

<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	2 October 2019
<b>Report Title</b>	<b>Performance Monitoring – 2019/20 Quarter 1</b>
<b>Cabinet Member</b>	Cllr Roger Truelove, Leader and Cabinet Member for Finance
<b>SMT Lead</b>	David Clifford, Head of Policy, Communications and Customer Services
<b>Lead Officer</b>	Tony Potter, Policy and Performance Support Officer

## **1 Purpose of Report and Executive Summary**

- 1.1 This report presents the quarterly performance management report for the first quarter of 2019/2020 (April - June 2019) as previously reported to SMT and informal Cabinet (attached as Appendix I).

## **2 Background**

- 2.1 Historically performance management reporting was based on central government requirements for reporting performance, through Best Value performance indicators and subsequently the national indicator set. Quarterly performance reports were presented to the Senior Management Team and then forwarded to Cabinet before being collated and reported to Central Government.
- 2.2 In 2011, on the request of the Cabinet Member for Performance, Balanced Scorecards were introduced as a replacement to the Quarterly Performance Report.
- 2.3 The national indicator set has since been abolished however the Balanced Scorecards had continued to be used even though they mostly only contained second-hand information which generally had already been reported, (e.g. revenue, budgets, complaints etc.)
- 2.4 Following review and agreement with informal Cabinet, this report reverts back to the same performance report and content that is currently presented to SMT each quarter, in order to be more timely, relevant, consistent and transparent. The report can then be presented to informal Cabinet as soon as the following week, and to Scrutiny within a further two weeks, subject to their next meeting dates.

## **3 Proposal**

- 3.1 Scrutiny are asked to **note** the Performance Management Report for 2019/2020 Q1 as attached at Appendix I

## **4 Appendices**

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

- Appendix I: Performance Management Report for 2019/20 June (Quarter 1).

## **5 Background Papers**

- Monthly SMT performance reports
- Quarterly complaints reports
- Internal audit reports
- Finance reports

<b>SMT Meeting</b>	
<b>Meeting Date</b>	23 July 2019
<b>Report Title</b>	<b>Performance Monitoring – 2019/20 Quarter 1</b>
<b>Cabinet Member</b>	Cllr Roger Truelove, Cabinet Member for Finance
<b>SMT Lead</b>	David Clifford, Head of Policy, Communications and Customer Services
<b>Head of Service</b>	David Clifford, Head of Policy, Communications and Customer Services
<b>Lead Officer</b>	Tony Potter, Policy and Performance Support Officer
<b>Key Decision</b>	No
<b>Classification</b>	Open
<b>Recommendation</b>	That SMT <i>note</i> the latest performance position

## 1 Purpose of Report and Executive Summary

- 1.1 This is the quarterly performance report for the period ending June 2019, summarising the Council's performance against the corporate indicators, projects of interest and service plan actions, for the first quarter of the financial year to 30 June.
- 1.2 At the end of June **63% of all indicators are Green**, **12% are Amber**, and **25% are Red**.

## 2 Background

- 2.5 This is the first quarterly report of the 2019/20 financial year. It follows on from previous monthly performance reports

