

# Taunton Deane Borough Council

## Executive – 5 July 2018

### Quarter 4 2017/2018 Performance Report

This matter is the responsibility of Councillor Andrew Sully

Report Author: Richard Doyle, Corporate Strategy and 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 **2017/2018**, 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 **34** individual measures which are reported within the Corporate Scorecard.

- 4.3 The TDBC Corporate Scorecard at Appendix A contains details of the Quarter 4 2017/18 position against the Council's key priorities, finance and corporate health indicators. It should be stressed that this information is at **31<sup>st</sup> March 2018**.
- 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 	TOTAL
<b>20</b> (24)	<b>12</b> (3)	<b>2</b> (5)	<b>34</b>

(Figs in brackets relate to Q4 in 2016/17)

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

4.7 Further detail is provided below concerning the 2 red measures:

Reference	Description	Measure	Comments
HC4.16	Facilitate the delivery of the affordable housing development pipeline to achieve 200 new affordable homes in 2017/18 with at least 10% being new build council housing.	200 affordable housing units, 20 being new build council housing	92 Affordable homes were completed in 2017/18. Six schemes slipped in their completions into Q1 2018/19 including the Council Build.
6.2.4	Customer Complaints Responded to within 20 working days	90%	<p>Q1 = 76.59%            Q2 = 68.42%            Q3 = 79.16%  <b>Q4= 77.42%</b></p> <p>Responses to complaints have been consistently below target throughout the year. Work is being undertaken to understand the reasons for this and the specific areas where we are not responding quickly enough. This will be reported to the Joint Management Team and a report will be brought to the July Scrutiny meeting.</p>

## **5 Links to Corporate Aims / Priorities**

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 shared with JMT. 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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## Appendix A

Reference	Council	Is this a Corp Scorecard Measure?	Description	Measure	Q1 (RAG)	Q2 (RAG)	Q3 (RAG)	Q4 (RAG)	Year (RAG)	Comments
HC4.16	TDBC	Yes	Facilitate the delivery of the affordable housing development pipeline to achieve 200 new affordable homes in 2017/18 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 marked and any other units which go through the HCA information system.)	GREEN	GREEN	AMBER	RED	RED	92 Affordable homes were completed in 2017/18.  2015/16 = 222 2016/17 = 284 2017/18 = 92
1.1.5	TDBC	Yes	% major planning applications determined within 13 weeks (or within agreed extension of time)	Target 60%	GREEN	GREEN	GREEN	AMBER	GREEN	Q1 - 100% Q2 - 100% Q3 - 88.8% Q4 - 57.1% Year - 86.2%
2.1.3	TDBC	Yes	Licensing	Target - 95% licensing applications processed within 14 days	GREEN	GREEN	GREEN	GREEN	GREEN	Achieved 96.6%
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	GREEN	GREEN	GREEN	GREEN	Q1 = 83% Q2 = 91% Q3 = 84% Q4 = 81%
5.4	TDBC	Yes	Council Tax Collection	Target = 97.8% to be collected by 31st March	GREEN	GREEN	GREEN	AMBER	AMBER	Q1 = 34.4% Q2 = 62.31% Q3 = 89.69% Q4 = 97.69%
5.4.1	TDBC	Yes	Business Rate Collection	Target = 98.5% to be collected by 31st March	GREEN	GREEN	GREEN	GREEN	GREEN	Q1 = 30.47% Q2 = 57.52% Q3 = 84.94% Q4 = 98.54%

