

PERFORMANCE MONITORING FOR THE THIRD QUARTER OF 2018/19

REPORT OF: HEAD OF CORPORATE RESOURCES
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Wards Affected: All
Key Decision: No
Report to: Scrutiny Committee for Leader, Resources and Economic Growth
12th March 2019

Purpose of Report

1. This report provides Members with information about the Council's performance for the third Quarter from October to December 2018 using the bundle of performance indicators previously agreed by this Committee. The report also updates on progress with the Council's flagship activities identified in the 2018/19 Corporate Plan. Proposals are included for changes to the bundle of performance indicators to be monitored by the Committee in 2019/20.

Summary

2. Performance in the third quarter of 2018/19 has been good overall, no indicators at red (10% or more off target) and most services performing at or close to target. In the small number of cases where service targets are not being fully met, the reasons for this are clearly understood and appropriate action is being taken.

Recommendations

3. **The Committee is recommended to:**
 - (i) **Note the Council's performance and progress with flagship activities in the third quarter of the year and identify any areas where further reporting or information is required;**
 - (ii) **Advise the Cabinet of any issues that the Committee considers should be given particular consideration at the Cabinet meeting on 29 April; and**
 - (iii) **Agree the changes to the bundle of performance indicators to be monitored by the Committee in 2019/20.**
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Introduction

4. One of the functions of the Scrutiny Committee for Leader, Resources and Economic Growth is to regularly monitor the performance of the Council's services, with a view to determining whether any additional scrutiny is required of services, particularly if performance is not at a satisfactory level. To do this, the Committee is provided with performance information on a quarterly basis.
5. Performance information is presented in a standard format across all services. Performance measures have been developed to capture the core areas of each service. Where possible a target is set for the year against which performance is measured. Some performance measures do not have targets as these measures are "health checks" and for monitoring purposes only.
6. Performance information for the third quarter is provided at Appendix A. This is set out in tabular form using a traffic light system as explained below:

-  red – 10 percent or more off target
-  amber – slightly off target (less than 10 percent)
-  green – on or exceeding target
-  health check - indicator for information only

Overall Performance

7. Performance has continued to be good across the Council in the third quarter, with a small number of exceptions of which more details are provided later in the report. The third quarter position in comparison with the previous financial year is summarised below:

Quarter 3	 Green	 Amber	 Red	 Health check	Total
2018/19	37 (90%)	4 (10%)	0	15	56
2017/18	32 (76%)	5 (12%)	5 (12%)	13	55

8. Not all aspects of the Council's work can be measured by formal indicators and in some cases the Council has little or no influence over performance. Therefore this work is measured using health check indicators which are included in Appendix A. These are intended to provide Members with a holistic view of the Council's work.

Performance meeting or exceeding targets (green)

9. Of the 41 indicators with targets, 37 met or exceeded their target. This section of the report provides more information about some of these performance achievements.

Percentage of undisputed invoices paid within 10 days of receipt

10. Performance in the third quarter of 2018/19 was 97.7% compared to the target of 95% with 1,234 invoices paid. Performance in the same quarter of last year was 98.0% out of the 1,274 invoices received paid within the target period. 99.8% of the invoices received in the quarter three of 2018/19 were paid within 30 days.

Speed of processing Housing Benefit and Council Tax Support claims

11. At December 2018, the total number of claimants was:

Housing Benefit Working Age-	3,432
Housing Benefit Elderly-	2,638
Total	6,070
Council Tax Support Working Age	3,008
Council Tax Support Elderly	2,484
Total	5,492
Universal Credit Claims	1,455 of which:
Not in employment	820
In employment	633

