

## POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2018		
TITLE:	Corporate Performance Monitoring Full Year 2017-18		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Becky Box		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

### **REPORT SUMMARY/COVER PAGE**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<p>The corporate performance monitoring report is in place to monitor progress against agreed performance indicators for the year. The report contains information on the corporate performance monitoring undertaken during 2017/18.</p>
<b>KEY ISSUES:</b>
<p>Performance indicators for 2017/18 have been agreed by Portfolio Holders and Executive Directors as the key performance measures for the year; they cover all Directorates. The monitoring report highlights specific performance issues; where indicators have not met agreed targets they are drawn out into an Action Report, which provides additional detail on what actions are being taken to correct performance that has a variance to target.</p> <p>The 2017/18 monitoring report shows that 49% of targets have been met, and performance has improved against target for 16 indicators.</p>
<b>OPTIONS CONSIDERED:</b>
<p>Not applicable.</p>
<b>RECOMMENDATIONS:</b>
<p>The Panel is asked to:</p> <ol style="list-style-type: none"><li>i. Review the performance monitoring report</li><li>ii. Agree the actions outlined in the Action Report.</li></ol>
<b>REASONS FOR RECOMMENDATIONS:</b>
<p>To demonstrate that the Council monitors and puts in place appropriate actions to correct performance that has a variance to the set target, to assist us in meeting our statutory duty to try and secure continuous improvement.</p>





## 1. Introduction

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel and is available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite. Environment and Community and Regeneration and Development also receive reports for indicators within their remits.
- 1.2 The indicators monitored are reported in full on the corporate performance monitoring report Full Year 2017/18. The report includes a summary of the performance levels achieved for the 'status' and 'trend' categories. It is hoped this provides Members with a useful 'snapshot' at the start of the report.
- 1.3 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.
- 1.4 In response to requests at the panel's meeting in April 2018, the "Note" section in the detailed attachment now contain a more detailed update by the relevant service manager.

## 2. Monitoring Report



### Key points from the corporate performance monitoring report – Full Year 2017/18

- 2.1 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.2 The percentage of indicators where performance has improved against the target for 2017/18 remains similar to 2016/17. For 2017/18, the Panel may note that 12 indicators did not improve which is an improvement compared with 18 indicators for 2016/17.

		Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Performance has improved against 2016/17 actual		16 (36%)	14 (33%)	20 (50%)	17 (39%)	16 (37%)
Performance has not improved against 2016/17 actual		18 (41%)	8 (19%)	7 (18%)	8 (19%)	12 (28%)
Performance has met and continues to meet target		3 (7%)	7 (17%)	2 (5%)	4 (9%)	3 (7%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Other: • reported		7 (16%)	13 (31%)	11 (27%)	14 (33%)	12 (28%)

annually • new indicator • monitor only					
Total number of indicators	44	42	40	43	43

- 2.3 The percentage of indicators that have not met the target for 2017/18 remains at 30%, actions are in place for these 13 indicators as shown in the Action Report.

		Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18
Performance target met 		24 (54%)	22 (52%)	25 (62%)	22 (51%)	21 (49%)
Performance target not met 		13 (30%)	8 (19%)	7 (18%)	10 (23%)	13 (30%)
Other: • reported annually • figure not available • monitor only (no target set)		7 (16%)	12 (29%)	8 (20%)	11 (26%)	9 (21%)
Total number of indicators		44	42	40	43	43

- 2.4 The following tables provide an overview of 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
Leader	11	4	2	5
Corporate Projects and Assets	4	1	3	0
Culture, Heritage & Health	0	0	0	0
Development	8	5	0	3
Environment	3	3	0	0
Facilities and ICT	5	2	3	0
Housing and Community	12	6	5	1
Performance	0	0	0	0
<b>Total</b>	<b>43</b>	<b>21</b>	<b>13</b>	<b>9</b>

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	4	2	1
Central and Community Services	11	2	7	2
Commercial Services	7	4	3	0
Environment and Planning	9	6	0	3
Finance Services	9	5	1	3
<b>Total</b>	<b>43</b>	<b>21</b>	<b>13</b>	<b>9</b>

### **3. Issues for the Panel to Consider**

Members should review the attached analysis of achievement of the agreed performance indicators for the year. The Action Report should then be reviewed to ensure areas which have not met target are appropriately addressed.