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6.1	TDBC	Yes	Staff Sickness	Average of 8.5 days or lower per FTE	GREEN	GREEN	GREEN	AMBER	AMBER	<p>Q1 results 1.77 day per FTE</p> <p>Q2 results 3.65 days per FTE</p> <p>Q3 results 6.14 days per FTE</p> <p>Q4 8.8 days per FTE</p> <p>There has been an increase in long-term v short term absence this year - 64% long-term v 36% short-term</p>
6.2.5	TDBC	Yes	Freedom of Information Requests	<p>Measure: - Number of FOI enquiries received.</p> <p>Target 75% answered within 20 working days.</p>	GREEN	GREEN	RED	RED	AMBER	<p>Q1 = 81.58%</p> <p>Q2 = 80.95%</p> <p>Q3 = 66.25%</p> <p>Q4 = 60%</p> <p>FOIs received in 2017/18 = 328</p> <p>FOIs answered within 20 days over the year = 72%</p> <p>Overall for the year performance was just under target. Performance has dipped in the last 2 quarters. Services have been reminded to respond more quickly to FOI requests.</p>
6.2.4	TDBC	Yes	Customer Complaints	90% of complaints responded to with 20 working days	RED	RED	RED	RED	RED	<p>Q1 = 76.59%</p> <p>Q2 = 68.42%</p> <p>Q3 = 79.16%</p> <p>Q4 = 77.42%</p> <p>Responses to complaints have been consistently below target throughout the year. Work is being undertaken to understand the reasons for this and the specific areas where we are not responding quickly enough. This will be reported to the Joint Management Team and a report will be brought to the July Scrutiny meeting.</p>
KPI 90B	TDBC	Yes	% of minor planning application determined within 8 weeks or agreed extension of time	65%	GREEN	GREEN	AMBER	AMBER	GREEN	<p>Q1 - 77.6%</p> <p>Q2 - 89.5%</p> <p>Q3 - 62.6%</p> <p>Q4 - 62.3%</p> <p>Year - 73.0%</p>
KPI 90C	TDBC	Yes	% of other planning applications determined within 8 weeks or an agreed extension of time.	80%	GREEN	GREEN	GREEN	GREEN	GREEN	<p>Q1 - 93.4%</p> <p>Q2 - 90.9%</p> <p>Q3 - 89.1%</p> <p>Q4 - 85.0%</p> <p>Year - 89.7%</p>

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KPI 5	TDBC	Yes	Average processing times of new HB claims only	24 days or lower	GREEN	GREEN	GREEN	GREEN	GREEN	Q1 = 21.08 days Q2 = 21.66 days Q3 = 23.11 days Q4 = 21.95 days
KPI 6	TDBC	Yes	Average processing times for changes in circumstances for HB claims only (lower is better)	8 days or lower	GREEN	GREEN	GREEN	GREEN	GREEN	Q1 = 5.93 days Q2 = 6.92 days Q3 = 7.83 days Q4 = 6.58 days
KBI 132	TDBC	Yes	% of undisputed invoices for commercial goods and services paid withing 30 days of receipt	90% or more	RED	RED	GREEN	GREEN	GREEN	April = 93% May = 78% June = 64% Average = 78% July = 82% Aug = 80% Sept = 91% Average = 84% Oct = 92% Nov = 92% Dec = 92% Average = 92% Jan = 90% Feb = 89% Mar = 93% Average = 91%
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	AMBER	AMBER	GREEN	AMBER	AMBER	Q1 homeless applications 59 homeless acceptances 34 (58%)  Q2 Homeless applications 56 homeless acceptances 40 (71%)  Q3 Homeless applications 37 Homeless acceptances 23 (62%)  Q4 Homeless applications 65 Homeless acceptances 44 (68%)  total applications 217 (acceptances 141 - 55%)
KPI 56a	TDBC	Yes	Environmental Heath % of requests completed within stated service standard (60 days)	75% or higher	GREEN	GREEN	GREEN	GREEN	GREEN	Q1 - 91% Q2 - 91% Q3 - 92% Q4 - 95%
TH2	TDBC	Yes	Skill level within the workforce (NVQ Level 2,3 &	TD target - Levels 3 & 4 better than national average	Not Due	Not Due	Not Due	GREEN		A decrease of 7% in level 4 qualified residents. However still above the national UK average.

