Scrutiny Meeting	
Meeting Date	27 February 2020
Report Title	**Performance Monitoring – 2019/20 Quarter 3**
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Services
Lead Officer	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 third quarter of 2019/2020 (October – December 2019) as previously reported to SMT and informal Cabinet (attached as Appendix I).

2   Background

2.1   This is the third quarterly performance report in the newer format, replacing the older Balanced Scorecards report view.

3   Proposal

3.1   Scrutiny are asked to *note* the Performance Management Report for 2019/2020 Q3 as attached at Appendix I.

4   Appendices

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

- Appendix I: Performance Management Report: December 2019

8   Background Papers

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

SMT Meeting		Agenda Item: x
Meeting Date	28 January 2020	
Report Title	**Performance Management Report: December 2019**	
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance	
SMT Lead	David Clifford, Head of Policy, Communications and Customer Service	
Head of Service	David Clifford, Head of Policy, Communications and Customer Service	
Lead Officer	Tony Potter, Policy and Performance Officer	
Recommendations	That SMT *notes* the latest performance position	

1   Purpose of Report and Executive Summary

1.1   This is the quarterly performance report for the period ending December 2019, summarising the Council's performance against the corporate indicators, projects of interest and service plan actions, for the third quarter of the financial year to 31 December.

1.2   At the end of December **67% of all indicators are Green**, **9% are Amber**, and **24% are Red**. This is a 12% improvement on last month but lower than the previous quarter and same period last year.

1.3   Based on current performance and expectations, it is predicted that 78% of indicators will be on target at the end of the year. Detailed performance for all indicators is attached as Appendix I.

2   Background

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

2.2   SMT are asked to **note** the following:

Year-to-date performance – all corporate indicators

2.3   Combining both monthly and quarterly KPI performance results together shows that for Quarter 3:

- twenty-two indicators (**67%**) are meeting target (**Green**);

- three indicators (**9%**) are within 5% of meeting target (**Amber**); and

- eight indicators (**24%**) is more than 5% adrift of target (**Red**).

2.4   The status of all indicators is attached as Appendix I

2.5   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, two less indicators are green.

*Chart 1: Percentage of all corporate indicators achieving target at 31 Dec 2019*
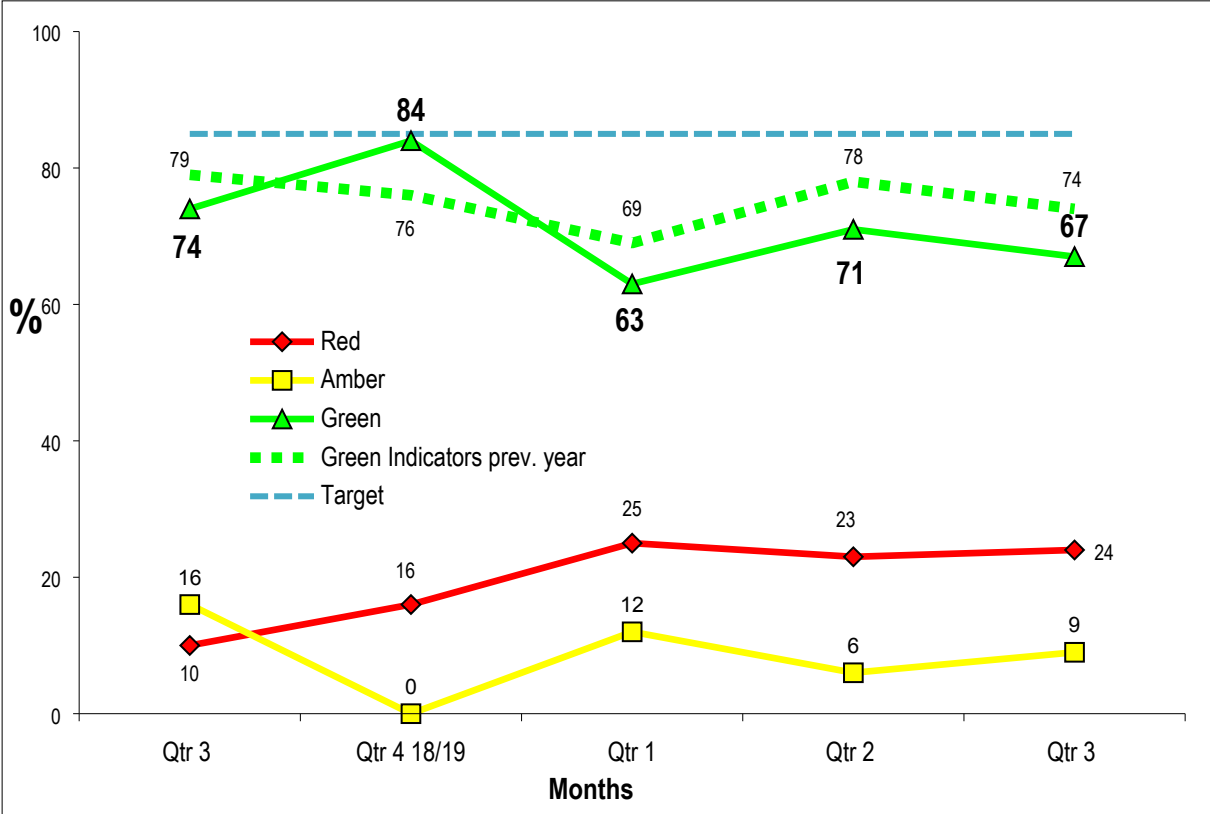
Year-to-date performance – monthly indicators

