

Report

Cabinet

Part 1

Date: 15 January 2020

Subject **Mid-Year Performance Analysis 2019/20**

Purpose To present Cabinet with an update on service area performance for the first six months of 2019/20 against Service Plans; to address any areas of under-performance before the year-end; and to consider recommendations / feedback from the Council's scrutiny committees.

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Summary The Well-being for Future Generations (Wales) Act 2015 requires Newport Council to have a Corporate Plan which sets out its vision for how it will improve lives of the current and future generations. Newport Council's Corporate Plan 2017-22 has identified four Wellbeing Objectives (Improving skills, education and employment opportunities; Promote Economic Growth and Regeneration whilst protecting the environment; Enable people to be healthy, independent and resilient; and to build cohesive and sustainable communities). To support the delivery of the Corporate Plan, the Council's eight service areas have developed their service plans which outline how they will support and deliver the Council's objectives.

For the first six months of this financial year (April to September 2019), 97% of the actions identified in the service plans were 'In progress' with 11% of actions completed. For the performance measures reported it was noted that:

- 43 out of 74 reported performance measures were 'on target' in achieving delivery against their annual target;
- 8 out of 74 performance measures were 'short of target' in achieving delivery of their annual target;
- 15 out of 74 reported performance measures were 'off target' the delivery against their annual target.

This report also highlights some of the important developments being made by the service areas in the first 6 months of the year.

Proposal Cabinet are requested to:

1. Note the contents of the report
2. Receive a further update on the year-end position once the data is available
3. Take urgent action in conjunction with the Directors and Heads of Service to address areas of poor performance.

Action by Strategic Directors and Heads of Service

Timetable Immediate

This report was prepared after consultation with:

- Chief Executive
- Strategic Directors
- Heads of Service

Signed

Background

The Wellbeing for Future Generations (Wales) Act 2015 requires all public service bodies to state how they will deliver the wellbeing objectives; and ensure the delivery of these objectives are undertaken in accordance with the 5 ways of working (Long Term, Collaboration, Integrated, Prevention and Involvement). In 2017/18 the Council launched its Corporate Plan 2017-22 with four Wellbeing Objectives (Improving skills, education and employment opportunities; Promote Economic Growth and Regeneration whilst protecting the environment; Enable people to be healthy, independent and resilient; and to build cohesive and sustainable communities).

To support the delivery of the Corporate Plan, the Council's eight service areas each developed their Service Plan 2017-22. Each service plan has identified key objectives and actions which are linked to the four objectives and performance measures to demonstrate the progress in service delivery. To monitor the delivery of their service plans each service area is required to provide a 6 monthly update through a 'Mid-year review' and an 'End of Year' review report. The 2019/20 'Mid-year review' required each service area to provide:

1. An update on the progress against the delivery of objectives and actions in their service plans; and
2. A quarter 2 update on the performance measures (National / Local / Management Information).

Progress against Service Plan Objectives and Actions at 30th September 2019

In 2019/20, the eight service areas had identified 43 objectives and 302 actions to support the Council in delivering its Corporate Plan. Appendix one '*Mid-year Performance Dashboard 2019/20*' shows the distribution of the RAG status of actions across the 8 service areas. It was reported that:

- 11% (33 out of 302 actions) had been completed.
- 71% (215 out of 302 actions) service areas had reported Green and were on target delivering their actions in the timescale.
- 15% (45 out of 302 actions) had reported Amber and where issues have been identified which could impact on delivering the action within the timescale.
- The number of actions reported as Red – being off target was 2 out of 245 (1%). Lastly 7 of the 301 actions (2%) were reported as not yet started.

A summary of progress against the objectives and actions is included in Appendix one of this report.

