

Scrutiny Meeting	
Meeting Date	17 June 2021
Report Title	Annual Performance Management Report (2020/21)
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Services
Lead Officer	Tony Potter, Policy and Performance Support Officer

1 Purpose of Report and Executive Summary

- 1.1 This report presents the year-end annual performance management report for 2020/2021 (to 31 March 2021) as previously reported to SMT on 4 May 2021 and Informal Cabinet on 17 May 2021 (attached as Appendix I).

2 Background

- 2.1 This report follows on from the previous Q3 report for 2020/21.

3 Proposal

- 3.1 Scrutiny are asked to **note** the Annual Performance Management Report for 2020/2021 as attached at Appendix I.

4 Appendices

- 4.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Annual Performance Management Report (2020/21)

8 Background Papers

- Previous SMT performance reports
- Quarterly complaints reports
- Internal audit reports
- Finance reports

SMT Meeting	Agenda Item: x
Meeting Date	4 May 2021
Report Title	Annual Performance Management Report (2020/21)
Cabinet Member	Cllr Roger Truelove, Leader and Cabinet Member for Finance
SMT Lead	David Clifford, Head of Policy, Communications and Customer Service
Head of Service	David Clifford, Head of Policy, Communications and Customer Service
Lead Officer	Tony Potter, Policy and Performance Officer
Recommendations	That SMT <i>notes</i> the final performance outturns for 2020/21

1 Purpose of Report and Executive Summary

- 1.1 This is the annual performance report summarising the Council's performance against the corporate indicators for the financial year to 31 March 2021.
- 1.1 The impact of Covid-19 and subsequent lockdowns since 23 March 2020 has had a considerable impact on council services that also extends beyond those areas covered within this report. Whilst the outcome in this report is lower than previous years, the 'Direction of travel analysis' in Appendix I shows that overall performance is better than last year. SMT will recall the challenges that teams have faced as reported within these and other reports throughout the year and are reminded that reporting, whilst being captured, was suspended for the first half of the year. As a result, discussion regarding any mid-year reviews of targets impacted by factors beyond managers controls did not take place.
- 1.2 To summarise the year-end position statement for all indicators, 21 (64%) met their target (Green), and 12 (36%) did not (Amber or Red). This is 6 percentage points worse than the previous year and 21% below the meta-target level we set ourselves of 85%. However, it should also be noted that 4 indicators (12%) were less than 3% away from meeting their targets.
- 1.3 More detail on each of the performance indicators on which this report is based can be accessed online at <http://www.swale.gov.uk/monthly-performance-monitoring/>.

2 Background

- 2.1 This report follows on from the previous Quarter 3 performance report.