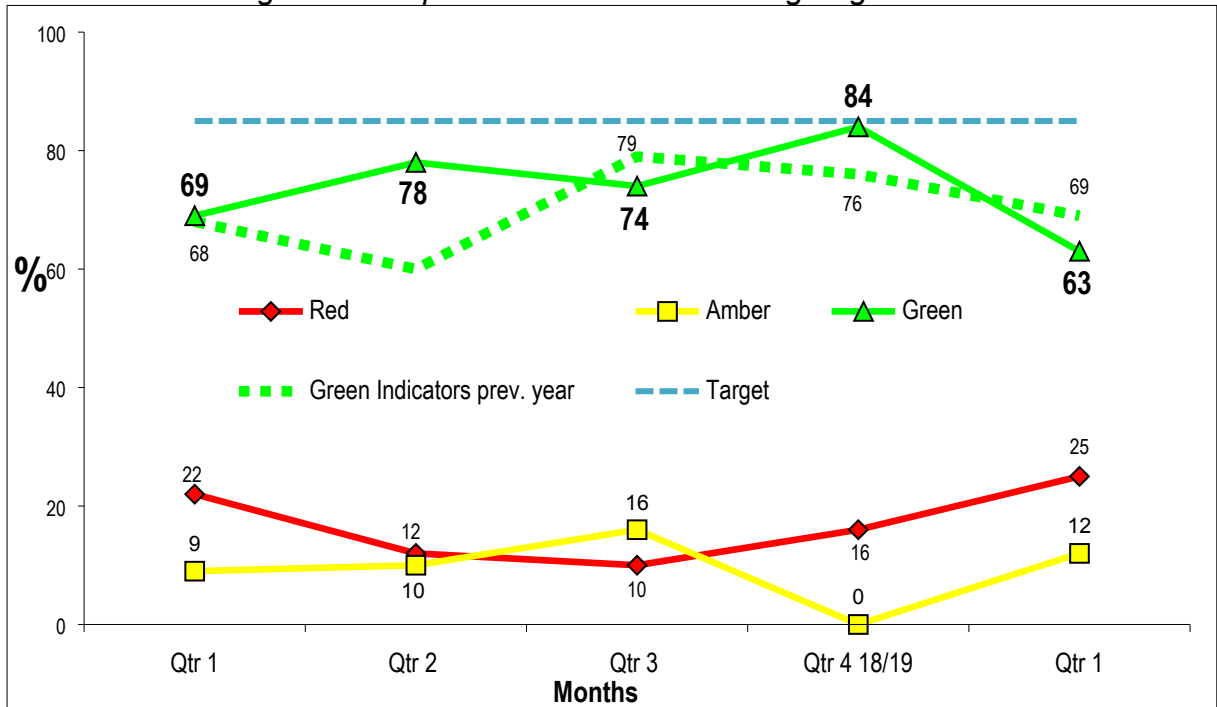
### Year-to-date performance – all corporate indicators

- 2.6 Combining both monthly and quarterly KPI performance results together shows that for Quarter 1:
- twenty indicators (**63%**) are meeting target (**Green**);
  - four indicators (**12%**) are within 5% of target: (**Amber**); and
  - eight indicators (**25%**) are more than 5% adrift of target (**Red**).

2.7 The status of all indicators is attached as Appendix I

2.8 Chart 1 below tracks the year to date progress of all corporate indicators for the current and previous four quarters. Compared to this period last year, one less indicator is green.

