

REPORT FROM: STRATEGIC DIRECTOR

TO: MANAGEMENT TEAM

DATE: 12TH MAY 2015

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**PERFORMANCE MANAGEMENT REPORT:
1ST APRIL 2014 – 31ST MARCH 2015**

PURPOSE OF REPORT

The report presents Management Team with details of performance for the period 1st April 2014 – 31st March 2015.

RECOMMENDATIONS

That Management Team agree:

- (1) what action is required for the underperforming / deteriorating PIs identified as 'key' in Appendix 1 and which will subsequently be reported to the appropriate Member group at their next meeting;
- (2) that any strategic issues / trends arising that have caused underperformance have been correctly identified and consider what corrective actions can be put in place.

REASONS FOR RECOMMENDATIONS

To ensure that we retain focus on our priorities and deliver good quality, accessible services.

ISSUE

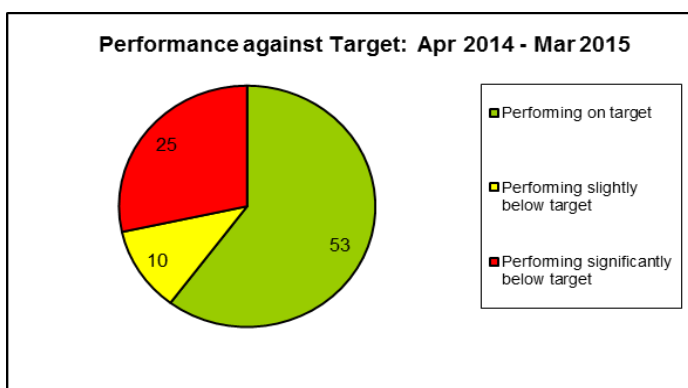
Background

1. A review of the PI set takes place at the end of each year. This involves the Performance Management Team (PMT) discussing the existing PIs, previous performance and the proposed targets for the forthcoming year with each service group.
2. A few minor changes were made to the PI set for 2014/15 as a result of these discussions via the deletion, amendment and introduction of a small number of PIs.
3. The proposed PI set and targets for 2014/15 were approved by Management Team at the meeting on 20th May 2014.

