



Scrutiny Committee – 2 April 2014

Quarterly Performance Reporting – Q3 2013/14

Purpose of report

This report provides Members with high level information about performance across the council in relation to agreed performance indicators and other statistics that support the monitoring of performance. Areas of achievement are also identified.

Attachment(s)

Appendix A: Quarter 3 Performance Highlights report – April 2013 to December 2013

1.0 Background

- 1.1 To monitor and report on performance, the Council manages performance through quarterly performance clinics for each service area.
- 1.2 The purpose of the performance clinics is to assess how service areas are progressing towards delivering key priorities and outcomes, identify problem areas and actions where required, provide peer challenge and identify and record good performance. The result is a high level report for Members focussing on the key areas of interest.

2.0 Performance Clinics

- 2.1 The Performance Clinic report for each service area includes information on all performance indicators, budget variance data and workforce statistics. Overdue audit recommendations and overdue risk actions were also reviewed in the Performance Clinic, although these areas will now be overseen by the new Governance & Audit Committee, as set out in more detail in paragraph 2.7.
- 2.2 The Quarter 3 performance clinics for 2013/14 took place in February 2014. Clinics were attended by the Head of Service, Executive Director, Chief Executive, Finance Manager and Performance Officer.
- 2.3 The Performance Officer and Finance Manager discussed and challenged each section of the detailed performance report and agreed which items should be reported to the Scrutiny Committee.
- 2.4 The overall performance report has also been prepared for the Scrutiny Committee and is attached at Appendix A. The report contains:
 - Performance indicators that are over-performing, under-performing or within target tolerance
 - Welfare Reform monitoring measures
 - Service area achievements
 - Budget Outturn
 - Workforce statistics
- 2.5 New criteria for under-performing measures were introduced earlier in the year, whereby any measure which has under-performed for two or more consecutive periods will be escalated for inclusion in the Scrutiny report as a matter of course.
- 2.6 Explanations are provided against performance indicators to give context to the quarter's performance. Heads of Service may attend the Committee meeting to

provide further information.

2.7 Due to the changes in the terms of reference for the Scrutiny Committee following the establishment of the Governance & Audit Committee, the information on Risk and Audit Management have been removed from this report and will be reported to Governance & Audit Committee separately.

3.0 Equality and Diversity Implications

3.1 This is an information report for discussion. There are no equality and diversity implications arising.

4.0 Legal Implications

4.1 This is an information report for discussion. There are no legal implications arising from the proposals.

5.0 Risk Management

5.1 There are no significant risks arising from the information provided in this report.

6.0 Financial Implications

6.1 This is an information report for discussion. There are no financial implications arising unless Members identify areas of significant underperformance that require additional resources to improve performance. Any proposed action would be subject to a further report and recommendation through the Policy & Resources Committee.

7.0 Corporate Outcomes

7.1 The information provided in this report demonstrates how the council is performing in relation to its Corporate Outcomes of:

- Prosperous
- Good Value for Money
- High quality service delivery
- Effective Management

8.0 Recommendation

8.1 The Committee is recommended to:

- 1) Consider and discuss performance reported for Quarter 3 2013/14

Legal	Power: Local Government Act 2000				
	Other considerations:				
Background Papers:					
Person Originating Report: Angela Hook - Performance Officer 01832 742203 ahook@east-northamptonshire.gov.uk					
Date: 19/03/14					
CFO		MO		CX	

(Committee Report Normal Rev. 22)



East
Northamptonshire
Council

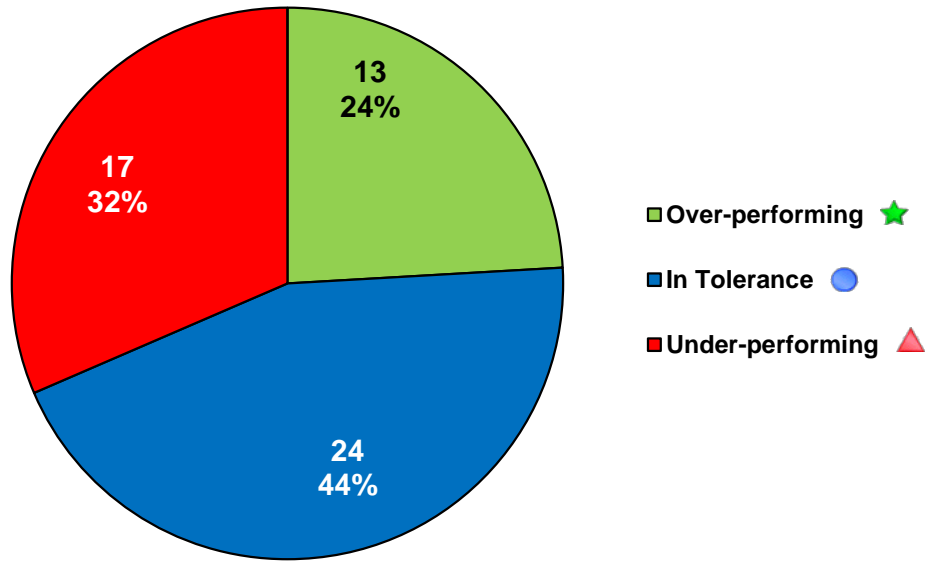


Quarter 3 Performance Highlights Report Contents

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1. Quarter 3 Performance Summary

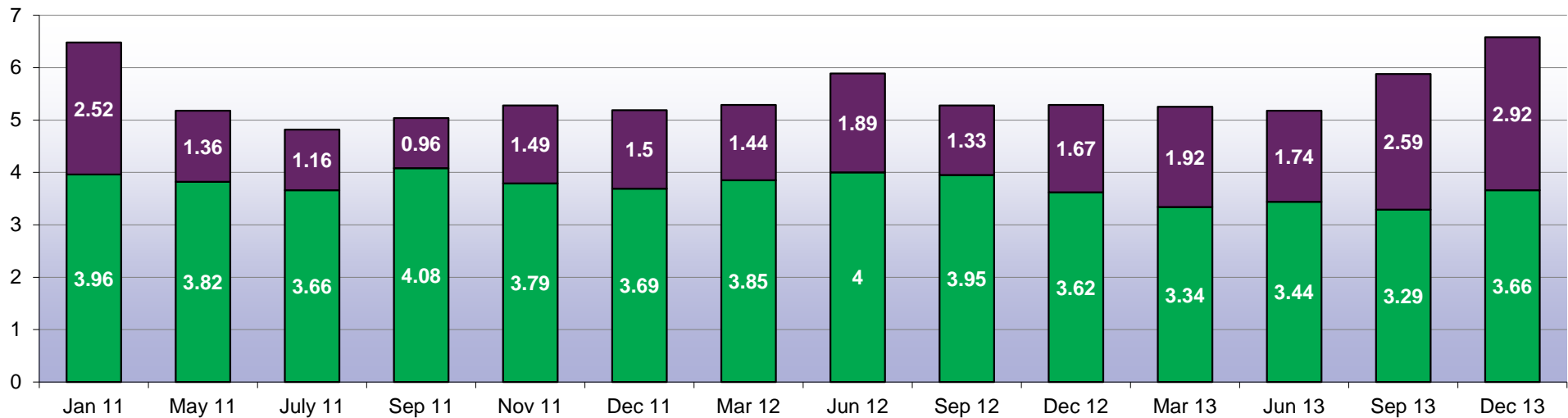
There were 54 performance measures recorded in Quarter 3 and 68% were over-performing or within tolerance.



