

# Taunton Deane Borough Council

## Executive – 3 August 2017

### Quarter 4 2016/2017 Performance Report

This matter is the responsibility of Councillor Richard Parrish

Report Author: Richard Doyle, Corporate Strategy & Performance Officer

#### 1 Purpose of the Report

- 1.1 This report provides Members with key performance management data up to the end of quarter 4 **2016/2017**, to assist in monitoring the Council's performance.

#### 2 Recommendations

- 2.1 It is recommended that the Executive review the Council's performance and highlight any areas of particular concern.

#### 3 Risk Assessment

##### Risk Matrix

Description	Likelihood	Impact	Overall
The key risk is that the Council fails to manage its performance and use the subsequent information to inform decisions and produce improved services for customers.	Likely (4)	Major (4)	High (16)
The mitigation for this will be the continued strong leadership from Lead Members and JMT to ensure that performance management remains a priority.	Unlikely (2)	Major (4)	Medium (8)




#### 4 Background and Full details of the Report

- 4.1 Regularly monitoring our performance is a key element of the Council's Performance Management Framework.
- 4.2 There are **35** individual measures which are reported within the Corporate Scorecard.
- 4.3 The TDBC Corporate Scorecard at Appendix A contains details of the Quarter 4 2016/17 position against the Council's key priorities, finance and corporate health indicators. It should be stressed that this information is at **31 March 2017**.




4.4 Each action/measure is given a coloured status to provide the reader with a quick visual way of identifying whether it is on track or whether there might be some issues with performance or delivery or an action.

4.5 The key used is provided below:-

**KEY:**

	Performance Indicators target achieved.		Performance indicators did not achieve target. Close to target. Not significant issue.		Performance indicators did not achieve target. Significant variance.
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4.6 The table below provides an overview of the reported indicators within the Corporate Scorecard.

GREEN 	AMBER 	RED 	NOT DUE	NOT AVAILABLE	TOTAL
<b>24</b> (16)	<b>3</b> (6)	<b>5</b> (3)	<b>0</b> (8)	<b>3</b> (2)	<b>35</b>

(Figs in brackets relate to Q3)

Please refer to Appendix A for full details of each of the reported measures.

**Two of these measures were reported red for Q3 also. These were:**

- 1) Ref HC4.2      **Completion of Urgent Repairs – response times**
- 2) Ref 6.2.4      **Customer Complaints – response times**

4.7 Further detail is provided below concerning the **5** red measures:

<b>Ref HC4.2    Completion of Urgent Repairs – within 24 hours</b>
<p>The target is to complete <b>98%</b> of emergency repairs within 24 hours.</p> <p>For Q4 performance was <b>82.01%</b>. This is an improvement on Q3 (80.1%),</p> <p>Whilst below the target, performance is expected to improve further once a number of operational changes in working practices continue to have an impact.</p> <p>The figure for Q1 for 2017/18 = <b>95.7%</b></p>

**Ref 6.2.4 Customer Complaints – response times**

The target is to respond to **90%** of complaints within 20 working days

For Q4 performance was **65.45%**. This is down on Q3 (76.54%).

Whilst below the target, measures have been put in place (such as a regular complaints chaser) which hopefully will improve our response times.

**Ref KPI 5 Average processing times of new HB and CTS claims**

The target is **20** days or lower.

The performance for Q4 was **22.73** days.

For 2017/18 this target has been increased to **24** days as this is a more realistic figure and will be for HB Claims only. The processing times of CTS claims is now out of the council's control due to the full roll out of Universal Credit.

**Ref: HC4.12 Number of households making a homeless application  
(lower is better and reflects improved prevention)**

The target is **195** or fewer per year.

Total applications for the year = **226**

Total acceptances for the year = **118 (52%)**

**Ref: TH4 Wage Levels in Taunton Deane compared to national average**

The target is to equal national average

Taunton Deane Gross weekly income = £506.50. UK Gross weekly income = £541  
TD is 6.8% lower than UK average.

5.1 This report includes highlights of progress against delivery of the corporate priorities.

## **6 Finance / Resource Implications**

6.1 The scorecard references some financial performance measures, a separate more detailed financial performance report for the quarter is listed as a separate item on this agenda.

## **7 Legal Implications**

7.1 There are no legal implications associated with this report.

## **8 Environmental Impact Implications**

8.1 There are no direct environmental impact implications associated with this report although the scorecard includes measures relating to fly-tipping and parks and open spaces.

