

Agenda 7

Service Delivery/Performance Committee

17 February 2010

Quarterly monitoring report



Quarterly Monitoring of Performance – 3rd Quarter 2009/10

Summary

Performance information by Corporate Priority for the period 1 April 2009 – 31 December 2009 is attached to this report to allow Members to monitor overall performance and identify any areas where improvement may be necessary.

Recommendation

It is recommended that Members consider performance against Service Plan Key Objectives and Performance Measures for the third quarter of 2009/10.

a) **Reasons for Recommendation**

This report demonstrates our progress in achieving our Corporate Priorities by means of Service Plan Key Objectives and Performance Indicators, including Systems Thinking Measures. Addressing these areas will ensure the continuous improvement of services and the Council overall.

b) **Alternative Options**

None.

c) **Risk Considerations**

A failure to make satisfactory progress in addressing the areas of concern may lead to the Council being criticised by its customers and inspectors in a future inspection and could also compromise the Council's reputation and budgets.

d) **Policy and Budgetary Considerations**

One of our corporate priorities is 'Excellent service for our customers' and these performance reports help members understand whether we are improving services from our customers' point of view. Quarterly and monthly performance monitoring conforms with existing Council policy and the Council's current budget. However, any consequent improvement action could have policy and financial implications.

e) **Date for Review of Decision**

Monitoring of the performance of Service Plan Key Objectives and Performance Indicators, including Systems Thinking Measures, is carried out by the Committee at the end of each quarter.

Main Body of the Report

1. Performance monitoring overview sheets accompany the full report for the third quarter of 2009/10 which is in an appendix to this report. It was also the intention to include financial information in this overview. However, some anomalies needed addressing through consultation with Heads before meaningful financial data based on the priorities is ready. Financial performance is reported to the Executive Board monthly, with quarter 3 being presented to the February meeting.
2. Under each of our corporate priorities, there are a number of outcomes. The Overview sheet shows progress against each outcome in the form of a pie chart. The way we judge progress is to take relevant service objectives from service plans, together with relevant projects and indicators and monitor whether these are on track. The pie chart gives a visual representation of how many are on track (green), how many are just behind schedule (yellow) and how many are causing concern (red). Underneath the pie chart you will find a written comment which captures the key issues for members to note (Some of these will be elaborated on in future reports). The Key Objectives included under each outcome will be re-assessed over the next couple of months.
3. Within the overview sheets priority six includes some Leading measures - the 'real time' indicators which tell us what is happening now in the system and are the key measures that help us lead change and improvement.
4. The main 3rd quarter report provides the figures and comments behind the Key Service Objectives and Performance Indicators mentioned in the piechart and comments of the overview sheet. These measures are laid out by Priority outcome.
5. The Service Plan Key Objectives have been classified by status:
 - Red (Concern) highlights targets with serious problems or significant delays.
 - Amber (Variation) indicates actions with mild concerns or minor setbacks.
 - Green (Achieved) displays special achievements or early completions.
6. For Performance Indicators, the coloured monthly or quarterly columns show year-to-date progress throughout the year in relation to the target. The key for the colours is as follows:
 - Red – if the PI is 10% or more below the target. As usual, a "Notes" column is provided which must be used to explain any levels of performance that are of concern and the remedial action planned.
 - Yellow – if the PI is between 10% and 0.1% below the target. Again, the "Notes" column should be used to explain any performance of variation and the remedial action planned.
 - Green – if the PI and the target match exactly or the PI is above the target.
 - Grey – There is no target for this PI as it is a new this year.
7. The column marked 'Top Quartile' shows the threshold figure for top quartile performance based on 2007/08 figures.
8. The 'Code' refers to the PI number and the abbreviations used are as follows:
 - each 'National Indicator' is shown as NI followed by a number.
 - each 'Best Value Performance Indicator' is shown as BV followed by a number.
 - each 'Local PI' is shown as L followed by a number
 - each 'Value for Money' indicator is shown as VFM followed by other letters and numbers.