Chart 1: Percentage of all corporate indicators achieving target at 30 June 2019



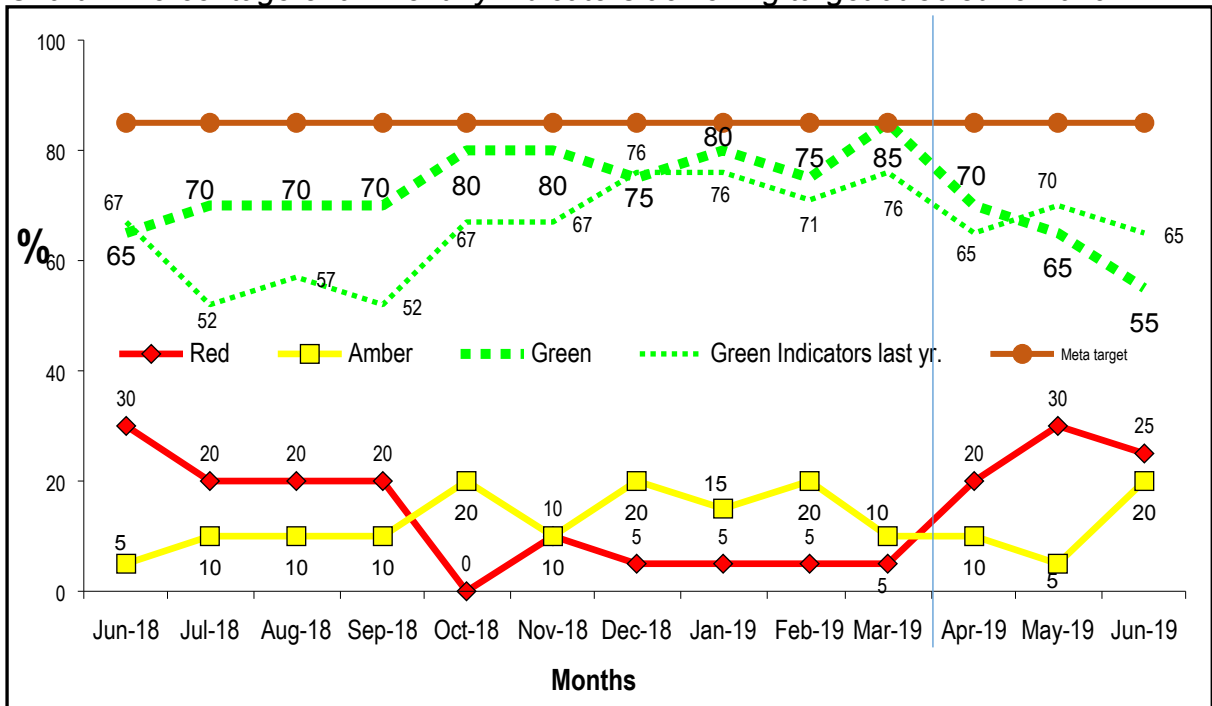
### Year-to-date performance – monthly indicators

2.9 A summary of performance against the 20 corporate indicators which are routinely reported on a monthly basis, shows that for the year to 30 June:

- eleven indicators (55%) are meeting target (Green);
- four indicators (20%) are within 5% of meeting target (Amber); and
- five indicators (25%) is more than 5% adrift of target (Red).

2.10 Chart 2 below tracks the year-to-date progress of monthly reported indicators.

Chart 2: Percentage of all monthly indicators achieving target at 30 June 2019













### Red and amber indicators this period





2.11 Quarter 1 results are often challenging given that we strive each year to improve performance targets. Feedback suggests that as we understand the specific issues that are impacting on challenging areas such that we can expect performance outcomes to improve over the coming months.

2.12 Out of the 32 managed performance indicators, there are eight year-to-date **Red** indicators this month, as detailed in Table 1, together with related commentary.

Table 1: YTD Red indicators at 30 June 2019













This period	Last period	Ref	Description	YTD	2019/ 20 target	Managers commentary
		NI195a	Improved street and environmental cleanliness: Litter	5%	4%	Resource issues at Biffa on frontline collections had a knock on effect on streets over the past few months as drivers had to be moved to cover frontline operations. This has resulted in a number of roads being out of grade which has been raised with Biffa

This period	Last period	Ref	Description	YTD	2019/ 20 target	Managers commentary
		NI 191	The amount of residual household waste per household	122 kgs	115kgs	Figures improved during June, unfortunately not enough to recover from the high tonnages experienced in May and as a result we continue to be over target. Officers continue to work with comms and residents to encourage recycling
		LI/TBC/01	Number of missed refuse and recycling bins per annum	671	533 YTD	Missed bins remain high throughout June. This is mainly due to an increase in garden waste tonnages requiring additional tip runs, leading to drivers running out of driving hours and consequent failure to complete their round, Biffa have undertaken a big piece of work on re-routing the garden waste rounds and have advised that this should resolve the issues. The proposal has been sent to informal cabinet for approval.
		BV78b	Speed of processing change of circumstances for Housing/Council Tax Benefit	7.8 days	6.5 days	This target is being affected by the reduction in Housing Benefit work received which affects the average and means that if we are delayed in dealing with changes for examples customers take time to provide information and we receive a significant amount of Universal Credit alerts it makes it difficult to deal with all changes within one week of them being received. Customers are still receiving a good level of service if their change is dealt with in 8 days.
		LI/IC/CSC /0002	Percentage of CSC abandoned calls	9.1%	8.5%	Contributing factors include; Biffa breakdowns, therefore not completing their rounds. This has a knock on effect as we see an increase in demand most of which comes through at the same time either the end of the day or first thing in the morning so not easy to manage such a spike in calls. Council Tax sent around 7000 reminders which impacts on our service as customers dial or hold for Customer Services when they cannot get through to Council Tax. We also experienced quite a lot of sickness within the team during June in addition to maximum capacity being on leave.
		LI/IC/CSC /0004	Percentage of calls to CSC	59.8 %	75%	

