

MAIDSTONE BOROUGH COUNCIL

STRATEGIC LEADERSHIP AND CORPORATE SERVICES
OVERVIEW AND SCRUTINY COMMITTEE

TUESDAY 4 MARCH 2014

REPORT OF HEAD OF POLICY AND COMMUNICATIONS

Report prepared by Clare Wood

1. QUARTER 3 KPI PERFORMANCE REPORT

1.1 Issue for Decision

- 1.1.1 The Committee are asked to consider progress made in the third quarter of 2013/14 for the Council's key performance indicators (KPIs) and recommend action as appropriate.

1.2 Recommendation of the Head of Policy & Communications

1.2.1 That the Committee:

- a) Note the out-turns of the KPIs (Appendix A), definitions are included for reference at Appendix B;
- b) Note the following additional indicators that are unlikely to achieve the annual target (by more than 10%):
 - E&S 001 – Work experience placements delivered across the council;
 - E&S 002 – Number of employers that have engaged with NEETs;
 - HSG 005 – Number of households prevented from becoming homeless through intervention of housing advice;
 - CTC 001 – Average wait time for calls to the contact centre
 - PIT 002 – Satisfaction with complaint handling;
 - CTC 004 – Proportion of avoidable contact;
 - BIM 003abc – Percentage of customer contacts made a) in person, b) online, c) by phone;
 - BIM 004- Reduction in the number of out-going post items;
 - WCN 006 – Missed bins (per 100,000 collections).
- c) Agree any other areas where further action is required; and

- d) Note the review of performance indicators that will be undertaken by the Head of Policy & Communications and the Performance and Scrutiny Officer with Overview and Scrutiny Members as part of the refreshed Strategic Plan.

1.3 Reasons for Recommendation

- 1.3.1 The Council has set 71 Key Performance Indicators (KPIs) in the Strategic Plan 2011-15, 2013-14 update. There are 39 indicators that can be reported at the quarter 3 point to check if the authority is on track to meet its targets.
- 1.3.2 The Council's quarterly performance reporting cycle is aligned with financial reporting to enable it to effectively oversee financial performance against corporate priorities and assess whether value for money is being achieved in the delivery of services. The financial monitoring reports for the third quarter shows an under spend of £0.87 million, with 102 out of 232 cost centres under spending. The majority of the under spend is focused on employee costs and increased fees and charges income.

1.4 Context

- 1.4.1 The Council uses a range of information to manage performance, including performance indicators. The Council's top-level indicators are referred to as Key Performance Indicators (KPIs). The Key Performance Indicators are set out in the Strategic Plan. These were reviewed in April 2013 with new targets and indicators agreed by Cabinet in June 2013. These will continue to be reviewed annually to ensure that they are aligned with the Council's priorities.
- 1.4.2 Maidstone Borough is Kent's County Town; it has a population of 155,200 and benefits from a high overall employment rate with relatively high wage levels, although some will commute out of the borough to achieve these. There are small areas of deprivation in the urban area, however Maidstone has a lower than average number of people claiming out of work benefits compared to other Kent authorities. A more in depth profile of the borough is included at Appendix C for reference.

1.5 Performance Summary

- 1.5.1 Appendix A shows out-turn data for all indicators that can be collected quarterly. Some indicators are collected bi-annually or annually, these indicators have not been included in this report.

1.5.2 Where an indicator is new and there is no quarterly 2012/13 data, no direction can be given. The direction where available, compares the out-turn for quarter 3 with the 2012/13 quarter 3 out-turn.

1.5.3 The following tables show the status of the key performance indicators in relation to target and direction of travel.

Priority	Green	Amber	Red	N/A ¹	Total
A growing economy	2 (33.3%)	2 (33.3%)	2 (33.3%)	0	6
A decent place to live	8 (61.5%)	4 (31%)	1 (7.5%)	3	16
Corporate & Customer Excellence	4 (25%)	5 (31%)	7 (44%)	1	17
Total	14 (40%)	11 (31%)	10 (29%)	4	39

Priority	Up	Across	Down	N/A	Total
A growing economy	1 (25%)	0	3 (75%)	2	6
A decent place to live	3 (43%)	1 (14%)	3 (43%)	9	16
Corporate & Customer Excellence	6 (40%)	0	9 (60%)	2	17
Total	10 (39%)	1 (4%)	15 (57%)	13	39

1.5.4 Overall, 40% (14) performance indicators have been rated green (currently on target), compared to 46.4% (13) at the same point in 2012/13. Of the 26 KPIs where direction can be assessed, 38% (10) have improved when comparing 2012/13 quarter 3 with that of 2013/14. The table below shows a comparison of the indicator rating and direction for quarter 3 2013/14 and 2012/13.