Performance indicators

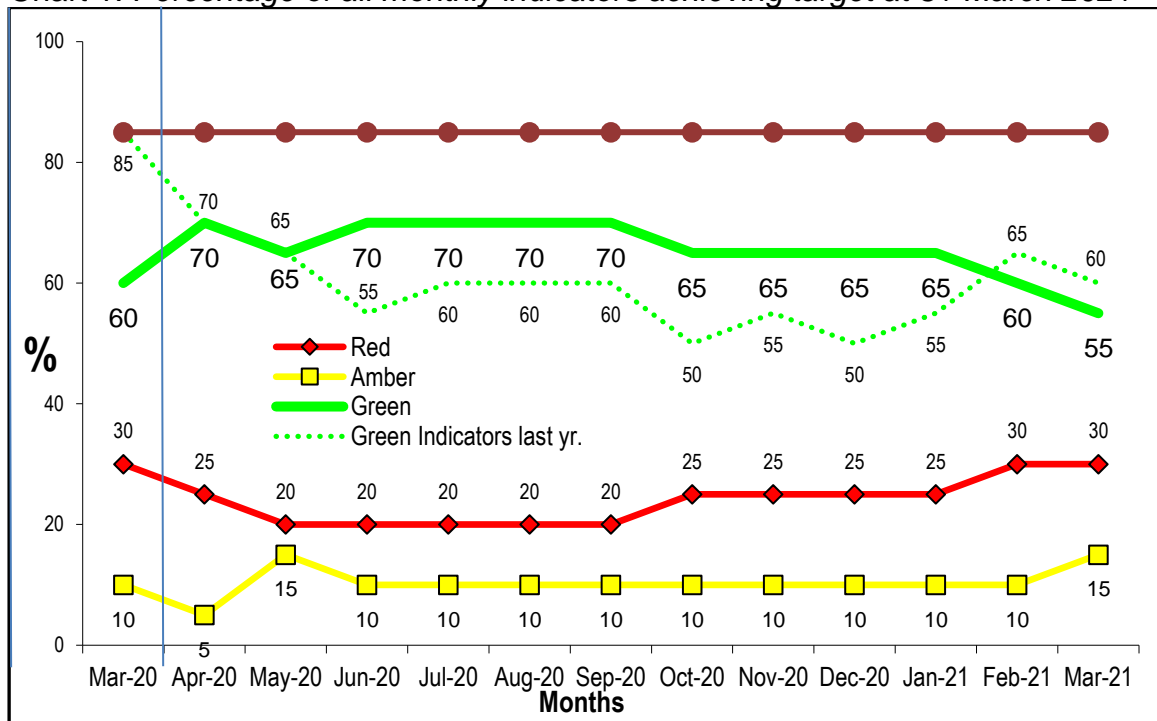
2.2 The complete list of corporate indicators in use during 2020/21 is detailed in **Appendix I**. This includes those indicators that are managed and recorded on a monthly or quarterly basis (KPIs), and those that are recorded for monitoring purposes (MPIs)

KPI Performance indicators – Monthly indicators

2.3 Twenty indicators have been routinely recorded on a monthly basis. Their year-end status is summarised as follows:

- eleven indicators (55%) met target (Green); and
- nine indicators (45%) did not meet target (Amber or Red).

Chart 1: Percentage of all monthly indicators achieving target at 31 March 2021



KPI Performance indicators – Quarterly indicators

2.4 Thirteen performance indicators are routinely monitored on a quarterly basis and summarised as follows;

- ten indicators (77%) met target (Green); and
- three indicators (23%) did not meet target (Red).

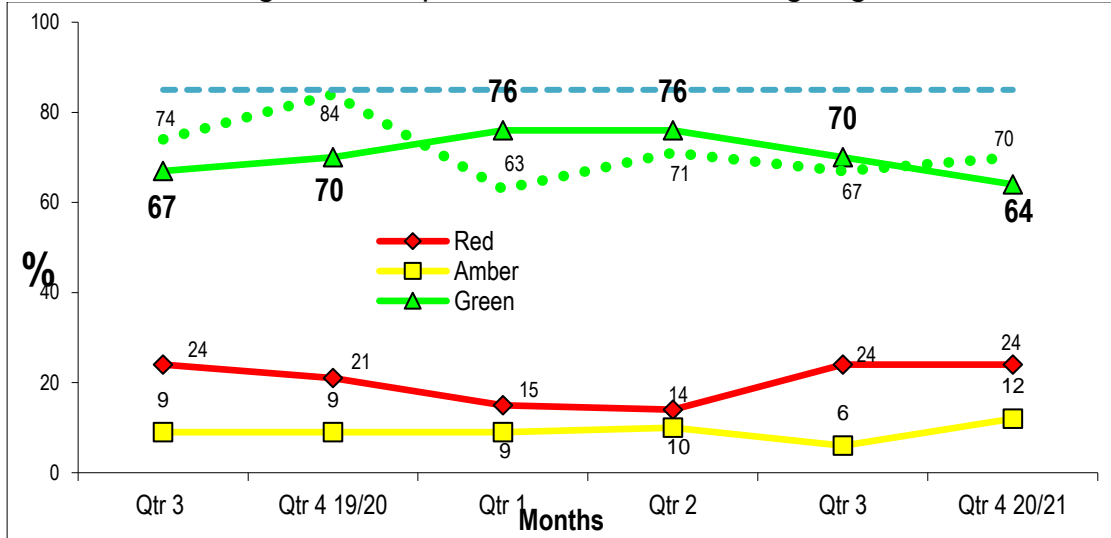
KPI Performance indicators – All indicators 2019/20

2.5 The year-end position for all thirty-three performance indicators is as follows:

- twenty-one indicators (64%) met target (Green); and,
- twelve indicators (36%) did not meet target (Amber or Red).