2.6   A summary of performance against the 20 corporate indicators which are routinely reported on a monthly basis, shows that for the year to 31 December:

- ten indicators (**50%**) are meeting target (**Green**);

- three indicators (**15%**) are within 5% of target: (**Amber**); and

- seven indicators (**35%**) are more than 5% adrift of target (**Red**).

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

Chart 2: Percentage of all monthly indicators achieving target at 31 Dec 2019
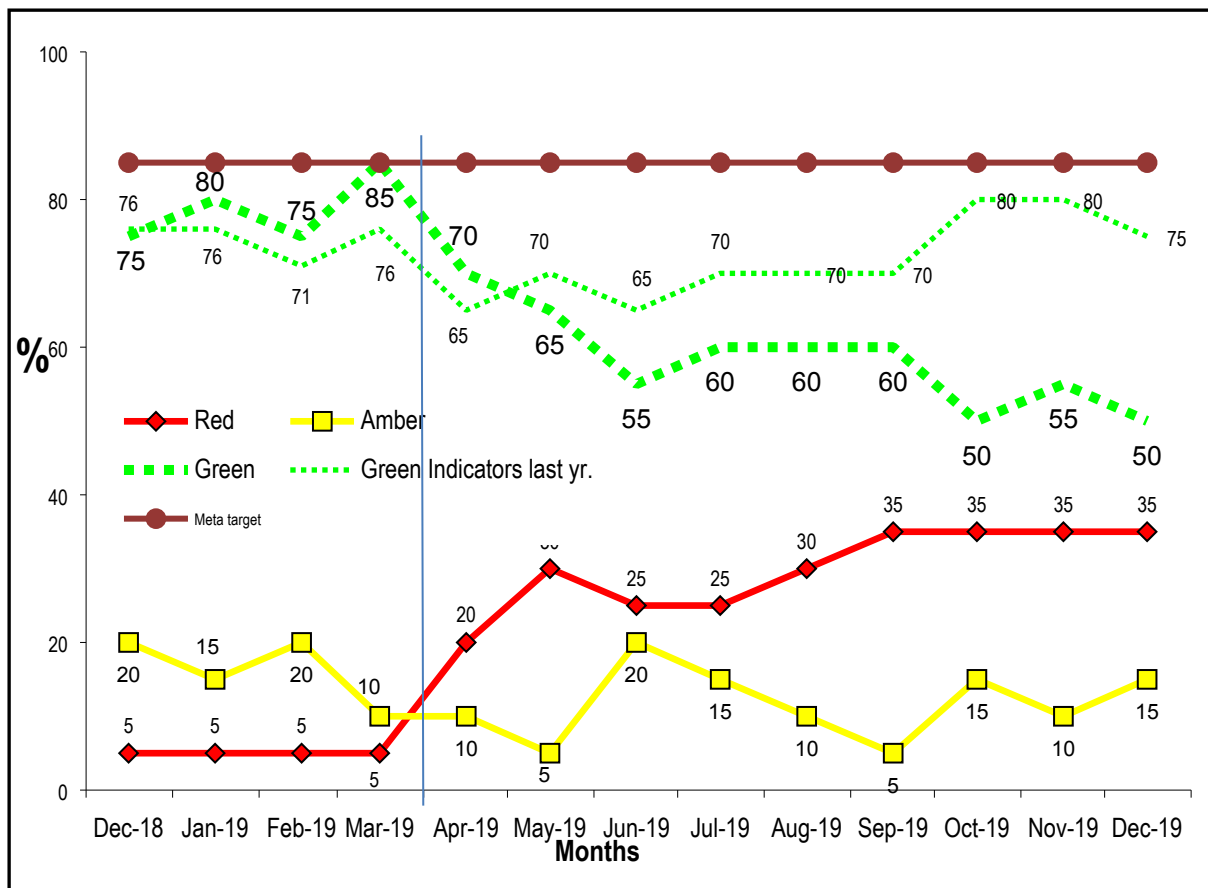
Red and amber indicators this period

