



Finance and Performance Sub-Committee 17 December 2018

Quarterly Performance Reporting – Quarter 2 2018

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 2 Performance Highlights report – April 2018 to September 2018

1.0 Background

- 1.1 In order to monitor and report on the council's performance, quarterly performance clinics are held 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, achievements and workforce statistics.
- 2.2 The Quarter 2 performance clinics for 2018-19 took place in October and November 2018. Clinics were attended by the Heads of Service, Middle Managers, Executive Directors, Chief Executive and Performance Officers.
- 2.3 The Performance Officers discussed and challenged each section of the detailed performance report and the clinics agreed which items should be reported to Committee.
- 2.4 An overall performance report has been prepared for this Sub Committee and is attached at Appendix A. The report contains:
 - A summary of performance across the Council
 - Key Performance Indicators which have been underperforming for 2 (or more) consecutive reporting periods.
 - Measures that are linked to an established Government target
 - Employment Statistics
 - Service Area achievements
- 2.5 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.

3.0 Key Points to Note from the Quarter 2 report

- 3.1 The report indicates that for Quarter 2 2018-19, 68% of Key Priority Measures are performing at or above the required standards.

3.2 Twelve measures under-performed in the quarter, but only four are recorded and explained in detail in the Appendix, as is our current policy. These are the measures which have underperformed for two or more consecutive periods of reporting, indicating a longer term issue.

3.3 Planning measures with a government target are all within tolerance or over-performing (Section 2.2 and 2.3 of Appendix A) :

- % major planning applications processed within 13 weeks (rolling 2 year period)
- % non-major applications (minor and other) processed within 8 weeks (rolling 2 year period)
- % of major application decisions overturned at appeal, following a 2 year period
- % of non-major application decisions overturned at appeal, following a 2 year period

3.4 Local planning authorities' performance is assessed on the speed and quality of their decisions on major and non-major applications. Where an authority is designated as underperforming, applicants have had the option of submitting their applications for major and non-major development (and connected applications) directly to the Planning Inspectorate (which acts on behalf of the Secretary of State) for determination. Failure to meet the specified government two-year rolling targets could lead to the council being so designated.

3.5 Staff absence figures continue to miss targets, in a large part due to some instances of long-term sick leave, which are in many cases a result of planned or unavoidable surgery/medical treatment.

4.0 Equality and Diversity Implications

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

5.0 Privacy Impact Implications

5.1 There are no privacy implications.

6.0 Legal Implications

6.1 This is an information report for discussion. There are no legal implications arising.

7.0 Risk Management

7.1 This is an information report for discussion. There are no risks arising.

8.0 Resource and Financial Implications

8.1 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.

9.0 Constitutional Implications

9.1 This report is just for information and would not require an amendment to the Council's Constitution.

10.0 Implications for our Customers

10.1 This report is just for information and itself would not directly have any impact on our customers.


11.0 Corporate Outcomes

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

- Good Quality of Life
- Good Value for Money
- Effective Partnership Working
- Effective Management
- High Quality Service delivery
- Knowledge of our Customers and Communities

12.0 Recommendation

12.1 The Committee is recommended to consider and discuss performance reported for Quarter 2 2018-19 to ensure Councillors have an understanding of the quarter's underperforming indicators and performance highlights and from this identify any actions to be taken.

Legal	Power: Local Government Act 2000				
	Other considerations:				
Background Papers:					
Person Originating Report: Samantha Jeffrey – Performance Officer 01832 742265 sjeffrey@east-northamptonshire.gov.uk					
Date: 27/11/18					
CFO 05/12/18		MO		CX	