9. The +/- column indicates whether a positive or negative result is preferable. For example, with a PI such as the time taken to process benefit claims or sickness absence, a lower result is better. However with a PI like Council Tax collection, the higher the result the better. A "+" indicates where a higher result and corresponding upward trend is desirable, whereas a "-" indicates that the lower the result, the better.
10. The 'Previous Year End' column reports performance at the end of 2008/09, if that information is available.
11. The 'Current Target' column represents the annual target in most cases except for BV10 and BV9 where the target increases as more Non-domestic rates and Council Tax are collected and for BV12 where the target increases as working days lost increase as the year progresses.
12. The columns 'Q1 Act', 'Q2 Act', etc. show the actual year to date situation for each PI.
13. The purpose of the 'Management Notes' row is to allow officers to explain anything, particularly when performance is decreasing and start/completion dates are slipping. For example, the reasons for the decrease/slippage, the action being taken to rectify matters and when things are expected to be back on track.
14. Definitions for:
 - NI 195 (a) Improved street and environmental cleanliness (litter)
 - NI 195 (b) Improved street and environmental cleanliness (Detritus)
 - NI 195 (c) Improved street and environmental cleanliness (Graffiti)
 - NI 195 (d) Improved street and environmental cleanliness (Fly-posting)

NI 195 is reported as four parts, one for each element of environmental and street cleanliness: NI195 (a) Litter, (b) Detritus, (c) Graffiti, (d) Fly-posting.

The NI 195 survey grades 300 transects every survey and 3 surveys are carried out annually. Each site is given a grade according to the following criteria:

- Grade A is given where there is no litter or refuse (or detritus or graffiti or fly-posting)
- Grade B is given where a site is predominantly free of litter and refuse (or detritus or graffiti or fly-posting) except for some small items
- Grade C is given where there is a widespread distribution of litter and refuse (or detritus or graffiti or fly-posting), with minor accumulations
- Grade D where a site is heavily littered (or with detritus or graffiti or fly-posting), with significant accumulations.

Three Intermediate Grades are also used. These are: B +, between Grade A and Grade B; B - , between Grade B and Grade C; and C - , between Grade C and Grade D

Detritus There is no statutory definition of detritus, however, local authority cleansing officers and their contractors have developed a common understanding of the term and the definition used for the NI 195 (and for the LEQSE) is based on this industry norm. Detritus comprises dust, mud, soil, grit, gravel, stones, rotted leaf and vegetable residues, and fragments of twigs, glass, plastic and other finely divided materials. Detritus includes leaves and blossom.

Once all sites have been surveyed, the formula to be used for each of the four elements of the indicator (litter, detritus, graffiti and fly-posting) is: $((T + (T_b / 2)) / T_s) * 100$ Where: T = number of sites graded C, C-, or D for each individual element (litter, detritus, graffiti and fly-posting); T_b = number of sites graded at B- for each individual element (litter, detritus, graffiti and fly-posting) (this grade counts as half); T_s = total number of sites surveyed for the relevant element (litter, detritus, graffiti and fly-posting) 900 minimum with the exception of the detritus indicator which may be less than 900 where sites are not suitable for detritus

grading. For example, where 30 sites have been graded either C, C -, or D and 90 sites have been graded B-, the calculation would give: $((30 + (90 / 2)) / 900) * 100 = 8\%$. (Members asked for clarification on this indicator at previous meetings. This description came directly from the Defra website).

15. NI 196 Improved street and environmental cleanliness – fly tipping

This indicator measures a local authority's performance based on a combination of calculating its year on year change in total incidents of fly-tipping dealt with, compared with its year on year change in enforcement actions taken against fly-tipping.

Good performance is indicated by a decrease in incident numbers and an increase in enforcement action. A better score will be achieved if incident numbers only are reduced as opposed to enforcement numbers only are increased.

The table below illustrates the marking awarded to the various combinations:

		<i>Number of Enforcement Action</i>		
		Increasing actions	Same level of actions	Decreasing actions
Number of Incidents of Fly Tipping	Decrease	Grading 1 Very Effective	Grading 2 Effective	Grading 2 Effective
	Same	Grading 3 Not Effective	Grading 3 Not Effective	Grading 3 Not Effective
	Increase	Grading 3 Not Effective	Grading 3 Not Effective	Grading 4 Poor

Legal Implications

No legal comments are required.

Financial Implications

No direct financial implications.

Background Papers

Appendix A – Overview sheets for each Corporate Priority

Appendix B - Detailed Quarterly performance monitoring report.

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Service Delivery/Performance Committee
17 February 2010

