

Meeting: Cabinet Date: 8 December 2021

Subject: Performance Monitoring Quarter 2 – 2021/22

Report Of: Cabinet Member for Performance and Resources

Wards Affected: All

Key Decision: No Budget/Policy Framework: No Contact Officer: Jay Bishop, Performance and Improvement Officer

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Appendices: 1. Performance Report Quarter 2 – 2021/22

FOR GENERAL RELEASE

1.0 Purpose of Report

1.1 The purpose of this report is to inform Members of the Council's performance against key measures in Quarter 2 of 2021/22.

2.1 Recommendations

2.1 Cabinet is asked to **RESOLVE** that the Quarter 2 Performance Report 2021/22 at Appendix 1 be noted.

3.0 Background and Key Issues

- 3.1 This report sets out the Council's performance against a set of 25 key indicators in the second quarter of 2020/21. The data charts show an overview of the whole year with reflection within the narratives.
- 3.2 Appendix 1 sets out the performance data, including comparative information where available. Where targets exist, these have been included along with a narrative to explain the data. A red (alert) threshold is included in some charts. Where performance is monitored as part of a contract, targets and red thresholds are set and revised as part of that process, where this is not the case and there is also no national target available, these have been determined during the service planning process in consultation with the relevant Cabinet Member.
- 3.3 The summary of KPIs is categorised by Short Term Trend. 11 measures have improved in the short term. Of the 13 measures that have worsened in the short term, 1 is red. Overall there are 12 measures at green, 4 at amber and 3 at red. There are 7 data only performance indicators. One measure is unable to be categorised by trend, this is due to missing data.

3.5 The ongoing affects Covid-19 pandemic has caused has created delays to availability of some data and the report has been produced with the latest available information. As more data becomes available the report will be updated.

4.0 Social Value Considerations

4.1 There are no social value implications in respect of the recommendations in this report.

5.0 Environmental Implications

5.1 There are no Environmental Implications in respect of the recommendations in this report.

6.0 Alternative Options Considered

6.1 There are no alternative options.

7.0 Reasons for Recommendations

7.1 The Council is committed to embedding a culture of Performance Management across the organisation and this report provides Members with an overview of corporate performance during the first quarter of 2021/22.

8.0 Future Work and Conclusions

8.1 As explained in paragraph 3.5, the development of the framework is an ongoing process.

9.0 Financial Implications

9.1 There are no financial implications resulting from the recommendations in this report.

(Financial Services have been consulted in the preparation of this report.)

10.0 Legal Implications

10.1 There are no legal implications resulting from the recommendations in this report.

(One Legal have been consulted in the preparation of this report.)

11.0 Risk & Opportunity Management Implications

11.1 The performance management system provides the opportunity to embed risk management within the performance framework by linking actions and PIs to risks, as well as having standalone risks.

12.0 People Impact Assessment (PIA) and Safeguarding:

12.1 This performance report is for information only, therefore a PIA is not required and there are no safeguarding matters to consider.

13.0 Community Safety Implications

13.1 There are no community implications resulting from the recommendations in the report.

14.0 Staffing & Trade Union Implications

14.1 There are no staffing and trade union implications resulting from the recommendations in the report.

Background Documents: None



Gloucester City Council Quarterly Performance Report Q2 2021/2022



This report sets out the Council's performance against a set of key performance indicators.

PI Status		Long Term Trends		Short Term Trends		
	Alert		Improving		Improving	
\triangle	Warning		No Change		No Change	
0	ОК	•	Getting Worse	4	Getting Worse	
?	Unknown					
	Data Only					

Short Trend Improving

PI Code	Measure	Status	Short Term Trend	Long Term Trend
CCM-2	Number of enviro-crime FPNs issued		1	
CD & VE-1	Museum of Gloucester/TIC Footfall		1	•
CS-11	Number of Complaints		1	1
CS-3	Number of complaints that escalate to stage 2		1	•
CS-8	Average customer waiting time (telephone)		1	•
CWB-13	Percentage of broadly compliant food premises		1	•
CWB-2	Percentage of environmental health service requests responded to within 3 working days			•
CWB-33	Number of ASB interventions by Solace completed successfully		1	
DM-2	Percentage of major applications where decisions were made within the agreed timescale or agreed extended period.			•
DM-3	Percentage of minor applications where decisions were made within the agreed timescale or agreed extended period.			•
F-12	Financial Outturn vs. Budget		1	
H-10	Average number of new households placed in temporary accommodation			1
H-4	Number of successful homeless preventions		1	1

