

CORPORATE SERVICES SCRUTINY COMMITTEE
3RD DECEMBER 2019

Report of the Director of Corporate Services
Lead Member: Various

ITEM 6 2019-20 QUARTER 2 PERFORMANCE MONITORING REPORT

Purpose of Report

To provide performance monitoring information and results for the second quarter of 2019-20, in respect of the Corporate Plan Objectives and Key Performance Indicators for the Corporate Services Directorate.

Action Requested

The Committee is requested to note the performance results; associated commentary and the explanations provided.

Reason

To ensure that targets and objectives are being met, and to identify areas where performance might be improved.

Policy Context

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan and Annual Business Plan.

Background

The Committee receives performance reports on a quarterly basis to allow it to monitor progress against achieving the agreed targets which support the delivery of the Council's objectives as set out in the Corporate Plan (2016-2020). As part of the scrutiny arrangements it is envisaged that the Committee will be forward and outward looking and review performance through investigating how performance can be improved, for example by visiting Council's where performance exceeds that of Charnwood.

The attached report presents detailed performance results for quarter two 2019-20, of the fourth and final year of the Corporate Plan (2016-2020) for the Corporate Services Directorate. It provides explanations and commentary in respect of poor performance or non- achievement of targets and details of remedial actions being taken where appropriate. The report focuses on detailed information and dashboard reporting in order to provide the Committee with the information required to sufficiently scrutinise performance.

Options Available with Reasons

The Committee has the option to use the performance information to suggest new items for the scrutiny work programme of the Scrutiny Commission.

Financial and Legal Implications

None directly arising from this report.

Risk Management

The risks associated with the options available and proposed actions to mitigate those risks are set out in the table below.

Risk Identified	Likelihood	Impact	Risk Management Actions Planned
Failure to maintain a rigorous and embedded performance management framework could adversely impact on the achievement of the outcomes and objectives set out in the Council's Corporate Plan.	Low	High	Quarterly performance monitoring, including reporting to the Senior Management Team, and to this Panel.

Background Papers: None

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Charnwood Borough Council

Corporate Services Directorate

Corporate Performance Report

Quarter 2: 2019-2020



Corporate Plan (2016-2020) Priorities



Creating a Strong and Lasting Economy

“A strong growing and diverse economy is good for every business, community and household.”

New businesses, new homes and improved infrastructure will be key features in the next four years, with a range of affordable homes, new schools, shops and leisure facilities being planned to accommodate growth. We will support our rural communities, maintaining the characteristics that make them special, whilst encouraging the rural economy through small business investment and tourism opportunities. We will embrace innovation and technology so that Charnwood can compete on a worldwide platform at the highest level. We will maintain our commitment to our environment, celebrating its significance to both our heritage and future.



Every Resident Matters

“Every resident is important to us. Our vision is to make sure that Charnwood is a great place to live for families by creating a safe, secure & caring environment.”

We want everyone to feel valued, have a sense of belonging, share in our successes and enjoy life. We will provide opportunities to participate in social, leisure and cultural activities and in community life. We will also look after the more vulnerable members of our community and give support to those who need it most, especially older people and those less able to cope. We will nurture our young people and celebrate our rich cultural mix. We will welcome new communities so that we can all celebrate and enjoy our diverse culture.



Delivering Excellent Services

“We will maintain our focus on meeting our customers’ and residents’ needs.”

We will provide high quality, affordable and responsive services and improve online access to them. We are always seeking to improve the services that we deliver, by providing strong community leadership, being well governed, accountable, open and transparent. We will maintain the financial stability of the Council whilst continuing to seek ways to deliver better services as efficiently as possible.

Performance Overview

Quarterly reporting of performance is a key element of monitoring progress towards delivering the Council's Corporate Objectives and Initiatives as set out in the Corporate Plan (2016-2020) and Annual Business Plan (2019-2020). This report presents detailed performance results for the Quarter 2 of 2019-2020, in respect of the Corporate Plan Objectives and Key Performance Indicators for the **Corporate Services Directorate**. It provides explanations and commentary in respect of poor performance, or non-achievement of targets, and details of remedial actions being taken where appropriate.