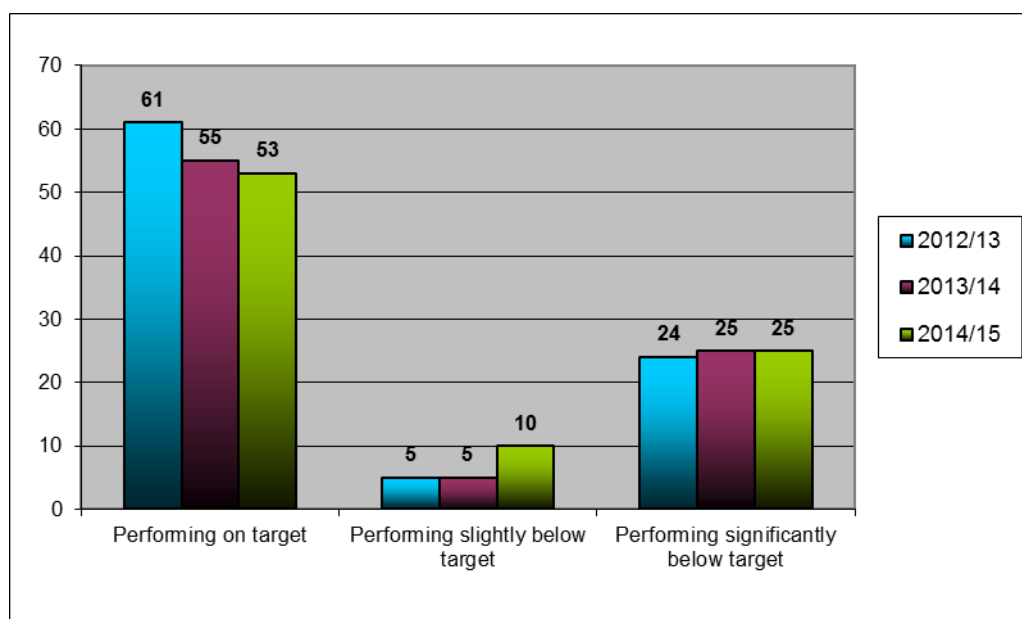
Present Position

General Performance

4. Of our 133 Corporate PIs reported on during the year, performance could only be measured against 88. This includes PIs which are measured both quarterly and annually.
Performance cannot be assessed against 45 PIs because:
 - 42 of them are 'Data Only' PIs. This means that targets have not been set either due to the nature of the PI (e.g. monitoring trends), or because they are feeder PIs and are provided in this report for information / context;
 - three PIs (LCP 9a and LCP 9b – carbon dioxide emissions reduction; HR 5 - % of sickness absence due to work related injury and / or work related ill health) are still awaiting data for 2014/15 due to the complex data collection processes involved.
5. Of the 88 PIs where performance could be measured the summary below shows how these have performed during the period April 2014 – March 2015.



6. We can also look at how our PIs performed against target in comparison to 2012/13 and 2013/14 in the chart below:



7. On a general and positive note the rate of performance for those PIs achieving or exceeding the target set for the year is relatively good. However, this year has also seen an increase in the number of PIs that have performed slightly below target.
8. When considering how we have performed against target when compared with previous years it is important to note the following:
 - that the comparison being made above is general as we are not comparing like-with-like (see Paras. 11-15 re comparative performance). This is due to changes to the PI set from year-to-year to accommodate our changing priorities. For example, some




PIs have now been deleted, some have changed slightly to make them more relevant and one PI was changed to Data Only;

- we recognise that some of our PIs will always struggle to perform well (e.g. Waste & Recycling and Planning).

- It is important to note at this stage that within Covalent:
 - there have been 'blanket' variances/thresholds set (1% for Amber and 5% for Red) for the majority of PIs. Therefore, dependant on how the PI is measured, a very small underperformance can result in the traffic light icon displaying as 'red';
 - the 'Long Trend' arrow reported for each PI compares current performance (where possible) by averaging data reported previously.
- All the PIs that have underperformed in 2014/15 against the set targets have been presented to the respective Directors regarding the performance and their comments sought and included in the report where appropriate.

Comparative Performance

- We currently have 63 PIs that we have retained from the 2011/12 PI Set and have comparative performance information for. This is where the PI has not changed at all in the last four years, including data collection methodology, focus, etc.
- The remaining PIs are not comparable because they are either 'Data Only' PIs, did not have targets set initially or are reported on annually with complex data collection processes which are still ongoing.
- The summary below shows how performance against these PIs has deteriorated in the last year in comparison with the previous three years:

Status	2011/12	2012/13	2013/14	2014/15
	43	44	45	35
	7	4	5	10
	13	15	13	18

- Appendix 1 details the comparable PIs that have performed below target for the period 1st April 2014 – 31st March 2015 and how performance has been affected in the last 12 months. Our Key PIs are highlighted in bold type.
- Whilst looking at these PIs it is important to determine whether there are any underlying strategic issues or trends arising that have caused underperformance / deteriorating performance:
 - the performance of some PIs are outside of our total control and will regularly feature in our exception reports, such as:
 - where performance is greatly influenced by external factors, for example
 - planning applications – Member performance
 - recycling rates – LCC recycling facilities
 - land charge searches – LCC response times
 - investment return – economic factors
 - missed collections – weather
 - issuing of operators licences - reliance on third party
 - demand led PIs e.g. licences issued, home energy advice, remediation of contaminated sites.
 - where PIs may involve complex cases which by their nature are unachievable within the designated timescales e.g. completion of complex DFG works (i.e. building an extension).