Short Trend No Change

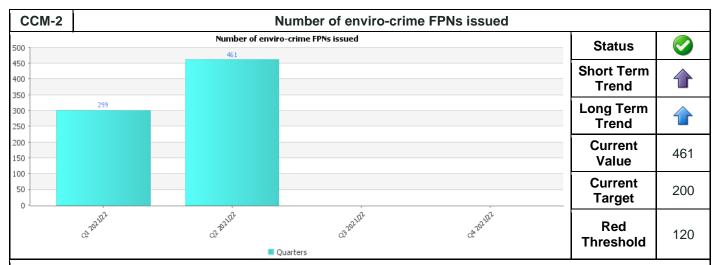
PI Code	Measure	Short Term Trend	Long Term Trend
	Average Households with children in B&B or shared facilities over 6 weeks per month	ı	

Short Trend Declining

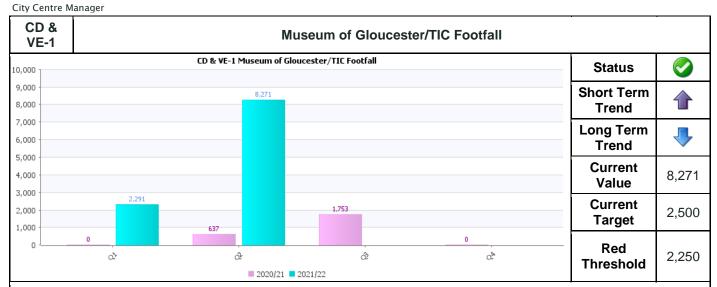
PI Code	Measure	Status	Short Term Trend	Long Term Trend
CS-6	Number of telephone calls		1	
CWB-1	Number of environmental health service requests		₽	-
H-11	Average number of households in B&B Per Month		₽	•
H-15	Number of Homeseeker applications received		₽	•
H-25	Number of affordable homes delivered, including: affordable rent; social rent; rent to homebuy; shared ownership; Low Cost Home Ownership discount. Data presented is cumulative across each year.		•	•
HR-3	Staff Absence Rate		₽	-
PG-24	Percentage of information governance responses (FOI/EIR,DPA,SAR) compliant with statutory deadlines		•	•
TM-6	Number of unique visitors to website visitgloucester.co.uk		₽	
WR-13	Percentage of domestic waste collected on time		₽	•
WR-31	Percentage of total waste recycled		1	1

Cannot group these rows by Short Trend

PI Code	Measure	Status	Short Term Trend	Long Term Trend
DM-1	Percentage of major planning applications reviewed by a Design Review Panel		?	?
WR-15	Percentage of Recycling Receptacles collected on time		?	1



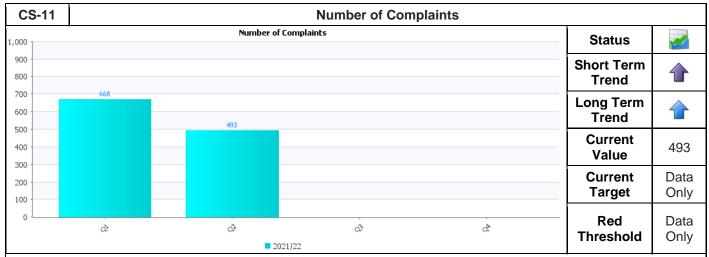
The City Centre businesses have continued to return to a normal level of trading which has led to a corresponding increase in footfall. This in turn has led to an increase in FPNs served for Enviro-crimes. There have been some staff shortages during the August annual leave period and a period of isolation for a few team members during this quarter so we can expect to see numbers rise further in the next quarter.



The Ladybird Exhibition continued throughout quarter 2 and was the main draw to the Museum during this period.

The summer holiday period naturally saw an increase in numbers, reaching 200 visitors a day on each Saturday throughout August. Sunday footfall has also started to increase seeing in excess of 100 visitors which is excellent considering the Museum only started opening on a Sunday from May 2021. Numbers have started to reduce in September with the summer holidays over but with the next exhibition due to open on the 16th October, we hope to see another increase in visitors to the venue.

