

	<b>REPORT TO CABINET TO BE HELD ON 13 March 2018</b>
<b>This report contains exempt or confidential information in Appendix 2 which is excluded from this publication</b>	<b>Key Decision</b> <b>No</b>  <b>Forward Plan Ref No</b>
<b>Corporate Priority</b>  <b>All</b>	<b>Cabinet Portfolio</b> <b>Cllr. J Nock</b> <b>Holder</b>

**REPORT OF THE DIRECTOR (LD) – 18/50**

**WARDS AFFECTED: ALL**

**SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK -  
QUARTER 3 REPORT 2017/18**

**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 in particular:

1. The continuing improvement in response times to complaints and Freedom of Information requests; and
2. The increase in compliments received by the Council in relation to the carrying out of its services.

**REASON FOR RECOMMENDATIONS:**

To provide information relating to Council performance for a rolling 12 month period to the end of the third quarter of 2017/18, including monitoring of Performance Indicators, Critical Success Factors, response times to complaints and Freedom of Information requests.

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**

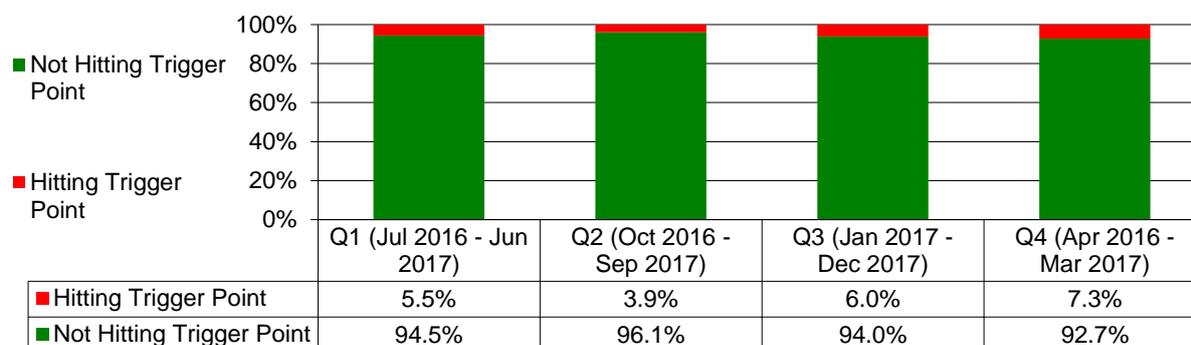
- 3.1 As stated previously, the Council operates a Performance Management Framework (PMF) which is used to monitor the performance of its services.
- 3.2 A wide range of Performance Indicators are currently monitored and reported on, to assist in managing the efficient and effective delivery of Council 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 third quarter for the 2017/18 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 3 2017/18 covers the period from January 2017 to December 2017 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 third quarter of 2017/18 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 increase 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 three of the 2017/18 Financial Year and these are as follows:

Number	Performance Indicator	Referred previously
	<b>Asset &amp; Risk Management</b>	
PAS8a	Reduction in electricity consumption	No
PAS8b	Reduction in gas consumption	No
	<b>Housing</b>	
HS2	Number of households living in temporary accommodation	No
HS9	Percentage of DFG enquiries responded to within 21 days (first contact to first visit)	Yes
C4E4a	Number of registrations to the Collective Switching scheme	No
C4E4b	Number of switchers to the Collective Switching Scheme	No
	<b>Leisure Centres</b>	
EA1c	Whitby Leisure Centre - Number of visits (excluding spectators) - Over 50s	No

Number	Performance Indicator	Referred previously
EA2c	Pindar Leisure Centre - Number of visits (excluding spectators) - Over 50s	No
	<b>Tourism</b>	
MT4	The number of pupils visiting museums and galleries in organised school groups (this does not include visits by Sixth Form Colleges or adult education institutions)	Yes

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 where appropriate. Proforma for the Performance Indicators listed above are attached at appendix 1. 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.

3.9 Both the Indoor Leisure Service, and the Museums and Gallery Service are provided through contracts with external providers. These contracts are closely monitored by Council Officers and regular meetings held to discuss performance issues. The decrease in the number of indoor Leisure admissions and numbers of museums visits will be addressed through contract monitoring procedures.