Corporate Performance Objectives: Quarter 2 2019-2020

Overall, at Quarter 2 there are **53** activities in the Annual Business Plan (2019-2020) which address the objectives outlined in the Corporate Plan. There is **1** objective reported as red, **14** objectives graded as amber in status this quarter and **37** are assessed as green. In addition, **1** objective has been completed this quarter.

Corporate Services Directorate: Quarter 2 2019-2020

At Quarter 2 there are **15** activities which are assigned to and are the responsibility of the **Corporate Services Directorate**. There are **6** objectives graded as amber in status this quarter and **8** are assessed as green. In addition, **1** objective has been completed this quarter.

Corporate Performance Indicators: Quarter 2 2019-2020

Corporate performance against the Business Plan Indicators at Quarter 2 includes **2** indicators assessed as amber, **12** are green and **12** have not yet started (as they are scheduled for reporting in future quarters).

Performance against the Key Indicators associated with the Corporate Plan at Quarter 2 includes **1** assessed as red, **3** indicators rated at amber, **8** indicators are green and **5** have not yet started (as they are scheduled for reporting in future quarters).

Corporate Services Directorate Indicators: Quarter 2 2019-2020

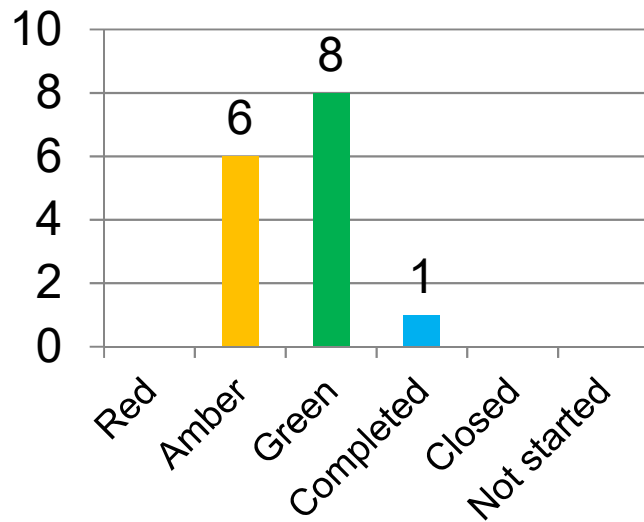
At Quarter 2 there are **9** Business Plan Indicators which are assigned to and are the responsibility of the **Corporate Services Directorate**. At Quarter 2 there are **5** Business Plan Indicators reported as green, and **4** have not yet started (as they are scheduled for reporting in future quarters).

Directorate performance against the Council's Key Indicators, at Quarter 2, includes **2** indicators assessed as amber and **2** indicators graded as green.

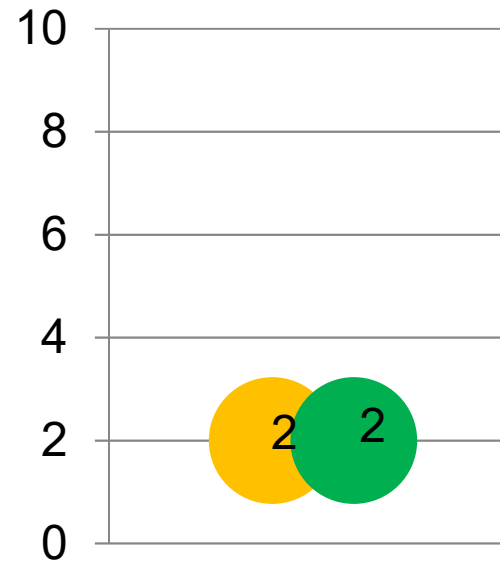
Corporate Services Directorate Dashboard