- b) Some underperformance is negligible and could still be considered good performance e.g. sports fixtures cancelled due to service failure, response rates for EHS requests and illegal eviction complaints, completion of programmed pollution inspections and private water supply risk assessments
- c) Some underperformance relates to true performance issues for us to address (or are currently being addressed), such as:
 - iv. PIs not being activated in Covalent by the deadline
 - v. staffing levels / absence (e.g. responding to disrepair complaints)
 - vi. responding to complaints within 15 working days
 - vii. logging activities undertaken (targeted intervention activities)
- d) Whilst still underperforming against set targets performance in some cases is improving in real terms (see DL 2, EH 10, EH 1, PBC 6).

16. Taking the above into consideration, Management Team is asked to focus their discussions on Appendix 1 and agree in each case the action required / in progress to tackle underperformance / deteriorating performance.

17. It is also imperative that all these factors and agreed courses of action are taken into account during the PI review and target setting process for 2015/16. In doing so we will ensure that, whilst we have a Corporate PI Set and targets which reflect our priorities and which we have control over delivery, we have also taken into consideration the resources available to deliver them.

Policy: The Council has a duty to report to regularly report on its performance and make this information available to members of the public, staff and councillors.

Financial: None.

Legal: The Council has a duty to report to regularly report on its performance and make this information available to members of the public, staff and councillors.

Risk Management: Failure to effectively monitor performance and deal with any problems of underperformance could impact upon the Council's ability to deliver its priorities.

Health and Safety: None.

Sustainability: A number of our current performance measures relate to Sustainability issues.

Community Safety: A number of our current performance measures relate to Community Safety issues.

Equality and Diversity: A number of our current performance measures relate to Equality and Diversity issues.

APPENDICES

Appendix 1 – Underperforming Comparable PIs for 1st April 2014 – 31st March 2015

LIST OF BACKGROUND PAPERS













- Performance data received from individual services
- Supporting commentary received from individual services
- Covalent Performance Management Software reports
- Partnership Steering Group Report for March 2015



















PI Report 2014/15: Underperforming Comparable PIs

APPENDIX 1

Key: Bold type = Key PIs

Table 1 - Previously performed on target

PI	2013/14 Status	2014/15 Status	Comments/Reasons for Underperformance
AC 1 Average investment return on surplus funds managed internally			Performed to target since introduced and only estimated stats for Q4. Reflects ongoing low interest rate environment but the impact of this lower rate has been offset by higher than estimated cash balances leading to an above budget increase in absolute terms for 2014/15
AP 3 PIs activated in Covalent by deadline			This reflects service level performance in meeting deadlines. Availability of key staff members usually affects this performance.
DL 5 no of licences issued per FTE			Demand led indicator. Performance reflects that of 2011/12 and 2012/13. 2013/14 was unusually high which resulted in the target being increased by 25%. If this was, for example, due to a one-off major event resulting in an increase in temporary event licences, then the target could have been retained at the current level.
HI 3 people assisted with home energy advice			Demand led PI – lack of funding / grants programme and good weather affect the level of enquiries we receive.
HS 3 disrepair complaints responded to within 10 working days			Prior to 2013/14 struggled with performance. Staffing levels seem to have had an ongoing impact on this PI due to key staff leaving unexpectedly and others being on maternity leave. Because of this there has been a backlog of complaints the team has had to deal with from previous years. Backlog now cleared and performance should improve going forward.
LCP 1 targeted intervention activities in response to local issues			Figures reported not wholly representative of activity undertaken in 2014/15. Team felt that activity not been logged as occurred and loss of