Ratings	Green	Amber	Red	N/A	Total
Q3 2012/13	13 (46.4%)	13 (46.4%)	2 (7.2%)	0	28
Q3 2013/14	14 (40%)	11 (31%)	10 (29%)	4	39

Ratings	Up	Across	Down	N/A	Total
Q3 2012/13	12 (45%)	0	15 (55%)	1	28
Q3 2013/14	10 (39%)	1 (4%)	15 (57%)	13	39

¹ N/A's are not included in percentage calculations

- 1.5.5 It should be noted that at the end of 2012/13, 60.5% of all KPIs achieved their annual targets and 43% of out-turns had improved since the previous year. Each year all targets are reviewed and where possible a continuous improvement approach is used to ensure that targets are challenging.
- 1.5.6 Of the 11 indicators that were rated amber, this quarter, the performance for 8 of these was only 5% away from target and five of these were within 2% of target. There is historic data for four of the indicators and based on this data is it possible that 2 of these will achieve the annual target.
- 1.5.7 In October 2013 the Council underwent a Corporate Peer Review. They found that although we have a robust arrangement for the scrutiny of performance management they felt that the Council's key performance indicators should be reviewed to ensure they were strategic and outcome focused. The key performance indicator set and actions have been reviewed as part of the Strategic Plan Refresh 2014/15 and will be further reviewed with members of the Corporate Service and Strategic Leadership Overview and Scrutiny Committee in March.

For Maidstone to have a growing economy

Green	Amber	Red	N/A	Total
2 (33.3%)	2 (33.3%)	2 (33.3%)	0	6
Up	Down	Same	N/A	Total
1 (25%)	3 (75%)	0	2	6

- 1.5.8 Within the priority for Maidstone to have a growing economy there are six indicators that can be rated, of which two (33.3%) have been rated green, two amber and two red. Of these, performance has improved for one indicator, declined for three and two indicators cannot be rated as they were new indicators for 2013/14.
- 1.5.9 The number of people claiming Job Seekers Allowance (JSA) (LVE 002) has continued to fall over the course of the year and currently stands at just 1.8%. This is extremely positive considering that at the end of 2012/13 there were 2.6% of people claiming JSA. This equates to a drop of 810 people claiming this benefit since the start of the year. This could be due to people coming off out of work benefits and returning to education as well as returning to or entering employment. When compared to other local authority's

data Maidstone is in the upper median nationally (top quartile performance is 1.5% or less).

- 1.5.10 Although income from Pay and Display car parks (PKG 002) has declined marginally compared to quarter 3 in 2012/13 performance is on track to achieve the annual target.
- 1.5.11 The Council's Skills and Employability programme has progressed with a coffee morning held in quarter 3 (E&S 002). Unfortunately it was not very well attended. This has been followed up with Job Centre Plus whose role it is to promote the opportunity. A new Skills & Employability Officer will be in post in March and until then there is limited capacity to deliver the programme therefore it is expected that the annual target will not be achieved for this indicator. It is likely that the target for delivering work experience placements in the council will also not be achieved. When the target was originally set it was expected that some work experience placement would take place with partners. Maidstone Studios have offered to host a coffee morning to enable this to happen and this will be followed up when the new Employability & Skills Officer is in post.
- 1.5.12 There were 26 commercial planning applications that were determined during quarter 3, of which 17 were determined within statutory timescales. All of the applications that were out of time went through Planning Committee. It is likely that the annual target will be marginally missed.

For Maidstone to be a decent place to live²

Green	Amber	Red	N/A	Total
8 (61.5%)	4 (31%)	1 (7.5%)	3	16
Up	Down	Same	N/A	Total
3 (43%)	3 (43%)	1 (14%)	9	16

- 1.5.13 There are 16 indicators that are reported quarterly for this priority, of which 61.5% (8) have been rated green, 31% (4) amber and 1 red. Performance has improved for three indicators, been sustained for one and declined for three.
- 1.5.14 In relation to housing the Council is on track to deliver 200 affordable homes (HSG 001) this year, so far 172 have been

² Data is currently unavailable for WCN 001 & 002 and HSG 004 for rating purposes they have been rated N/A and therefore are not included in percentage calculations – for further detail see appendix A

delivered and in addition 234 private sector homes have been improved (HSG PS 003) exceeding the annual target early.