## **9 Safeguarding and/or Community Safety Implications**

9.1 There are no safeguarding and /or community safety implications associated with this report.

## **10 Equality and Diversity Implications**

10.1 There are no equality and diversity implications associated with this report.

## **11 Social Value Implications**

11.1 There are no Social Value implications associated with this report.

## **12 Partnership Implications**

12.1 A number of corporate aims and objectives reported within the corporate scorecard are delivered in partnership with other organisations, in particular through shared services arrangements with West Somerset District Council.

## **13 Health and Wellbeing Implications**

13.1 There are no direct health and wellbeing implications associated with this report although the corporate scorecard includes measures relating to disabled facilities grants which enable residents to live independently, for example.

## **14 Asset Management Implications**

14.1 There are no direct asset management implications associated with this report.

## **15 Consultation Implications**

15.1 The performance scorecard has been reviewed by JMT at the performance review day held on **19 May 2017**. This performance report will be published on the Council's website for public scrutiny and information.

**Democratic Path:**

- **Corporate Scrutiny - Yes**
- **Executive – Yes**
- **Full Council – No Reporting**

**Frequency: 6 Monthly**

**List of Appendices (delete if not applicable)**

Appendix A	TDBC Corporate Scorecard for Q4
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**Contact Officers**

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Appendix A

Reference	Council	Corporate Measure?	Description	Measure	Q4 (RAG)	Comments
HC4.16	TDBC	Yes	Facilitate the delivery of the affordable housing development pipeline to achieve 200 new affordable homes in 2016/17 with at least 10% being new build council housing.	Target = 200 affordable housing units, 20 being new build council housing (Affordable includes social rent, affordable rent, shared ownership, shared equity, discounted open market and any other units which go through the HCA information system.)	GREEN	Q1 - 29 completions recorded with a further 26 awaiting details for Q1 completion. Q2 - 95 affordable homes completed so far in 2016/17. Q3 - 172 affordable homes completed so far Q4 - Total affordable housing completions 284  This is a record level of affordable housing completions of which 14% were new build council homes
HC4.12	TDBC	Yes	Number of Households making a homeless application (lower is better and reflects improved prevention) and percent accepted where we have a duty. KP1 45	Target = 195 or fewer per year	RED	Q1 - Homeless applications = 69 Homeless acceptances = 34 (50%) Q2 - Homeless applications = 32 Homeless Acceptances = 15 (46%) As at month 5 Q3 - Homeless Applications = 48 Homeless Acceptances = 22 (45%) Q4 - Homeless applications = 69 Homeless Acceptances = 39 (56%) total applications for the year = 218 total acceptances for the year = 110 (50%)
HC4.19	TDBC	Yes	Total net increase in the number of homes within the district	Target (TDBC Core Strategy) 17,000 by 2028 (Borough) (5 year target 2011-16 = 700 p.a = 3500)	GREEN	Net increase in homes for 2016/17 is 943.

## Appendix A

HC3.1	TDBC	Yes	Decent Homes - To comply with Government Standards - To improve energy efficiency of housing stock Percentage of dwellings with a valid gas safety certificate	Target = 100%	AMBER	Q1 - 99.90% Q2 - (As at month 5) 99.97% 1 property non-compliant. Tenant in a nursing home, Estates Officer having no response from NOK.&nbsp; Will gain access to property 4.10.16 @ 2.00 Q3 - 99.93 3 properties Two on next gas hit - one Homeless Hostel and waiting for access via Letting Department (meter disked) Q4 - 99.95% 2 properties Both not added to contract after new build - confirmed appointments 21.4.17 and 28.4.17
TH2	TDBC	Yes	Skill level within the workforce (NVQ Level 2,3 & 4)	TD target - Levels 3 & 4 better than national average	GREEN	Taunton Deane level 3 = 62.6% UK = 55.8% Taunton Deane level 4 = 44% UK = 37.1%
TH3	TDBC	Yes	New jobs - links to employment rate	TDBC target = 12,000 by 2028 = 63,000 economically active.	GREEN	56,800 economically active in employment (Sep 16)
TH4	TDBC	Yes	Wage Levels	TD target - Increase to equal national average	RED	Taunton Deane Gross Weekly Income = £506.5 UK= £541 TD 6.8% lower than UK ave.
TH5	TDBC	Yes	Business Survival rate (5 year survival %)	TD target - 5 year survival = min 50% (ie Better than national average)	GREEN	Taunton Deane 5 year survival = 42.5% UK = 41.4%
TH6	TDBC	Yes	Employment land New Office space and new industrial land – 100% requirements as per Core Strategy	Increase to meet Core Strategy targets by 2028 • Total 49,500 sq.m. new office space • Total 36.5ha new industrial land	GREEN	Figures monitored annually Report Q4
TH7	TDBC	Yes	Vibrant town centre	• Low shop vacancy rate (compared to national average) • High / increasing footfall	GREEN	Taunton town centre vacancy rate = 5.6% UK = 9.5%