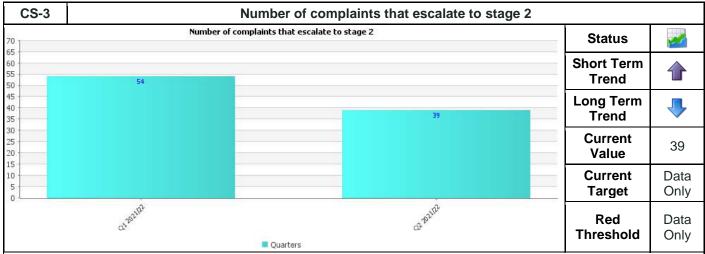
Cultural Development Manager; Visitor Experience Team Leader; Visitor Experience Manager



For Q2 21/22 the total number of complaints raised on our systems for all council departments was 493. Of these 403 were for Urbaser (82%). 39 of the total complaints across departments were logged as stage 2. These figures have been taken from Focus and also Firmstep as Urbaser complaints began being reported on Firmstep on 9 September 2021.

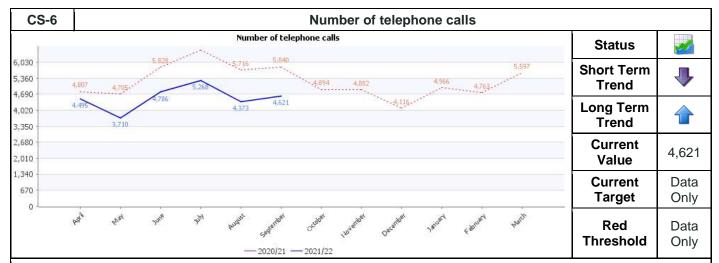
To compare, in Qt2 20/21 the total number of complaints raised for all council departments was 655. Of the 655, 569 were for Amey (87%).

Customer Service Transformation Manager; Customer Services Team Leader



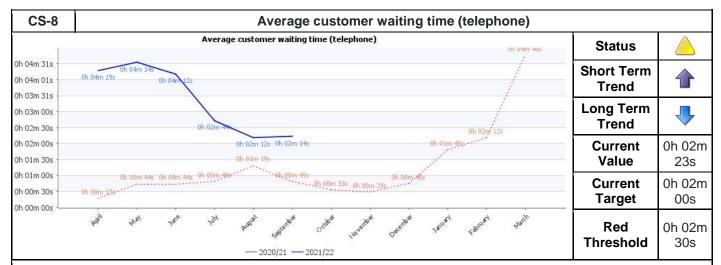
For Qt2 (July - September) we recorded on Focus 397 complaints across all departments. Of these 37 were stage 2 complaints. on 09/09/2021 we implemented Urbaser complaints being put through on Firmstep so during this quarter 96 complaints were put through, of which 2 were stage 2. In total, for the quarter, 493 complaints were logged on Focus and Firmstep, 39 if which were stage 2.

Customer Service Transformation Manager; Customer Services Team Leader



In September we handled a total of 4621 calls and missed 487. We saw a continued volume of calls coming through "Any Other Query". High volumes were due to missed collections for recycling, domestic waste and garden waste due to operator shortages.

Customer Service Transformation Manager; Customer Services Team Leader



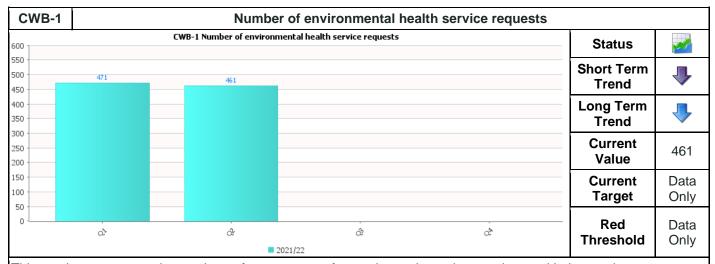
For Qt2 2021/22 the average wait time for calls to be answered reduced down to 2 minutes and 23 seconds. The target is to be below 2 minutes.

