

Taunton Deane Borough Council

Executive – 9 November 2016

Quarter 2 (month 5) 2016/17 Performance Report

This matter is the responsibility of Cllr Richard Parrish, Lead Member for Corporate Resources

Report Author: Paul Harding, Corporate Strategy & Performance Manager

1 Purpose of the Report

- 1.1 This report provides Members with key performance management data up to the end of month 5 Quarter 2 2016/17, 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 2 (month 5) 2016/17 position against the Council's key corporate indicators. It should be stressed that this information is at **30th August 2016** (this is one month earlier than usual but is designed to allow performance information to be produced and available to the committee earlier in the financial year than previously).
- 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:

	Planned actions are on course or achieved		Some uncertainty in meeting planned actions		Planned actions are significantly off course
	Performance Indicators are on target		Some concern that performance indicators may not achieve target. <15% variance		Significant concern that Performance indicators may not achieve target. > 15% variance

- 4.6 The table below provides an overview of the reported indicators within the Corporate Scorecard.

GREEN 	AMBER 	RED 	NOT DUE	NOT AVAILABLE	TOTAL
16	5	3	8	3	35

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

4.7 Further detail is provided concerning the red measures below:

Reference	Description	Measure	Comments
HC4.2	<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:</p> <p>Urgent (Emergency) – Within 24 hours</p>	Target = 98%	<p>Q1 - 95.29%</p> <p>Q2 - 80.25%</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>
6.2.4	Customer Complaints	90% of complaints responded to with 20 working days	<p>Q1 = 60.87%</p> <p>Q2 (July/Aug only) = 42.31%</p> <p>52 complaints received (22 answered in time, 30 not answered in time)</p> <p><u>The complaints answered out of time were:</u></p> <p>11 x Parks and Open spaces 7 x Housing/Property repairs 4 x Housing Estates issues 3 x Asset management 1 x Housing Options 1 x Customer Service 1 x Waste 1 x Street Cleaning 1 x Planning</p>
TH14	Timeliness of draft minutes of committee meetings being provided to committee chair.	100% within 7 days of meeting.	<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>

- 4.7 This report was considered by the **Corporate Scrutiny Committee** at their meeting of **20th October 2016**.

The committee looked particularly closely at the performance relating to complaints handling and requested additional information regarding complaints handling performance over the past year. This has been provided to the committee members following the meeting. The Assistant Director Housing and Communities handled a number of questions regarding complaints handling within the Housing and the Property service teams and was able to tell the committee about the recent refresher training given to all front line staff within these service areas during the past couple of weeks, their Customer Service project and their commitment to get this improved.

The committee also focused on the two KPIs relating to completion of urgent and non-urgent repairs to Council homes. Some members were unhappy that we were unable to report fully on this information (but noted the comments in the report about O/C and tablets).

5 Links to Corporate Aims / Priorities

- 5.1 KPIs within this report support progress against the Council's key priorities in relation to place, people and being an efficient and modern Council.

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.

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 Taunton Deane Borough 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 30th September 2016 and by the Corporate Scrutiny Committee on 20th October 2016. 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	Corporate Scorecard
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Contact Officers

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Reference	Directorate	AD	Council	Corporate Aim/Priority	Description	Measure	Previous Year Performance	Q1 (RAG)	Q2 (RAG)	Comments
HC3.1	Director Housing & Community	Terry May	TDBC	Key Theme 1 - People (TDBC)	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%	Q1 – 99.84% Q2 – 99.93% Q3 – 99.90% Q4 - 99.98%	AMBER	AMBER	Q1 - 99.90% Q2 - 99.97% 1 property non-compliant. Tenant in a nursing home, Estates Officer having no response from NOK. Will gain access to property 4.10.16 @ 2.00
HC4.16	Director Housing & Community	Terry May	TDBC	Key Theme 1 - People (TDBC)	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 marked and any other units which go through the HCA information system.)	222 new affordable homes completed during 2015/16.	GREEN	GREEN	95 affordable homes completed so far in 2016/17. The completion pipeline is showing in excess of 200 homes of which over 10% will be new build council homes
HC4.12	Director Housing & Community	Simon Lewis	TDBC	Key Theme 1 - People (TDBC)	Number of households making a homeless application and percent accepted where we have a duty (lower is better) . KPI 45	Target = 195 or fewer per year	183 applications	AMBER	AMBER	Q1 - Homeless applications = 69 Homeless acceptances = 34 (50%) Q2 - Homeless applications = 32 Homeless Acceptances = 15 (46%)
HC4.19	Director of Growth	Tim Burton	TDBC	Key Theme 1 - People (TDBC)	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)	Completions for 2015-16: 883 dwellings/678 market/private housing, 205 affordable housing)	Not Due	Not Due	Figures monitored annually. Report Q4.
TH1	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	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	Figures monitored annually. Report Q4.
TH2	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	Skill level within the workforce (NVQ Level 2,3 & 4)	TD target - Levels 3 & 4 better than national average		Not Due	Not Due	Figures monitored annually Report Q4.
TH3	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	New jobs - links to employment rate	TDBC target = 12,000 by 2028 = 63,000 economically active.		Not Due	Not Due	Figures monitored annually Report Q4
TH4	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	Wage Levels	TD target - Increase to equal national average		Not Due	Not Due	Figures monitored annually Report Q4
TH5	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	Business Survival rate (5 year survival %)	TD target - 5 year survival = min 50% (ie Better than national average)		Not Due	Not Due	Figures monitored annually Report Q4

