



St Edmundsbury
BOROUGH COUNCIL

E243

Performance and Audit Scrutiny Committee 29 January 2014

Key Performance Indicators and Quarter 3 Performance report 2013-14

1. Summary and reasons for recommendation

- 1.1 This report sets out the Key Performance Indicators being used to measure the Council's performance for 2013-14 and an overview of performance against those indicators for the third quarter of 2013-14.

2. Recommendation

2.1 That Members:

- Review the Council's performance against the Key Performance Indicators for Quarter 3, 2013-14 and identify any further information required or make recommendations where remedial action or attention is required to address the Council's performance.

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3. Corporate priorities

3.1 The recommendation(s) meet the following, as contained within the Corporate Plan:

(a) Corporate priority: "working together for an efficient council".





4. Quarter 3, 2013-14 Performance

4.1 The report at **Appendix A** presents performance against Quarter 3 2013-14 for St Edmundsbury together with a combined performance for West Suffolk (Forest Heath and St Edmundsbury) where this is relevant.

4.2 St Edmundsbury KPIs are denoted with a SE/ prefix and those for West Suffolk with a WS/ prefix.

4.3 The information included in the report has been provided by Heads of Service and service management. Most indicators report performance against an agreed target using a traffic light system with additional commentary provided for performance indicators below optimum performance. Other KPIs report a data value only (e.g. no target performance) in order to track performance over time.

4.4 The following table shows the status of the current performance for St Edmundsbury and West Suffolk:

QUARTER 3 2013-14	PI on or exceeded target 	PI below target within tolerance 	PI significantly below target 	Data only Indicators 
St Edmundsbury KPIs (36)	16	2	8	10
West Suffolk KPIs (34)	12	7	4	11

4.5 Where performance is below target the data is supported by notes and explanations from services.

4.6 Of the six KPIs relating to Planning and Regulatory Services, all of them are significantly below target. The performance on four of these indicators has however, improved from the first and second quarters of this year. As indicated at the November 2013 Committee meeting, work continues in Planning and Regulatory Services to improve this performance but there will be a lag as the backlog is worked through. Many of the major applications which were over time were part of the backlog or were delayed by protracted negotiations or by deferrals from Development Control Committee. A more detailed report on planning performance, including information regarding enforcement, will be taken to the Council's Development Control Committee on a quarterly basis.

4.7 The performance within housing, especially with regards to homelessness has seen a marked improvement from the second quarter. Five of the eight St Edmundsbury KPIs have seen improved performance from the second quarter, with one of the three that dropped performance still exceeding its target.

5. Other options considered

5.1 Not applicable.

6. Community impact (including Section 17 of the Crime and Disorder Act 1998)

6.1 There is no direct Community Impact associated with this report.

7. Consultation (what consultation has been undertaken, and what were the outcomes?)

7.1 This report has been prepared in consultation with all relevant staff.

8. Financial implications (including asset management implications)

8.1 While there are no direct financial or budget implications arising from this report, it is possible that any recommendations of the Committee may have some resource implications. For example, resources may need to be reallocated to improve performance in a future period.

9. Risk assessment (potential hazards or opportunities affecting corporate, service or project objectives)

Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Failure to achieve optimum or target performance which may impact on resources	High	Regular reporting of performance to Joint Leadership Team, Portfolio Holders and to PASC can highlight where remedial action may be needed.	Medium

10. Legal and policy implications

10.1 There are no legal implications from this report. Poor performance levels may impact on the Council's ability to implement its policies or high-level strategies.

11. Wards affected

11.1 All.

12. Background papers






12.1 None

13. Documents attached

13.1 Appendix A – St Edmundsbury and West Suffolk Key Performance Indicators 2013-14 – Quarter 3





St Edmundsbury and West Suffolk Key Performance Indicators 2013-14 - Quarter 3

Key:

-  PI significantly below target 12
-  PI below target but within agreed tolerance 9
-  PI on or exceeded target 28
-  Contextual indicator – no targets set 21
-  Short term trend (comparing current quarter with previous quarter).

