



Performance and Audit Scrutiny Committee 31 July 2014

Key Performance Indicators and Quarter 1 Performance report 2014-15

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 2014-15 and an overview of performance against those indicators for the first quarter of 2014-15.

2. Recommendation

- 2.1 That Members:
 - **Note** the Key Performance Indicators being used to measure the Council's performance for 2014-15; and
 - Review the Council's performance against the Key Performance Indicators for Quarter 1, 2014-15 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 Councils KPI's have been developed with particular focus on ensuring that we use our KPIs to evaluate our success in terms of making progress toward our strategic priorities.





4. Key Performance Indicators (KPIs) for 2014-15

- 4.1 Key Performance Indicators (KPIs) continue to be an important way to measure performance within local government, but all too often KPIs are set against operational or financial points of measurement with no clear link back to the authorities overall strategic priorities. There is a role for these operational and/or financial points of measurement; however these are more appropriate for Local Performance Indicators, most of which will continue to be available within service areas.
- 4.2 Accordingly, choosing the right KPIs relies upon a good understanding of what is important, so they need to reflect the priorities under the new West Suffolk Strategic Plan.
- 4.3 Attached at Appendix A are the proposed Key Performance Indicators for 2014-2015. The list of indicators has been developed in discussion between Heads of Service and Portfolio Holders and with a view to:
- giving particular focus to ensuring that we use KPIs to evaluate our success in terms of making progress toward our strategic priorities; and
 - further alignment of performance measurement across the two authorities
- 4.4 It should be noted that:
- **Appendix A** contains all KPI's for both Councils and West Suffolk; and
 - the KPIs have been grouped and referenced by the West Suffolk Strategic Plan and priorities.

5. Quarter 1, 2014-15 performance

- 5.1 The report at **Appendix B** presents performance against Quarter 1 2014-15 for both Forest Heath and St Edmundsbury, together with a combined performance for West Suffolk where this is relevant.
- 5.2 Forest Heath KPIs are denoted with a FH/ prefix, St Edmundsbury KPIs are denoted with a SE/ prefix and those for West Suffolk with a WS/ prefix.
- 5.3 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.

5.4 The following table shows the status of the current performance for all indicators:

Quarter 1 2014-15	PI on or exceeded target 	PI below target within tolerance 	PI significantly below target 	Data only Indicators 
Forest Heath KPIs ()	6	7	3	8
St Edmundsbury KPIs ()	9	3	4	7
West Suffolk KPIs ()	6	4	3	7

Note – Figures will not agree to the total number of indicators due to 2 indicators not having been able to provide values for quarter one.

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

6. Other options considered

6.1 Not applicable.

7. Community impact

7.1 **Crime and disorder impact** *(including Section 17 of the Crime and Disorder Act 1998)*

7.1.1 None.

7.2 **Diversity and equality impact** *(including the findings of the Equality Impact Assessment)*

7.2.1 None.

7.3 **Sustainability impact** *(including completing a Sustainability Impact Assessment)*

7.3.1 None.

7.4 **Other impact** *(any other impacts affecting this report)*

7.4.1 The Council's performance in individual areas may impact on its ability to provide services to the community or meet its stated objectives. It may also impact on its ability to be an efficient and effective council. The information contained in this report is designed to indicate where such impact could occur and the reasons for individual performance levels.

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

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

9. Financial implications *(including asset management implications)*

9.1 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.

10. 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

11. Legal and policy implications

11.1 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.

12. Wards affected

12.1 All.

13. Background papers

13.1 None

14. Documents attached

14.1 Appendix A – 2014-15 Key Performance Indicators

14.2 Appendix B – Forest Heath, St Edmundsbury and West Suffolk Key Performance Indicators 2014-15 – Quarter 1 Results

KPIs 2014/15 - SEBC & FHDC**Appendix A**

Code and Short Name	Comments	13/14 Target	13/14 Actual	14/15 Target
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Priority: Increased opportunity for economic growth

<i>New KPI's to be identified</i>				
EDG001* New and existing businesses benefitting from the Council's Business Grant schemes	FHDC only	No target set	FH - 12	No target set
EDG002* Percentage of industrial units that are vacant or % of industrial floor area vacant		New indicator for 14/15	New indicator for 14/15	TBC
EDG003* Income from entire commercial property portfolio		SE - £2,600,000 FH - £1,689,000	SE - £2,408,011 FH - £1,513,712	SE - £2,462,150 FH - £1,759,735
EDG004* Number of new jobs created.	Annual indicator - from six point plan.	New indicator for 14/15	New indicator for 14/15	WS - 60