This quarter has seen a large reduction in wait time for calls to be answered compared to Qt1 which saw an average wait time of 4 minutes and 21 seconds. We secured 2 fixed term full time officers who started in May and June respectively and during this quarter have become fully trained on all aspects of the role. We had 1 part time officer return to the Customer Service Team from their secondment on the Transformation Team in May and again they are now fully trained. In addition, we made some changes to staff working days in June to switch them from the end of the week to the beginning of the week where we see more volumes presented. As expected, this has shown an improvement in call wait times for this quarter and we anticipate this to be ongoing.

We have been working with the Transformation Team on implementing further iterations of changes previously put in place for some processes and this is ongoing. Work is underway to have a bulky collection online process built which will enable those customers that can make bookings without the need to call us. This quarter we have supported in putting in place a further iteration of the online containers requests, being able to utilise Firmstep for bulky collection amendments and cancellations, a new process for Urbaser complaints, report a planning breach via online website, statutory nuisance via online only, nominate an asset for local heritage list and started to look at Report It changes that will enable the processes to be reported in a smoother and quicker way. All of these online changes enable customers to self-serve and therefore reduces the need to contact us via telephone.

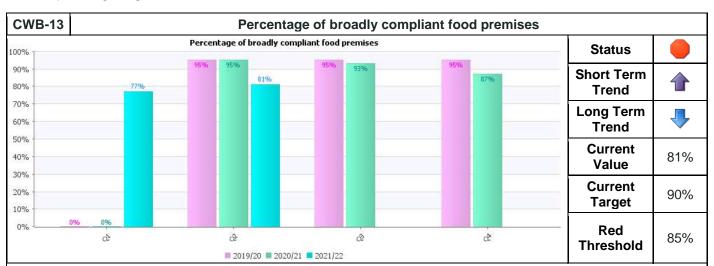
For comparison, Qt1 2020/21 the average wait time for calls to be answered was 59 seconds and Qt1 2019/20 was 5 minutes 14 seconds.

Customer Service Transformation Manager; Customer Services Team Leader



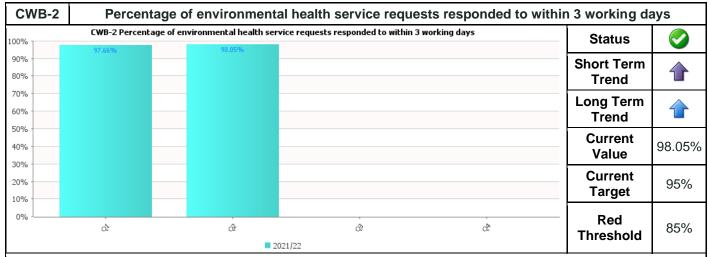
This number represents the numbers of new requests for service and remains consistent with the previous quarter.

Community Wellbeing Manager



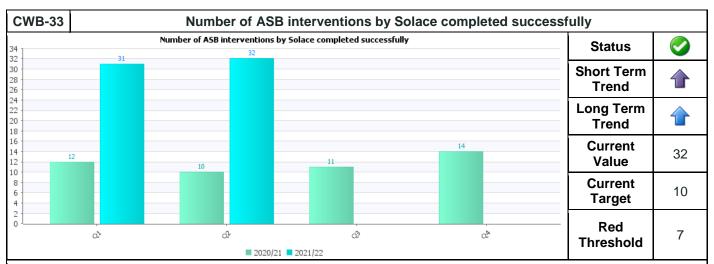
There are a number on new premises registered post lifting of restrictions, this figure should improve once they have all been inspected. the service is also now significantly impacted (county/nationally) by a shortage of qualified Food Safety Inspectors (EHP's), we are in the process of training our team members, (a time consuming process) our concern is also that of staff retention in a highly competitive job market.

Community Wellbeing Manager



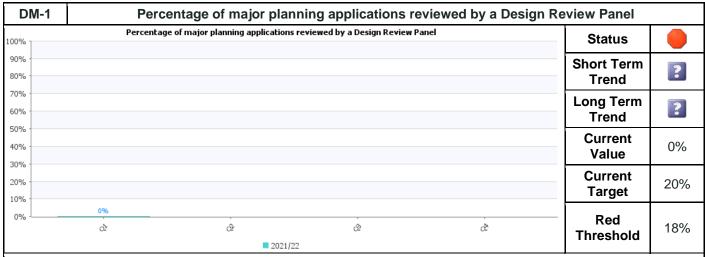
Updating the system of logging Service Requests has reduced the number of steps to making information available to investigating officers, further work is ongoing to maintain and improve on this process.

