

<b>Scrutiny Meeting</b>	
<b>Meeting Date</b>	18 November 2020
<b>Report Title</b>	<b>Performance Monitoring – 2020/21 Quarter 2</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 second quarter of 2020/2021 (July – September 2020) as previously reported to SMT and informal Cabinet (attached as Appendix I).

## **2 Background**

- 2.1 This is the first performance report for the current financial year as explained within the report attached.

## **3 Proposal**

- 3.1 Scrutiny are asked to **note** the Performance Management Report for 2020/2021 Q2 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: September 2020

## **8 Background Papers**

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

<b>SMT Meeting</b>	<b>Agenda Item: x</b>
<b>Meeting Date</b>	27 October 2020
<b>Report Title</b>	<b>Performance Management Report: September 2020</b>
<b>Cabinet Member</b>	Clr Roger Truelove, Leader and Cabinet Member for Finance
<b>SMT Lead</b>	David Clifford, Head of Policy, Communications and Customer Service
<b>Head of Service</b>	David Clifford, Head of Policy, Communications and Customer Service
<b>Lead Officer</b>	Tony Potter, Policy and Performance Officer
<b>Recommendations</b>	That SMT <i>notes</i> the latest performance position

## 1 Purpose of Report and Executive Summary

- 1.1 This is the quarterly performance report for the period ending September 2020, summarising the Council's performance against the corporate indicators for the second quarter of the financial year to 30 September.
- 1.2 At the end of September **76% of all indicators are Green, 10% are Amber, and 14% are Red**. Four quarterly KPIs were not recorded in this period, as detailed further within this report
- 1.3 More detail on each of the performance indicators on which this report is based can be found in Appendix I and accessed online at <http://www.swale.gov.uk/monthly-performance-monitoring/>.

## 2 Background

- 2.1 Whilst this report relates to the second quarter of the 2020/21 financial year, this is the first report being presented for the 2020/21 financial year. Interim reports had been cancelled due to the impact of Covid -19 on the Authority's resources. The recording of performance was maintained throughout the period in most cases, thereby retaining the accuracy and consistency of the year to date performance that is herein reported for quarter two, and further detailed in Appendix I.
- 2.2 For comparison, a summary of performance indicators for the first quarter has been calculated, as follows; **76% of all indicators were Green, 9% were Amber, and 15% were Red**
- 2.3 Where it has not been possible to maintain the recording of performance due to the impact of Covid-19 during quarter two, this is highlighted within this report and excluded from overall performance calculations.