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			4)						GREEN	
TH3	TDBC	Yes	New jobs - links to employment rate	TDBC target = 12,000 by 2028 = 63,000 economically active.	Not Due	Not Due	Not Due	GREEN	GREEN	
TH4	TDBC	Yes	Wage Levels	TD target - Increase to equal national average	Not Due	Not Due	Not Due	AMBER	AMBER	Gap to UK average increased by 0.4% on previous year
TH5	TDBC	Yes	Business Survival rate (5 year survival %)	TD target - 5 year survival = min 50% (ie Better than national average)	Not Due	Not Due	Not Due	GREEN	GREEN	3.7% above UK average up from 1% above UK average
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	Not Due	Not Due	Not Due	AMBER	AMBER	Completions April 2006 – March 2018: Office 21,707 sq m Industrial 21.70 ha
TH7	TDBC	Yes	Vibrant town centre	• Low shop vacancy rate (compared to national average) • High / increasing footfall	Not Due	Not Due	Not Due	GREEN	GREEN	Vacancy rate is closer to but remains below UK average
4.19	TDBC	Yes	Total net increase in the number of homes within the district	Target (TDBC Core Strategy) 17,000 by 2028 (Borough) (Target 2011-2018 = 5,300)	Not Due	Not Due	Not Due	AMBER	AMBER	Completions April 2011 – March 2018: 4,978
TH1	TDBC	Yes	Births of new enterprises Business 'birth' rates as a % of business stock	target - Increase (> Somerset average) (& business 'births' to exceed deaths')	Not Due	Not Due	Not Due	GREEN	GREEN	
TH9	TDBC	Yes	Number of NDR hereditaments and Rateable Value	New Measure	GREEN	GREEN	GREEN	GREEN	GREEN	Total Rateable Value as at 28/03/2018 = £103,111,343 Total Hereditaments =4524 2017 List
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	RED	GREEN	AMBER	AMBER	AMBER	Q1 - 34 weeks non-Council/50 weeks for Council. Q2 - 15 weeks, 1 case. Q3 - 21 weeks Council/55 weeks for non-council Q4 - 41 weeks for non-Council/29 weeks for Council.

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TH10	TDBC	Yes	Abandoned Call Rate to main switchboard number - as a % of total calls	Below 5%	GREEN	GREEN	AMBER	AMBER	AMBER	Average for Q1 = 1.83% Average for Q2 = 2.59% Average for Q3 = 5.54% Average for Q4 = 7.10%  Performance dipped in Q4 in view of the impact on resourcing levels and calls caused by the snow. In addition the issue of garden waste renewal letters and council tax bills in March resulted in a significant increase in call volumes”
TH11	TDBC	Yes	Number of Complaints investigated by the Ombudsman requiring a remedy (excludes minor injustices)	0	AMBER	GREEN	GREEN	AMBER	AMBER	Q1 = 1 1 complaint required a remedy in Q1. Q2 = 0 Q3 = 0 Q4 = 1 1 complaint required a remedy in Q4
KPI 103a	TDBC	Yes	Street Cleansing - % service requests actioned within 5 working days	85%	GREEN	GREEN	AMBER	GREEN	GREEN	Q1 = 92% Q2 = 97% Q3 = 84% Q4 = 87%
HC1.1	TDBC	Yes	Budgets – Income To maximise income opportunities and collection  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.	Target = 98.3%	GREEN	GREEN	GREEN	GREEN	GREEN	Q1 - 101.15% Q2 - 99.62% Q3 - 99.27% Q4 - 99.55%
HC2.8	TDBC	Yes	Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction  Percentage of tenants satisfied with the most recent repair.	Target = 98%	RED	GREEN	AMBER	GREEN	GREEN	Q1 – 92 Q2 - 97.7% Q3 - 97% Q4 - 98%

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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	AMBER	GREEN	AMBER	AMBER	Q1 - 99.90% Total no. of properties - 4426  Q2 - 99.81% Total no. of properties - 4434  Q3 - 100% Total no. of properties 4431  Q4 - 99.95%  Total no. of properties 4432
HC4.2	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: Urgent (Emergency) - within 24 hours	Target = 98%	AMBER	AMBER	AMBER	AMBER	AMBER	Q1 - 95.7% Q2 - 92.88% Q3 - 90.74% Q4 - 96.53%
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	GREEN	GREEN	GREEN	GREEN	Q1 86.16% Q2 89.75% Q3: 88% Q4: 92.40%