

CABINET

Date: 7th December 2011

CORPORATE PERFORMANCE REPORT

QUARTER 2, PERIOD ENDING 30 SEPTEMBER 2011

Relevant Portfolio Holder	Cllr Mark Bullivant, Portfolio Holder
Portfolio Holder Consulted	Yes at Leaders Group Meeting
Relevant Head of Service	Hugh Bennett, Director of Policy, Performance and Partnerships
Wards Affected	All Wards
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 This report asks Members to consider a range of options for the continued reporting of Council performance for 2011/12 in the light of proposed changes to strategic and performance reporting through systems thinking.
- 1.2 This report also provides Members with an opportunity to review the Council's performance for quarter 2 of the 2011/12 financial year and to comment upon it.

2. RECOMMENDATIONS

- 2.1 **The Cabinet is asked to CONSIDER and DECIDE which of the following options for the Council's performance reporting 2011/12 they would like officers to pursue:**
 - i. **Current performance indicators continue to be collected and reported quarterly (no change).**
 - ii. **Current performance indicators cease to be collected and reported corporately for the rest of 2011/12.**
 - iii. **Current performance indicators are reported at year end 2011/12 only.**
 - iv. **Members select key performance indicators they would like to continue to be reported quarterly for the remainder of 2011/12.**
 - v. **That Corporate Management Team select key performance indicators of concern and remedial action to be taken, for reporting on a quarterly basis.**
- 2.2 **The Cabinet is asked to CONSIDER the future proposals for performance reporting as the Council progresses their transformation agenda.**

2.3 The Cabinet is asked to RESOLVE that:

- i. the update on key performance indicators for the period ending 30 September 2011 be considered and commented upon.**

3. KEY ISSUES

Financial Implications

3.1 The proposed system of measures for 2012/13 will provide a greater understanding of customer demand, allowing for more proactive services to be provided, with alignment of finance to purposes.

3.2 Poor financial performance will be detrimental to any Council assessment and overall performance. Specific financial indicators included in the 2011/12 set are listed below:

- Time taken to process housing benefit / council tax benefit new claims and change events;
- The amount of Housing Benefit overpayments recovered as a percentage of all HB overpayments;
- Percentage of invoices paid by the Council within 30 days of receipt or within the agreed payment terms;
- Percentage of council tax collected by the authority in the year.

Legal Implications

3.3 The Government announced that the former National Indicator set was to be reduced. At present there is no legal requirement for the local authority to produce specific performance data.

3.4 As the Council progresses with the transformation programme, Members and Senior Management Team may wish to challenge data requirements placed upon the Council by external organisations if it is felt that they do not contribute to the purposes of the organisation.

Service/Operational Implications

3.5 The options for reporting the Council's performance for the remainder of 2011/12 are being presented as a response to the changing demands on departments and the Policy Team as a result of the transformation programme. Service areas are being asked to develop performance measures alongside reporting against the current set of indicators, many of which do not seem to provide the customer focused data which would benefit services or allow insight into the performance from a customer's perspective. Reducing or removing the current quarterly reporting requirements would allow the Policy team to play a greater role in the

development of the new performance system and support officers and members with any changes. The current electronic data collection (EDC) spreadsheet would still be available to officers to capture their data should they require it for reporting to an external body or for departmental use.

