

Report for:
ACTION



Contains Confidential or Exempt Information	No – Part I – Main Report Yes – Part II – Appendix B – Not for publication by virtue of Paragraphs 1-7 of Schedule 12A of the Local Government Act 1972
Title	Integrated Performance Monitoring Report (IPMR) Quarter 2 2015/16
Responsible Officer(s)	Andrew Brooker, Interim Strategic Director of Corporate Services, 01628 796341
Contact officer, job title and phone number	Andrew Scott, Interim Policy & Performance Manager 01628 796028
Member reporting	Cllr Burbage, Leader of the Council & Chairman of Cabinet Cllr Brimacombe, Principal Member for Transformation and Performance
For Consideration By	Cabinet
Date to be Considered	26 November 2015
Implementation Date if Not Called In	Immediately
Affected Wards	All
Keywords/Index	Performance Management / Corporate Scorecard / IPMR / Key Corporate Projects / Combined Savings/Key Operational / Strategic Risks / Cabinet Outcomes

Report Summary

1. This Integrated Performance Monitoring Report (IPMR) deals with performance outturns against the key Council priorities for Quarter 2, 2015/16.
2. It recommends that progress against indicators is noted and that Members consider proposed amendments to the presentation of future reports.
3. The report has been designed to allow readers to easily see how the Borough is performing against its 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.
4. The report also presents updated data on seven HR-related indicators, an overview of performance against key strategic risks, Combined Savings Tracker and Key Corporate Projects. An additional section has been added to track outcomes of papers that have been considered by Cabinet covering the period October 2011 to September 2015.

If recommendations are adopted, how will residents benefit?

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 Cabinet:

- i) **Note the progress made for the performance measures listed in the IPMR – Q2 2015/16.**
- ii) **Provide feedback and challenge on the performance indicators, in particular those indicators that are currently off target, in order to further improve and 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.	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. Recommended Option	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 two 2015/16 Integrated Performance Monitoring Report (IPMR) provides members with an analysis of performance against 30 Key Performance Indicators (KPIs) and 38 secondary indicators. The indicators are predominately designed to measure how effective the Council is at provide services to residents with a few indicators focussed on how the Council manage their operation. Key indicators include those areas that the Cabinet have prioritised for improvements in 2015/16. The secondary indicators are important measures which are measured quarterly but the focus from the Cabinet is lighter touch. If performance of these secondary indicators were to 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 secondary to KPIs. The report summarises performance, for full details see Appendix A – IPMR. The IPMR has several section:

- HR section contains details of performance against seven key HR indicators, see page IPMR 27 in Appendix A.
- Risk Management section provides a snapshot of performance against the key risks as drawn from the Council’s risk register (page IPMR 33 in Appendix A).
- The next section covers the Council’s Combined Savings Tracker and Key Corporate Projects are detailed in pages 35 to 61 of Appendix A.
- Cabinet Outcomes section presents an overview of the outcomes that have been achieved against Cabinet reports covering the period October 2011 to September 2015.

Changes to Policy and Presentation

- 2.2 The Council has acknowledged that a “red flag” is not a failure or a problem but signals that an intervention is required to ensure that the performance measure is brought back on track.
- 2.3 As a result, it is proposed that the “comments section” for each Key indicator be amended to comprise two parts:-
- Part 1 – Background (essential information in bullet point only)
Part 2 – Intervention Required
- 2.4 For all indicators that are ‘On Target’ (Green) the Part 2 section may read - None. However, for all indicators that are ‘Just Short’ (Amber) or ‘Off Target’ (Red) details of the intervention taken/required will be detailed in the Part 2 section.
- 2.5 If the Council is unable to intervene to change the performance then the relevance of the indicator should be challenged.

