



CABINET

Tuesday 4 February 2020

EAST SUFFOLK PERFORMANCE REPORT – QUARTERLY PERFORMANCE QUARTER 3 (2019-20)

EXECUTIVE SUMMARY

1. The East Suffolk Performance Report provides a summarised overview of the performance of the Council and is aligned to the strategic deliverables within the East Suffolk Business Plan. This Quarterly Performance Report covers Quarter 3, the period from 1 October 2019 to 31 December 2019.
2. If there are any instances where performance is not adequately meeting targets, these are highlighted in the report detailing the actions being taken.
3. The performance report is under review and will continue to ensure it delivers outcomes and changes to the East Suffolk Business Plan.

Is the report Open or Exempt?	Open
Wards Affected:	All wards in the District
Cabinet Member:	Councillor Steve Gallant Leader of the Council and Cabinet Member with responsibility for Resources

Supporting Officer:

Simon Taylor

Chief Finance Officer and Section 151 Officer

01394 444570

simon.taylor@eastsuffolk.gov.uk

Lorraine Rogers

Finance Manager (Financial Planning) and Deputy S151 Officer

01502 523667

lorraine.rogers@eastsuffolk.gov.uk

1. INTRODUCTION

- 1.1 This Quarterly Performance Report has been produced to summarise the Council's performance for the third quarter of 2019/20 (1 October to 31 December 2019). It captures how the Council performed and reports against deliverables within the East Suffolk Business Plan. The report contains information provided by all individual services and key strategic partner organisations.

2. REPORT

- 2.1 The report highlights activities and key achievements under each of the strategic deliverables (Economic Growth, Enabling Communities and Financial Self-Sufficiency) and Key Performance Indicators (KPIs) monitor performance.
- 2.2 Performance has been captured in each service area which includes an analysis of performance indicators (incorporated KPIs) and measures. This includes key indicators which reflect the direction of travel in terms of the Council's performance. Performance of partners is included within KPIs and other performance updates. Progress and targets relating to corporate risks are also summarised.
- 2.3 This report is managed on a continued improvement and development approach which may result in further changes to the existing format.

3. OTHER OPTIONS CONSIDERED

- 3.1 Quarterly Performance Reports enable the Cabinet, other Members of the Council and the public to scrutinise the performance of the Council against strategic deliverables and key indicators in accordance with the approved Business Plan.

RECOMMENDATION

That the East Suffolk Performance Report for Quarter 3 be received.

APPENDICES	
Appendix A	National Performance Indicators and LG Inform PIs

BACKGROUND PAPERS
None



East Suffolk Performance Report

Quarter 3 (2019/20)

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Highlights Quarter 3 (2019/20) – 1st October to 31st December 2019

Economic Growth



Key Performance Indicators (KPIs)

Red	Amber	Green	Yearly KPI
0	0	4	1

Highlights

- 1,843 businesses engaged with (target: 407), 513 businesses received direct support
- £76,690 income generated (target: nil), yearly target of £644,004 successfully exceeded
- 99% food hygiene rating (target: 95%)
- Minor planning applications – 74% (92 of 125) determined in 8 weeks (target: 65%)
- Major planning applications – 84% (16 of 19) determined in 13 weeks (target: 60%)
- Other planning applications - 91% (339 of 374) (target: 80%)

Enabling Communities



Key Performance Indicators (KPIs)

Red	Amber	Green	Yearly KPI
1	2	6	4

Highlights

- 155 net dwellings completed (annual target: 916), 853 units currently under construction
- Estimate 111.63 kg residual waste collected per household (target: 111.85kg)
- Estimate 44.54% household waste sent for recycling and composting (target: 45.15%)
- 346 fly tipping incidents reports
- 137 fly tipping enforcement actions
- 227,555 Places for People - leisure participation levels across all sites (target: 212,493)
- 113,192 Sentinel Leisure Trust (target 107,809)
- 53 applicants in temporary accommodation at end of Q3 (snapshot)

Financial Self-Sufficiency



Key Performance Indicators (KPIs)

Red	Amber	Green	Yearly KPI
2	0	10	0

Highlights

- 102,480 visitors to East Suffolk website
- 99.4% ICT network availability (target: 98%)
- 7.42 days taken to process Housing Benefit new claims (target: 12 days)
- Local Authority Overpayments – 0.20% (target 0.35%)
- Nil Local Government Ombudsman complaints with maladministration and/or service failure
- 2.5% of abandoned calls (target: below 10%)
- 49.11% of complaints upheld/partially upheld (target: 30%)
- Learning from complaints 47.34% (target: min 30%)
- Savings achieved – At end of Q3 savings targets included in the 2019/20 budget expected to be achieved

1. Performance Criteria

The East Suffolk Performance Report summarises the Council’s performance for each quarter. This report is in relation to Quarter 3 (1st October to 31st December 2019) for 2019/20. Information is reported on how the Council is performing against the strategic deliverables within the East Suffolk Business Plan, which includes detailed monitoring of KPIs. Appendix A captures progress on Performance Indicators (PIs) that are reported nationally or within LG Inform (*LGA website publishes information allowing comparisons, transparency and benchmarking against other authorities*). The table below explains symbols and criteria used to monitor and record performance within the Council.

Strategic Deliverables	Green	Target met	Identifies current RAG status for performance
	Amber	Within Tolerance / On track to be achieved	
	Red	Target not met / significantly below	
	n/a	Not applicable for quarter (e.g. yearly only)	
Key Performance Indicators (KPIs)*	😊 Green	Target met or exceeded	KPIs are defined nationally or by councils
	😐 Amber	Performance slightly below target (within 5%)	
	😞 Red	Performance significantly below target (more than 5%)	
	n/a	Not applicable for quarter (e.g. yearly only)	

* Where these are used to show trends, performance is compared to the previous quarter.

Appropriate measures are in place to ensure that KPIs are monitored and improved in the future.

2. Key Performance Indicators Overview

Below is a summary of the Council’s performance recorded against the strategic deliverables during Quarter 3 (2019/20):

Strategic Deliverables	Total	Quarterly KPI Status			Yearly KPI
		Red	Amber	Green	
Economic Growth	5	0	0	4	1
Enabling Communities	13	1	2	6	4
Financial Self-Sufficiency	12	2	0	10	0
Total	30	3	2	20	5

3. Economic Growth

Of the five KPIs for Economic Growth one was not applicable as it is a yearly target and four were green 'on target' for Quarter 3.

