



CAI.04 15/16
Challenge and Improvement Committee
30 June 2015

D

Subject: Final Period Progress and Delivery Reporting - Services

Report by:

Chief Operating Officer

Contact Officer:

Mark Sturgess – Chief Operating Officer.
01427 676687
Mark.sturgess@west-lindsey.gov.uk

Purpose / Summary:

The Progress and Delivery Reports are taken three times a year to councillors. This the final report on the performance of services for the year 2014/15. In accordance with the process only performance which is significantly off track is reported to members through this report.

RECOMMENDATION(S):

1) That councillors examine the areas where service performance is off target (set out in the appendix) and seek assurance from officers that the rectifications proposed will deal with the issues identified.

IMPLICATIONS

Legal: None arising from this report

Financial None

Staffing : None arising from this report

Equality and Diversity including Human Rights : None arising from this report.

Risk Assessment : None arising from this report

Climate Related Risks and Opportunities : None arising from this report

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Background

- 1.1 Councillors have received progress and delivery reports since 2012. They have sought to give councillors information on how the council is performing through its services, project delivery and finances. This has given councillors the opportunities to question officers on performance and ensure that any rectification measures proposed to remedy poor performance are sufficient to tackle the issues identified.
- 1.2 The process has been audited twice. The second audit in 2013 found (amongst other things) that the process was not being used effectively to drive service improvement and needed to be reviewed.
- 1.3 A councillor working group was set up to examine how the progress and delivery system was working and to recommend changes to improve the system so that it clearly drove service and project improvements.
- 1.4 The councillor working group came to a number of conclusions, including:
 - That reporting should be “by exception” with the full information being available to councillors through an appendix or other means.
 - That the report should be split between services and project reporting
 - That the measures should be reviewed to ensure that they are evidence based and that they adequately described service performance.
- 1.5 In order to address these requirements a full review of service measures was undertaken with the Heads of Service, monitoring of key service measures was undertaken monthly (reviewed through reports to the Corporate Management Team) and the council’s Minerva computer system was fully utilised in order to collect performance information.

2. The report

- 2.1 This report is sets out in the appendix, the service performance, by exception at the end of the year 2014/15. In response to comments following the autumn round of reporting the report has been rated red (for **performance which is below target**) and green for performance **which is** above target. This should help councillors focus on those areas which are of concern to them.
- 2.2 It is a report “by exception” and only contains the off target measures for each service.

3. Areas Of Interest

- 3.1 Whilst members are asked to review all areas of off track performance they might wish to focus on the following areas:

- Staff absenteeism – off track – below target
- Healthy Districts – off track - above target
- Markets – off track – below target
- Planning – off track – some indicators below target
- Trinity Arts

3.2 These are areas where performance is either consistently above or below target and members should seek to reassure themselves that the explanations and rectifications proposed are adequate and will address the issues identified in the performance figures.

4. Consideration by Policy Committees

4.1 This report has been considered by both the Policy Committees and the relevant minute from each is attached.

Appendix

Summary of Services with Off Track Performance in the final reporting period for progress and delivery.

Assets and Facilities Management					
Measure	Baseline	Target	Actual	Explanation	Rectification
Asset Condition Surveys	0	100% completed in year(yearly measure)	0	Condition surveys cannot commence until measured site surveys have been completed. This activity slipped and we have only just begun to receive the data. Therefore no condition surveys have been completed this year	The target for completing condition surveys on council owned properties will be rolled forward to 2015/16.
Customer Satisfaction Survey Commercial Tenants	75%	85%	66%	Customer satisfaction surveys were sent out to 22 Commercial tenants at the beginning of January for return in February. Only 3 completed forms were returned and thus having 1 tenant dissatisfied with the condition of their property led to a 66% satisfaction return.	Look at other means of collecting data rather than postal
Reduction in unplanned maintenance	£139,135	5% reduction	£105,525 (25% reduction)		