			support staff may have compounded this. New systems to be introduced going forward.
EH 9 contaminated sites remediated to 'Suitable for Use' standard			Performance fluctuates as this is a demand led PI. We cannot actually influence the number of sites being remediated. Our role is to ensure nothing holds up the process and works negate any potential health risks.
PBC 5 Major planning apps determined within 13wks			Member performance impacts on this PI therefore not totally within our control.
PRS 1b urgent defects repaired within 24hrs			Performed above target for last 3yrs resulting in target being increased. Availability of parts for repairs impacts on this performance.
AP 2 Satisfaction of Audit service provided			Several audit reports were outstanding by 31st March 2015 and so may not be wholly reflective of true performance throughout the year. Need to encourage surveys to be returned promptly.
ESP 17 % new and renewed operators licences issued within 8 working days			Always performed above target and annual targets increased accordingly. Only 3 licences not issued in target time and two were due to staff leave during Q4. Usually affected by additional paperwork/documentation required from applicant.
HI 2 % approved DFGs completed on site within 4mths			Some DFG cases take longer than 4mths to complete just by their nature (e.g. extensions). Performance in Q1-3 this year also affected by changes in management and staff resources levels (sickness absence). New and improved procedures saw big improvements in Q4.
HS 1 illegal eviction complaints responded to within 10 working days			Always performed at 100% and target increased accordingly. First time this PI not achieved 100% and this due to one complaint missing the target in Q1.
EH 7a programmed pollution inspections completed			Marginal underperformance with only 1 inspection not having been completed. All cases of delays in completion of inspections have been at the operator's request.
PRS 1a minor defects repaired within 48hrs			Performed above target for last 3yrs resulting in target being increased.

			Availability of parts for repairs impacts on this performance.
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Table 2 – Previously performed only slightly off target

















PI	2013/14 Status	2014/15 Status	Comments
WM 9 residual household waste per household			The tonnages have increased year-on-year for last 4yrs, with the last 2yrs seeing the largest increases. Garden waste and paper and card are biggest contributors to this.

Table 3 - Performance status remained the same

PI	2013/14 Status	2014/15 Status	Comments
EH 1 EHS requests responded to on target			Underperformance is marginal (performed at Amber status for last 4yrs) and it is improving year-on-year whilst target remained at 98%. Service deals with approx. 4,000 requests a year.
PBC 7 Other planning apps determined within 8wks			Member performance impacts on this PI therefore not totally within our control.
DIR 1 complaints handled within timescales			Whilst 100% target is extremely challenging, there has been continued deterioration of performance over last four years. Relaunch of Complaints Policy and refresher complaints handling training to be planned. Also, identified need for better allocation of complaints for handling in Waste Services which has already been implemented.
PBC 1a planning appeals			Member performance impacts on this PI therefore not totally within our control.
PBC 6 Minor planning apps determined within 8wks			Member performance impacts on this PI therefore not totally within our control. However, has continued to improve over last 3yrs.
PRS 17 sports fixtures cancelled due to service failure			Perfect target to be met (0.00%) means this PI regularly underperforms. Underperformance relates to only 4 fixtures being cancelled in 14/15.
WM 2 missed collections not completed within 1 working day			Performance improved when compared to 2013/14. Poor weather conditions (e.g. snow and ice)











			impact on this PI, plus the national day of industrial action and increased complaints following introduction of garden waste subscription scheme impacted this year.
WM 8c recycling household waste			Whilst PI repeatedly underperforms against target, performance was slowly improving over previous 3yrs. Deteriorated during 2014/15 which could be due to garden waste being placed in regular waste bins which increases tonnages of residual waste, thus affecting the % for this PI. Many factors affect waste and recycling.
WM 8d composting household waste			PI repeatedly underperforms against target. Further deterioration during 2014/15 could be attributed to garden waste subscription scheme. Also changes to what waste we can compost has had an impact in previous years. Many factors affect waste and recycling.
WM 10a household waste sent for reuse, recycling and composting			See above.

Table 4 - Whilst underperforming, performance actually improved in RAG rating

PI	2013/14 Status	2014/15 Status	Comments
DL 2 – land charge searches			LCC response times affect performance against this PI.
EH 10 programmed Private Water Supply risk assessments completed			5yr programme/cycle completed Dec 2014. Need permission to access property to carry out risk assessment of supply and underperformance relates to one supply we are being denied access to. Enforcement action being pursued to resolve this.