

## **PERFORMANCE MANAGEMENT SYSTEM – QUARTERLY PERFORMANCE REPORT**

### **1 SUMMARY**

- 1.1 The purpose of this report is to enable Members to consider a revised format for the Quarterly Performance Report, an example of which is attached as Appendix A to this report.

### **2 INTRODUCTION**

- 2.1 The Comprehensive Performance Assessment (CPA) of Rochford Council, undertaken in 2004, concluded that the Council lacked a performance management culture and should therefore develop and embed an improved performance management system to address this weakness.
- 2.2 A revised performance management system, drawing on best practice elsewhere, is being developed for full implementation during 2006/07 and the proposed revision of the Quarterly Performance Reporting system is one of the stages of the implementation process.
- 2.3 It is anticipated that a further report on the overall progress with the implementation of a revised performance management system will be made to the Committee in October 2006 when other aspects of the system will have been finalised.

### **3 THE REVISED QUARTERLY PERFORMANCE REPORT (QPR)**

- 3.1 It is recognised that the Quarterly Performance Report (QPR) as previously produced, running as it did to over 50 pages, provided, if anything, far too much information in a complex format. The attached report format and content has therefore been devised to strike a balance between the need to highlight performance on a limited number of key priorities and the alternative provision of a fully comprehensive report showing performance against all indicators.
- 3.2 It is intended that the new QPR will allow Members to focus on those key priorities, which they have identified, and which are included in the Corporate Plan and Budget Process.
- 3.3 The linkage with key issues in the Corporate Plan and Budget Process, both of which reflect the Community Strategy, clearly starts to establish what the Audit Commission have referred to as the “golden thread” linking high level strategic objectives with detailed operational planning and monitoring.
- 3.4 The new QPR system therefore focuses on those areas of performance, which Members have stated that they wished to see addressed in respect of outstanding CPA issues and those projects and performance indicators which will deliver or measure performance on Members’ key priorities. These were

identified at the Policy, Finance and Strategic Performance Committee meeting of 8 June 2006 as follows:

(1) Outstanding CPA Issues:

- Production of a Corporate Plan
- Review and upgrade of the Performance Management System with greater transparency and linkages between the various elements
- Development of cost comparison /value for money concepts in service development and the budgeting process
- The Member decision-making process around planning

(2) Key projects/service developments:

- Recycling
- Cherry Orchard Jubilee Country Park
- Lighting in Alleyways
- Clean, Green and Safe Environment Activities
- Gardening/Handyman Service
- Benefits/Council Tax
- Rochford Cemetery

3.5 Other performance indicators/projects that Officers have identified as being key at this time are the Planning Services Targets and the future management of Social Housing, which will also be included, subject to Members' agreement.

3.6 For this meeting of the Policy, Finance and Strategic Performance Committee the attached report is intended solely for the purpose of demonstrating the "look and feel" of the proposed QPR to be presented into this Committee. Data and commentaries are included for illustrative purposes only and are based on information available to the end of 2005/06. Data for the first quarter of 2006/07 is not yet available at the time of compilation of this report. Members will have the opportunity to review the actual performance for 2006/07 - Quarter 1, after the summer recess, at the Policy, Finance and Strategic Performance Committee meeting in September.

3.7 Feedback from Members is sought as to suitability of the format and content of the QPR for information and monitoring purposes and of any amendments required.

3.8 Members are also invited to consider whether it is appropriate for the Performance Report to be produced quarterly, as is current practice, or whether they would prefer more or less frequent information.

#### **4 RISK IMPLICATIONS**

4.1 As mentioned earlier, the need to introduce an improved performance management system was identified under CPA and failure to do so would impact negatively on any future CPA assessment.

#### **5 ENVIRONMENTAL IMPLICATIONS**

5.1 The revised QPR will assist in reducing the number of sheets of paper used by the Council

#### **6 RECOMMENDATION**

6.1 It is proposed that the Committee **RESOLVES**

(1) To approve the format of the Quarterly Performance Report subject to any amendments required by Members, and including the Planning Performance and Social Housing Management key information.

(2) To approve the arrangement whereby the Quarterly Performance Report is the only report made available on a routine basis to Members' in the month following the completion of each quarter.

