



Report To: Scrutiny and Overview Committee
Lead Officer: Executive Director (Corporate Services)

7 April 2016

CORPORATE PLAN OUTCOMES AND KEY PERFORMANCE INDICATORS FOR 2016-2017

Purpose

1. To consider a suite of Key Performance Indicators (KPI) of organisational health for 2016-2017, aligned with the Corporate Plan 2016-2021.

Recommendations

2. That Scrutiny and Overview Committee consider, and subject to Committee feedback, recommend the Leader of the Council to approve:
 - (a) Key Performance Indicators for 2016-2017 set out in **Appendix A**,
 - (b) Corporate Plan Outcome Measures at **Appendix B** identifying, for each action, what success looks like and how this will be measured.

Reasons for Recommendations

3. The identification and agreement of a 'basket' of KPI's provides ownership and transparency and will enable the Council to manage performance to monitor progress towards Corporate Plan delivery and enable continued service improvement.

Background

4. The new Corporate Plan, adopted by Council on 25 February 2016, identified indicative subject areas for performance measurement. The plan specified that key performance indicators, and other outcome measures, would be developed by EMT in consultation with Portfolio Holders, and submitted to Members for subsequent consideration. This report reflects the outcomes from this work.

Considerations – Key Performance Indicators for 2016-2017

5. The Committee is invited to consider and comment upon the proposed suite of KPI's set out in **Appendix A** attached. The suite includes the following changes from 2015-16, brought forward following discussions with directorates, to ensure that indicators continue to reflect the council's corporate objectives and that valuable data is produced to support council-wide service improvement. The table provides brief commentary on the objective and rationale for each indicator. A full summary of 2015-16 performance against current indicators will be set out in the year-end Position Report, to be submitted in July 2016:

Corporate and Customer Services Portfolio

- (a) **Replacement of ‘% of calls to the contact centre that are answered within 2 minutes’ with ‘Average call answer time’:**
Throughout 2015-16 BT has been unable to arrange for the provision of the raw data required to report ‘% of calls to the contact centre that are answered within 2 minutes’. In its absence, ‘Average call answer time’ has been reported as an alternative means of measurement for which data is produced as part of normal four-weekly reports. In providing an average, this measure provides only partial detail; however, taken together with other customer contact measures around the % of calls to the contact centre not abandoned and the introduction of new service-level Performance Indicators relating to the Digital by Default initiative, a wider overview of performance in this area is provided. EMT may decide that Average call answer time is not of strategic importance and should be re-designated as a Local PI.
- (b) **New KPIs for ‘number of completed E-forms received’ and ‘% of website survey respondents who rated the page being viewed as good’:**
To provide evidence of progress towards ‘Digital by Default’ and the ‘Innovative and Dynamic Organisation’ Corporate Objective, particularly when viewed in conjunction with newly created Local (service-level) PIs around contact centre call numbers and the monitoring of channel shifts. The second of these proposed KPIs is subject to availability of cost-effective survey tools.
- (c) **A new KPI for ‘% of complaints responded to within deadline’:**
The corporate target of 80% of complaints being responded to within target timescale (10 working days for Stage 1 and 20 working days for Stage 2 complaints) has not been met during 2015-2016. The proposed KPI would increase visibility and scrutiny of the council’s complaints handling processes in an attempt to drive improved performance, linking to the ‘Innovative and Dynamic Organisation’ Corporate Objective. This KPI would add to existing Local PIs detailing ‘% of complaints responded to within deadline’ broken down by directorate.

Environmental Services Portfolio

- (d) **Replacement of ‘number of missed bins per 100,000 collections of household waste’ with ‘number of missed bin collections per 1,000 bins’, or ‘number of ‘on-time’ bin collections per 1,000 bins’ (wording tbc):**
The proposed KPI would provide a more easily understandable and proportionate representation of performance, equating approximately to one collection round. Previous year’s performance data already exists against which to draw comparisons. Target will remain at the existing level, while the intervention point has been altered to better reflect what is considered to be cause for concern respectively. This PI will also be presented as % of bin collections collected on time within the contextual information that accompanies the KPI report each month.

Finance and Staffing Portfolio

- (e) **Replacement of ‘% of HB overpayments recovered as a proportion of overpaid Housing Benefit deemed recoverable’ with ‘% Discretionary Housing grant spent’:**
Having promoted ‘% of HB overpayments recovered as a proportion of overpaid Housing Benefit deemed recoverable’ from Local PI status to KPI during 2015-16, its inclusion within the suite of KPIs has been of limited value, with uncontrollable contributing factors, such as nationally set overpayment recovery rates. It’s therefore proposed that the indicator is reinstated as a Local PI (remaining easily accessible through the council’s developing Performance Management dashboards), and that ‘% Discretionary Housing grant spent’ is promoted from Local PI to KPI in its place, reflecting the growing need to monitor Homelessness mitigation activities in response to increased risk from Welfare Reform and Homelessness.
- (f) **New KPI providing details of ‘Financial return to council from Ermine Street Housing’:**
Reflecting the importance of a successful Ermine Street Housing in contributing towards the ‘Innovative and Dynamic Organisation’ and ‘Homes for our Future’ Corporate Objectives. Exact details of the KPI, including Target and Intervention are to be established through further discussion with the Housing Finance team, however initial discussions have confirmed that although the payment of returns occur on a six monthly basis, reporting will take place quarterly, providing details of the size of the return accrued by the end of the quarter.

Housing Portfolio

- (g) **Removal of ‘number of council new-build homes started on site’:**
Changes to national housing policy during 2015-16 have resulted in SCDC’s council homes building programme being significantly curtailed. Due to the reduced number of council new-build homes expected, this PI is unlikely to provide significant insight into progress towards the ‘Homes for the Future’ Corporate Objective during 2016-17.
- (h) **Replacement of ‘number of affordable homes started on site on exception sites’ with a KPI to be developed by Planning Policy in collaboration with Housing Strategy, details of which to be confirmed at a later date:**
This KPI was introduced at the start of 2015-16 as a replacement for ‘number of affordable homes completed’, which fell largely outside of the council’s control. During the course of the year it has been found that this PI does not reflect the ongoing work to bring exception sites forward or take into account development brought forward under the lack of a 5 year land supply. As such, the Head of Housing Strategy is liaising with Planning Policy to formulate update reports to EMT that measure the council’s contribution towards the ‘Homes for the Future’ Corporate Objective and the 1,000 additional homes through the City Deal. Once developed, this report will inform the selection of the replacement KPI.
- (i) **New KPI detailing ‘number of Housing Advice caseload’:**
Providing additional perspective to the existing ‘number of homelessness preventions’ KPI, reflecting the high level of risk that homelessness poses. This new KPI will provide an indication of demand whilst reflecting success

rates when viewed in conjunction with the 'number of homelessness preventions' KPI. Target and Intervention levels still to be identified in collaboration with the Housing Advice team. The introduction of this KPI is subject to the data being available through the new IT system; however this is considered to be achievable.

- (j) **New KPI detailing 'Bed and Breakfast spend':**
Providing additional perspective to the existing 'number of households in temporary accommodation KPI', reflecting the high level of risk that homelessness poses and enabling the monitoring of the most costly form of temporary accommodation. Target and Intervention levels still to be identified in collaboration with the Housing Advice team.

Planning / Strategic Planning and Transportation Portfolio

- (k) **New KPI detailing '% of Development Delivery Agreements which are on target':**
This indicator provides focus on Development Delivery Agreements, which set negotiated targets for key major development milestones, incorporating determination and subsequent delivery of new homes and associated community facilities. This aligns to Corporate Plan objectives to meet or exceed the desired pace of housing delivery, and to ensure new communities provide thriving, healthy, safe and attractive places to live.

Considerations – Development Performance Indicators for 2016-17

6. During the process of PI review, discussion has taken place with service areas around the need for a range of new PIs to be developed and trialled as Local PIs, with a view to being available for promotion to KPI status either within 2016-17 or for the start of 2017-18:
 - (a) Cost of waste collection per Household
 - (b) Proportion of diverted waste retained/processed in district vs nationally/abroad
 - (c) % of all waste landfilled (composite with county data)
 - (d) % of Planning applications validated within 5 days
 - (e) Average time spent housed within B&B accommodation.
7. Planning and New Communities is reviewing its key performance measures as part of its improvement programme for 2016-2017. Further recommendations to EMT will follow around a 'basket' of indicators which better reflect strategic and operational priorities and provide a rounder picture of performance.

Options – Managing the size of the council's suite of KPIs

8. In order to maintain a manageable and focussed basket of KPIs which reflect current priorities and demonstrably add value, EMT has recommended the re-designation of the following indicators as Local PIs:
 - (a) **'% Major major planning applications determined in 16 weeks or within terms of Development Delivery Agreements':**
The low number of Major Major (also known as Large Major) applications determined on a monthly basis has resulted in either 0%, 100% or nil data (due to no determinations taking place) each month throughout 2015-16 with

the exception of April (when the result was 33%). As such, the KPI provided limited insight into performance and is considered to be of lesser value than alternative new KPIs, specifically that relating to Development Delivery Agreements (see paragraph 5(k) above).

