

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	22 July 2020		
TITLE:	Corporate Performance Monitoring Full Year 2019/20		
TYPE OF REPORT:	Monitoring		
PORTFOLIO(S):	Performance		
REPORT AUTHOR:	Honor Howell – Assistant to the Chief Executive		
OPEN/EXEMPT	Open	WILL BE SUBJECT TO A FUTURE CABINET REPORT:	No

REPORT SUMMARY/COVER PAGE

PURPOSE OF REPORT/SUMMARY:
<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 for 2019/20.</p>
KEY ISSUES:
<p>Performance indicators for 2019/20 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 2019/20 monitoring report shows that 43% of targets have been met, and performance has improved against target for 20 indicators. All calculations and analysis in this report is based on 54 indicators.</p>
OPTIONS CONSIDERED:
<p>Not applicable.</p>
RECOMMENDATIONS:
<p>The Panel is asked to:</p> <ol style="list-style-type: none">i. Review the performance monitoring reportii. Agree the actions outlined in the action report.
REASONS FOR RECOMMENDATIONS:
<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 for information on the council's intranet known as Insite. Environment and Community and Regeneration and Development Panels also receive reports for indicators within their remits.
- 1.2 The indicators monitored are reported in full within the 2019/20 corporate performance monitoring report. 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.




2. Monitoring report

Key points from the corporate performance monitoring report – 2019/20



- 2.1 The following tables summarise the council's current performance levels and includes a comparison to the previous four quarters.
- 2.2 On 22 July 2019, the Corporate Performance Panel considered targets for 2019/20. The number of indicators which will be monitored for 2019/20 has increased to 54.

A number of these indicators will either:-

- be reported annually in the full year report; or
- will be a new indicator and have no target whilst monitoring is undertaken during 2019/20 to enable sufficient data to be collected to assist in the setting of an appropriate target for 2020/21.

		Full year 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Full year 2019/20
Performance has improved		20 (40%)	19 (36%)	21 (39%)	22 (41%)	20 (37%)
Performance has not improved		15 (30%)	14 (27%)	14 (26%)	13 (24%)	16 (30%)
Performance has met and continues to meet target		1 (2%)	1 (2%)	3 (5%)	1 (2%)	4 (7%)
Other: • new indicator • monitor only		14 (28%)	18 (35%)	16 (30%)	18 (33%)	14 (26%)
Total number of indicators		50	52	54	54	54

- 2.3 The percentage of indicators that have met the target for 2019/20 has decreased by 13% compared to 2018/19, and actions are in place for the 15 indicators which have not met the target as shown in the attached action report.

	Full year 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Full year 2019/20
Performance target met 	28 (56%)	23 (44%)	18 (33%)	21 (39%)	23 (43%)
Performance target not met 	10 (20%)	5 (10%)	9 (17%)	6 (11%)	15 (28%)
Other: · monitor only	12 (24%)	24 (46%)	27 (50%)	27 (50%)	16 (29%)
Total number of indicators	50	52	54	54	54

- 2.4 The following table provides an overview for 2019/20 of the performance indicators grouped by Cabinet portfolio.

Portfolio	No of PIs	Performance target met	Performance target not met	Other
Leader	11	4	3	4
Culture, Heritage & Health	1	0	0	1
Project Delivery	5	2	3	0
Development	8	7	0	1
Environment	6	4	1	1
Housing	15	3	4	8
Commercial Services	3	2	1	0
Business Development	5	3	1	1
Total	54	25	13	16

3. Issues for the panel to consider

Members should review the attached analysis of the agreed performance indicators. 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 managers and portfolio holders

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 2019-20




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



This report highlights indicators that have not met target for 2019-20 and is a supporting document to the Performance Monitoring 2019-20 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 Full Year 2019-20