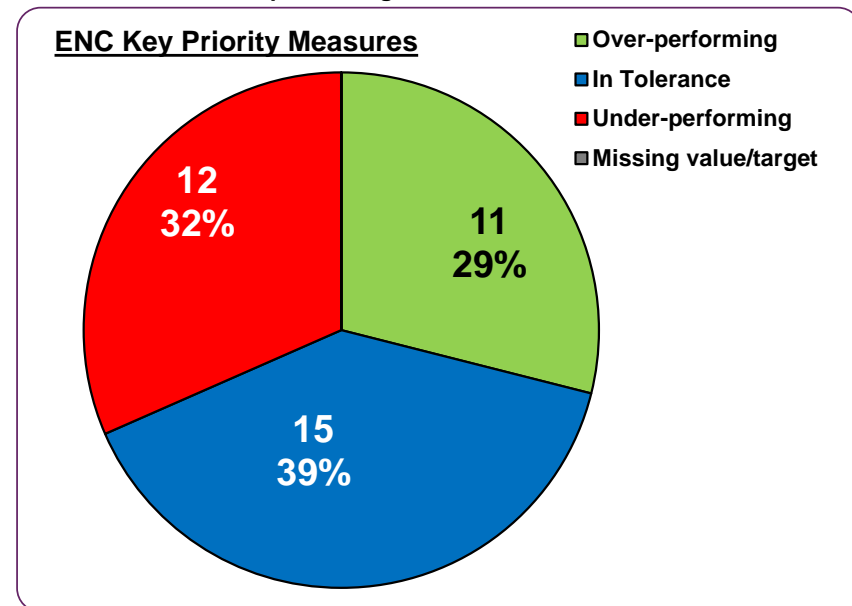
Quarter 2 Performance Highlights 1 April 2018 - 30 September 2018

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Quarter 2 Performance Summary

This report provides information on the current Key Priority Measures at East Northamptonshire Council, based on Service Plans, which in turn are linked to the Corporate Plan. Each measure has a target and a tolerance band. Measures are reported as 'on target' (blue) if they fall within the tolerance of the set target, 'over-performing' (green) if the measure is better than the tolerance or 'under-performing' (red) if worse than the tolerance band.

There were 38 key performance measures recorded in Quarter 2 and 68% were over-performing or within tolerance.



2.1 Exceptions: Under-performing Measures

This section of the report focuses on those measures which are currently underperforming. All key priority measures that have been underperforming for two or more consecutive periods are reported here plus any others of particular current significance. The information is ordered by Service Area