- (b) **'% of invoices paid within 10 days':**
This was the second of two KPIs around invoice payment, the first being '% of invoices paid within 30 days'. Given that 30 days is the point at which suppliers are able to levy a late payment charge, EMT took the view that this PI is of primary importance with '% of invoices paid within 10 days' better suited as a Local PI.

Options – Change in existing KPI targets and intervention points

9. It is recommended that target and intervention points for existing KPIs remain largely unchanged to achieve continuity and aid medium and long-term trend analysis. In the following cases, changes in service delivery context warrant alteration of Target and/or Intervention:
- (a) **'Number of households helped to prevent homelessness':**
Proposed year end target (intervention) reduction from 200 (180) during 2015-16 to 120 (108) for 2016-17. This reflects increasing difficulties in the achievement of successful preventions during 2015-16 and the forecast continuation of these challenges during the coming year.
- (b) **'Number of missed bins per 1,000':**
Target to remain at same level (0.5) whilst it's proposed that intervention is to increased to 1, better reflecting the level at which performance would be seen as cause for concern. During 2015-16 Intervention was set at 0.55, resulting in the display of missed bin performance being displayed as 'red' when in fact performance has not been a cause for genuine concern throughout much of the year.
- (c) **'% of NNDR collected in the year':**
End of year target and intervention remain unchanged at 99(90), however in year monthly breakdown will be altered in order to reflect the broader spread of payments following introduction of 12 monthly payment options.
- (d) **'% of household waste diverted from landfill':**
End of year target and intervention remain unchanged at 58(56), however in year monthly breakdown to be altered in collaboration with Waste Services to provide a better indication of whether end of year target is likely to be met given the strong seasonal variation that occurs within this PI.
- (e) **'Satisfaction with responsive repairs':**
Increase in target from 95 (90) during 2015-16 to 97 (92) for 2016-17, on the basis that target has been consistently out performed during 2015-16 and to reflect target performance under renewed Mears contract.

Service-level (local) Performance Indicators

10. In addition to the set of KPIs put forward for approval within this report, the council also reports on a number of Service Level (Local) PIs, designed to provide operational insight as well as context for the suite of KPIs. During previous years, (including 2015-16) Local PIs have been largely neglected and hidden from view;

however the selection of 2016-17 KPIs takes place in the context of on-going work (particularly around a replacement for the Corvu performance management system) that will result in greater visibility and scrutiny of all performance information, including Local PIs. The implication is that in previous years only KPIs would receive due attention and scrutiny, whereas from 2016-17 onwards, decisions may be taken to not to include certain PIs within the set of KPIs in the knowledge that this information will remain easily accessible and open to scrutiny in its Local PI status, despite removal from monthly EMT and quarterly Cabinet reports.

Considerations – Corporate Plan 2016-2021 Identification of What Success looks like, and how this will be measured

11. The table at **Appendix B** attached reflects the outcomes of work to align performance measures more closely to Corporate Plan objectives and actions. Prepared in liaison with directorates, and taking particular account of their emerging 2016/2017 business plans, it identifies specific outcome measures for each of the 21 plan actions. These comprise a balance of qualitative and quantitative measures, bringing together key and other performance indicators, case studies, formal and informal feedback and the achievement of project and programme milestones. Identifying specific success measures at the outset demonstrates a clearer understanding of what SCDC is working to achieve and how it will go about doing so, providing the basis for subsequent quarterly position reports reviewing progress, successes and work still to do.

Implications

12. There are no direct financial, legal, staffing, equality and diversity or climate change implications arising from this report and recommendations.

Risk Management Implications

13. Key Performance Indicators are linked to specific strategic and directorate risks in order to monitor the likelihood of risks materialising and provide reassurance that mitigation measures continue to be effective.

Consultation responses

14. The recommendations in this report follow EMT discussion on 30 March 2016. Key performance indicators are aligned to specific objectives set out within the Corporate Plan 2016-2021, which was subject to internal and external consultation prior to adoption.

Effect on Strategic Aims

15. Key performance measures are required to demonstrate, internally and to our residents, businesses and partners, that we provide a well-run business which delivers positive outcomes in an efficient and effective manner.

Background Papers: Performance Indicator Information Sheets, available from the report author

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