Quarter 2: 2019-2020

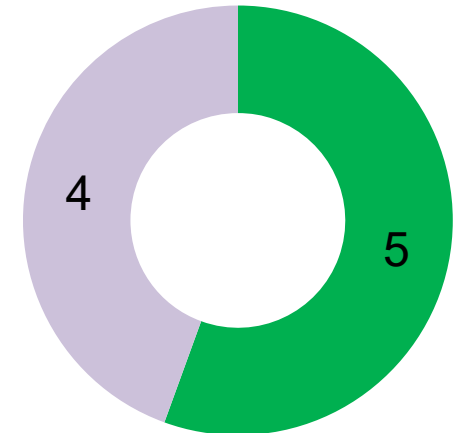
Business Plan Objectives



Key Performance Indicators



Business Plan Indicators



Creating a Strong and Lasting Economy

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
SLE1 - FP (1) - Encourage new jobs to the Borough through promoting the delivery of the Science Park and Enterprise Zone and encouraging new businesses to towns and villages.	Industrial and business units are fit for purpose and encourage an increase in the number of new businesses into Charnwood.	A) 100% of Council owned industrial units are fit for purpose. B) Return/ yield of 5% across individual unit portfolio.	A) 100% business and industrial units are maintained and fit for prospective tenants. Occupancy at the close of Quarter 2 was 95%. Occupancy overall remains high and is forecast to remain similar for the next 3 months. B) Not scheduled to report until Quarter 4.	G	BP1	G
					BP2	NS

Every Resident Matters

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
ERM1 - SS - Keep our residents safe through implementing a new community safety plan, combatting ASB and investing in emergency planning, food safety and safeguarding.	Maintain, and aim to increase the current numbers of Flood Wardens and Emergency Centre Volunteers by ensuring all volunteers are regularly and appropriately trained.	<p>Maintain or improve upon current numbers of:</p> <p>A) 50 Emergency Centre Volunteers</p> <p>B) 32 Flood Wardens</p>	<p>There has been no increase or change since Quarter 1. At the close of Quarter 2 there were:</p> <p>A) 21 trained emergency centre volunteers</p> <p>B) 32 flood wardens.</p>	A	BP18	NS
ERM5 - CIS (1) - Listen to and communicate with our residents and act on their concerns	Undertake regular satisfaction surveys with members of the public to ensure improvement in those services that use Govmetric and the Contact/ Customer Service Centre.	<p>A) 87% of customers satisfied with the face to face service.</p> <p>B) 87% of customers satisfied with the telephone service they received for calls taken in the contact centre.</p>	<p>A) 89% of customers surveyed (590 out of 665) rated their face to-face service as 'Good' in Quarter 2.</p> <p>B) 99% of customers surveyed (111 out of 121) rated their telephone service from the Contact Centre as 'Good' in Quarter 2.</p>	G	BP12	G
					BP13	G

ERM5 - CIS (2) - Listen to and communicate with our residents and act on their concerns	Review the current Customer Standards Policy to ensure it is fit for purpose and relevant.	<p>A) Implement a new 'Customer Promise' by April 2020</p> <p>B) Implement a consistent method of collecting Customer Satisfaction feedback across the Council.</p>	A&B) The Customer Promise is approved, but awaiting upon approval from Senior Management, with regards to a consistent method of collecting Customer Satisfaction feedback across the Council, before implementing. Following approval, the supplier (Gov Metric) will then be contacted and the first stage of implementation will begin.	G	BP11	G
ERM5- SS (1) – Listen to and communicate with our residents and act on their concerns.	Undertake regular satisfaction surveys with members of the public to ensure improvement in the web service they receive.	52% of customers satisfied with the web related service they receive.	54% of customers surveyed 514 out of 947 rated the web service they received as 'Good' in the first quarter. This continues to reflect an upward trend since the end of the last year.	G	BP14	G
ERM5 - SS (2) - Listen to and communicate with our residents and act on their concern	Complete the 2019 Residents Survey to ensure that residents views are incorporated into the development of the Corporate Plan (2020-2024).	Residents Survey completed by December 2019.	The Resident's Survey commenced on the 21st August 2019 and is being undertaken by M.E.L Research. The survey was face to face and the target number of participants for the survey to be statistically sound was reached by the end of September. The results are due by the 14th October 2019.	G		

