	REPORT TO CABINET TO BE HELD ON 13 DECEMBER 2016
This report contains exempt or confidential information in Appendix 3 which is excluded from this publication	Key Decision No Forward Plan Ref No
Corporate Priority All	Cabinet Portfolio Holder Cllr. A Backhouse

REPORT OF THE DIRECTOR (LD) – 16/287

WARDS AFFECTED: ALL

SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK - QUARTER 2 REPORT 2016/17

RECOMMENDATIONS:

Members are recommended to note the contents of this report and in particular the good/satisfactory levels of performance being achieved by services at the current time

REASON FOR RECOMMENDATIONS:

To provide information relating to Council performance for a rolling 12 month period to the end of the second quarter of 2016/17.

To ensure that the Council's Corporate Service and Business Planning processes are effective.

In accordance with Government guidelines, details on the performance of the Council and its services must be made available through as many mechanisms as possible.

HIGHLIGHTED RISKS: There are risks in respect of performance matters, primarily in respect of poor performance. Through the monitoring procedures that are in place throughout the Council, these risks are mitigated. The publication of performance information meets with the Government's public data transparency agenda and non-publication could lead to an external challenge.

1. INTRODUCTION

- 1.1 The Council is committed to a performance management culture that underpins our focus on continuous improvement. Regular monitoring of the Council's top level performance is a key component of the performance management framework (PMF) and the Corporate Planning Process overall.
- 1.2 Quarterly reports on performance are presented to Cabinet to allow Members to examine any areas where performance is shown to be downward and challenge the Services concerned with a view to identifying where performance can be improved. The process is about more than the monitoring of performance, it ensures that Members are involved in the management of the Council's performance.
- 1.3 With the exception of a small number of performance indicators, data is assessed over a rolling 12-month period. This is felt to be a more accurate means of assessing performance by removing elements of seasonality, smoothing out short-term fluctuations and highlighting longer-term trends or cycles.

2. CORPORATE AIMS/PRIORITIES

- 2.1 Performance Management is key in delivering and monitoring all the Council's aims and priorities.

3. BACKGROUND AND ISSUES

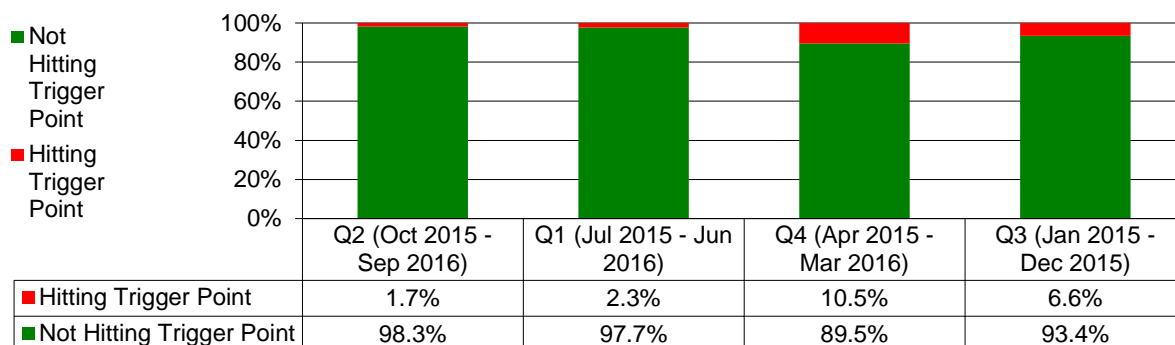
- 3.1 As stated previously, the Council operates a Performance Management Framework (PMF) which is used to monitor the performance of its services.
- 3.2 A wide range of Performance Indicators are currently monitored and reported on, to assist in managing the efficient and effective delivery of Council services and evidence how the Council is delivering against its priorities. This report sets out the results for the Performance Indicators for the period to the end of the second quarter for the 2016/17 financial year. As stated previously in this report, with the exception of a small number of performance indicators, data is assessed over a rolling 12-month period. This means that data for the end of quarter 2 2016/17 covers the period from 1 October 2015 to 30 September 2016 inclusive.
- 3.3 The Council's approach is based on exception reporting, and detailed information is only provided for those indicators which are deemed to be 'at

risk', ie., where targets are not being achieved and performance is in a downward direction of travel. Tolerance limits have also been set for all indicators; these have been established so that minor fluctuations in performance and achievement of targets can be disregarded. This ensures that the focus is firmly on areas of concern.