- 3.6 The proposed use of a set of measures by which to assess performance against purposes will change fundamentally how performance data is gathered, used and reported from 2012/13 onwards. These measures are currently being developed to reflect what actually matters to customers and their actual (often end-to-end) experience of the Council's services. These measures will be collected and utilised by officers in as real-time as possible, with Members and the management team having access to contemporaneous data about service demand. It is envisioned that this will not be through the current system of quarterly reporting, but through access to a corporate dashboard of measures.
- 3.7 Through the current quarterly performance reporting, the Council looked to; retain a tighter focus at a corporate level – with a clearly defined number of indicators reported and monitored; develop capacity for Directorates to strengthen performance management by focusing on service plan commitments; continue to monitor selected former National Indicators and retained BVPI's and local indicators at a Member level at least annually; and to develop links to how the Council is performing in its key delivery projects.
- 3.8 The new style corporate performance report was agreed by Cabinet in June 2011 and, due to the change in strategic focus, the transformation programme and associated system thinking, targets were not required for the business plans 2011/12 and as such are no longer contained within the report. The corporate performance report compares the year to date outturn with the same period last year and shows those indicators which are included in the Council Plan and whether they have improved, declined or remained static in performance.
- 3.8.1 In total, data has been provided for 24 indicators for quarter 2, 2011/12. Of these, 12 have improved in performance and 10 have declined when compared to the same period last year. In addition there are 2 indicators which have remained static.
- 3.8.2 Of those indicators which have declined, there are 2 which are specifically problematic and may require further analysis (see section 3.8.4).
- 3.8.3 This report shows that of the 24 indicators reported this quarter, 45.8% have improved when compared to the same period last year (April to September). By way of example:
- The percentage of customers who are satisfied with the service received at the customer service centres has

increased from 97.37% to 99.61% when compared to the same period last year;

- There has been a 13% reduction in the number of British Crime Survey comparator crimes reported, reducing from 1,443 in April to September 2010/11 compared with 1,252 in the same period this year;
- The number of people using the BURT service during April to September has increased from 894 in 2010/11 to 1,066 in the same period this year;
- There has been a significant reduction in the amount of time it has taken to complete a Category 3 Disabled Facilities Grant (from referral to completion), falling from 87.93 weeks to 77.91 weeks when compared with the same period last year.

3.8.4 There are 2 indicators highlighted as showing particular concern:

- The number of households living in temporary accommodation has risen quite dramatically from 10 to 37 when compared to the same period last year. There are currently a number of complex cases which are taking much longer to resolve. A meeting has been arranged to discuss all cases in temporary accommodation as a matter of urgency. However, the Housing Strategy Team is closely monitoring the levels of households becoming homeless. At present the cost of the increased homelessness is within budget but a continued rise will have budget implications.
- The numbers of people using the car parks continues to decline. When compared to the same period last year there have been 43,659 fewer users (approximately 5%); this may be due to the current economic climate. Further investigation is required.

3.9 To maintain data quality, the Council uses an electronic data collection (EDC) spread sheet. This shows our current and historic performance against selected performance indicators.

3.10 The Council's current Council Plan makes a clear commitment to improve the way in which priority actions are planned and to improve the way in which performance is managed. Appendix 1 reports on the 2011/12 performance indicators contained within the Council Plan. The performance data contained in the attached report relates directly to the Council's priorities and objectives.

3.11 The performance indicator set includes one which reports on the number of working days / shifts lost to the local authority due to sickness absence per full time equivalent staff member. Quarter 2, 2011/12 shows a minor increase in the amount of time lost due to sickness absence compared to the same period last year (April – September).

- 3.12 There are a total of 2 performance indicators that relate to air quality and climate change within the list of National Indicators all of which are included in the corporate set. These indicators are all reported annually.

Performance management implications are detailed within this report at Appendix 1.

Customer / Equalities and Diversity Implications

- 3.13 It is anticipated that the introduction of the customer focused measures will improve the services provided and the experiences of our customers, giving Members and officers a clearer picture of what matters to residents and an enhanced ability to respond to and proactively address issues as they arise.

- 3.14 Customer service performance indicators included for 2011/12:

- Percentage of customers satisfied with the service received at Customer Service Centres and,
- Percentage of complaints handled within the agreed time frames.

Performance for these indicators can be found in Appendix 1.

- 3.15 Enhanced performance will assist to improve customer satisfaction.

- 3.16 Information contained in the attached appendix will be communicated to both internal and external customers via the intranet/Internet following approval at committee.

4. RISK MANAGEMENT

- 4.1 Assessing the Council's performance forms part of the Council's approach to risk management.

- 4.2 The proposed changes to a system of measures should allow issues to be identified much sooner, helping the Council to manage risk.

5. APPENDICES

Appendix 1 – Quarter 2, 2011/12 Corporate Performance Report, period ending 30 September 2011

6. BACKGROUND PAPERS

The details to support the information provided within this report are held by the Policy Team and on the Electronic Data Collection (EDC) system.

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