and is therefore detailed in Table 2 above
- 2.11 It is interesting to note that over half the complaint contacts were assessed as not justified. In the spirit of NI 14 (avoidable contact) it would be useful at a corporate level to capture this information. Further still, the report contains category detail only (waste and recycling or customer care etc) but provides no specific detail relating to the complaints. This additional information would prove useful in determining whether there are specific trends in the type of complaints received.
- 2.12 In addition, no rationale has been provided by the individual service areas explaining why complaints were not justified. From a data quality perspective, it is not clear whether there are specific guidelines issued to service areas setting out definitions for justified/not justified complaints.
- 2.13 Finally, for completeness, it may prove useful to capture equalities data and report information concerning the complaint outcome.
- 2.14 With regard to complaint management, it is recommended to SMT that they endorse the following roles and responsibilities:
- Complaints policy – Head of Commissioning and Customer Care, with support from Head of Strategy and Communications
 - Monthly reporting – Customer Service Manager by running data off the CRM system, but also providing a commentary for the monthly report (where performance dips below target)
 - Ombudsman complaints – Personal Assistant to the Chief Executive
 - Annual report - Head of Commissioning and Customer Care, with support from Head of Strategy and Communications

2.15 For completeness, SMT have yet to consider an Annual Complaint Report for 2009/10. It is therefore recommended that the Head of Commissioning and Customer Contact with support from the Head of Corporate Strategy and Communications produce a report for consideration by SMT in July.

Year End Reporting 2009/10

2.16 Further to the May Performance Management Report, Table 3 details a position statement for 2009/10 performance as at 16 June 2010 for all reported performance indicators.

Table 3: 2009/10 Performance against target

	Total	Green	RED	NRTP	No Target
Regenerating Swale	21	16	3	2	0
Creating a cleaner and greener Swale	17	11	2	4	0
Promoting a safer and stronger community	14	4	0	3	7
Becoming a high performing organisation	27	16	6	3	2
TOTAL	79	47	11	12	9

NRTP – not reported this period.






2.17 Of the sixty-seven indicators, which are being reported:

- **47 (70.1%)** indicators **met their target** (Green);
- **11 (16.4%)** indicators did not meet their target (Red); and
- 9 indicators did not have a target set for 2009/10.

NB: At year end targets can only have met or not met their target, and therefore there are none classified as amber.

2.18 Following year end reporting, officers have been validating and checking their performance data. As a result Table 4 overleaf details those indicators, where the 2009/10 performance out-turn has been amended, and the summary of performance set out in paragraph 2.8 incorporates these changes.

Table 4: 2009/10 Amended Indicators

Escalation Level and Status	Ref	Description	Target	2009/10 Original Out Turn	2009/10 Revised Out Turn
	NI 157a	% of Major planning applications determined in time	77.80%	61.29%	60.00%
	NI 157b	% of Minor planning applications determined in time	77.30%	78.04%	77.89%
	NI 157c	% of other planning applications determined in timer	90.77%	92.18%	91.69%
	BVPI 183b	Average Length of Stay in Temporary Accommodation	20.00	18.42	18.46
	BV12	Sickness Absence	7.5 days	8.7 days	7.7 days

Date Quality

2.19 The Audit Commission have formally announced that all activity associated with the Comprehensive Area Assessment has ceased with immediate effect. As part of the Organisational Assessment (Use of Resources), data quality featured in the Key Line of Enquiry (KLOE) 2.2. The Audit Commission will, however, continue with their annual data quality spot check inspection as this will inform their value for money judgement.

2.20 In accordance with **R22** (2009/10) Internal Audit have completed their spot checks covering:

- NI 157 (processing of planning applications);
- NI 192 (percentage of household waste sent for reuse, recycling and composting); and
- BVPI 183b (average length of stay in temporary accommodation).

2.21 The internal audit confirms that the measures taken to correct the areas highlighted in the Audit Commission Report (2009) are satisfactory and greater reliance can be placed upon these performance figures as a result. No recommendations for control improvements have been made in the Internal Audit (2010) report.

2.22 Based on the findings of the audit, verified through extensive compliance and verification testing, it is considered that the collection, recording and reporting of performance data for these three indicators has considerably improved.

2.23 In accordance with **R12** (2010/11) a series of Data Quality Workshops have been held, facilitated by the Policy and Performance Officer. It is intended that a further ‘mop up’ session will be held in late June for those Officers who were unavoidably absent.

Strategic Management Team Discussion

2.24 In relation to paragraph 2.6 and the Sitemorse Website Report; SMT resolved that a decision on the future reporting of LI/ICT/0018 (website league table) should be made by the Corporate Services Director and ICT Manager. If it was felt appropriate the ICT Manager should make a bid to the Performance Fund.