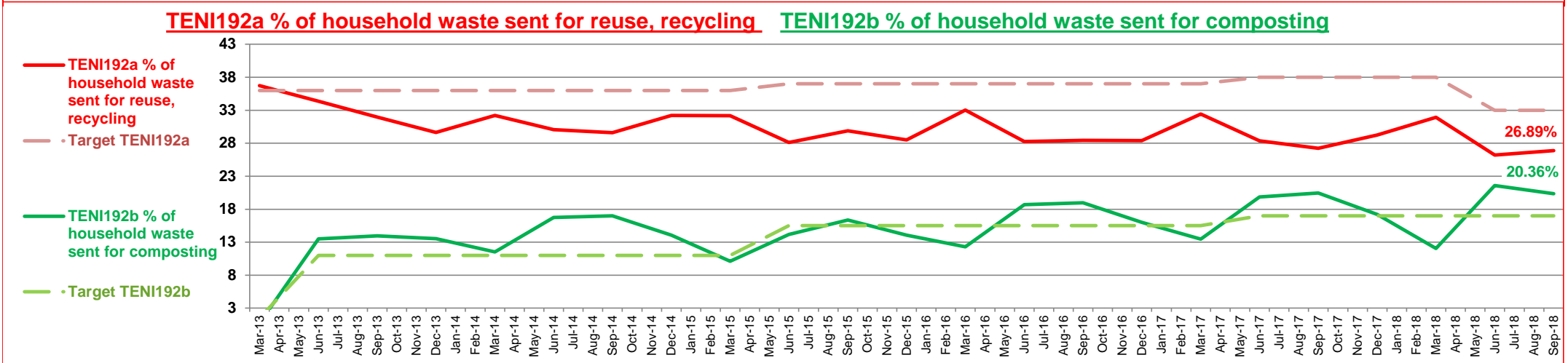
Environmental Services

Waste Measures

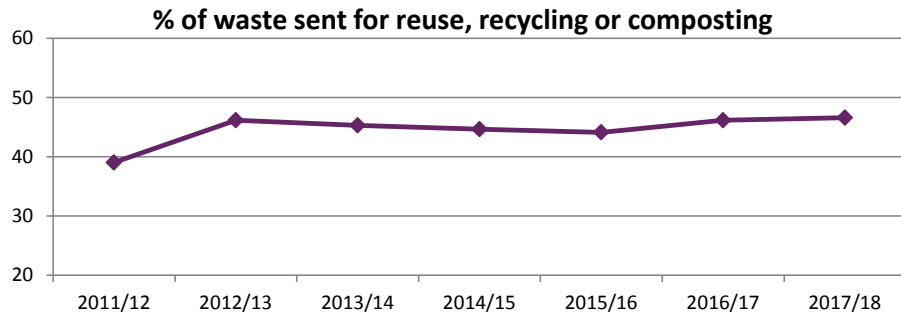
The chart below show current and historical trends on waste recycling and composting. Changes in targets are also shown on these charts. 'Bigger is better' for these measures, so the results should ideally show an actual line above the target line in each case. More waste is being recycled every year due to population increases.

TENI192a: At the time of writing Q2 disposal figures provided by NCC are only draft so the recycling indicator is subject to change. The ENC comingled recycling tonnage collected in Q2 was 2302 compared to 2217 for the same period last year.

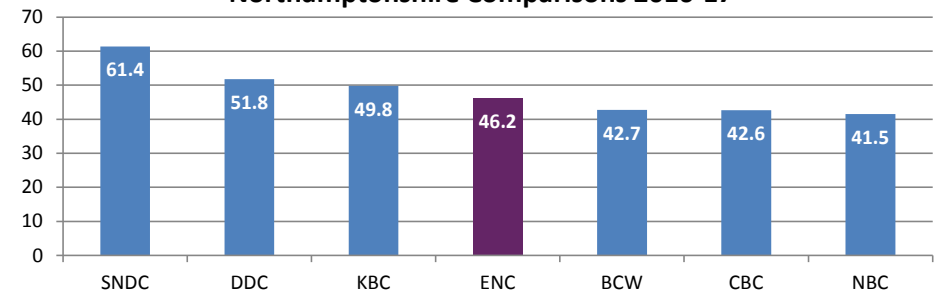
TENI192b: At time of writing only draft disposal figures for Q2 have been provided by NCC so this figure is subject to amendment. ENC tonnage for green waste this quarter was 751 tonnes compared with 827 tonnes the same period last year - the 9% drop is mostly explained by the hot/dry summer and a similar fall has been noted by neighbouring authorities. Food also fall slightly from 672 to 647 tonnes compared to the same period last year. This is reflected in the fall in the overall figure for the year to date.



EN Historical trend



% sent for Recycling, Reuse and Composting
Northamptonshire Comparisons 2016-17



2.1 Exceptions: Under-performing Measures

Resources

Outcome and Measure	Data Series	March 2018	June 2018	Sept 2018	Dec 2018	March 2019
<u>Effective Management</u> ENFIN09 YTD % of Purchase Orders raised before Invoice Date	Actual (YTD)	79.7%	81.5%	85.8%		
	Target (YTD)	90%	95%	95%	95%	95%
	Comment (September 2018)	Purchase orders raised before invoices are received are an integral part of good financial management. It ensures that the spend is appropriately budgeted for and authorised before the commitment to purchase is made. We are working towards the target of 95% and this measure is showing an upwards trend.				
<u>Effective Management</u> ENROD48i Number of supplementary reports	Actual (YTD)	0	14	7		
	Target (YTD)	0	0	0	0	0
	Comment (September 2018)	The number of reports marked 'To follow' on agendas rose significantly at the beginning of the financial year. This was largely due to the substantial additional work pressures placed on senior managers/report authors following the Secretary of State's invitation, on 27 March 2018, for councils in Northamptonshire to submit an application for local government reform. During the second quarter, during which the bid was submitted, the number dropped significantly and this trend has continued during the current quarter, at the time of writing there having been no committee reports marked 'To Follow', in line with the performance target.				