	April 2013 to December 2013		
	ENC Overall	Target	Performance
Local supplier invoices paid within 10 days	97.0%	90%	●
Financial Services Comment: Well above target so far this year, with 353 out of 364 invoices paid to local suppliers within 10 days.			
All invoices paid within 30 days <small>(Any invoices paid longer than 30 days could now incur interest of 8%)</small>	99.5%	100%	●
Financial Services Comment: In Quarter 3 there was only 1 late paid invoice, during December. Overall still on target with 1755 out of 1763 invoices paid within 30 days.			
CIPFA Family group 2012/13 (Average of 6 authorities)			98.5%

East Northamptonshire Council - Overall Sickness trends - Days lost per FTE (12 month rolling totals)

■ ENC Short Term ■ ENC Long Term



2.1 Over-performing measures

No over-performing measures were escalated for Quarter 3

2.2 Measures within tolerance

Environmental Services

Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014	
<i>Healthy</i> ENENV76 Establishments in the area which are broadly compliant with health and safety law (%)	Actual	93.21%	93.02%	94%	94.25%		
	Target	92%	94%	94%	94%	94%	
	Performance	●	●	●	●	—	
	Actual (YTD)	93.21%	93.02%	94%	94.25%		
	Target (YTD)	92%	94%	94%	94%	94%	
	Performance (YTD)	●	●	●	●	—	
	Comment (December 2013)	Current levels of compliance are 94%; this is on target. We are specifically focusing on higher risk businesses and activities this year, including legionella, hot water systems, gas safety and workplace transport. - Escalated to demonstrate the maintenance of performance in spite of a significant increase in new business/activity.					
<i>Healthy</i> ENENV79 Food establishments that are broadly compliant with food hygiene law (%)	Actual	88.93%	92.81%	92.54%	92.00%		
	Target	90%	90%	90%	90%	90%	
	Performance	●	●	●	●	—	
	Actual (YTD)	88.93%	92.81%	92.54%	92.00%		
	Target (YTD)	90%	90%	90%	90%	90%	
	Performance (YTD)	●	●	●	●	—	
	Benchmarking	CIPFA Family group 2012-13 (Average of 2 authorities)					
		91.2%					
Comment (December 2013)	We are currently above target at 92% broadly compliant premises. We are using sampling and risk based inspections to ensure compliance. We are also working with new businesses from start up to ensure compliance from the beginning. - Escalated to demonstrate the maintenance of performance in spite of a significant increase in new business/activity.						

2.3 Under-performing measures - all measures are automatically escalated due to consecutive periods of under-performance

Corporate

Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014
<i>Effective Management</i> ENICT34 % of freedom of information requests responded to within 20 working days	Actual	88.24%	92.66%	89.39%	87.69%	
	Target	100%	100%	100%	100%	100%
	Performance	▲	▲	▲	▲	—
	Actual (YTD)	90.02%	92.66%	90.87%	89.76%	
	Target (YTD)	100%	100%	100%	100%	100%
	Performance (YTD)	▲	▲	▲	▲	—
	Comment (December 2013)	There wer 130 requests, of which 114 were dealt with in the target time. Staff holidays have contributed to some responses being late.				

Customer and Community Services																									
Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014																			
<i>High quality service delivery</i>	Actual (YTD)	10.09 days	14.65 days	15.82 days	18.28 days																				
	Target (YTD)	10 days	10 days	10 days	10 days	10 days																			
	Performance (YTD)	●	▲	▲	▲	—																			
NI181i Time taken to process Housing Benefit new claims and change events (+CTB up to April 2013)	Comment (December 2013)	<p>Performance has started to recover over the third quarter. Figures over the last three months show a month by month improvement (refer to table below). This can be attributed to several factors:</p> <ul style="list-style-type: none"> -Staff are more proficient in using the Efficiency Version of the Academy system. -Full time Assessment Officer, on sick leave from beginning of August 2013, has now returned (mid-October 2013); -New Verification Assistant started on 9 September 2013: full training has been given, has had time to settle in and so become an effective member of the team; -Customer Services Team have supported the office with phone cover between 9.00am to 2.00pm and counter cover. This has made a vast impact on the backlog by allowing staff to concentrate on processing; -A review of jobs in the office has taken pressure off the assessment staff and allowed them more time for processing; -Recorded slowness of IT's system has not helped; -Due to these factors, workflow has increased, inspite of the Christmas closure. <p>The situation relating to all these issues is monitored on a weekly basis. In summary, the third quarter figures show the overall performance for the year to date, but does not reflect the improvements made to performance within the last quarter.</p>																							
<i>High quality service delivery</i>		<table border="1"> <thead> <tr> <th></th> <th>Oct 2013</th> <th>Nov 2013</th> <th>Dec 2013</th> <th>3rd Quarter</th> </tr> </thead> <tbody> <tr> <td>New claims</td> <td>50.52</td> <td>39.09</td> <td>33.70</td> <td>37.82</td> </tr> <tr> <td>Change in Details</td> <td>23.67</td> <td>20.68</td> <td>14.94</td> <td>16.08</td> </tr> <tr> <td>NI 181</td> <td>29.74</td> <td>24.46</td> <td>18.84</td> <td>19.93</td> </tr> </tbody> </table>						Oct 2013	Nov 2013	Dec 2013	3rd Quarter	New claims	50.52	39.09	33.70	37.82	Change in Details	23.67	20.68	14.94	16.08	NI 181	29.74	24.46	18.84
	Oct 2013	Nov 2013	Dec 2013	3rd Quarter																					
New claims	50.52	39.09	33.70	37.82																					
Change in Details	23.67	20.68	14.94	16.08																					
NI 181	29.74	24.46	18.84	19.93																					
NI181ii Time taken to process Council Tax Support new claims and change of events		...	14.6 days	19.84 days	21.74 days																				
		...	10 days	10 days	10 days	10 days																			
		>>	▲	▲	▲	—																			
Benchmarking - CTB and HB claims processing times	CIPFA Family group 2012-13 (Average of 4 authorities)	LG INFORM All District Authority average (Q3 2012-13)	LG INFORM All England Authority average (Q3 2012-13)	SPARSE Family group average (2010-11)	SPARSE Average of 201 District Authorities (2010-11)	SPARSE Average of 89 Rural Authorities (2010-11)																			
	9.2 days	12 days	13 Days	9.29 Days	10.05 Days	9.58 Days																			