2.8   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 31 December 2019

This period	Last period	Ref	Description	YTD	2019-20 target	Managers Commentary
🔴	🔴	BV78b	Speed of processing - changes of circumstances for HB/CTB claims	7.6 days	6.5 days	Performance slipped slightly this month due to a number of staff being off sick. Now that we have got through the Christmas period we should start to get back on track again and achieve the year-end target.
🔴	🔴	LI/DC/DCE/006	Refused planning applications	19%	15%	Three of the refusals were for new dwellings in the countryside contrary to planning policy, whilst 12 others (11 of which are householders) were refused for reasons of poor design and/or impact on adjoining properties , which were considered so harmful that acceptable amendments would have required new planning applications. This reflects to some extent the lower take up of the pre-

						app service. In these circumstances, we will raise the issue at the Agents Forum to review why there is a lower take up in the pre-app service and consider what changes can be made to promote the service, including promotion of the householder extension SPG on our webpages..
✅	✅	LI/IC/CSC/002	Percentage of abandoned calls	9.3%	8.5%	We have achieved the target this month for the 4th month running. We expect this positive performance to continue and achieve the year-end target
✅	✅	LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answered in 20secs	61%	75%	Target achieved for Dec, however due to previous months reported issues it is looking unlikely that the end of year target will be reached. All efforts remain to resource accordingly within the team and we continue to look at ways to minimise the impact from peaks in calls, for example we have added some proactive messages to call flows and also the team gave out information during each call to advise customers of Christmas bin collections to reduce call backs.
🛑	🛑	LI/TBC/01	Number of missed bins per annum	2694 ytd	1615 ytd	Small breaks in service due to resource and vehicle issues during December have led to missed bins remaining out of target, however this has improved from last month and Biffa have advised that interviews are being held for additional staff over and above contracted resources to provide contingency as part of the action plan to reduce these problems
✅	🛑	NI 192	Residual household waste per household	545 kgs ytd	345kgs ytd	Refuse tonnage throughout December is within target - albeit over target as a whole throughout the year. Pilots have been planned to improve sack collections in Marine Town area which we are hopeful will improve this target further.
🔺	✅	NI 192	Percentage of household waste sent for reuse, recycling and composting	42.5%	45%	This indicator narrowly missed target this month however previous summer 2019 performance is still impacting year to date performance and means that we will not achieve the year-end target value.
🛑	✅	NI 195ii	Improved street and environmental cleanliness: Detritus % at Grade B standard	81%	93%	This target was missed due to vehicle issues that disrupted the leafing clearance period. This has been raised on an action plan with Biffa, requesting that crews hand sweep until the vehicles are

					repaired.

2.9 For information, Table 2 details the three indicators which are currently Amber. All are expected to be back on target by the end of the year.

Table 2: YTD Amber indicators at 31 December 2019

YTD Status	This period	Last period	Ref	Description	YTD	2019/20 target	Variance
⚠️	✅	⚠️	BV8	Percentage of invoices paid on time (within 30 days)	96.8%	97%	0.2% of target
⚠️	⚠️	✅	BV9	Percentage of Council Tax collected	89.1%	90%	1% of target
⚠️	✅	✅	LI/LS/LCC 01	Percentage of all Local Land Searches completed in 5 working days	94.3%	95%	0.8% of target

Monitored performance indicators (MPIs)

2.10 Seven monthly and eight 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.

2.11 Please note that five new indicators implemented at the start of the financial year, were deferred until Quarter 3 whilst methodologies for capturing the data were established, as highlighted in the table footnote (*)

2.12 Please note that crime performance stats are normally reported one to two months in arrears. Currently the latest report available is up to the end of October 2019.