2.25 SMT discussed the complaint indicator performance, commenting that a number of non-justified complaints had been responded to. It was suggested that the description should be clearer and revised to % of justified complaints responded to within 10 working days; but that data relating to non-justified complaints should still be captured as this would still be useful in understanding the Councils avoidable contact. In addition SMT resolved that the Monthly Performance Management Report should include the % of complaints escalated to Level 2 (Chief Executive). SMT agreed the two recommendations set out in the report.

List of recommendations

Recommendation R16: That SMT agree the roles and responsibilities set out in paragraph 2.14.

Recommendation R17: That the Head of Head of Commissioning and Customer Contact with support from the Head of Corporate Strategy and Communications produce a report for consideration by SMT in July.

3 ALTERNATIVE OPTIONS

3.1 None.

4. CONSULTATION UNDERTAKEN OR PROPOSED

4.1 Head of Service have been consulted in preparing this report.

5. IMPLICATIONS

Financial, Resource and Property Implications	None specific to this report, although targets for 2010/11 will be set in light of and alongside the Council’s budget setting process.
Legal and Statutory Implications	The Council has a statutory duty to report National Indicators.
Corporate Plan	Without putting in place appropriate performance management

Implications	arrangements the Council may not be able to demonstrate how it achieves the Corporate Plan and its Priorities.
Crime and Disorder Implications	There are no direct crime and disorder implications. However, there are a number of crime and disorder related indicators featured in the Council's suite of performance measures.
Risk Management and Health and Safety Implications	Not managing performance appropriately may result in the Council not achieving its priorities and receive adverse external inspection judgements.
Equality and Diversity Implications	There are no direct equality and diversity implications. However, there are a number of equality and diversity related indicators featured in the Council's suite of performance measures.
Sustainability Implications	There are no direct sustainability implications. However, there are a number sustainability related indicators featured in the Council's suite of performance measures.

6. APPENDICES

6.1 The following documents are to be published with this report and form part of the report:

- Appendix I: 2010/11 Performance Compendium
- Appendix II: Escalation Log
- Appendix III: Complaints Report
- Appendix IV: Out standing Indicators for 2009/10

7. BACKGROUND PAPERS

7.1 Previous performance reports.

7.2 Escalation Reports:






- Development Services Improvement Plan
- Customer Service Centre Level 2 Escalation Report
- NI 192 Level 2 Escalation Report


7.3 Audit Commission Data Quality Spot Check Report (2009)

7.4 Internal Audit Data Quality Report (2010)

7.5 Corporate Plan (2010)

2010/11 Performance Compendium

Status	PI Code & Short Name	2010/11 Target	May Out Turn	Accountability	Latest Note
Priority 1: Cleaner and Greener					
	LI/DC/DCE/0005 % of all appeals that were successful	28.00%	36.36%	Head of Development Services	Three appeals were successful during May, two of which related to overturn decisions by Planning Committee. The situation is being monitored and member training is in place to address the issue.
Priority 2: Cleaner and Greener					
	NI191 Residual household waste per household	552	606	Head of Commissioning and Customer Contact	Slight increase on April attributable to Brown Bin scheme.
	NI 192 Percentage of household waste sent for reuse, recycling and composting	36.00%	32.42%	Head of Commissioning and Customer Contact	Average based on two months' actual projected over 12 months Apr-Mar 2011 using property valuations as at March 2009. Reducing as anticipated. Heavy gritting which has now been cleared from roads and paths is recorded as household residual waste.
Priority 4: High Performing Organisation					
	LI/IC/CSC/0001 Ave Call Wait Time	20secs	45secs	Head of Commissioning and Customer Contact	One FTE on long term sick and main switchboard operator sick, staff released for election duties and two bank holidays which increases demand on the service
	LI/IC/CSC/0002 % of abandoned calls	5.0%	8.5%		Commentary provided as part of the April Performance Management Report details the action taken to date and includes when performance is expected to improve. Following a successful recruitment process on 7 May, we appointed to two posts; one full time and one part time. The remainder of the FTE hours were used to top up two current part time members of staff hours. It is anticipated both new members of staff will start by early June, and they will be undertaking intensive training and coaching immediately, with a view to them working fully as part of the team by the end of June. They will therefore be in place for the Members' CSC visit on 20 July. It is anticipated that performance levels will improve by the end of July, and our intention is to have reached our stated performance levels by September at the latest.