High-level Summary of the Current Status for each KPI

Key Performance Indicator	Performance Indicator detail	Current Status Q3
Economic Growth		
Income Generation	Income generated through project work (e.g. EZ's) or external funding attracted	😊 Green
Business Engagement	Total number of businesses engaged with	😊 Green
Land Regenerated	Total amount of land regenerated in m ²	😊 Green
Net dwellings completed	Net number of new homes completed	n/a
Food Hygiene Rating (% at 3-5)	Percentage at 3-5 food hygiene rating i.e. rated 'generally satisfactory' or better	😊 Green

Full Performance Details for each KPI

KPI	KPI Detail	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards end of year actual)
Income Generation	Income generated through project work (e.g. EZ's) or external funding attracted	😊 Green	£130,000	£136,000	£5,000	£1,104,448	£0	£76,690	£509,004		£644,004	£1,317,138	Above target
			<p>Income generation expectations were exceeded in Quarter 3, this was due to number of external grants being received.</p> <p>£6,000 was received from a successful Magnox application which will support the creation of a grant fund and toolkit specifically for business associations.</p> <p>Additionally, a further £70,690 was brought into the district through a successful New Anglian Local Enterprise Partnership Growing Business Fund Grant application which will help support a business expand that is located in the area. This business's application was brokered and supported by the East Suffolk Economic Development and Regeneration Team.</p>										

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KPI	KPI Detail	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards end of year actual)
Business Engagement	Total number of businesses engaged with	😊 Green	407	529	422	351	407	1,843	402		1,638	2,723	Above target
			Business engagement was above target for Quarter 3, due to several largescale events being held which included the East Suffolk Business Festival and the Cultural Conference. Of the 1,843 engagements, 513 businesses received direct support. Taking the total amount of businesses supported, to date, to 964. The overall yearly target has been exceeded.										
Land Regenerated	Total amount of land regenerated in m ²	😊 Green	500m ²	500m ²	3,900m ²	0	0	7m ²	123,300m ²		127,700m ²	507m ²	Below target
			Land regenerated in Quarter 3 attributed to the regeneration of the lifeguard shelter on Lowestoft South Beach. This takes the total amount of land to regenerated to 507m ² .										
			Land Regenerated missed its Quarter 2 target, however, units at Hornbill, Ellough Enterprise Zone are nearing completion (8,702m ²). It is anticipated that by Quarter 4 we will be ahead of our profiling. By its nature, employment development can often shift depending on demand which makes it difficult to predict regeneration when we do not directly control the land.										
Net dwellings completed	Net number of new homes completed	n/a	n/a	239	n/a	176	n/a	155 <i>(provisional figure only)</i>	n/a		916	570	On target
			<i>Provisional figure:</i> The annual target of 916 is based on the addition of the adopted Local Plan housing figure (374) for the former Waveney area and most up to date figure (542) for the former Suffolk Coastal area using the Government's new methodology for calculating housing need. Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short time period.										
			Provisional figures for Quarter 3 delivery for both parts of the District show a slight downturn. However, delivery usually increases later in the year and with a total of 853 units currently under construction, slightly down on Quarter 2, it is anticipated the annual target will be challenging but could still be met. The recent adoption of the Local Plan for the former Waveney area and the advanced stage of the Local Plan for the former Suffolk Coastal area, increase certainty for developers and should assist in increasing delivery.										
Food Hygiene Rating (% at 3-5)	Percentage at 3-5 food hygiene rating i.e. rated 'generally satisfactory' or better.	😊 Green	95%	98%	95%	98%	95%	99%	95%		95%	99%	Above target
			A risk-based approach will continue to be applied to poor complying businesses. To help small businesses manage their food safety practices more easily we launched, in Quarter 3, the latest Food Standards Agency's Safer Food, Better Business packs. The packs can be downloaded for free, or printed versions purchased, via our website.										

4. Enabling Communities

Of the 13 KPIs for Enabling Communities, four were not applicable due to targets currently being under review/information to follow, six were on target 'green', two were slightly behind target and one was behind target 'red'.

High-level Summary of the Current Status for each KPI

Key Performance Indicator	Performance Indicator detail	Current Status Q3
Increase participation (Places for People)	Increase participation for all activities (PforP)- combined throughput (footfall) figures for all sites	😊 Green
Increase participation (Sentinel Leisure Trust)	Increase participation for all activities (SLT) combined throughput (footfall) figures for all sites	😊 Green
Number of homeless preventions under the Prevention Duty	Number of homeless preventions under the Prevention Duty	n/a
Number of homeless preventions under the Relief Duty	Number of homeless preventions under the Relief Duty	n/a
Percentage of applicants housed from the register who are in reasonable preference group	Percentage of applicants housed from the register	n/a
Affordable Homes Completed	Net number of new affordable homes completed	n/a
Disabled Facilities and Renovation Grants spent	Percentage of grant budget spent for Disabled Facilities and Renovation Grants	😊 Green
Disabled Facilities and Renovation Grants budget committed	Percentage of the grant budget committed (grants approved) for Disabled Facilities and Renovation Grants	😐 Amber
Residential properties where category 1 hazards and significant cat 2 hazards have been remedied	Number of residential properties where category 1 and significant cat 2 hazards have been remedied: <i>(a) by service of Notices; and (b) other action.</i>	😊 Green
Debt owed as rent to the Council	Amount of debt owed as rent to Council as a percentage of the rental debit raised for the period.	😊 Green
Void property	No. of calendar days a property is unlet for a routine 'void' (one that is not undergoing major works or defined as hard-to-let)	😡 Red
Household waste sent for reuse, recycling and composting	Percentage of household waste sent for reuse, recycling and composting	😐 Amber
Residual waste per household	Kg of waste per household	😊 Green

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Full Performance Details for each KPI

KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Increase participation (Places for People)	Increase participation for all activities combined throughput (footfall) figures for all sites	😊 Green	146,739	187,840	225,900	222,001	212,493	227,555	227,028		812,160	637,396	On target
			<p>Participation increased 7% above target in Quarter 3 and had a 9% increase year to date. Performance at Leiston (Fitness) was above the expected level. Participation levels at Felixstowe Leisure Centre increased 4% compared to Quarter 3 in 2018/19 mainly due to increased Fitness Club live (increase of 9% compared to last year). Performance at Deben Leisure Centre was steady compared to last year, however consideration needs to be given to the fact that Deben saw increased use last year by Leiston members during closure therefore appears to be a positive Quarter 3 for Deben.</p>										
Increase participation (Sentinel Leisure Trust)	Increase participation for all activities combined throughput (footfall) figures for all sites	😊 Green	140,539	138,163	172,126	137,035	107,809	113,192	123,929		544,403	388,390	Slightly below target
			<p>Targets are set at 101% of previous years actual. Bungay was closed from April to September which impacted on operations and closed for development from 15th September 2019. The closures at Bungay had a major effect on the partnership performance in Quarter 1 and 2.</p> <p>Performance in Quarter 3 had been successfully achieved. Quarter 3 and 4 targets were set to take into consideration the closure of Bungay Leisure Centre for redevelopment, and both Waterlane and Oulton Broad Yacht Station had exceeded performance in Quarter 3. In particular, Health and Fitness memberships exceeded targets (above latest latent demand report) and had seen a significant increase in sales in Quarter 3 whilst retaining existing members in line with previous attrition levels.</p>										
Number of homeless preventions achieved under the Prevention Duty	Number of homeless preventions achieved under the Prevention Duty	n/a	n/a	42	n/a	69	n/a	173	n/a		n/a	284	n/a
			<p>The substantial difference between Quarter 2 and 3 is that cases were previously closed under triage but now are being recorded and captured as prevention. The Customer Services Housing triage also had a positive impact because it has enabled the work activity to be carried out 'upstream' and gives Housing Needs Officers increased capacity to do casework prevention and record on the system correctly. We now operate to one integrated system that captures all housing outcomes in place including Part 6 Offers. <i>Triage has assisted with the administrative requirements hugely. The recruitment of Supported Lettings Officers has also impacted in a positive way- 60:40 split of single-family.</i></p>										