## Appendix A

TH9	TDBC	Yes	Number of NDR hereditaments and Rateable Value	New Measure	GREEN	<p>Q1 Total Rateable Value = £103,174,443 Total Hereditaments = 4191</p> <p>Q2 Total Rateable Value = £103,161,518 Total Hereditaments = 4201</p> <p>Q3 Total Rateable Value = £103,416,545 Total Hereditaments = 4271</p> <p>Q4 Total Rateable Value = £103,428,427 Total Hereditaments = 4383</p>
TH1	TDBC	Yes	Births of new enterprises Business 'birth' rates as a % of business stock	target - Increase (> Somerset average) (& business 'births' to exceed deaths')	GREEN	485 births in Taunton Deane in 2015 10.7% of business stock (4520 businesses) Somerset average = 10%
3.3	TDBC	Yes	Fly Tipping - % of reported incidents responded to within target time (5 days)	80% of reported incidents responded to within 5 days of report.	GREEN	<p>Q1 = 156 incidents 140 responded to within 5 days = 89.74%</p> <p>Q2 = 161 incidents 238 responded to within 5 days = 92.25%</p> <p>Q3 = 254 incidents 147 responded to within 5 days = 91.30%</p>
KPI 103a	TDBC	Yes	Street Cleansing - % service requests actioned within 5 working days	85%	GREEN	<p>Q1 = 144 requests Q2 = 92 requests Q3 = 36 requests 32 responded to within 5 days = 88.89%</p> <p>Q4 = 121 requests 103 responded to within 5 days = 85.12%</p>
1.1.5	TDBC	Yes	% major planning applications determined within 13 weeks (or within agreed extension of time)	Target 60%	GREEN	<p>Q1 = 100% 10 applications determined, 5 of which were within 13 weeks and 5 within an agreed extension of time.</p> <p>Q2 = 100% 8 applications determined, 2 of which were within 13 weeks and 6 within an agreed extension of time.</p> <p>Q3 = 91.7% 12 applications determined, 6 of which were within 13 weeks and 5 within an agreed extension of time.</p> <p>Q4 = 88.9% 9 applications determined, 5 of which were within 13 weeks and 3 within an agreed extension of time.</p> <p>Year = 97.4%</p>



Appendix A

2.1.3	TDBC	Yes	Licensing	Target - 95% licensing applications processed within 14 days	GREEN	Q3 = 99%
6.1	TDBC	Yes	Staff Sickness	Average of 8 days or lower per FTE	GREEN	Q1 - 2.09 days per FTE/ predicted 8.4 days per FTE per annum Q2 - 3.45 days per FTE/ predicted 6.9 days per FTE per annum Q3 - 5.02 days per FTE/ predicted 6.7 days per FTE per annum Q4 - 6.57 days per FTE = 6.57 per annum
6.2.4	TDBC	Yes	Customer Complaints	90% of complaints responded to with 20 working days	RED	Q1 = 66.18% 68 Complaints received in Q1. 45 responded to within time and closed. Q2 (July/Aug only) = 54.72% 53 Complaints received in Q2 29 responded to within time and closed Q3 (4 months) = 76.54% 81 complaints received in Q3 62 responded to within time and closed. Q4 = 65.45% 57 complaints received in Q4 36 responded to within time and closed. 2 complaints still within 20 days.
KPI 90B	TDBC	Yes	% of minor planning application determind within 8 weeks or agreed extension of time	65%	GREEN	Q1 = 84.5% 71 applications determined, 46 of which were within 8 weeks and 14 within an agreed extension of time. Q2 = 87.5% 64 applications determined, 25 of which were within 8 weeks and 31 within an agreed extension of time. Q3 = 73.4% 64 applications determined, 29 of which were within 8 weeks and 18 within an agreed extension of time. Q4 = 79.1% 67 applications determined, 23 of which were within 8 weeks and 30 within an agreed extension of time. Year = 81.2%