Priority: Resilient families and communities that are healthy and active

FAC001* Income generated from leisure service activities - Council controlled	New indicator	New indicator for 14/15	New indicator for 14/15	SE - £1,400,800 FH - £ 33,500
FAC003* Financial benefit of families & communities agenda	New indicator.	New indicator for 14/15	New indicator for 14/15	TBC
FAC004* Percentage of household waste recycled and composted		SE - 53.00% FH - 49.00%	SE - 50.00% FH - 46.00%	SE - 53.00% FH - 49.00%
FAC005* Number of fly tipping incidents	Contextual indicator	No target set	SE - 206 FH - 289	No target set
FAC006* Number of fly tipping interventions	Contextual indicator	No target set	SE - 129 FH - 937	No target set

Priority: Homes for our communities

HOU001* Average stay in temporary accommodation (all provisions) in weeks		SE - 20 weeks FH - 20 weeks	SE - 13 weeks FH - 7 weeks	SE - 16 weeks FH - 16 weeks
HOU002* Number of new affordable homes delivered available for occupation	Annual indicator	SE - 40 FH - 45	SE - 50 FH - 51	SE - 50 FH - 50
HOU003* Total number of empty properties (empty for a period of 12 months or longer) brought back into use for West Suffolk through Council intervention		Changed from 13/14 indicator	Changed from 13/14 indicator	SE - 50 FH - 50
HOU004* The number of applicants on the housing register	Contextual indicator	No target set	SE - 1,661 FH - 1,153	No target set
HOU005* Time taken to make decisions on homelessness applications (Days)		SE - 14 days FH - 14 days	SE - 22 days FH - 21 days	SE - 14 days FH - 14 days
HOU006* Number of households where homelessness prevented		SE - 170 FH - 140	SE - 146 FH - 127	SE - 180 FH - 150
HOU007* Number of people accepted as homeless	Contextual indicator	No target set	SE - 198 FH - 72	No target set
HOU008* Number of households living in temporary accommodation	Contextual indicator	No target set	SE - 130 FH - 45	No target set
HOU009* Private sector tenancies made available through West Suffolk Lettings Partnership		SE - 60 FH - 30	SE - 60 FH - 19	SE - 90 FH - 40
HOU010* Number of private rented properties made broadly compliant to discharge into private rented sector	Contextual indicator	No target set	SE - 13 FH - 38	No target set
HOU011* Percentage of major planning applications determined within 13 weeks	Alignment to national target	SE - 65.00% FH - 65.00%	SE - 23.10% FH - 28.60%	SE - 60.00% FH - 60.00%
HOU012* Percentage of minor planning applications determined within 8 weeks	Alignment to national target	SE - 75.00% FH - 75.00%	SE - 39.30% FH - 52.70%	SE - 65.00% FH - 65.00%
HOU013* Percentage of other planning applications determined within 8 weeks	Alignment to national target	SE - 80.00% FH - 80.00%	SE - 54.60% FH - 70.00%	SE - 80.00% FH - 80.00%
HOU014* Number of affordable units granted planning permission	Contextual indicator / Annual indicator	No target set	SE - 159 FH - 25	No target set
HOU015* Total number of homes built in the District and Borough	Contextual indicator / Annual indicator	No target set	TBC	No target set






Corporate indicators

COR001* Percentage staff turnover - all	Contextual indicator / Annual indicator. Target is between 7% and 13%.	7% -13%	16.49%	7% -13%
COR002* Working days/shifts lost due to sickness absence - all	Contextual indicator	6.5 - green, 7.2 amber, >7.3 red	WS - 5.67	6.5 - green, 7.2 amber, >7.3 red
COR003* Existing number of apprenticeship contracts	Annual indicator	WS - 9	WS - 9	WS - 9
COR004* Percentage of benefit fraud prosecutions which were successful		SE - 100.00% FH - 100.00%	SE - 100.00% FH - 100.00%	SE - 100.00% FH - 100.00%
COR005* % of non-disputed invoices paid within 30 days of receipt		SE - 98.00% FH - 98.00%	SE - 96.50% FH - 97.67%	WS - 98.00%
COR006* Percentage return on the investment of the council's reserves and balances		SE - 1.50% FH - 2.45%	SE - 1.31% FH - 2.10%	SE - 1.50% FH - 1.90%
COR007* Collection of Council Tax	% rate of collection	SE - 98.00% FH - 96.50%	SE - 98.40% FH - 97.12%	SE - 98.00% FH - 98.00%
COR008* Collection of Business Rates	% rate of collection	SE - 99.00% FH - 99.00%	SE - 98.27% FH - 98.51%	SE - 99.00% FH - 99.00%
COR009* Percentage of answered calls	New KPI.	New indicator for 14/15	New indicator for 14/15	90%
COR009* Number of face to face contacts (not including visitor management)	Contextual indicator	New indicator for 14/15	New indicator for 14/15	Contextual indicator so no target.

