

Report for: ACTION
Item Number: 6ii



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Integrated Performance Monitoring Report (IPMR) Q2 2013/14</b>
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<b>Member reporting</b>	Cllr Burbage, Leader of the Council & Chairman of Cabinet Cllr Bathurst, Lead Member for Policy & Performance Cllr Dudley, Lead Member for Finance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	28 November 2013
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Performance Management / Corporate Scorecard / IPMR / Servicing Monitoring / Key Corporate Projects / Combined Savings / Key Operational/Strategic Risks

<p><b>Report Summary</b></p> <ol style="list-style-type: none"> <li>1. This Integrated Performance Monitoring Report (IPMR) deals with performance outturns against the key council priorities for Quarter 2, 2013/14.</li> <li>2. It recommends that progress against indicators is noted.</li> <li>3. The report has been designed to allow readers to see more easily how the Borough is performing against the Council's key performance indicators including both those measures where the Council is exceeding the targets that have been set and measures where performance is falling below expected standards.</li> <li>4. There are no direct financial implications stemming from this report. The report does however provide a budget monitoring statement and details on financial performance at a departmental level.</li> <li>5. The report also presents updated data on eight HR-related indicators, an overview of performance against key strategic risks, Combined Savings</li> </ol>
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<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
1. Residents and Members will be able to gauge how the Council is performing against its strategic priorities.	Ongoing
2. That the integrated approach to performance management will lead to performance improvement in targeted areas. These areas are linked to strategic priorities and residents concerns as identified in the Annual Residents Survey.	Ongoing

## 1. Details of Recommendations

### RECOMMENDED: That:

- i) The progress made for the performance measures listed in the IPMR – Q2 2013/14 is noted.
- ii) Feedback and challenge is welcomed from Cabinet to further enhance performance and improve outcomes for residents.

## 2. Reason for Decision and Options Considered

Option	Comments
(a) The Council doesn't produce a corporate scorecard.	(a) Production of a performance report is necessary to ensure that the Council is making sufficient progress in meeting its strategic priorities.
(b) The Council produces a scorecard that sets out performance against the key indicators determined as corporate priorities.	(b) <b>This is the preferred option.</b> Failure to produce a report will mean that Senior Officers will lack the necessary data to be able to manage departmental performance, whilst key committees, including Overview and Scrutiny, Audit Performance and Review and Cabinet will not be able to undertake their business effectively.

2.1 The Quarter 2 2013/14 Integrated Performance Monitoring Report (IPMR) includes a total of 21 key performance indicators (KPIs) including one HR indicator as selected by Cabinet Members and CMT (referred to in this report as the apex). This forms the core of the performance section.

2.2 In addition to this however, the report also provides details on a secondary set of indicators referred to in this report as the appendage which – although important – are not currently registering the same level of concern as those set out in the apex. Were this to change and performance against any one of the indicators drop below acceptable levels (or where Members feel that an indicator warrants further attention), a process of escalation is triggered and the said indicator(s) moved from the secondary to the primary set of measures.

2.3 In addition to the above the report provides an overview of financial performance both at a corporate level and across all directorates. Details are provided on both under and over spend, current and/or future financial pressures and the remedial work being undertaken to manage these. This detail is provided in the Budget Monitoring Statement which is set out on page 41 of Appendix A.

2.4 There are 8 key HR performance indicators included in appendix A (available from page IPMR 20).

2.5 There are two further sections included in the IPMR – Combined Savings Tracker and Key Corporate Projects, the latter of which is a new addition following a Member request in Q4 2012/13.

2.6 Finally the report presents a snapshot of performance against the key risks. These are drawn from the Council’s risk register.

2.7 In summary, current performance against the 21 indicators contained in the apex section is as follows:

Status	Number		%	
	Q1 13/14	Q2 13/14	Q1 13/1	Q1 13/14
On Target	9	12	43%	57%
Just Short	6	6	28.5%	29%
Off Target	6	3	28.5%	14%
Data not available	0	0	0%	0%
<b>Total</b>	<b>21</b>	<b>21</b>	<b>100%</b>	<b>100%</b>

2.8 Fifty seven per cent of the key performance indicators are currently on target (compared to 43% in Q1 2013/14). During Q2 2013/14, five performance indicators have improved their performance status compared to the previous quarter. When compared against the outturn for Q1 2013/14, several indicators have made strong performance during Q2 2013/14 including:

- % of people receiving Self Directed Support (SDS) – achieved its highest score in September 2013 since the Council started monitoring this measure.
- Number of Common Assessment Frameworks (CAF) being completed – the Council has exceeded initial expectation by meeting year-end target and it is expected to further increase during the last two quarters of 2013/14.