12. The Council has achieved processing times at or close to target levels for all four indicators in quarter 3 of 2018/19. The average speed of processing new Council Tax Support claims was at the target level of 22 days. The speed of processing changes of circumstances for Housing Benefit and Council Tax Support claims were both better than the target of 9 days at 8 and 7 days respectively. Processing of Housing Benefit claims at 23 days was just outside of the target of 22 days.
13. It should be noted that the ongoing roll out of Universal Credit, which went live in Mid Sussex on 6th June 2018, is having significant implications for the Council's Benefits administration, particularly dealing with new Housing Benefit claims. This includes the impact on processing times for Housing Benefit claims as the simpler cases switch to Universal Credit, leaving fewer but more complex cases for the Council to assess. There are also significant increases in the number of changes in circumstances to be dealt with. Overall, the Department of Works and Pensions (DWP) has reported that over 6 months into implementation, the vast majority of Universal Credit payments in Mid Sussex have been made on time.
14. As reported to the Committee previously, the Council's Benefits Team are being proactive in working with partner organisations to provide the necessary financial support and advice for people who are awarded Universal Credit. The Council is in receipt of a small DWP Grant to provide a specified number of sessions on Personal Budgeting Support and Assisted Digital Support for those vulnerable people in receipt of Universal Credit. This has been allocated to Citizens Advice, with whom the Council has a partnership agreement for 2018/19, to provide personal budgeting support and assisted digital support to those that need it.
15. Citizens Advice employed a part time adviser in Mid Sussex in order to support the core generalist service in providing this. As at the end of January 2019, there had been 72 referrals to the Personal Budgeting/Assisted Digital Support Service taken up. 33 were for Personal Budgeting Support and 39 for Assisted Digital Support. A breakdown of the numbers supported by quarter is shown below.

	Personal Budgeting Support	Assisted Digital Support
Quarter 1	1	4
Quarter 2	16	16
Quarter 3	9	14
Quarter 4 (to 31/1/19)	7	5
Total	33	39

16. From the 1 April 2019 the DWP have commissioned Citizens Advice nationally to use the local network of citizens' advice across the country to deliver the new Help to Claim service for Universal Support from April 1st 2019, so the Council will not be responsible for delivering this new service in 2019/20. As the Citizens Advice already delivers support for Universal Credit claimants for the Council there will be no impact for Mid Sussex.
17. The Council wishes to build on the performance of all of its services with a particular focus on further improving customer experience. One of the Council's flagship activities for 2019/20 is to support vulnerable people to maximise take up of Universal Credit and Support, including implementing a simplified Council Tax Support Scheme. The Council will continue to ensure that local vulnerable people are fully supported, including financially.

18. Whilst there continues to be no known negative publicity in the implementation of Universal Credit locally, there is evidence of increased use of local foodbanks. This has been accepted by the DWP Secretary of State, who has made a number of recent improvements to Universal Credit. Officers will continue to monitor this and report back to Members. The Citizens Advice service also continues to collect evidence of those cases where Universal Credit has caused a negative experience to individuals and uses this in their research and campaigns work both nationally and locally to influence policy decision makers for positive change.
19. The Council has also successfully applied to the DWP'S Flexible Support Fund for a new post of Employment Coordinator to be funded for one year, based in the Benefits Service, working closely with the Housing Team to prevent homelessness. The post will work with other partners such as the Job Centre and foodbanks to link up with hard to reach people who are currently not utilising the Universal Credit financial help. This links to one of the aims of Universal Credit of making work pay.