In the first six months of this financial year service areas have continued to make notable developments in delivering the Corporate Plan, which includes:

- **Adult & Community Services (Resilient Communities)** now have the telecare service fully operational and the agreement with Caerphilly and Monmouthshire is in place. The arrangement provides NCC with a member of staff from Monmouthshire Care line to undertake equipment installations and a telecare officer is based in the Occupational Therapy team room 1 day per week.
- **Children & Young People Services (Aspirational People)** has begun to embed the Family Group Conferencing with good take up and some strong indications of good outcomes for families with robust packages of support resulting from the Conferences. Baby and Me has now launched against a backdrop of improved National data about the impact of removing newborns from family care.
- **Children & Young People Services (Resilient Communities)** has agreed the fostering recruitment strategy and work is developing to ensure the offer to foster carers is fair and comparable with other providers. Rose Cottage has blossomed and the children are thriving. All children currently in Local Authority residential care are accessing education. Oaklands

redevelopment has been completed and reopened in July. The new provision has been welcomed by parents and enjoyed by children.

- **City Services (Thriving City)** have now introduced Civil Parking Enforcement, issuing over 8,000 tickets in the first three months and a significant reduction in illegal parking is being seen.
- **City Services (Thriving City)** have rolled out the new smaller wheeled bins, which have increased the recycling rate to 69% for Q1, and are confident that the figure will remain above the statutory target of 64% for the year.
- **City Services (Modernised Council)** have made further progress with My Newport, our digital account service, with over 38,000 users now active.
- **Education services (Aspirational People)** has had pleasing results in a number of areas including opening the Glan Llyn Primary School, improved secondary school attendance, strong outcomes of schools' inspections and significant progression of schools through the National Healthy Schools Scheme.
- **The Finance service (Modernised Council)** has completed all 19/20 savings and is delivering per target. Savings identified for future years in line with current process and targets, though this process is subject to continuous change and updating.
- **Law & Regulation (Thriving City)** has made good progress with the legal work on key regeneration projects – Chartist Tower, the Market redevelopment, Mill Street and Market Arcade.
- **Law & Regulation (Modernised Council)** has had service quality recognised externally – the Newport Dog Kennels have again been presented with the RSPCA Gold Award for their work with stray dogs and this year they have also been awarded the prestigious Innovation Award for the introduction of the dog exercise area at Corporation Park.
- **Law & Regulation (Thriving City)** has had officers from Public Protection actively involved in the multi-agency Action Days in Pill and the City Centre, dealing with Houses in Multiple Occupancy (HMO's), anti-social behaviour and rogue traders and there have been a number of successful and high profile fraud investigations and prosecutions
- **Regeneration, Investment & Housing (Thriving City)** has placed real emphasis on key areas, looking to drive forward the ambitions around the City Centre and a new City Centre Masterplan, Phase 1 agreement of a £12 million package for the Newport Transporter Bridge, the opening of the Neighbourhood Hub in East Newport and the successful remodelling of the Information Station to allow for the National Software Academy.
- **Regeneration, Investment & Housing (Resilient Communities)** has aligned Communities First, Families First and Flying Start within Welsh Governments Flexible Funding, the Community Regeneration team have piloted the new, joint outcome framework. For the first time, this has brought together the combined outcomes of each community based prevention and engagement service to address poverty in a holistic way.
- **People & Business Change (Modernised Council)** has successfully introduced the first graduate trainee cohort in September 2019. Two graduates were recruited through the National Graduate Development Programme via the LGA and have commenced the first of three placements over a two year period.
- **People and Business Change (Modernised Council)** has led on projects that have impacts across the organisation, and the development of HR Manager Self-Serve processes will be key to the modernisation programme, supporting managers across the Council to work in new ways. These developments and the progress of Newport Intelligence Hub in embedding the use of data

and intelligence across the Council, support key corporate plan outcomes and the development of evidence based planning and priorities, which will become increasingly important against the Council's backdrop of reduced resources.

Performance Measures at 30th September 2019

The Council has 74 performance measures (National / Local / Management Information) to monitor the delivery of Council services. At the end of quarter two (30th September 2019) there were 27 national performance measures (monthly / quarterly / half yearly) reported.