Graham Woolhouse

Corporate Director (External Services)

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#### **Background Papers:-**

None

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## Members Performance Report for the period: April to June 2006 – Appendix A



### Rochford District Council

#### Overall Commentary on Performance:

*Specimen Report - Illustration Only*

1. This report has been prepared to illustrate the format and content of the proposed Members' Quarterly Performance Report to be introduced from the first quarter of 2006/07.
2. **This example report has been prepared using the latest available data (which in most cases is for 2005/06) solely to illustrate the "look and feel" of the data presented. Actual data for 2006/07 will be available later.**
3. It is envisaged that this first page of the report would normally be used to highlight any key performance issues or successes worthy of note.
4. The report could also be extended to show any additional indicators, projects, or service developments, which are giving cause for concern, and an overall summary of the number of indicators that are improving or worsening, as these become apparent.

**Graham Woolhouse**  
**Corporate Director (External Services)**

## Members Performance Report for the period: April to June 2006 – Appendix A

### Explanation of terms and conventions used in the report:

- **RAG Status Column – Red/Amber/Green Status** – each activity will be assigned a status of Red, Amber, or Green in accordance with the following rating system:

<b>Red:</b>	Target unlikely to be met
<b>Amber:</b>	Slippage or holding factors are evident but recovery to meet target is planned
<b>Green:</b>	On target to meet the completion date or performance level required

- **Quartile (Q) Column** – for each Performance Indicator this will show the most recent national quartile rating available (2004/05 at present). Councils are ranked by the Government in order of their performance against a number of statutory indicators and assigned to a quartile for each measure depending on whether their performance is amongst the best 25% of councils (Quartile 1) or the next 25% of councils (Quartile 2) and so on to lowest performing 25% in Quartile 4. Our aim is to be among the best performing councils (1<sup>st</sup> or 2<sup>nd</sup> quartiles) for at least 65% of the indicators by 2006/7.
- **Trend Column** – for each Performance Indicator this will show the trend as follows:
  - - better than previous quarter
  - = - same as previous quarter
  - - worse than previous quarter

**NYA** – not yet available

**N/A** – not applicable

## Members Performance Report for the period: April to June 2006 – Appendix A

### Progress on Key CPA Objectives

Objective	Start Date	Target Completion Date	Commentary	RAG Status
To produce a revised Corporate Plan for RDC	April 2004	<b>April 2006</b>	A commentary indicating progress would be inserted here.	<b>G</b>
To introduce an improved performance management system	January 2005	<b>March 2006</b>	A commentary indicating progress would be inserted here such as: <i>An improved system based on best practice is being developed and implemented in 2006/07.</i>	<b>R</b>
To develop cost comparison/ value for money concepts in service development and budgeting process.	June 2006	<b>NYA</b>	A commentary indicating progress would be inserted here.	<b>A</b>
To complete a review of operation of the Development Control (formerly Planning Services) Committee	March 2005	<b>June 2006</b>	A commentary indicating progress would be inserted here.	<b>G</b>
To implement the chosen option for the future management of social housing stock in the District	April 2004	<b>April 2007</b>	A commentary indicating progress would be inserted here.	<b>A</b>