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KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Number of homeless preventions under the Relief Duty	Number of homeless preventions under the Relief Duty	n/a	n/a	13	n/a	51	n/a	91	tbc		n/a	155	n/a
			We have recently transferred data from one system to another and the data is not considered to be reliable. An exercise is being conducted so that data through H-CLIC will be fully accurate, however this is not due for submission, so this figure is subject to change. Targets are also under review in-line with Housing legislation.										
Percentage of applicants housed from register who are in reasonable preference group	Percentage of applicants housed from the register	n/a	n/a	76%	n/a	77%	n/a	86.25%	n/a		n/a	86.25%	n/a
			From April to September 2019 the total number of households housed was 509 of which 392 were in reasonable preference bands (77%). Targets are under review. 181 out of a total of 211 lets.										
Affordable Homes Completed	Net number of new affordable homes completed	n/a	n/a	106	n/a	26	n/a	28 <i>(provisional figure only)</i>	n/a		250	160	On target
			<u>Provisional figure:</u> The annual target of 250 is identified in the East Suffolk Housing Strategy based on 100 dwellings for the former Suffolk Coastal area and 150 for the former Waveney area. Quarterly targets are not set as they can be volatile and almost impossible to influence over such a short time period. Provisional Quarter 3 delivery of 28 units shows a slight increase compared with Quarter 2. However, the number of units under construction (143) at the end of Quarter 3 is similar to the Quarter 2 figure (148), so the annual target will be challenging but could still be met. The recent adoption of the Local Plan for the former Waveney area and the advanced stage of the Local Plan for the former Suffolk Coastal area, increase certainty for developers and should assist in increasing delivery.										
Disabled Facilities and Renovation Grants spent	Percentage of grant budget spent for Disabled Facilities and Renovation Grants	😊 Green	25% (DFG) 25% (RG)	DFG = 12.7% (12.84%) RG = 9.6%	25%	DFG = 16.6% (7.9%) RG = 20.8%	25%	DFG = 32.9% RG = 15.71%	25%		100%	DFG = 53.65% RG = 46.18%	Slightly below target
			The percentage of disabled facilities grants spend in Quarter 3 has increased due to the submission of Orbit administration fees leading to the actual completion of cases rather than an implied completion as had been shown on previous quarters; the figures have been adjusted in previous quarters shown in green in brackets. Overall performance is closer on target and there has been a rise in workflow which we hope will be sustained. Applications for Renovation Grants are beginning to come in as expected in line with the new policy.										

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KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Disabled Facilities and Renovation Grants budget committed	Percentage of the grant budget committed (grants approved) for Disabled Facilities and Renovation Grants	☹️ Amber	25% (DFG) 25% (RG)	DFG = 18.7% RG = 15.13%	25%	DFG = 7.8% RG = 13.74%	25%	DFG = 20.4% RG = 4.23%	25%		100%	DFG = 46.9% RG = 33.1%	Below target
Performance in Quarter 3 for disabled facilities had improved but is still below target. A full review of Agency performance has led to ESC serving early Notice to end the partnership arrangement which links us to Orbit. We will continue to work with the Agency to support our clients to access DFG funding having regard to value for money, performance and customer care. Renovation Grant commitment continues to rise with a high level of interest, across East Suffolk.													
Residential properties where category 1 hazards and significant cat 2 hazards have been remedied	Number of residential properties where category 1 and significant cat 2 hazards have been remedied: <i>(a) by service of Notices;</i> <i>(b) other action.</i>	😊 Green	<i>(a) 20</i> <i>(b) 10</i>	(a) 2 (b) 39	<i>(a) 20</i> <i>(b) 10</i>	(a) 6 (b) 18	<i>(a) 20</i> <i>(b) 10</i>	(a) 5 (b) 31	<i>(a) 20</i> <i>(b) 10</i>		<i>(a) 20</i> <i>(b) 100</i>	(a) 13 (b) 66	On target
More informal action to resolve issues than formal enforcement action which is a positive indication of working with landlords in a cooperative.													
Debt owed as rent to the Council	Amount of debt owed as rent to the Council as a percentage of the rental debit raised for the period.	😊 Green	4.38%	4.34%	5.14%	4.69%	4.84%	4.44%	3.90%		4.57%	4.49%	On target
We are really pleased that once again we have been able to reduce the arrears profile from the same period last year. The decrease is slightly less than in Quarter 2 but is still significant which demonstrates our continued progress with reducing tenant arrears. The predictive analytical software continues to be successful in reducing the caseload for Rent Officers and has picked up cases that were not being recommended for action by our Housing Management system.													
Void property	No. of calendar days a property is unlet for a routine 'void' (one that is not undergoing major works or defined as hard-to-let)	☹️ Red	25 days	35.6 days	25 days	33.3 days	25 days	42.5 days	25 days		25 days	37.13 days	Below target
Performance continues to be unacceptable on void turnaround. We have been conducting a process review into voids, and there is a change in process being introduced this month as a 3-month trial and this should reduce void times. We are visiting other landlords who have made significant reductions in their void times in the last year to learn what we can introduce from their processes that will further reduce void times.													

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KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Household waste sent for reuse, recycling and composting (NI 192)	Percentage of household waste sent for reuse, recycling and composting	☹️ Amber	46.62%	48.37%	46.72%	47.06%	45.15%	44.54% <i>(estimated)</i>	39.72%		44.62%	47.48%	On target
			Estimated figure Q3: Current figures are showing performance for Quarter 3 slightly below target, however, overall performance for year to date continues to be above target. Refuse crews are being more vigilant and continuing to work with the Strategic Waste and Environmental Enforcement Team (SWEET) to identify what is being put in bins and identify incorrect use/waste, this will have an impact on performance initially.										
Residual waste per household	Kg of waste per household	😊 Green	122.17Kg	115.12kg	111.85kg	115.93kg	111.85kg	111.63kg <i>(estimated)</i>	114.83kg		460.29kg	338.23kg	On target
			Estimated figure Q3: The amount of residual waste collected in Quarter 3 was less (504 tonnes) compared to Quarter 2. Year on year residual decreased by 82 tonnes.										

Waste Information

Suffolk Coastal and Waveney Norse delivers the waste collection service on behalf of the Council, below is a high-level overview of progress for Quarter 3:

Waste

The figures for waste are currently estimated, details will be finalised and reported within the Quarter 4 Performance Report.