TH6	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	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	Figures monitored annually Report Q4
TH7	Director of Growth	Ian Timms	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	Vibrant town centre	• Low shop vacancy rate (compared to national average) • High / increasing footfall		Not Due	Not Due	Figures reported annually. Report Q4
TH9	Director Operations	Paul Fitzgerald	TDBC	Key Theme 2 - Business & Enterprise (TDBC)	Number of NDR hereditaments and Rateable Value	New Measure	Total Rateable Value as at 31/3/16 = £103,078,898 Total number of hereditaments as at 31/3/16 = 4001	GREEN	GREEN	Q1 Total Rateable Value = £103,174,443 Total Hereditaments = 4191 Q2 Total Rateable Value = £103,161,518 Total Hereditaments = 4201
3.3	Director Operations	Chris Hall	TDBC	Key Theme 3 - Our Place (TDBC)	Fly Tipping - % of reported incidents responded to within target time (5 days)	80% of reported incidents responded to within 5 days of report.	Q1 = 80.99% Q2 = N/A Q3 = 86.86% Q4 = 83.82%	GREEN	Not Available	Q1 = 156 incidents 140 responded to within 5 days = 89.74% Q2 = 161 incidents There is currently a problem with how the information is being recorded. This is being rectified and more accurate figures will be available in October.
KPI 103a	Director Operations	Chris Hall	TDBC	Key Theme 3 - Our Place (TDBC)	Street Cleansing - % service requests actioned within 5 working days	85%		Not Available	Not Available	Q1 = 144 requests Q2 = 92 requests There is currently a problem with how the information is being recorded. This is being rectified and more accurate figures will be available in October.
HC1.1	Director Housing & Community	Simon Lewis	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	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%	Q1 – 104.37% Q2 – 99.46% Q3 – 99.68% Q4 - 99.96%	GREEN	GREEN	Q1 - 100.57% Q2 - 100.34% As at end Week 22
HC2.8	Director Housing & Community	Terry May	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Customer Satisfaction To deliver customer-focussed services, achieving high levels of customer satisfaction Percentage of tenants satisfied with the most recent repair.	Target = 98%	Q1 - 97.8% Q2 - 96.8% Q3 - 96.9% Q4 - 96.9%	Not Available	GREEN	Not able to report for Q1 as a system failure means surveys were not produced. Q2 - 98% satisfied
HC4.2	Director Housing & Community	Terry May	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	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%	Q1 - 86% Q2 - 87.10% Q3 - 88.26% Q4 - 91.70%	AMBER	RED	Q1 - 95.29% 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. The reality is that more P1 job are completed that data suggests. Q2 - 80.25%
HC4.3	Director Housing & Community	Terry May	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	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%	Q1 – 90% Q2 – 92.95% Q3 – 93.30% Q4 - 91.94%	GREEN	AMBER	Q1 - 89.05% Q2 - 86.11 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
1.1.5	Director of Growth	Tim Burton	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	% major planning applications determined within 13 weeks (or within agreed extension of time)	Target 60%	Q1 – 81.8% Q2 – 77.8% Q3 – 72.2% Q4 – 88.9% Year – 81.6%	GREEN	GREEN	Q1 = 100% 10 applications determined, 5 of which were within 13 weeks and 5 within an agreed extension of time. Q2 (as of end of August) = 100% 6 applications determined, 2 of which were within 13 weeks and 4 within an agreed extension of time.