2.6 SMT may wish to note that of the twelve indicators that failed to achieve their target, five were within 3 percentage points of their targets, with two being within 1%, as detailed in Table 1.

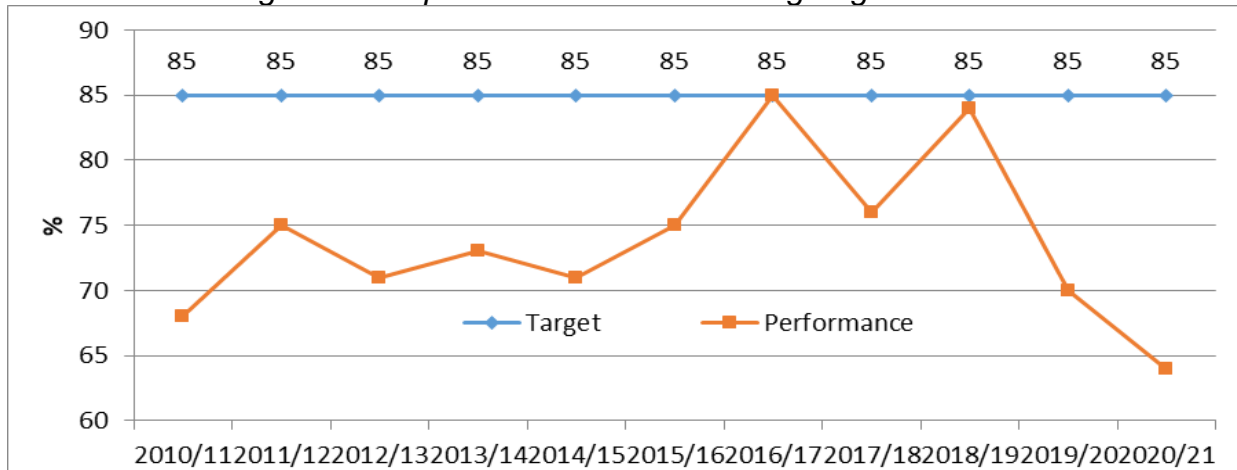
Chart 2: Percentage of all corporate indicators achieving target at 31 March 2021



2.7 Chart 3 tracks annual performance over the past decade against the meta-target previously set of 85%.

2.8 When comparing year on year performance it should be noted that full mid-year target reviews have not taken place in the last two years, thereby negating opportunities to adjust the impact of any external impactors on performance. The impact of such cannot be retrospectively quantified thus this should be considered when making year on year comparisons.