At the Mid-year point for 2019/20, 16 out of 27 (63.5%) of the national performance measures were reported as being 'On Target'. These 'On Target' measures included:

- Length of time (days) adults are in care homes – 744 days / 868.2 days (Target)
- Re-registration of children on local authority Child Protection registers – 1.10% / 5% (Target)
- Percentage of households where homelessness was prevented – 56% / 52% (Target)
- Percentage of Food establishments broadly compliant with food hygiene standards – 96.34% / 95.16% (Target)
- Percentage attendance Primary Year-end – 94.8% / 94.7% (Target)
- Percentage attendance Secondary Year-end – 93.9% / 93.8% (Target)
- Municipal waste reused, recycled and composted – 50% / 50% (Target)

4 out of 27 national measures were reported as being Amber 'short of target' with 7 measures indicated as being red - 'off target'. The following indicators were red:

- Percentage of looked after Children (LAC) Returned Home from Care – 9.20% / 13% (Target)
- Percentage of looked after Children (LAC) who have had 3 or more Placements – 13.70% / 9% (Target)
- Percentage of Care Leavers in Education, Training or Employment at 12 Months – 21.20% / 50% (Target)
- Percentage of all Planning Appeals Dismissed – 53.30% / 75% (Target)
- Percentage of Planning Applications Determined in Time – 78.20% / 87% (Target)
- Percentage of Empty Private Properties Bought Back Into Use – 0% / 1% (Target)
- Average Calendar Days to Deliver a Disabled Facilities Grant (DFG) – 268 days / 192 days (Target)

Information in relation to the management action being undertaken to improve the performance of the measures reporting as Red and Amber is included in Appendix one of this report. Additionally, the Council's Senior Leadership Team and Corporate Management Team will continue to monitor closely the performance and management action being undertaken by service areas for measures reporting a Red / Amber status.

Scrutiny Committees Feedback and Recommendations

Mid-year performance updates were presented to the Council's Place and Corporate Scrutiny Committee on the 4th November 2019 and 18th November 2019; and the Council's People Scrutiny Committee on 5th November 2019 and 19th November 2018. A summary of the recommendations raised to Cabinet for consideration included:

Performance Scrutiny Committee - Place and Corporate Scrutiny Committee 4th and 18th November 2019

The Committee noted the performance within the Finance, People and Business Change, and Regeneration Investment and Housing Service Plan Mid-Year Reviews and made the following comments to the Cabinet:

- The Committee welcomed the improvement made to the presentation of data and the report layout in response to previous comments made, which made it easier to focus scrutiny upon performance.

- The Committee flagged the need for consistent understanding by Officers of the key and what makes performance: Red; Amber, or; Green and requested some explanation of reasons to be provided in the commentary in future reports.
- The Committee requested that future reports include full wording at least once followed by the abbreviation.
- The Committee requested more detail be included regarding the Service Area Risks in future reports.
- The Committee requested that future reports include comment upon “Risk to success” to assist Members to focus their scrutiny.
- The Committee stressed the importance of succession planning for Service Areas.
- The Committee requested that in future reports any excessive narrative in the commentary boxes be streamlined to avoid confusion and full wording used once followed by related abbreviation, as is the convention.
- The Committee requested that future reports include a comment upon Service Areas Budget positions including any budget risks, in the Head of Service Summary.
- The Committee requested whether the time between the end of the period reporting and scrutinising the information could be reduced e.g. Quarter 2 data up to end September was scrutinised on 18th November.

Performance Scrutiny Committee – People on 5th and 19th November 2019

The Committee noted the **Education Mid-Year Service Plan Report**. The Committee wished to make the following comments to the Cabinet Member for Education and Skills:

1. The Committee recommended that Officers and Cabinet Member utilise the Youth Council and Pupil Voice engagement opportunities when taking decisions and actions that would impact on the lives of young people in Newport. They stated that this must be done in a timely manner when the input of the young people could shape the decision, and not be done in a tokenistic gesture. Feedback to the young people on how their input would also be vital in closing the engagement cycle and positively reinforcing the work done by the young people.

