

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s): Resources
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Open report	

PR&D Panel: Resources & Performance Panel
Date: 1 September 2015
Subject: Corporate performance monitoring – Q1 2015/16

Summary

The report contains information on the corporate performance monitoring undertaken during Q1 2015/16.

Recommendations

The Panel is asked to review and note the Council's Q1 2015/16 Performance Monitoring report and agree the actions outlined within the Action Report.

1. Background

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Resources & Performance Panel and is available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.
- 1.2 Members are asked to note that, in response to a request from members of this Panel in July 2015, the Council's monthly budget monitoring report, which details financial performance monitoring, is now being published on Insite alongside this quarterly performance monitoring report. Members will find this information by visiting [Insite](#).

2. Format of the reports

- 2.1 Members will recall that the indicators monitored are reported in full on the Performance Monitoring Q1 2015/16 report. Members attention is, in particular, drawn to the top of page 1 of the report shown at Appendix A. For the first time the report includes a summary of indicators achieving each of the 'status' and 'trend' categories. It is hoped this provides Members with a useful 'snapshot' at the start of the report.
- 2.2 Following the collation of the full report, those indicators that have not met their target are drawn out into an Action Report. This report is designed to focus attention on adverse performance. In addition to the notes shown on the full report, senior managers provide information on the actions being taken to bring performance in line or reasons why this cannot happen.





3. New indicators for 2015/16

- 3.1 During May 2015, Management Team reviewed the performance indicators set and discussed the relevance of each indicator, whether the definition of each indicator should be revised or updated and whether other areas of the Council's operations should be included for monitoring in the coming year. The revised performance indicator set has been agreed by relevant portfolio holders and was reported to this Panel during July 2015 in preparation for this first quarterly monitoring report for the year.
- 3.2 As a result of the review undertaken, 10 new/revised performance indicators have been added and will be monitored from Q1 2015/16.



Ref	Name
CE7	No of residential houses built – NORA
CE8	No of residential house sales – NORA
CE9	% of capital receipts received (excluding housing sales)
CE10	Cost reduction programme – corporate project savings
CE13	% of claimants using new on-line benefits system (IEG4)
CE20	Income from business rates for Renewable Energy projects
CC6	% of Careline alarms installed within 10 days from date of enquiry
CC9	% of customer satisfaction with new on-line benefits system (IEG4)
CC10	% of eligible employees in post on 1 st April receiving a performance appraisal NB – CC10 has been added following a request from Members of this panel in July 2015.
EP4	Premises rated 3 or above in accordance with the food hygiene rating scheme

4. Key points from the Q1 2015/16 monitoring report

- 4.1 As this is the first Performance Monitoring Report for 2015/16, the opportunity has been taken to review and refresh the format in which the information is presented. The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters which enables trends to be identified and comparison to the equivalent quarter from the previous year.
- 4.2 The performance for 35% of the indicators has improved during Q1 2015/16, this has increased compared to Q1 2014/15. The 18 indicators reported under 'Other' Q1 2015/16 will decrease throughout the year as figures for the previous year will become available for comparison purposes.

		Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16
Performance has improved against target		10 (26%)	12 (29%)	13 (32%)	13 (32%)	15 (35%)
Performance has not improved against target		16 (42%)	14 (34%)	14 (34%)	16 (39%)	6 (14%)
Performance has met and continues to meet target		6 (16%)	7 (17%)	6 (14%)	5 (12%)	4 (9%)
Performance remains unchanged and below target		0	0	0	0	0
Other: • reported annually • new indicator • monitor only		6 (16%)	8 (20%)	8 (20%)	7 (17%)	18 (42%)
Total number of indicators		38	41	41	41	43

- 4.3 The number of indicators which have met target remains at 24, however, the percentage has dropped slightly due to the increase in the number of indicators for 2015/16.

		Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16
Performance target met		21 (55%)	21 (52%)	22 (54%)	24 (59%)	24 (56%)
Performance target not met		9 (24%)	10 (24%)	10 (24%)	10 (24%)	7 (16%)
Other: • reported annually • figure not available • monitor only (no target set)		8 (21%)	10 (24%)	9 (22%)	7 (17%)	12 (28%)
Total number of indicators		38	41	41	41	43

- 4.4 The opportunity has also been taken to review the performance indicators by Portfolio and by Directorate.

i) **Overview of performance by Portfolio**

Portfolio	No of PIs	Performance target met	Performance target not met	Other
Resources	17	6	2	9
Regeneration and Industrial Assets	6	3	3	0
Coastal and Tourism	0	0	0	0
Special Projects	0	0	0	0
Housing and Community	12	8	2	2
Environment	2	1	0	1
Culture, Heritage & Health	0	0	0	0
ICT, Leisure and Public Space	0	0	0	0
Development	6	6	0	0
Total	43	24	7	12

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	20	11	2	7
Central and Community Services	10	4	2	4
Commercial Services	6	2	3	1
Environment and Planning	7	7	0	0
Total	43	24	7	12

- 4.5 Going forward these revised tables will be used to highlight indicators for a more detailed review within this monitoring report. For example, to examine indicators where there is a pattern of no change to performance or to review Portfolio/Directorate targets which have not met the agreed target, to understand the reasons for the reported performance.