Chart 3: Percentage of all corporate indicators achieving target



2.9 The twelve indicators which have not achieved their target are detailed in Table 1 below.

Table 1: Performance Indicators not meeting target in 2020/21

Reference	Frequency Mth/Qtr	Description	2020/21 Outturn	2020/21 Target
BV109a	Monthly	Processing of planning apps: Major Applications (within 13 weeks)	88.2%	89%
<p>Performance against this indicator had been exceptional up until the last month of this year, with the year-to-date value being 6% above target at the end of February (95%). However, In March, 4 contentious holiday park applications required considerable legal discussion over policy interpretations resulting in their delay and eventual refusal. As a result, this indicator finished unexpectedly less than 1% below target.</p>				
BV218a	Monthly	Abandoned vehicles - % investigated within 24hrs	98.4%	99.75%
<p>It should be noted that the target for this indicator is set keenly high as under normal circumstances all abandoned vehicles should be inspected within 24hrs. Performance for the previous 5 years shows an unblemished 100% rate for every month up until April this year. Since then, lockdown impacts caused resource availability issues, prevented visits in some instances and caused priorities to change. These circumstances have prevented the team from continuing their 100% success rate, by 1.6%.</p>				
LI/DC/DC E/006	Monthly	Refused Planning Applications	16.6%	15.0%
<p>Performance against this indicator throughout this year has been just above or just below target, resulting in the year end value being 1.6% above the target. Whilst there can be a degree of ambiguity, planning applications are assessed against regulations and guidelines and only refused where its considered that they do not comply with these and policies within the Local Plan. Applications that have been refused in each month where the target has not been met have been reviewed and no trends or concerns have been highlighted above and beyond normal volumes of contentious applications. It has been noted in several months that additional take-up of the pre-app service would improve outcomes, but this would only have a marginal impact on the overall performance.</p>				
LI/DC/DC E/007	Monthly	Planning Enforcement - Informing complainant within 21 days	84.7%	95%
<p>Performance against this indicator had previously consistently achieved target for several years prior to April 2020. Covid lockdowns impeded officer's abilities to visit sites and carry out inspections in order to facilitate responses within the target timescales and gave rise to other resource issues as reported on within the year. Work is ongoing to review protocols and working practices through a revised Planning Enforcement Strategy and Charter, to increase the workflow and improve performance.</p>				
LI/IC/CSC/004	Monthly	Percentage of calls to Customer Contact Centre answer. in 20secs	66.7%	75.0%
<p>Over the last year the team has adapted to different ways of working and taken on new services to support various teams including the Covid hotline. The closure of face-to-face services caused an increase in telephone/electronic demand requiring staff resources be refocused to accommodate this. Call handling times increased to help support customers in different ways and to handle more complex enquiries, and deal with surges in demand on matters such as waste issues, as previously reported. The team lost experienced members of staff at the beginning of the year and had to deal with the challenges that Covid restrictions caused to recruitment and complexities of training across the various supported services. Remote working also created technical challenges and extended work processes to log calls, that impacted on the overall call handling and response times.</p>				
LI/LS/LCC 01	Monthly	Percentage of all Local Land Searches completed in 5 working days	94.3%	95.0%

<p>Performance has been above target for 9 out of the 12 months. However, resource issues previously reported in October / November had considerable impact on performance during those two months (average 82%), such that average performance of 97% over the last 4 months has not been able to quite make up for this.</p>				
LI/CC/01	Monthly	Number of missed refuse and recycling bins per annum	3489	2148
<p>Performance issues relating to this indicator have been publicised throughout this year with several actions being implemented to improve the situation, as previously reported. As a result, missed bin numbers continue to improve, and have hit monthly targets for the last 4 months. However, the high number of missed bins during the first lockdown combined with the volume of garden waste collections not completed throughout the summer, has meant that it has not been possible to achieve the year-end target.</p>				
NI 191	Monthly	Residual household waste per household	504 kgs	460 kgs
NI 192	Monthly	Percentage of household waste sent for reuse, recycling and composting	41.6%	45.0%
<p>Due to more residents being at home during lockdown, kerbside collection tonnages have been much higher in most areas nationally. The sticker campaign is underway encouraging residents not to place recyclables, food or garden waste into the refuse bins to help improve this performance indicator. Plans to change Marine Town (approximately 3000 properties) recycling collections later in 2021 are expected to also improve performance. Various additional campaigns focusing on improving garden and food waste uptake are planned for the coming year. Following audits carried out on tonnages, reconciliations are taking place on figures provided by KCC and Biffa as discrepancies have been found. Therefore this indicator outcome value may change slightly dependent on the outcome of these reconciliations.</p>				
LI/HS/01	Quarterly	Number of long-term empty homes brought back into use	74	90
<p>This indicator only achieved target in one quarter out of four. A recent mailshot to property owners tried to boost performance. It resulted in a good response but unfortunately those that did respond all had the same type of reply, namely that Covid restrictions were preventing the reoccupation of the property and owners are facing difficulties carrying out remedial works before they can let their property to tenants. Consequently, property sales are being affected as viewings can't take place, and mortgages lenders aren't lending. Cases where the owner is deceased are being affected as Covid restrictions are impacting on both the operations of the Probate Office and the solicitors who are dealing with the affairs of the deceased. This indicator is expected to improve as lockdown restrictions ease.</p>				
NI 195ii	Quarterly	Improved street and environmental cleanliness: Detritus	90%	93%
<p>This newly calculated indicator commenced in December 2019, with measurements being taken 3 times per year (April, August/December) and published the following month. Following the implementation of an action plan with Biffa as a result of the impact of Covid on resources, and mechanical vehicle issues reported in previous months, this indicator achieved target in December. These earlier issues meant it has only been possible to achieve amber status against the year-end target.</p>				
LI/EH/002	Quarterly	Food Hygiene – The percentage of food inspections completed that were due.	52%	90%
<p>Inspections were not carried out in Q1 or Q2 due to Covid restrictions, therefore performance is only calculated based on Q3 and Q4. Q4 overlapped with Lockdown 3 which saw temporary closure of many hospitality businesses. This meant that many of the inspections due could not be undertaken because the businesses were not operational, and this accounts for the reduced inspection numbers. None the less, the service continued with the Food Standards Agency</p>				