**NB: THIS REPORT CONTAINS EXAMPLE DATA AND COMMENTARIES FOR ILLUSTRATIVE PURPOSES ONLY**

## Members Performance Report for the period: April to June 2006 – Appendix A

### Progress on other Key Projects/Service Developments

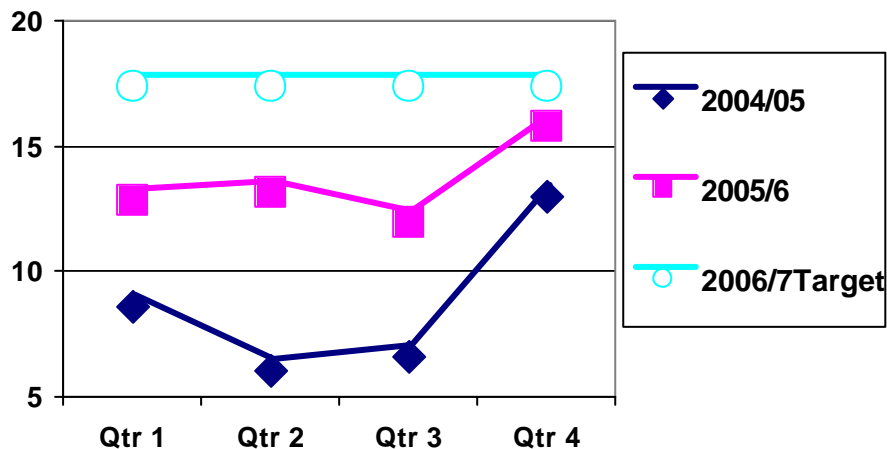
Objective	Start Date	Target Completion Date	Commentary	RAG Status
To develop the Council's Risk Management Systems and Culture	July 2005	<b>March 2007</b>	A commentary indicating progress would be inserted here.	<b>A</b>
To develop the Council's Business Planning Systems and culture	April 2006	<b>March 2007</b>	A commentary indicating progress would be inserted here.	<b>A</b>
To expand & develop Cherry Orchard Country Park	November 2005	<b>NYA</b>	A commentary indicating progress would be inserted here.	<b>A</b>
To extend Rochford Cemetery	August 2005	<b>Summer 06</b>	<p>A commentary indicating progress would be inserted here such as:</p> <p><b><i>We intend to conclude land purchase by June 2006. Initial preparation works to be underway by end of 2006.</i></b></p>	<b>G</b>
To improve Lighting in Alleyways that are the responsibility of RDC	April 06	<b>NYA</b>	A commentary indicating progress would be inserted here.	<b>G</b>
To expand kerbside recycling collections (For progress on waste recycling targets see Key Performance Indicators below)	11/05	<b>5/06</b>	A commentary indicating progress would be inserted here.	<b>G</b>

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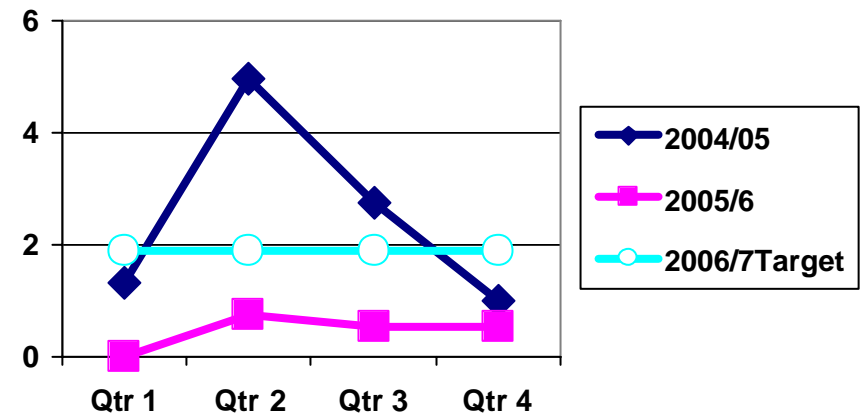
**Members Performance Report for the period: April to June 2006 – Appendix A**  
**Key Performance Indicators: Recycling Targets**

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary (Examples only shown below)	Trend	RAG
			Target	Actual	Target	Qtr Result	Year to date			
82a(i)	% of total waste recycled	4	14%	13.99%	17.4%	NYA	NYA	Expansion of the kerbside recycling to flats in the District and a Recycling awareness campaign will assist in meeting this challenging target in 2006/7	-	A
82b(i)	% of total waste composted	3	4%	0.54%	1.8%	NYA	NYA	A target to expand the "buy in" green waste service from 1475 to 2000 customers will assist in meeting this target	-	A

**% of total waste recycled**



**% of total waste composted**





## Members Performance Report for the period: April to June 2006 – Appendix A

### Key Performance Indicators: Clean, Green, Safe Targets

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary	Trend	RAG
			Target	Actual	Target	Qtr Result	Year to date			
218b	% of abandoned vehicles removed with 24 hours after council is entitled to remove	-	80%	94.34%	96%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
L5.1b	% of missed bins collected within 24 hours	-	91%	81.8%	91%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
L5.1c	Missed bins as % of total	-	0.075 %	0.07 %	0.065 %	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
L5.5b	Average no. of days by RDC to remove fly tips	-	2	0.91	1.5	NYA	NYA	A commentary indicating progress would be inserted here.	-	G

**BV218b - % of abandoned vehicles removed within 24 hours of the councils entitlement to remove them**

**Local 5.1b % of missed bins collected within 24 hours**

**GRAPH TO BE INSERTED HERE**

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## Members Performance Report for the period: April to June 2006 – Appendix A

### Key Performance Indicators: Clean, Green, Safe Targets

The following indicators are only reported annually.