The Committee noted the Mid-Year Service Plan report for **Social Services (Adult and Community Services)** and agreed to forward the Minutes to the Cabinet as a summary of the issues raised. The Committee wished to make the following comments to the Cabinet:

1. The Committee were pleased to hear that the budget deficit had reduced but recognised that ongoing work needed to be done to maintain this trend. They requested that they receive a monthly budget report so that they could be alerted of any significant overspends in a timely manner.

The Committee noted the Mid-Year Service Plan Report for **Children and Young People Services** and agreed to forward the Minutes to the Cabinet as a summary of the issues raised. The Committee wished to make the following comments to the Cabinet:

1. The Committee recognised the challenges faced by Children and Young Peoples Service but commented that there was not enough information provided about progress being made on transition of young people out of the service and into independent living.
2. The Committee recognised the recruitment of foster carers in Newport was vital. They raised concern about the levels of remuneration we provided for their services in comparison to agencies and stressed the need for continued support for our in-house carers.

Financial Summary

An updated financial position for each service area was reported to Cabinet in December 2019. Improvements to finance performance will be made through existing budgets and financial position will be monitored closely through the Council’s finance team.

Risks

Risk	Impact of Risk if it occurs* (H/M/L)	Probability of risk occurring (H/M/L)	What is the Council doing or what has it done to avoid the risk or reduce its effect	Who is responsible for dealing with the risk?
The Council does not deliver its corporate plan and its wellbeing objectives.	High	Low	Performance against the Council's Corporate Plan and service plans is monitored by the Council's SLT and CMT with regular reporting to Cabinet.	SLT / CMT

* Taking account of proposed mitigation measures

Links to Council Policies and Priorities

This report is linked to the Council's Corporate Plan 2017-22 and the Service Plans 2019/20

Options Available and considered

1. To note the contents of this report, to monitor performance measures with declining performance in conjunction with Heads of Service and to receive an analysis report of year end data.
2. To reject this report or ask for further information.

Preferred Option and Why

Option 1 is deemed to be the preferred option as Cabinet plays a key role in driving forward performance improvements and continued monitoring will ensure that this remains the case.

Comments of Chief Financial Officer

There are no direct financial implications arising from this report as its purpose is to update on performance. Service area budgets are monitored and regularly reported on with any performance improving measures being funded through existing budgets with any new measures considered within the context of the Medium Term Financial Plan.

Comments of Monitoring Officer

There are no specific legal issues arising from the Report. This monitoring report has been prepared in accordance with the Council's performance management framework and identifies progress made during the first six month of 2018/19 in delivering the corporate plan objectives and meeting key performance measures within service plans. The individual service plans have been considered by Performance Scrutiny Committees and their comments have been included in this Report, to assist Cabinet in identifying and addressing areas for improvement.

Comments of Head of People and Business Change

There are no direct staffing implications as a result of this report. The Well-being Act requires the Council to set a strategic plan to deliver on its Well-being Objectives and is necessary to regularly monitor and report on its delivery.

This report enables Cabinet Members to monitor the Council's performance against the objectives set in the Service Plans for the first six months of this financial year, which supports the delivery of the Corporate Plan 2017-22. Overall, the Council is making good progress against the service plan objectives and performance measures but we recognise that where poor performance has identified management action is being taken to monitor and address these areas.

Comments of Cabinet Member

The Chair has been consulted and has agreed that this report goes forward to Cabinet for consideration.

Local issues

No specific local issues.

Equalities Impact Assessment and the Equalities Act 2010

Not Applicable

Children and Families (Wales) Measure

Not Applicable

Wellbeing of Future Generations (Wales) Act 2015

This report demonstrates and supports how the Council's service areas are progressing in the delivery of its Well-being Objectives as part of the Corporate Plan 2017-22. Service area updates on the delivery of their objectives and actions; and performance measures required consideration of the 5 ways of working to demonstrate their progress of delivery and to address any areas where poor performance has identified.

Crime and Disorder Act 1998

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Consultation

Comments received from wider consultation, including comments from elected members, are detailed in each application report in the attached schedule.