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				

Housing

1	SE/HOU001* Average stay in temporary accommodation (all provisions) in weeks	20	18	20	10	20	16	20			Quarter	While the target for the average stay in temporary accommodation has been met, the average number of weeks has seen an increase as a consequence of a number of complex cases which have proved more difficult to resolve.
2	WS/HOU001* Average stay in temporary accommodation (all provisions) in weeks	20	18	20	15	20	17	20			Quarter	While the target for the average stay in temporary accommodation has been met, the average number of weeks has seen an increase as a consequence of a number of complex cases which have proved more difficult to resolve.
3	SE/HOU003* Number of empty properties (empty for a period of 12 months or longer) brought back into use	100	65	25	101	50		75				We are unable to provide figures this quarter as we are currently revising the method of recording and reporting the figure to make it more useable and reflective of the true position, so that we can more effectively targeted owners to bring properties back into use.
4	WS/HOU003* Total number of empty properties (empty for a period of 12 months or longer) brought back into use for West Suffolk	150	172	37	262	75		112				We are unable to provide figures this quarter as we are currently revising the method of recording and reporting the figure to make it more useable and reflective of the true position, so that we can more effectively targeted owners to bring properties back into use.

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				
5	SE/HOU004* The number of applicants on the housing register		1,288		1,437		1,855			↓	Cumulative	The re-registration of all applicants that took place in April 2013 lead to a considerable reduction in the numbers of applicants on the register, particularly those in the lower bands. Since April the numbers have begun to rise again as people make new applications or decide to re-register. This indicator is used to show the trend in the number of households on the register.
6	WS/HOU004* The number of applicants on the housing register		2,166		2,450		3,048			↓	Cumulative	The re-registration of all applicants that took place in April 2013 lead to a considerable reduction in the numbers of applicants on the register, particularly those in the lower bands. Since April the numbers have begun to rise again as people make new applications or decide to re-register. This indicator is used to show the trend in the number of households on the register.
7	SE/HOU005* Time taken to make decisions on homelessness applications (Days)	14	33	14	43	14	22	14		↑	Quarter	Average down to 22 days from 43 days in previous quarter. Average for decisions made in December was 19 days. Improving performance reflects the change in working practices in the Housing Option Team following its restructure.
8	WS/HOU005* Time taken to make decisions on homelessness applications (Days)	14	25	14	38	14	22	14		↑	Quarter	Average down to 22 days from 43 days in previous quarter. Average for decisions made in December was 19 days. Improving performance reflects the change in working practices in the Housing Option Team following its restructure.
9	SE/HOU006* Number of households where homelessness prevented	170	32	42	68	84	105	127		↑	Cumulative	Although the total figure for the year is still below the target to date, the performance within the quarter was almost achieved. On track to hit the quarter 4 target, if not the full year target.
10	WS/HOU006* Number of households where homelessness prevented	310	67	79	132	158	206	238		↑	Cumulative	Although the total figure for the year is still below the target to date, the performance within the quarter was almost achieved. On track to hit the quarter 4 target, if not the full year target.
11	SE/HOU007* Number of people accepted as homeless		43		63		46			↑	Quarter	
12	WS/HOU007* Number of people accepted as homeless		65		72		63			↑	Quarter	
13	SE/HOU008* Number of households living in temporary accommodation		32		35		32			↑	Quarter	

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		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				
14	WS/HOU008* Number of households living in temporary accommodation		43		48		44			Quarter		
15	SE/HOU009* Private sector tenancies made available through West Suffolk Lettings Partnership	60	23	15	40	30	53	45			Cumulative	West Suffolk Letting Partnership continues to be successful in increasing access to the privates sector. The re-structure of the Housing Service has given more focus to the development of the partnership and will support a reduction in the numbers of household we would otherwise have to provide Temporary Accommodation for.
16	WS/HOU009* Private sector tenancies made available through West Suffolk Lettings Partnership	90	30	22	48	44	65	67			Cumulative	West Suffolk Letting Partnership continues to be successful in increasing access to the privates sector. The re-structure of the Housing Service has given more focus to the development of the partnership and will support a reduction in the numbers of household we would otherwise have to provide Temporary Accommodation for.
17	SE/HOU010* Number of private rented properties made broadly compliant		1		2		9			Cumulative	The number is low in comparison with FH, particularly as both councils will have a level of housing complaints and sub-standard properties. We will be reviewing regulatory policy and process under the new housing service/strategy to ensure both councils are making full use of the enforcement provisions available.	
18	WS/HOU010* Number of private rented properties made broadly compliant		7		23		38			Cumulative		

Human Resources and Organisational Development

19	WS/HRO003* Working days/shifts lost due to sickness absence - all		6.89		7.21		6.38			Quarter		
20	WS/HRO004* Working days/shifts lost due to sickness absence - excluding industrial injury	7.20	6.43	7.20	6.92	7.20	6.31	7.20			Quarter	