Community Wellbeing Manager



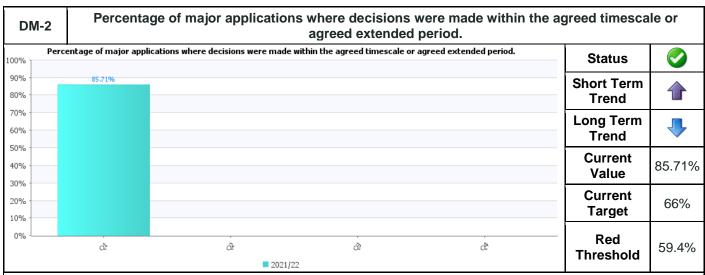
The success of this service is linked into strong partnership working with City Safe, Police, City Improvement and various stakeholder agencies, to identify individuals and find appropriate solutions in accordance with our Engagement and Regulatory Policy, the majority of interventions are resolved without having to take action through the courts and support a reduction in the incidence of ASB within the City.

Community Wellbeing Manager



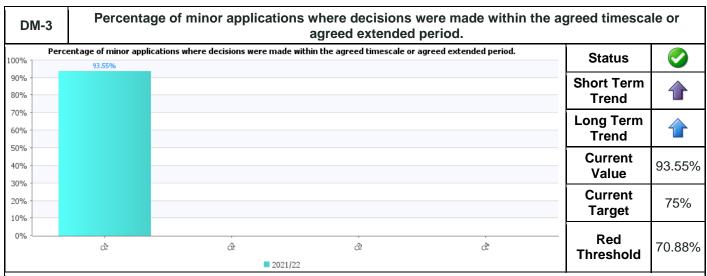
No major planning application or pre-application validated between April and June 2021 has been reviewed by a design panel. However, this is not unusual as frequently it will be a few months into the determination period before an application to a design panel. Therefore, the year- end figure will provide a more accurate reflection of the proportion of major applications reviewed by a design panel.

Development Management Manager



7 major applications were determined in quarter 1, with 6 decisions within the agreed timescale, giving a performance of 85.71% against a local target of 66% and a national target of 60%. This has been achieved despite principal planner capacity issues since December 2021 due to long terms sickness absences. Therefore, this demonstrates continued good performance for major planning decisions and reflects the team's focus on working collaboratively with developers to progress major applications.

Business Transformation Manager (Planning); Development Management Manager

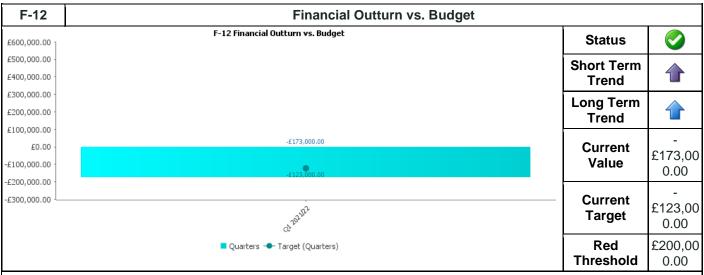


There has been a focus on improving performance for minor applications following poor performance in 2019-20 when only 70.6% of minor decisions were within time. The year-end performance for minor applications in 2020-21 was 87.93% and performance has continued to improve in Q1 2021-22.

29 of the 31 of the minor applications decisions issued were within agreed timescales giving an excellent performance of 93.55%. The number of decisions issued was slightly above the quarterly average of 29 decision in recent years. Performance is significantly above the local target of 74% and the 70% national target.

The improved performance has been achieved by the recruitment of 2 agency planners to cover for maternity leave, extended sickness absence and a vacant planning officer post.

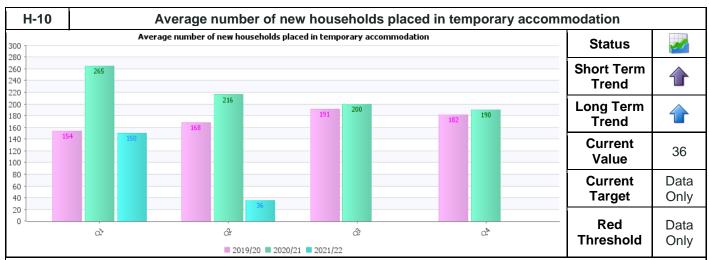
Business Transformation Manager (Planning); Development Management Manager



At this early stage in the financial year the forecast position is for the Council to achieve the budget target set in February 2021 with a forecast net increase to the General Fund of £173k, a position slightly better than the budgeted increase of £123k.