Key Performance Indicators (KPIs)

2.6 In summary, current performance against the 30 Key indicators is as follows:

Status	2014/15			2015/16	
	Q2 14/15	Q3 14/15	Q4 14/15	Q1 15/16	Q2 15/16
On Target	14 (52%)	14 (52%)	17 (63%)	15 (50%)	13 (44%)
Just Short	6 (22%)	7 (26%)	4 (15%)	9 (30%)	7 (23%)
Off Target	7 (26%)	5 (18.5%)	5 (18%)	6 (20%)	10 (33%)
Data not available	0 (0%)	1 (3.5%)	1 (4%)	0 (0%)	0 (0%)
Total	27	27	27	30	30

- 2.7 Forty four per cent of the KPIs are on target (compared to 52% on target in the same period last year). However, the number of KPIs that are off target has increased during Q2 from 6 to 10. The KPIs that slipped to ‘Off Target’ since Q1 are:

- Library & Museum income
- Processing 'Major' planning applications
- Call abandoned rate
- Speed of payment – in month average time to process invoices
- Working days lost per FTE

The Council will continue to focus on improving the performance for all ten KPIs that are off target (please see section 2.9 below for details of the action that has been/is being taken to bring them back on track). Only one KPI has improved its performance status from off target to just short since Q1: enforcement cases – number of closures. This is due to replacement of the loss of a permanent member of staff and it is expected that the Council will continue to improve their performance.

2.8 The highlights for Q2 2015/16 are:

Target	Comment
Number of new people receiving Telecare	The target for 2015/16 has increased by 100% compared to last year and is currently 21% ahead of the target. The performance has increased by 6% compared to the same last year.
% of Support Plans completed within 28 calendar days of assessment	The Council continues to meet the target which has increased by 8% compared to last year.
Total number of attendances at Leisure Centres	Performance is 13% above the profiled target, which has increased by 12% compared to last year. The new Furze Platt Leisure Centre opened in September 2015 which has attracted 80 new members during the first month.
Number of families supported early to prevent escalation and referral to social care	The Q2 target has been exceeded by 26% and the performance has improved by 4% compared to the same period last year. The work involved is helping to reduce the needs and dependency on specialist services.
Time taken to process Housing Benefit and Council Tax Support new claims and events	Processing time is currently 3.3 days better than the target of less than 10 days. The performance at end of September 2015 (5.98 days) has significantly improved compared to September 2014 (18.6 days). A face to face assisted claim completion service for all new claims and changes in circumstances introduced in September 2015 has enhanced significantly the residents' experience of using the service and has helped to improve the speed of processing of claims even further.

Target	Comment
Average walk in waiting times (Housing & Council Tax Benefit customers only)	On target due to ongoing multiskilling of Front of House staff which has given the Council more flexibility to react to demand within the working day and to maintain low waiting times more often. Current average waiting time is 7 minutes (the target is less than 8 minutes).
% of dangerous potholes repaired within 24 hours -	160 out of 161 dangerous potholes (99.4%) repaired on time during the first half of 2015/16. In the same period last year, the Council repaired all 216 dangerous potholes.

Other areas of high performance include:

Target	Comment
Proportion of people using long term social care who receive Self Directed Support	Q2 performance was 98.2% which is above the 95% target. The performance of 98.2% is the joint highest for the Council since they started recording this from September 2011.
Number of families supported by the Intensive Family Support Programme	On track to meet the 2015/16 year-end target of 108. The performance for 2015/16 has improved by 39% compared to the same period last year.
Total number of visits to Council car parks that charge for parking	Car park usage for the first two quarters is 2.1% above the profiled target.
% of Penalty Charge Notices appeals that are upheld	Performance of 10.01% is on track to exceed the target of less than 12%.
% of in-year Council Tax collected	Performance is 0.05% above the Q2 target

2.9 Ten key performance indicators (equivalent to 33%) are off target (compared to 26% in the same period last year. For each of these a series of remedial actions have been identified to bring performance back in line including:

2.10 Library & Museum Income

- Target for 2015/2016 – £384,750
- Achievement to date – £146,987 (17% below the profiled target)
- Work in Progress – The underachievement of income is being balanced by reductions in spend elsewhere in the Service. Additional sources of income are being investigated such as installation of Amazon Lockers at two locations.
- Issues – Levels of income determined by controllable and uncontrollable factors, e.g. the number of overdue return charges and partnership funding or events that generate income.
- Success – The museum only income target is currently on track to be achieved.