Background Papers

Newport City Council Corporate Plan 2017-22

Service Plans 2018-22.

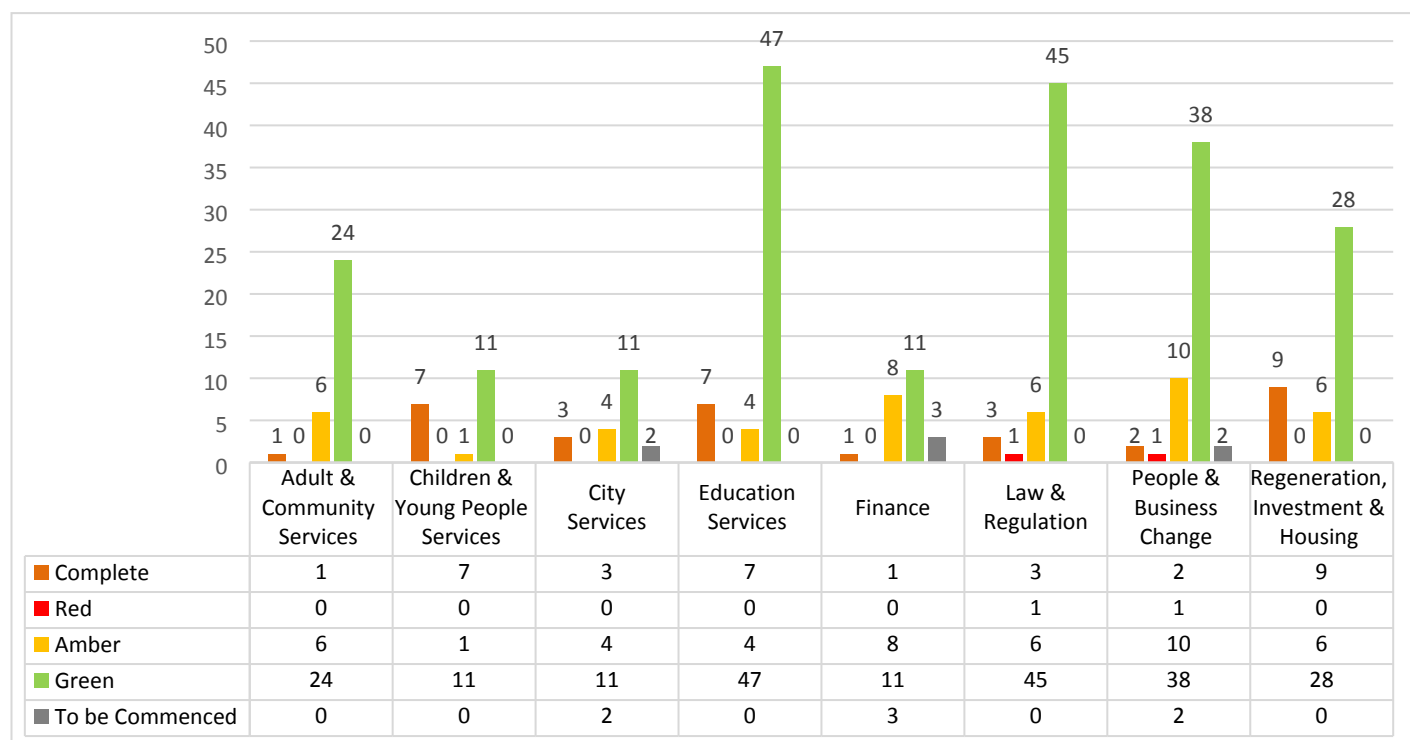
Place & Corporate Scrutiny Committee November 2019