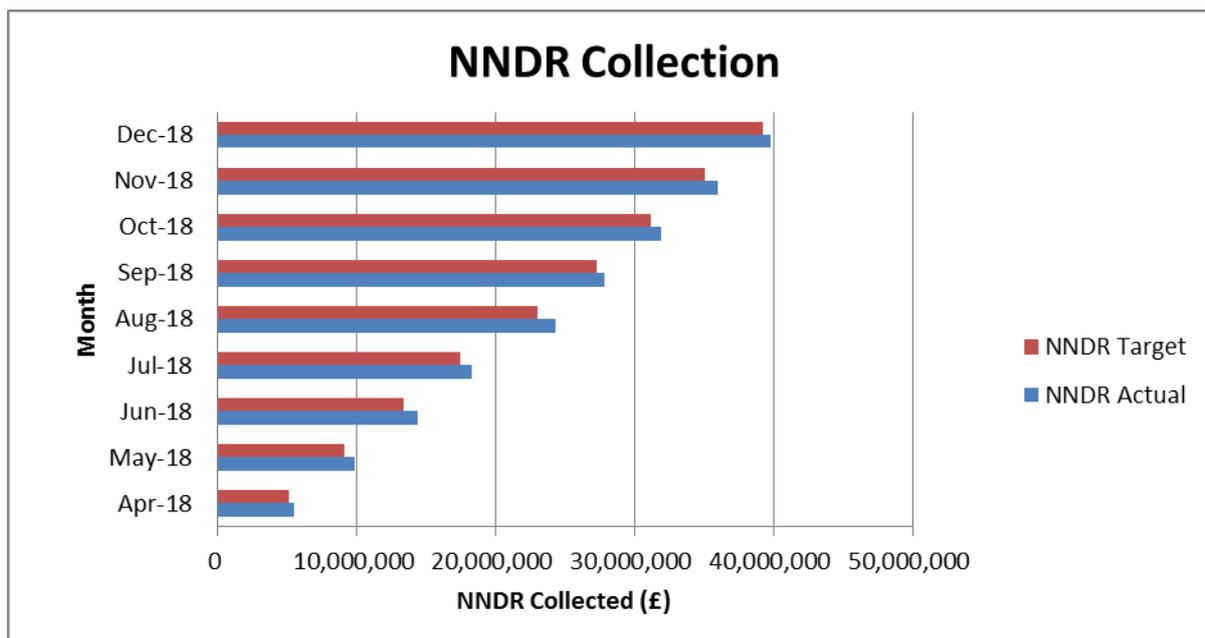
Overpayment Error and Accuracy in Benefit Assessments

20. The move away from the CenSus Partnership and the establishment of the Council's own Revenues and Benefits service has seen a greater emphasis on the accuracy of assessment. This aims to get the right benefit to the right person at the right time, which is key to minimising the level of overpayment error and preventing the Council losing Housing Benefit Subsidy from the Department of Works and Pensions. At the end of the third quarter overpayment error for the 2018/19 Subsidy Claim was well below the threshold of £114,000 at £63,293.
21. For the accuracy of assessment of benefit claims, performance in the second quarter was at 95% against the target of 97%. This is a very challenging target and accuracy of processing is being monitored against all benefit cases processed rather than just the ones selected for accuracy testing.

Percentage of Non-Domestic Rates Collected

22. Collection of Non-Domestic Rates (NDR) at the end of the third quarter had reached 84.6% against the target of 83.4%, compared to 81.9% in quarter 3 of 2018/19. In monetary terms, £39.8 million had been collected to the end of quarter 3, which is similar to the same period last year. Increased collection has been achieved through a continued focus on more proactive engagement with Business Ratepayers in enforcement and greater flexibility in making payment arrangements.
23. West Sussex has been announced as one of the 15 new 75% Business Rate Retention pilots for 2019/20 in the Local Government Finance Settlement. This will give further importance to attracting businesses to the area and ensuring that the Council's NNDR database is kept up to date to maximise revenue.

Figure 1 below shows monthly collection against targets for the year to date



The percentage of rent due collected

24. In quarter three, 97% of the rent due from the Council’s property portfolio was collected, which was at the target level and with £508,202 collected. This compares to the same quarter last year, when the collection rate was 99% with £384,849 collected. Part of the reason for the increased level of rent is the additional income coming from the Council’s purchase of the freehold of the Wickes site in Burgess Hill.

Average waiting time to speak to a customer service officer

25. This indicator refers to the average waiting time in seconds to speak to a customer services officer for all services in the Customer Services Centre, including the switchboard. Calls are answered in the Centre for nine Council services direct lines, including Building Control, Electoral Services, Parking Services and Waste Management. Performance in the third quarter of 2018/19 was an average 18 seconds compared to the target of 30 seconds and with 19,229 calls answered. In the same quarter of 2017/18 the average waiting time was 17 seconds with 18,959 calls answered. Changes to refuse collection routes in the quarter contributed to the number of calls.

26. The general trend is for a reduction in calls to the Customer Services Centre as customers move to other means of resolving service requests. Widening the range of the Council’s digital services is one of the Council’s flagship activities for 2018/19 and further information is included at Appendix B. In addition to telephone callers, the Customer Services Centre dealt with 8,104 personal callers to reception in quarter 3 of 2018/19. This compares to 9,777 in the same quarter of last year.

Percentage of complaints responded to within published deadlines

27. 100% of complaints were dealt with within the deadline. Generally the deadline is to deal with complaints within 10 working days of sending an acknowledgement to the complainant. This relates to 47 complaints received in the 3rd quarter compared to 38 in the same period of the previous year. A breakdown of the main services in receipt of complaints in quarter 3 is shown below, together with an indication of the nature of the complaints received.

- Waste and Outdoor Services- 18 (misplaced bins following collection, missed bin collections, alleged poor driving of Serco vehicles, street cleansing)
- Development Management – 7 (handling of planning applications, planning enforcement action taken, lack of enforcement action on new development)
- Parking – 4 (enforcement action taken, parking machines, lack of response to illegal parking report))
- Corporate Estates and Facilities – 4 (condition of public toilets, mud on road following refurbishment work)
- Revenues – 4 (unfair recovery action, handling of NNDR demands)
- Planning Policy and Economy- 2 (handling of planning applications)
- Landscapes – 2 (lack of hedgerow cutting, parking on Council land)
- Democratic Services – 2 (election canvasser, electoral correspondence).

Monthly customer satisfaction scores and number of compliments received

28. Customer satisfaction is being measured by phoning back a sample of customers who had previously called the Customer Service centre to gain their feedback on how they felt that their call had been dealt with. Feedback from those surveyed was 100% positive. Callers had contacted the Council regarding a variety of services including waste, benefits, elections, parking, building control and taxi licensing.
29. In addition to surveys of customers, the number of compliments received is also an indicator of customer satisfaction. There were 102 compliments received in the third quarter. The main services in receipt of compliments were:
- Customer Services and Communications- 29
 - Development Management - 25
 - Waste and Outdoor Services 16
 - Legal- 6
 - Benefits – 5
 - Building Control – 4
 - Landscapes - 3
 - Parking – 3.

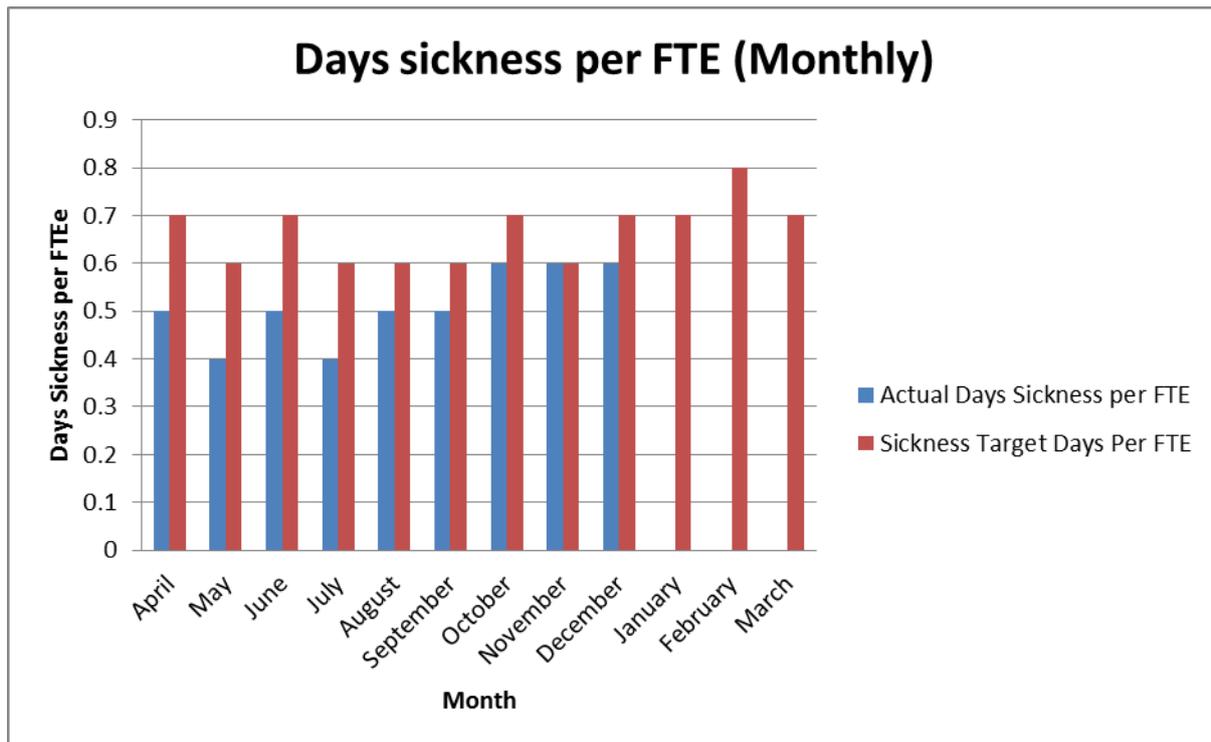
Staff turnover

30. Staff turnover can be affected by a number of factors, many of which are out of the control of the Council. Staff turnover in the year to December was 3.3% compared to the target of 11.25%. This relates to 5 voluntary leavers in the quarter and 10 in the year to date.
31. Staff turnover is largely a reflection of the state of the local economy and job market. Exit interviews continue to indicate that there is a high level of satisfaction with being employed by Mid Sussex District Council. Based on exit interviews the reasons for people leaving the Council were personal (4) and career progression (1).

Staff sickness absence rate

32. The cumulative staff sickness rate at the end of quarter 3 was 4.6 days per full-time equivalent (FTE), which is better than the target of 5.8 days. This compares to 5.4 days at the end of the same quarter last year. Improved performance reflects a reduction in the number of medium and long-term absences. It is also the result of back to work interviews and promoting the availability of support to staff through measures such as the Employee Assistance Programme. Information has been obtained from six neighbouring councils regarding their staff sickness rates and comparable figures for the end of the 3rd quarter were 4.39, 4.78, 4.80, 6.10, 7.57 and 7.85 days respectively.

Figure 2 below shows the monthly figures for sickness rates against the target.



The percentage of ICT help desk service requests completed within the target time agreed with the customer

33. During the third quarter of 2018/19, 96% of the 1,378 service requests to the ICT help desk service were dealt with in the target time, which was above the 87% target. This compares to 1,255 service requests and performance of 95% in the same quarter of last year.

The number of visits made to the Leisure Centres and Civic Hall

34. The number of visits to the Council's Leisure Centres and Clair Hall continues to exceed targets, with 421,055 visits in the third quarter compared to the target of 385,153. Improvements to the Triangle leisure pool flumes and water play have been completed, which has boosted attendance levels. Further information is included in the Flagships Update at Appendix B.

The percentage of enquiries relating to enforcement within Parking Services which are dealt with within 10 days

35. Performance in the third quarter was 100%, with 836 items of correspondence dealt with over the three month period. This compares to 99% in the same quarter last year and 654 items of correspondence. The introduction of cashless payment options for

parking is one of the Council's flagship activities for 2018/19, with further information included at Appendix B.

Amount of waste per household which is disposed of in landfill sites (kilos)

36. In the third quarter of 2018/19, 101kgs of waste per household was sent to landfill compared to the target of 107kgs. The third quarter figure for 2017/18 was 108kgs. Further information relevant to this service is included in paragraphs 58 to 60.

Number of health and wellbeing interventions

37. The Wellbeing service supports and advises people who wish to make improvement to their lifestyle, such as losing weight, taking more exercise, improving their diet, reducing alcohol consumption or stopping smoking. Across the third quarter the service delivered 495 interventions against the target of 462. These figures include interventions delivered through the Wellbeing service's pilot outreach service through local GP practices. This is a flagship activity for 2018/19 with further information provided at Appendix B.
38. Of the people who responded to requests for feedback in quarter 3, 94% of those assisted by the Wellbeing service reported a health improvement against a target of 75%. These calls are made 3 months after the intervention to monitor whether the intervention has led to a sustained improvement.
39. West Sussex County Council Public Health has announced that funding for the Wellbeing service in Mid Sussex in 2019/20 will be £247,850, which is unchanged from 2018/19. The Annual Report on the Wellbeing Service will be considered by the Scrutiny Committee for Community, Housing and Planning on 3rd July 2019.