- Compostable waste collected in Quarter 3 was higher (487 tonnes more) than the same quarter last year. This was partly due to the rollout of the larger garden waste bins in the old SCDC area.
- Compared to tonnes of compostable waste collected in 2015/16 (prior to either garden waste schemes) ESC has retained 77% of the garden waste. The figures for the old SCDC area show that 93% of the compost waste collected in 2015/16 for the year to date, is still being collected in 2019. The figure for the old WDC area is lower, 62%.
- The amount of dry recycling waste recycled (after contamination) in Quarter 3 decreased compared to Quarter 2, by 227 tonnes. Year on year residual waste decreased slightly by 82 tonnes.
- Despite the above, 'household waste sent for reuse, recycling and composting' was 44.54% in Quarter 3, slightly under the profiled quarterly target of 45.15%. The year to date figure is 43.73%, ahead of the seasonally profile target.

Fly Tipping

- **Fly tips reported:** 346 fly tipping incidents were reported in Quarter 3, 51 incidents were investigated further and the rest, which had no evidence to find the perpetrators, were subsequently cleared. The number of fly tips reported will always be higher than enforcement notices due to not being able to find evidence to take further. Work will continue with Suffolk Waste Partnership (SWP) on actions/campaigns to address fly tipping.
- **Fly tipping enforcement notices:** 11 Fixed Penalty Notices (FPNs) were served for offences of littering, 3 FPNs were served for offences of fly tipping and all other complaints were investigated and associated to other waste related complaints.

Abandoned Vehicles

In Quarter 3, 121 abandoned vehicles were reported, all were investigated by Strategic Waste and Environmental Enforcement Team resulting in 9 vehicles removed and stored, 6 vehicles were destroyed, and all others being dealt with as they were not potentially abandoned vehicles.

Initiatives













Other initiatives supported in Quarter 3 included:

- 15 litter picks were carried out in the district by various organisations, charities, parish councils, businesses, helping to keep the district free and clean of litter.
- Continuing to support businesses in Lowestoft High Street actively wanting to keep High Street clean and clear for customers through working closely to identify perpetrators of fly tipping and littering.
- Regular fortnightly seafront patrols in Lowestoft and Southwold (not in peak tourist season) as well as regular patrolling of Normanston Park and Carlton.
- National Youth Takeover day in November – the Environment with CEFAS, Anglian Water ESC and other local and national organisations.
- SCRAP campaign – social media campaign to try and raise awareness of fly tipping and duty of care offences.

5. Financial Self-Sufficiency

Of the 12 KPIs for Financial Self-Sufficiency in Quarter 2, ten KPIs were 'green' and two were 'red'.

High-level Summary of the Current Status for each KPI





Key Performance Indicator	Performance Indicator detail	Current Status Q3
Financial Self-Sufficiency		
Complaints	Percentage of complaints upheld/partially upheld	 Red
Learning from complaints	% complaints where learning has been implemented to prevent a recurrence	 Green
Local Ombudsman Complaints with maladministration and/or service failure	% of cases where the Ombudsman (LGSCO/HOS) find a service failure and/or administration	 Green
Abandon Call Rate	Percentage of calls abandoned	 Green
Days taken to process Housing Benefit new claims and changes	Days taken to process Housing Benefit new claims and changes	 Green
Local Authority Error Overpayments	Number of overpayments raised as a result of Local Authority error	 Green
Net Business Rates Receipts payable to the Collection Fund	Net Business Rates Receipts payable to the Collection Fund	 Green
Net Council Tax Receipts payable to the Collection Fund	Net Council Tax Receipts payable to the Collection Fund	 Green
Percentage of Corporate Sundry Debtors outstanding > 90 days	Percentage of Corporate Sundry Debtors outstanding > 90 days	 Red
Strong balances (General Fund balance)	The Council maintains the level of General Fund balance at around 3%-5% (£3.6m-£6m) of its budgeted gross expenditure (in the region of £120m for East Suffolk).	 Green
Savings Achieved	Savings included in the budget for the year.	 Green
Income Generation – fees and charges	Income generated for the General Fund from fees and charges	 Green

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Full Performance Details for each KPI

KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Complaints	Percentage of complaints upheld / partially upheld	⊗ Red	Max 30%	49.83%	Max 30%	49.17%	Max 30%	49.11%	Max 30%		Max 30%	49.41%	Below Target
			<p>Performance relating to upheld/partially upheld complaints remained below target in Quarter 3. Of 169 complaints closed in this period, 49 were related to Norse issues, (71% upheld). 36 complaints related to Revenues and Benefits issues, 47% of these were upheld. 26 complaints related to planning, of which only 0.03% (one complaint) was upheld. 28 complaints (16.5% of closed complaints) were stage 2 complaints, all other complaints related to various services.</p> <p>The number of complaints received had reduced significantly in this quarter and will continue to be monitored. With the new Head of Customer Services in post targets for 2020/21 will be fully reviewed.</p>										
Learning from complaints	% complaints where learning has been implemented to prevent a recurrence	😊 Green	Min 15%	43.25%	Min 15%	44.22%	Min 15%	47.34%	Min 15%		Min 15%	44.55%	Above target
			<p>Learning from complaints to be reviewed. The percentage of complaints where learning is specified remained above target but repeat issues (across multiple customers) also remained high. Now that Customer Services has a Head of Service in place, a review is being scheduled.</p>										
Local Ombudsman Complaints with mal-administration and/or service failure	% of cases where the Ombudsman (LGSCO/HOS) find a service failure and/ or administration	😊 Green	0	18.18%	0	14.29%	0	0.00%	0		0	15.00%	Below Target
			<p>In Quarter 3 there were 2 cases decided. One was closed without investigation and the other was investigated and no fault found.</p>										

East Suffolk Performance Report Q3

KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Abandon Call Rate	Percentage of calls abandoned	 Green	10%	26%	10%	7.3%	10%	2.5%	10%		10%	12%	On target
<p>Performance continued to be exceeded in Quarter 3, which was due to call volumes continuing to reduce to manageable levels within the quarter, resulting in the target being successfully achieved for the second consecutive quarter.</p> <p>The volume of incoming calls dropped again in Quarter 3 by 10,000 calls compared with Quarter 2, which had a continuing positive impact on the handling times and was manageable with the staffing resources available. Call volumes were also down by 7,000 calls compared to the same period last year. Quarter 3 is traditionally a quieter period of the year, which was proven to be the case again this year.</p> <p>Staff availability was maintained at consistent levels in Quarter 3, with staff available to handle all call types. New staff continued their training programmes which had an additional positive impact on call handling times and will be beneficial in the next quarter with upcoming Garden Waste renewals.</p>													
Days taken to process Housing Benefit new claims and changes	Days taken to process Housing Benefit new claims and changes	 Green	12 days	11.36 days	12 days	8.52 days	10 days	7.42 days	8 days		12 days	7.42 days	On target
Benefit processing is continuing to perform well and is on track to be within the performance measure for the year.													
Local Authority Error Overpayments	Number of overpayments raised as a result of Local Authority error	 Green	0.35%	0.10%	0.35%	0.26%	0.35%	0.20%	0.35%		0.35%	0.10%	On target
The number of Local Authority Error Overpayments is within the performance tolerance set which is aided by the good performance on processing days above.													
Net Business Rates Receipts payable to the Collection Fund	Net Business Rates Receipts payable to the Collection Fund	 Green	£26,069,598	£24,147,964	£51,535,547	£51,103,221	£74,791,849	£75,034,979	£92,792,211		£92,792,211	£75,034,979	Above target
The Collection Fund is above target having recovered from several backdated refunds due to reductions in Rateable Value; most notably in respect of a £2m refund for Felixstowe Dock.													