priorities, with enforcement focused on businesses linked to export (approved premises), the high-risk noncompliant premises and responding to intelligence and undertaking investigations throughout the lockdown. The FSA do not require the usual Local Authority Enforcement Management System return but a shorter summary to assess the national backlog of inspections, to inform the potential risks to the food system.

Monitored performance indicators (MPIs)

- 2.10 Eight monthly and eight quarterly indicators are of interest and therefore monitored for trends against previous levels as detailed in Table 2 below.
- 2.11 Please note the crime statistic is normally reported in arrears. Currently the latest report available is up to the end of February 2021.

Table 2: Monitored performance indicators as at 31 March 2021

Freq.	Ref	Description	Q1 Value	Q4 Value
Monthly	NI 156	Number of households living in temporary accommodation	275	292
	LI/CSC/ 006	Long-term working days lost due to sickness absence	1.13 days	1.49 days
	LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	99.4%	98.0%
	LI/EC/MON10	Swale Means Business – Website analytics	1025	1359
	LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	137	134
	LI/EC/MON28	Swale VCS – Number of enquiries received	105	77
	LI/EC/MON2	No. of enquiries to the business support service	1246	2099
	LI/HO/MON9	Rough Sleepers in Accommodation	67	46
Quarterly	NI 155	Number of affordable homes delivered	0	283
	LI/CSC/006	Complaints escalated to Stage 2	5%	6%
	CSP/001	All crime per 1000 population	105.6	95.5
	HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	52%	56%
	HO/MON8	Percentage of households who secured accommodation at the end of relief duty	14%	31%
	EC/MON33	Safeguarding training (% of all staff fully trained)	48.8%*	62.7%
	LI/CEL/001	No. of visits to Council owned or supported leisure centres	0	0
	LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	54%	43%

* Q2 value

Planning Performance Designation






- 2.12 In 2013 DCLG (now MHCLG) introduced a measure to manage authorities' underperformance in the quality and timeliness of decision making on major

planning applications. These were further updated in 2016 to include non-major applications (see notes below Table 3). In November 2018 MHCLG reviewed the measure and confirmed that current timescales and thresholds will remain unchanged for the time being.

2.13 'Designation' occurs when an indicator exceeds set thresholds, with additional penalties applied for failing to report at all. Current performance and thresholds are as indicated in Table 3 below,

2.14 Note official appeals statistics have not yet been published for 2020/21, therefore current assessments for this element are based on manual calculations. As can be seen from Table 3, based on current performance Swale will not be in a position of Designation.