2.13 Please note that the target for long term sickness is an arbitrary split of the total sickness target with short term sickness. The combined sickness value is 8.1 days against a YTD target of 7.4 days. Seven officers are currently on long term sickness absence, five due to hospital treatment/surgery, one due to mental health issues and one has a broken bone

Table 3: Monitored performance indicators as at 31 December 2019

Ref	Description	Baseline value	Current value
NI 156	Number of households living in temporary accommodation	183	205
BV12a	Long term working days lost due to sickness absence	5 (ytd)	6.5
LI/CC/ MON16	% of fly-tipping incidents attended to within 3 working days	100	100

LI/EC/ MON10	Swale Means Business – Website analytics for no. of visitors	551	412
LI/EC/ MON11	No. of Visitor Economy Businesses supported by ECS	2	1
LI/EC/ MON28	Swale VCS – Number of enquiries received	19	8
LI/EC/ MON2	No. of enquiries to the business support service	76	29
NI 155	Number of affordable homes delivered	49 (ytd)	85
CSP/001	All crime per 1000 population *(As at October 2019)*	115.9	111.7
LI/CSC/006	Percentage of complaints escalated to Stage 2.	7	10
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	38*	38
HO/MON8	Percentage of households who secured accommodation at the end of relief duty	23*	23
EC/MON33	Safeguarding training (total % of all training completed by staff)	42.8*	42.8
LI/CEL/001	No. of visits to Council owned or supported leisure centres	159,105*	159,105
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	40*	40

(*) New baseline value effective 2019-20 Q3

Planning performance designation

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

2.15   '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.

2.16   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 31 December 2019

Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
✅	Percentage of major applications determined in 13 weeks	Lower % than threshold	**60%**	96.3% (09/2019)	96.3%

Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
✅	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	**10%** (11/107)	1.6% (03/2018)	2.8% (3/107)
✅	Percentage of non-major applications [(1)] determined in 8 weeks	Lower % than threshold	**70%**	94.8% (06/2019)	94.8%
✅	Percentage of non-major applications overturned at appeal (= overturns / total non-major applications)	Higher % than threshold	**10%** (169/1695)	1.9% (03/2019)	1.9% (32 / 1695)
✅	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

2.17   Table 5 lists twelve projects identified to be 'of interest to SMT', and their current status. A summary of those projects with a status of Amber or Red is included as Appendix II.

Table 5: Projects of interest to SMT and their current status.

Project Title	Project Status	Project Manager	RAG Status
CCTV Review – Part III	In progress	Stephanie Curtis	🟩
Beach Huts	Not yet started	Martyn Cassell	🟧
Website and digital services	In progress	Philip Sutcliffe	🟩
Faversham Recreation Ground Improvements	In progress	Graeme Tuff	🟥
Mill skate park	In progress	Sue Maidens	🟧
Leisure Centre Review	In progress	Martyn Cassell	🟩
Sittingbourne Town Centre Phase 1	In progress	Dean Radmore	🟩
Sittingbourne multi-storey car park	In progress	Dean Radmore	🟩
Rough Sleeper Initiative Funded Project	In progress	Roxanne Sheppard	🟩
Local Plan Review	In progress	James Freeman	🟩

| Heritage Strategy | | | In progress | Simon Algar | ■ |
| Climate Change | | | Bid prep stage | Janet Hill | ■ |

RAG Status definition	
■	*Either:* Significant deviation from timescales, budget or quality **since last report** *Or:* Significant future changes to timescales, budget, quality or risks envisaged
■	*Either:* Minor deviation from timescales, budget or quality **since last report** *Or:* Minor future changes to timescales, budget, quality or risks envisaged
■	*Both:* No changes to timescales, budget or quality **since last report** *And:* No future changes to timescales, budget, quality or risks envisaged

2.18 Currently an average of 52% of progress has been made on 114 open service plan actions.

Internal Audit Reports

2.19 SMT are reminded that changes to the internal audit process now involve 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.

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

Table 7: Audit assurance rating definitions

Strong – 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.	**Sound** – 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.	**Effective Service**
Weak – 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.	**Poor** – 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.	**Ineffective Service**

2.21 Table 8 sets out work that has been completed or in progress for Quarter 3 2019. Table 9 details the audits (including Mid Kent Services) that are planned but not yet started.