East Suffolk Performance Report Q3

KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Net Council Tax Receipts payable to the Collection Fund	Net Council Tax Receipts payable to the Collection Fund	😊 Green	£43,341,163	£43,402,134	£84,797,656	£85,413,139	£126,320,823	£127,711,105	£151,052,401		£151,052,401	£127,711,105	Above target
			As the tax base grows the net debit increases which should result in additional revenues being paid into the collection fund providing additional resources into the council's budget. Whilst the collection fund is slightly below target, the actual collection rate remains above target.										
Percentage of Corporate Sundry Debtors outstanding > 90 days	Percentage of Corporate Sundry Debtors outstanding > 90 days	😞 Red	<30%	35.25%	<30%	68.24%	<30%	52.16%	<30%		<30%	52.16%	Below Target
			The percentage of corporate sundry debtors outstanding for more than 90 days in Quarter 3 is 52.16%, significantly exceeding the target of <30%. Performance continues to be affected by CIL invoices, recovery of which is handled outside of the normal debt management process following set CIL regulations. Adjusting for CIL, underlying invoicing performance is 19.92%, which is well within target.										
			All old, undisputed debt, has been through the reminder process and is currently with debt enforcement, or undergoing or pending legal action. The Receivables Team continues to work closely with all service teams to ensure the council has an effective debt management process. This indicator continues to be closely monitored.										
Strong balances (General Fund balance)	The Council maintains the level of General Fund balance at around 3%-5% (£3.6m-£6m) of its budgeted gross expenditure (in the region of £120m for East Suffolk).	😊 Green	£3.6m – £6m	£6,000,000	£3.6m –£6m	£6,000,000	£3.6m-£6m	£6,000,000	£3.6m-£6m		£3.6m-£6m	£6,000,000	On target
			As at the end of Quarter 3, the year-end forecast on the General Fund balance is £6m as set out in the 2019/20 Budget Report. There has been no unexpected use of the balance during Quarter 3.										

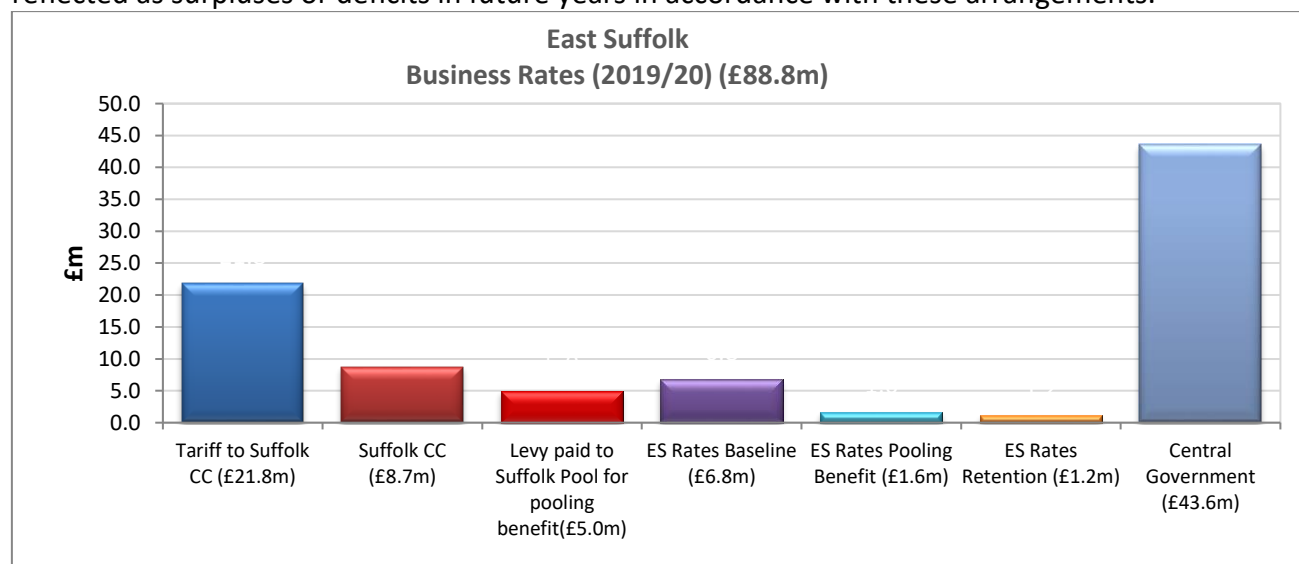
East Suffolk Performance Report Q3

KPI	KPI Details	Current status for Q3	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)
Savings achieved	Savings included in the budget for the year.	😊 Green	£798,600	£798,600	£798,600	£798,600	£798,600	£1,266,600	£798,600		£798,600	£1,266,600	On target
As at the end of Quarter 3, the savings target included in the budget for 2019/20 is expected to be achieved plus an additional £468k which has been identified during the year to date in relation to insurance premiums, external audit fees and PWLB interest payable.													
Income Generation – fees and charges (excludes HRA and Port Health)	Income generated from the General Fund from fees and charges	😊 Green	£5,241,313	£5,857,285	£8,453,809	£9,106,332	£11,112,628	£11,893,712	£14,531,900		£14,531,900	£11,893,712	On target
As at Quarter 3, fees & charges income is £781k above the budgeted profile for the year to date. By year end, fees and charges income is expected to be in the region of £700k above the budgeted income for the year. The key variances are: £636k of this income relates to planning application (16 applications have generated £467k of income). Dover and North East Lincolnshire Council have now joined the PHILIS system which is additional income of £85k for the first year.													