This period	Last period	Ref	Description	YTD	2019/20 target	Managers commentary
		BV79b(i)	Percentage of Housing Benefit overpayment recovered	68.8%	80%	Now that so many customers have moved onto Universal Credit it has removed the choice of recovering any outstanding overpayments from ongoing Housing Benefits, this means we have to pursue recovery by other means. We had five fraud referrals through from the DWP during May and June which lead to the total for outstanding overpayments for the year so far increasing by £100,000 from the 5 overpayments. This then takes time to recover which reduces the percentage for the quarter collected. If we just removed the highest fraud overpayment of £43k we would have met the target for the quarter.
		LI/IA/005	Percentage of Audit recommendations implemented	89%	95%	One of nine recommendations deferred (Waste Income reconciliation), rescheduled for Q2/Q3 implementation.

2.13 For information, Table 2 details the four indicators which are currently Amber

*Table 2: YTD Amber indicators at 30 June 2019*






YTD Status	This period	Last period	Ref	Description	YTD	2019/20 target	Variance
			BV9	Percentage of Council Tax collected	29.8%	30%	0.7% of target
			BV109b	Processing of Minor planning applications within 8 weeks	80.6%	82%	1.7% of target
			LI/LS/LCC 01	Percentage of all Local Land Searches completed in 5 working days	90.8%	95%	4.4% of target
			NI 192	Percentage of household waste sent for reuse, recycling and composting	44.6%	45%	0.9% of target

### Monitored performance indicators (MPIs)

2.14 Two monthly and three quarterly performance indicators are monitored as opposed to managed, and reported separately as detailed in Table 3 below. Note that 'Variance' is calculated against the 'baseline' value set at the start of the financial year or the YTD baseline value.

2.15 Please note that crime performance stats are normally reported one month in arrears.

Table 3: Monitored performance indicators as at 30 June 2019






Ref	Description	Baseline value	Current value	Variance from baseline value	Movement from previous value
NI 156	Number of households living in temporary accommodation	183	186	NEGATIVE 2%	
BV12a	Long term working days lost due to sickness absence	2.05 (ytd)	2.39	NEGATIVE 17%	
NI 155	Number of affordable homes delivered	15 (ytd)	27	POSITIVE 80%	
CSP/001	All crime per 1000 population <i>.(As at May 2019)</i>	115.9	114.9	POSITIVE 1%	
LI/CSC/006	Complaints escalated to Stage 2	7%	6%	POSITIVE 14%	

2.16 In 2013 DCLG (now MHCLG) introduced a measure to manage authorities' underperformance in the quality and timeliness of decision making on major planning applications.

2.17 'Designation' will occur when an indicator exceeds set thresholds, with additional penalties applied for failing to report at all. Current performance and thresholds are as indicated in Table 4.