Environmental Services						
Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014
<i>Sustainable</i> ENENV193 % of household waste sent to landfill	Actual	48.01%	48.34%	50.39%	54.55%	
	Target	47.6%	46%	46%	46%	46%
	Performance					
	Actual (YTD)	47.22%	48.34%	49.34%	51.07%	
	Target (YTD)	47.6%	46%	46%	46%	46%
	Performance (YTD)					
	Comment (December 2013)	Waste to landfill this quarter was 54.5% the increase was due to an intensive campaign carried out by the Waste Team to reduce contamination of the recycling bins. Waste to landfill is now expected to fall back again next quarter. The financial implications of the campaign were higher costs of sending more waste to landfill and the receipt of fewer recycling credits.				
<i>Clean</i> ENENV195b Levels of detritus - % of inspected transects which achieved an acceptable standard	Actual	87.33%	91.94%	90.67%	60.66%	
	Target	93%	93%	93%	93%	93%
	Performance					
	Actual (YTD)	86.83%	88.57%	90.67%	85.60%	
	Target (YTD)	93%	93%	93%	93%	93%
	Performance (YTD)					
	Comment (September 2013)	Waste Management Officers spent a high proportion of their time this survey period managing issues around reducing the issue of contaminated recycling bins. As a result there was a slight reduction in the number of formal inspections carried out. - Escalated to show the relationship between the amount of waste sent to landfill (previous measure) and the levels of detritus.				

Financial Services						
Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014
<i>Good Value for Money</i>	Actual	£15,000	£9,888	£30,000	£0	
	Target	£125,000	£50,000	£50,000	£50,000	£50,000
	Performance	▲	▲	▲	▲	—
ENPCD32/50 Amount of external funding received by ENC	Actual (YTD)	£434,150	£9,888	£39,888	£39,888	
	Target (YTD)	£500,000	£50,000	£100,000	£150,000	£200,000
	Performance (YTD)	▲	▲	▲	▲	—
	Comment (December 2013)	<p>Two bid results were received this quarter. Neither was successful:</p> <ol style="list-style-type: none"> 1. to Local Government Association for an allocation of professional advice and support towards improvements to our business support services. 2. to CLG (Communities & Local Government), asking for £205,500 to expand the Licensing Unit remit to take on taxi licensing. <p>Over the quarter, only 18/145 bids were selected for funding.</p> <p>Three bids results are awaited: £33,575 from BBC Children in Need for the Pemberton Centre YIP Club's activities, £6,200 from the Heritage Lottery Fund for improvements to King's Cliffe Nature Reserve, £2,593 from the Community Foundation for equipment for the Pemberton Centre YIP Club.</p> <p>Other funds under investigation include: WREN, for £60,000 towards the Greenway.</p> <p>The approach being taken now is that Community Funding is being given directly to Community Groups rather than Local Authorities, which is shown by the over-performing of measure ENPCD34/52 (No of Community Groups advised) and the underperforming of these two targets.</p>				
<i>Good Value for Money</i>	Actual	50%	33%	50%	0.00%	
	Target	60%	60%	60%	60.00%	60%
	Performance	▲	▲	▲	▲	—
ENPCD33/51B % External funding bids made which were successful	Actual (YTD)	72.73%	33%	40%	28.57%	
	Target (YTD)	60%	60%	60%	60.00%	60%
	Performance (YTD)	★	▲	▲	▲	—

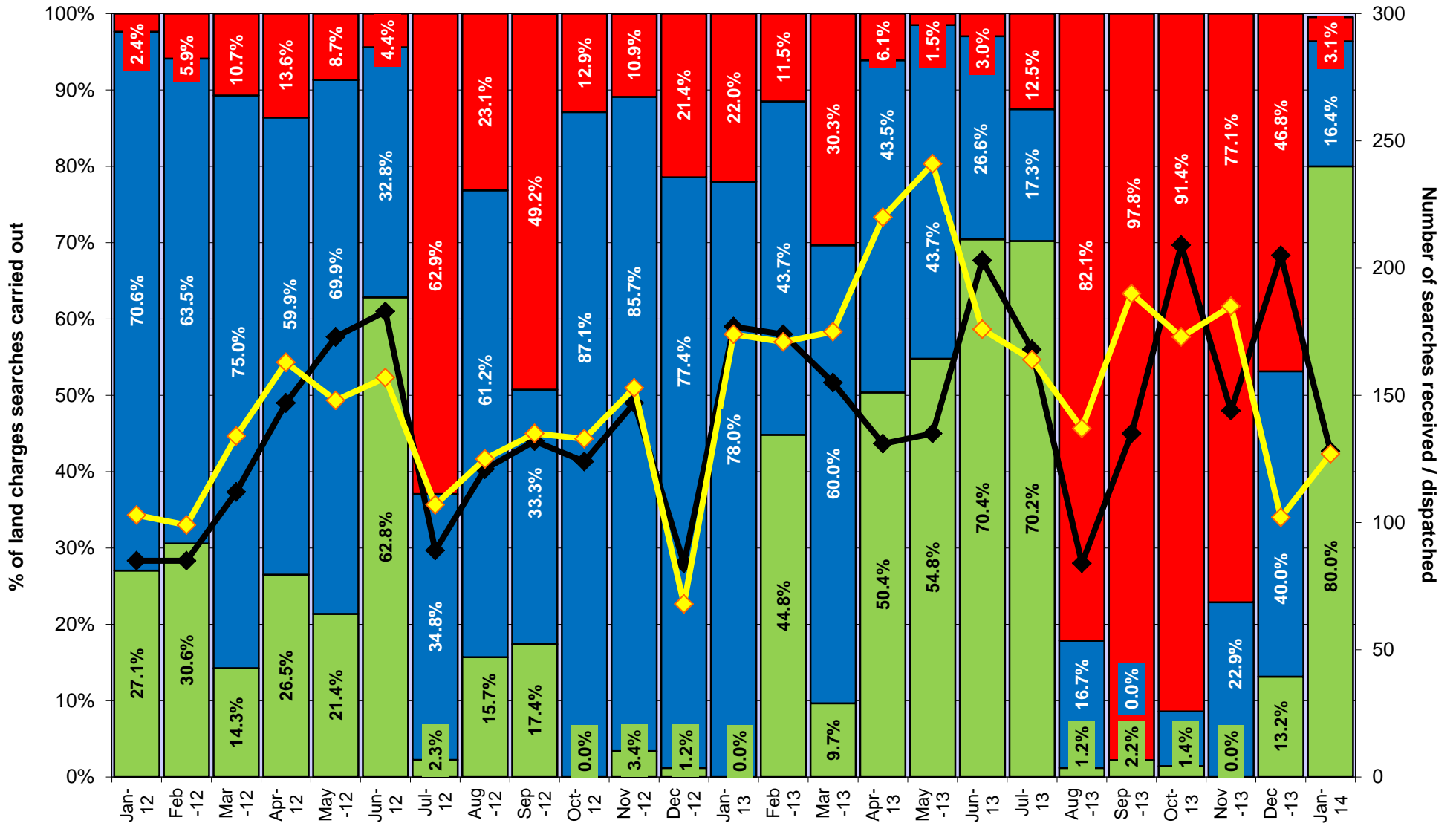
Planning Services						
Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014
<i>High quality service delivery</i> ENI157b (M) Processing of minor applications within 8 weeks	Actual		60.47%	51.9%	68.25%	
	Target		80%	80%	80%	80%
	Performance	>>	▲	▲	▲	—
	Actual (YTD)	51.5%	60.47%	55.79%	60.76%	
	Target (YTD)	80%	80%	80%	80%	80%
	Performance (YTD)	▲	▲	▲	▲	—
	Comment (December 2013)	Overall performance on minor applications for this quarter stands at 68%, an improvement on 52% for Q2. Analysis shows an improvement in performance for applications for dwellings (69%). Many applications in the "Minor" category are reported to the DC committee. On these occasions, it is unlikely that an application can be determined with the 8 week target period. In a good proportion of cases the determination of these applications sits just outside the 8 week target. This gives an indication of the impact committee cycles can have.				