West Suffolk Key Performance Indicators 2014-15 - Quarter 1















Appendix B

Key:

	PI significantly below target	10
	PI below target but within agreed tolerance	14
	PI on or exceeded target	21
	Contextual indicator – no targets set	22
	Short term trend (comparing current quarter with previous quarter).	

No:	Code and Short Name	13/14 Actual	Target	Performance		Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
			Annual Target 2014/15	Q1 2014/15	Value				

Priority: Increased opportunity for economic growth

1	FH/EDG001* New and existing businesses benefitting from the Council's Business Grant schemes	12		1				Quarter	One grant was awarded in the first quarter, with a value of £1,500.
2	FH/EDG002* Percentage of industrial units that are vacant or % of industrial floor area vacant	New indicator for 14/15	TBC	15.00%	16.75%			Quarter	10 vacant units in Brandon, 8 vacant in Mildenhall. Vacancy rates are due to the condition of the stock, particularly within Brandon.
3	SE/EDG002* Percentage of industrial units that are vacant or % of industrial floor area vacant	New indicator for 14/15	TBC	3.30%	3.00%			Quarter	6 units are vacant against a target of 5.
4	WS/EDG002* Percentage of industrial units that are vacant or % of industrial floor area vacant	New indicator for 14/15	TBC	7.95%	8.25%			Quarter	
5	FH/EDG003* Income from entire commercial property portfolio	£1,513,712	£1,759,735	£431,350	£439,934			Quarter	Target includes £64,400 rent income for properties which are now being refurbished. It is anticipated that they will not get any rental income until 2015/16.
6	SE/EDG003* Income from entire commercial property portfolio	£2,408,011	£2,462,150	£609,035	£615,538			Quarter	Budget included rent income for some properties which are now vacant, and for some which are anticipated to be bad debts.
7	WS/EDG003* Income from entire commercial property portfolio	£3,921,723	£4,221,885	£1,040,385	£1,055,471			Quarter	

No:	Code and Short Name	13/14 Actual	Target	Performance			Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
			Annual Target 2014/15	Q1 2014/15		Cumulative or Quarter				
				Value	Target					

Priority: Resilient families and communities that are healthy and active

8	FH/FAC001* Income generated from leisure service activities - Council controlled	New indicator for 14/15	£33,500	£960	£8,375			Cumulative	Level of income expected to pick up during the year.
9	SE/FAC001* Income generated from leisure service activities - Council controlled	New indicator for 14/15	£1,400,800	£374,825	£350,200			Cumulative	
10	FH/FAC003* Financial benefit of families & communities agenda	New indicator for 14/15	TBC		TBC				Work on how to quantify the financial benefits of the Families & Communities Agenda is on-going, with data available later in the year.
11	SE/FAC003* Financial benefit of families & communities agenda	New indicator for 14/15	TBC		TBC				As above
12	WS/FAC003* Financial benefit of families & communities agenda	New indicator for 14/15	TBC		TBC				As above
13	FH/FAC004* Percentage of household waste recycled and composted	46.00%	49.00%	48.28%	49.00%			Quarter	
14	SE/FAC004* Percentage of household waste recycled and composted	50.00%	53.00%	55.06%	53.00%			Quarter	
15	WS/FAC004* Percentage of household waste recycled and composted	49.00%	51.00%	51.67%	51.00%			Quarter	
16	FH/FAC005* Number of fly tipping incidents	289		58				Cumulative	There were a total of 58 incidents of fly tipping recorded this quarter, which is significantly lower than the 102 incidents recorded over the same period last year. This decrease is largely attributed to continued targeted enforcement in hot spot areas.
17	SE/FAC005* Number of fly tipping incidents	206		47				Cumulative	There were a total of 47 incidents of fly tipping recorded this quarter, which is lower than the 56 incidents recorded over the same period last year.
18	WS/FAC005* Number of fly tipping incidents	495		105				Cumulative	
19	FH/SE/FAC006* Number of fly tipping interventions	937		222				Cumulative	In quarter 1 there were 222 enforcement interventions taken to combat fly tipping. This is almost four times the number of actual incidents because many of the actions are proactively taken such as the majority of 'duty of care' inspections. Out of these interventions there were 77 investigations, 38 warning letters, 103 'duty of care inspections' 3 fixed penalty notice and 1 formal caution.