In year budget monitoring will identify any potential changes to the council's finances and identify any pressures or opportunities that need to be included in the Money Plan to be presented to Council in February 2022.

Accountancy Manager



This is a new PI as previously the question was the average number of households in temporary accommodation now it is asking average number of new households

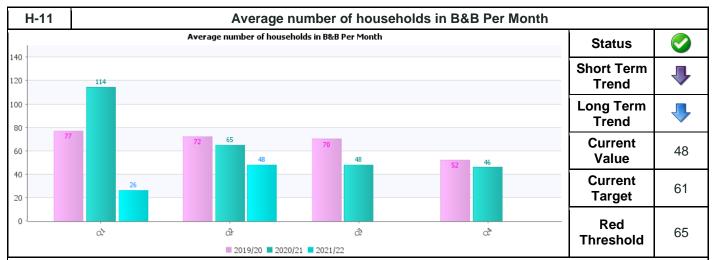
Average placed 36

For July number of new families placed 6 & singles placed 15

For Aug number of new families placed 20 & singles placed 30

For Sep number of new families placed 14 & singles placed 23

Housing Services Manager; Housing Team Leader



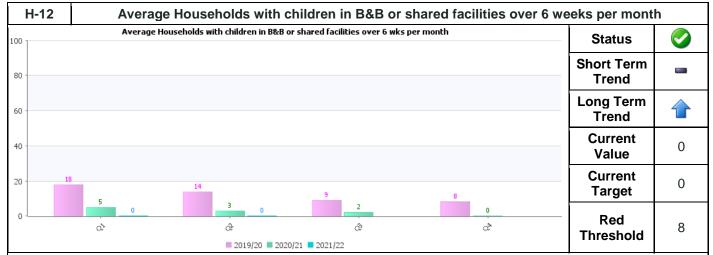
This figure is created by calculating the average number of households in B&B accommodation across the quarter, rather than using the actual figure on the last day of the quarter

During Jul there was 44 households in B&B

During Aug there was 49 households in B&B

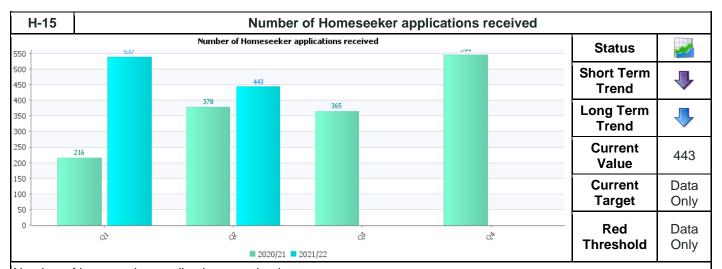
During Sep there was 50 households in B&B

Housing Services Manager; Housing Team Leader



Q1 shows positive performance for this indicator resulting from embedded working practices that focus on positive outcomes for families living in temporary accommodation.

Housing Services Manager; Housing Team Leader



Number of homeseeker applications received

Jul - 144

Aug - 156

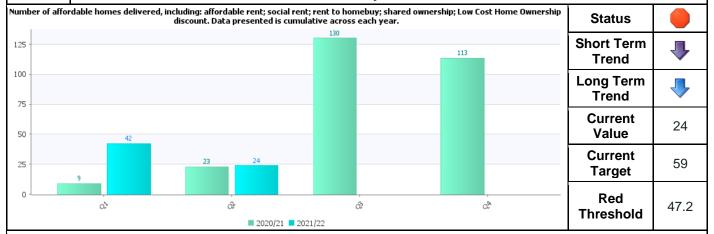
Sep 143

of which 79 are OVs & 364 are autobanded.

Please note this is new applications as previously recorded in H-22 and does not record Change of Circs.

Housing Services Manager; Housing Team Leader

Number of affordable homes delivered, including: affordable rent; social rent; rent to homebuy; shared ownership; Low Cost Home Ownership discount. Data presented is cumulative across each year.