- 1.5.15 The processing of residential planning applications (DCV 003) has marginally missed the quarterly target. For the year to date 120 residential applications have been received, this is a decline of 12% in the volume compared to the same period last year. Due to the performance issues that were experienced in the first quarter of 2013/14 it is expected that the annual target will be marginally missed. Performance is on track for the average time taken to process minor and other applications (DCV 014bc). Major applications (DCV 014a) are currently showing as marginally over target for the year to date however it is expected that the annual target will be met.
- 1.5.16 Currently there is no data available for the percentage of waste sent for recycling (WCN 001) and the residual household waste (WCN 005) as there has been a delay in the data coming from KCC. This is due to a more complex calculation required to determine the food and recycling tonnage as this waste is taken to a transfer station and no longer directly delivered to the treatment facility.
- 1.5.17 There is also currently no data for the average time taken to process and notify applicants on the housing register (HSG 004) due to a data quality issue over the calculation of the data. A data quality audit will be undertaken to ensure that all future returns are calculated accurately and updated in time for Q4 2013/14.
- 1.5.18 The Maidstone Families Matter programme is progressing however, although referrals are being made many did not meet enough of the government criteria to be accepted on to the programme. Changes are being made to allow professional discretion to be used, meaning that anti-social behaviour and education criteria can be accepted on the advice of the relevant professional. This will allow more families to be accepted onto the Maidstone Families Matter programme.

Corporate & Customer Excellence

Green	Amber	Red	N/A	Total
4 (25%)	5 (31%)	7 (44%)	1	17
Up	Down	Same	N/A	Total
6 (40%)	9 (60%)	0	2	17

- 1.5.19 Of the 17 indicators relating to this priority four have been rated green, five amber and seven red. Performance has improved for six, declined for nine and two cannot be rated.
- 1.5.20 The percentage of non-domestic rates collected (R&B 005) achieved the quarterly target and performance has improved slightly compared to last year. Council tax collection (R&B 006) is marginally behind target however there is a robust recovery plan and the Head of Revenues and Benefits is confident that the annual target will be achieved.
- 1.5.21 Sickness absence (HRO 001) has reduced since quarter 2 and is now showing less than nine days per employee. Although this is positive the HR Head of Service thinks it is likely that the annual target will be marginally missed as they are aware of two cases which could cause long-term sickness.
- 1.5.22 At quarter 2 none of the channel shift indicators (BIM 003 and BIM 004) had achieved their quarterly targets. At quarter 3 performance has improved with the quarterly target met for reduction in out-going post items (BIM 004) and the percentage of customer contacts made in person in the Gateway (BIM 003a) has improved compared to the quarter 3 2012/13. Overall, contacts to the council have decreased however the majority of this is a decline in web visits which has been noticeable since the new website was launched. This could be a result of the improved layout which means information is easier to find. The quarter 3 out-turn for the reduction in number of out-going post items is showing that the quarterly target has been achieved however it should be noted that the previous year, which performance is measured against, includes the post for the Police Commissioners election. It is expected that whilst none of these indicators will achieve the annual target, the council is heading in the right direction with regard to the customer service improvement programme.

1.6 Alternative Action and why not Recommended

- 1.6.1 The Key Performance Indicators reflect local priorities and measure progress towards the Council's Strategic Outcomes. They are the Council's top level actions and indicators and are linked to the Council's Strategic Plan.
- 1.6.2 Not monitoring progress against the Strategic Plan 2011-15 could mean that the Council fails to deliver its priorities and would also mean that action could not be taken effectively to address performance during the year.

1.7 Impact on Corporate Objectives

1.7.1 The Key Performance Indicators are part of the Council's overarching Strategic Plan 2011-15 and play an important role in the achievement of our corporate objectives as well as covering a wide range of service and priority areas; for example, waste and recycling, planning applications and council tax collection.

1.8 Risk Management

1.8.1 The production of robust performance reports contributes to ensuring that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.

1.9 Other Implications

1.9.1

1. Financial
2. Staffing
3. Legal
4. Equality Impact Needs Assessment
5. Environmental/Sustainable Development
6. Community Safety
7. Human Rights Act
8. Procurement
9. Asset Management

X
X
X

Financial

1.9.2 Performance indicators and targets are closely linked to the allocation of resources and determining good value for money.

1.9.3 The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process with

performance issues highlighted as part of the budget monitoring reporting process.

Staffing

- 1.9.4 Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.

Environmental

- 1.9.5 The actions and indicators cover and are used to monitor a number of priority areas.

1.10 Relevant Documents

Strategic Plan 2011-15

1.10.1 Appendices

Appendix A – Quarter 3 KPI Performance Report - 2013/14.

Appendix B – Indicator Definitions 2013/14

Appendix C – Borough Profile

<u>IS THIS A KEY DECISION REPORT?</u>		<u>THIS BOX MUST BE COMPLETED</u>	
Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If yes, this is a Key Decision because:			
.....			
Wards/Parishes affected:			
.....			