2.18 As can be seen from Table 4, based on current performance Swale will not be in a position of Designation.

Table 4: Rolling two year designation performance at 30 June 2019

Status	Indicator	Designation criteria	Threshold (2015-17)	Most recent assessment	Current assessment
	Percentage of major applications determined in 13 weeks	Lower % than threshold	<b>60%</b>	97.3% (03/2019)	96.5%
	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	<b>10%</b> (11/113)	1.6% (03/2018)	0.9% (1 / 113)
	Percentage of non-major applications <sup>(1)</sup> determined in 8 weeks	Lower % than threshold	<b>70%</b>	95.6% (03/2019)	95.6%
	Percentage of non-major applications overturned at appeal (= overturns / total non-major applications)	Higher % than threshold	<b>10%</b> (166/1658)	1.9% (03/2019)	1.9% (32 / 1658)
	Number of missed quarterly returns to DCLG	More than threshold	2	0	0



(1) Non-major applications are defined as minor developments plus 'Change of Use' and 'Householder Developments' (PS2 codes 13-21)

## Projects status

2.19 Table 5 lists eleven projects / service plan actions identified to be 'of interest', and their latest status.

*Table 5: Projects of interest and their latest status.*

Project Title	Project Status	Project Manager	RAG Status						Update freq.
			Jul	Aug	Sept	Oct	Nov	Dec	
CCTV Review – Part III	In progress	Stephanie Curtis	Green						Monthly
Beach Huts	Not yet started	Martyn Cassell	Yellow	Black	Black		Black	Black	Quarterly
Faversham Recreation Ground Improvements	In progress	Graeme Tuff	Green						Monthly
Mill skate park	In progress	Peter Binnie	Yellow						Monthly
Leisure Centre Review	In progress	Martyn Cassell	Green						Monthly
Sittingbourne Town Centre Phase 1	In progress	Peter Binnie	Yellow						Monthly
Sittingbourne multi-storey car park	In progress	Peter Binnie	Red	Late opening: Health and safety assessment identified necessary improvements					Monthly
Rough Sleeper Initiative Funded Project	In progress	Roxanne Sheppard	Yellow						Monthly
Local Plan Review	In progress	Gill Harris	Yellow	Black	Black		Black	Black	Quarterly
Heritage Strategy	In progress	Simon Algar	Green						Monthly
Climate Change	Bid prep stage	Janet Hill	Green	Black		Black		Black	Bi-monthly

2.20 Currently an average of 23% of progress has been made on 146 service plan actions and none are overdue.

## Internal Audit reports

2.21 The internal audit process now involves earlier client engagement spanning a longer period of time. The introduction of draft reporting means that the published report will not be issued until three or four weeks after conclusion of the audit work.

2.22 For reference, Audit assurance rating definitions are as detailed in Table 7.

*Table 7: Audit assurance rating definitions*

<p><b>Strong</b> – Controls within the service are well designed and operating as intended, exposing the service to no uncontrolled risk. There will also often be elements of good practice or value for money efficiencies which may be instructive to other authorities. Reports with this rating will have few, if any, recommendations and those will generally be priority 4.</p>	<p><b>Sound</b> – Controls within the service are generally well designed and operated but there are some opportunities for improvement, particularly with regard to efficiency or to address less significant uncontrolled operational risks. Reports with this rating will have some priority 3 and 4 recommendations, and occasionally priority 2 recommendations where they do not speak to core elements of the service.</p>	<p><b>Effective Service</b></p>
<p><b>Weak</b> – Controls within the service have deficiencies in their design and/or operation that leave it exposed to uncontrolled operational risk and/or failure to achieve key service aims. Reports with this rating will have mainly priority 2 and 3 recommendations which will often describe weaknesses with core elements of the service.</p>	<p><b>Poor</b> – Controls within the service are deficient to the extent that the service is exposed to actual failure or significant risk and these failures and risks are likely to affect the Council as a whole. Reports with this rating will have priority 1 and/or a range of priority 2 recommendations which, taken together, will or are preventing from achieving its core objectives.</p>	<p><b>Ineffective Service</b></p>

2.23 Table 8 sets out work that has been completed or in progress as at the end of Quarter 1 2019. Progress is in line with expectations for this point in the year. Table 9 details the audits (including Mid Kent Services) that are currently planned.