Resources and Organisational Development						
Outcome and Measure	Data Series	March 2013	June 2013	Sept 2013	Dec 2013	March 2014
<i>Effective Management</i> ENROD06 % of critical assets in a satisfactory condition (taken from asset register) 5 critical assets are: East Northamptonshire House, Rushden Centre, Nene Centre, Pemberton Centre and Splash Leisure Pool	Actual (YTD)	60%	40%	60%	80%	
	Target (YTD)	100%	100%	100%	100%	100%
	Performance (YTD)	▲	▲	▲	▲	—
	Comment (December 2013)	The Pemberton Centre refurbishment has been completed. Splash swimming pool is in a below standard condition and is subject to a review of service provision and cost of essential maintenance and return to a satisfactory condition.				

Customer and Community Services						
Land charges performance (graph on next page)				▲▲▲ Current Performance		
Land Charges Performance comment : Towards the end of this quarter we started to make significant improvements, with the current turnaround at approximately 5 working days. Hopefully, this will continue.						

% of land charges searches carried out in target time
(January 2012 - January 2014)

- ▲ % of searches carried out in more than 15 days (target 5%)
- ▲ % of searches carried out in 11-15 days (target 15%)
- ▲ % of searches carried out in 10 days or less (target 80%)
- Total number of searches dispatched
- ◇ Total number of searches received

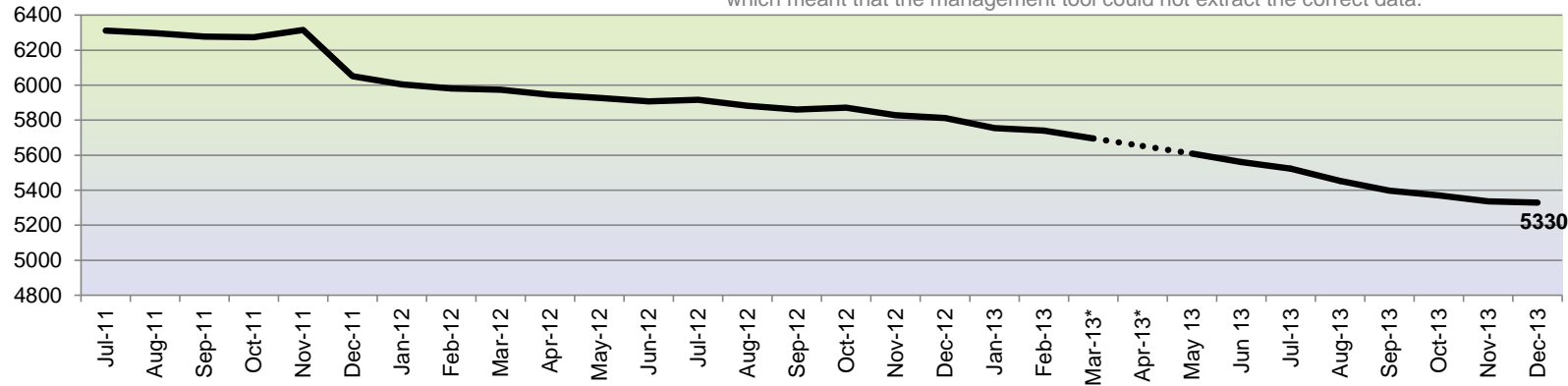


3. WELFARE REFORM MONITORING INDICATORS

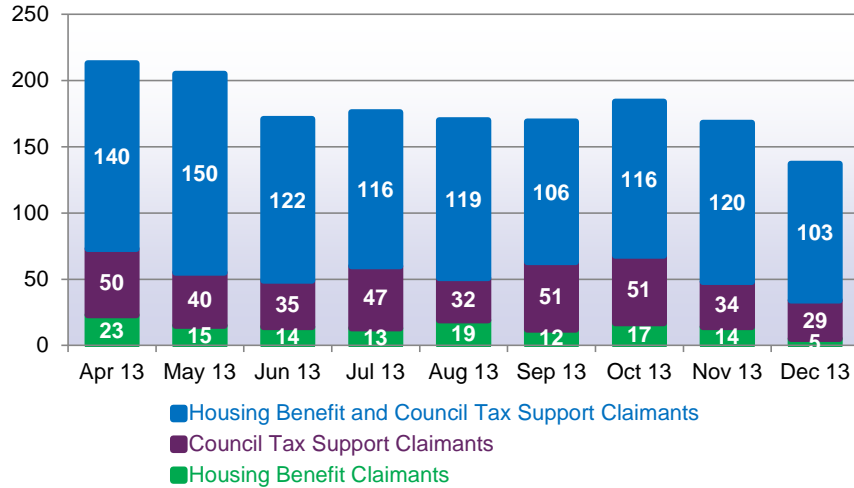
This section looks at the new Welfare Reform monitoring indicator trends.

Total number of benefit claimants/caseload count

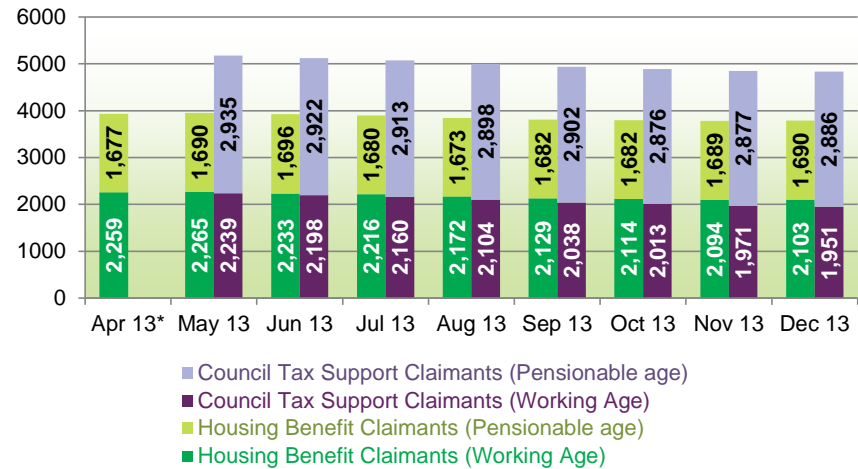
* Data unavailable for March - April 2013 due to software changes in preparation for the CTS customers which meant that the management tool could not extract the correct data.