### **4. Corporate Priorities**

Performance indicators are developed to monitor key activities many of which directly underpin the achievement of the Council's Corporate Business Plan.

### **5. Financial Implications**

None

### **6. Any other Implications/Risks**

None

### **7. Equal Opportunity Considerations**

None

### **8. Consultation**

Management Team, senior officers and Portfolio Holder

### **9. Conclusion**

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. Members should use the report to assess the actions outlined in the action report which the panel is asked to agree.

### **10. Background Papers**


Corporate Business Plan 2015/16 – 2019/20

# Performance Monitoring Action Report Full Year 2017-18







Borough Council of  
King's Lynn &  
West Norfolk



This report highlights indicators that have not met target for 2017-18 and is a supporting document to the Performance Monitoring Full Year 2017-18 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

<b>Status</b>		This indicator has not met the target.
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## Performance Indicators Full Year 2017-18

Ref	Name	2017/18 Target	2017/18 cumulative performance	Q4 2017/18 (Jan-Mar) performance	Status	Notes	Actions
CE2	% of long term empty homes in the Borough as a percentage of overall dwellings	1.1	1.2	1.18		New legislation has been proposed to bring long term empty homes back in to use. This will enable the Council (subject to agreement) to charge council tax at 200% on long term empty homes with effect from 1 April 2019.	Awaiting further guidance from Ministry of Housing, Communities & Local Government.
CE7	% of allocated spend of Flexible Homeless Grant	100.0%	62.0%	–		The Flexible Homelessness Grant was introduced to replace the Temporary Accommodation Subsidy previously received through the Housing Benefit system. By working with partners we have continued to provide temporary accommodation such as Alexandra House at a significantly reduced cost compared to the previous funding regime. This has allowed us to use the grant to procure new services which will aim to prevent homelessness and reduce rough sleeping in the borough. Due to the procurement process, these new services have only recently come online and this has resulted in an underspend which will be rolled over to 2018/19.	For 2018/19, the Flexible Homelessness Grant available will be £183,029. We have identified spending of £140,000 to date and started consulting with stakeholders on a new Homelessness Strategy to identify key priorities for the Borough in tackling homelessness. It is likely that further spending will be identified in response to these priorities.
CC2	Average no of working days lost due to sickness absence per FTE employee	8.00	8.88	2.36		Although the target has not been met, the figure is significantly lower than 2016/17. Q1 included long term sickness from the previous year, with the remaining three quarters being lower by comparison, even accounting for the usual higher winter sickness levels.	In 2018/19 the council will be introducing revised sickness policy guidance as a trial, to establish the effect the policy will have when fully implemented.
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	79.0%	87.5%		During 2017/18 there has been a 11.5% increase in the number of installations and a 12.9% increase in the total number of visits completed. Focus has been on providing a personal visit, as postal units and engineer installations have not provided the holistic service we pride ourselves on.	Focus will remain on improving response times and delivering a quality service.
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	35.0	35.4	30.4		7 cases have taken over 70 weeks to complete due to delays in agreeing the work specification, contractor start dates and clients delaying the completion of the works due to their circumstances changing.	The DFG target is very case dependant – a number of factors can delay a more complex DFG but the national target is 45 weeks, which we have achieved.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20.0	23.0	19.5		A number of cases have affected the 2017/18 figure with two cases taking 83 and 72 weeks, and 11 cases taking over 50 weeks to complete.	Case reports have been updated with a 7 stage target timescale. This will enable officers to examine each stage of the grant process to identify where delays take place and a traffic light system will indicate when a case is going over the required timescale. This will allow officers to focus on the prevention of delays.