Other particularly high performers include:

- % of support plans completed within 28 calendar days of assessment – still above target despite the Council has set a more stringent target – 28 days compared to target of 140 in 2012/13.
- Time taken to process Housing Benefit/Council Tax Benefit new claims and change events – on track to meet the year-end target of less than 10 days despite the workload has increased by 41%.
- % of calls answered in under one minute – back on target during Q2.
- Speed of payments - % of invoices paid on time – has continued to maintain high level performance during the first six months of 2013/14.

2.9 Only three performance indicators (equivalent to 14%) are currently off target (compared to 28.9% in Q1 2013/14). For each of these the Council has instituted a series of remedial actions to bring performance back in line. The indicators affected include:

2.10 **Number of people participating in Project Carebank** – The year-end target is 500 and at the end of September there are 330 participants in the Carebank scheme. This is currently 13% off the anticipated Q2 target of 380. However, this is improving as Q1 was 16% off target. There is a plan to ensure that 500 participants are achieved by the end of the year. This will be through targeted work with GPs to promote the scheme. The launch of the evaluation of the scheme and Carebank II in November 2013 will give additional impetus to the scheme.

2.11 **% of households waste sent for reuse, recycling, energy recovery & composting** – The performance at end of September is 43.93% which is below the target of 54%. The disappointing downturn in recycling rate has been due to a number of factors that have converged at the same time. These include:

- (i) Changes in the Environment Agency policy that now prohibits street sweepings going to recycling. This element formerly contributed ~5% to the recycling rate.
- (ii) An operational constraint with respect to recycling of waste timber. This has caused a drop of ~4%.
- (iii) Unusual seasonal variations that has affected green waste collection tonnages.

Mitigation plans have been put into effect to recover the situation, including the following measures:

- Enhanced focus on the collection of household organic waste.
- Targeting of lower recycling participation and performance from flats.
- Installation of a wider choice of 'facilities' at public bring sites to include additional waste streams e.g. textiles/shoes/electrical.
- Improved public awareness utilising the flexible messaging system fitted to the new waste collection fleet focusing upon encouraging greater participation through targeted themed messages.
- An extension to the existing scheme for incentivising organic waste for all households commenced 22/04/13.
- Improvements to web pages and information reporting.

2.12 **Working days lost per FTE** – The target is less than 7.2 days but Q2 performance is 8.47 days (compared to 8.62 in Q1 2013/14). The current figure of 8.47 days is above the average for the public sector which is 7.6 (based on 2012 survey information), and significantly higher than the private sector, 6.5 days (based on 2012 survey). A new absence management policy has been agreed and will be introduced shortly which will help managers to focus on cases hitting various trigger levels of:

- Absence totalling 7 working days or more within a rolling 12 month period or 3 periods of sickness absence in a 3 month period
- A Bradford Factor Score of 120 or above. This is a method of calculating an individual's absence record so that it is easy to identify those taking frequent short term absences.
- Any other recurring recognisable pattern such as frequent absenteeism on a Friday or a Monday, days following bank holidays, before or after annual leave, at particular points in workload cycle, etc.

In addition a new Occupational Health provider started in October 2013.

