



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

**Finance, Economic Development and
Corporate Services Overview and
Scrutiny Committee**

16 July 2019

Report of: Councillor Kelham Cooke

The Deputy Leader of the Council



Performance reporting for quarters 3 and 4 for the financial year 2018/19

This paper sets out performance reporting for quarters 3 and 4 for the financial year 2018/19. It outlines the steps taken to date towards transforming how performance will be reported and managed in the future to align it to the corporate strategy and ensure high quality services for our customers.

Report Author

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Corporate Priority:	Decision type:	Wards:
Competitiveness	Administrative	All Wards

Reviewed by:	Elaine Pepper	28 June 2019
Approved by:	Lee Sirdifield	6 July 2019
Signed off by:	Cllr Kelham Cooke, The Deputy Leader	6 July 2019

Recommendation (s) to the decision maker (s)

- Notes the content of the report and support the ongoing transformation of performance management.**

1 The Background to the Report

- 1.1 At the previous meeting on the 13th February 2019 the Committee considered a report in relation to performance (Q1 and Q2 of 2018/19). Members were also updated in relation to changes to the Organisational Development and Change team in terms of structure and responsibilities. A new performance management framework is under development with the use of business intelligence (BI) software.
- 1.2 This report details the performance of the organisation against its corporate performance indicators for the period 1 October 2018 to 31 December 2018 (Quarter 3) and 1 January 2019 to 31 March 2019 (Quarter 4), including the position at year end.
- 1.3 Of the 21 performance indicators across the authority, two are not currently achieving their target. Performance Measure CP21: 'percentage of household waste sent for reuse, recycling and composting' is within the amber threshold. This is a continued trend potentially linked to difficulties with contamination. The target for this measure may no longer be relevant following the adoption of the Joint Municipal Waste Management Strategy.
- 1.4 Measure CP19: 'The number of apprenticeships hosted within SKDC' continues below expected levels. For quarter 4 the number has however risen to nine apprentices employed by the Council. Projects are ongoing to identify apprenticeship opportunities that provide value to both the individual candidates and the authority in order to make best use of Apprentice Levy funds.
- 1.5 Measure CP14 'Occupancy rates of retail units in town centres' has achieved over the 90% target, the yearend total reported is averaged at 92.43% of retail units occupied in the district's four towns. While the target has been achieved, vacancy within the towns has increased incrementally from 60 vacant units to 72 in Quarter 4. Bourne saw the highest gain in vacant shops, 14 are currently vacant out of a total of 164 units. Stamford also has 14 vacant units from a total of 332. The end of year figure for Grantham is 43 vacant units. Several shops in Grantham have relocated to other suitable premises within the town centre to grow their business. The Deepings statistics remain very low with only 1-2 vacant throughout the year.
- 1.6 InvestSK are working with landlords to ensure units are supported in their development. The Town Centre Investment Fund has played a strategic and direct role in supporting retailers. The grant scheme performs an important function to support the diversification of the town centre as the retail landscape shifts away from primary shopping. The aim is to ensure the town centres have a balanced economy with footfall day and night and latent security helped by the occupancy of more residential units in the town centres.
- 1.7 The end of year performance figures, as at 31 March 2019, for all indicators, is set out in Appendix 2. Most of these measures are meeting or exceeding targets. This includes planning application performance (CPO9, CP10 and CP110) relating to the speed of determining applications and CP05 and CP06 relating to the collection of council tax and non-domestic business rates.
- 1.8 As can be seen from the year end data in Appendix 2, performance measure CP02 relates to the collection of rent from council homes. At 96.8%, yearend performance for this indicator is slightly below the 98.5% target. In all other respects, performance is on track.

New Performance Framework

- 1.9 The measures presented for quarter 3 and quarter 4 are consistent with historical reporting methods. They are static, retrospective measures. Since January 2019, the Organisational Development and Change team have been working to design a new Performance Framework and data display system that will enable officers to use service information to improve efficiency, reduced risk, identified market trends to make evidence-based decisions and effectively plan for future service delivery.
- 1.10 To enable this, various BI systems have been considered. Microsoft Power BI was decided to be the best offer in terms of price and suitability. The system sits within the Microsoft 365 suite and allows easy data connections to various sources, this is an important requirement in a council setting because of the various computer systems the services use. Sample data has been inputted into Power BI and further development and training of the system is underway.
- 1.11 A performance framework has been designed to align to the corporate strategy. Workshops with the five directors and senior managers have taken place to establish how the services are working towards the goals: Growth, Competitiveness & Agility. Performance measures are being identified for service outputs that correspond to the overarching strategic goals of the organisation.
- 1.12 The measures will be displayed in Power BI dashboards. Each dashboard will contain 'tiles' of information in easy to view, user friendly visuals. Managers will be aware of current activity levels rather than obtaining a figure at the end of each month or quarter. This up to date information will enable service improvements decisions translating to a better customer experience for South Kesteven residents.
- 1.13 To support the workshops, demonstration dashboards have been developed covering the following areas:
- Human Resources Dashboard Detailing Staff profile and sickness incidents.
 - SKDC Website dashboard importing data from Google Analytics showing website access and usage
 - Crime Dashboard detailing incidents, geography and deprivation statistics.
 - Housing Services Dashboard suite
 - Re-let properties
 - Housing Needs & Current Void properties
 - Antisocial behaviour incidents and case management
 - Homelessness demographic data and case management
 - Repairs
 - Rent Arrears
 - STAR survey results, Customer Satisfaction.
- 1.14 Further development work is ongoing for dashboards relating to CCTV, Community Fund and Building Control, Customer Services (Customer Contact), Planning Policy, Revenues & Benefits.

