

<b>Informal Cabinet Meeting</b>	
<b>Meeting Date</b>	25 February 2021
<b>Report Title</b>	<b>Performance Monitoring – 2020/21 Quarter 3</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 third quarter of 2020/2021 (October – December 2020) as previously reported to SMT on 9 February 2021 and informal Cabinet on 15 February 2021 (attached as Appendix I).

## **2 Background**

- 2.1 This is the second 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 Q3 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: December 2020

## **5 Background Papers**

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

<b>SMT Meeting</b>	<b>Agenda Item: x</b>
<b>Meeting Date</b>	9 February 2021
<b>Report Title</b>	<b>Performance Management Report: December 2020</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 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 December 2020, summarising the Council's performance against the corporate indicators for the third quarter of the financial year to 31 December.
- 1.2 At the end of December **70% of all indicators are Green**, **6% are Amber**, and **24% are Red**.
- 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 third quarter of the 2020/21 financial year, this is the second 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.
- 2.2 This report follows on from the Quarter 2 performance report and does not contain detailed analysis of the interim months' performance. The recording of performance was maintained throughout Quarter 3 in all cases, thereby retaining the accuracy and consistency of the year-to-date performance that is herein reported for Quarter 3, and further detailed in Appendix I.
- 2.3 SMT are reminded, that for Quarter 2 only, performance for the following 4 indicators has not been published due to the impact of Covid-19 on resource priorities. In this instance year-to-date performance is calculated based on the measured periods of Q1 and Q3 only;
- 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..

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

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

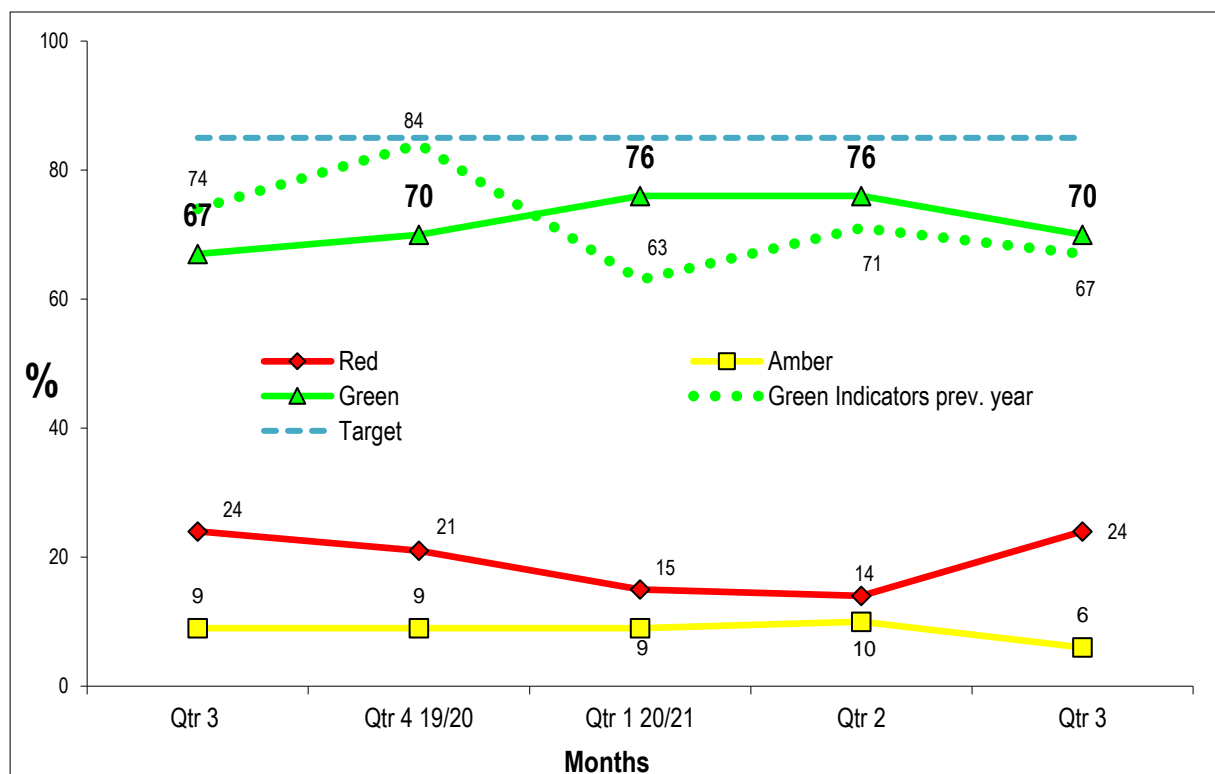
2.5 Combining both monthly and quarterly KPI performance results together, shows that for Quarter 3:

- twenty-three indicators (**70%**) are meeting target (**Green**);
- two indicators (**6%**) are within 5% of meeting target (**Amber**); and
- eight indicators (**24%**) 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. The current outcome is slightly better than the same period last year and equal to the year-end value for 2019/20.

Chart 1: Percentage of all corporate indicators achieving target at 31 Dec 2020



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

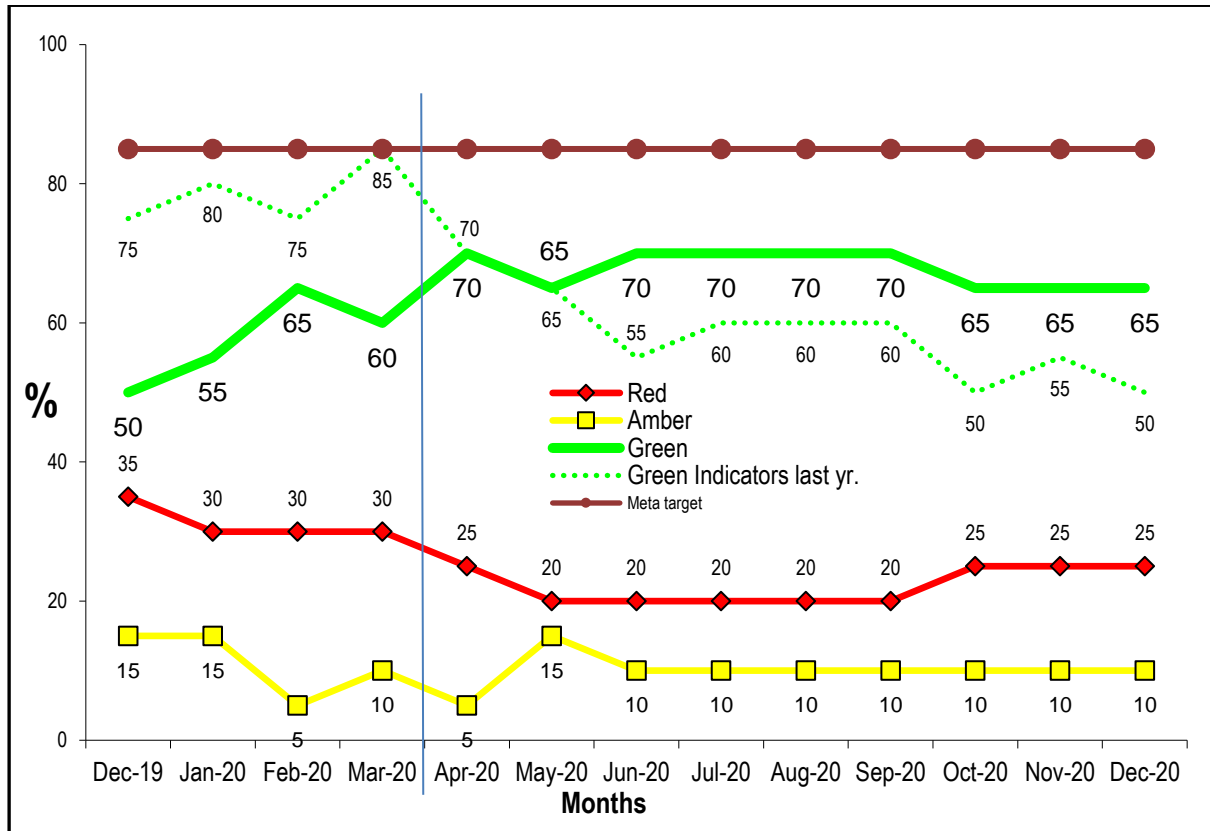
2.8 A summary of performance against the 20 corporate indicators which are routinely reported on a monthly basis, shows that for the year to 31 December:

- thirteen indicators (**65%**) are meeting target (**Green**);

- two indicators (**10%**) are within 5% of target: (**Amber**); and
- five indicators (**25%**) are more than 5% adrift of target (**Red**).

2.9 Chart 2 below tracks the year-to date progress of monthly reported indicators. The current outcome is 15% better than the same period last year and 5% higher than the year end value for 2019/20

Chart 2: Percentage of all monthly indicators achieving target at 31 Dec 2020









### Red and amber indicators this period

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

Table 1: YTD Red indicators as at 31 December 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	83.3 %	95%	Average performance for the last quarter has been above target, at 96%. However due to previous performance being lower during earlier lockdowns it will not be possible to meet the cumulative year-end target.
		LI/IC/CS C/004	Percentage of calls to Customer Contact	65%	75%	December was a good month (83.6%) and all targets were met. We believe this was helped by

			Centre answered in 20secs			2 new CSA's who are now more self-sufficient, their training was focused on high volume areas meaning we were able to assign them to the waste queue to get through calls regarding changes to collection days over Xmas. All CSA's were pro-active in providing information around the changes, in any contact made to Customer Services, to prevent further call backs or any missed collection reports. All communication in Inside Swale/website and phone scripting also eased the pressure. All efforts remain to resource accordingly within the team, however, due to previous issues we are unlikely to achieve the end of year target.
		LI/TBC/01	Number of missed bins per annum	3090	1638 ytd	SBC Contract officers have been working hard with Biffa to reduce the number of missed bins despite the continued Covid related absences. December figure of 21/100,000 is a big improvement and well under the target of 30/100,000. Unfortunately, due to the previous performance (lots of staff changes due to Covid illness or isolation meaning higher use of staff that do not know rounds), this indicator will not recover by year end. We will continue to monitor to ensure final quarter performance continues as per December.
		NI 191	Residual household waste per household	375k gs	345kgs YTD	We continue to mirror national trends with increased tonnages of household waste resulting from more people being at home. Unfortunately this is compounded by higher levels of contamination in the recycling with further rejected loads at the sorting station. Our sticker campaign to help show residents what can and can't go in each bin was halted due to the wet weather and will be restarted as soon as possible. Social media campaigns regularly point residents to the Waste Wizard on our website which also provides education. Due to the increases over the first three quarters this indicator will not recover by year end.
		NI 192	Percentage of household waste sent for reuse, recycling and composting	39.5%	45%	The recycling rate for this period has dropped quite significantly. There is some seasonality given the Christmas period but rejected recycling loads were also a major contributor. We are also investigating an anomaly in the

						garden waste figures that should see this figure retrospectively increased. As above contamination campaigns will continue to go out.
		LI/HS/01	Number of long-term empty homes brought back into use	56	65 ytd	Our most recent mail shot resulted in a good response, but unfortunately those that did respond all had the same type of reply, namely that Covid restrictions were preventing the reoccupation of the property. Owners are facing difficulties carrying out remedial works before they can let their property to tenants, and that property sales are being affected as viewings can't take place, and mortgages lenders aren't lending. Cases where the owner is deceased are being affected as Covid restrictions are impacting on both the operations of the Probate Office and the solicitors who are dealing with the affairs of the deceased. This indicator is unlikely to achieve its year-end target
		NI 195ii	Improved street and environmental cleanliness: Detritus % at Grade B standard	90%	93%	This indicator achieved target this period but due to previous performance being impacted by the secondment of street crews to frontline waste collections earlier in the year, this indicator will not achieve the year-end target.
		LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	46.4 %	90%	The lockdown in Q3 reduced the number of businesses open which were due a routine inspection during this period. In addition, the FSA has implemented a new prioritisation for inspections to target our work on businesses presenting the highest risk, subject to outstanding enforcement action and intelligence led work to accommodate Covid 19 work. As a result, this indicator will not achieve the year-end target.