Ref	Name	2019/20 Target	2019/20 cumulative performance	Q4 2019/20 (Jan-Mar) performance	Status	Notes	Actions
LD2	Average no of working days lost due to sickness absence per FTE employee	7.50	8.69	3.05		The end of year figure is impacted by a number of particularly complex long term absence cases (long term absence being periods of 20+ days) which have a disproportionate impact on the overall performance of this indicator. There was also an increase in short term absence during Q4 in the category of coughs/colds/flu which may have been linked to undiagnosed Covid19 cases as the start of the pandemic.	Each long term sickness absence case requires a tailored approach, depending on the nature of the absence and the specific circumstances for the employee concerned. Officers have no control over when these absences occur, the work can be complex and cases can take time to resolve due to the range of interventions that may be required. Over the last two years we have an improved range of support that can be provided, but often either time or medical interventions are required before an employee can return to work. A new sickness absence policy and revised procedures have been developed and were due to be launched from 1 st April 2020, although the roll out of these has been delayed due to Covid19. These will particularly help to address short term absence. Covid19 will also have an impact on officer's ability to deal with long term sickness absence cases during Q1 2020/21 due to the inability to undertake home visits and the lack of occupational health appointments during this period. However, as we move into Q2 of 2020/21 it is hoped that steps can start to be taken to resolve ongoing long term absence cases.
LD5	% of capital receipts where legal instructions have been issued	90%	50%	Annual monitoring		Target has not been met due to economic downturn and Covid19 related impact.	Continued monitoring in 2020/21.
LD9	% of Business Rates collected against target	99%	98%	15%		The collection rates were impacted by the Covid19 outbreak in March. Businesses had to close, and many stopped paying their instalments for 2019/2020 as they knew they were due to receive 100% business rates relief from 1 April 2020. The overall Collection Rate for the year was 98.1%, down 0.93% on 2019/2020.	Continue providing assistance to local business, as per government guidance, with processing business and discretionary grants.
EV4	No of brown bins in use for composting	27000	26551	-398		During Q2 2019/20 we were unable to process new applications due to staffing issues, this has had an impact on the cumulative total for the year.	Follow government guidance and encourage people to stay at home and enjoy the garden.
CS3	Reduction in the percentage of telephone calls for core services where digital services are in place	10.00%	1.00%	1.00%		During 2019/20, the percentage of online forms submitted increased to 80.9% and the percentage of switchboard calls reduced by 32%. To see a reduction in telephone calls we will need to look at reducing the avoidable contact.	3,614 enquiries have been resolved using 'live chat', with 20% of customers saying this prevented a telephone call (a CIC advisor can deal with 3 or 4 chats compared to one telephone call).







Performance Monitoring Action Report Full Year 2019-20

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





















Ref	Name	2019/20 Target	2019/20 cumulative performance	Q4 2019/20 (Jan-Mar) performance	Status	Notes	Actions
PD2	No of residential house sales completed - Marsh Lane	54	50	18		Sales of all houses have been agreed at Marsh Lane. Covid19 has slowed down the completion of the sales, but we are now progressing well following the Governments relaxation of the shutdown.	Review the current indicators and propose measures for monitoring projects during 2020/21 with the agreement of Management Team and Portfolio holder.
PD3	No of residential house sales completed - Lynnsport 4/5	67	40	7			
PD5	No of residential house sales completed - Lynnsport 3	3	0	0			
HS1	% of HMO's inspected in accordance with the programmed inspection regime	100.0%	70.4%	71.4%		During Q4, the Housing Standards team, due to various reasons, had reduced resources available . A full establishment was achieved in March however, Covid restrictions have subsequently reduced the ability to inspect HMOs which are considered high risk.	Programmed inspections will re-commence as soon as it is safe to do so and in accordance with corporate guidance.
HS11	Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant	30.0	44.0	30.0		The Repairs and Adaption Manager attended E&C panel on 2 June and explained in depth that there were a number of factors affecting all of our cases for 2019/20. Cases were affected by a lengthy waiting list and delays due to this list being addressed over a considerable period of time. Other factors for some of the cases were the financial assessment and clients having to source bank statements, savings accounts as we need proof of all income to be able to carry out a means test. For some cases they were delayed due to the client going into hospital temporarily during the process of the grant application and in other cases the work themselves were delayed because the contractor was unable to provide a start date for a few months. These are the main reasons for the targets not being met for a number of cases but there were other reasons on a case by case basis.	Continued monitoring of indicators whilst retaining the 2019/20 targets for 2020/21.
HS12	Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000	25.0	28.0	27.0			
HS13	Time taken (in weeks) from first contact to completion of work on Adapt grant means-tested cases with a value under £12,000	30.0	34.0	36.0			
BS2	% of rent arrears on industrial estates	4.00%	5.50%	Increased by 1.76% during Q4		The arrears are largely due to one tenant.	Discussions are being held with the tenant regarding payments.
BD3	% of rent achievable on retail/general units	95.00%	89.93%	100%		The target was not met due to increased vacancies over the year and the limited number of properties making up this indicator.	All properties are now let, however this may change depending on the impact of Covid19.
BD4	% of rent arrears on retail/general units	4.00%	6.28%	Increased by 2.35% during Q4		That majority of arrears over the last twelve months are due to late payments from two tenants.	The aim to set up a direct debit for one of the tenants to avoid late payments in the future.