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

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

2.5 Combining both monthly and quarterly KPI performance results together shows that for Quarter 2:

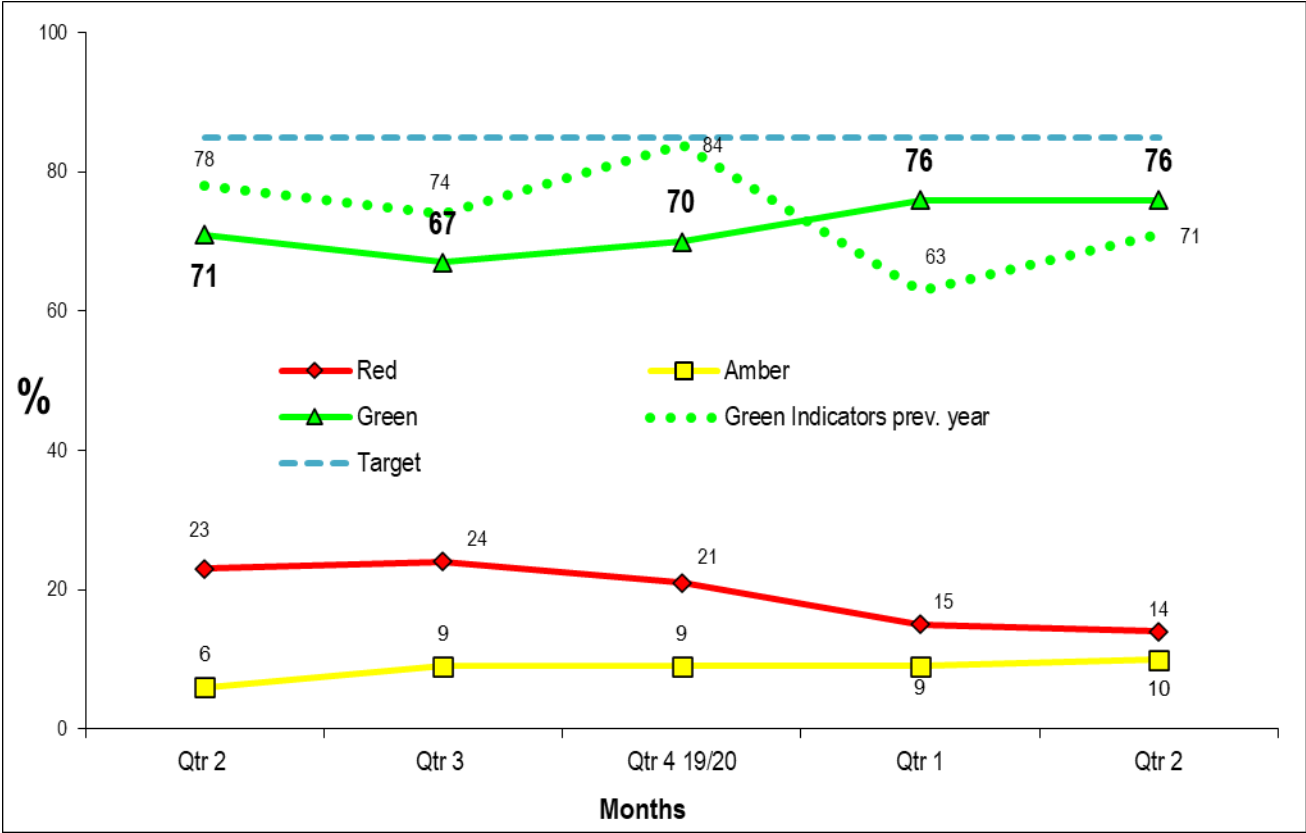
- twenty-two indicators (76%) are meeting target (Green);
- three indicators (10%) are within 5% of meeting target (Amber); and
- four indicators (14%) is more than 5% adrift of target (Red).

2.6 The status of all indicators is attached as Appendix I

2.7 Chart 1 below tracks the year to date progress of all corporate indicators for the current and previous four quarters, noting that the following 4 indicators have not published performance results for quarter two due to the impact of Covid-19 on resource priorities;

- Improved street and environmental cleanliness: Litter % at Grade B standard
- Improved street and environmental cleanliness: Detritus % at Grade B standard
- Percentage of Planning consultations responded to in 21 days (by Env.Health)
- Food Hygiene – The percentage of food inspections completed that were due.