2.11 Stability of placements (number of moves) of children in RBWM's care lasting two or more years

- Target for 2015/2016 – 7% and below.
- Achievement to date – 13.3% (13 young people, out of the cohort of 98 who have been in care for more than two and half years, have had more than three placement moves in the last 12 months).
- Work in Progress – Where necessary, full assessments are undertaken and any placement moves are judged on the best interests of the child or young person concerned.
- Issues – Moves happened for a variety of reasons including a child moving from a foster placement to an adoptive placement, decisions made by the Royal Borough to change the placement because it was not meeting the child's needs or where the foster carers had given notice that they no longer wish to have the children due to their challenging behaviour.
- Success – All children and young people in the care of the Royal Borough are in suitable placements.

2.12 Recruit RBWM approved foster carers

- Target for 2015/2016 – Recruit 20 foster carers.
- Achievement to date – One formal approval
- Work in Progress – Six potential carers passed first stage of recruitment. The timescale for assessment of suitability of prospective foster carers from formal application is 8 months (Fostering Services Regulations). The Council anticipate all current assessments to conclude within this time frame. Fostering Information meetings are held each month.
- Issues – 57% of Royal Borough Children in care are aged 13 plus. There is a shortage of in house foster carers for teenagers. Recruitment of foster carers for teenagers is more challenging so the Council is

unlikely to reach the target of 20. Due to the impact of recruitment difficulties, if the Council have an ongoing demand for placements for teenagers with highly complex needs, they have to place children with Independent Fostering Agencies (IFA) carers / in residential accommodation.

Success

- The Royal Borough has a sufficient number of in house foster carers for the under 10 age range.

2.13 Processing of planning applications as measures against targets for ‘Major’ application types

Target for 2015/2016

- 70%

Achievement to date

- 56.2%

Work in Progress

- Major planning applications continue to be a prioritised as this is an area which Government monitors and over which there is a national target, from 20 July 2015, of 50% of applications determined over a rolling 2 year period; failure to meet this target will result in designation as a standards authority. This includes County Matters applications. Major applications are the most significant which are not capable of being determined under delegated authority and usually have Section 106 agreements associated to them which are only completed post Panel resolution. The Development Management review will cover major applications. The current TerraQuest contract does not include major planning applications. Officers intend to work towards putting Planning Performance Agreements in place for major applications where appropriate.

Issues

- Performance can fluctuate significantly month-on-month. Key applications also involved very detailed and protracted pre application discussions and are consequently resource intensive. The current position on rolling two year performance for ‘district matter’ applications in the 24 months to the end of June is 66%. The county matters performance for the same period is only 1 application so falls below the 2 applications needed in the period to trigger the assessment.

Success

- During Q2 2015/16, 4 out of 8 applications were made within the time limits (the overall to-date figure for 2015/16 is 9 completed on time out of 16 applications). The current rolling two year performance is outside the 50% threshold for under-performance.

2.14 Processing of planning applications as measures against targets for 'Minor' application types

Target for 2015/2016 – 75%

Achievement to date – 42.27%

Work in Progress – TerraQuest has been appointed from 22 October 2015 for 16 weeks to validate and process applications. This will address the backlog of applications awaiting validation which is currently causing customer dissatisfaction. It is anticipated that performance will fall in the short term as a direct result of processing and determining planning applications in that backlog; this is likely to be evident in the Quarter 3 2015/16 statistics. However, the benefit of this additional resource will be apparent in Quarter 4 which should show improvement. A detailed review of Development Management is currently being scoped. This review is intended to put in place measures to ensure sustainable performance improvement which meets the national targets and the Council's own targets.

Issues – Applications which are capable of being determined under delegated powers are being called to Panel which results in a delay in the decision being made. Staff turnover has resulted in reduction in capacity.

Success – The rolling two year period performance for minor applications to June 2015 sits at 82% which is well outside any potential 40% threshold for under performance which the Government may introduce in future legislation.

2.15 Processing of planning applications as measures against targets for 'Other' application types

Target for 2015/2016 – 90%

Achievement to date – 57.77%

Work in Progress – TerraQuest has been appointed from 22 October 2015 for 16 weeks to validate and process applications. This will address the backlog of applications awaiting validation which is currently causing customer dissatisfaction. It is anticipated that performance will fall in the short term as a direct result of processing and determining planning applications in that backlog; this is likely to be evident in the Quarter 3 statistics. However, the benefit of this additional resource will be apparent in Quarter 4 which should show improvement. A detailed review of Development Management is currently being scoped. This review is intended to put in place measures to ensure sustainable performance improvement which meets the national targets and the Council's own targets.