# Performance Monitoring Action Report Full Year 2017-18

Borough Council of  
**King's Lynn &  
West Norfolk**















Ref	Name	2017/18 Target	2017/18 cumulative performance	Q4 2017/18 (Jan-Mar) performance	Status	Notes	Actions
CC9	% of customer satisfaction with on-line forms	80.0	76.0	70.8		In 2017/18 the authority received 25,869 online forms, relating to various service areas. Customers completing online forms are offered the opportunity to complete a customer satisfaction survey. During 2017/18 the authority received 180 responses (137 customers were satisfied with the service received, with 55 being extremely satisfied and 22 stating it was excellent). 91% of customers found the online forms easy to complete. The 'dis-satisfied' responses were due to bins not being emptied when indicated or the customers wanting an officer or advisor to complete the form and provide an immediate response.	The process for gathering customer feedback and the questions asked is under review.
CC11	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	3.0%	0.0%	0.0%		During 2017/18 the authority has seen an increase in the take-up of online forms and digital services. There has been a reduction in main reception enquiries – 467 in March 2018 compared to 830 in April 2017, and a reduction in face to face enquiries (approximately 100 per month). However, the CIC is handling a wider range of calls, which has had an impact on this indicator.	Undertake a review of the telephone enquiries received and make any changes to help direct customers to the digital channels available. Also review how we measure performance in relation to customer contact as part of the 2018/19 performance indicators.
CC12	No of customers registered for OneVu account	20,000	14,110	2,470		Significant changes to OneVu will take place over the coming months with Revenues and Benefits moving their services away from OneVu and into Open Portal. This will inevitably decrease the volume of sign-ups for OneVu.	Due to the changes imposed this indicator will be deleted with effect from 1 April 2018.
CO3	% of rent achievable on industrial estates	90.00%	88.69%	Reduced by -5.02% from Q3		A large unit of 30,000 sq ft on Hardwick has become vacant.	Marketing of this unit will commence immediately.
CO4	% of rent arrears on industrial estates	3.00%	7.74%	Increased by +2.84% from Q3		Arrangements are in place with two tenants to clear the current outstanding arrears.	Undertake regular monitoring to ensure the arrangements are being adhered to.
CO5	% of rent achievable on retail units	96.00%	90.34%	Reduced by -6.22% from Q3		A unit in Norfolk Street has become vacant. This is being marketed and there is some interest	This unit is currently being marketed with some interest being shown.
FS1	% of capital receipts received (excluding house sales)	100%	15%	–		The asset disposals completed as at 31 March 2018 generated £458k against a target of £3.1m. A number of sales whilst in progress had not completed by the end of the financial year. These include a major land sale at the NORA site. It is anticipated that the sales will complete in 2018/2019.	The capital programme funding has been updated accordingly.

# Performance Monitoring Full Year 2017-18

<b>Status</b>	 Indicator has not met the target	30%	 Indicator has met target	49%	 New 2017-18 indicator	28%
<b>Trends</b>	 The value of this indicator has improved	37%	 The value of this indicator has worsened	28%	  The value of this indicator has not changed	7%










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

## Chief Executive Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	96.7%	100.0%	100.0%			
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.1%	1.1%	1.2%			New legislation has been proposed to bring long term empty homes back in to use. This will enable the Council (subject to agreement) to charge council tax at 200% on long term empty homes with effect from 1 April 2019.
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	–	–	<b>Q3</b> 0.34	–		Data will be available one quarter in arrears.
CE4	2	Affordable housing units built as a % of the total number of new build dwellings on sites of ten homes and above completed in the Borough	Aim to maximise	6.1%	13.0%	25%			
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	43	45	38			
CE6	1	% of freedom of information requests given final response within 20 working days	Aim to maximise	86.0%	95.0%	97.0%			
CE7	2	% of allocated spend of Flexible Homeless Grant	Aim to maximise	–	100.0%	62.0%			The Flexible Homelessness Grant was introduced to replace the Temporary Accommodation Subsidy which was previously received through the Housing Benefit system. By working with partners we have continued to provide temporary accommodation such as Alexandra House at a significantly reduced cost compared to the previous funding regime. This has allowed us to use the grant to procure new services which will aim to help prevent homelessness and reduce rough sleeping in the borough. Due to the procurement process, these new services have only recently come online and this has resulted in an underspend which will be rolled over to 2018/19.