Chart 1: Percentage of all corporate indicators achieving target at 30 Sept 2020



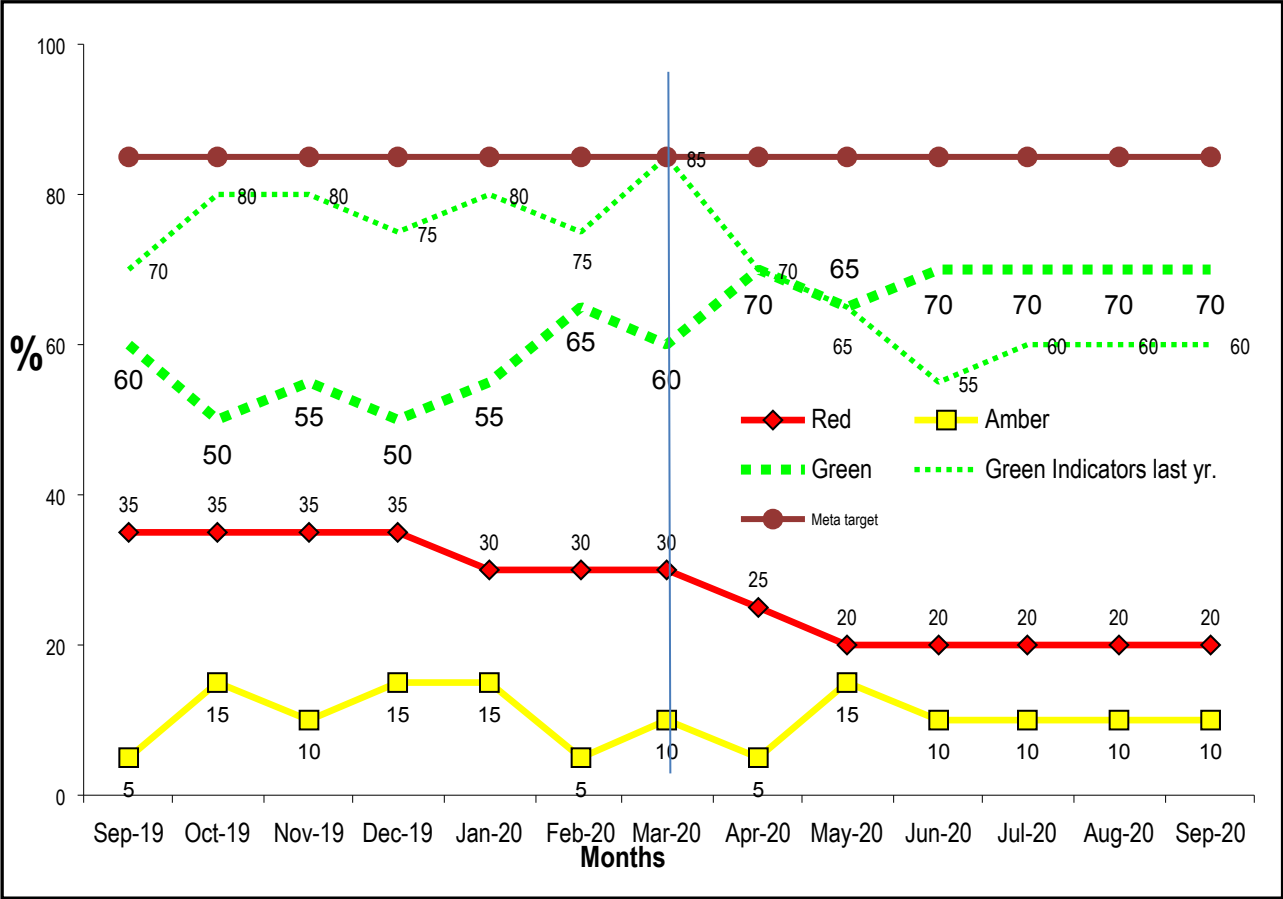
**Year-to-date performance – monthly indicators**

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

- fourteen indicators (70%) are meeting target (Green);
- two indicators (10%) are within 5% of target: (Amber); and
- four indicators (20%) are more than 5% adrift of target (Red).

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







*Chart 2: Percentage of all monthly indicators achieving target at 30 Sept 2020*





**Red and amber indicators this period**

2.10 There are four year-to-date red indicators this month, as detailed in Table 1, together with related commentary.

Table 1: YTD Red indicators at 30 September 2020

This period	Last period	Ref	Description	YTD	20-21 target	Managers Commentary
		LI/DC/D CE/007	Planning Enforcement - Informing complainant within 21 days	76.7 %	95%	Poor performance since April due to 2 members of staff having child care and shielding issues during lockdown which prevented them amongst other things from undertaking most site visits, plus another member of the team left the Council at start of September. This vacant post currently replaced by a temporary worker and the lockdown issues have been resolved. It is therefore anticipated that performance for rest of the financial year will be at or exceed target although it will not be possible to meet the cumulative year end target.
		LI/IC/CS C/004	Percentage of calls to Customer Contact Centre answered in 20secs	69.2 %	75%	CSA's at times have required additional support following a call or time to log an enquiry due to working from home. As expected with various network providers and service not reliant, there has also been intermittent issues whilst working from home and slowness on individual Wi-Fi connections, therefore at times agents have been temporarily unavailable to take calls. Continued peak in calls relating to waste issues, CSA's have needed to check a spreadsheet of roads not completed for every waste call before logging as collection updates are shared regularly from the Contracts team. In addition to this there is a restricted bulk collection service meaning CSA's have to check with a Supervisor before booking and the online service has been temporarily suspended due to this. There was also a peak in Electoral enquiries due to the annual canvass. The average wait time to answer a call was 52 secs, compared to 2 mins 9 secs in 2019. 4.7% of calls were abandoned during this period compared to 7% in 2019. We have now recruited and training is currently underway, this obviously requires additional resource from the team.
		LI/TBC/0 1	Number of missed bins per annum	1822	1092 ytd	Large number of non-completions during COVID period has resulted in continued high missed bins.

