

POLICY REVIEW & DEVELOPMENT REPORT

Type of Report: Monitoring	Portfolio(s): Resources
Author Name: Becky Box	Consultations: Management Team
Tel: 01553 616502	
Email: becky.box@west-norfolk.gov.uk	
Open report	

PR&D Panel: Resources & