

REPORT TO	ON
CABINET	13 November 2019



TITLE	PORTFOLIO	REPORT OF
Quarter 2 Performance Monitoring Report	Leader of the Council	Interim Chief Executive

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council? This should only be in exceptional circumstances.	No
Is this report confidential?	No

## PURPOSE OF THE REPORT

1. This report provides Cabinet with an update for Quarter 2 performance against those programmes, projects and key performance indicators agreed by Council within the Corporate Plan (as approved February 2019).
2. This report further provides an update against the progress of implementation of the newly adopted Corporate Plan, approved at Full Council 25<sup>th</sup> September 2019.

## PORTFOLIO RECOMMENDATIONS

3. Cabinet and Scrutiny Panel Members to note that the performance summary outlined within Quarter 2 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.
4. Cabinet and Scrutiny Panel Members to note the update on progress with implementation of the approved Corporate Plan, September 2019.
5. Cabinet Members are asked to note a correction to the report on Quarter 1 against the measure reported on the number of complaints. It was reported that 38 complaints were made, however, due to a typing error the reported figure should have been 31.
6. Cabinet to agree an amendment to the following measures for future reporting based on trend and narrative rather than applying a RAG rating approach:
  - ▶ Number of Complaints Resolved;
  - ▶ % of Complaints Upheld.

## REASONS FOR THE DECISION

7. In line with the Council's performance framework, performance reports for all quarters (Quarters 1, 2, 3, and 4) are considered by the Council's Leadership Team, Scrutiny Budget and Performance Panel and Cabinet, with a final annual report being considered by Full Council at the end of the financial year.

## EXECUTIVE SUMMARY

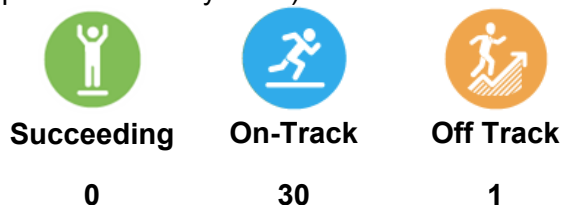
8. The report for Quarter 2 still reflects the Corporate Plan as approved February 2019. However, from Quarter 3 this report will fully reflect and be formatted in line with the structure of the recently approved revised Corporate Plan, September 2019. This will include all agreed measures and key performance indicators.
9. Following the feedback from the Scrutiny Budget and Performance Panel, included within the Performance Monitoring report are case studies that reflect lessons learnt from customer feedback and complaints. These will be provided each Quarter in addition to immediate actions taken following complaints, which will be included within this covering report.
10. Further information was requested by the Scrutiny Budget and Performance Panel on homelessness in the borough and what the Council is doing to alleviate it. A report is attached as Appendix 2 which details:
  - ▶ The duty of the Council with regards homelessness;
  - ▶ The reasons why people present to the Council as homeless or at risk;
  - ▶ The role of temporary accommodation and Bed & Breakfast (B&B);
  - ▶ The Homelessness Strategy review.

### 11. Correction to Quarter 1 Report

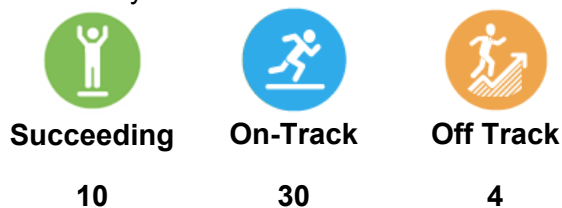
12. As part of ongoing work to ensure data quality and confidence, a typing error was highlighted. A correction to the report on Quarter 1 should be noted against the measure reported on the number of complaints. It was reported that 38 complaints were made, however, the reported figure should have been 31.
13. In response, the transition to the Mod.Gov platform for drafting reports together with future functionality to extract data from InPhase it is anticipated that errors of this nature will be removed as Mod.Gov allows for review and strict document control.