People Scrutiny Committee November 2019

Dated: January 2020

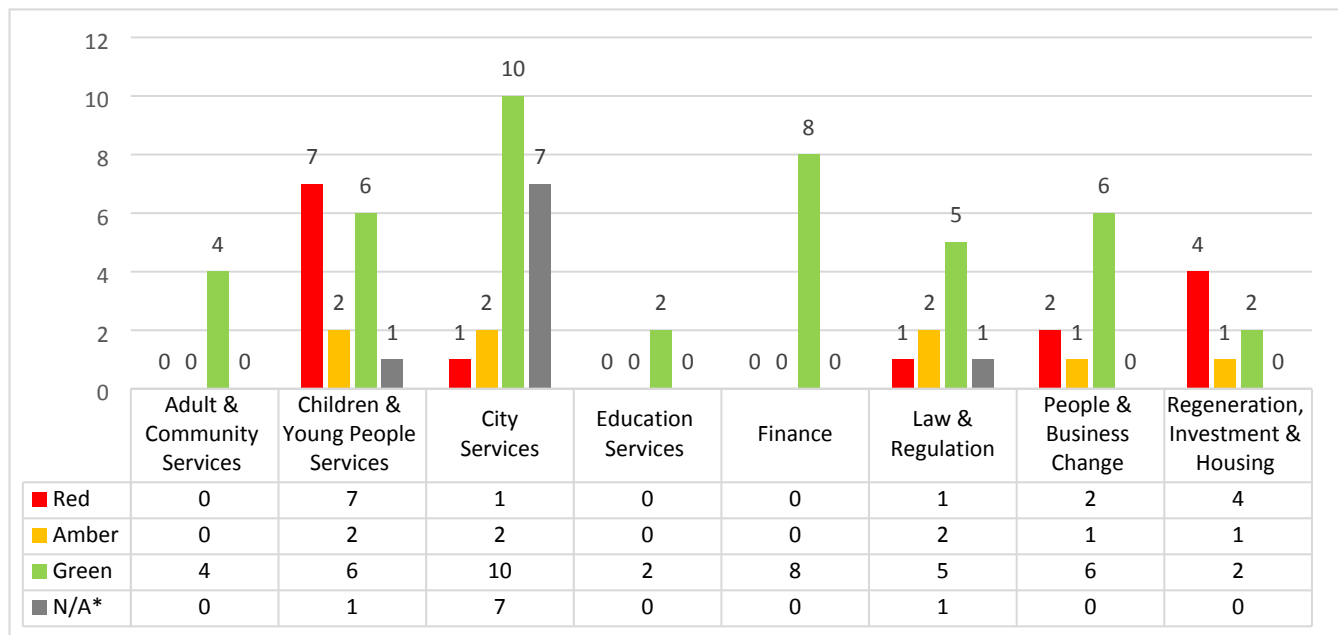
Appendix 1 - Mid-Year Performance Dashboard 2019/20 (To 30th September 2019)

Service Area Service Plan's Actions RAG Status



- 71% of service areas reported Green and were on target delivering their actions in the timescale.
- 11% of actions had been completed at the end of Q2
- 15% of actions recorded as amber where issues have been identified could impact on the delivery of the action by the agreed timescale
- 1% of actions reported as not able to deliver against the agreed timescale and immediate action is required.
 - **Law & Regulation (*Maximise Use of Idox Web Forms - Environment & Community*)**. This currently relates to application forms for Houses in Multiple Occupation licences. Action on this has been delayed due to significant vacancies in the service area Housing team.
 - **People & Business Change (*Local Full Fibre Network*)** - The project has been delayed due to specific issues with PSBA in Welsh Government and central government (Department CMS) that awarded the funding. These issues were deemed too high a risk by Cardiff Capital Region City Deal (CCRCD) and partners to continue on the planned model. CCRCD has now reviewed potential sites and will shortly make a revised submission to central government with a different delivery model. If successful, this will provide more of a rural slant which will be less beneficial to Newport.

Performance measures RAG status breakdown for each service area



*N/A indicates Management Information data where targets cannot be set e.g. Civil Parking Enforcement or is presented for information purposes.