Proportion of Environmental Health service requests which are actioned and resolved within 3 months of receipt

40. Performance in the third quarter of this year was 98% against the target of 96%, with 806 requests actioned and resolved. This compares to the same quarter last year when performance was at 97%, with 703 service requests actioned and resolved. The number of service requests has increased by 15%. Also the service has had additional workloads arising from the introduction of new regulations relating to Animal Welfare and the requirement from October 2018 to license a greater number of Houses in Multiple Occupation in the District.

Environmental Health service requests that are responded to within five working days

41. 98% of service requests were responded to within five working days in the third quarter of 2018/19 against the target of 97% and relating to 982 service requests. This compares to the same quarter last year when performance was at 99% with 976 service requests received. Requests for service cover the range of Environmental Health activities, including licensing, housing standards, environmental protection and food hygiene.

Building Control site inspections carried out within 24 hours of date requested

42. This was at the target level of 98% for the third quarter and relates to 1,954 inspections. This compares to the same quarter of 2017/18 when there were 1,892 site inspections carried out.

The percentage of plans received by Building Control which are checked within 15 working days

43. Performance was at 91% for quarter 3 2018/19 compared to the target of 87%. This relates to 263 plans checked. In the same quarter of 2017/18 performance was 89% with 276 plans received.

Processing of planning applications

44. The speed of determining planning applications remains good, with performance exceeding targets in the third quarter for majors, minors and other planning applications. This is despite a continuing high level of planning applications with 1,925 received in the year to date compared to 2,045 in 2017/18.
45. During the third quarter of the year, performance in processing major planning applications within 13 weeks (or with an agreed extension of time) was 100% compared to the target at 80%, with 17 major applications processed. In the same quarter of last year performance was at 94% with 18 major applications processed.
46. For processing of minor applications, performance was at 99% compared to a target of 85%. This relates to 84 out of 85 applications within 8 weeks. In quarter 3 of 2017/18, performance was at 95% with 111 out of 117 minor applications processed within 8 weeks.
47. All 260 "other" applications were processed within 8 weeks, with performance at 100% compared to the target of 94%. "Other" planning applications refers mainly to residential development by householders. Performance in quarter 3 of 2017/18 was 97% with 286 out of 295 applications processed within target.

Validation of planning applications within 5 working days

48. In order to support Development Management in meeting their targets for processing planning applications, the Council aims to validate planning applications within 5 working days of submission in 98% of cases. Performance in the third quarter of 2017/18 was 99%, with 584 applications received. This compares to the same quarter of last year when performance was 98% with 697 applications received.

Number of households accepted as homeless

49. The number of households accepted as homeless by the Council is 15. This is good news as it is below the anticipated number of 20. For the financial year so far, there have been 40 households accepted as homeless, compared to 25 in the same period last year. As reported to the Committee previously, implementation of the Homelessness Reduction Act is increasing the workload of the Housing Needs Team. 677 households have been provided with face-to-face housing advice in the year to date compared to 690 in the same period in 2017/18.
50. National rough sleeping statistics have recently been released. These relate to a rough sleeper count undertaken on a single night in November. Most councils, including Mid Sussex, carry out an estimate based on collating evidence from partner agencies, rather than a physical count as this is found to be more reliable. For Mid Sussex the figure for November 2018 was 10, compared to 8 in the previous year. The numbers of rough sleepers recorded for adjoining Sussex councils were as follows, Horsham 11, Crawley 28, Wealden 3, Lewes 9, Brighton and Hove 64. Mid Sussex District Council commissions Turning Tides, a voluntary organisation, to support rough sleepers in the District.

Number of households living in temporary accommodation

51. The number of households in temporary accommodation was 40 at the end of December 2018, compared to the target of 85. At the end of 2017 the number was 54 households. Where households need to be placed into temporary accommodation, the priority is to limit their length of stay there. This means providing the necessary support to secure longer term housing
52. The project for the Council to procure its own temporary accommodation is progressing. Seven properties have already been purchased with a further 5 scheduled for completion by the end of March. One of the properties is now let and various works and compliance checks are continuing to the other properties to bring them up to a lettable standard. Further potential purchases are being evaluated including a two bedroom bungalow that will provide wheelchair accessible temporary accommodation for which there is a frequent need.