2.2 Over-performing measures

This section of the report focuses on those measures which are currently 'over performing'. This means they are significantly better than target. Not all over-performing measures are recorded here; just those that have been escalated by Heads of Service as being of particular current significance and those measures that have targets set by government or regulatory bodies. The information is ordered by Service Area

Planning Services						
Outcome and Measure	Data Series	March 2018	June 2018	Sep 2018	Dec 2018	March 2019
<i>High Quality Service Delivery</i> ENI157ar % major planning applications processed within 13 weeks (rolling 2 year period)	Actual (YTD)	86%	84%	83%		
	Target (YTD)	60%	60%	60%	60%	60%
	Comment (September 2018)	Performance over a two year rolling period (used to assess designation by DCLG) currently sits at 83%, similar to the previous quarter and above the 60% target.				
Outcome and Measure	Data Series	March 2018	June 2018	Sep 2018	Dec 2018	March 2019
<i>High Quality Service Delivery</i> ENI157bcr % non major applications (minor and other) processed within 8 weeks (rolling 2 year period)	Actual (YTD)		87%	82%		
	Target (YTD)		70%	70%	70%	70%
	Comment (September 2018)	2 year rolling percentage of non major applications determined on time (used to assess designation by DCLG) was 82% for Q2. This was a slight fall from Q1 but over the target of 70%				

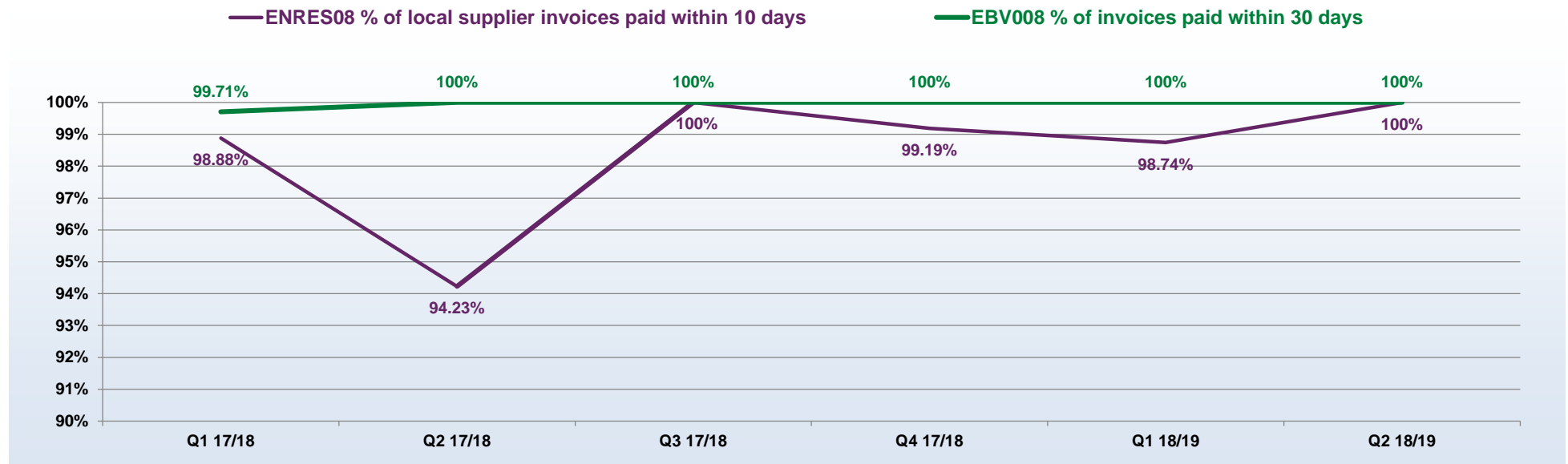
2.3 On Target Measures

This section of the report focuses on those measures which are currently 'on target'. Not all 'on target' measures are recorded here; just those that have been escalated by Heads of Service that are deemed to be of particular current significance and those measures that have targets set by government or regulatory bodies. The information is ordered by Service Area