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				

Leisure, Culture and Communities

21	WS/LCC002* Total Visitors to Nowton Park/East Town Park/Abbey Gardens/Clare Castle Country Park and Brandon Country Park	1,776,459	580,502	516,337	1,261,064	1,097,562	1,448,840	1,456,160			Cumulative	
22	SE/LCC003* Total Visitors to Moyses Hall, West Stow Park and Village (including schools)	115,000	37,701	20,000	78,160	43,000	109,376	78,000			Cumulative	

Legal and Democratic Services

23	SE/LDS002* Percentage of benefit fraud prosecutions which were successful		100.00%		100.00%		100.00%				Quarter	In the period there were 5 prosecutions.
24	WS/LDS002* Percentage of benefit fraud prosecutions which were successful		100.00%		100.00%		100.00%				Quarter	In the period there were 6 prosecutions.





















Planning & Regulatory Services

25	SE/PRS001* Percentage of major planning applications determined within 13 weeks	65.00%	33.33%	65.00%	33.33%	65.00%	18.18%	65.00%			Quarter	11 major applications were determined in the quarter, with 2 being within 13 weeks. All were subject to lengthy negotiations or amendments, and 7 were referred to committee (2 of which were deferred to a later committee).
26	WS/PRS001* Percentage of major planning applications determined within 13 weeks	65.00%	25.00%	65.00%	40.00%	65.00%	18.75%	65.00%			Quarter	16 major applications were determined in the quarter, with 3 being within 13 weeks. All were subject to lengthy negotiations or amendments, and 9 were referred to committee (2 of which were deferred to a later committee).

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				
27	SE/PRS002* Percentage of minor planning applications determined within 8 weeks	75.00%	34.04%	75.00%	25.00%	75.00%	44.44%	75.00%			Quarter	72 minor applications were determined in the quarter, with 32 being within 8 weeks.
28	WS/PRS002* Percentage of minor planning applications determined within 8 weeks	75.00%	42.86%	75.00%	33.33%	75.00%	47.96%	75.00%			Quarter	98 minor applications were determined in the quarter, with 47 being within 8 weeks.
29	SE/PRS003* Percentage of other planning applications determined within 8 weeks	80.00%	50.00%	80.00%	49.77%	80.00%	57.23%	80.00%			Quarter	159 other applications were determined in the quarter, with 91 being within 8 weeks.
30	WS/PRS003* Percentage of other planning applications determined within 8 weeks	80.00%	55.88%	80.00%	54.48%	80.00%	59.62%	80.00%			Quarter	208 other applications were determined in the quarter, with 124 being within 8 weeks.

Resources and Performance

31	SE/RSP001* % of non-disputed invoices paid within 30 days of receipt	98.00%	96.60%	98.00%	97.00%	98.00%	96.50%	98.00%			Quarter	110 invoices not paid on time. As part of the new financial system project, the current invoice processing system at SEBC is being reviewed in order to improve performance and meet the target for this KPI.
32	WS/RSP001* % of non-disputed invoices paid within 30 days of receipt	98.00%	97.20%	98.00%	96.97%	98.00%	97.00%	98.00%			Quarter	As part of the new financial system project, the current invoice processing systems at both FHDC & SEBC is being reviewed in order to improve performance and meet the target for this KPI.
33	SE/RSP002* Percentage return on the investment of the council's reserves and balances	1.50%	1.39%	1.50%	1.41%	1.50%	1.05%	1.50%			Cumulative	The reduction in the average interest rate is primarily due to the continued fall in rates being offered on both call accounts, and fixed term investments.
34	SE/RSP003* Days taken to process Council Tax Reduction scheme new claims and changes	8.00	8.01	12.00	8.24	10.00	7.67	9.00			Quarter	