- 57% of performance measures were reported as either meeting or succeeding against their target.
- 20% of performance measures were reported at red indicating that they are underperforming over 15% tolerance of the agreed target
- 11% of performance measures were reported at amber indicating they are short of meeting their target within 15% tolerance.
- Below is a summary of Red and Amber measures reported and commentary from service areas.

Red and Amber Performance Status Exceptions
Children & Young People Services

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
National - % Looked after Children (LAC) Returned Home from Care	9.2%	15%	8.3%	This is measure that is unlikely to remain as part of the new performance framework that will be coming in 2020/21.
National - % Looked after Children (LAC) who have had 3 or more Placements	13.7%	9%	8%	The strategy for NCC to return Children back to Newport does mean that there has been some flux in reaching a settled point for children. We continue to struggle with immediate suitable foster placements for sibling groups that can lead to step placements. There is also considerable work within children services on both fostering and residential care to stabilise care.
National - % Care Leavers in Education, Training or Employment at 12 Months	21.2%	45%	44.7%	The local authority has developed this year a positive model of work experience for care leavers. The increase in accompanied asylum seekers has also impacted on this figure this year.
Local - Number of Looked after Children (LAC)	386	375	365	We have a continued increase in the number of unaccompanied asylum seeker children. In addition we have had 3 large sibling groups of children who had to be brought into care.
Local - Number of Children on Child Protection Register	123	110	130	There is a challenge of working with children at risk of exploitation continues to oppose some stresses on the service.
Local - Number of Children Subject to Interim Care Orders	52	50	No data	The rate of court work continues to be high in Newport. The pattern of increasing children on ICO is similar to the Welsh average.
Local (Youth Offending Service) - Average number of hours 'School Age' children attend at the end of an Intervention.	16.8 Hours	25 Hours	16.5hrs	There is work across agencies to understand the risk of reduced timetabling and thus develop alternative provision.
National - % Assessments Completed for Children Within Statutory Timescales.	90.4%	95%	89.1%	As part of the upcoming inspection the front door of children services will be examined. There is a current piece of work to audit case work which will include assessments.
National - % Children Supported to Remain Living with their Family	58.2%	65%	48.8%	This is a measure that is unlikely to remain as part of the new performance framework that will be coming in 2020/21.

City Services

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
Local - Customer Contact Centre average wait time – Council Tax	13 minutes 30 seconds (810 seconds)	6 minutes (360 seconds)	N/A	The Service has been underperforming due to the limited resources to respond to the level of demand. To try and reduce the impact, we are promoting alternative ways residents can pay their Council Tax including the Council website, automated payment phone line, payment points in the Information Station and at Paypoints in the community (post offices, banks, newsagents and convenience stores). Residents can also pay by Direct Debit.
Local - Number of Active Travel journeys	120,722	250,000 (125,000)	120,403	In Q2, 2 of the sensors used to record the data were not working and therefore we were not able to count the number people going through the Active Travel routes. Based upon the previous quarter's data, we would have been above the target by 14,000. In the next quarter we will investigate and repair the fault.
National - Visits to Sport and Leisure Centres per 1,000 population	3,564 per 1,000	7,800 per 1,000 (3,900 per 1,000)	3,989 per 1,000	Quarter 2 update provided by Newport Live. Some regular bookings show reduced attendance in comparison to last year e.g. Newport County Academy 5,840 last year and 4,526 this year. Some major bookings that took place last year were not present in the same period this year (Lucozade event, Cwmbran Harriers). Gym attendance at Newport International Sports Village (NISV) has increased in the same period 16,123 last year to 17,353 this year. There is an upward trend in casual tennis usage increasing from 3,555 last year to 3,864 this year. Partnerships with NHS, exercise referral (NERS) and leisure has increased participation, particularly Pulmonary Rehab sessions with 540 attendance at NISV. Physical activity usage in the parks has reduced from 17,855 last year to 12,305 this year.