2.1.3	Director of Growth	Chris Hall	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Licensing	Target - 95% licensing applications processed within 14 days	Q1 = 75% Q2 = 60% Q3 = 71% Q4 = 91%	AMBER	GREEN	Q2 = 95%
6.1	Director Operations	Richard Sealy	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Staff Sickness	Average of 8 days or lower per FTE	8.86 days	AMBER	Not Available	Q 1 - 2.09 days per FTE/ predicted 8.4 days per FTE per annum
6.2.4	Director Operations	Richard Sealy	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Customer Complaints	90% of complaints responded to with 20 working days	Q1 = 87.5 % Q2 = 52% Q3 = 72% Q4 = 82%	RED	RED	Q1 = 60.87% 69 Complaints received in Q1. 42 responded to within time and closed. 21 responded to out of time and closed. 6 complaints received in Q1 which are still open and over 20 days. Q2 (July/Aug only) = 42.31% 52 Complaints received in Q2 22 responded to within time and closed 6 responded to out of time and closed. 24 complaints received in Q2 which are still open 16 are open and currently over 20 days.
KPI 90B	Director of Growth	Tim Burton	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	% of minor planning application determined within 8 weeks or agreed extension of time	65%	Q1 – 67.9% Q2 – 70.4% Q3 – 60.9% Q4 – 69.4% Year – 67.1%	GREEN	GREEN	Q1 = 84.5% 71 applications determined, 46 of which were within 8 weeks and 14 within an agreed extension of time. Q2 (as of end of August) = 83.3% 36 applications determined, 16 of which were within 8 weeks and 14 within an agreed extension of time.
KPI 90C	Director of Growth	Tim Burton	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	% of other planning applications determined within 8 weeks or an agreed extension of time.	80%	Q1 – 81.8% Q2 – 77.8% Q3 – 83.4% Q4 – 83.0% Year – 81.4%	GREEN	GREEN	Q1 = 91.6% 178 applications determined, 147 of which were within 8 weeks and 16 within an agreed extension of time. Q2 (as of end of August) = 88.2% 102 applications determined, 79 of which were within 8 weeks and 11 within an agreed extension of time.
KPI 5	Director Operations	Paul Fitzgerald	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Average processing times or new housing benefit claims	20 days or lower	19.74 days	AMBER	AMBER	End of Q1 = 23.59 days End of August = 22.04 days
KPI 6	Director Operations	Paul Fitzgerald	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Average processing times for charges in circumstances (lower is better)	10 days or lower	6.95 days	GREEN	GREEN	End of Q1 = 7.98 days End of August = 7.69 days
KBI 132	Director Operations	Paul Fitzgerald	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	% of undisputed invoices for commercial goods and services paid within 30 days of receipt	90% or more	93.66%	GREEN	GREEN	Q1 = 97.05% Q2 = 95.27%
KPI 56a	Director Operations	Chris Hall	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Environmental Health % of requests completed within stated service standard (60 days)	75% or higher	66%	GREEN	GREEN	Quarter 1: 91% of requests were completed within stated service standard (242 out of 265). Quarter 2: 93% of requests were completed within stated service standard (362 out of 389) (up to the 31st August 2016)

HC4.6	Director Housing & Community	Simon Lewis	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	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	New Indicator	RED	AMBER	Q1 - 12 months Wet room installation. Held on waiting list for 2 months then delayed due to staff shortages at Aster Living whilst implementing new HIA contract Q2 29 weeks for Council and 49 weeks for non Council Overall average 39 weeks (9 months) Q1 was 22 weeks for Council properties and 70 weeks for non Council which made the average 46 weeks. - Similar position to HC4.7 below in that the picture will continue to improve as the old cases filter out of the system.
TH10	Director Operations	Richard Sealy	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Abandoned Call Rate to main switchboard number - as a % of total calls	Below 5%		GREEN	GREEN	Apr = 1.07% May = 3.37% Jun = 2.94% Average for Q1 = 2.46% July = 2.48% Aug = 2.85% Average for Q2 = 2.67%
TH11	Director Operations	Richard Sealy	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Number of Complaints investigated by the Ombudsman requiring a remedy (excludes minor injustices)	0	0	GREEN	GREEN	No complaints requiring a remedy
TH14	Assistant Chief Executive	Bruce Lang	TDBC	Key Theme 4 - An Efficient & Modern Council (TDBC)	Timeliness of draft minutes of committee meetings being provided to committee chair.	100% within 7 days of meeting.	New Measure for 2016/17	AMBER	RED	Q1 = 13 out of 15 minutes completed on time = 86.66% Q2 = 7 out of 10 minutes completed on time = 70%
5.4	Director Operations	Paul Fitzgerald	TDBC	Key Theme 4 - An Efficient & Modern Council (wsc)	Council Tax Collection	Council Tax Target = 97.8% to be collected by 31st March	Q1 = 34.91% Q2 = 62.7% Q3 = 90.61% Q4 = 97.83% 97.83% for year	GREEN	GREEN	End of Q1 = 34.74% End of Aug 16 = 53.12%
5.4.1	Director Operations	Paul Fitzgerald	TDBC	Key Theme 4 - An Efficient & Modern Council (wsc)	Business Rate Collection	Target = 98.4% to be collected by 31st March	98.41%	GREEN	GREEN	End of Q1 = 31.18% End of Aug 16 = 50.80%
6.2.5	Director Operations	Richard Sealy	TDBC	Key Theme 4 - An Efficient & Modern Council (wsc)	Freedom of Information Requests	Measure: - Number of FOI enquiries received. Target 75% answered within 20 working days.	572 requests received in 2015/16. Q1 = 80% Q2 = 82% Q3 = 87% Q4 = 79%	GREEN	GREEN	Q1 = 81.46% 151 requests received in Q1. 123 requests responded to within 20 days. 14 responded to outside 20 days. 14 received in Q1 still open and over 20 days. Q2 = 79.82% 114 requests received in Q2. 91 requests responded to within 20 days. 1 responded to outside 20 days. 22 received in Q2 still open. 11 over 20 days.