Appendix A

KPI 90C	TDBC	Yes	% of other planning applications determined within 8 weeks or an agreed extension of time.	80%	<b>GREEN</b>	<p>Q1 = 91.6% 178 applications determined, 147 of which were within 8 weeks and 16 within an agreed extension of time.</p> <p>Q2 = 92.0% 163 applications determined, 126 of which were within 8 weeks and 24 within an agreed extension of time.</p> <p>Q3 = 88.4% 155 applications determined, 113 of which were within 8 weeks and 24 within an agreed extension of time.</p> <p>Q4 = 82.4% 148 applications determined, 92 of which were within 8 weeks and 30 within an agreed extension of time.</p> <p>Year = 88.8%</p>
KPI 5	TDBC	Yes	Average processing times or new HB and CTS claims	20 days or lower	<b>RED</b>	<p>End of Q1 = 23.59 days</p> <p>End of August = 22.04 days</p> <p>End of Q3 = 21.69 days</p> <p>Result for 2016/17 = 22.73 days</p>
KPI 6	TDBC	Yes	Average processing times for changes in circumstances for HB and CTS (lower is better)	10 days or lower	<b>GREEN</b>	<p>End of Q1 = 7.98 days</p> <p>End of August = 7.69 days</p> <p>End of Q3 = 7.1 days</p> <p>Result for 2016/17 = 6.27 days</p>
KBI 132	TDBC	Yes	% of undisputed invoices for commercial goods and services paid within 30 days of receipt	90% or more	<b>AMBER</b>	<p>Q1 = 97.05%</p> <p>Q2 = 95.27%</p> <p>Q3 = 95.41%</p> <p>Q4 = 83.73%</p>
KPI 56a	TDBC	Yes	Environmental Health % of requests completed within stated service standard (60 days)	75% or higher	<b>GREEN</b>	<p>Quarter 1: 95% of requests were completed within stated service standard (330 out of 346).</p> <p>Quarter 2: 94% of requests were completed within stated service standard (366 out of 390) (July and August only)</p> <p>Quarter 3: 92% of requests were completed within stated service standard (505 out of 549) (September to December inclusive)</p> <p>Quarter 4: 92% of requests were completed within stated service standard (303 out of 330).</p>

Appendix A

HC4.6	TDBC	Yes	Average overall waiting time for high priority DFGs (once recommendation made by OT) - KPI 52a (The priority is determined by the Occupational Therapist and the assessment is determined on the combined risk and functional independence score. The score puts them into High, Medium or Low. Low = 0 - 8 points, Medium = 9 - 14, High = 15+ points)	Measure only - no target	Not available	<p>Q1 - 46 weeks Wet room installation on waiting list for 2 months then delayed due to staff shortages at Aster whilst implementing new HIA contract, 22 weeks for HRA properties and 70 weeks for non-HRA which made the average 46 weeks</p> <p>Q2 - As at month 5 - 29 weeks for HRA and 49 weeks for non-HRA. Overall average 39 weeks. This will continue to improve as the old cases filter out of the system. Note Council performance related to only one high priority case where delays in getting permissions and quotes from the DLO and the adaptation was fairly complex requiring access changes to the property and wet room. Fixed price contracts are now in place and will speed up performance.</p> <p>Q3- Average 38 weeks for non-HRA and 12 weeks for HRA. 9 of the 10 cases were from the backlog in 2015. The final case was completed in 8 weeks.</p> <p>Q4 - Average 33 weeks (34 weeks HRA and 32 weeks non HRA). Picture continues to improve for non HRA and 2 difficult cases affected the average for Council properties which otherwise would have been 22 weeks.</p>
TH10	TDBC	Yes	Abandoned Call Rate to main switchboard number - as a % of total calls	Below 5%	GREEN	<p>Apr = 1.07% May = 3.37% Jun = 2.94%</p> <p>Average for Q1 = 2.46%</p> <p>July = 2.48% Aug = 2.85%</p> <p>Average for Q2 = 2.67%</p> <p>Sep = 1.59% Oct = 2.27% Nov = 4.65% Dec = 2.01%</p> <p>Average for Q3 = 2.63%</p> <p>Jan = 3.21% Feb = 2.04% Mar = 2.97%</p> <p>Average for Q4 = 2.74%</p>
TH11	TDBC	Yes	Number of Complaints investigated by the Ombudsman requiring a remedy (excludes minor injustices)	0	AMBER	<p>No complaints requiring a remedy for Q1 and Q2.</p> <p>1 complaint concerning a RTB application requiring a remedy and financial redress for Q3.</p> <p>1 complaint concerning a bin being emptied in error by the council's contractor requiring a remedy and financial redress for Q4.</p>
TH14	TDBC	Yes	Timeliness of draft minutes of committee meetings being provided to committee chair.	100% within 7 days of meeting.	No Longer Required	<p>Q1 = 13 out of 15 minutes completed on time = 86.66%</p> <p>Q2 = 7 out of 10 minutes completed on time = 70%</p> <p>Q3 = 14 out of 24 minutes completed on time = 58%. The departure of one of the Democratic Services Officers during October resulted in additional pressures on the team leading to a further reduction in performance within the stipulated time.</p>