						Completion issues have improved considerably over the last 6 weeks which we are hopeful will result in improved missed bin figures. Data for August and September is currently being queried with Biffa and will be updated next month.
		NI 191	Residual household waste per household	258 kgs	230kgs YTD	Increase in residual tonnage throughout COVID period has had an impact on this indicator. We will shortly be running a sticker campaign which will include all households receiving a sticker on their refuse bin reminding them not to place recyclables, food or garden waste in the bin. We are hopeful this will help to bring the residual tonnage down.

2.11 For information, Table 2 details the three indicators which are currently Amber.










YTD Status	This period	Last period	Ref	Description	YTD	2020/21 target	Variance
			BV218a	Abandoned vehicles - % investigated within 24hrs	98.5%	99.75%	1.5% of target
			NI 192	Percentage of household waste sent for reuse, recycling and composting	43.95 %	45%	1.5% of target
			LI/CSC/003	Complaints responded to within 10 working days	88.9%	90%	1.2% of target

Table 2: YTD Amber indicators at 30 September 2020

### Monitored indicators (MIs)

2.12 Seven monthly and seven quarterly indicators are of interest and therefore monitored for trends against previous levels as detailed in Table 3 below.

2.13 Please note the crime statistic is normally reported in arrears. Currently the latest report available is up to the end of July 2020.

*Table 3: Monitored indicators as at 30 September 2020*

Freq.	Ref	Description	July value	August value	September value
Monthly	NI 156	Number of households living in temporary accommodation	270	285	280
	LI/CSC/006	Long term working days lost due to sickness absence	1.50	1.88	2.35
	LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	99.4	95	93
	LI/EC/MON10	Swale Means Business – Website analytics	481	193	228
	LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	2	4	1
	LI/EC/MON28	Swale VCS – Number of enquiries received	15	12	8
	LI/EC/MON2	No. of enquiries to the business support service	128	108	32

Freq.	Ref	Description	Q1 value	Q2 value
Quarterly	NI 155	Number of affordable homes delivered	0	99
	LI/CSC/006	Percentage of complaints escalated to Stage 2.	5	8
	CSP/001	Number of all crime per 1000 population.	105	105.6
	HO/MO N7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	52	57
	HO/MO N8	Percentage of households who secured accommodation at the end of relief duty	14	36
	LI/CEL/001	No. of visits to Council owned or supported leisure centres	0	30,000 (est.)
	LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	54	50






## 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 planning applications. Table 4 monitors current performance against threshold levels.
- 2.15 'Designation' will occur when an indicator exceeds set thresholds, with additional penalties applied for failing to report at all. If designation were to

occur all planning decision making functions would be removed from the authority.

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 30 September 2020

Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
	Percentage of major applications determined in 13 weeks	Lower % than threshold	<b>60%</b>	97.3% (03/2019)	96.3%
	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	<b>10%</b> (11/107)	1.6% (03/2018)	2.8% (3/107)
	Percentage of non-major applications <sup>(1)</sup> determined in 8 weeks	Lower % than threshold	<b>70%</b>	94.8% (06/2019)	94.8%
	Percentage of non-major applications overturned at appeal (= overturns / total non-major applications)	Higher % than threshold	<b>10%</b> (169/1695)	1.9% (03/2019)	1.9% (32 / 1695)
	Number of missed quarterly returns to DCLG	More than threshold	2	0	0

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

### 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 for noting only.

### 5 Consultation Undertaken or Proposed

5.1 Heads of Service and relevant senior managers have been consulted in preparing this report.

### 6 Implications

Corporate Plan	Without putting in place appropriate performance management arrangements the Council may not be able to demonstrate how it achieves the corporate plan and its objectives
Financial, Resource and Property	None specific to this report.



Legal and Statutory	The Council continues to have a statutory duty to report certain performance-related information to central government and its departments. Swale publishes regular monthly performance reports on its website at <a href="http://www.swale.gov.uk/monthly-performance-monitoring/">http://www.swale.gov.uk/monthly-performance-monitoring/</a> .
Crime and Disorder	There are no direct crime and disorder implications.
Environmental Sustainability	There are no direct sustainability implications. However, there are a number of sustainability related indicators featured in the Council's current set of performance indicators.
Health and Wellbeing	There are no direct health and wellbeing implications, although many aspects of Council performance will have a bearing on the health and wellbeing of residents.
Risk Management and Health and Safety	Not managing performance appropriately may result in the Council not achieving its priorities, resulting in risk to its reputation.
Equality and Diversity Implications	There are no direct equality and diversity implications.