Table 3: Rolling two-year designation performance as at 31 March 2021

Status	Indicator	Designation criteria	Threshold	Most recent assessment	Current assessment
	Percentage of major applications determined in 13 weeks	Lower % than threshold	60%	89.8% (12/2020)	85.8%
	Percentage of major planning applications overturned at appeal ^{*(2)} (= overturns / total major applications)	Higher % than threshold	10% (10/106)	4.1% (03/2019)	2.8% (3 /106)
	Percentage of non-major applications ⁽¹⁾ determined in 8 weeks	Lower % than threshold	70%	94.1% (12/2020)	92.9%
	Percentage of non-major applications overturned at appeal ^{*(2)} (= overturns / total non-major applications)	Higher % than threshold	10% (153/1536)	1.4% (03/2019)	4.2% (64/1536)
	Number of missed quarterly returns to DCLG	More than threshold	2	0	0

*⁽¹⁾ Non-major applications are defined as minor developments plus 'Change of Use' and 'Householder Developments' (PS2 codes 13-21)

*⁽²⁾ Official statistics not yet available beyond Mar 2019 (Tables 152 & 154)

3 Proposal

3.1 SMT are asked to **note** the contents of this report.

4 Alternative Options

4.1 There are no alternative options as this report is largely for noting only.

5 Consultation Undertaken or Proposed

5.1 Heads of Service have been consulted in preparing this report.

6 Implications

Issue	Implications
Corporate Plan	Without putting in place appropriate performance management arrangements the Council may not be able to demonstrate how it achieves the corporate plan and its objectives.
Financial, Resource and Property	None specific to this report.
Legal and Statutory	The Council continues to have a statutory duty to report certain performance-related information to central government and its departments. In addition, as part of the emerging transparency agenda, there is a requirement to make performance information available to the community. Swale publishes regular monthly performance reports on its website at http://www.swale.gov.uk/monthly-performance-monitoring/ .
Crime and Disorder	There are no direct crime and disorder implications.
Environmental Sustainability	There are no direct sustainability implications. However, there are a number of sustainability related indicators featured in the Council's current set of performance indicators.
Health and Wellbeing	There are no direct health and wellbeing implications, although many aspects of Council performance will have a bearing on the health and wellbeing of residents.
Risk Management and Health and Safety	Not managing performance appropriately may result in the Council not achieving its priorities, resulting in risk to its reputation.
Equality and Diversity Implications	There are no direct equality and diversity implications. However, there are a number of equality and diversity related indicators featured in the Council's current set of performance indicators.

7 Appendices

- 7.1 The following documents are to be published with this report and form part of the report
- Appendix I: Corporate Plan Indicators Year End Outturn 2020/21 table and Direction of travel analysis.

8 Background Papers

- 8.1 The following background documents relate:
- Quarterly SMT performance reports
 - Internal Audit Reports