## Appendix A

						Q4 = No longer required. Measure Dropped
HC1.1	TDBC	Yes	<p>Budgets – Income To maximise income opportunities and collection</p> <p>Income collected as a % of rent owed excluding arrears b/f Figures over 100% indicate that arrears have been cleared or balances are in credit.</p>	Target = 98.3%	GREEN	<p>Q1 - 100.57%</p> <p>Q2 - (As at month 5) 100.34% As at end Week 22</p> <p>Q3 - 99.46%</p> <p>Q4-99.67%</p>
HC2.8	TDBC	Yes	<p>Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction</p> <p>Percentage of tenants satisfied with the most recent repair.</p>	Target = 98%	GREEN	<p>Not able to report for Q1 as a system failure means surveys were not produced.</p> <p>Q2 - (As at month 5) 98% satisfied</p> <p>Another systems failure has meant that surveys were not produced during Q3. We have now sought a more resilient way of producing these surveys to mitigate the systems issues to ensure the surveys are produced for Q4.</p> <p>Q4 - 96.4% (this is for Q4 alone not cumulative due to lack of data in previous quarters.)</p> <p>Q1 - 95.29%</p>
HC4.2	TDBC	Yes	<p>Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants</p> <p>Completion of repairs within priority target times: Urgent (Emergency) - within 24 hours</p>	Target =98%	RED	<p>There are further actions to be taken in accuracy of data entry. For example some P1 jobs were attended as callouts but completion dates have not been correctly updated. This also happens when interfaces between Academy and OC fail at a weekend so it is not possible to accurately record completion dates.&amp;nbsp;The reality is that more P1 job are completed that data suggests.</p> <p>Q2 - 80.25% As at month 5</p> <p>We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service.</p> <p>Q3 - 80.1%</p> <p>As with Q2 the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not</p>

Appendix A

						accurately reflect the service. Q4 - 82.01% We have identified several issues with the collation of this data most revolve around operative error and administrative errors. Improvements have been made regarding the collection of this data and have more confidence in the data. Although we are exceeding target we expect significant improvements for the next
HC4.3	TDBC	Yes	Housing Stock To manage the housing stock and maintenance service to meet the needs of the tenants Completion of repairs within priority target times: Non Urgent (up to 28 days)	Target =85% Show breakdown of Building Services and external contractors.	GREEN	Q1 - 89.05% Q2 - 86.11%&nbsp;As at month 5 We are still not in a position to collect accurate data. Changes to O/C and the introduction of tablets will give us more data going forward however data collection for the remainder of the year will not accurately reflect the service Q3 - 90.1% As per Q2, data collection for the remainder of the year will not accurately reflect the service. Q4 - 87.87% Improvements have been made regarding the collection of this data and have more confidence in the data. Although we are exceeding target we expect significant improvements for the next financial year. A more comprehensive scorecard has been developed and will be presented to both scrutiny and TSMB.
5.4	TDBC	Yes	Council Tax Collection	Target = 97.8% to be collected by 31st March	GREEN	End of Q1 = 34.74% End of Aug 16 = 53.12% End of Q3 = 89.98% Result for 2016/17 = 98.03%
5.4.1	TDBC	Yes	Business Rate Collection	Target = 98.5% to be collected by 31st March	GREEN	End of Q1 = 31.18% End of Aug 16 = 50.80% End of Q3 = 84.41% Result for 2016/17 = 99.28%

Appendix A

6.2.5	TDBC	Yes	Freedom of Information Requests	<p>Measure: - Number of FOI enquiries received.</p> <p>Target 75% answered witin 20 working days.</p>	<p><b>GREEN</b> Q1 = 81.46%          151 requests received in Q1.          123 requests responded to within 20 days.          Q2 = 84.95%          113 requests received in Q2          96 requests responded to within 20 days. Q3 = 75.14%          177 requests received in Q3 (4 months) 133 requests responded to within 20 days.          Q4 = 78.28%          175 requests received in Q4          137 requests responded to within 20 days          46 Round Robins received but not counted or responded to.</p>
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