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary	Trend	RAG
			Target	Actual	Target	Qtr Result	Year to date			
199a	% of land & highways having litter/detritus	4	25%	21.6%	21%	N/A	N/A	A commentary indicating progress would be inserted here.	N/A	N/A
199b	% of land & highways where graffiti levels unacceptable	-	Not set	10.1%	9%	N/A	N/A	A commentary indicating progress would be inserted here.	N/A	N/A
199c	% of land & highways where flyposting levels unacceptable	-	Not set	2.3%	2%	N/A	N/A	A commentary indicating progress would be inserted here.	N/A	N/A

### Key Performance Indicators: Handyperson/gardening service

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary	Trend	RAG
			Target	Out turn	Target	Qtr Result	Year to date			
L	No. of customers per qtr	-	N/A	NYA	NYA	NYA	NYA	A commentary indicating progress would be inserted here.	NYA	-

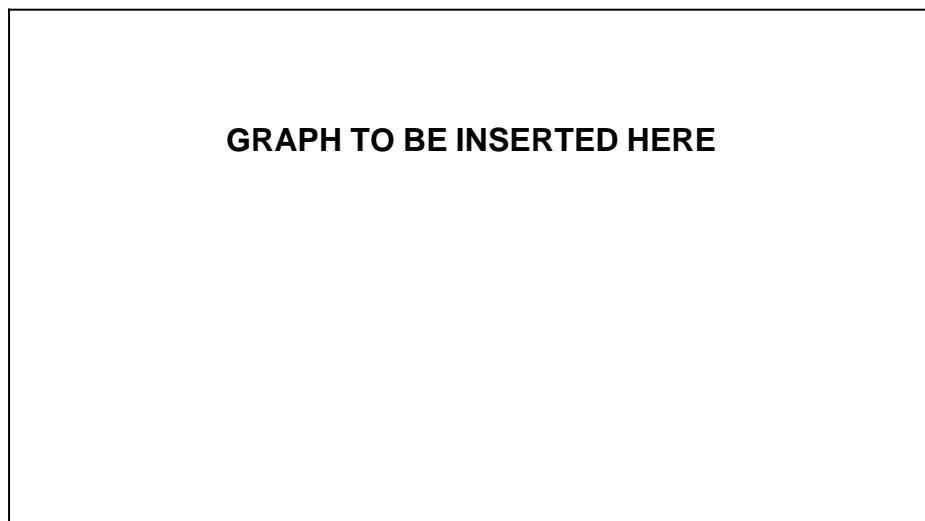
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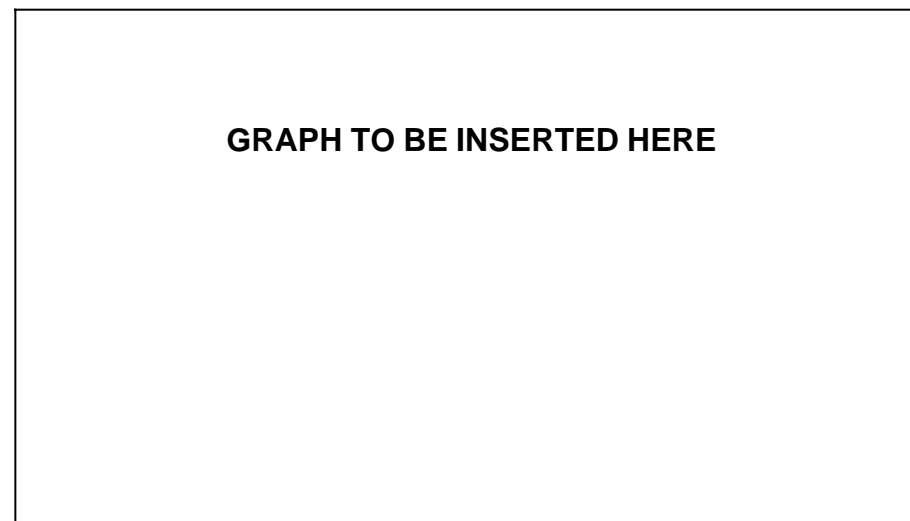
### Key Performance Indicators: Council Tax Targets