*Table 8: Mid Kent Audit – Status as at end of June 2019*

No.	Ref.	Head of Service	Title	Progress	Assurance
1	S19-AR03	James Freeman	Conservation Planning	ISSUED	<b>SOUND</b>
2	S19-AR04	Zoe Kent	Council Tax Reduction Scheme	ISSUED	<b>SOUND</b>
3	S19-AR08	Phil Wilson	Insurance	ISSUED	<b>STRONG</b>
4	S19-AR10	Katherine Bescoby	Members' Allowances	ISSUED	<b>STRONG</b>
5	S19-AR13	Emma Wiggins	Temporary Accommodation	ISSUED	<b>SOUND</b>
6	S19-AR14	Phil Wilson	Treasury Management	ISSUED	<b>STRONG</b>
7	S19-AR16	Martyn Cassell	Waste Income	ISSUED	<b>SOUND</b>
8	S19-P101	Zoe Kent	Council Tax Investigation	ISSUED	N/A
9	S19-AR09	Della Fackrell	Licensing Compliance	REPORTING	
10	S19-AR01	Anne Adams	Asset Management	REPORTING	
11	S19-AR12	Charlotte Hudson	Sittingbourne Town Centre	REPORTING	
12	X19-AR01	Bal Sandher	Absence Management	ISSUED	<b>SOUND</b>
13	X19-AR04	David Clifford	GDPR	REPORTING	
14	X19-AR10	Sheila Coburn	Revs & Bens Compliance Team	REPORTING	
15	X19-IV01	Rich Clarke	National Fraud Initiative	ONGOING	
16	X19-AR03	Chris Woodward	Cyber Security	FIELDWORK	

17	X19-CON01	Rich Clarke	CIPFA Financial Resilience Index	ISSUED	N/A
18	S20-AR07	Anne Adams	Health & Safety	PLANNING	
19	S20-AR08	Charlotte Hudson	Home Improvement Grants	PLANNING	
20	S20-AR09	David Clifford	Declaration of Interests	PLANNING	
21	S20-AR10	Zoe Kent	Discretionary Housing Payments	PLANNING	
22	X20-AR02	Jeff Kitson	Civil Parking Enforcement	PLANNING	
23	X20-AR05	Bal Sandher	Recruitment	PLANNING	
24	X20-IV01	Rich Clarke	National Fraud Initiative	ONGOING	

*Table 9: Mid Kent Audit – 2019-20 planned audits*

No.	Ref.	Head of Service/ Sponsor	Title
1	S20-AR01	Katherine Bescoby	Member Development
2	S20-AR02	Charlotte Hudson	Economic Development
3	S20-AR03	James Freeman	Strategic Planning
4	S20-AR04	Charlotte Hudson	Homelessness
5	S20-AR05	Phil Wilson	Budget Setting & Monitoring
6	S20-AR06	Della Fackrell	Emergency Planning
7	S20-AR11	Zoe Kent	Council Tax Recovery & Write Offs
8	S20-AR12	David Clifford	Social Media
9	S20-AR13	Zoe Kent	Universal Credit
10	X20-AR01	Donna Price	Information Management
11	X20-AR03	Chris Woodward	Network Security
12	X20-AR04	Chris Woodward	ICT Technical Support
13	X20-AR07	James Freeman	Planning Administration
14	X20-AR09	Chris Woodward	IT Project Management
15	X20-CON01	Rich Clarke	Anti-Bribery Training Package
16	X20-CON02	Rich Clarke	Financial Resilience Index
17	X20-FRR01	Rich Clarke	Fraud Risk Review
18	Not yet allocated	Martyn Cassell	Cemeteries
19	Not yet allocated	James Freeman	Developer Income
20	Not yet allocated	James Freeman	Planning Enforcement
21	Not yet allocated	Martyn Cassell	Commissioning & Procurement
22	Not yet allocated	Anne Adams	Property Income
23	Not yet allocated	Chris Woodward	IT Backup & Recovery
24	Not yet allocated	Chris Woodward	IT Asset Management
25	Not yet allocated	Jeff Kitson	Residents' Parking