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				
35	WS/RSP003* Days taken to process Council Tax Reduction scheme new claims and changes	8.00	8.17	12.00	8.24	10.00	7.98	9.00			Quarter	
36	SE/RSP004* Days taken to process Housing Benefit new claims and changes	8.00	6.66	12.00	7.27	10.00	6.88	9.00			Quarter	
37	WS/RSP004* Days taken to process Housing Benefit new claims and changes	8.00	6.80	12.00	7.52	10.00	7.24	9.00			Quarter	
38	SE/RSP005* Collection of Council Tax	98.00%	30.09%	29.75%	58.58%	56.75%	87.07%	84.00%			Cumulative	
39	SE/RSP006* Collection of Business Rates	99.00%	31.13%	28.60%	61.67%	58.50%	88.39%	86.70%			Cumulative	
40	SE/RSP007* Local Authority error Overpayments as a % of Housing Benefit paid	0.45%	0.17%	0.45%	0.21%	0.45%	0.15%	0.45%			Cumulative	
41	WS/RSP007* Local Authority error Overpayments as a % of Housing Benefit paid	0.45%	0.23%	0.45%	0.22%	0.45%	0.20%	0.45%			Cumulative	
42	SE/RSP008* Net Business Rates Receipts payable to the Collection Fund	£ 45,405,876	£ 14,721,550	£ 12,986,081	£ 28,980,915	£ 26,562,437	£ 41,507,456	£ 39,366,894			Cumulative	
43	WS/RSP008* Net Business Rates Receipts payable to the Collection Fund	£ 66,983,107	£ 21,558,049	£ 19,157,169	£ 42,738,820	£ 39,185,117	£ 61,473,511	£ 39,366,894			Cumulative	
44	SE/RSP009* Net Council Tax Receipts payable to the Collection Fund	£ 50,929,384	£ 15,396,449	£ 15,151,492	£ 31,070,127	£ 28,902,425	£ 46,212,087	£ 42,780,683			Cumulative	

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				
45	SE/RSP010* Value of Council Tax Reduction Awarded	£ 6,020,173	£ 5,939,530	£ 5,850,000	£ 5,880,930	£ 5,900,000	£ 5,861,077	£ 5,950,000			Cumulative	
46	WS/RSP010* Value of Council Tax Reduction Awarded	£ 9,611,628	£ 9,426,536	£ 9,200,000	£ 9,326,801	£ 9,350,000	£ 9,299,017	£ 9,500,000			Cumulative	





Waste and Property Management

£ 14,056

47	SE/WPM001* Number of vacant industrial units	5	11	10	12	7	10	5			Quarter	Continuing efforts are being made to reduce the number of vacant units within the borough with the appointment of agents to jointly market our prime industrial property in Bunting Road
48	WS/WPM001* Number of vacant industrial units	25	42	41	40	34	32	30			Quarter	Continuing efforts are being made to reduce the number of vacant units within the borough with the appointment of agents to jointly market our prime industrial property in Bunting Road
49	SE/WPM002* Income from entire commercial property portfolio	£ 2,600,000	£ 606,363	£ 650,000	£ 1,220,251	£ 1,300,000	£ 1,790,427	£ 1,950,000			Cumulative	Targetted income from rents at Bunting Road has been impacted by 6 empty properties this full year although negotiations are ongoing to let 3 of them.
50	WS/WPM002* Income from entire commercial property portfolio	£ 4,289,000	£ 964,384	£ 1,072,250	£ 2,002,009	£ 2,144,500	£ 2,968,386	£ 3,216,750			Cumulative	Targetted income from rents at Bunting Road has been impacted by 6 empty properties this full year although negotiations are ongoing to let 3 of them.
51	SE/WPM003* Rent arrears beyond payment terms for entire property portfolio	£ 80,000	£ 80,000	£ 80,000	£ 100,000	£ 80,000	£ 100,000	£ 80,000			Cumulative	Historic debt from previous years being pursued by legal.
52	WS/WPM003* Rent arrears beyond payment terms for entire property portfolio	£ 90,000	£ 96,297	£ 90,000	£ 105,454	£ 90,000	£ 102,472	£ 90,000			Cumulative	Historic debt from previous years being pursued by legal.
53	SE/WPM004* Household waste recycled (tonnes)		7,220.00		6,836.00		5,633.00				Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
54	WS/WPM004* Household waste recycled (tonnes)		10,764.00		9,676.00		8,825.00				Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
55	SE/WPM005* Residual household waste per household (kgs)		119		112		134				Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.