Void rates in council owned properties	20%	5%	13.5%	<p>Baseline of 52 Lettable Units with target of 5% only allows for 2 void units at any one time.</p> <p>Long term voids such as 5/7 Market Place and Office space in the Guildhall have made target unachievable. Also easy in/out terms at The Plough where there are regularly 3-4 void units</p>	Target of 5% is high. Reset target in accordance with nationally accepted void rates (RICS)
--	-----	----	-------	---	---

Building Control

Measure	Baseline	Target	Actual	Explanation	Rectification
Customer satisfaction	90%	92%	93.64%		
West Lindsey Market Share	78%	83%	73,25%	An new Improved Inspector office has just been set up in Lincoln which has had an impact on our Market Share and income	Work is been undertaken with agents and house builders within the area to promote WLDC Building Control service. Signage on active and prominent sites is being put up and quotations are being sent out with all planning permissions that are granted. A longer term marketing strategy is currently being pulled together.

Corporate

Measure	Baseline	Target	Actual	Explanation	Rectification
---------	----------	--------	--------	-------------	---------------

Staff Absenteeism	7.56 days/FTE	7.56 days/FTE	8.13 days/FTE	There have been a number of long term absence cases throughout the year with serious illnesses.	We continue to monitor and manage absence cases and work with managers to address any issues.
Council Tax					
Measure	Baseline	Target	Actual	Explanation	Rectification
Cost of delivering the service	£212,390	No target set	£260,757	£20,000 less NNDR allowance than expected, postage costs increased this year and superannuation budget was just under £8,500 less than actual expenditure.	Monitor postal costs and look for alternative methods of delivery
Cost of delivering the service per property	£7.60	£7.50	£6.22		
Customer satisfaction with the service	None defined	80%	90%		
Customer Satisfaction (corporate)					
Measure	Baseline	Target	Actual	Explanation	Rectification
Local Government Ombudsman Complaints	6	6	9		
Economic Development					
Investment in the District	£13.4m	£13.4m	£23.5m		

New employment floorspace	8,360sq m	8,360sq m	28,250sq m		
Enforcement (Housing and Planning)					
Measure	Baseline	Target	Actual	Explanation	Rectification
Number of Planning Enforcement requests	231 (13/14)	231	267		
Environmental Protection					
Measure	Baseline	Target	Actual	Explanation	Rectification
Cost of delivering the service	£197,768	£197,200	£94341		
Food Safety					
Measure	Baseline	Target	Actual	Explanation	Rectification
Percentage of registered food premises receiving a proactive inspection	66%	100%	105%		
Healthy Districts					
Measure	Baseline	Target	Actual	Explanation	Rectification
Percentage of people from most deprived areas taking part in the health trainer programme	69.1%	70%	64%	We are currently one health trainer down with recruitment to take place in April 2015. Throughput levels in total have been maintained but this has had a detrimental effect on us being able to actively target our priority neighbourhoods. Health trainer clinics are taking place in Hemswell due to public transport issues.	Having the team up to full speed will address the issues we are currently experiencing. Recruitment to take place in April for a qualified health trainer who can quickly take on some of the client base and actively target our residents most at need

Cost of Leisure Management Fee per users	£1.73	>£1.73	0.67		
Customer Satisfaction (Leisure Facilities/Activities)	80%	85%	98%		
Maintain "Quest" Accreditation for Leisure Centre	Quest Accreditation maintained				
Volume of participants at WL leisure facilities	23,006	23,237	28,258		
WL Leisure facilities usage	265,763	270,080	324,878		
Home Choices					
Measure	Baseline	Target	Actual	Explanation	Rectification
Cost of temporary accommodation	£58,773	£52,896	£38,710		
Housing					
Measure	Baseline	Target	Actual	Explanation	Rectification
Long term empty properties brought back into use	81	75	63	No explanation	
Number of affordable homes delivered	17	50	95		
Total number of long term empty properties in the District	895	895	678		