### 14. Summary

15. At the end of Quarter 2 we can report that of the 32 live projects on the Corporate Plan (as approved February 2019) there were:



Of the Key Performance Indicators and measures at the end of Quarter 2 there were;



## CORPORATE OUTCOMES

16. The report relates to the following corporate priorities: (tick all those applicable):

Excellence, Investment and Financial Sustainability	✓
Health, Wellbeing and Safety	✓
Place, Homes and Environment	✓

Projects relating to People in the Corporate Plan:

Our People and Communities	✓
----------------------------	---

## BACKGROUND TO THE REPORT

### 17. Developing Performance Management

18. Work is progressing with developing InPhase (product name for the Council’s Performance Management System). The system is being configured to develop an end to end process for the scoping, delivery and evaluation of activities. It is also anticipated that it will cover service planning.

19. These developments will shape the system to be more user friendly and begin to develop dashboards that will provide access to summaries of risks, progress against measures and tasks. It is expected that the work on development will be completed by the end of November 2019.

20. A review of the Data Quality Policy and the Performance Management Framework has been undertaken and is now in the final stages of consultation with officers. The review is in response to areas of concern over the definitions of a range of measures as well as understanding around key performance indicators. The redrafting of the policies aims to set out a simple and accessible framework in which all members and officers understand their roles and responsibilities.

21. As part of the above reviews and development of InPhase, a training package is being developed and will be rolled out to all those involved in delivery of activities in the Corporate Plan. This training will be bespoke and cover areas identified by activity leads that they want to focus on and develop.

22. There will also be further accredited professional project management training courses provided to a smaller number of officers. This will add additional resilience to teams that

support more complicated activities and or manage a larger number of projects concurrently.

### 23. Progress with the approved Corporate Plan, September 2019

24. The Corporate Plan approved at Council, 25<sup>th</sup> September 2019 has been taken forward to implementation. To ensure full alignment with the revised objectives and priorities each activity listed within the plan is being scoped or for those which had been previously included on the Corporate Plan as approved February 2019, re-scoped.
25. Each scope includes a breakdown of key milestones, definitions of any relevant performance measures and an assessment of risk to delivery of the activity.
26. The development of these scopes have been undertaken in consultation with portfolio holders and relevant directors to assist all activity leads in refining and developing scopes that reflect the Council's objectives and priorities. All scopes are expected to be live on InPhase by November 2019.

## PROPOSALS (e.g. RATIONALE, DETAIL, FINANCIAL, PROCUREMENT)

### 27. Quarter 2: Highlights

#### 28. Exceptions To Note: Succeeding Projects and Performance Measures

Where there is relevant and additional narrative available to demonstrate success it is provided in the following paragraphs. Not all succeeding measures at this stage are included here.

#### 29. % of calls abandoned before being answered & % of calls answered within 90 seconds (Page. 3)

The way in which the Council deals with calls has continued to improve. This is a result of a number of measures put in place. These include:

- ▶ Increase in number of staff from 5 to 7;
- ▶ Commencing at 8.30am to cover the early opening hours;
- ▶ Implementing 3 lunch periods instead of 2, increasing the number of staff available between 12pm - 2pm (lunch time period);
- ▶ Amended the automated telephone message to include '*if you wish to make a payment and have your reference number/all you details to hand, press 5*', enabling customer to be diverted to the automated payment line;
- ▶ There are 4 vacant posts which have recently been filled and in the interim we have employed casual staff to cover switchboard and reception, freeing experienced staff members to answer calls.

#### % of calls answered within 90 seconds

49%



**SUCCEEDING**

Target: 40%  
Last quarter: 20%  
This time last year: 37%

#### % of calls abandoned before being answered

14%



**SUCCEEDING**

Target: 15%  
Last quarter: 38%  
This time last year: 25%

**30. Percentage Occupancy Rate of the Council's Current Investment Estate (Page. 6)**

We have a high occupancy rate due to securing long term tenants across our investment properties. This Quarter we have seen a couple of our industrial units become vacant, resulting in our occupancy rate reducing from 99% to 97%. However, we have had recent interest for a number of units from potential tenants. With a new interim surveyor starting this month, leases will be produced and completed increasing our current occupancy rate for the next quarter and maintaining our rate above the 95% target.