3.10 It is pleasing to note that the following performance indicators which were reported at the last quarter as being 'at risk', are now showing improvement.

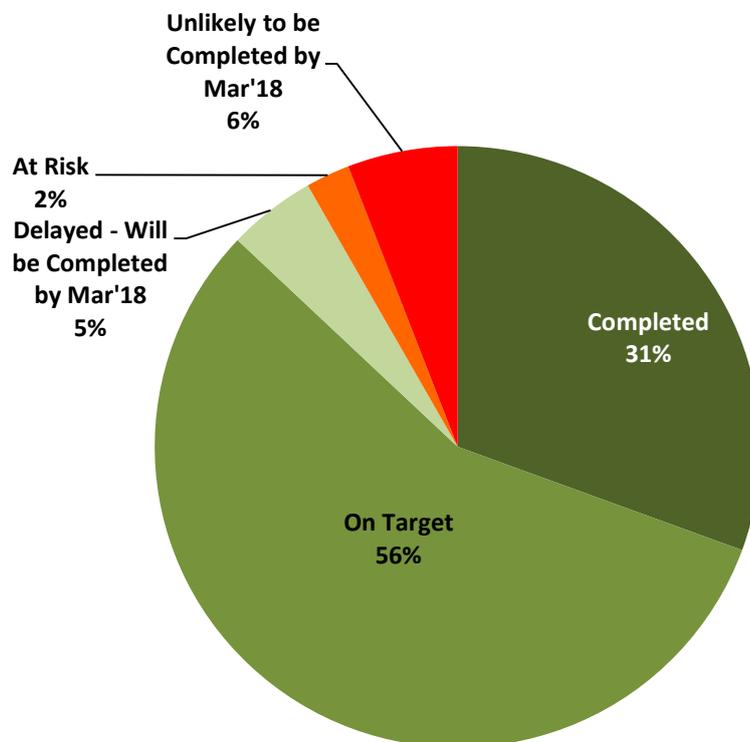
PI Number	Performance Indicator	Performance Qtr 2 2017/18	Performance Qtr 3 2017/18
CS2	Percent of abandoned calls	13.2%	11.9%
MT1	Number of visitors to buildings minus schools	31,476	31,826

3.11 There are a number of services where their overall performance is identified as good. The Harbours Service currently has 100% of their performance indicators performing well and 80% exceeding target.

### 3.12 **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.

3.13 Monitoring of Critical Success Factors (CSFs) shows that at the current time 8% of CSFs are at risk or unlikely to be completed by the end of the Financial Year.



3.14 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?
<b>Human Resources</b>			
Finalise action plan for phase 2 of iTrent	Unlikely to be Completed by Mar'18	This relies on agreement and involvement from ERYC and at this time due to capacity issues this is not available. Meeting to be held with ERYC early 2018 to discuss the possibility of what further development can be done to the system and when this can commence.	Yes
<b>Economic Development</b>			
Complete development of Off Shore Wind Centre in Whitby to be operational by June 2017, with the creation of 40 jobs	Unlikely to be Completed by Mar'18	On hold. Waiting market announcements.	Yes
120 learners to be attending the Scarborough Construction Skills Village during 2017/18	At Risk	We have had 76 learners attend the Skills Village since Apr17. Of these, 10 learners have progressed onto apprenticeships & another 6 have secured full time employment. Another open day is planned for March.	No

Description	Current Position	Comments	Referred previously?
<b>Tourism</b>			
Develop Digital Marketing Strategy	Unlikely to be Completed by Mar'18	Awaiting visitor research which will not be available until March. Strategy will follow in April/May	No
<b>Operations &amp; Events</b>			
Filey Brigg - Introduce wi-fi provision to caravan site for customers	At Risk		No
<b>ICT</b>			
Rationalise the property management IT systems into a single IT system.	At Risk	The implementation of the transformational requirements for the relevant Services has not yet been delivered and so this work will now be completed in 2018/19.	No
Investigate recycling redundant ICT equipment with community resources.	Unlikely to be Completed by Mar'18	Work pressures due to the loss of a staff member have meant that the web analyst has been asked to focus on other priorities. This work will be delivered in 2018/19.	No
Investigate opportunities to work with local community groups to improve the Council's website.	Unlikely to be Completed by Mar'18	Work pressures due to the loss of a staff member have meant that the web analyst has been asked to focus on other priorities. This work will be delivered in 2018/19.	No