New benefit claims received



Number of claimants by benefit type and age - caseload



4. Areas of Achievement

This section is for Service Areas to report any areas of achievement. This could include any Continuous Service Improvements and efficiency savings or other exceptional performance.

Customer and Community Services		
Achievement	Date Completed	Staff involved
Land charges - significant turnaround in performance for Jan 2014. Income also significantly above target.	Dec 13/Jan 14	Yvonne Robinson, April Marks and Amy Northwood

Environmental Services		
Achievement	Date Completed	Staff involved
Health Protection		
Business Newsletter in revised format produced and sent out to 900 businesses	Dec-13	Health Protection Team
Secured £15,000 LGA funding to develop better business work within ENC	Dec-13	Julia Smith
Review of the Rose and Crown, Oundle resulted in additional conditions being placed on the licence. Positive feedback from the public has been received on the impact of these changes.	Nov-13	Rita Groves
Successful introduction of the Scrap Metal Act, with all East Northamptonshire Businesses licensed within the tight timescales.	Nov-13	CAU and Rita Groves
County business forum established as part of the better business project.	Nov-13	Julia Smith
Peanut contamination incident dealt with successfully through a partnership approach with the business concerned and trading standards.	Oct-13	Chris Jordan
Environmental Protection		
Empty Homes Project current figures are 119 properties brought back into use as a direct result of the project, 59 of which were in the Top 50 Priority List. One property which had been empty since 1973 has now been sold by the owner and a planning application has been submitted to knock down the delapidated building and build 6 properties in its place.	Dec-13	Paul Palmer
Partnership approach to resolve a long standing waste storage issue at Grafton Road flats affecting 12 properties. Working with Spire Homes and Waste Management to redesign the waste storage and collection methods to prevent further issues	Dec-13	Palden Dorje
The Councils first Emergency Prohibition order was served on a property in Harborough Road, requiring immediate rehousing of the family due to the imminent risk to their health and safety. The property is now closed until works to remove the hazards have been completed.	Nov-13	Lara Bezzina

Waste Services		
Additional cleansing operations to ensure a high standard for Remembrance Sunday parades	Nov-13	Waste Management Team
Over 900 additional visits to residents to address contamination issues - significant reduction in contaminated recycling from in excess of 30% to 12.6%.	Dec-13	Waste Management Team
Successful application to Waste Resources Action Programme for funding to improve food waste participation on behalf of Northamptonshire Waste Partnership	Oct-14	Charlotte Tompkins

Financial Services		
Achievement	Date Completed	Staff involved
Improvement in performance of Community groups external funding advice and £ raised	Dec-13	Su Davies
Continued increase in community groups workload being well managed	Dec-13	Su Davies
Significant revenue underspend £660k	Dec-13	Entire organisation

ICT Services		
Achievement	Date Completed	Staff involved
ICT Services		
Achieving PSN Compliance @ ENC	Dec-13	Support and Technical Teams
Data Day, Data Protection Act & Freedom of Information sessions delivered	Oct-13	Pat Bird
Resolution of disc space issue on Academy servers for both ENC & BCW resolving increased capacity for checkpoints which will improve End of Year Billing and enable more efficient live to test copies	Dec-13	Heidi Lightfoot
ITIL Foundation	Sep-13 and Dec-13	Oliver Taylor and Gregory Ottley
ICT Technical Team		
Implementation of a new Security system to scan and report on all vulnerabilities present on all network hardware. This enables ENC and BCW to ensure continued compliance to PSN audit requirements by proactively dealing with any issues as they are identified.	Jan-14	Ian Tobin, James Houghton, Suraj Shah
Installation of additional memory in servers at ENC, meaning we have more capacity to deliver more virtual servers in the future and decrease the reliance on older physical servers.	Dec-13	James Houghton
Facilitating the setup of a new network connection between Kier and Corby Borough Council.	Jan-14	James Houghton
Move of all ENC backups to BCW, for business continuity purposes.	Jan-14	Ian Tobin, James Houghton, Suraj Shah
ICT Applications Support Team		
New Licensing system now live in Uniform.	Dec-13	Diane Merricks
Initial design of new websites completed.	Nov-13	Nick Jones

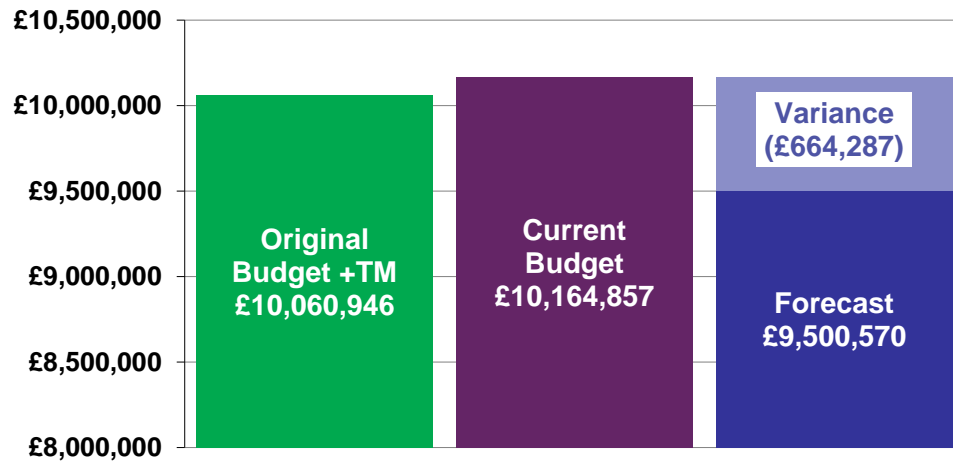
Planning Services		
Achievement	Date Completed	Staff involved
Progression of CIL scheme to consultation	Dec-13	Karen Britton, Sarah Hawkins, Clare Yorke
Islip Conservation Area approved	Dec-13	Lloyd Mills

Resources and Organisational Development		
Achievement	Date Completed	Staff involved
Recruitment to Head of ICT	Dec-13	Aime Armstrong, Jo Minney
Highest assurance for Payroll Audit	Dec-13	Aime Armstrong, Joanne Hart
HR Open Day	Dec-13	Aime Armstrong, Jo Minney, Tracey Ridge
Pemberton Centre refurbishment	Nov-13	Katy Everitt, Richard Hankins
Staff management policy	Oct-13	Aime Armstrong