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

Table 2: YTD Amber indicators at 31 December 2020

YTD Status	This period	Last period	Ref	Description	YTD	2020/21 target	Variance
			LI/DC/DCE/006	Refused Planning Applications	15.1%	15%	1% of target
			LI/LS/LC C01	Percentage of all Local Land Searches completed in 5 working days	93.5 %	95%	1.6% of target

## Monitored performance indicators (MPIs)

2.12 Eight monthly and eight 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 November 2020.

*Table 3: Monitored performance indicators as at 31 December 2020*






Freq.	Ref	Description	Q2 value	Q3 value
Monthly	NI 156	Number of households living in temporary accommodation	280	283
	LI/CSC/006	Long-term working days lost due to sickness absence	2.35	3.8
	LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	93	75
	LI/EC/MON10	Swale Means Business – Website analytics	228	159
	LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	1	25
	LI/EC/MON28	Swale VCS – Number of enquiries received	8	14
	LI/EC/MON2	No. of enquiries to the business support service	32	344
	LI/HO/MON9	Rough Sleepers in Accommodation (monthly average)	54	51

Freq.	Ref	Description	Q2 value	Q3 value
Quarterly	NI 155	Number of affordable homes delivered	99	204
	LI/CSC/006	Complaints escalated to Stage 2	8	5
	CSP/001	All crime per 1000 population	105.6	101.2
	HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	57	67
	HO/MON8	Percentage of households who secured accommodation at the end of relief duty	36	24
	EC/MON33	Safeguarding training (% of all staff fully trained)	x	48.8
	LI/CEL/001	No. of visits to Council owned or supported leisure centres	31,741	4,753
	LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	50	54

## 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 over a two year rolling period, 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>	91.0% (09/2020)	89.8%
	Percentage of major planning applications overturned at appeal (= overturns / total major applications)	Higher % than threshold	<b>10%</b> (10/98)	2.7% (03/2019)	4.1% (4/98)
	Percentage of non-major applications <sup>(1)</sup> determined in 8 weeks	Lower % than threshold	<b>70%</b>	93.5% (09/2020)	94.3%
	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. In addition, as part of the emerging transparency agenda, there is a requirement to make performance information available to the community. 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. However, there are a number of equality and diversity related indicators featured in the Council's current set of performance indicators.

## 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		2019/20	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2020/21
Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)		Outcome													Target
BV8	Percentage of invoices paid on time (within 30 days)	97.3	G	G	G	G	G	A	G	G	A				97
BV9	Percentage of Council Tax collected	96.4	G	G	G	G	G	G	G	G	G				94
BV10	Percentage of Non-domestic Rates collected	98.4	G	G	G	G	G	G	G	G	G				90
BV12b	Short term working days lost due to sickness absence	1.96	G	G	G	G	G	G	G	G	G				3.2
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	15.4	G	G	G	G	G	G	G	G	G				20
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	7.0	G	G	G	G	G	G	G	G	G				9
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89.1	G	G	G	G	G	G	G	A	G				89
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82.3	G	R	A	G	G	G	G	G	G				82
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	96.1	G	G	G	G	G	G	G	G	G				91
BV218a	Abandoned vehicles - % investigated within 24hrs	100	A	G	G	A	G	A	G	G	G				99.75
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	90.6	G	G	G	G	G	G	G	A	G				86.5
LI/DC/DCE/006	Refused Planning Applications	19.2	G	G	A	R	R	G	R	G	G				15
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	98.5	R	G	A	R	R	R	G	G	G				95
LI/IC/CSC/002	Percentage of abandoned calls	7.8	G	R	A	G	R	G	G	G	G				8.5
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	66.5	G	R	R	R	R	R	R	R	G				75
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	91.9	R	G	G	G	G	G	R	R	G				95
LI/CC/01	Number of missed bins per annum	3,315	R	R	R	R	R	R	R	R	G				2,184
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	0.3	G	G	G	G	G	G	R	G	G				10
NI 191	Residual household waste per household	501	R	R	R	R	R	R	R	R	R				460
NI 192	Percentage of household waste sent for reuse, recycling and comp	42.0	R	A	G	A	R	R	R	R	R				45
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	13G 2A 5R	13G 2A 5R	13G 2A 5R				
		PERIOD TOTAL (TEXT)	14G 1A 5R	14G 1A 5R	13G 4A 3R	13G 2A 5R	13G 0A 7R	13G 2A 5R	13G 0A 7R	13G 0A 5R	13G 2A 2R				