Law & Regulation

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
Local - Percentage of legal prosecutions issued within 20 working days	50%	85%	72.4%	This is a local discretionary PI which is showing at 50% for the end of Quarter 2 because of a large backlog of prosecutions which had built up during a prolonged period of staff sickness and turnover within the Litigation team. Low level prosecutions were not issued during this period as other legal work had to be prioritised. Now that the staffing issues have been stabilised, performance has improved significantly and targets are currently being exceeded. However, because of the cumulative nature of this PI, then current performance will not be sufficient to get this PI back on track by the end of the year. The target should be attainable next year and the PI will have to be refined to reflect the new Single Justice process for routine prosecutions.
Local - Percentage of legal searches in 5 days	91.64%	96%	96.47%	This measure has dipped slightly to 91% at the end of the second quarter but we are confident that the target of 96% is achievable by the end of the year. The time for processing property searches is always susceptible to some variation throughout the year, due to leave and sickness absence and increases in property transactions, because there are 2 FTE staff dealing with this work. This also demonstrates that the target remains a challenging one.

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
Local - Percentage of regulatory services significant issues resolved.	90.26%	92%	95.2%	In one of the key teams in Regulatory Services there is a mixture of vacancies and new starters; this has led to a situation where some cases are taking longer to solve and resolved cases are not being recorded accurately. This performance should improve over the second half of the year. However, a resolution rate of 90% is still a good level of performance.

People & Business Change

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
Local - % Managers undertaking regular check ins through Clear Review process	58%	80%	81.8%	Work to be completed to review this drop in check ins.
Local - Number of employees trained in Welsh Awareness	10	50 (25)	87	Welsh language training for staff has been reviewed and updated during this period, and will be promoted more actively from September.
Local - Number of young people actively engaged in helping the council make decisions	7,002	15,000 (7,500)	8,944	The figure for Qtr.2 was lower than expected due to technical errors occurring for two of the surveys where the results for approximately 2,000 submissions were not recorded (all respondents).

Regeneration, Investment & Housing

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
National (PAM/019) - % of all Planning Appeals Dismissed	53.3%	75.00%	76.9%	2 of 5 appeals were dismissed in the quarter with 2 of the 3 allowed being HMO applications refused by officers on parking and highway safety grounds. It has become clear that the Inspectorate is taking a very positive stance on HMO (Houses in Multiple Occupation) appeals despite there being no or insufficient parking to serve them. Going forward, officers will bear in mind and members will be advised of the lack of appeal success on HMO applications in particular.

Performance Measure	Q2 Figure (or latest) 2019/20	Target 2019/20 (Q2 Target 2019/20)	Previous Year (Actual) Q2 2018/19	Comments
National (PAM/018) - % of Planning Applications Determined in Time	78.2%	87.00%	84.7%	The Section had 3 staff vacancies during all or part of the period reducing efficiency and speed of decisions and applications were being delayed due to resource shortfalls in key consultee service areas, e.g. Highways, which was affecting the timeliness of their responses to the planning service
National (PAM/013) - % of Empty Private Properties Bought Back Into Use	0%	1%	0%	Capacity for intervention has been increased through a partial restructure of the Housing team, with a focus on empty homes. This will start to have an impact in the second half of this year and in 2020/21.
National (PAM/015) - Average Calendar Days to Deliver a Disabled Facilities Grant (DFG)	268 days	192 days	178 days	<p>The performance of DFG delivery has underperformed in the first two quarters of 2019/20 due to the time taken by Occupational Therapy (Adult Services) to complete assessments. The backlog of assessments that existed in previous years is currently being worked upon and has been assisted with recently appointed Occupational Therapy resource.</p> <p>A new Housing Adaptations Team Manager has been appointed following the departure of the previous post-holder.</p> <p>DFGs, including the backlog of assessments, will continue to be monitored closely over the remaining six months in an attempt to improve performance.</p>
National (PAM/036) - Number of Additional Affordable Housing Units Delivered per 10,000 Households.	13 units per 10,000 households	30 units per 10,000 households (15 per 10,000)	8 units per 10,000 households	In comparison to 2018/19 figures we have improved our performance. We are on track to achieve the end of year target and will continue to monitor closely throughout the remainder of the performance year.