No:	Code and Short Name	13/14 Actual	Target	Performance		Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
			Annual Target 2014/15	Q1 2014/15				Cumulative or Quarter	
				Value	Target				
20	SE/FAC006* Number of fly tipping interventions	129		153			↑	Cumulative	In quarter 1 there were 153 enforcement interventions taken to combat fly tipping. This is around three times the number of actual incidents because many of the actions are proactively taken such as the majority of 'duty of care' inspections. Out of these interventions there were 15 investigations, 7 warning letters and 151 'duty of care inspections'.
21	WS/FAC006* Number of fly tipping interventions	1,066		375			↑	Cumulative	

Priority: Homes for our communities

22	FH/HOU001* Average stay in temporary accommodation (all provisions) in weeks	7	16	12	16		↓	Quarter	
23	SE/HOU001* Average stay in temporary accommodation (all provisions) in weeks	13	16	9	16		↑	Quarter	
24	WS/HOU001* Average stay in temporary accommodation (all provisions) in weeks	10	16	10	16		▬	Quarter	
25	FH/HOU003* Total number of empty properties (empty for a period of 12 months or longer) brought back into use for West Suffolk through Council intervention	Changed from 13/14 indicator	50	65	12		▬	Cumulative	105 - Properties recorded as brought back into use having been empty 6+ months
26	SE/HOU003* Total number of empty properties (empty for a period of 12 months or longer) brought back into use for West Suffolk through Council intervention	Changed from 13/14 indicator	50	73	12		▬	Cumulative	145 - Properties recorded as brought back into use having been empty 6+ month
27	WS/HOU003* Total number of empty properties (empty for a period of 12 months or longer) brought back into use for West Suffolk through Council intervention	Changed from 13/14 indicator	100	138	25		▬	Cumulative	Pro-active work has taken place to develop new processes to target the 100 properties that have been empty the longest. Over 500 property owners have been contacted in the first phase of this process.
28	FH/SE/HOU004* The number of applicants on the housing register	1,153		1,153			▬	Cumulative	
29	SE/HOU004* The number of applicants on the housing register	1,661		1,661			▬	Cumulative	
30	WS/HOU004 The number of applicants on the housing register	2,814		2,814			▬	Cumulative	
31	FH/SE/HOU005* Time taken to make decisions on homelessness applications (Days)	21	14	16	14		↑	Quarter	Changes to caseload management have already seen a significant improvement with this indicator. It is expected that the target will be met next quarter.
32	SE/HOU005* Time taken to make decisions on homelessness applications (Days)	22	14	15	14		↑	Quarter	Changes to caseload management have already seen a significant improvement with this indicator. It is expected that the target will be met next quarter.

No:	Code and Short Name	13/14 Actual	Target	Performance		Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
			Annual Target 2014/15	Q1 2014/15				Cumulative or Quarter	
				Value	Target				
33	WS/HOU005* Time taken to make decisions on homelessness applications (Days)	22	14	15	14		↑	Quarter	
34	FH/HOU006* Number of households where homelessness prevented	127	150	35	37		↑	Cumulative	The emphasis on homeless prevention has resulted in improved performance against this indicator and it anticipated that the target will be achieved in the next quarter.
35	SE/HOU006* Number of households where homelessness prevented	146	180	46	45		↑	Cumulative	
36	WS/HOU006* Number of households where homelessness prevented	273	330	81	82		↑	Cumulative	
37	FH/HOU007* Number of people accepted as homeless	72		18			↑	Cumulative	
38	SE/HOU007* Number of people accepted as homeless	198		63			↓	Cumulative	
39	WS/HOU007* Number of people accepted as homeless	270		81			↓	Cumulative	
40	FH/HOU008* Number of households living in temporary accommodation	45		8			↑	Quarter	
41	SE/HOU008* Number of households living in temporary accommodation	130		37			↓	Quarter	
42	WS/HOU008* Number of households living in temporary accommodation	175		45			↓	Quarter	
43	FH/HOU009* Private sector tenancies made available through West Suffolk Lettings Partnership	19	40	12	10		↑	Cumulative	
44	SE/HOU009* Private sector tenancies made available through West Suffolk Lettings Partnership	60	90	7	22		→	Cumulative	
45	WS/HOU009* Private sector tenancies made available through West Suffolk Lettings Partnership	79	130	19	32		↑	Cumulative	
46	FH/HOU010* Number of private rented properties made broadly compliant to discharge into private rented sector	38		6			↓	Cumulative	
47	SE/HOU010* Number of private rented properties made broadly compliant to discharge into private rented sector	13		6			↑	Cumulative	
48	WS/HOU010* Number of private rented properties made broadly compliant to discharge into private rented sector	51		12			↓	Cumulative	
49	FH/HOU011* Percentage of major planning applications determined within 13 weeks	28.60%	60.00%	50.00%	60.00%		↑	Quarter	4 major applications were determined in the quarter, with 2 being within 13 weeks.
50	SE/HOU011* Percentage of major planning applications determined within 13 weeks	23.10%	60.00%	22.22%	60.00%		→	Quarter	9 major applications were determined in the quarter, with 2 being within 13 weeks.
51	WS/HOU011* Percentage of major planning applications determined within 13 weeks	25.53%	60.00%	30.77%	60.00%		↑	Quarter	
52	FH/HOU012* Percentage of minor planning applications determined within 8 weeks	52.70%	65.00%	23.08%	65.00%		↓	Quarter	26 minor applications were determined in the quarter, with 6 being within 8 weeks.