Planning Services

Outcome and Measure	Data Series	March 2018	June 2018	Sep 2018	Dec 2018	March 2019
<i>High Quality Service Delivery</i> ENPL64a % of major application decisions overturned at appeal, following a 2 year period	Actual (YTD)	0%	1.75%	2.08%		
	Target (YTD)	10%	10%	1%	10%	10%
	Comment (September 2018)	No major applications overturned in Q2. This percentage equates to 1 application overturned out of 48 decisions in the 2 year period up to 30 September 2018.				
Outcome and Measure	Data Series	March 2018	June 2018	Sep 2018	Dec 2018	March 2019
<i>High Quality Service Delivery</i> ENPL64b % of non major application decisions overturned at appeal, following a 2 year period	Actual (YTD)		1%	0.66%		
	Target (YTD)		10%	1%	10%	10%
	Comment (September 2018)	Of the 36 non major (minor and other) appeals received between 1st October 2016 and 30th September 2018, 10 were allowed (one of these was a member overturn). The overall percentage equates to 10 appeals allowed from 1517 decisions.				

Resources (Finance) - Both measures are on target



3. ENC Employment statistics

This section identifies staffing levels, sickness levels and staff turnover data for each Service Area. This information is also reported, in more detail, to Personnel Sub Committee at regular intervals during the year.

3.1 Staff Sickness (Under-performing)

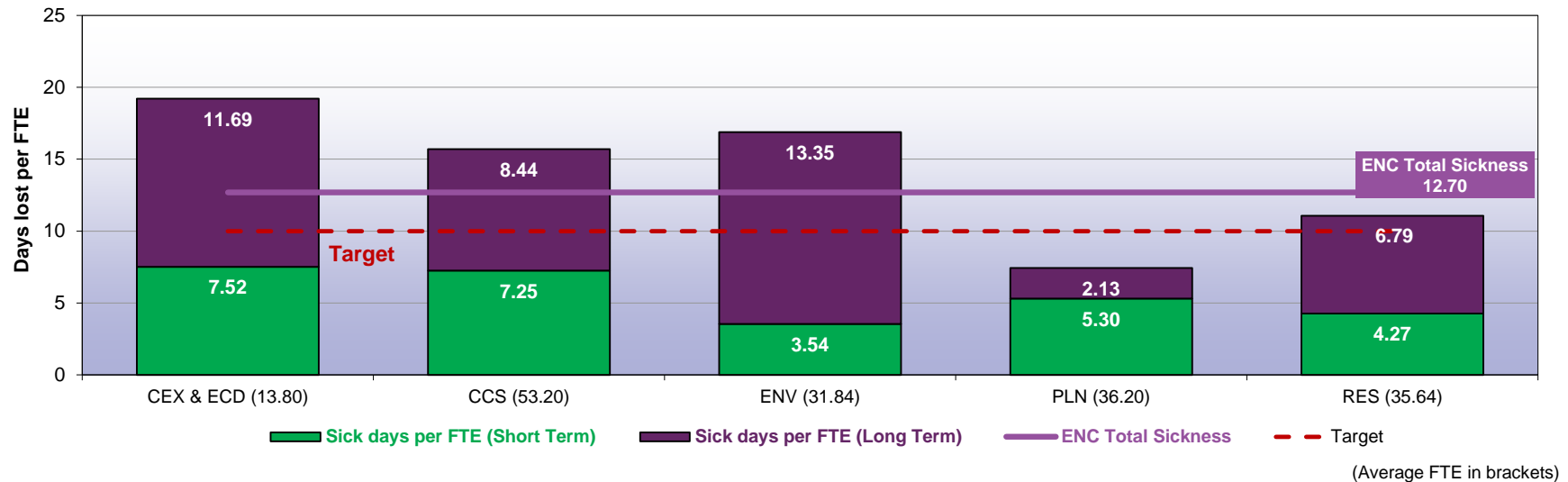
We continue to manage both the physical and mental health of our staff as best we can. We have historically had very low sickness levels, but they have increased noticeably over the last two years. This is mainly due to a spate of long-term sickness, which has occurred for a variety of reasons. Several long-term absences have occurred as a result of long-term physical conditions (such as cancer) requiring treatment and/or surgery. Other cases have been a result of anxiety and depression. At the current elevated level, our sickness absence level sits above the average of the East Midlands benchmarking figures.