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	257	267	275	270	285	280	279	278	283			
BV12a	Long-term working days lost due to sickness absence	0.39	0.72	1.13	1.50	1.88	2.35	2.7	3.28	3.80			
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	100	95	99.4	99.4	95	93	94	100	75			
LI/EC/MON10	Swale Means Business – Website analytics	227	390	408	481	193	228	250	185	159			
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	62	47	28	2	4	1	3	42	25			
LI/EC/MON28	Swale VCS – Number of enquiries received	50	33	22	15	12	8	13	25	14			
LI/EC/MON2	No. of enquiries to the business support service	636	390	220	128	108	32	51	450	344			
LI/HO/MON9	Rough Sleepers in Accommodation	65	61	67	59	56	47	50	50	52			

<b>Quarterly Performance Indicators</b>		2019/20	Q1	Q2	Q3	Q4	20/21
<b>Record of quarterly results reported QUARTERLY (Colour = YEAR TO DATE)</b>		Outcome					Target
LI/ICT/0006	Website availability	99.7	G	G	G		99
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	86.3	G	G	G		80
LI/CSC/003	Complaints responded to within 10 working days	89.5	G	R	G		90
LI/HS/01	Number of long-term empty homes brought back into use	116	A	G	R		90
NI188	Planning to Adapt to Climate Change	3	G	G	G		3
NI195i	Improved street and environmental cleanliness: Litter % at Grade B standard	97	G	X	G		95
NI195ii	Improved street and environmental cleanliness: Detritus % at Grade B standard	81	R	X	R		93
LI/EH/001	Percentage of Planning consultations responded to in 21 days	93	G	X	G		90
LI/EH/002	Food Hygiene – The percentage of food inspections completed that were due.	95.6	G	X	R		90
LI/IA/004	Audit recommendations implemented	95.1	G	G	G		95
LI/CEL/002	Percentage of beach huts occupied	90.1	G	G	G		75
LI/CEL/003	Percentage of disabled parking bay applications processed within 3 months	100	G	G	G		95
LI/PAR/001	Civil enforcement officer accuracy rate	99.7	G	G	G		98
<b>YEAR TO DATE (Colour)</b>			11G 1A 1R	8G 1A 0R	10G 0A 3R		
<b>QUARTERLY TOTAL (TEXT)</b>			11G 1A 1R	8G 0A 1R	11G 0A 2R		

<b>Quarterly MPis – Monitored Performance Indicators (no targets / performance not managed)</b>		Q1	Q2	Q3	Q4
NI155	Number of affordable homes delivered (gross / target)	0	99	204	
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	5	8	5	
CSP/0001	All crime per 1000 population	105	105.6	101.2	
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	52	57	67	
HO/MON8	Percentage of households who secured accommodation at the end of relief duty	14	36	24	
EC/MON33	Safeguarding training (% of training modules completed)	X	X	48.8	
LI/CEL/001	No. of visits to Council owned or supported leisure centres	0	31,741	4,753	
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	54	50	54	

<b>COMBINED INDICATOR RESULTS (x33) (Q2 = 29)</b>	<b>YEAR TO DATE (Colour)</b>	25G 3A 5R	22G 3A 4R	23G 2A 8R	
	<b>PERIOD TOTAL (TEXT)</b>	25G 3A 5R	21G 2A 6R	28G 1A 4R	