Table 8: Work completed, in progress and planned in Q3 2019-2020

No.	Ref.	Head of Service	Title		Progress	Assurance

No.	Ref.	Head of Service/Sponsor	Title		
1	S20-AR03	James Freeman	Strategic Planning	Planning	
2	S20-AR04	Charlotte Hudson	Homelessness	Planning	
3	S20-AR05	Phil Wilson	Budget Setting & Monitoring	Planning	
4	S20-AR07	Anne Adams	Health & Safety	Draft Report	
5	S20-AR08	Charlotte Hudson	Home Improvement Grants	Planning	
6	S20-AR09	David Clifford	Declarations of Interest	Draft Report	
7	S20-AR10	Zoe Kent	Discretionary Housing Payments	Issued	**SOUND**
8	S20-AR12	David Clifford	Social Media	Planning	
9	S20-AR14	James Freeman	Planning Enforcement	Draft Report	
10	X20-AR02	Jeff Kitson	Civil Parking Enforcement	Issued	**SOUND**
11	X20-AR05	Baljinder Sandher	Recruitment	Issued	**SOUND**

Table 9: Audits not yet started

No.	Ref.	Head of Service/ Sponsor	Title
1	S20-AR01	Jo Millard	Member Development
2	S20-AR06	Della Fackrell	Emergency Planning
3	S20-AR11	Zoe Kent	Council Tax Recovery & Write-Offs
4	S20-AR13	Zoe Kent	Universal Credit
5	S20-AR15	Martyn Cassell	Commissioning and Procurement
6	S20-AR16	Anne Adams	Property Income
7	X20-AR01	Donna Price	Information Management
8	X20-AR03	Chris Woodward	Network Security
9	X20-AR04	Chris Woodward	ICT Technical Support
10	X20-AR07	Caroline Pieri	Planning Administration
11	X20-AR09	Chris Woodward	IT Project Management
12	Not yet allocated	Martyn Cassell	Cemeteries
13	Not yet allocated	James Freeman	Developer Income
14	Not yet allocated	Chris Woodward	IT Backup & Recovery
15	Not yet allocated	Chris Woodward	IT Asset Management

2.22 Two projects have been removed from the Audit Plan as agreed with the Heads of Service at the time and detailed in Table 10 below.

Table 10: Projects removed from the Audit Plan for 2019-20

No.	Ref.	Head of Service/Sponsor	Title
1	S20-AR02	Charlotte Hudson	Economic Development
2	Not yet allocated	Jeff Kitson	Residents' Parking

3 Proposals

3.1 SMT are asked to *note* the contents of this report.

4 Alternative Options

4.1   There are no alternative options as this report is largely for noting only.

5   Consultation Undertaken or Proposed

5.1   Heads of Service have been consulted in preparing this report.

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

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

- Appendix I: KPI performance overview YTD

- Appendix II: Summary commentary for Amber and Red status projects

8   Background Papers

8.1   Previous performance reports

Monthly Performance Indicators Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)		19/20 Target	Apr	Ma	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar PRED
BV8	Percentage of invoices paid on time (within 30 days)	97%	G	G	G	A	G	A	A	A	G			
BV9	Percentage of Council Tax collected	97.45%	G	G	A	G	G	G	G	G	A			
BV10	Percentage of Non-domestic Rates collected	97.8%	G	G	G	G	G	G	G	G	G			
BV12b	Short term working days lost due to sickness absence	3.2 days	G	G	G	G	G	G	G	R	G			
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	R	R	G	G	G	G	G			
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5 days	R	R	R	R	R	R	R	R	R			
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	A	G	G	R	G	R	G	G			
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	A	R	A	G	G	A	G	G			
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	A	G	G	G	G	G	G			
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	G	G	G	G	G	G	G	G	G			
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G	A	G	G	G	G	G			
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	G	R	R	R	R	R	R			
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	G	G	G	G	G	G	G	G	G			
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	R	R	A	R	R	G	G	G	G			
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	R	R	R	R	R	R	A	G	G			
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	G	G	G	R	G	G	G			
LI/CC/01	Number of missed bins per annum	2148	G	R	R	R	R	R	R	R	R			
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G	R	G	G	G	G	G			
NI 191	Residual household waste per household	460kgs	G	R	G	R	G	R	G	R	R			
NI 192	Percentage of household waste sent for reuse, recycling and comp	46%	A	G	G	R	R	R	R	G	A			
MONTHLY INDICATOR RESULTS (x 20)	YEAR TO DATE (Colour)		15G 1A 4R	13G 1A 6R	11G 4A 5R	12G 3A 5R	12G 2A 6R	12G 1A 7R	10G 3A 7R	11G 2A 7R	10G 3A 7R			
	PERIOD TOTAL (TEXT)		15G 1A 4R	13G 2A 5R	12G 3A 5R	8G 3A 8R	12G 0A 8R	12G 1A 7R	12G 3A 5R	15G 1A 4R	14G 2A 4R			