ENC TOTAL (1 October 2017 - 30 September 2018)	Days lost per FTE		
	OVERALL	Short Term	Long Term
	12.70	5.24	7.46
Target	10	6.5	3.5

Sickness Absence Benchmarking	All Districts and Boroughs in the East Midlands 2017/18 <i>(EMC Councils HR Bulletin Aug 2018)</i>	Lowest value	Average	Highest value
		6.7 days	10.2 days	13.6 days

ENC Lost 2167.58 days to sickness from October 2017 to September 2018. This is the equivalent of 9.72 FTE.

Service area sickness totals - (1 October 2017 - 30 September 2018)

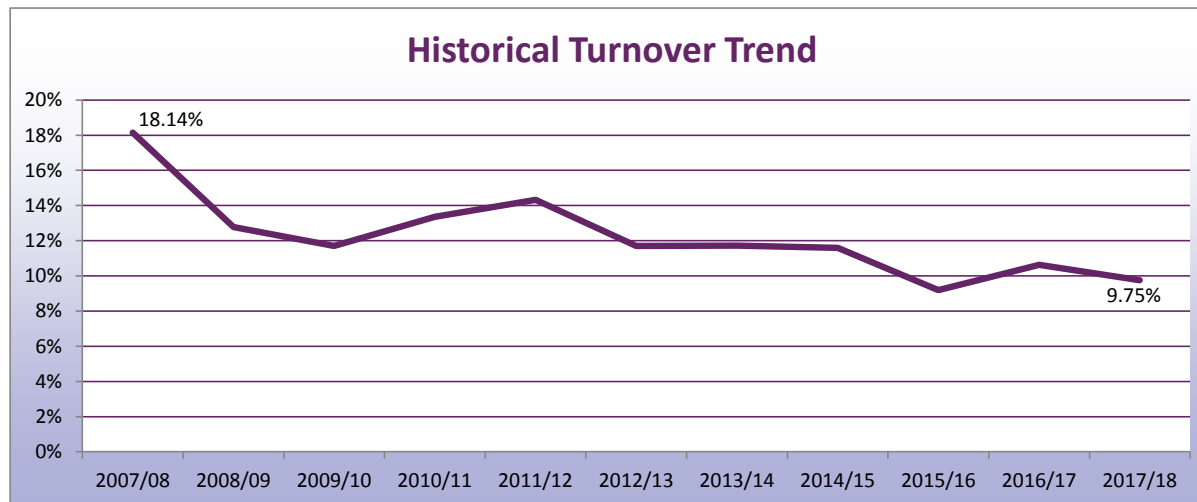
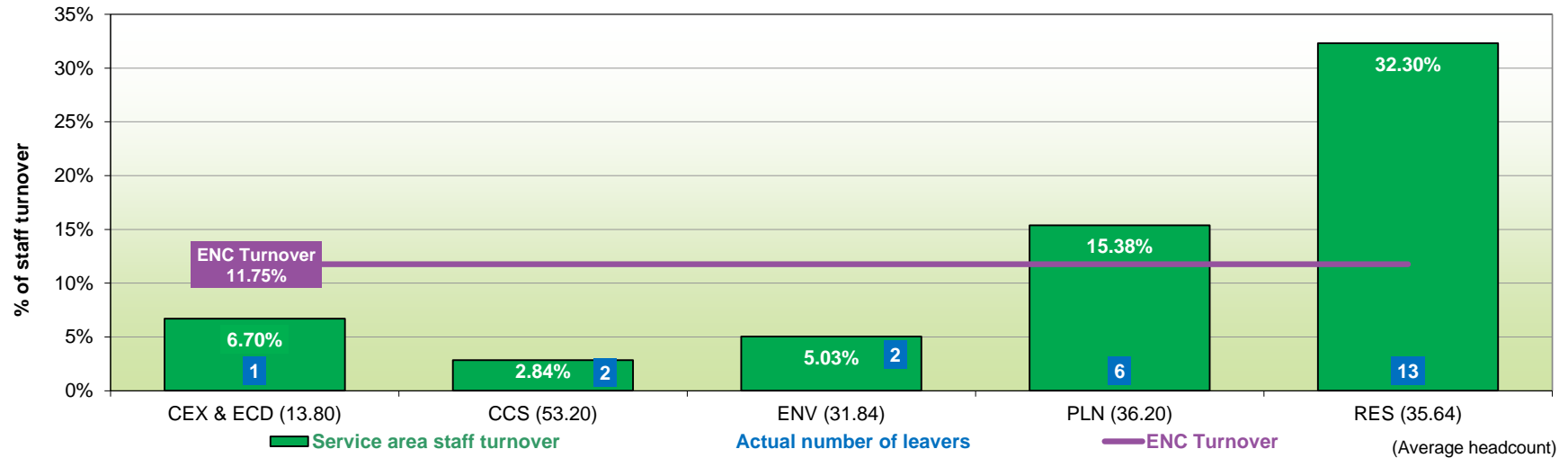