Performance Monitoring Full Year 2019-20


Status		Indicator has not met the target	28%		Indicator has met target	43%		New 2019-20 indicator	26%
Trends		The value of this indicator has improved	37%		The value of this indicator has worsened	30%		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











Leader

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
LD1	4	1	Staff turnover	Aim to minimise	9.43%	–	8.61%	–		Monitor only
LD2	4	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	7.28	7.50	8.69			The end of year figure is impacted by a number of particularly complex long term absence cases (long term absence being periods of 20+ days) which have a disproportionate impact on the overall performance of this indicator. There was also an increase in short term absence during Q4 in the category of coughs/colds/flu which may have been linked to undiagnosed Covid19 cases as the start of the pandemic.
LD3	4	1	% of short term sickness	Aim to minimise	50%	–	44%	–		Monitor only
LD4	5	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	98.8%	100%	100%			
LD5	5	1	% of capital receipts where legal instructions have been issued	Aim to maximise	104%	90%	50%			Target has not been met due to economic downturn and Covid19 related impact.
LD6	5	1	% of supplier invoices paid within 30 days	Aim to maximise	95%	94%	98%			
LD7	6	1	% of local supplier invoices paid within 10 days	Aim to maximise	81%	81%	89%			
LD8	6	1	% of Council Tax collected against target	Aim to maximise	98%	98%	98%			
LD9	6	1	% of Business Rates collected against target	Aim to maximise	99%	99%	98%			The collection rates were impacted by the Covid19 outbreak in March. Businesses had to close, and many stopped paying their instalments for 2019/2020 as they knew they were due to receive 100% business rates relief from 1 April 2020. The overall Collection Rate for the year was 98.1%, down 0.93% on 2019/2020.
LD10	7	1	No of residential dwellings subject to Council Tax	Aim to maximise	73404	–	74043	–		Monitor only
LD11	7	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	51728	–	52292	–		Monitor only









Culture, Heritage, Health

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
CH1	8	4	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	66.4%	–	73.8%	–		The Active Lives Adult Survey is published twice a year by Sport England. It measures the activity levels of those aged 16 and above. The survey indicates a significant increase of 11.5% from the previous year in those Active (150+ minutes a week) and significant decrease of 7.4% of those Inactive (<30 minutes a week). Those are the greatest improvements of the Norfolk districts. The national average was a 0.6% increase in those "Active" and a 0.5% reduction in those "Inactive".

Project Delivery

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
PD1	9	2	No of residential house sales completed - NORA	Aim to maximise	20	24	24			
PD2	9	2	No of residential house sales completed - Marsh Lane	Aim to maximise	71	54	50			Sales of all houses have been agreed at Marsh Lane. Covid19 has slowed down the completion of the sales, but we are now progressing well following the Governments relaxation of the shutdown.
PD3	9	2	No of residential house sales completed - Lynnsport 4/5	Aim to maximise	13	67	40			
PD4	10	2	No of residential houses commenced - Lynnsport 3	Aim to maximise	–	54	54			
PD5	10	2	No of residential house sales completed - Lynnsport 3	Aim to maximise	–	3	0			Covid19 has slowed down the completion of the sales, but we are now progressing well following the Governments relaxation of the shutdown.

Development

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
DV1	11	2	Processing of major development applications	Aim to maximise	92.0%	60.0%	98.1%			
DV2	11	2	Processing of non-major development applications	Aim to maximise	93.0%	70.0%	94.2%			
DV3	11	2	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	2.7%	10.0%	1.0%			
DV4	12	2	% of decisions on applications for non-major development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	0.9%	10.0%	0.6%			

Performance Monitoring Full Year 2019-20

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
DV5	12	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			
DV6	12	2	% of planning applications refused	Aim to minimise	6.62%	10.00%	9.87%			
DV7	13	2	% of refused planning applications then appealed/lodged	Aim to minimise	29.03%	_	38.63%	_		Monitor only
DV8	13	2	% of planning appeals allowed	Aim to minimise	0.00%	35.00%	17.64%			

