

BABERGH DISTRICT COUNCIL

From: Head of Corporate Organisation	Report Number: P24
To: Strategy Committee	Date of meeting: 12 June 2014

STRATEGIC PERFORMANCE MONITORING REPORT – APRIL 2013 TO MARCH 2014

1. Purpose of Report

- 1.1 To provide members of the Strategy Committee with year-end performance monitoring information report for 2013-14.
- 1.2 The report covers the period when the Council was developing a new outcome focussed Joint Strategic Plan and associated Delivery Plan with Mid Suffolk District Council; integrating the services of the two Councils; and undertaking a major transformation and change management programme. All but three of the targets have been met at the end of the year.

2. Recommendations

- 2.1 That Members review and note the performance monitoring information contained in this report, subject to any comments they wish to make following their deliberations.

The Committee is able to resolve this matter.

3. Financial Implications

- 3.1 Financial impacts/implications were taken into account in the selection of the performance measures reflecting the need to maximise potential income and investment and reduce expenditure. The creation of this report has itself no specific financial implications.

4. Risk Management

- 4.1 This report is not linked with any of the Councils' Corporate/Significant Business Risks.

5. Consultations

- 5.1 No consultation was required for this report.

6. Equality Analysis

- 6.1 There are no equality and diversity implications arising from this report.

7. Shared Service / Partnership Implications

- 7.1 A shared and aligned approach to performance management and monitoring was developed for the Council with Mid Suffolk District Council.

8. Key Information

- 8.1 The balanced scorecard monitoring report at Appendix 1 outlines performance outcomes for the transactional/output and objective based outcome measures agreed by the Executive and Strategy Committees in December 2013. The agreed level of 10% tolerance has also been applied.
- 8.2 As noted in the report to Strategy of 16 January;
- The waste indicators (numbers 5, 6 and 7) are joint measures for both councils.
 - Two measures (numbers 12 and 13 – sport participation) are defined as contextual, as the outcomes are not under the direct influence of the Council (see 8.11).
- 8.3 The average numbers of days sick per member of staff also has a joint target; but the data has been reported separately for 2013/14 as the two councils used different HR systems. There is now a single HR system.
- 8.4 The outcome the percentage of local authority housing rent collected (number 16), was not available at the time of producing this report because of an ongoing problem with posting cash to rent accounts due to the Councils changing their banks. As soon as this is resolved Members will be provided with a year-end figure.
- 8.5 Of the fifteen remaining measures (one with two outcomes), 13 of the associated outcomes have met (green) and 3 have not met the target at year end (red).
- 8.6 Eleven outcomes are showing a positive direction of travel, which is an improvement between 2012/13 to 2013/14, four a deterioration and two no change. For two measures (numbers 10 and 16) no direction of travel has been given (see paragraphs 8.3 and 8.7).
- 8.7 The measure for tenant satisfaction (number 10) is an annual measure. There is no direction of travel assessment as the last tenant survey was in 2008 therefore any comparisons are not seen as meaningful. The survey planned for 2010 was stopped when the Secretary of State for Communities and Local Government withdrew the requirement for it to be undertaken. This measure is given a green rating as it is well within the 10% tolerance level.
- 8.8 Two measures reported as amber in January have exceeded their targets by year end so are now green. They are:-
- Percentage of minor planning applications determined within 8 weeks (number 3); and the improvement in planning performance reported in January has continued with the minor application determination measure meeting year end target.
 - Average time taken to process Housing Benefit / Council Tax Benefit new claims (number 14). In January Members were informed that the average time target for processing housing benefit and council tax benefit new claims was not being met; but that the benefits team was addressing this. The actions taken have resulted in a marked improvement in performance.

8.9 Members will be aware that the planning resource focus has been on major planning applications. The national target has been achieved and there has been a significant improvement in processing minor and other applications.

8.10 Two measures reported as amber in January have not met their year-end targets, so are now recorded as red:-

- Private dwellings returned to occupation (number 8). It was reported in January that resources should be focused on working with SRP to identify occupied dwellings currently recorded as vacant, thus releasing NHB. The report from SRP was received later than expected due to data protection issues taking longer than expected to resolve. A new empty homes policy is in the final stages of being drafted. This will ensure we are able to set achievable but challenging targets and also target resources where they are anticipated to achieve the best outcomes.
- Number of Voluntary and Community Services (VCS) organisations supported (projects) (number 11). The failure to meet the 2013/14 target has been recognised and the steps taken to support more organisations in Babergh include events organised in both April and May.