Monthly MPIs – Monitored Performance Indicators (no targets / performance not managed)			A-M-J / Q1			J-A-S / Q2			O-N-D / Q3			J-F-M / Q4		
NI 156	Number of households living in temporary accommodation	183	183	193	186	200	205	197	194	209	205			
BV12a	Long term working days lost due to sickness absence	5 days	0.81	1.66	2.39	2.91	6.50	4.26	5.13	5.79	6.50			
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	95%							100	100	100			
LI/EC/MON10	Swale Means Business – Website analytics	551							551	539	412			
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	2							2	1	1			
LI/EC/MON28	Swale VCS – Number of enquiries received	19							19	16	8			
LI/EC/MON2	No. of enquiries to the business support service	76							76	51	29			

Quarterly Performance Indicators Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)		19/20 Target	Q1	Q2	Q3	Q4
LI/ICT/0006	Website availability	99%	G	G	G	
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	R	G	G	
LI/CSC/003	Complaints responded to within 10 working days	90%	G	G	A	
LI/HS/01	Number of long-term empty homes brought back into use	90	G	G	R	
NI188	Planning to Adapt to Climate Change	3	G	G	G	
NI195a	Improved street and environmental cleanliness: Litter % at Grade B standard	4	R	G	G	
NI195b	Improved street and environmental cleanliness: Detritus % at Grade B standard	8	G	G	R	
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%	G	G	G	
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	G	G	G	
LI/IA/004	Audit recommendations implemented	95%	R	G	G	
LI/CEL/002	Percentage of beach huts occupied	75% ?			G	
LI/CEL/003	Percentage of disabled parking bay applications processed within 3 months	95% ?			G	
LI/PAR/001	Civil enforcement officer accuracy rate	98% ?			G	
YEAR TO DATE (Colour)			9G 0A 3R	9G 1A 0R	12G 0A 1R	
QUARTERLY TOTAL (TEXT)			9G 0A 3R	10G 0A 0R	10G 1A 2R	

Quarterly MPIs – Monitored Performance Indicators (no targets / performance not managed)		Year opening value	Q1	Q2	Q3	Q4
NI155	Number of affordable homes delivered (gross / target)	68	27/15	48/30	85/49	
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	7	6	3	10	
CSP/0001	All crime per 1000 population	115.9	114.9	111.7 (July)	111.7 (Oct)	
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended				38	
HO/MON8	Percentage of households who secured accommodation at the end of relief duty				23	
EC/MON33	Safeguarding training (total % of all training completed by staff)				42.8	
LI/CEL/001	No. of visits to Council owned or supported leisure centres				159,105	
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services				40	

COMBINED INDICATOR RESULTS (x32)	YEAR TO DATE (Colour)	20G 4A 8R	22G 2A 7R	22G 3A 8R	
	PERIOD TOTAL (TEXT)	20G 3A 9R	23G 1A 7R	24G 3A 6R	

Summary commentary for Amber and Red Status projects

Project Title	Project Manager	RAG Status	Commentary since last update report
Beach Huts	Martyn Cassell		Some progress has been made with initial consultation through Minster Parish Council and with Cabinet members in the relevant portfolios. The next phase is re-working the Beach hut strategy and drawing up the project to build the huts which will progress later in 2020
Faversham Recreation Ground Improvements	Graeme Tuff		The construction phase of the project is coming to an end however the discovery of significant asbestos with the need to remove and remediate has impacted both in terms of program delay and budget. Officers are working to reduce overspend through project savings and bring the completion deadline forward.
Mill skate park	Sue Maidens		Continued issues with contractor completing the works, although substantially complete we are waiting for relevant handover documentation and final inspection to be carried out before handover.