3. ENC Employment statistics

3.2 Staff Turnover

TURNOVER	% of leavers
ENC TOTAL (1 October 2017 - 30 September 2018)	11.75%

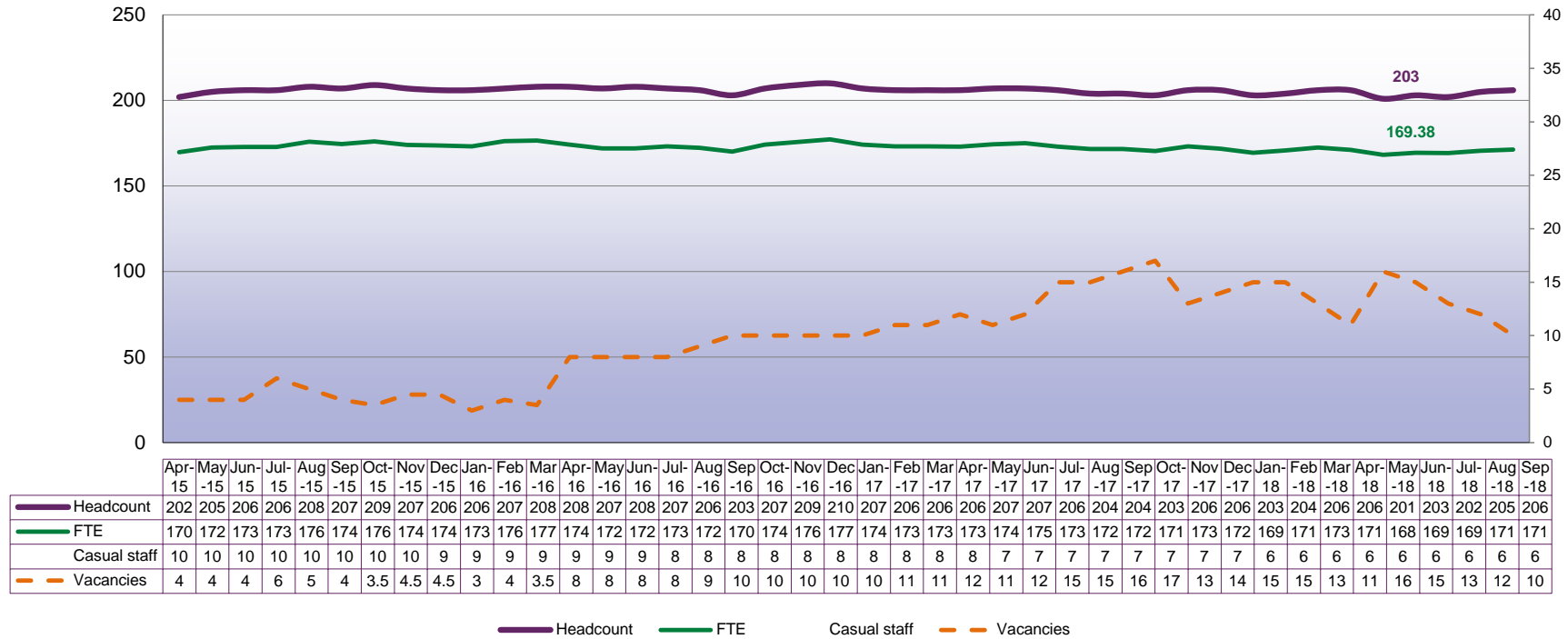
Turnover: % of staff leaving out of total staff in Service Area - (1 October 2017 - 30 September 2018)