**Percentage Occupancy Rate of the Council's Current Investment Estate**

**97%**



**SUCCEEDING**

Target: 95%

**31. Average Number of Days to Process a Housing Benefit Claim (Page. 9)**

Housing Benefit new claims are always given priority and the assessors use all means at their disposal to collect the necessary evidence to process a claim as soon as they can. Assessment staff have worked hard to process these claims in as short a time as possible. Performance updates and discussions at team meetings keep this performance statistic in focus.

**Average Number of Days to Process a Housing Benefit Claim**

**15.2 days**



**SUCCEEDING**

Target: 19 days

Previous Quarter: 17.75 days

This time last year: 24.77 days

**32. % of Licenced Taxis Inspected (Page. 9)**

The figures are much higher this Quarter due to a joint operation with Lancashire County Council (LCC) to check all vehicles modified since its first manufacture within the taxi licensing fleet, following the implementation of the modified vehicles policy. All vehicles that have been flagged up as modified since first manufacture have been inspected by a qualified LCC mechanic from their fleet maintenance department along with South Ribble Borough Council licensing officers. All vehicles have now been tested and all have passed the required testing for modifications and stress testing etc.

**% of Licenced Taxis Inspected**

**28.57%**



**ON TRACK**

Previous Quarter: 10.3%

This time last year: 10.12%

**33. Number of families in B&B (Page. 12)**

B&B is always deemed as a last resort and is used infrequently and only for a very short period of time. In this period it is noted that there were no families placed in B&B accommodation. The supplementary report attached in Appendix 2, provides further information as to the policy and use of B&B in cases of homelessness.

**Number of families in B&B**

**0**



**SUCCEEDING**

Previous Quarter: 3

**34. Exceptions To Note: Off-Track Projects And Performance Measures**

**35. Excellence**

**36. Number of Complaints Resolved & % of Complaints Upheld (Page. 3)**

The current criteria is complaints made. The criteria needs to be changed to complaints resolved. The reason for this is that the system only counts the complaint when it is resolved and closed down. This number may not necessarily correlate with the number of complaints actually made in the Quarter (for example if the complaint is made at the end of the quarter it may still be being investigated and is only closed down in the following Quarter – in which it will be counted).

**Number of Complaints Resolved**  
**23**



**OFF TRACK**  
Target: Under 20

**37.** The overall number of complaints to the Council relates to just 0.09% of the total number of contacts received within Quarter 2. To place this in to context of 25,940 customer contacts received by the Council, the number of complaints resolved was 23 and of these 5 were upheld.

**% of Complaints Upheld**  
**22%**



**OFF TRACK**  
Target: 20%  
Last quarter:13%  
This time last year:24%

**38.** In reviewing this measure, a trend approach would be more effective than an arbitrary target. This will enable officers and members to monitor any patterns or trends. It is recommended that going forward this measure be amended and its narrative provided alongside the % of complaints against the number of contacts received by the Council.

**39.** When a complaint is upheld, the Council takes on board learning and makes changes. As a result of the complaints upheld within Quarter 2:

- ▶ Gateway has changed their processes to implement a daily review of Council Tax accounts to ensure that reminders for payment are not sent to customers in error where the Council has agreed to suspend recovery on that account;
- ▶ Our contractors FCC have been reminded of their obligations with regards driving standards.

**40. Health and Wellbeing**

**41. Average number of days from Disabled Facilities Grant (DFG) referral from LCC to application (Page. 12)**

The rise in the average number of days taken between a DFG referral to application has been due to the summer period where customers have been away and not provided the paperwork required to approve the grant for the DFG.