No:	Code and Short Name	13/14 Actual	Target	Performance		Quarterly Traffic Light Icon	Short Term Trend Arrow	Target	Latest Note
			Annual Target 2014/15	Q1 2014/15				Cumulative or Quarter	
				Value	Target				
53	SE/HOU012* Percentage of minor planning applications determined within 8 weeks	39.30%	65.00%	54.10%	65.00%			Quarter	61 minor applications were determined in the quarter, with 33 being within 8 weeks.
54	WS/HOU012* Percentage of minor planning applications determined within 8 weeks	43.37%	65.00%	44.83%	65.00%			Quarter	
55	FH/HOU013* Percentage of other planning applications determined within 8 weeks	70.00%	80.00%	71.93%	80.00%			Quarter	57 other applications were determined in the quarter, with 41 being within 8 weeks.
56	SE/HOU013* Percentage of other planning applications determined within 8 weeks	54.60%	80.00%	81.29%	80.00%			Quarter	171 other applications were determined in the quarter, with 139 being within 8 weeks.
57	WS/HOU013* Percentage of other planning applications determined within 8 weeks	58.12%	80.00%	78.95%	80.00%			Quarter	

Corporate indicators

58	WS/COR002* Working days/shifts lost due to sickness absence - all	5.67	6.50	5.67	6.50			Quarter	
59	FH/COR004* Percentage of benefit fraud prosecutions which were successful	100.00%	100.00%	100.00%	100.00%			Quarter	There were 2 prosecutions in this period.
60	SE/COR004* Percentage of benefit fraud prosecutions which were successful	100.00%	100.00%	100.00%	100.00%			Quarter	There were 2 prosecutions in this period.
61	WS/COR005* % of non-disputed invoices paid within 30 days of receipt	SE - 96.50% FH - 97.67%	98.00%	Not available	98.00%			Quarter	This figure is not readily available for the quarter one, changes have been made to the new financial system to enable figures per department to be extracted in future periods.
62	FH/COR006* Percentage return on the investment of the council's reserves and balances	2.10%	1.90%	1.82%	1.50%			Quarter	
63	SE/COR006* Percentage return on the investment of the council's reserves and balances	1.31%	1.50%	0.85%	1.50%			Quarter	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. Please see report F69 for further details.
64	FH/COR007* Collection of Council Tax	97.12%	98.00%	29.73%	29.55%			Cumulative	
65	SE/COR007* Collection of Council Tax	98.40%	98.00%	30.07%	29.86%			Cumulative	
66	FH/COR008* Collection of Business Rates	98.51%	99.00%	28.39%	28.60%			Cumulative	
67	SE/COR008* Collection of Business Rates	98.27%	99.00%	30.21%	28.60%			Cumulative	
68	WS/COR009* Percentage of answered calls	New indicator for 14/15	90.00%	95.00%	90.00%			Quarter	
69	FH/COR009* Number of face to face contacts (not including visitor management)	New indicator for 14/15		30,410				Quarter	
70	SE/COR009* Number of face to face contacts (not including visitor management)	New indicator for 14/15		22,937				Quarter	
71	WS/COR009* Number of face to face contacts (not including visitor management)	New indicator for 14/15		53,347				Quarter	

			Target	Performance			Target		
No:	Code and Short Name	13/14 Actual	Annual Target 2014/15	Q1 2014/15		Quarterly Traffic Light Icon	Short Term Trend Arrow	Cumulative or Quarter	Latest Note
				Value	Target				