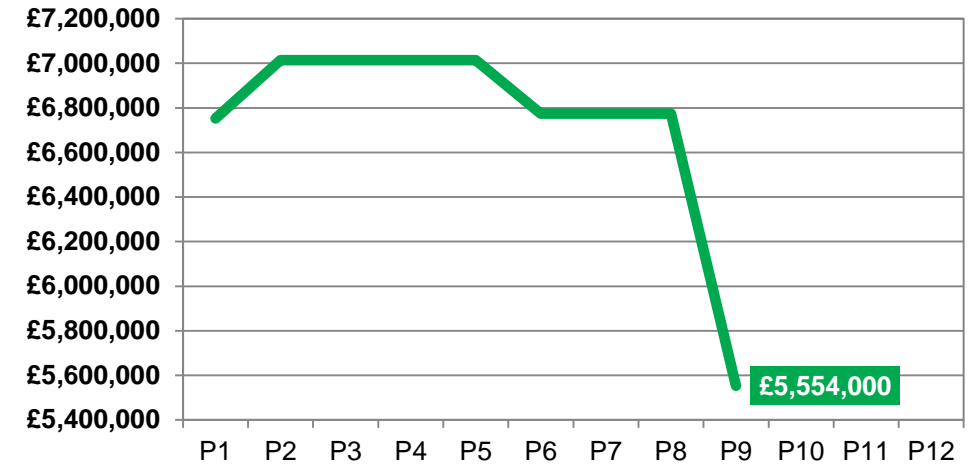
5. Finance - Draft budget outturn for Quarter 3 2013/14

This section shows the draft budget outturn for Quarter 3. This was reported to Finance Sub Committee on 3 February 2014.

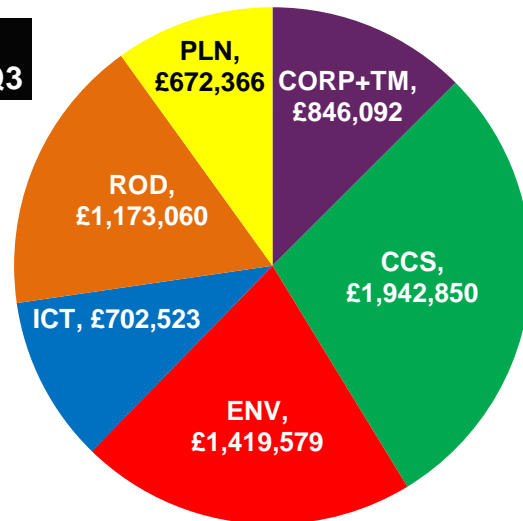
Revenue Outturn



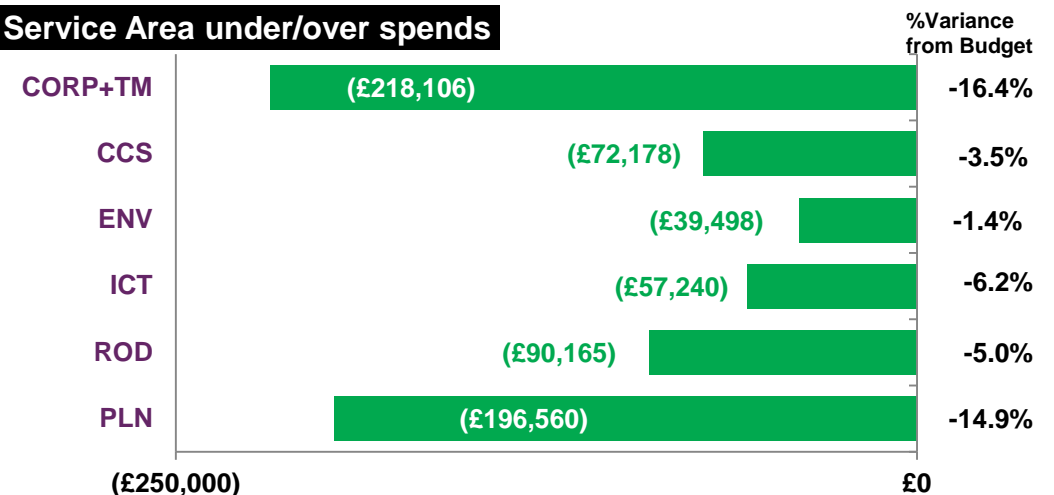
Revenue Reserves



Share of actual costs by Service - Q3



Service Area under/over spends



Comments -

The estimated outturn for the year is an underspend of £664k. Following a high level review a large proportion of the savings, 90%, have been identified as one-off in nature. The remaining 10% ongoing savings have been incorporated into the budget for 2014/15. Further analysis of the underspend will be undertaken during the next quarter.

6. ENC Employment statistics

This section identifies sickness levels and staff turnover data for each Service Area. This is reported to Personnel Sub Committee five times a year.

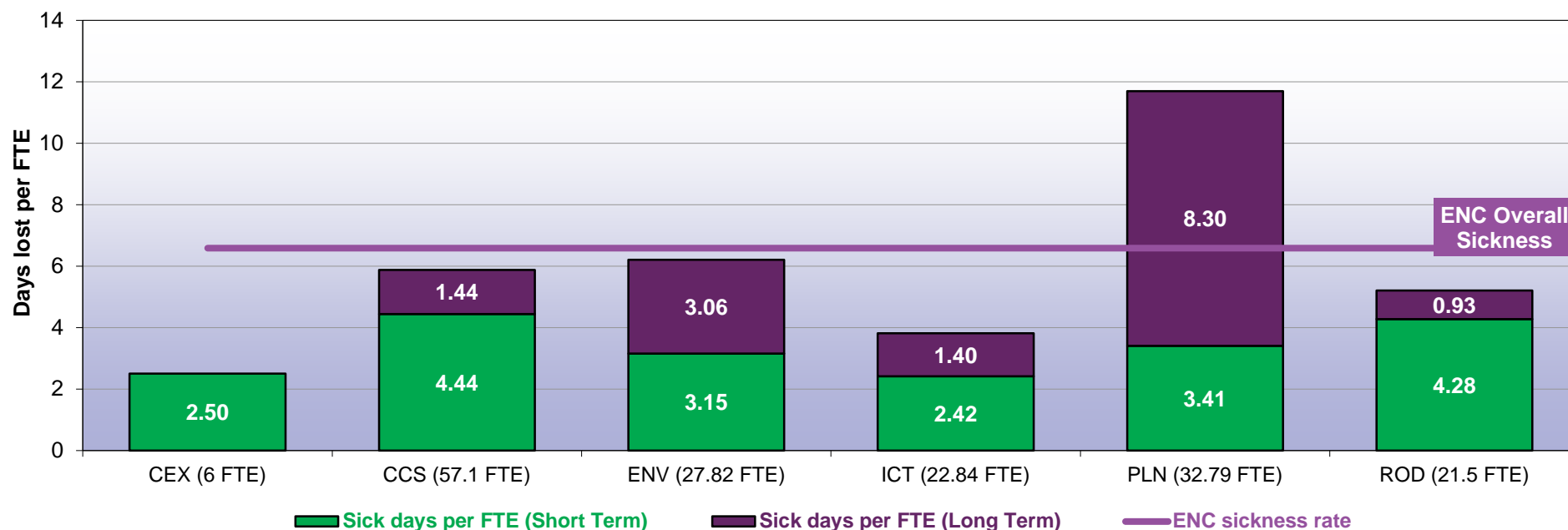
6.1 Staff Sickness

		Days lost per FTE		
		OVERALL	Short Term	Long Term
ENC TOTAL (1 Jan 2013 - 31 Dec 2013)		6.58 days	3.66 days	2.92 days