- Issues – Applications which are capable of being determined under delegated powers are being called to Panel which results in a delay in the decision being made.
- Success – Additional resources is now available through TerraQuest.

2.16 % of Planning appeals lost

- Target for 2015/2016 – Less than 30%
- Achievement to date – 36.84%
- Work in Progress – Officers are working with Ward Councillors to produce appeal statements to explain the Council's decisions. All decisions are reviewed and learning points are taken forward and reported to Members.
- Issues – The small number of appeals means that there is a greater impact on the percentage change (14 appeals lost out of 38 appeals during 2015/16).
- Success –

2.17 Call abandoned rate

- Target for 2015/2016 – Less than 5%
- Achievement to date – 6.05%
- Work in Progress – During high peak periods of demand non-telephony and administrative tasks were restricted to evenings and weekends when telephone lines were closed. The Council is working proactively with services to reduce unnecessary repeat contact to help them manage the demand. With adequate resources in place, it is expected that performance will return ahead of target in October 2015.
- Issues – Between 50%-60% of current contact is 'avoidable', for example, large numbers of customers are calling to check progress on an application, to check their understanding of the Council's correspondence, etc. In April, the Council's resources did not match the demand for service in spite of advanced recruitment. Council Tax annual billing, implementation of the Care Act, approaching General Election and School allocation letters all contributed to call volumes being higher than usual and fewer working days due to the Easter Bank Holidays. With a number of key staff departing to new roles within and outside of the organisation, performance again dipped in August and September whilst the Council recruited and trained new staff, heightened by the peak 'Back to School' period.
- Success – Performance was ahead of target during June and July.

2.18 Speed of payment – in month average time to process invoices

- Target for 2015/2016 – Less than 17 days
- Achievement to date – 20 days

- Work in Progress – The service is working closely with officers across the Council to ensure that invoices are passed for payment promptly. The complete procure to pay process is being reviewed, which will lead to sustained improvements in the time taken to process and pay invoices.
- Issues – Invoices that have been disputed and have taken time to resolve have not been correctly highlighted when passed for payment so they are skewing the actual reported performance .
- Success – The Council’s standard payment terms are 30-days so the Council is paying suppliers on average 10-days quicker than this in Q2 2015/16.

2.19 Working days lost per FTE

- Target for 2015/2016 – Less than 6 days
- Achievement to date – 6.99 days per FTE
- Work in Progress – Sickness absence is regularly reviewed at Directorate Management Teams (DMTs) and Corporate Management Team (CMT). Managers undertake trigger level meetings with absent employees. Trigger levels are 7 days absence in a rolling 12 month period, 3 periods of absence in a 3 month period or a Bradford Factor score of 120 or higher. HR support managers with all cases that progress to formal capability process.
- Issues – Increase in sickness levels over the year (6.13 days in September 2014 to 6.99 days in September 2015).
- Success – The figure for the Council is below the average for the public sector which is 7.9 (based on 2014 CIPD absence management survey), although slightly higher than the private sector, 5.5 days.

2.20 Secondary Indicators

2.21 For the secondary set of indicators (38 PIs)

- 58% of performance indicators are on target
- 16% are just short
- 11% are off target.
- Six performance indicators do not have data available for Q2. One of them relate to Public Health and one relates to energy reduction where the Council has not received all invoices.
- There are four new performance indicators (including child sexual exploitation measures) that belong to Children’s Services but with no target set as they are no baselines available.

2.22 Some highlights for the secondary indicators are:

Target	Comment
Number of people taking up health checks	based on current trajectory the Council should meet its annual target of 3,500
Number of households prevented	Target has increased by 25% compared

Target	Comment
from becoming homeless by Housing Options	to last year and the Council is on track to meet this. Q2 performance has increased by 41% compared to the same period last year.
Number of visitors to Windsor & Royal Borough Museum -	Performance has exceeded the profiled target by 63%. This is due to interest in Magna Carta events and higher than expected attendance in summer holiday activities.
Child Protection Plans lasting two years or more	There are no children with a child protection plan lasting two years or more.
Percentage of empty shops in Maidenhead Town Centre	On track to meet the target for the first time since end of 2013/14. A number of units have been let in the Nicholsons Shopping Centre and in the secondary retail areas of the Town Centre.
Number of highway schemes delivered	On track to meet the year-end target of 250 schemes. Q2 performance of 72 is 6% ahead of the profile target of 68.