Environment

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
EV1	14	3	Average response time for removal of fly-tips (days)	Aim to minimise	1.0	1.0	1.0			
EV2	14	3	No of fly tipping incidents recorded	Aim to minimise	1,460	_	1,261	_		Monitor only
EV3	14	3	Total of waste recycled and composted (tonnage)	Aim to maximise	28,068	28,000	28,034			
EV4	15	3	No of brown bins in use for composting	Aim to maximise	26,667	27,000	26,551			During Q2 2019/20 we were unable to process new applications due to staffing issues, this has had an impact on the cumulative total for the year.
EV5	15	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	96.3%	95.0%	96.9%			
EV6	15	3	% of food interventions achieved	Aim to maximise	_	80.0%	84.3%			

Housing

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
HS1	16	2	% of HMO's inspected in accordance with the programmed inspection regime	Aim to maximise	_	100%	70.4%			During Q4 the Housing Standards team, due to various reasons, had reduced resources available . A full establishment was achieved in March however, Covid19 restrictions have subsequently reduced the ability to inspect HMOs which are considered high risk.
HS2	16	2	Spend on bed and breakfast accommodation (gross)	Aim to minimise	£45,648	_	£43,441	_		Monitor only
HS3	16	2	No of households with a homelessness declaration	Aim to minimise	_	_	469	_		Monitor only



Performance Monitoring Full Year 2019-20

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
HS4	17	2	No of households prevented from becoming homeless for a minimum of 6 months	Aim to maximise	–	–	31	–		Monitor only
HS5	17	2	No of households accepted as homeless with a need to be rehoused (Full housing duty)	Aim to minimise	–	–	34	–		Monitor only
HS6	17	2	% of cases who were offered a prevention and relief duty who remain homeless and are owed no further duty.	Aim to minimise	–	–	33.7%	–		Monitor only
HS7	18	2	No of rough sleepers and those at significant risk	Aim to minimise	–	–	5	–		Monitor only
HS8	18	2	No in temporary accommodation - bed and breakfast	Aim to minimise	–	–	61	–		Monitor only
HS9	18	2	No of social housing lettings - against a baseline	Aim to maximise	–	–	511	–		Monitor only
HS10	19	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	93.8%	90.0%	91.7%			
HS11	19	6	Time taken (in weeks) from first contact to completion of work on Disabled Facilities Grant	Aim to minimise	–	30.0	44.0			See action report attached.
HS12	19	6	Time taken (in weeks) from first contact to completion of work on Adapt passported cases with a value under £6,000	Aim to minimise	–	25.0	28.0			
HS13	20	6	Time taken (in weeks) from first contact to completion of work on Adapt grant means-tested cases with a value under £12,000	Aim to minimise	–	30.0	34.0			
HS14	20	1	No of days to process new benefit claims	Aim to minimise	14	17	13			
HS15	20	1	No of days to process changes of circumstances	Aim to minimise	10	11	10			










Commercial Services

Ref	PI Ref Guide Page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
CS1	21	1	% of freedom of information requests given final response within deadline	Aim to maximise	96%	95%	95%			
CS2	21	1	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	93%	90%	97%			

Performance Monitoring Full Year 2019-20

Ref	PI Ref Guide Page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
CS3	21	1	Reduction in the percentage of telephone calls for core services where digital services are in place	Aim to maximise	14.00%	10.00%	1.00%			During 2019/20, the percentage of online forms submitted increased to 80.9% and the percentage of switchboard calls reduced by 32%. To see a reduction in telephone calls we will need to look at reducing the avoidable contact.

Business Development

Ref	PI Ref Guide page	Link to Corporate Priority	Name	Good Performance	2018/19 cumulative performance	2019/20 target	2019/20 cumulative performance	2019/20 status	Versus this time last year	Note
BD1	22	1	% of rent achievable on industrial estates	Aim to maximise	93.11%	90.00%	90.28%			
BD2	22	1	% of rent arrears on industrial estates	Aim to minimise	3.97%	4.00%	5.50%			The arrears are largely due to one tenant.
BD3	22	1	% of rent achievable on retail/general units	Aim to maximise	79.68%	95.00%	89.93%			The target was not met due to increased vacancies over the year and the limited number of properties making up this indicator.
BD4	23	1	% of rent arrears on retail/general units	Aim to minimise	2.43%	4.00%	6.28%			That majority of arrears over the last twelve months are due to late payments from two tenants.
BD5	23	1	Income from business rates for Renewable Energy projects	Aim to maximise	£3,162,615	–	£2,467,526	–		Monitor only