### **3 Proposal**

3.2 Informal Cabinet are asked to **note** the Performance Management Report for 2019/2020 Q1

## **4 Alternative Options**

- 4.1 Although national performance reporting burdens have reduced considerably in recent years, regular monitoring of organisational performance both by members and by senior officers is widely regarded as essential to a well-governed, self-aware and effective council. The option of dispensing with performance reporting to members is therefore not recommended.

## **5 Consultation Undertaken or Proposed**

- 5.1 The performance report is largely based on information provided either through Pentana or other council systems by senior officers, and then reviewed by SMT for comment or corrections prior to being forwarded to members.

## **6 Implications**

- 6.1 As this report is for noting and does not contain any recommendations for decision there are no cross-cutting implications to consider.

## **7 Appendices**

- 7.1 The following documents are to be published with this report and form part of the report:
- Appendix I: KPI performance overview YTD

## **8 Background Papers**

- Monthly SMT performance reports
- Briefing note – Overview of corporate performance management reporting at Swale Borough Council.

Appendix I:

KPI performance overview YTD

Monthly Performance Indicators		19/20	Apr	Ma	Jun	
Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)		Target				
BV8	Percentage of invoices paid on time (within 30 days)	97%	G	G	G	
BV9	Percentage of Council Tax collected	97.45%	G	G	A	
BV10	Percentage of Non-domestic Rates collected	97.8%	G	G	G	
BV12b	Short term working days lost due to sickness absence	3.2 days	G	G	G	
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	R	
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5 days	R	R	R	
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	A	G	
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	A	R	
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	A	
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	G	G	G	
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G	
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	G	
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	G	G	G	
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	R	R	A	
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	R	R	R	
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	Y	
LI/TBC/01	Number of missed bins per annum		G	R	R	
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G	
NI 191	Residual household waste per household	460kgs	G	R	R	
NI 192	Percentage of household waste sent for reuse, recycling and comp	46%	A	G	G	
MONTHLY INDICATOR RESULTS (x 20)		YEAR TO DATE (Colour)		15G	13G	11G
		PERIOD TOTAL (TEXT)		1A	1A	4A
			4R	6R	5R	
			15G	13G	11G	
			1A	2A	3A	
			4R	5R	6R	

MPIs – Monitored Performance Indicators (no targets / performance not managed)			A-M-J / Q1		
NI 156	Number of households living in temporary accommodation	183	183	193	186
BV12a	Long term working days lost due to sickness absence	6 days	0.81	1.66	2.39
NI155	Number of affordable homes delivered (gross)	68	27/15		
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	7%	6%		
CSP/0001	All crime per 1000 population	115.9	114.9		

Quarterly Performance Indicators		19/20 Target	Q1
<b>Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)</b>			
LI/ICT/0006	Website availability	99%	G
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	R
LI/CSC/003	Complaints responded to within 10 working days	90%	G
LI/HS/01	Number of long-term empty homes brought back into use	90	G
NI188	Planning to Adapt to Climate Change	3	G
NI195a	Improved street and environmental cleanliness: Litter	4	R
NI195b	Improved street and environmental cleanliness: Detritus	8	G
NI195c	Improved street and environmental cleanliness: Graffiti	1	G
NI195d	Improved street and environmental cleanliness: Fly-posting	1	G
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%	G
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	G
LI/IA/004	Audit recommendations implemented	95%	R
<b>YEAR TO DATE (Colour)</b>			9G 0A 3R
QUARTERLY TOTAL (TEXT)			9G 0A 3R

COMBINED INDICATOR RESULTS (x32)	<b>YEAR TO DATE (Colour)</b>	20G 4A 8R
	<b>PERIOD TOTAL (TEXT)</b>	20G 3A 9R