Appendix I

Monthly Performance Indicators		20/21 Target	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2021 Outcome	Direction of Travel compared to 2019/20
Record of monthly results reported MONTHLY (Colour = YEAR TO DATE)																
BV8	Percentage of invoices paid on time (within 30 days)	97%	G	G	G	G	G	A	G	G	A	G	G	G	99.7%	Improved
BV9	Percentage of Council Tax collected	97.45%/94	G	G	G	G	G	G	G	G	G	G	G	G	95.5%	Static
BV10	Percentage of Non-domestic Rates collected	97.8%/90	G	G	G	G	G	G	G	G	G	G	G	G	93.4%	Deteriorated
BV12b	Short-term working days lost due to sickness absence	3.2 days	G	G	G	G	G	G	G	G	G	G	G	G	1.0 days	Significantly improved
BV78a	Speed of processing – new Housing /Council Tax Benefit claims	20 days	G	G	G	G	G	G	G	G	G	G	G	G	12.9 days	Significantly improved
BV78b	Speed of processing - changes of circumstances for HB/CTB claims	6.5/9days	G	G	G	G	G	G	G	G	G	G	G	G	5.4 days	Significantly improved
BV109a	Processing of planning apps: Major Applications (within 13 weeks)	89%	G	G	G	G	G	G	G	A	G	G	A	R	88.2%	Deteriorated
BV109b	Processing of planning apps: Minor Applications (within 8 weeks)	82%	G	R	A	G	G	G	G	G	G	G	G	G	91.7%	Significantly improved
BV109c	Processing of planning apps: Other Applications (within 8 weeks)	91%	G	G	G	G	G	G	G	G	G	G	G	G	98.8%	Improved
BV218a	Abandoned vehicles - % investigated within 24hrs	99.75%	A	G	G	A	G	A	G	G	G	A	A	A	98.4%	Deteriorated
LI/DC/DCE/004	Percentage of delegated decisions (Officers)	86.5%	G	G	G	G	G	G	G	A	G	G	G	G	91.5%	Static
LI/DC/DCE/006	Refused Planning Applications	15%	G	G	A	R	R	R	G	R	G	R	R	R	16.6%	Improved
LI/DC/DCE/007	Planning Enforcement - Informing complainant within 21 days	95%	R	G	A	R	R	R	R	G	G	A	R	R	84.7%	Significantly deteriorated
LI/IC/CSC/002	Percentage of abandoned calls	8.5%	G	R	A	G	R	R	G	G	G	G	G	G	6.5%	Significantly improved
LI/IC/CSC/004	Percentage of calls to Customer Contact Centre answer. in 20secs	75%	G	R	R	R	R	R	R	R	R	G	R	R	66.7%	Static
LI/LS/LCC01	Percentage of all Local Land Searches completed in 5 working days	95%	R	G	G	G	G	G	G	R	R	G	G	G	94.3%	Improved
LI/CC/01	Number of missed bins per annum	2148	R	R	R	R	R	R	R	R	R	G	G	G	3489	Significantly deteriorated
LI/TBC/02	Proportion of Major Planning Applications overturned at appeal	10%	G	G	G	G	G	G	G	G	G	G	G	G	2.0%	Significantly deteriorated
NI 191	Residual household waste per household	460kgs	R	R	R	R	G	G	R	G	R	R	G	R	504kgs	Static
NI 192	Percentage of household waste sent for reuse, recycling and comp	45%	R	A	G	A	R	R	R	R	R	R	R	R	41.6%	Static
LI/ICT/0006	Website availability	99%		G			G			G			G		99.8	Static
BV79b(j)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	80%		G			G			G			G		100.0	Significantly improved
LI/CSC/003	Complaints responded to within 10 working days	90%		G			R			G			G		92.9	Improved
LI/HS/01	Number of long-term empty homes brought back into use	90		A			G			R			R		74	Significantly deteriorated
NI188	Planning to Adapt to Climate Change	3		G			G			G			G		3	Static
NI195i	Improved street and environmental cleanliness: Litter % at B standard	95%		G			X			G			G		96	Improved
NI195ii	Improved street and environmental cleanliness: Detritus % at B standard	93%		R			X			G			G		90	Improved
LI/EH/001	Percentage of Planning consultations responded to in 21 days	90%		G			X			G			G		94.7	Improved
LI/EH/002	Food Hygiene – The % of food inspections completed that were due.	90%		G			X			R			R		52.0	Significantly deteriorated
LI/IA/004	Audit recommendations implemented	95%		G			G			G			G		100	Significantly improved
LI/CEL/002	Percentage of beach huts occupied	75%		G			G			G			G		88.5	Deteriorated
LI/CEL/003	Percentage of disabled parking bay applications processed within 3 months	95%		G			G			G			G		100	Static
LI/PAR/001	Civil enforcement officer accuracy rate	98%		G			G			G			G		99.8	Static
COMBINED INDICATOR RESULTS (M+Q) (20 + 13 = 33) (Q2 = 29)			YEAR TO DATE (Colour)												99.8	Static (+/- 1%) Deteriorated (-1 to -5%) Significantly Deteriorated (> -5%) Improved (+1 to +5%) Significantly Improved (> +5%)
			14G 1A 5R	13G 3A 4R	25G 3A 5R	14G 2A 4R	14G 2A 4R	22G 3A 4R	13G 2A 5R	13G 2A 5R	23G 2A 8R	13G 2A 5R	12G 2A 6R	21G 4A 8R		
			PERIOD TOTAL (TEXT)													
			14G 1A 5R	14G 1A 5R	25G 3A 5R	13G 2A 5R	13G 0A 7R	21G 2A 6R	13G 0A 7R	13G 2A 5R	26G 1A 6R	15G 2A 3R	14G 2A 4R	24G 1A 8R		