8.11 The measure for the average time to re-let council houses (number 9) shows a large fall in performance from 26 days in 2012/13 to 52 days in 2013/14. The high voids number is due to:-

- There being a number of hard to let properties;
- Staffing issues including long term sickness of an experienced officer.
- The reorganisation of staff to form the ODTs resulted in the void team having shortages through the year which have only recently been resolved;
- Related to the above point, inexperienced officers were appointed to the voids liaison officer posts and although training was provided the voids inspection process has been reviewed resulting in more involvement from the Asset Management Team.

Actions taken that are expected to improve performance include:-

- The bringing of experienced staff back in-house from NPS;
- The use of experienced surveyors within the Asset Management team to survey void properties;
- A process of monitoring how long each element of the void process takes in order to clearly identify where improvements are needed and can be made;
- A review of the sheltered properties particularly those that are hard to let.

8.12 The three waste targets have all been met and show a positive direction of travel between 2012/13 and 2013/14.

- 8.13 It should be noted that the figures for the health measures (number 12 and 13) come from the Active People Survey run by Sport England. The sample size is relatively small (only 500 per district) so the changes between 2011/12 and 2012/13 (the latest for which data is available) are only indicators and may be the result of sampling variation within the population. On their own they do not necessarily indicate a long term trend.
- 8.14 The percentage of council tax collected (number 18) has been rated as green because although it has slightly fallen and is below target, this variation is well within 10% tolerance. It was affected by the abolition of council tax benefit and the introduction of the local council tax reduction scheme.
- 8.15 Work is underway to develop a performance management framework to support the Joint Strategic Plan and delivery programme for the Councils aligned with budget and resources and the supporting Organisational Development approach.

9. Appendices




Title	Location
(a) Babergh District Council Balanced Scorecard End of Year 2013/14.	Attached

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Performance Rating key	
Green	Performance rating met by 31 March or ahead of time.
Amber	Performance rating slightly off track to achieve by 31 March or ahead of time.
Red	Performance rating shows outcome was not met at year end.
Contextual	Authority has limited influence on measure e.g. staff sickness,

Direction of Travel key	
	No change
	Improvement
	Deterioration

PERFORMANCE MEASURES AND OUTCOMES 2013/2014

Strategic Priority One: shape, influence and provide the leadership to enable growth whilst protecting and enhancing our environment.

Performance Measure	Target 2013/14	2012/13 Actual Outcome	2013/14 Actual Outcome	Performance rating (against 2013/14 target)	Direction of travel (comparing Q1-4 2013/14 to Q1-4 2012/13)	Notes/paragraph ref (revised) in report
		Q4 Apr - Mar	Q4 Apr - Mar			
1. Percentage of Non-Domestic Rates collected in the year	98.30%	98.26%	98.29%	Green		
2. Percentage of major planning applications determined within 13 weeks	60% (National target)	42.2%	69.77%	Green		
3. Percentage of minor planning applications determined within 8 weeks	65% (National target)	53.75%	62.50%	Green		Well within 10% tolerance, see paragraph 8.1.

BDC Balanced Scorecard End of Year 2013/14 – Revised Version for Strategy Committee 12 June 2014 – Paper P24

Performance Measure	Target 2013/14	2012/13 Actual Outcome	2013/14 Actual Outcome	Performance rating (against 2013/14 target)	Direction of travel (comparing Q1-4 2013/14 to Q1-4 2012/13)	Notes/paragraph ref (revised) in report
		Q4 Apr - Mar	Q4 Apr - Mar			
4. Percentage of other planning applications determined within 8 weeks	80% (National target)	66.75%	81.50%	Green	↑	
5. Percentage household waste recycled and composted.	42% (Joint target)	40.96%	42.14%	Green	↑	
6. Increase the tonnage of recycling trade waste by customers as demonstrated by:-	180 tonnes Recycled (Joint target)	167.77 tonnes	200.72 tonnes	Green	↑	
(a) Recycled tonnage	3,300 tonnes Residual (Joint target)	3,156	3,284 tonnes	Green	↔	Within 10% tolerance, see paragraph 8.1.
(b) Residual tonnage						
7. Increase the number of garden collection customers	20,100 (Joint target)	19,197 customers	20,761	Green	↑	

Strategic Priority Two: shape, influence and provide the leadership to achieve the right mix and supply of housing.