Total spend on completed Disabled Facilities Grants	£390,940	£390,940	£441,055	No explanation	
Housing and Council Tax Support					
Measure	Baseline	Target	Actual	Explanation	Rectification
End to end processing times for Housing Benefits and Council Tax Support	6.5 days	5.5 days	3.6 days		
Percentage of customers satisfied with the service they received	None	80%	81%		
ICT					
Measure	Baseline	Target	Actual	Explanation	Rectification
Number of websites visits	86,228	None set	293,832		
Land Charges					
Measure	Baseline	Target	Actual	Explanation	Rectification
Time taken to process a search	31	10	10		
Localism and Community Safety					
Measure	Baseline	Target	Actual	Explanation	Rectification
Community Asset Fund Spend	£131,686	Over baseline	£363,5151		
Number of Community Projects Supported by WL Grant Funding	244	Over baseline	734	From end of year report for service (P&D data needs up dating)	
Councillor Initiative Fund Spending	£70,775	£70,755	£99,041	Total fund for the period spent.	

External Funds levered in by WL grant funding	£108,927	Over baseline	£1,184,850	From end of year report for service (P&D needs updating)	
Markets					
Measure	Target	Baseline	Actual	Explanation	Rectification
Customer satisfaction	55%	Over baseline	£72%		
Income received	£58,877	Over baseline	£52,607	There have been 12 cancelled markets throughout the year, including 2 this month, and a further 3 days of no markets due to Christmas holidays during the year due to adverse and dangerous weather conditions which has severely affected income	Report to explore options for reduction of expenditure to be developed
Number of stalls on a Saturday	28	30	25	Nationally markets are struggling. Trader numbers are declining, Saturday market has stiff competition from neighbouring markets for traders	Develop report to look at options to reduce income, promote the market, support and hold events on a Saturday to encourage attendance from visitors
Total cost of delivering the service	£77,610	Below baseline	£92,723	Although there have been 12 cancelled markets and a further 3 days with no market due to the Christmas holiday period, and therefore no income, the stalls have still been erected as the markets	A paper to look at options to reduce expenditure will be developed

				were cancelled due to less than 25% of stall holders attending which is agreed in the Code of Conduct. There have been an additional 3 markets that have not been held due to the Christmas holiday period. Markets nationally are struggling to improve but costs continue to rise	
--	--	--	--	---	--

Planning					
Measure	Baseline	Target	Actual	Explanation	Rectification
Cost of delivering the service	£444,664	Break even	£1,177,890		
Percentage of appeals allowed	20%	20%	24.33%	Small actual number of allowed appeals affects the percentages	
Percentage of applications invalid on receipt	80%	60%	92%	Applicants not completing applications correctly	Need to work with agents and put in place an incentive scheme to try and get agents to improve the quality of their submissions. It is felt that once the new senior and validation officer is in post more work can be done on this to improve performance and reduce failure demand.
Percentage of majors determined within target	No baseline	40%	50%		

Percentage of minors determined within target	No baseline	65%	34%	There have been a number of issues around the staffing of Planning which has led to a dip in performance.	An interim Team Manager has been in place for a month now to ease the issues and a new Team Structure since the departure of the HoS has now been agreed which will help deal with the backlog and performance issues.
Percentage of "other" applications determined within target time	No baseline	80%	55%	There have been a number of issues around the staffing of Planning which has led to a dip in performance.	An action plan is being developed to address the issues in the service

Strategic Financial Management

Measure	Baseline	Target	Actual	Explanation	Rectification
Cost of delivering the service	£420,866	£409,200	£541,848	Costs have increased due to the appointment of a Commercial Accountant, who's skills have enhanced the Financial Service provision and whose costs are being met from Reserves. In addition costs of resourcing the team has increased due to the need to appoint agency staff to cover long term sickness and vacant posts during the year.	