3.4 It is pleasing to note that the results of the exception reporting for the Second quarter of 2016/17 have identified only a small number of PIs that meet the criteria for 'at risk', with good or satisfactory performance being achieved in most areas.

3.5 **Direction of Travel - % of Performance Indicators hitting exception reporting trigger point**

3.6 The Chart below compares the position re number of indicators where performance is hitting the exception reporting trigger point. There has been a slight decrease in the number of indicators hitting the exception reporting trigger since the last quarter.



3.7 A small number of Key performance indicators are highlighted as 'at risk' at quarter two of 2016/17 Financial Year. Only two indicators are outside tolerance and these are as follows:

Number	Performance Indicator	Referred previously
Customer Services		
CS2	Percent of abandoned calls	No
Tourism		
MT3	The number of those visits to museum and gallery that were in person per 1,000 population	No

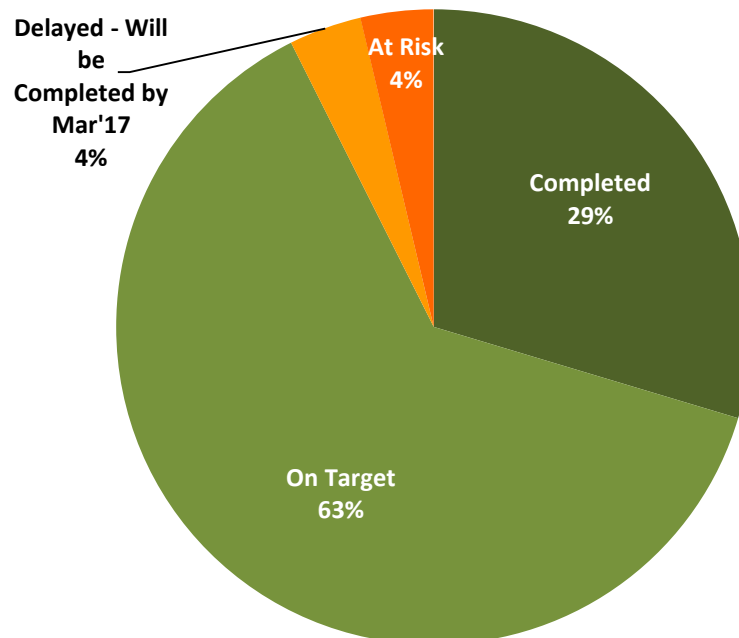
3.8 A proforma is completed for indicators which are identified as 'at risk', to provide further information concerned as to reasons for the current levels of performance. Comparisons to the previous year's data for the same period are shown where information is available. The proforma also includes a trend chart which shows details of performance for each indicator on a monthly or quarterly basis. Services are also required to complete an action plan which will be monitored and progress reported to Cabinet. A Proforma for the Performance Indicator listed above is attached at appendix 1.

- 3.9 The number of performance indicators which are identified as 'at risk' is exceptionally low. It should be noted that there were in addition a small number of other Performance Indicators found to meet the criteria of 'at risk', however, these were found to be within acceptable tolerance levels. A detailed table of all performance indicators where a level of concern has been highlighted but this is within tolerance is attached at Appendix 2.
- 3.10 There are a number of services where their overall performance is identified as good. The Benefits Service currently has 83.3% of their performance indicators performing well and 100% exceeding target. The ICT service has 87.5% of their performance indicators performing well and on target and all other PIs within acceptable levels of tolerance. The Planning Service is currently meeting targets for 90% of its PIs.

3.10 Critical Success Factors

Performance is also monitored through 'Critical Success Factors' which are the projects and performance measures which each service will deliver in the year ahead, as their contribution to the Council's aims and priorities as set out in the Corporate Plan.

- 3.11 Monitoring of Critical Success Factors (CSFs) shows that at the current time 4% of CSFs are at risk or unlikely to be completed by the end of the Financial Year.



3.12 The following sets out details of those CSFs designated as 'at risk' and 'unlikely to be completed' at the current time.