Performance Measure	Target 2013/14	2012/13 Actual Outcome	2013/14 Actual Outcome	Performance rating (against 2013/14 target)	Direction of travel (comparing Q1-4 2013/14 to Q1-4 2012/13)	Notes/paragraph ref (revised) in report
		Q1-4 Apr - Mar	Q1-4 Apr - Mar			
8. Private dwellings returned to occupation	12	1	1	Red	↔	See paragraph 8.10.
9. Average time to re-let council houses (days)	28 days	26 days	52 days	Red	↓	See paragraph 8.11.
10. Tenant satisfaction measure	90%	89% (2008)	88%	Green	N/A	See paragraph 8.7.

Strategic Priority Three: shape, influence and provide the leadership to support and facilitate active, healthy and safe communities.

Performance Measure	Target 2013/14	2012/13 Actual Outcome	2013/14 Actual Outcome	Performance rating (against 2013/14 target)	Direction of travel (comparing Q1-4, 2013/14 to Q1-4, 2012/13)	Notes/paragraph ref (revised) in report
		Q1-4 Apr - Mar	Q1-4 Apr - Mar			
11. Number of Voluntary and Community Services (VCS) organisations supported (projects)	200	150	177	Red	↑	See paragraph 8.10.
12. The proportion of adults (aged 16 and over) participating in <u>no</u> sessions of sport or physical activity at moderate intensity in the previous 28 days (0x30 minutes)	Decrease against the 2011/12 baseline of 45.5%	45.5% (2011/12)	55.4% (2012/13)	Contextual	↓	The most recent figure for comparison is from 2011/12. This is a drop of 9.9% since 2011/12. See paragraph 8.13.

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Performance Measure	Target 2013/14	2012/13 Actual Outcome	2013/14 Actual Outcome	Performance rating (against 2013/14 target)	Direction of travel (comparing Q1-4, 2013/14 to Q1-4, 2012/13)	Notes/paragraph ref (revised) in report
		Q1-4 Apr - Mar	Q1-4 Apr - Mar			
13. The proportion of adults (aged 16 and over) participating in sport and/or undertaking some form of physical activity at moderate intensity on 12 or more occasions in the previous 28 days (3 or more x 30 minutes per week)	Increase against the 2011/12 baseline of 18.2%	18.2% (2011/12)	15.3% (2012/13)	Contextual	↓	The most recent figure for comparison is from 2011/12. This is a 2.9% drop since 2011/12. See paragraph 8.13.
14. Average time taken to process Housing Benefit / Council Tax Benefit new claims	24 days	28.51 days	24.19 days	Green	↑	
15. Average time taken to process Housing Benefit / Council Tax Benefit change of circumstance events	11 days	9.34 days	7.05 days	Green	↑	
16. Percentage of local authority housing rent collected	98%	98.64%	Not Available.	N/A	N/A	See paragraph 8.4.

Organisational Development

Performance Measure	Target 2013/14	2012/13 Actual Outcome	2013/14 Actual Outcome	Performance rating (against 2013/14 target)	Direction of travel (comparing Q1-4, 2013/14 to Q1-4, 2012/13)	Notes/para ref (revised) in report
		Q1-4 Apr - Mar	Q1-4 Apr - Mar			
17. Average number of days sick per member of staff	6 days (Joint target)	5 days	3.83 days	Green	↑	The reduction is partly due to the resolving of some long term sicknesses in 2012/13 and a continuation of timely interventions by HR and managers. See paragraph 8.3.
18. Percentage of Council Tax collected in the year	98.9% (specific to BDC)	98.32%	98.19%	Green	↓	Within 10% tolerance, see paragraph 8.1. See paragraph 8.14.