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary	Trend	RAG
			Target	Out turn	Target	Qtr Result	Year to date			
BV9	% Council Tax Collected	1	99.0%	98.7%	99.0%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
BV10	% Business Rates Collected	4	98.2%	98.3%	98.6%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G

**BV9 - % Council Tax collected**



**BV10 - % Business Rates collected**



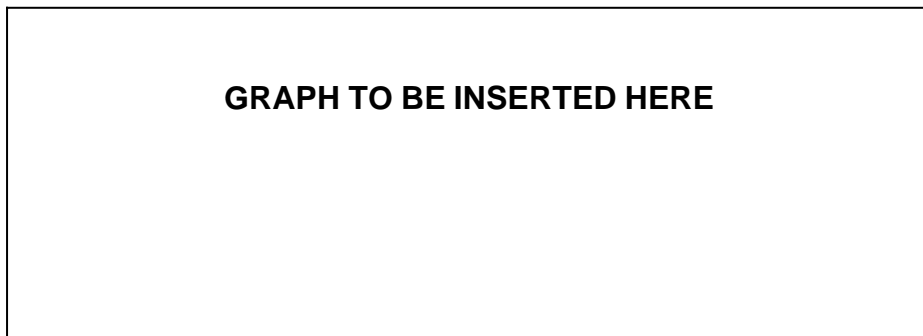
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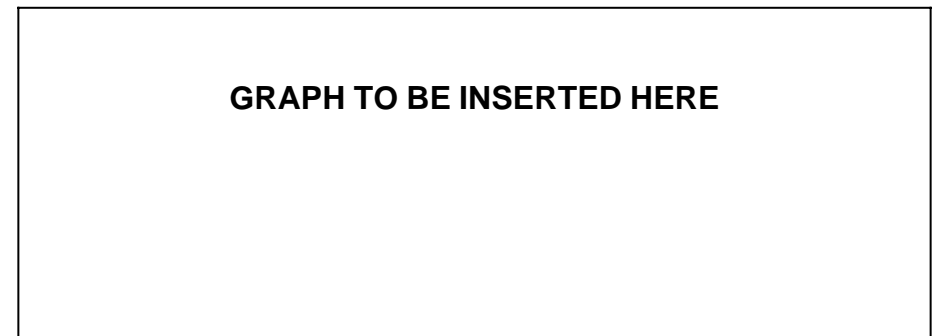
### Key Performance Indicators: Housing Benefit Targets

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary	Trend	RAG
			Target	Out turn	Target	Qtr Result	Year to date			
BV78a	Average no. of days for processing new claims	3	30	27.3	24	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
BV78b	Average no. of days for processing changes of circumstances	4	25	20.9	16	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
BV79bii	% of recoverable overpayments recovered in year vs. total debt	4	55%	24.59%	37%	NYA	NYA	A commentary indicating progress would be inserted here.	-	A
BV79biii	% of overpayments written off vs. total debt	-	5%	5.34%	5%	NYA	NYA	A commentary indicating progress would be inserted here.	NYA	-

**BV78a Average no of days for processing new claims**



**BV78b Average no of days for processing changes of circumstances**



## Members Performance Report for the period: April to June 2006 – Appendix A

### Key Performance Indicators: Planning Targets

PI No: BV or local	Definition	Q	2005/6		2006/7			Commentary	Trend	RAG
			Target	Out turn	Target	Qtr Result	Year to date			
109a	% of planning applications which meet Government targets for determining major applications in 13 weeks	4	70%	47.22%	70%	NYA	NYA	A commentary indicating progress would be inserted here.	-	A
109b	% of planning applications which meet Government targets for determining minor applications in 8 weeks	4	72%	67.62%	74%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
109c	% of planning applications which meet Government targets for determining other applications in 8 weeks	4	91%	90.70%	92%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G
204	% of appeals allowed against the authority's decision to refuse planning applications	3	30%	10.6%	28%	NYA	NYA	A commentary indicating progress would be inserted here.	-	G

**GRAPHS TO BE INSERTED HERE**

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