Delivering Excellent Services

Corporate Plan Outcome (2016-2020)	Business Plan Action (2019-2020)	Measurable Success Criteria	Progress	RAG	Linked Indicators	
DES1 - SS (1) - Put customers at the heart of everything we do and provide strong community leadership	Deliver local elections and any by-elections in accordance with Electoral Commission requirements.	Less than 0.5% complaints received about an election as a percentage proportion of the number of people voting	No further elections have been held.	G	BP22	NS
DES1 - SS (2) - Put customers at the heart of everything we do and provide strong community leadership	Develop Corporate Plan (2020-2024) with an aim to creating positive and lasting outcomes for our customers.	Final Corporate Plan agreed and published by March 2020.	The Corporate Plan is developing in line with the action plan. A Cabinet Member Briefing session was held on the 12th September 2019 and guidance was given regarding themes, content and length of document. A CLT session is planned for the 8th October 2019, in Quarter 3.	G		
DES2 - CIS (1) - Improve the way in which customers can access our services.	Explore and evaluate opportunities to offer webchat, to improve customer access and customer satisfaction when contacting the Council.	Pilot of webchat completed, and findings/ recommendations actioned as appropriate.	The design of the upgraded phone system, including the web chat facility, is currently slightly behind target due to absences on the contractors' side. However, the design has now been signed off and the build is expected to commence with immediate effect. It is currently anticipated that the system will be available towards the end of December/ beginning of January when the pilot should commence.	A		

DES2 - CIS (2) - Improve the way in which customers can access our services.	Extend and enhance the way customers can interact with the Council by improving the online experience provided.	<p>A) Introduce a new online customer self-service portal.</p> <p>B) Increase the number of services available online by 10%</p>	<p>A) Technical difficulties (on part the provider) have occurred throughout Quarter 2, and so we are slightly behind anticipated timescales. We have now overcome these difficulties and will continue to progress the portal throughout Quarter 3.</p> <p>B) Not scheduled to report until Quarter 4.</p>	A	BP23	NS
DES3 - CIS (1) - Continuously look for ways to deliver services more efficiently	Deliver modern and secure hardware and software solutions to enable efficient and effective service delivery.	<p>A) Rollout of Windows 10 and Office 365 across the Council.</p> <p>B) Upgrade the current VDI environment.</p>	<p>A & B) Phase 3 of the Windows 10, Office 365 rollout plan is on track against the set timescales. This also includes migrating desk centric users onto the new VDI environment. Phase 4 (Customer Services, Contact Centre and Planning will be migrated by the end of April 2020).</p>	G		

DES3 - CIS (2) - Continuously look for ways to deliver services more efficiently	Introduce call recording to the contact centre to improve call quality.	<p>A) Call recording implemented in the contact centre.</p> <p>B) Call quality baseline established.</p>	<p>A) The introduction of call recording has faced a continued delay pending implementation of a PCI- compliant telephone payments solution. It is anticipated implementation will now take place by the end of Quarter 4.</p> <p>B) A call quality baseline has been established but we will look to recreate this once the new call quality process is fully implemented.</p>	A	
DES3 - CMT - Continuously look for ways to deliver services more efficiently	Establish a Transformation Programme for the Council.	Programme Board established, and key transformation projects initiated and on target.	The previous Chief Executive established a Transformation Board and terms of reference. The new Chief Executive intends to take transformation forward as part of the new Corporate Plan.	A	
DES3 - FP - Continuously look for ways to deliver services more efficiently	Development of an Investment Strategy setting out the Council's approach to investment decisions and detailing the evaluation criteria to be used.	Final Strategy agreed and published by July 2019.	The Investment Strategy was approved by Cabinet in September 2019, following which was then published. Implementation of the Strategy will now take place.	C	

**DES3 - SS - Continuously
look for ways to deliver
services more efficiently**

Review the Personal Review process, for staff, to ensure it promotes personal leadership, empowerment and innovation by focussing on managing personal effectiveness through outputs and outcomes.