5. Overall Conclusion


- 5.1 Members should consider that 30% of the 2015/16 indicators have more challenging targets compared to 2014/15, and with the overall performance for Q1 2015/16 improved by 9% it has been a good start to the year. Clearly, it is hoped that the results of the next monitoring report will confirm that these levels of performance are being maintained. The results are particularly pleasing given that the review of the indicators undertaken at the start of the year have focused monitoring more closely on key priorities for the Council in the 2015/16 year.

- 5.2 The improved performance in Q1 2015/16 is further highlighted by a reduction in the number of indicators failing to meet the required target, as reported in the Q1 2015/16 Action Report. For each of the past three quarters (ie Q2 2014/15 – Q4 2014/15) there have been 10 indicators detailed on the action plan, but for Q1 2015/16 only 7 indicators are listed.
- 5.3 Management Team actively monitors this information on a regular basis and uses the information highlighted on the action report to gain an understanding of the reasons for the levels of performance that have been reported.
- 5.4 The Panel is asked to agree the actions outlined in the Action Report.








Performance Monitoring Action Report Q1 2015-16










This report highlights indicators that have not met target for Q1 2015-16 and is a supporting document to the Performance Monitoring Q1 2015-16 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

Status		This indicator has not met the target.
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Performance Indicators Q1 2015-16



Ref	Name	2015/16 Target	Q1 2015/16 cumulative performance	Status	Notes	Actions
CE2	Percentage of long term empty homes in the Borough as a percentage of overall dwellings	1.10%	1.18%		Although the Q1 figure achieved is above target it is still below the baseline position when the long term empty homes strategy was adopted in 2012.	An exercise undertaken in mid June 2015 contacting the owners of long term empty homes (LTEH) brought forward a number of responses. It is hoped that this may help to reduce the number of LTEH in the future.
CE11	Supplier invoices paid within 30 days	94%	93%		Performance level achieved is consistent with previous quarters, the monitoring of disputed invoices will continue.	Process will be reviewed as part of the 2015/16 LEAN project.
CC2	Average no of working days lost due to sickness absence per FTE employee	1.87%	1.99%		Q1 recorded 909 sick days, this is 189 days less than this time last year.	Management Team and the JSW committee are currently looking at potential revisions to the Sickness Absence Policy and corresponding guidance.
CC6	% of Careline alarms installed within 10 days from date of enquiry	90.0%	66.2%		The new database, created as part of the LEAN process, went live on 1st April. The change of practice had a short term, but significant impact on the availability of appointments, particularly for the first 6 – 7 weeks.	The new process is now imbedded and it is anticipated that an improvement in service standard will be achieved.
CO3	% of rent achievable on industrial estates	90.00%	89.44%		The turnover of tenants on some of the industrial estates has affected the level of rent received for Q1.	Continue to actively market available units.
CO4	% of rent arrears on industrial estates	3.00%	3.20%		A payment plan is in place for a tenant with rent arrears who is no longer a tenant with the Council.	Monthly arrears meetings are being conducted with Financial Services.
CO5	% rent achievable on retail/general units	96.00%	94.16%		All retail units are occupied, and any remaining vacancies are office units.	Office units at Regis Place, North Lynn Industrial Estate are now under offer therefore, performance should improve for Q2.

Status	 Indicator has not met the target	16%	 Indicator is on target	56%	 New 2015-16 indicator	23%
Trends	 The value of this indicator has improved	35%	 The value of this indicator has worsened	14%	  The value of this indicator has not changed	9%

Actions being taken on indicators that have not met target are outlined on the accompanying Action Report

Chief Executive Services











Ref	Name	Good Performance	2014/15 Full year perf.	Q1 2015/16 target	Q1 2015/16 cumulative performance	Q1 2015/16 status	Versus this time last year	Note
CE1	Percentage of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	100.0%			
CE2	Percentage of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.03%	1.10%	1.18%			Although the Q1 figure achieved is above target it is still below the baseline position when the long term empty homes strategy was adopted in 2012.
CE3	Number of unintentional priority homeless acceptances	Aim to minimise	99	28	20			
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to maximise	20.2%	15.0%	—	—	—	Reported annually
CE5	Number of households living in Temporary Accommodation	Aim to minimise	34	40	35			
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	95.7%	95.0%	100.0%			
CE7	No of residential houses built - NORA	Aim to maximise	—	54	54			
CE8	No of residential house sales completed - NORA	Aim to maximise	—	29	29			