- 1.15 Due to the technical limitations of the desktop (Free) version of Power BI, these demonstration versions do not have full 'Live' capability. An initial batch of Pro licenses were ordered on 20 June 2019 with full live development planned for the initial dashboards over July and August, supported by staff training scheduled between 1 July and 2 July 2019.
- 1.16 It is anticipated that by using Power BI Pro rather than Pentana, a saving of approximately £11,000 can be made. Alongside better use of the organisations data which can drive further cost efficiencies.
- 1.17 The examples below have been included to illustrate the difference in information available between the two reporting systems.
- 1.18 Figure 1 Shows an extract from the currently used Pentana reporting system, using data from Measure CP01: 'Number of households on the council's housing registered assessed as having a housing need'.

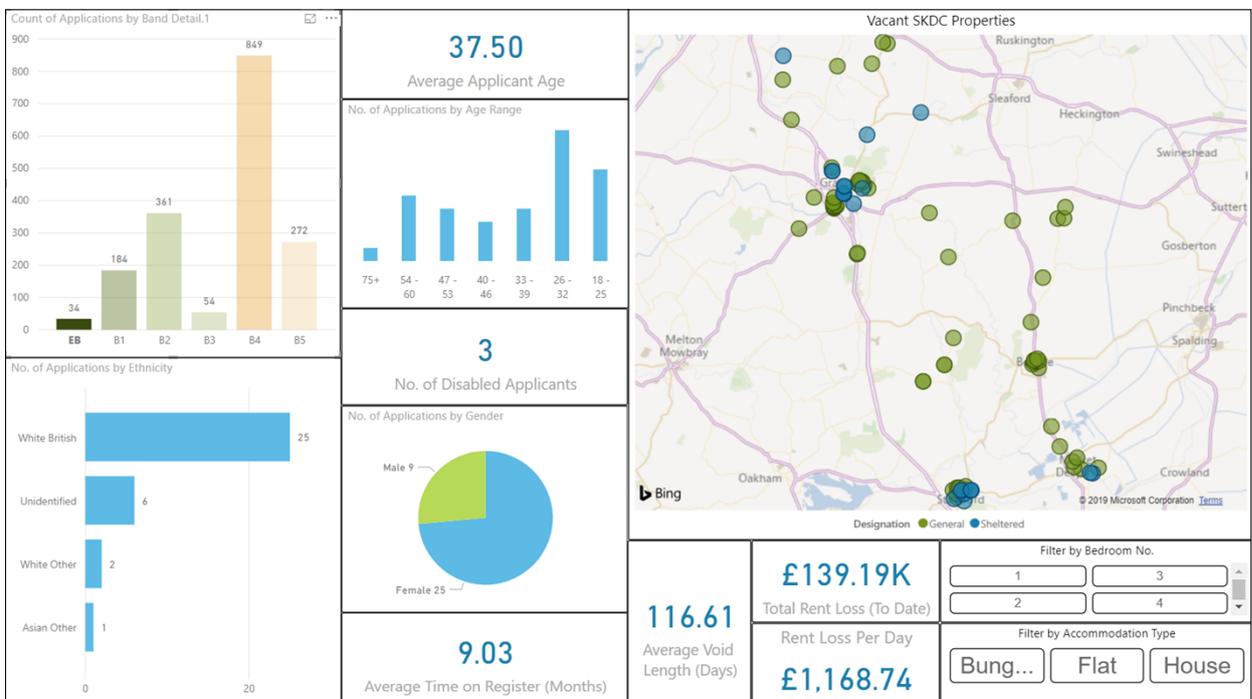
Fig. 1

Period	Status	Value	Last year	Pre-audited	Activated	Short Trend	Long Trend
May 2019		660			✓	↓	↓
April 2019		633			✓	↓	↑
March 2019		608	750		✓	↑	↑
February 2019		610	787		✓	↑	↑

1.19 This shows a very limited amount of information, only the total number of households within specified housing register bands.

1.20 Figure 2 shows an extract from the Housing Need demonstration dashboard.

Fig. 2



1.21 This data includes not only a breakdown of households by the different priority bands, but an exploration of the household's characteristics. Further data could be added to explore customer preference for housing areas and bedroom need. Beyond the housing register data, this dashboard also includes data on the SKDC properties which are currently

vacant including their location, size, build type, etc. and also includes the financial cost to the authority of those properties remaining vacant.

- 1.22 Please note that at the time of writing this dashboard is reliant on a single fixed data set and is no longer accurate but serves to demonstrate the display capability of Power BI.

2 Financial Implications

- 2.1 There are no specific financial comments arising from the report. The development of the new performance management framework will continue to be funded from budgeted resources.

Financial Implications reviewed by: Alison Hall-Wright, Head of Finance

3 Legal and Governance Implications

- 3.1 There are no legal or democratic implications arising from this report.

Legal Implications reviewed by: Shahin Ismail, Head of Legal Services

4 Equality and Safeguarding Implications

- 4.1 There are no foreseen issues relating to equality and diversity or safeguarding resulting from this report. Any issues that do arise relating to individual items will be addressed as required.

5 Risk and Mitigation

- 5.1 The contents of this report do not expose the authority to any additional risks.

6 Community Safety Implications

- 6.1 None.

7 Other Implications (where significant)

- 7.1 The implementation of a new performance management framework will see the Organisational Development and Change Team working with Officers across the organisation to review performance. Agreement on resourcing will be made with the relevant Assistant Director and Head of Service.

8 Background Papers

- 8.1 None.

9 Appendices

- 9.1 Appendix 1 – Performance Data Quarter 3
9.2 Appendix 2 – Performance Data Quarter 4 and final outturn for 2019/20

Report Timeline:	Date of Publication on Forward Plan (if required)	N/A
	Final Decision date	N/A