3. ENC Employment statistics

3.3 Staffing Levels

Staffing levels * - April 2014 to September 2018



*Headcount and FTE includes staff on fixed term contracts

<p>There were 8 Starters in Quarter 2:-</p> <ul style="list-style-type: none"> Finance Manager Communications Officer Business Administration Apprentice (Customer Services) Admin Assistant (Land Charges) Customer Services Advisor Administration Assistant ICT Services Administrator Business Transformation Manager 	<p>There were 7 Leavers from the following service areas in Quarter 2:-</p> <ul style="list-style-type: none"> Environmental Services (Retirement) 2x Planning Services (Resignation) 4x Resources (3x resignation, 1x redundancy)
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4. Areas of Achievement

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

Customer and Community Services	
Achievement	Date Completed
Record number of CFF eligibility applications received (44) for round 6	Sep-18
Eligibility applications for CFF round 6 evaluated and put forward to stage 2/grant award.	Sep-18
Hosted Radio Northampton Big Health Check with Helen Blaby live from Pemberton Centre - over 400 attendees	Sep-18
Revenue & Benefits restructure implemented	Sep-18
DWP Verifying Earnings & Pensions Scheme implemented	Aug-18
Joint working with DWP for Council Tax Support fraud progressed	Sep-18
Promotion of CFF grants	Sep-18
Excellent take up of Ask Angela community safety scheme	Jul-18
Communication of unitary proposal submission and set up of FAQs, briefings etc.	Aug-18
Puppy smuggling awareness campaign	Aug-18
DNV festival promotion and support of launch event	Sep-18
War hero awareness	Sep-18

Economic and Commercial Development	
Achievement	Date Completed
Secured ENC funding for Enterprise Centre	Jul-18
Successful delivery of Nene Valley Festival	Sep-18

Environmental Services	
Achievement	Date Completed
Commencement of the new waste contract.	30th July 2018
Successful prosecution for Flytipping in Slipton - total fine awarded £2046	10th July 2018
Community Clean up / Waste amnesty completed in Highfield Road area of Rushden, over 10 tonnes of waste collected	Sep-18
Successful prosecution for Flytipping in Rushden - this is an old case from 2015 where the offender had had a warrant issued against them. The individual was arrested in July and the case went to court in August.	Aug-18
Completed 46 vehicle inspections on behalf of the DVLA and removed 10 vehicles 2 caravan for various un taxed or abandoned vehicle offences	Q2
Preparation for the HMO licensing changes working with the CLAU and KBC, CBC and BCW for start 1st October	Q2

4. Areas of Achievement

Planning Services	
Achievement	Date Completed
Planning services restructure approved by PSC	Jul-18
Production and approval of tree strategy	17th September 18
Strategic housing plan approved	Jul-18
Successful defence of appeal of Nags Head, Hargrave	Aug-18
Recruited new planning development manager	Sep-18
Recruited of two senior and one principal planning officers	Sep-18
Recruited principal planning enforcement officer	Sep-18

Resources	
Achievement	Date Completed
Data protection policy	Sep-18
New Finance Manager appointed	Sep-18
New Business Transformation Team appointed	Sep-18
Outstanding audit actions reduced	Sep-18
Progress in recruitment	Q2
Monies approved for Phase 2 and 3 of ICT transformation programme	Q2
Delivered member briefing sessions to ENC and BCW (ICT)	Q2
Procurement toolkit revised and published	Q2
Purchase cards guidance published	Q2
New ICT board set up	Q2