3.15 It is pleasing to note that over 30.6% of CSFs set for 2017/18 have already been completed. The following have been completed since reporting last quarter:

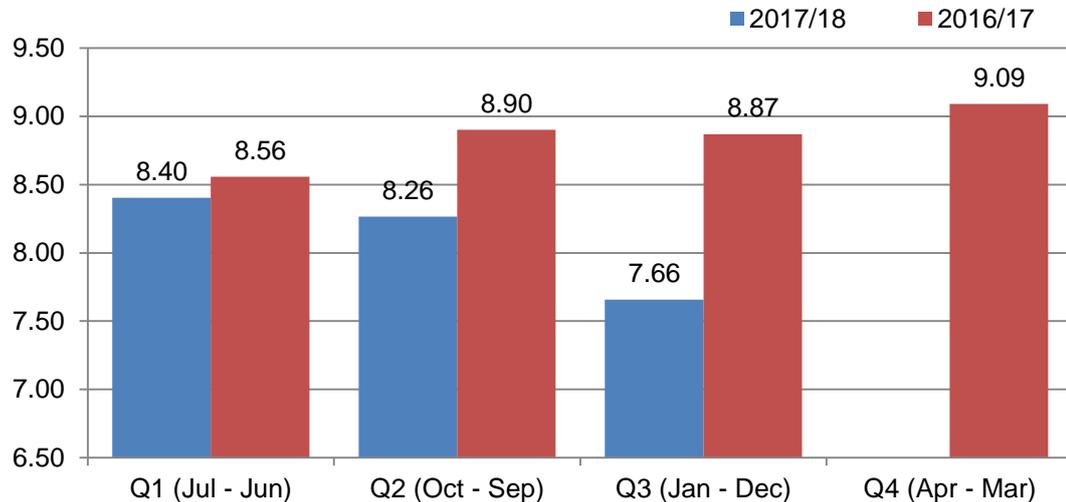
CSFs Completed during Quarter 3 2017/18
<b>Housing Services</b>
Implement the Selective Licensing Scheme
<b>Operations &amp; Events</b>
Deliver actions approved by the parking review group
<b>Harbours</b>
To implement agreed recommendations following external Consultants and MCA Port Marine Safety Code healthcheck
To market and promote the modified dredger in an effort to achieve revenue
<b>Assets &amp; Risk Management</b>
Conduct treasury management advisors tender
<b>ICT</b>
Enable staff to work from anywhere (with wi-fi) with a full office experience, including telephony.
Assess the viability and affordability of hosting servers in the Cloud.

### 3.16 **Sickness Absence Monitoring]**

3.17 There has been a reduction in the level of sickness absence since the last quarter, from 8.87 days per FTE to 7.66 days per FTE (rolling 12 month average). A detailed table in relation to sickness absence is provided at appendix 2. 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.

### 3.18 Sickness Absence - Sickness per FTE for 2017/18 and 2016/17 (12 month rolling average)

The chart below compares the sickness per FTE for each quarter for the current and previous year (12 month rolling average). There has been a continuous reduction in sickness absence across the Council over the last two quarters.