In quarter 2, 2021-22 affordable housing delivery was comprised of 24 affordable rent units: 4 at Meadowleaze, 3 at Oakleaze, 13 at Phase 2 of Grange Road and 4 at Waterwells. 46 fewer affordable rent properties than expected. As shown in the table above Waterwells was expected to deliver 14 more affordable rent properties. Issues with the building material supply chain have delayed the practical completion of these homes.

The completed Section 106 affordable rent homes include two 4-bedroom houses and four 1-bedroom flats at Phase 2 of Grange Road.

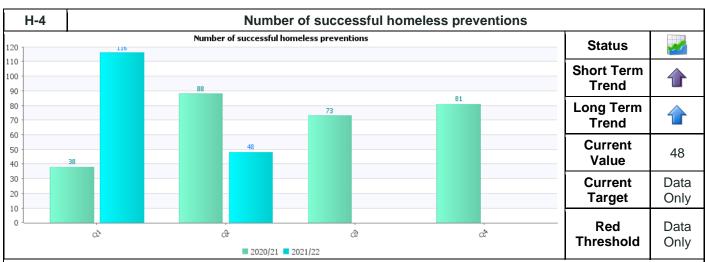
The remainder of the affordable rent homes are 2 and 3-bedroom properties across all sites.

There were 8 shared ownership completions. Two 3-bedroom houses at Waterwells/Marconi Drive, two 3-bedroom and four 2-bedroom houses on Phase 2 of Grange Road.

We had anticipated 21 shared ownership completions for quarter 2, including three houses at Tuffley Crescent and ten houses at Gloucester Quays which are now expected to complete in quarter 3 2021-22.

Housing Services Manager

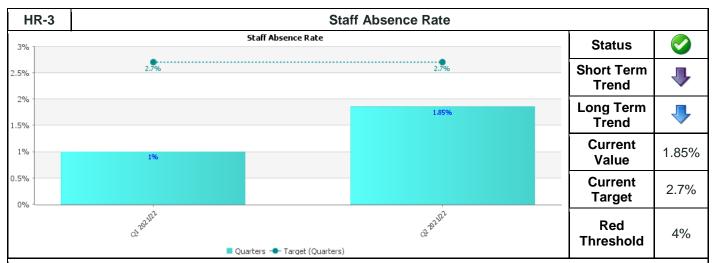
H-25



Please note for Qtr2 the question has changed H-4 is now asking the number of successful homeless preventions whereas H-4 used to be number of NEW Preventions

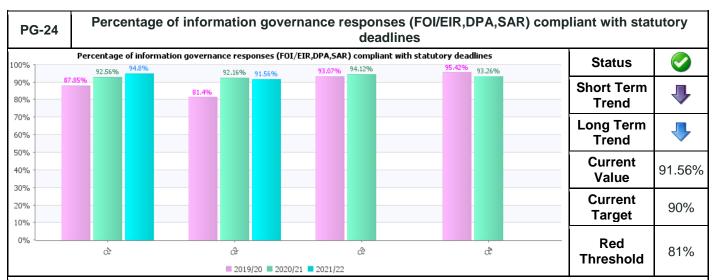
Number of successful homeless prevention used to be H-7 previously and Qtr 1 the figure was 53

Housing Services Manager; Housing Team Leade



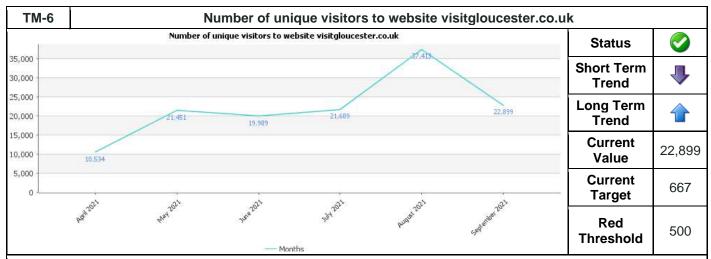
The absence rate for Quarter 1 stands at 1.85% which represents a minimal increase on the figure reported in Quarter of 1%. This will continue to be monitored throughout Quarter 3 to see whether the upward trend continues. This figure reported is still under the target of 2.7%.