Description	Current Position	Comments	Referred previously?
ICT Services			
Deliver public wi-fi to at least one urban area within the Borough.	At Risk	Costs from initial supplier assessed as prohibitive. Second supplier being approached to provide comparison proposal. Risk is due to potential affordability concerns.	No
Corporate Finance			
Maintain in year Council Tax collection rates in line with the previous 3 year average	At Risk	Collection rates affected by LSCT cases. Attachments of benefits for LSCT debts are increasing and affecting collection rates. This is outside the service area's control and is dependent on each resident's ability to pay. Collection rates are closely monitored throughout the year.	Yes
Environmental Health			
Achieve the target number of interventions for food safety in accordance with the Council's Food Safety Service Plan	At Risk	One EHO in this team is on long term sick leave and another on maternity leave until at least February 2017	No

3.13 Sickness Absence Monitoring

3.14 There has been an increase in the level of sickness absence since the last quarter, from 8.47 days per FTE to 8.66 days per FTE (rolling 12 month average). A detailed table in relation to sickness absence is provided at appendix 3. This details sickness by service and further information has been provided by each Service Unit Manager where the level of sickness absence meets the exception criteria of not meeting target, and performance is worse than the same time period last year, and there has been no improvement since the previous quarter.

3.15 Complaints, Compliments and Satisfaction

3.16 The response times for stage 1 complaints shows that 80.7% of responses are provided within 20 working days across the Council. This is an improvement on the previous quarter of 76.4%, and on 75.8% for the same period last year (12 month rolling average). The average time to respond to complaints across the Council over the last 12 month period was 13.3 working days, significantly less than the target response time of 20 working days. A detailed table in relation to response times to complaints is provided at appendix 4. This details performance in responding to complaints by service.

3.17 A total of 81 compliments were recorded for the period October 2015 to September 2016, compared to 83 for the period October 2014 to September 2015. A table providing further details in relation to compliments and service satisfaction is provided in appendix 5.

3.18 Freedom of Information Requests

3.19 The response times for Freedom of Information requests shows that 92.3% of responses are provided within 20 working days across the Council. This represents an improvement on the previous year of 90.8% and the previous quarter of 90.6% (12 month rolling average). The average number of days to respond to a Freedom of Information request across the Council is 11.2 working days. This is significantly less than the target statutory response time of 20 working days. A detailed table in relation to response times is provided at appendix 6. This details performance in responding to Freedom of Information requests by service.

4.0 RECOMMENDATIONS

4.1 As stated previously, results of the exception reporting analysis have identified only a small number of performance indicators to be 'at risk'. Overall, the Council's services have been assessed to be performing well or satisfactorily.

5. IMPLICATIONS

Policy

5.1 No specific implications

Financial

5.2 There are no direct financial consequences

Legal

5.3 No direct legal implications identified.

Sustainability

5.4 There are no sustainability issues identified at this time

Equalities and Diversity

5.5 No specific implications

Others

5.6 I have considered whether there are any Staffing, Planning, Crime and Disorder, Health and Safety, and Environmental implications arising from this report and am satisfied that there is no identified implication that will arise from this decision.

Lisa Dixon

Lisa Dixon
Director

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Background Papers:
None

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT PETRA JACKSON 01723 383528, e-mail petra.jackson@scarborough.gov.uk

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	September 2016	Performance Management arrangements are not responsive and effective	Poor service performance External auditor criticism	Performance Management Framework	A3	A3	Performance and Admin Manager	None
2	September 2016	Performance information is not made available to the public	This is against the Government's guidelines and the Council could be challenged	Publication of information via the web site, Annual report and news articles	A3	A3	Performance and Admin Manager	None
3	September 2016	Responses to complaints are not timely	Poor service performance Poor customer care Low levels of customer satisfaction	Monitoring and reporting of response times by service – identification of problem areas and focus on improvements	B3	A3	Performance and Admin Manager	None

Glossary of Terms

Risk

An event which may prevent the Council achieving its objectives

Consequences

The outcome if the risk materialised

Mitigation

The processes and procedures that are in place to reduce the risk

Current Risk Score

The likelihood and impact score with the current mitigation measures in place

Corporate Objectives

An assessment of the Corporate Objectives that are affected by the risk identified.

Target Risk Score

The likelihood and impact score that the Council is aiming to achieve

Service Unit Manager

The Service Unit or Officer responsible for managing the risk

Action Plan

The proposed actions to be implemented in order to reduce the risk to the target score

Risk Scoring

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

Likelihood:

A = Very Low

B = Not Likely

C = Likely

D = Very Likely

E = Almost Certain

Impact

1 = Low

2 = Minor

3 = Medium

4 = Major

5 = Disaster