**Average number of days from Disabled Facilities Grant (DFG) referral from LCC to application**  
**142**



**OFF Track**  
Previous Quarter: 94  
Same time last year: 131

**42. Place**

**43. Carry out a strategic review of projects listed in the City Deal Business and Delivery Plan 2017-20, Identify Priorities and Commence Delivery. (Page. 16)**

The City Deal Review is ongoing and a piece of work has been undertaken to prioritise projects. This work has not however been approved by the City Deal Executive given the ongoing discussions regarding City Deal. Once the wider City Deal agreement is in place then the prioritisation work will be considered by the City Deal Executive.



**OFF TRACK**

**44. Our People**

**45. Number of Lost Days due to Accidents (Page. 22)**

The number of days lost due to accidents in Quarter 2 was due to 2 accidents this Quarter involving equipment. All employees have returned to work.

**Number of Lost Days due to Accidents  
29 days**



**OFF TRACK**

No Target

Previous period : 2 days

**CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION**

46. Not applicable

**ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

47. Not applicable

**FINANCIAL IMPLICATIONS**

48. Not applicable

**LEGAL IMPLICATIONS**

49. Not applicable

**AIR QUALITY IMPLICATIONS**

50. Not applicable

**HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS**

51. Not applicable

**ICT/TECHNOLOGY IMPLICATIONS**

52. Not applicable

**PROPERTY AND ASSET MANAGEMENT IMPLICATIONS**

53. Not applicable

## **RISK MANAGEMENT**

54. All risk registers for projects and activities are being reviewed and are to be signed off and approved by directors by the end of October 2019. A risk summary will then be provided in Quarter 3.

## **EQUALITY AND DIVERSITY IMPACT**

55. Not applicable

## **RELEVANT DIRECTORS RECOMMENDATIONS**

56. Cabinet and Scrutiny Panel Members to note that the performance summary outlined within Quarter 2 reflects the deliverables and priorities identified by the previous administration and Corporate Plan, approved February 2019.

57. Cabinet and Scrutiny Panel Members to note the update on progress with implementation of the approved Corporate Plan, September 2019.

58. Cabinet Members are asked to note a correction to the report on Quarter 1 against the measure reported on the number of complaints. It was reported that 38 complaints were made, however, due to a typing error the reported figure should have been 31.

59. Cabinet to agree an amendment to the following measures for future reporting based on trend and narrative rather than applying a RAG rating approach:

- ▶ Number of Complaints Resolved;
- ▶ % of Complaints Upheld.

## **COMMENTS OF THE STATUTORY FINANCE OFFICER**

60. This report provides Cabinet with an update for Quarter 2 of performance against the programmes and projects which were agreed by Council within the Corporate Plan and approved in February 2019. The funding for these projects was reflected in the 2019/20 budget and MTFS (Medium Term Financial Strategy) which was also approved by Council in February 2019.

61. The Quarter 2 budget monitoring report for 2019/20 is a separate item on this agenda. The budget monitoring report sets out the key outturn variances to budget which are anticipated and reflects some of the financial implications of the improvements and reductions in performance highlighted in this report.

62. Some Corporate Plan projects require scoping and/or are in the early stages of being developed and therefore the full financial implications are still to be determined. These will be reported at a later stage. The budget and MTFS forecasts will be updated to reflect any changes in the Corporate Plan and will be submitted to Cabinet and Council in February for approval.

## **COMMENTS OF THE MONITORING OFFICER**

63. This report is part of our commitment to be as open and transparent as possible. It enables residents and members the opportunity to see how we are performing in a number of key



areas. It can be the prompt to ensure that necessary remedial action is taken as soon as possible.

**BACKGROUND DOCUMENTS (or There are no background papers to this report)**

There Are No Background Papers to This Report

**APPENDICES (or There are no appendices to this report)**

List the appendices in the order that they are attached to the report with titles as appropriate. Any spreadsheets/diagrams should be in pdf format and be headed up

- ▶ Appendix 1 Corporate Plan & Performance Monitoring Report
- ▶ Appendix 2 Supplementary Item – Further information on Homelessness

Gary Hall  
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony, South Ribble Partnership Manager	01772 625546	17/10/2019