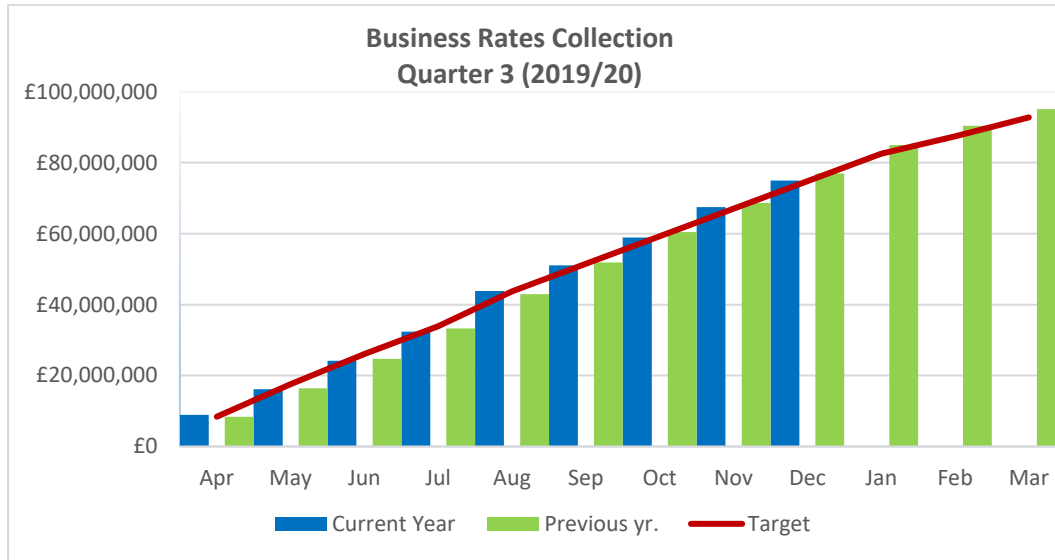
6. Business Rates, Council Tax and Housing Benefit

Business Rates

For illustrative purposes, the chart below shows the distribution of Non-Domestic Rates. The actual accounting entries for 2019/20 will differ from these figures primarily as a result of time lags in the national accounting arrangements for business rates. Increases or decreases in income are reflected as surpluses or deficits in future years in accordance with these arrangements.



Business Rates Collection:

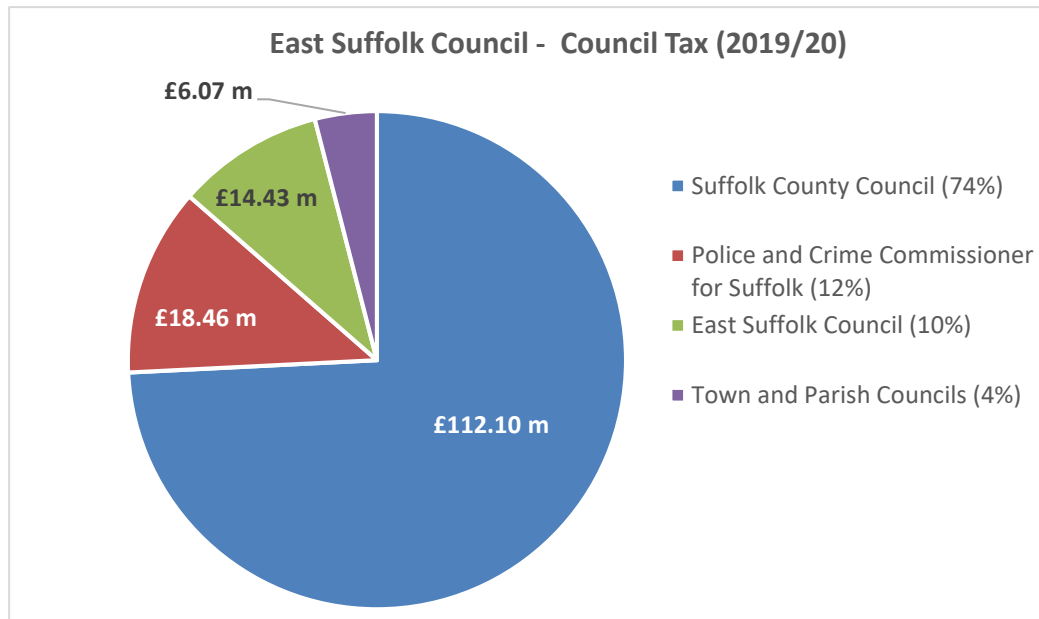


Quarter 3 update:

The Collection Fund is above target having recovered from several backdated refunds due to reductions in Rateable Value; most notably in respect of a £2m refund for Felixstowe Dock.

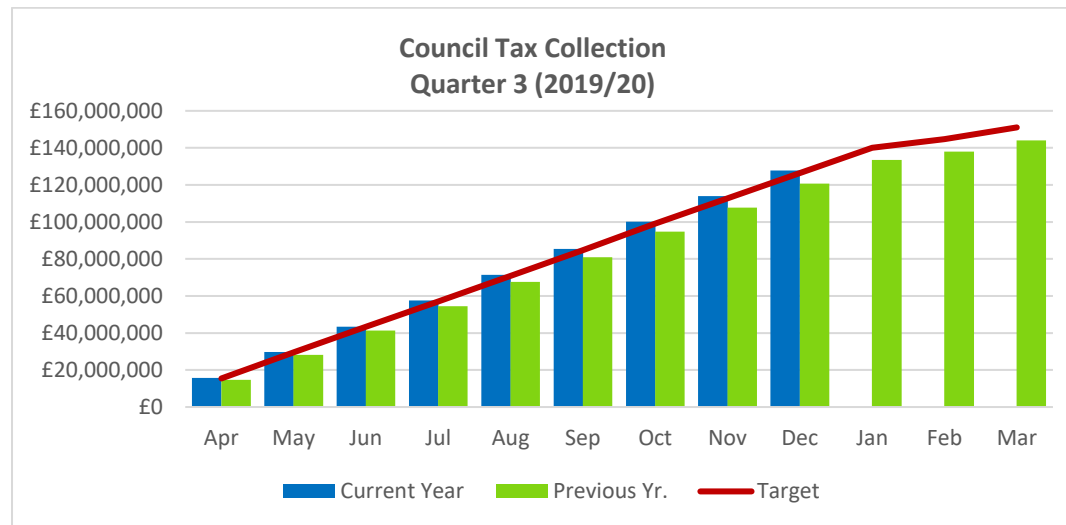
(Chart shows amount of money required to be collected within the financial year, payable to the NNDR Collection Fund against the actual collection).

Council Tax



For illustrative purposes, this chart shows distribution of Council tax income. Actual increases or decreases in income compared to estimates will be reflected as surpluses or deficits in future years.