Number of households assisted to access the private rented sector

53. Nineteen households were helped into private rent homes in the third quarter of 2018/19, which was at the target level. This compares to 13 in the same quarter of 2017/18. The Council's Rent in Advance and Deposit Guarantee Scheme helps those without access to sufficient funds to rent privately and has a budget of £4,785.
54. Since April 2018, the Council has a Private Sector Tenancy Negotiation and Sustainment Officer in post, who works with private landlords to increase the supply of private rented properties available to households the Council are assisting.

The percentage of Local Authority Searches replied to within 5 working days

55. Performance in the third quarter of 2018/19 was 100% of searches replied to within five working days compared to the target of 96%. This relates to 667 searches. Performance in the third quarter of 2017/18 was 100% with 516 searches received. The Council's Local Land Charges Team operates in a competitive market, with personal search companies delivering an alternative search product to solicitors. The service has achieved a 29% increase in searches compared to last year following a successful marketing campaign to highlight the speed and quality of the service.

Performance slightly below target (amber)

56. Four of the indicators fell only slightly below their targets (within 10%) in the third quarter of 2018/19. Two of these relate to the Benefits service and have already been referred to in this report – see new Housing Benefit claims processing paragraphs 12 to 13 and accuracy in assessment paragraph 21. Information about the remaining amber indicators is set out in this section of the report.

Council Tax Collection

57. The collection rate in quarter 3 was 85.4% compared to the target of 86.1%. The amount collected in cash terms has increased by £5.6 million to £89,805,473 from £84,247,984 at quarter 3 last year, when the collection rate was 86.0%. The level of in year collection is affected by a greater number of people electing to pay over 12 months. Also, a Single Person Discounts review has been completed, which has identified nearly 1,000 discounts that are no longer applicable. This has led to some £450,000 in additional Council Tax back dated liability to be collected in 2018/19.

Percentage of household waste sent for reuse, recycling and composting

58. In the third quarter 40.6% of waste was recycled compared to the target of 44%. This is largely due to the seasonal reduction in the amount of green waste collected and a higher contamination rate of recyclables in December caused by wet paper and cardboard. The percentage of household waste sent for reuse, recycling and composting in quarter 3 of 2017/18 was 42.8%.
59. The pilot project with the British Heart Foundation to provide kerbside recycling of textiles and small electrical equipment to 20,000 Mid Sussex properties took place between November 2017 and September 2018. The business case for a district wide service is being considered, with further information included in Appendix B. One of the Council's flagship activities for 2019/20 is to reduce residual waste collection and increase recycling (including considering food waste) by working with the West Sussex Waste Partnership.
60. The Government has recently published a Resources and Waste Strategy. The proposals contained in the document include measures to encourage sustainable production, making firms that produce materials responsible for the costs of their disposal and helping consumers take more considered action. Specific proposals made in the Strategy relevant to the Council are:
- Improving recycling rates by ensuring a consistent set of dry recyclable materials are collected from all households and businesses. This would involve the Government specifying a core set of materials to be collected by all local authorities and waste operators.
 - Determining whether separate collection of recyclables (e.g. paper and glass) would improve recycling quality.
 - Reducing greenhouse waste emissions by ensuring that every householder and appropriate businesses have a separate food waste collection, subject to consultation.
 - Consulting on the provision of free garden waste collection for households with gardens and seeking views on the impact and costs for local authorities.
 - Investigating amending the recycling credits system used by two-tier authorities. The strategy states that the current system no longer provides sufficient incentive for many waste collection authorities to put in place services such as separate food waste collection.
 - The overarching aims are for at least 65% of waste by weight to be recycled by 2035, with no more than 10% ending up in land fill. Also to work towards eliminating all food waste to landfill by 2030.

Other Performance Information

Resolved anti-social behaviour cases as a percentage of those referred

61. For the third quarter of 2018/19 70% of the cases referred to the Council's Anti-Social Behaviour Officer were resolved. There are a number of youth related on-going cases of anti-social behaviour where the Council is working with the Police and other partners to agree Acceptable Behaviour Contracts., supported by parents and carers. Cabinet on 11th February 2019 agreed the Council's adoption of new powers from the Anti-Social Behaviour, Crime and Policing Act 2014 to help combat anti-social behaviour issues in the District. These powers include the use of Public Space Protection Orders, Community Protection Notices and Criminal Behaviour Orders.