2.23 Cabinet Outcomes

- 2.24 The IPMR includes a tracker to monitor the progress of Cabinet Outcomes. During Q2 2015/16, a total of 20 reports (including 2 Part II reports) have been reviewed and updated where the outcome date was due by the end of September 2015. Of the 20 reports, there are a total of 23 defined outcomes (including outcomes from the Part II Cabinet reports). The summary below provides a breakdown of success in delivering against the targets carried in each Cabinet report. The summary is broken down by department with each update using the following outcome code:

Outcome Code

Red flag	"Not Met" (or worse)
Orange	Between "Not Met" and "Met"
Light Green	Met
Green	Between Met and Exceeded
Dark Green	Exceeded
Purple	Beyond exceeded
N/A	Still ongoing as End Date is not due

Summary of success by Directorate (for 23 outcomes)

Directorate	Red	Orange	Light Green	Green	Dark Green	Purple	N/A
Adult Services	0	1	0	1	0	0	0
Children's Services	1	0	1	2	0	0	1
Corporate Services	4	0	1	1	0	0	0
Operations	5	2	2	0	1	0	0
Total	10	3	4	4	1	0	1
%	43%	13%	17%	17%	4%	0%	4%

Exceptions – the reports that 'scored' as a Red where the outcome was not met:

Report Title	Date Considered by Cabinet
Stafferton Way Link Road – Procurement and Progress Report	27/03/2014
Stafferton Way Link Road – Procurement and Progress Report	27/03/2014
Stafferton Way Link Road – Procurement and Progress Report	27/03/2014
Anti-Social Behaviour, Crime and Policing Act 2014 –Key Implications for the Borough	30/10/2014
Airports Commission: Consultation on Air Quality Assessment	28/05/2015
Borough Local Plan –Consultation Report	02/08/2012
Borough Local Plan –Consultation Report	02/08/2012
Maidenhead Waterways Construction Contract Procurement	26/06/2014
The Future Use of the Site at Ray Mill Road East - Update	26/03/2015
Standards and Quality of Education in Royal Borough Schools - A Review of the Academic Year 2012-13	27/03/2014

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
% of KPIs Achieved Adult Services	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 st March
% of KPIs Achieved Children's Services	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 st March
% of KPIs Achieved Corporate Services	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 st March
% of KPIs Achieved Operations	Below 60%	60-79%	80–89%	90% or above	Annually at end of 31 st March

4. Financial Details

There are no direct financial implications stemming from this report.

5. Legal

There are no direct legal implications arising from this report.

6. Value for Money

The report (Appendix A) includes three key performance indicators relating to Value for Money (LE8 Grounds maintenance contract performance score, LA14 Library & Museum Income, and OP10 Income from parking).

7. Sustainability Impact Appraisal

The report includes monitoring against one key performance indicator where the Council encourages households to improve recycling: PP24 percentage households waste sent for reuse, recycling, energy recovery and composting.

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 30 indicators 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 A - The Royal Borough of Windsor & Maidenhead Integrated Performance Monitoring Report – Quarter 2 2015/16 (paper copy).

Appendix B - Part II Cabinet Outcomes Tracker

17 Background Information

None

18. Consultation

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
David Scott	Head of Governance,	16 October 2015		

	Performance & Policy			
Andrew Brooker	Interim Strategic Director of Corporate Services & Head of Finance	21 October 2015		
Sean O'Connor	Interim Head of Legal	21 October 2015		
Corporate Management Team (CMT)	CMT	21 October 2015		
Cllr Brimacombe	Principal Member for Performance	23 October 2015		
Cllr Burbage	Leader of the Council	30 October 2015	02 November 2015	
External				

Report History

Decision type:	Urgency item?
For information	No

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