	% of complaints responded to within 10 working days	87.5%	63.1%	Head of Commissioning and Customer Contact	<p>No service level commentary has been provided.</p> <p>Across all service areas 12 of 19 complaints were responded to in 10 days. With an out turn of 63.1%, performance falls short of target. Of 39 complaints received 19 have been assessed as justified. Over half of the contacts have not been justified and in the spirit of NI 14 there is a need to further investigate and understand the nature of these.</p>
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20010/11 Escalation Log

Indicator	Escalation Level	Description	Accountability	Date Improvement Due	Commentary
Priority One: Regenerating Swale					
NI 157a	3	% of major planning applications determined in 13 weeks	Head of Development Services	31 March 2011	Performance maintained at target medium quartile figure set for 2010/11.
LI/DC/DCE/0005	2	% of all appeals that were successful	Head of Development Services	Not Applicable	Three appeals were successful during May, two of which related to overturn decisions by Planning Committee. The situation is being monitored and member training is in place to address the issue. A decision to escalate to Level 3 has been deferred until the results of a MEPS benchmarking exercise.
Priority Two: Cleaner and Greener					
NI 192	3	Percentage of household waste sent for reuse, recycling and composting	Head of Customer Contact, Commissioning and Procurement	See March 2010 justification report	
Priority Four: High Performing Organisation					
LI/IC/CSC 0001	3	Ave Call Wait Time	Head of Commissioning and Customer Contact	September 2010	One FTE on long term sick and main switchboard operator sick, staff released for election duties and two bank holidays which increases demand on the service.
LI/IC/CSC 0002	3	% of abandoned calls			

Complaints Report

Type	Area	Category	Justified	Working Days
April				
Complaint	Housing	Housing Options	Yes	28
Complaint	Legal	Other	Yes	39
Complaint	Environmental Services	Waste or recycling	Yes	3
Complaint	Environmental Services	Waste or recycling	Yes	4
Complaint	Cultural and EDU	Arts events and activities	Yes	11
Complaint	Revenues and Benefits	Claim took too long	Yes	2
Complaint	CSC	Customer care	Yes	0
Complaint	Revenues and Benefits	Rude staff	Yes	2
Complaint	Environmental Services	Waste or recycling	Yes	15
Complaint	Amenities		No	0
Complaint	Leisure		No	0
Complaint	ERT		No	0
Complaint	Development Services	Housing Options	No	17
Complaint	ERT		No	0
Complaint	Development Services	NO CATEGORY	No	22
May				
Complaint	Environmental Services	Waste or recycling	Yes	15
Complaint	Environmental Services	Waste or recycling	Yes	11
Complaint	Environmental Services	Waste or recycling	Yes	11
Complaint	Environmental Services	Cleansing	Yes	2
Complaint	Environmental Services	Waste or recycling	Yes	4
Complaint	Environmental Services	Waste or recycling	Yes	4
Complaint	Environmental Services	Waste or recycling	Yes	2
Complaint	Environmental Services	Waste or recycling	Yes	3
Complaint	Environmental services	Environmental	Yes	6
Complaint	Environmental Services	Waste or recycling	Yes	10
Complaint	CSC		No	0
Complaint	Cleansing		No	0
Complaint	Environmental Services	Environmental	No	11
Complaint	Development Services	NO CATEGORY	No	1
Complaint	Cleansing		No	0

Complaint	Leisure		No	0
Complaint	ERT		No	0
Complaint	Environmental Services	Cleansing	No	10
Complaint	Development Services	Housing Options	No	2
Complaint	Development Services	NO CATEGORY	No	9
Complaint	Environmental Services	Waste or recycling	No	2
Complaint	Leisure		No	0
Complaint	Revenues and Benefits		No	0
Complaint	Amenities		No	0

2009/10 Out Standing Indicators

Status	PI Code & Short Name	Target	2009/10	Accountability
Priority 1: Regenerating Swale				
	BV106 New homes built on previously developed land	40%	Not Available	Head of Development Services
	NI 154 Net additional homes provided	540	Not Available	Head of Development Services
Priority 2: Cleaner and Greener Swale				
	NI185 CO ₂ reduction from local authority operations	130.5 tonnes	Not Available	Head of Corporate Strategy and Communications
	NI186 Per capita reduction in CO ₂ emissions in the LA area	11.2% + or – 2.5%	Not Available	Head of Corporate Strategy and Communications
	NI194 Air quality – % reduction in NO _x and primary PM10 emissions through local authority's estate and operations	Not Set	Not Available	Head of Corporate Strategy and Communications
	NI194b Air quality – % reduction in NO _x and primary PM10 emissions through local authority's estate and operations - Emissions of PM10	Not Set	Not Available	Head of Corporate Strategy and Communications
Priority 3: Safer and Stronger				
	NI 30 Re-offending rate of prolific and other priority offenders	Not Set	Not Available	Head of Economy and Communities
	NI 32 Repeat incidents of domestic violence	Not Set	Not Available	Head of Economy and Communities
	NI 111 First time entrants to the Youth Justice System aged 10-17	Not Set	Not Available	Head of Economy and Communities
Priority 4: High Performing Organisation				
	NI 179 Value for money – total net value of ongoing cash-releasing value for money gains	£744k	Not Available	Head of Finance
	NI 180 The number of changes of circumstances which affect customers' HB/CTB entitlement within the year.	Not Set	Not Available	Head of Service Delivery
	NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Not Set	Not Available	Head of Service Delivery