Previous ENC sickness (days)	2012/13	5.25
	2011/12	5.29
	2010/11	5.49
	2009/10	6.83
	2008/09	5.84
	2007/08	9.37
	2006/07	7.10
	2005/06	7.30

2013 National sickness (days)	Public sector average	9.1
	All sector average	8.6
	Private sector average	7.4

Service area sickness totals (12 month rolling total) - (1 Jan 2013 - 31 Dec 2013)



6.2 Staff Turnover

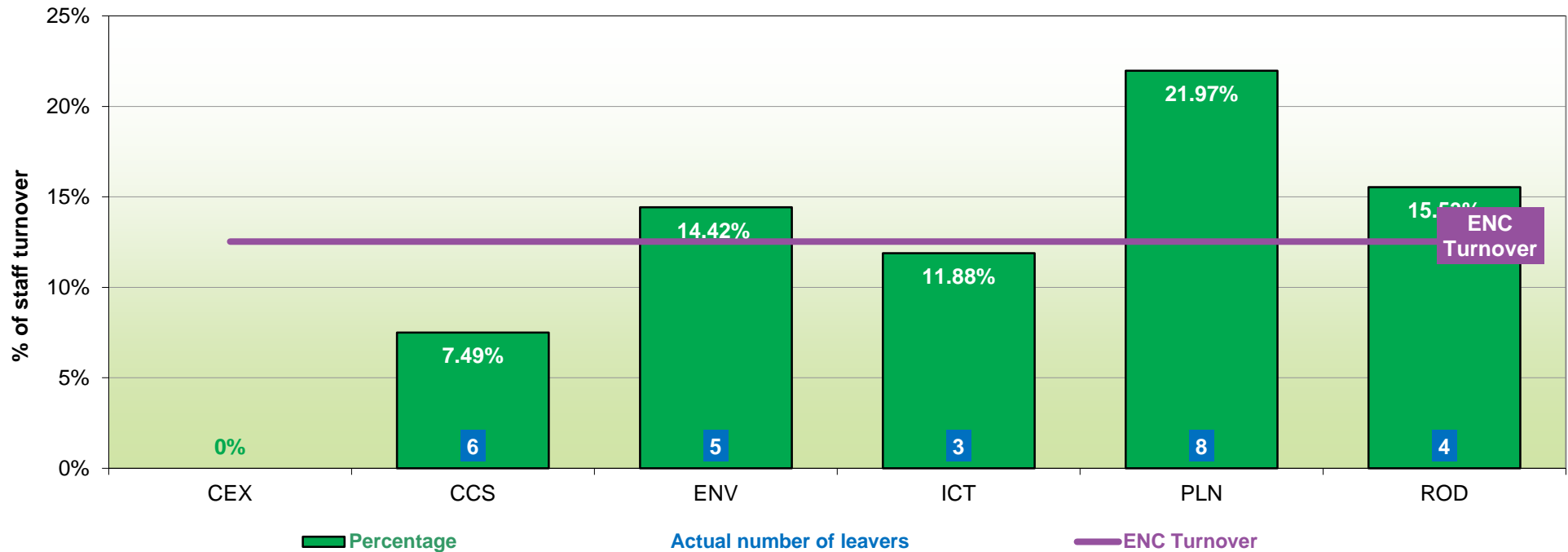
ENC TOTAL (1 Oct 2012 - 30 Sept 2013)	% of leavers
	12.53%

Previous ENC Turnover	2012/13	11.71%
	2011/12	14.32%
	2010/11	13.36%
	2009/10	11.70%
	2008/09	12.77%
	2007/08	18.14%

2012 National turnover %*	Public sector average	10.10%
	All sector average	12.70%
	Private sector average	16.10%

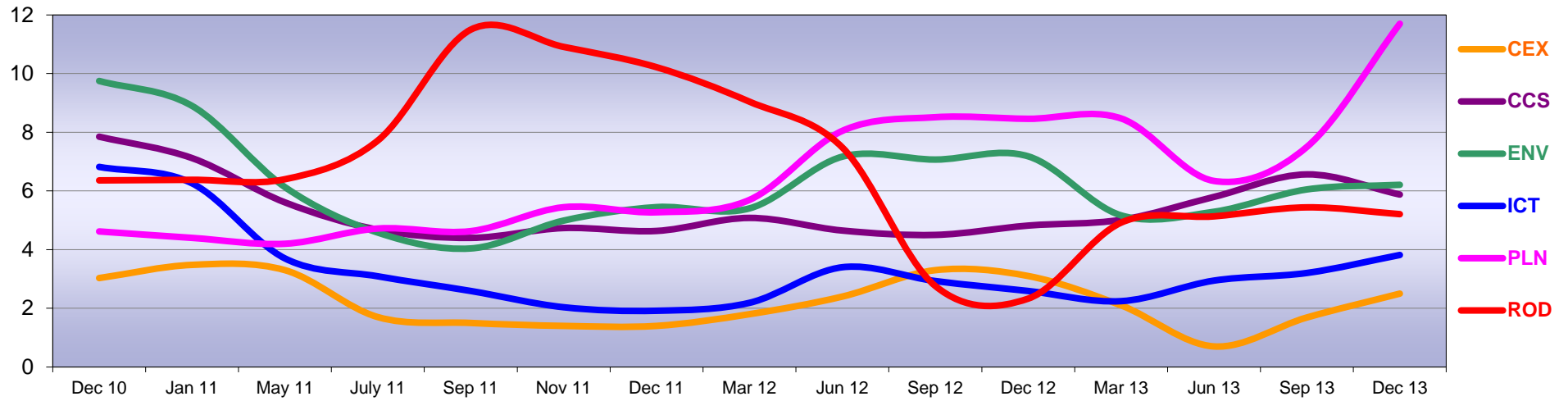
*CIPD 2012

% of staff leaving out of total staff in Service Area - (1 Jan 2013 - 31 Dec 2013)