Revised Personal Review Process fully implemented by March 2020.

We are currently considering three possible options for a replacement appraisal system;

1) Upgraded version of Learning Pool; 2) Cloud version of iTrent - Appraisal Module; 3) Cloud version of iTrent - Check-In Module.

Due to the consideration of an extended list of options, all of which are dependent on partnership agreements or the purchase of new software it is recognised that this is likely to cause delays to the development and implementation of a new system.

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Business Plan Indicators

The Business Plan indicators below are those which Charnwood Borough Council directly impacts:

Indicator	Quarter 1	Quarter 2		Target	Commentary
BP1 - Percentage of industrial units that are fit for purpose	100.00%	100.00%	G	100.00%	Various changes of tenancy has occurred over the last three months some leaving some coming in and others swapping for different size units and remaining as tenants.
BP2 - Percentage return/ yield across individual unit portfolio			NS		Annual Target- to be reported in Quarter 4 only.
BP11 - Percentage of complaints not proceeding past 'Stage 0' of the corporate complaints process	88.00%	91.00%	G	90.00%	263 complaints have been received this quarter with 18 progressing to stage 1 and 6 progressing to Stage 2.
BP12 - Percentage of customers satisfied with the face to face service they receive	90.00%	89.00%	G	87.00%	590 out of 665 respondees rated the face-to-face service they received as 'Good'.
BP13 - Percentage of customers satisfied with the service they receive for those calls taken in the contact centre.	92.00%	92.00%	G	87.00%	111 out of 121 respondees rated the telephone service they received as 'Good'.
BP14 - Percentage of customers satisfied with the web related service they receive	51.49%	54.00%	G	52.00%	514 out of 947 respondees rated the web service they received as 'Good'.
BP18 - Number of Emergency Centre Volunteers & Flood Wardens			NS		Annual Target- to be reported in Quarter 4 only. There were 21 trained emergency centre volunteers and 32 flood wardens at the close of Quarter 2. <i>See ERM1-SS for further details.</i>
BP22 - Percentage of complaints received about an election			NS		Annual Target- to be reported in Quarter 4 only. <i>See DES1 - SS (1) for further details.</i>
BP23 - Percentage increase in number services available online			NS		Annual Target- to be reported in Quarter 4 only.

Key Corporate Indicators

The key indicators below are those which Charnwood Borough Council directly impacts:

Indicator	Quarter 1	Quarter 2		Target	Commentary
KI7 - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.50 Days	10.40 Days	G	17 Days	The performance is currently well with the target for this indicator and is being closely monitored to ensure performance is maintained.
KI8 - Percentage of Council Tax Collected (Cumulative Target)	29.36%	57.33%	A	57.38%	The second quarter results are positive, only narrowly missing target, and show a small improvement against Quarter 2 in 2018/19. <i>Tolerance set at 57.08%.</i>
KI9 - Percentage of non-domestic rates collected (Cumulative Target)	30.27%	57.03%	G	56.53%	Quarterly performance is slightly behind that achieved in the same quarter in 2018/19. Ongoing performance in this area will be closely monitored.
KI10 - The number of working days/ shifts lost to the local authority due to sickness absence (Cumulative Target)	1.94 Days	3.70 Days	A	3.40 Days	The sickness figure to Quarter 2 is much lower than the previous year. September has been the worst month for sickness in this period. The main reasons for sickness in this quarter are Stomach Ailments (22%), Cold, influenza, viral infections (18%) and Operations and Recovery (9%). <i>Tolerance set at 3.74 Days.</i>