No:	Code and Short Name	Target	Performance						Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
		Annual Target 2013/14	Q1 2013/14		Q2 2013/14		Q3 2013/14				Cumulative or Quarter	
			Value	Target	Value	Target	Value	Target				
56	WS/WPM005* Residual household waste per household (kgs)		114		114		119			↓	Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
57	SE/WPM006* Household waste sent to landfill (tonnes)		5,540.00		5,317.00		5,436.00			↓	Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
58	WS/WPM006* Household waste sent to landfill (tonnes)		8,646.00		8,725.00		8,692.00			↑	Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
59	SE/WPM007* Percentage of household waste recycled and composted	53.00%	57.00%	53.00%	56.00%	53.00%	55.00%	53.00%		↓	Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
60	WS/WPM007* Percentage of household waste recycled and composted	51.00%	55.00%	51.00%	54.00%	51.00%	53.00%	51.00%		↓	Quarter	Q1 & Q2 figures have been updated to actual figures, as they were previously based some estimate figures.
61	SE/WPM008* Trade waste recycled (Tonnes)	950	296	237	533	475	908	712		↑	Cumulative	
62	WS/WPM008* Trade waste recycled (Tonnes)	1,121	336	272	618	550	1,035	832		↑	Cumulative	
63	SE/WPM009* Number of fly tipping incidents		56		125		153			↑	Cumulative	There were a total of 153 incidents of flytipping recorded over these three quarters, which is lower than the 169 incidents recorded over the same period last year.
64	WS/WPM009* Number of fly tipping incidents		158		291		370			↑	Cumulative	There were a total of 370 incidents of flytipping recorded over these three quarters, which is lower than the 392 incidents recorded over the same period last year.
65	SE/WPM010* Number of fly tipping interventions		28		57		92			↑	Cumulative	Over the last three quarters there have been 92 enforcement interventions taken to combat flytipping. Out of these interventions there were 59 investigations, 23 warning letters, 5 'duty of care inspections' and 3 fixed penalty notices. Over this period there was also a 'stop and search' operation in which 10 vehicles were stopped to check for waste carrier compliance.
66	WS/WPM010* Number of fly tipping interventions		254		497		742			↑	Cumulative	

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			Value	Target	Value	Target	Value	Target				
67	SE/WPM011* Percentage of areas with satisfactory cleanliness for litter	85.00%	91.00%	85.00%	91.00%	85.00%	90.00%	85.00%			Cumulative	In this third monitoring period of 2013/14, 88% of the transects visited were classed as 'predominately free of litter', with the cumulative score for the three monitoring periods being 90%. This is above the 85% target and is higher than the same period in 2012/13 when an 88% pass rate was achieved. This high level of performance has been maintained as a result of better targeting of problem areas following the introduction of the new cleansing schedule and improved training of staff.
68	WS/WPM011* Percentage of areas with satisfactory cleanliness for litter	85.00%	92.00%	85.00%	91.00%	85.00%	90.00%	85.00%			Cumulative	In the first three monitoring periods of 2013/14, 90% of the 630 transects visited across West Suffolk were classed as 'predominately free of litter'. This is well above the 85% target and represents an improvement in performance compared to the same period in 2012/13 when an 87% pass rate was achieved. Improvements in performance are being maintained as result of better targeting of problem areas following the introduction of the new cleansing schedule and improved training of staff.
69	SE/WPM012* Percentage of areas with satisfactory cleanliness for Detritus	80.00%	84.00%	80.00%	87.00%	80.00%	86.00%	80.00%			Cumulative	In this third monitoring period of 2013/14, 87% of the 105 transects visited were classed as 'predominately free of detritus'. The cumulative score is 86%, which is well above the 80% target and represents an improvement in performance compared to the same period in 2012/13 when an 83% pass rate was achieved. Improvements in performance are being maintained as a result of better targeting of problem areas following the introduction of the new cleansing schedule and improved training of staff.
70	WS/WPM012* Percentage of areas with satisfactory cleanliness for Detritus	80.00%	86.00%	80.00%	86.00%	80.00%	86.00%	80.00%			Cumulative	In this third monitoring period of 2013/14, 87% of the 210 transects visited across West Suffolk were classed as 'predominately free of detritus'. Cumulatively for the 630 transects visited over the last three monitoring periods, the score is 86%, which is well above the 80% target and represents an improvement in performance compared to the same period in 2012/13 when an 82% pass rate was achieved. Improvements in performance are being maintained as a result of better targeting of problem areas following the introduction of the new cleansing schedule and improved training of staff.

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			Value	Target	Value	Target	Value	Target				
71	SE/WPM013* Percentage of areas unaffected by graffiti	95.00%	97.00%	95.00%	98.00%	95.00%	97.00%	95.00%			Cumulative	In this third monitoring period of 2013/14, 97% of the 105 transects visited were classed as 'predominately free of graffiti'. The cumulative score is also 97%, which is higher than the 95% target and is also higher than the same period last year when it was at 94%.
72	WS/WPM013* Percentage of areas unaffected by graffiti	95.00%	98.00%	95.00%	99.00%	95.00%	98.00%	95.00%			Cumulative	Out of the 630 sites visited across West Suffolk, 98% were found to be free of Graffiti. Over the same period last year 97% of the sites visited were free of graffiti.