Ref	Name	Good Performance	2014/15 Full year perf.	Q1 2015/16 target	Q1 2015/16 cumulative performance	Q1 2015/16 status	Versus this time last year	Note
CE9	% of capital receipts received (excluding house sales)	Aim to maximise	–	100.0%	–	–		Reported annually
CE10	Cost reduction programme - corporate project savings	Aim to maximise	–	–	£34,830	–		For monitoring purposes only £320,000 annual target
CE11	Supplier invoices paid within 30 days	Aim to maximise	93%	94%	93%			Performance level achieved is consistent with previous quarters, the monitoring of disputed invoices will continue.
CE12	Local supplier invoices paid within 10 days	Aim to maximise	80%	–	78%	–		Monitor only during 2015/16 - to be reviewed as part of the 2015/16 LEAN project
CE13	% of claimants using new on-line benefits system (IEG4)	Aim to maximise	–	50.0%	n/a	–		The Q1 figure is unavailable. Once the controlled testing has been completed, the online form will go live on the website for Q2.
CE14	Number of days to process new benefit claims	Aim to minimise	17	17	17			
CE15	Number of days to process changes of circumstances	Aim to minimise	12	12	9			
CE16	% of Council Tax collected against target	Aim to maximise	97.22%	28.75%	29.12%			
CE17	% of Business Rates collected against target	Aim to maximise	98.53%	28.65%	29.39%			
CE18	No of residential dwellings subject to Council Tax	Aim to maximise	71646	–	71706	–	–	For monitoring purposes only
CE19	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	47752	–	47583	–	–	For monitoring purposes only
CE20	Income from business rates for Renewable Energy projects	Aim to maximise	–	£568,280	£721,397			



Central and Community Services









Ref	Name	Good Performance	2014/15 Full year perf.	Q1 2015/16 target	Q1 2015/16 cumulative performance	Q1 2015/16 status	Versus this time last year	Note
CC1	Staff turnover	Aim to minimise	11.38%	–	2.00%	–		For monitoring purposes only
CC2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.69	1.87	1.99			Q1 recorded 909 sick days, this is 189 days less than this time last year.
CC3	% of short term sickness	Aim to minimise	50%	–	47%	–		For monitoring purposes only
CC4	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			
CC5	Enquiry counter satisfaction rates	Aim to maximise	100%	95%	100%			
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	–	90.0%	66.2%			The new database, created as part of the LEAN process, went live on 1st April. The change of practice had a short term, but significant impact on the availability of appointments, particularly for the first 6 – 7 weeks.
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	29.0	35.0	35.0		–	Q1 2014/15 data unavailable due to the installation of a new data recording system
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	21.0	20.0	17.0		–	Q1 2014/15 data unavailable due to the installation of a new data recording system
CC9	% of customer satisfaction with the new on-line benefits system (IEG4)	Aim to maximise	–	80.0%	n/a	–		The Q1 figure is unavailable. Once the controlled testing has been completed, the online form will go live on the website for Q2.
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	–	–	–	–		This indicator will be reported annually in Q2.

Commercial Services

Ref	Name	Good Performance	2014/15 Full year perf.	Q1 2015/16 target	Q1 2015/16 cumulative performance	Q1 2015/16 status	Versus this time last year	Note
CO1	Average response time for removal of fly-tips (days)	Aim to minimise	0.5	1.0	0.3			
CO2	Household waste recycled and composted	Aim to maximise	41.92%	45.00%				Q1 data to follow. This data is always shown in arrears. 41.92% was achieved for Q4 2014/15.
CO3	% of rent achievable on industrial estates	Aim to maximise	89.88%	90.00%	89.44%			The turnover of tenants on some of the industrial estates has affected the level of rent received for Q1.
CO4	% of rent arrears on industrial estates	Aim to minimise	2.27%	3.00%	3.20%			A payment plan is in place for a tenant with rent arrears who is no longer a tenant with the Council.
CO5	% rent achievable on retail/general units	Aim to maximise	95.10%	96.00%	94.16%			All retail units are occupied, and any remaining vacancies are office units.
CO6	% rent arrears on retail/general units	Aim to minimise	6.42%	3.00%	0.90%			

Environment and Planning

Ref	Name	Good Performance	2014/15 Full year perf.	Q1 2015/16 target	Q1 2015/16 cumulative performance	Q1 2015/16 status	Versus this time last year	Note
EP1a	% of appeals lost against total numbers of majors determined over a two year rolling period	Aim to minimise	4%	15%	2%		—	This indicator is calculated over a two year period on a rolling basis, Q1 = 01/07/2013 – 31/06/2015. 52 major applications, 1 lost at appeal. This indicator was not introduced until Q2 2014/15.
EP1b	% of Minor, Other and Planning Enforcement decisions lost at appeal	Aim to minimise	26%	33%	30%		—	This indicator was not introduced until Q2 2014/15.

Ref	Name	Good Performance	2014/15 Full year perf.	Q1 2015/16 target	Q1 2015/16 cumulative performance	Q1 2015/16 status	Versus this time last year	Note
EP2a	Processing of planning applications - <u>Major</u>	Aim to maximise	78%	60%	83%			
EP2b	Processing of planning applications - <u>Minor</u>	Aim to maximise	82%	70%	84%			
EP2c	Processing of planning applications - <u>Other</u>	Aim to maximise	94%	82%	93%			
EP4	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	—	95.0%	95.0%			
EP5	The % of standard land charges searches carried out within 10 working days	Aim to maximise	91%	95%	100%	