Council Tax Collection:

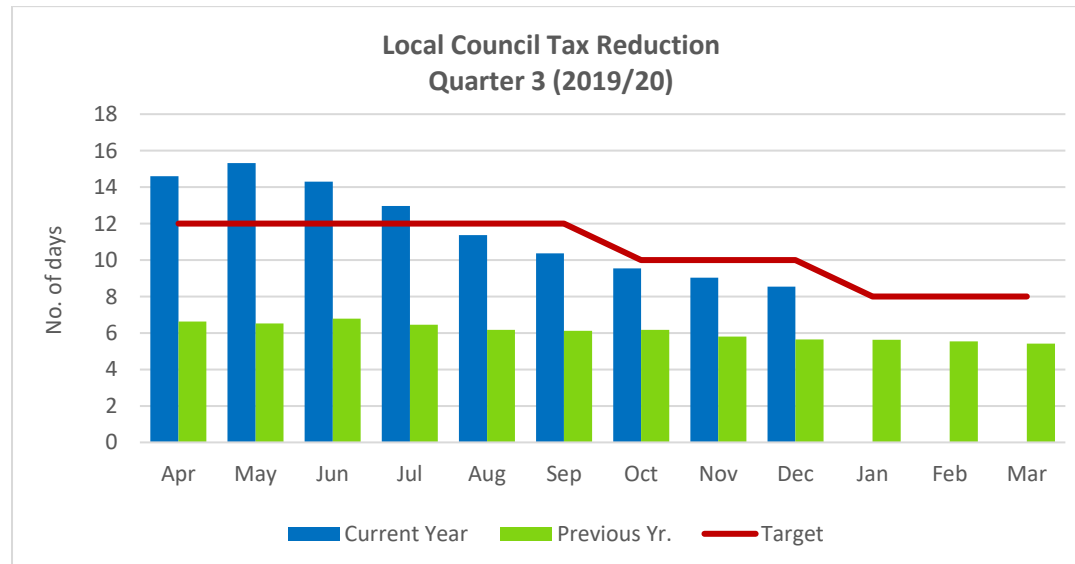


Above shows the amount of money required to be collected within the financial year for Council Tax.

Quarter 3 Update:

Collection is on target for the current financial year. Further recovery action in 2019/20 has resulted in collection of £146K. Enforcement action in 2019/20 has resulted in collection of £592K. Charging Orders have been obtained to secure £511,651 debt.

Local Council Tax Reduction:

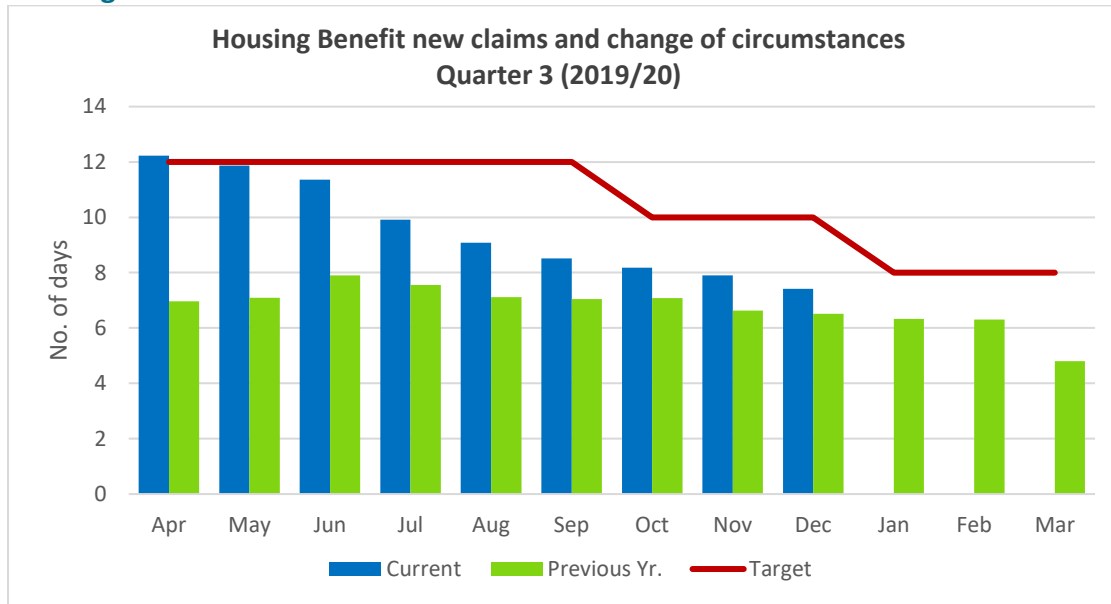


Above indicator measures the average number of days to process Council Tax reduction new claims and change of circumstances.

Quarter 3 Update:

Performance for Quarter 3, relating to the average number of days to process Council Tax reduction new claims and change of circumstances, continued to perform above target.

Housing Benefit:



Quarter 3 Update:

Despite the downtime associated with the merger of the East Suffolk systems at the beginning of the financial year, targets continue to be met and it is expected that the end of year target will be achieved.

Above indicator measures the average number of days to process Housing Benefit new claims and change of circumstances.

7. Corporate Risks

A detailed review of the corporate risks is undertaken quarterly by Corporate Management Team at Corporate Governance Days, and Corporate Risk Management Group is held every six months to manage, monitor and consider risks including the management of the risk process. All corporate risks, significant for the Council, are reported to Audit and Governance Committee, high level details are:

Corporate Risk	Current rating	Target rating	Trend	Update
(New): Flood /tidal surges	Red	Amber	n/a	New risk on Corporate Risk Register. ESC has a large coastline and flooding continues to be a significant risk and concern for ESC and nationally.
Medium Term Overview	Amber	Green	→	Continues to reflect uncertainty around national Government initiatives and potential impact. Medium Term Financial Strategy in place.
Assets to assist Council meet financial requirements	Amber	Green	↑	Risk to be reviewed at next CRMG. East Suffolk Asset Management Strategy in place and approved by Cabinet. Asset management review completed. All assets inspected, electronically recorded and uploaded to Uniform system, this forms single database for Council's assets.
ICT (including Disaster Recovery for ICT)	Amber	Amber	→	Action plans in place to continue to improve mitigation for cyber threats/risks. Risk at target rate.
Digital Transformational Services	Amber	Green	↑	Digital Services Strategy monitored. Projects reviewed to ensure compliance with Digital Strategy.
Housing Development Programme	Amber	Green	↑	Policies/protocols in place, updated/reviewed regularly. Housing Programme Board held to monitor developments and manage impacts.
Safeguarding the vulnerable	Amber	Green	→	Safeguarding Policy in place. Training for councillors and staff on safeguarding adults and children, established reporting process.
General Data Protection Regulation	Amber	Green	↑	Risk improved as a result of implementing various controls but remained amber due to implications if legislation breached. Controls include compliance with DPA 1998, GDPR project, Data Protection Officer member of local and national GDPR working groups.
Brexit	Amber	Green	→	A countywide Brexit group has been set-up where the council is represented.
East Suffolk Commercial Strategy	Amber	Green	→	East Suffolk Commercial Strategy. Risks to be reviewed and monitored. Initial business case presented to Cabinet.
Service Delivery Contracts / Partnerships (large/significant)	Amber	Green	↑	Regular review of Contract Procedure Rules ensuring alignment with business priorities and legislation. Partnership performance included within Internal Audit programme.
Service Delivery Contracts / Partnerships ('other')	Amber	Green	↓	Contract management guidance reviewed/updated.
Programme and Project Delivery	Green	Green	→	Corporate project management framework in place.
Impact of managed migration of Universal Credit	Green	Green	↑	UC rollout complete (i.e. full digital service). Managed migration for UC will take place in future for East Suffolk. Current controls and mitigating actions in place to assist with managing impact.
Ethical Standards (maintain and promote)	Green	Green	→	Protocols and Codes of Conduct kept under constant review.
East Suffolk Strategic Plan	Green	Green	↑	Significant work had taken place to produce New East Suffolk Strategic Plan, which will be reported to Cabinet on 4 th February 2020.
Capital Programme	Green	Green	↑	Capital programme in place. Controls and mitigating actions in place.