## 7 Appendices

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

### 8.1 Previous performance reports

## KPI performance overview YTD

## Appendix I

Monthly Performance Indicators		20/21 Target	Apr	Ma	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2019/20 Outcome
Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)															
BV8	Percentage of invoices paid on time (within 30 days)	97%	G	G	G	G	G	A							97.3%
BV9	Percentage of Council Tax collected	97.45%/94	G	G	G	G	G	G							96.4%
BV10	Percentage of Non-domestic Rates collected	97.8%/90	G	G	G	G	G	G							98.4%
BV12b	Short term working days lost due to sickness absence	3.2 days	G	G	G	G	G	G							1.96 days
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	G	G	G	G							15.4 days
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5/9days	G	G	G	G	G	G							7.0 days
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	G	G	G	G	G							89.1%
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	R	A	G	G	G							82.3%
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	G	G	G	G							96.1%
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	A	G	G	A	G	A							100%
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G	G	G	G							90.6%
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	A	R	R	G							19.2%
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	R	G	A	R	R	R							98.5%
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	G	R	A	G	R	G							7.8%
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	G	R	R	R	R	R							66.5%
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	G	G	G	G							91.9%
LI/CC/01	Number of missed bins per annum	2148	R	R	R	R	R	R							3315
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G	G	G	G							0.3%
NI 191	Residual household waste per household	460kgs	R	R	R	R	R	R							501kgs
NI 192	Percentage of household waste sent for reuse, recycling and comp	45%	R	A	G	A	R	R							42.0%
MONTHLY INDICATOR RESULTS (x 20)		YEAR TO DATE (Colour)	14G 1A 5R	13G 3A 4R	14G 2A 4R	14G 2A 4R	14G 2A 4R	14G 2A 4R							
		PERIOD TOTAL (TEXT)	14G 1A 5R	14G 1A 5R	13G 4A 3R	13G 2A 5R	13G 0A 7R	13G 2A 5R							

Monthly MIs – Monitored Indicators (no targets / performance not managed)		19/20 Mthly Ave.	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	253	257	267	275	270	285	280						
BV12a	Long term working days lost due to sickness absence	7.64 days	0.39	0.72	1.13	1.50	1.88	2.35						
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	99%	100	95	99.4	99.4	95	93						
LI/EC/MON10	Swale Means Business – Website analytics	520	227	390	408	481	193	228						
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	24	62	47	28	2	4	1						
LI/EC/MON28	Swale VCS – Number of enquiries received	23	50	33	22	15	12	8						
LI/EC/MON2	No. of enquiries to the business support service	162	636	390	220	128	108	32						

Quarterly Performance Indicators Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)		20/21 Target	Q1	Q2	Q3	Q4	2019/20 Outcome
LI/ICT/0006	Website availability	99%	G	G			99.7
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%	G	G			86.3
LI/CSC/003	Complaints responded to within 10 working days	90%	G	R			89.5
LI/HS/01	Number of long-term empty homes brought back into use	90	A	G			116
NI188	Planning to Adapt to Climate Change	3	G	G			3
NI195i	Improved street and environmental cleanliness: Litter % at Grade B standard	95%	G	X			97
NI195ii	Improved street and environmental cleanliness: Detritus % at Grade B standard	93%	R	X			81
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%	G	X			93
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	90%	G	X			95.6
LI/IA/004	Audit recommendations implemented	95%	G	G			95.1
LI/CEL/002	Percentage of beach huts occupied	75%	G	G			90.1
LI/CEL/003	Percentage of disabled parking bay applications processed within 3 months	95%	G	G			100
LI/PAR/001	Civil enforcement officer accuracy rate	98%	G	G			99.7
YEAR TO DATE (Colour)			11G 1A 1R	8G 1A 0R			
QUARTERLY TOTAL (TEXT)			11G 1A 1R	8G 0A 1R			

Quarterly MIs – Monitored Indicators (no targets / performance not managed)		19/20 qtr ave	Q1	Q2	Q3	Q4	19/20 closing value
NI155	Number of affordable homes delivered (gross / target)	25	0	99			100/68
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	8%	5%	8%			15%
CSP/0001	All crime per 1000 population	111.4	105	105.6			110.2
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	41%	52%	57%			46%
HO/MON8	Percentage of households who secured accommodation at the end of relief duty	18%	14%	36%			19%
LI/CEL/001	No. of visits to Council owned or supported leisure centres	159,440	0	30,000(est)			123,094
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	39%	54	50			36%