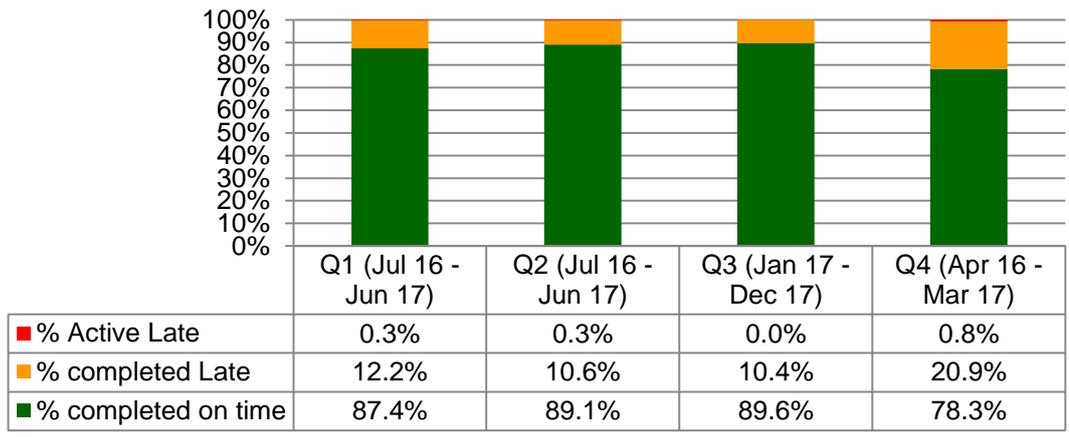


### 3.19 Complaints, Compliments and Satisfaction

3.20 The response times for stage 1 complaints shows that 89.6% of responses are provided within 20 working days across the Council. This is an improvement on the previous quarter of 89.1%, and on 80.1% 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 12 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 3. This details performance in responding to complaints by service.

### 3.21 Complaints - % of complaints complete within 20 working days

The chart shows the percentage of complaints completed within 20 working days, completed late and active late. The percentage of complaints completed within 20 working days has been gradually increasing over the last 12 months.



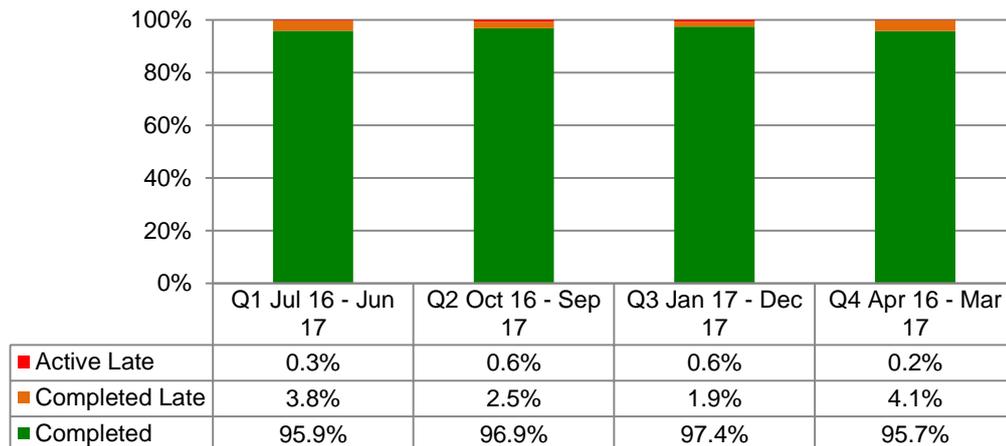
3.22 There has been a significant increase in the number of compliments recorded. For the period January 2017 to December 2017, a total of 110 compliments were recorded, compared to 91 for the period January 2016 to December 2017. On the whole there has also been an increase in satisfaction across services. A table providing further details in relation to compliments and service satisfaction is provided in appendix 4.

**3.23 Freedom of Information Requests**

3.24 The response times for Freedom of Information requests shows that 97.4% of responses are provided within 20 working days across the Council. This represents an improvement on the previous year of 95.2% and the previous quarter of 96.9% (12 month rolling average). The average number of days to respond to a Freedom of Information request across the Council is 9.8 working days. This is significantly less than the statutory response time of 20 working days. A detailed table in relation to response times is provided at appendix 5. This details performance in responding to Freedom of Information requests by service.

**3.25 FOI Requests – Percentage completed within 20 working days**

The chart shows the percentage of FOI requests completed within 20 working days, completed late and active late. The percentage of FOI requests completed within 20 working days has continually improved over the last 12 months



## 4. 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.
- 4.2 In all cases, performance will continue to be monitored and reported to Cabinet as part of the quarterly performance monitoring reports, and if performance does not improve, Cabinet may wish to refer the matter to Scrutiny at a later date.

## 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.



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**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](mailto:petra.jackson@scarborough.gov.uk)



## 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