Trinity Arts

Measure	Baseline	Target	Actual	Explanation	Rectification
Audience Figures	6,472	6,790	15,051		
Cost of delivering the facility	£105,965	£96,000	£77,500		
Cost per user	£16.37	£14.14	£4.56		
Event Occupancy	46%	51%	57,5%		
Received Surplus	£27,347	£30,000	£50,913		
Waste Collection					
Measure	Baseline	Target	Actual	Explanation	Rectification
Missed Bins	None set	90%	54%	Process to be revisited.	Target to remain next year, recruitment of waste service apprentice will help performance, use of remote technology options to be explored

Extract from Minutes of meeting of the Prosperous Communities Committee held on 8 June 2015

13 PROGRESS AND DELIVERY (SERVICES) – FINAL REPORTING PERIOD 14/15 (PRCC.04 15/16)

Members gave consideration to the third of the newly styled Progress and Delivery reports, which highlighted the areas where services were “off target”, the reasons for this and the proposed rectifications. The report also provided Members with an opportunity to examine the reasons why performance was off track and seek assurance that the measures which had been put in place were sufficient to tackle the issues which had been identified with the service.

In presenting the report, Officers highlighted to Members those service areas which were performing particularly well and were above target, these being the Leisure Centre and the Trinity Arts Centre. Those where performance was not as expected, namely Planning and Markets were also highlighted. Reference was also made to staff absenteeism and the cost of delivering the Council Tax service, as whilst these areas were not performing as expected, currently this was not considered a cause for concern.

In the ensuing debate, Members commented on staff absenteeism and whilst acknowledging this was currently above target, were of the view that this performance should be congratulated. Confirmation was sought and received that benchmarking was undertaken in this area and that the Authority performed well against similar comparators.

In responding to Members’ enquiries, the way performance was managed internally was outlined with reference being made to the Corporate Plan, balance score cards, and appraisal objective setting.

With regards to Markets, as a whole, the Committee expressed disappointment and dissatisfaction at the performance level, and the reasoning commentary which had been provided. Whilst all were in agreement that a fundamental review of the market needed to be undertaken, Members urged that a timeline be associated to this activity as a matter of urgency. The Chairman of the Challenge and Improvement Committee indicated that if the situation continued he would be minded to refer this matter to them.

Members sought and received assurance that there were no risks attached to rolling forward the completion of Asset Condition Surveys. Further assurance was given that these would be completed on a regular basis going forward

RESOLVED that having examined the areas where service performance was off target and having sought assurance from Officers, agreed that the rectifications proposed would deal with the issues identified.

Extract from Minutes of meeting of the Corporate Policy and Resources Committee held on 18 June 2015

9 PROGRESS AND DELIVERY PERIOD 3 – SERVICES (CPR.10 15/16)

The Chief Operating Officer presented the Progress and Delivery Report on Services, which like the report on Projects, was by exception. It was suggested that focus be concentrated on:

- Staff absenteeism
- Healthy Districts
- Markets
- Planning
- Trinity Arts

In discussing the report, Members asked questions, such as why the planning application target was not 100%. It was felt that planning officers spent too much time on minutiae. The Chief Operating Officer explained that the target was based on government acknowledgement that applications differ in their complexity and a target of 100% would be destined for failure. Performance was being monitored. Some fees could not be profit making but it was proposed that transferrable skills such as those of Building Control could be utilised in different areas to generate income.

Some Members were sceptical of the cost of maintaining the Trinity Arts Centre and questioned whether it was appropriate to continue to run this on the current financial basis. However the continuing success and increasing popularity of the Arts Centre was acknowledged, particularly in comparison to its previous status. Thanks were expressed for the continuing support of the Centre in particular for the involvement of young people.

Concern was expressed at the cost of maintaining the Gainsborough Market, particularly by newly elected Members. The problems had been a topic of debate for some time and solutions sought. It was acknowledged that the situation remained problematic. The Leader stated that the Tuesday Market appeared to be thriving, but Saturdays were not well supported and the cost of erecting the stalls was high. Further financial details to be presented to the next chair's briefing.

Staff absenteeism statistics, whilst off target were better than some other authorities, and could be accounted for by some long term absences.

RESOLVED that having examined the areas where a project was off target Members were given assurance by officers that the rectifications proposed would deal with the issues identified.