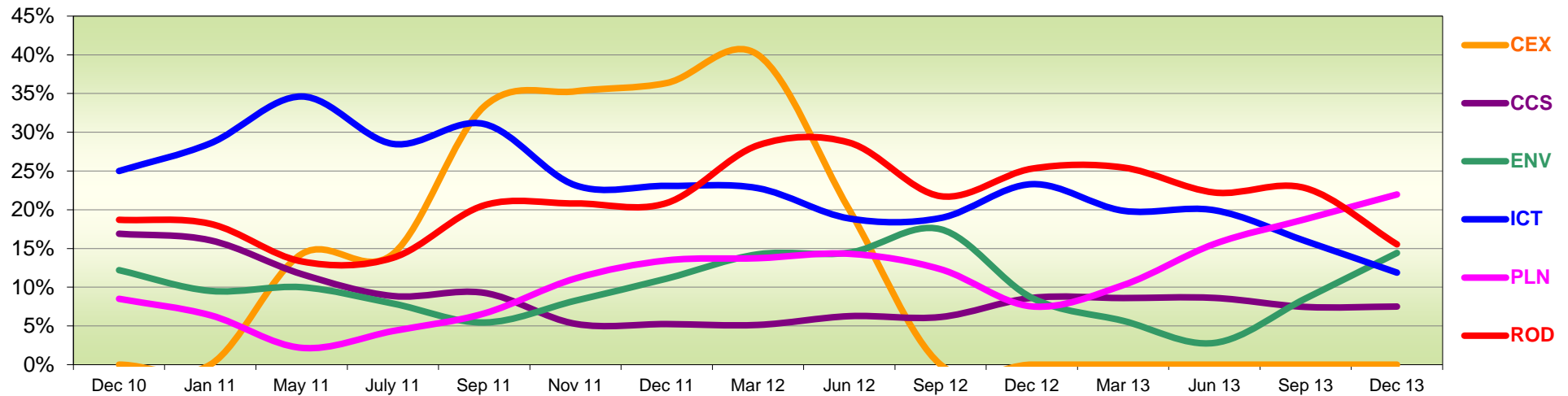


6.3 Sickness and Turnover trends

Staff Sickness trends - Days lost per FTE (12 month rolling totals)

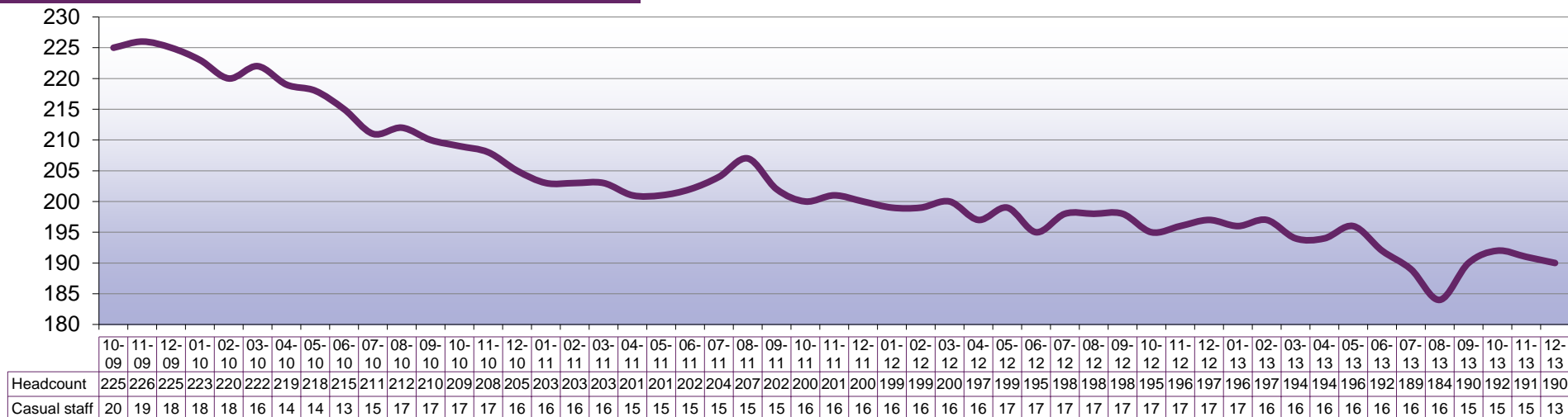


Staff Turnover trends - % of leavers (12 month rolling totals)



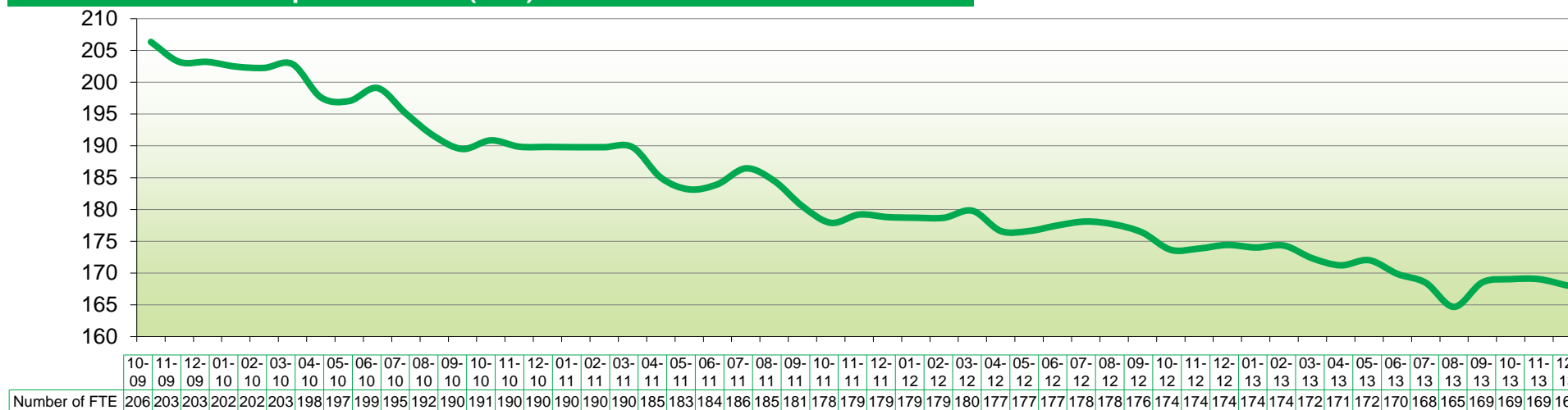
6.4 Staff headcount and full time equivalent staff

Staff Headcount* - October 2009 to December 2013



*Headcount and FTE includes staff on fixed term contracts

Number of Full time equivalent staff (FTE)* - October 2009 to December 2013



New staff in Quarter 3:- Licensing Administrator x 2, Performance Officer. **Staff leavers** in Quarter 3:- Admin Assistant (Land Charges), Revenues Support Assistant, Information Assistant (CCS), Central Unit Manager (Env), Waste Management Officer, Planning Policy Officer.