Monthly MPIs – Monitored Performance Indicators (no targets / performance not managed)		19/20 Month Ave.	A-M-J / Q1			J-A-S / Q2			O-N-D / Q3			J-F-M / Q4		
NI 156	Number of households living in temporary accommodation	253	257	267	275	270	285	280	279	278	283	299	287	292
BV12a	Long-term working days lost due to sickness absence	7.64 days/yr.	0.39	0.72	1.13	1.50	1.88	2.35	2.7	3.28	3.80	4.06	4.49	5.29
LI/CC/MON16	% of fly-tipping incidents attended to within 3 working days	99%	100	95	99.4	99.4	95	93	94	100	75	94	98.5	98.0
LI/EC/MON10	Swale Means Business – Website analytics	520	227	390	408	481	193	228	250	185	159	405	304	650
LI/EC/MON11	No. of Visitor Economy Businesses supported by ECS	24	62	47	28	2	4	1	3	42	25	31	27	76
LI/EC/MON28	Swale VCS – Number of enquiries received	23	50	33	22	15	12	8	13	25	14	25	22	30
LI/EC/MON2	No. of enquiries to the business support service	162	636	390	220	128	108	32	51	450	344	816	586	697
LI/HO/MON9	Rough Sleepers in Accommodation	n/a	65	61	67	59	56	47	50	50	52	47	52	46

Direction of travel analysis	No. Indicators	% 20/21	% 19/20
Static	9	27%	40%
Deteriorated or significantly deteriorated	9	27%	47%
Improved or significantly improved	15	46%	13%

Achieved target	No. Indicators	% 20/21	% 19/20
Achieved target	21	64%	70%
Achieved target and performance improved	12	57%	20%
Achieved target and performance static	6	29%	45%
Achieved target and performance deteriorated	3	14%	35%

Quarterly MPIs – Monitored Performance Indicators (no targets / performance not managed)		19/20 Quart. Ave.	Q1	Q2	Q3	Q4
NI155	Number of affordable homes delivered (gross / target)	25	0	99	204	283(75)
LI/CSC/006	Proportion of complaints escalating from Stage 1 (Service Unit) to Stage 2 (Chief Executive)	8%	5%	8%	5%	6%
CSP/0001	All crime per 1000 population	111.4	105	105.6	101.2	95.5 (Feb)
HO/MON7	Percentage of households who secured accommodation for 6+ months when prev. duty ended	41%	52%	57%	67%	56%
HO/MON8	Percentage of households who secured accommodation at the end of relief duty	18%	14%	36%	24%	31%
EC/MON33	Safeguarding training (% of training modules completed)	46.2%	X	48.8%	48.5%	62.7%
LI/CEL/001	No. of visits to Council owned or supported leisure centres	159,440	0	31,741	4,753	0
LI/CSC/001	% of contacts transacted digitally compared to other methods of contact to Customer Services	39%	54%	50%	54%	43%

Failed target	No. Indicators	% 20/21	% 19/20
Failed target	12	36%	33%
Failed target but performance improved	3	25%	0%
Failed target and performance static	3	25%	30%
Failed target and performance deteriorated	6	50%	70%