# Performance Monitoring Full Year 2017-18

## Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	10.34%	–	9.99%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	8.00	8.88			Although the target has not been met, the figure is significantly lower than 2016/17. Q1 included long term sickness from the previous year, with the remaining three quarters being lower by comparison, even accounting for the usual higher winter sickness levels.
CC3	1	% of short term sickness	Aim to minimise	42%	–	47%	–		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	79.0%			During 2017/18 there has been a 11.5% increase in the number of installations and a 12.9% increase in the total number of visits completed. Focus has been on providing a personal visit, as postal units and engineer installations have not provided the holistic service we pride ourselves on.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	35.4			7 cases have taken over 70 weeks to complete due to delays in agreeing the work specification, contractor start dates and clients delaying the completion of the works due to their circumstances changing.
CC8	6	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	22.0	20.0	23.0			A number of cases have affected the 2017/18 figure with two cases taking 83 and 72 weeks, and 11 cases taking over 50 weeks to complete.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	90.0%	80.0%	76.0%			In 2017/18 the authority received 25,869 online forms, relating to various service areas. Customers completing online forms are offered the opportunity to complete a customer satisfaction survey. During 2017/18 the authority received 180 responses (137 customers were satisfied with the service received, with 55 being extremely satisfied and 22 stating it was excellent). 91% of customers found the online forms easy to complete. The 'dis-satisfied' responses were due to bins not being emptied when indicated or the customers wanting an officer or advisor to complete the form and provide an immediate response.
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			



# Performance Monitoring Full Year 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CC11	1	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	Aim to maximise	–	5.0%	0.0%			During 2017/18 the authority has seen an increase in the take-up of online forms and digital services. There has been a reduction in main reception enquiries – 467 in March 2018 compared to 830 in April 2017, and a reduction in face to face enquiries (approximately 100 per month). However, the CIC is handling a wider range of calls, which has had an impact on this indicator.
CC12	1	No of customers registered for OneVu account	Aim to maximise	2,999	20,000	14,110			Significant changes to OneVu will take place over the coming months with Revenues and Benefits moving their services away from OneVu and into Open Portal. This will inevitably decrease the volume of sign-ups for OneVu.

## Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.9	1.0	0.7			
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	–	27,580	27,850			
CO3	1	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	88.68%			A large unit of 30,000 sq ft on Hardwick has become vacant.
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	7.74%			Arrangements are in place with two tenants to clear the current outstanding arrears.
CO5	1	% of rent achievable on retail units	Aim to maximise	96.36%	96.00%	92.45%			A unit in Norfolk Street has become vacant. This is being marketed and there is some interest.
CO6	1	% of rent arrears on retail units	Aim to minimise	4.14%	3.00%	2.29%			
CO7	3	No of brown bins in use for composting	Aim to maximise	–	26,200	26,648			

## Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
EP3a	2	Processing of major development applications	Aim to maximise	75.0%	50.0%	100.0%			





# Performance Monitoring Full Year 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
EP3b	2	Processing of <b>non-major</b> development applications	Aim to maximise	78.0%	65.0%	84.2%			
EP3c	2	% of decisions on applications for <b>major</b> development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	10.0%	10.0%	2.3%			
EP3d	2	% of decisions on applications for <b>non-major</b> development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	1.0%	10.0%	0.6%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	96.5%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			
EP6	2	% of applications refused	Aim to minimise	–	–	7.36%	–		
EP7	2	% of refused applications then appealed/lodged	Aim to minimise	–	–	26.41%	–		
EP8	2	% of appeals allowed	Aim to minimise	–	–	35.71%	–		

## Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
FS1	1	% of capital receipts received (excluding house sales)	Aim to maximise	100.0%	100.0%	15.0%			The asset disposals completed as at 31 March 2018 generated £458k against a target of £3.1m. A number of sales whilst in progress had not completed by the end of the financial year. These include a major land sale at the NORA site. It is anticipated that the sales will complete in 2018/2019.
FS2	1	% of supplier invoices paid within 30 days	Aim to maximise	94%	94%	96%			
FS3	1	% of local supplier invoices paid within 10 days	Aim to maximise	82%	–	83%	–		For monitoring purposes only

# Performance Monitoring Full Year 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	2017/18 target	2017/18 cumulative performance	2017/18 status	Versus this time last year	Note
FS4	1	No of days to process new benefit claims	Aim to minimise	21	21	17			
FS5	1	No of days to process changes of circumstances	Aim to minimise	10	12	11			
FS6	1	% of Council Tax collected against target	Aim to maximise	97.70%	97.60%	97.69%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.10%	98.54%	99.14%			
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72468	-	72833	-		For monitoring purposes only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48798	-	49596	-		For monitoring purposes only