National and LG Inform Performance Indicators

National & LG Inform Performance Indicators	Performance Indicator detail	Current status (for Q3)	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 19/20 Actual	Q4 2019/20 Target	Q4 19/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)	Update/comment on quarters performance
Planning														
Major planning applications determined	Percentage of major planning applications determined in 13 weeks	😊 Green	Target: 60.00% (Stretched Target: 65.00%)	100% (13/13)	Target: 60.00% (Stretched Target: 65.00%)	78% (18/23)	Target: 60.00% (Stretched Target: 65.00%)	84% (16/19)	Target: 60.00% (Stretched Target: 65.00%)		Target: 60.00% (Stretched Target: 65.00%)	85.4% (47/55)	Above target	Performance for the determination of major planning applications in Quarter 3 exceeds both national and locally stretched targets and shows an increase from Quarter 2.
Minor planning applications determined	Number of minor planning applications determined in 8 weeks	😊 Green	Target: 65.00% (Stretched Target: 75.00%)	67% (104/154)	Target: 65.00% (Stretched Target: 75.00%)	80% (127/159)	Target: 65.00% (Stretched Target: 75.00%)	74% (92/125)	Target: 65.00% (Stretched Target: 75.00%)		Target: 65.00% (Stretched Target: 75.00%)	73.7% (323/438)	On target	Quarter 3 stats show a slight decrease (compared to Q2) in minor applications performance however it did exceed national targets but is marginally below the stretched targets. This is partly down to a reduction in the numbers of staff able to sign off applications which has since been rectified.
Other planning applications determined	Percentage of other planning applications determined in 8 weeks	😊 Green	Target: 80.00% (Stretched Target: 90.00%)	85% (437/516)	Target: 80.00% (Stretched Target: 90.00%)	90% (350/387)	Target: 80.00% (Stretched Target: 90.00%)	91% (339/374)	Target: 80.00% (Stretched Target: 90.00%)		Target: 80.00% (Stretched Target: 90.00%)	88.1% (1126/1277)	Above target	There has been a slight increase in performance on 'other' applications and it is now meeting the stretched targets for determination timescales.

East Suffolk Performance Report Q3

National & LG Inform Performance Indicators	Performance Indicator detail	Current status (for Q3)	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)	Update/comment on quarters performance
Housing														
Number of applicants in temporary accommodation	The number of applicants in TA at the end of each quarter. (<i>Snapshot at end of each of quarter</i>)	n/a	n/a	57	n/a	66	n/a	53	n/a		n/a	176	n/a	<p>Temporary accommodation has shown signs of stabilisation, as with the introduction of the HRA came a spike in the numbers being placed into temporary accommodation. There are external factors that impact this such as unemployment, welfare changes etc which makes it hard to predict future demand.</p> <p>Numbers in TA have reduced as a result of the following:</p> <p>Prevention Work Focussed TA meeting which allow the creation of bespoke move on plans.</p>
Customers														
Complaints	Complaints upheld / partially upheld (per 10,000 population)	n/a	n/a	14.01	n/a	10.49	n/a	6.64	n/a		n/a	31.14	On target	<p>Training delivered to managers/team leaders on identifying complaints which will assist with improving customer satisfaction in future.</p>

East Suffolk Performance Report Q3

National & LG Inform Performance Indicators	Performance Indicator detail	Current status (for Q3)	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)	Update/comment on quarters performance
Green Environment														
Household waste sent for reuse, recycling and composting (NI 192)	Percentage of household waste sent for reuse, recycling and composting	☹️ Amber	46.62%	48.37%	46.72%	47.06%	45.15%	44.54% (Estimated)	39.72%		44.62%	47.48%	On target	Estimated figure Q3: Performance for Quarter was slightly below target. Overall performance for year to date continues to be above target. Refuse teams are being more vigilant on what is being put in bins to recycle and SWEET is continuing to work with crews.
Residual waste per household	Kg of waste per household	😊 Green	122.17kg	115.12kg	111.85kg	115.93kg	111.85kg	111.63kg (Estimated)	114.83kg		460.29kg	338.23kg	On target	Estimated figure Q3: The amount of residual waste collected in Quarter 3 was less (504 tonnes) to Quarter 2. Year on year residual decreased by 82 tonnes.
Flytips reported	Number of reported fly tipping incidents per quarter	n/a	n/a	380	n/a	363	n/a	346	n/a		n/a	1,089	n/a	The number of fly tipping incidents was similar to the previous quarter and Quarter 3 of 2018/19 (combined figure - 346). Further investigation into these figures continues.
Fly tipping enforcement notices	Number of fly tipping enforcement actions	n/a	n/a	141	n/a	137	n/a	137	n/a		n/a	415	n/a	The actual for Quarter 3 is the same as Quarter 2 and slightly higher than the same period of the previous year (combined figure of 116). Further investigation into these figures continues.

East Suffolk Performance Report Q3

National & LG Inform Performance Indicators	Performance Indicator detail	Current status (for Q3)	Q1 2019/20 Target	Q1 2019/20 Actual	Q2 2019/20 Target	Q2 2019/20 Actual	Q3 2019/20 Target	Q3 2019/20 Actual	Q4 2019/20 Target	Q4 2019/20 Actual	Yearly Target	Year to Date Actual	Projected Direction (towards End of Year Actual)	Update/comment on quarters performance
Resources														
Website visitors	Number of unique website visitors	n/a	n/a	133,332	n/a	102,488	n/a	102,480	n/a	n/a	n/a	338,300	On target	The number of unique website users in Quarter 3 was similar to Quarter 2.
ICT Network Availability	Percentage of ICT network availability	😊 Green	98%	99.7%	98%	99.5%	98%	99.4%	98%	98%	98%	99.5%	On target	ICT network availability exceeded its target, particularly excellent performance due to the many changes that took place with the introduction of ESC.
Sickness absence	Number of days/shifts lost due to sickness absence per FTE	😐 Amber	1.7 days	1.43 days	1.7 days	1.27 days	1.7 days	1.78 days	1.7 days	6.8 days	4.48 days	On target	Revised figures for Quarter 1 and Quarter 2 show a slight increase in absence levels from the previous year. Cumulative figures for 2019/20 show 4.48 days per fte lost, an increase of 0.28 days per fte in Q2 2018/19. 5+Long term absences (those over 7-days) have contributed to this minimal increase. In all cases, HR continues to work closely with Managers with an appropriate action plan.	