Progress to Flagship Activities for 2018/19

62. Progress with the flagship activities in the third quarter is reported in Appendix B. Good progress is being made with all of the flagship activities for 2018/19. A number

of the activities have been completed, including the introduction of cashless parking, achievement of the Green Flag award for St John's Park. Burgess Hill and completion of the pilot scheme for the kerbside recycling of textiles and small electrical goods with the British Heart Foundation.

63. A proposed new set of Flagship Activities for 2019/20 was included in the Budget and Corporate Plan Report considered by this committee at the meeting on 16th January 2019. These are shown at Appendix C. The committee will receive monitoring reports on progress to these activities starting at the meeting on 12th June 2019, together with an end of year report on the 2018/19 flagships. This will also include the outturn 2018/19 performance report.

Proposed Changes to Performance Indicators for monitoring in 2019/20

64. Some amendments are proposed to the bundle of indicators to be monitored by the Committee for 2019/20, which are shown at Appendix D. The proposed changes follow consideration by a Member Performance Indicator Working Group of 5 Members, formed of the Chair, Vice-Chair and one other Member from this Scrutiny Committee and the Chairs of the other two Scrutiny Committees. The Working Group undertook a review of all of the existing indicators monitored by the Committee, as well as the proposed new ones
65. Changes have arisen from the preparation of Service Plans for next year and issues raised previously in the performance reports to this Committee. The Council has adopted in the last financial year a new Economic Development Strategy and a Sustainability Strategy, which need to be reflected in the suite of indicators. In addition, some of the new indicators better reflect service delivery outcomes from the Council's Grounds Maintenance and Waste Management, Recycling and Street Cleansing contracts.
66. The changes to the performance indicators proposed for 2019/20 and their rationale are included at Appendix D and summarised below:

Indicators to be deleted

- Non-Domestic Rates (this is the net collectable figure after rates and exemptions have been applied).
- Adherence to the agreed work plan for all regular scheduled grounds maintenance work in the District.
- Dry recycling rate which goes towards the PI percentage of household waste sent for reuse, recycling and composting.
- Composting rate which goes towards the PI percentage of household waste sent for reuse, recycling and composting.

New Indicators to be monitored

- Total new business floorspace in the District granted permission.
- Micro business grants – funds awarded compared to total grant received.
- Footfall in the shopping centres of the District's three main towns.
- Usage of Council owned electric vehicle charging points in public car parks.
- Greenhouse gas emissions from Council buildings.
- % of Freedoms of Information Requests responded to within 20 working days and the number received.
- Satisfaction with the grounds maintenance service
- % of pay and display transactions made by cashless payments
- Number of missed bin collections per 100,000
- % of relevant land assessed as having below acceptable levels of litter

- % of relevant land assessed as having below acceptable levels of detritus
- % satisfied with refuse collection, recycling collection and street cleansing
- The average time taken to process planning applications.
- Average number of households in nightly paid temporary accommodation.
- The % of policy compliant section 106's signed in the year on sites that meet the affordable housing threshold.

Indicator to be amended

- The average time that households are spending in temporary accommodation (weeks) changes to
The average amount of time a household has spent in temporary accommodation overall when they leave following the acceptance of a full homelessness duty (days).

The new set of performance indicators will be included in the first quarter 2019/20 performance report, to be considered by this Committee at the meeting on 4th September 2019.

Conclusions

67. The Council's services continued to perform well in the third Quarter of 2018/19 despite sustained levels of demand in many services areas. Where performance is below target, corrective action aimed at improvement has been planned and is being delivered.

Risk Management Implications

68. There are no risk management implications. Performance across the Council was seen as a strategic risk in the past but the Council has a proven track record in performance management and it is no longer seen as a risk.

Equalities Implications

69. There are no direct equality implications contained within this report. Equality impact assessments are undertaken within each individual service when appropriate

Financial Implications

70. There are no direct financial implications contained within this report.

Background papers

None.