- 2.13 For the secondary set of indicators 'appendage', 64% of performance indicators are on target, 5% are just short, 21% are off target. Four performance indicators do not have data available for Q4. Three of them are linked to uptake of flu vaccination where data is not available until end of November and one is where the Council relies on the NHS to provide quarterly data.
- 2.14 A new performance measure records online channel shift and this has replaced an indicator recording the number of web visits. The new indicator will track activity volume on seven key functions/areas that are available online for residents. The target will be confirmed once the baseline has been set.
- 2.15 The Public Health Outcome Framework includes approximately 66 indicators that the Council must work to. Currently 18 of these are 'placeholders' i.e. where details have not been finalised and targets not set (for instance due to baselines not being available or where methodologies for collection/reporting are still being worked on). However all 66 indicators are indicators that the Public Health team must work towards. The IPMR, under the secondary list of measures currently reports on the number of health checks completed by local residents. However following Member requests a wider review of PH indicators is in progress with the aim of including a modified/broader list of measures in the IPMR. A particular emphasis is being made on ensuring the indicators are outcome focused and in line with the key priorities for the Borough. These will be agreed with the Lead Member and will be included in the IPMR for the next quarter.

### 3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
The Council is able to track performance against key priorities and ensure achievement against year-end targets	The IPMR fails to provide timely and accurate performance data against key priorities. The Council fails to meet year-end targets against 40% of KPIs.	The IPMR provides accurate and timely data enabling Members and senior officers to effectively track performance against key priorities. As a result the Council achieves year-end targets against 60% of KPIs.	The Council is able to achieve year-end targets against 80% of KPIs carried in the IPMR.	The Council is able to achieve year-end targets against 100% of KPIs carried in the IPMR.	Annually at end of 31 <sup>st</sup> March

### 4. Financial Details

There are no direct financial implications stemming from this report. The report itself does however provide commentary on financial performance covered from page IPMR 38.

### 5. Legal

There are no direct legal implications arising from this report.

### 6. Value for Money

The report (Appendix A) includes four key performance indicators relating to Value for Money (and LE2 Leisure Income/Expenditure balance, LE8 Grounds maintenance contract performance score, Rents receivable as a percentage of total rental value of commercial estate and OP10 Income from parking).

### 7. Sustainability Impact Appraisal

The report includes monitoring against two key performance indicators where the Council encourage households to improve recycling: PP24 percentage households waste sent for reuse, recycling, energy recovery and composting, and PP28 % of households subscribed to Recyclebank Incentivised Recycling Scheme (both on page IPMR 10 in Appendix A).

## 8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Council does not have an effective performance reporting system that provides senior officers and Members exposure to the key areas of challenge facing the Council.	High	The Council has a programmed schedule of Performance updates to both Corporate Management Team, Overview and Scrutiny and Cabinet	Low
The Council is unable to get reliable data with which to compare itself with peer authorities and assess considerations such as value for money.	Medium	The IPMR provides access to a standard and regular set of performance indicators allowing further comparative work to be undertaken including value for money assessments.	Low
The Council is unable to get reliable data that is both relevant and timely.	High	The indicators carried in the IPMR are established indicators with associated definitions and clear guidance on the collation and calculation of data. There is a clear timetable in place for officers to submit data.	Low
The Council is unable to measure success against particular priorities and how these priorities are contributing to the authorities overarching strategic priorities.	Medium	The IPMR aligns indicators with both the Council's Annual Plan and the Manifesto Commitments providing a clear link to the key strategic frameworks governing the work of the Council.	Low

## 9. Links to Strategic Objectives

Each of the 21 PIs fall under one of the strategic priorities.

### Our Strategic Objectives are:

#### Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

#### Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

### **Delivering Together**

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

### **Equipping Ourselves for the Future**

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

### **10. Equalities, Human Rights and Community Cohesion**

There are no equalities implications stemming from this report.

### **11. Staffing/Workforce and Accommodation implications:**

None

### **12. Property and Assets**

None

### **13. Any other implications:**

N/A

### **14. Consultation**

None

### **15. Timetable for Implementation**

None

### **16. Appendices**

Appendix One: The Royal Borough of Windsor & Maidenhead Integrated Performance Monitoring Report – Quarter 2 2013/14 (paper copy).

### **17 Background Information**

None

### **18. Consultation**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Andrew Elkington	Head of Policy & Performance	22 October 2013	22 October 2013	Throughout report
Mike McGaughrin	Managing Director	30 October 2013		
Andrew Brooker	Head of Finance	30 October 2013		
Maria Lucas	Head of Legal	30 October 2013		
Cllr Bathurst	Lead Member	23 October 2013		
Cllr Burbage	Leader of the	25 October	30	



	Council	2013	October 2013	
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Full name of report author	Job title	Full contact no:
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