HR Business Partner



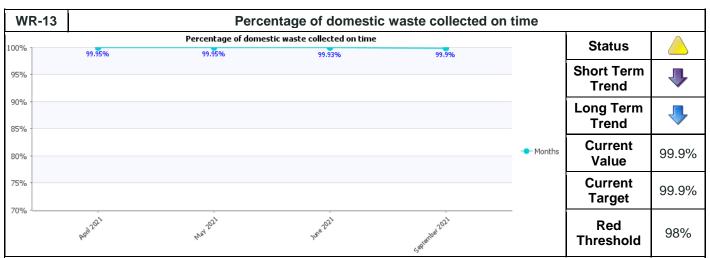
The aim is to respond to all requests by the statutory deadline, however, an increased target of 90% is set for monitoring purposes following improvement in performance in 2020/21. Compliance remains comfortably above the new target and has increased slightly from the previous quarter based on a similar number of requests; performance is higher than any quarter of the previous year. A very small number of services have dropped below individual targets, but in all cases these are services that received small number of requests and it is easier to drop below the target in these instances. The number of requests per quarter remains below the pre-Covid rate, however, the continued high level of compliance is to be commended.

Policy & Governance Manager



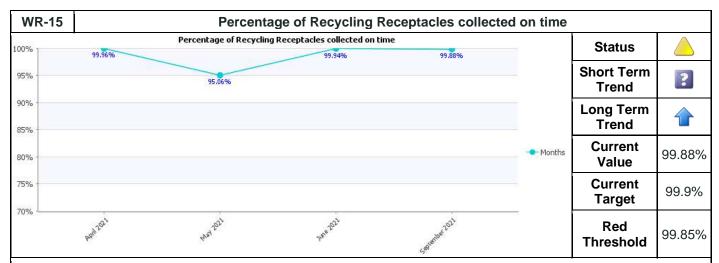
July figures were the best performing month so far, this was directly driven by Festivals and Events Marketing. August saw our figures continue to over perform with the Gloucester Goes Retro Marketing supporting this. Website figures dropped in September as Retro ceased, however the figure prove that we are performing really well for the year.

Tourism & Marketing Manager



During Q2 there continues to be challenges due to the shortage of HGV drivers and this has impacted other services, namely street cleaning, and grounds maintenance, where staff have back filled for absent staff. There have also been issues with track and trace and self-isolation, although this seems to be reducing. These issues are widespread throughout Gloucestershire and the wider UK, and we are working with partners and DEFRA to feedback our challenges. The domestic waste collections figure remains high as we continue to prioritize putrefiable waste collections above other streams.

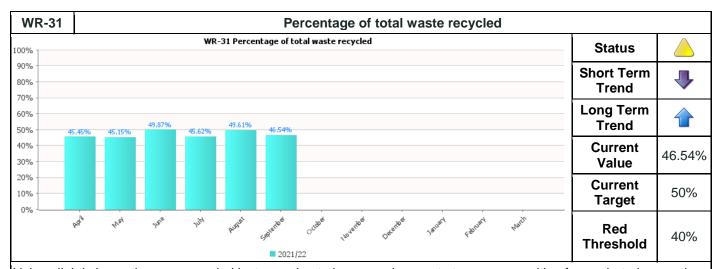
Streetcare Client Officer; Recycling and Streetscene Manager Waste



KPI's suspended for July due to the national HGV driver shortage problem which is giving us ongoing service delivery issues. Residual waste continues to be the first priority for collection but we are moving resource from street cleansing and grounds maintenance to back fill gaps in our recycling crew resource.

Exception given. This is a direct result of the national driver shortage. Priority has been given to the collection of food waste during this challenging period. Utilising staff and vehicles from other services to collect as much as possible on the correct day.

Streetcare Client Officer; Recycling and Streetscene Manager Waste



Value slightly lower than same period last year due to lower garden waste tonnages resulting from a hot, dry month.

percentage of total waste recycled in August just below target value and up 2.26% from the from period last year.

It has recently been highlighted by Internal Audit that street cleansing arisings have not been factored in to residual waste tonnages for internal reporting purposes. This will affect overall percentage recycled and will be adjusted in due course. It should be noted this does not affect national returns to DEFRA.

Streetcare Client Officer; Recycling and Streetscene Manager Waste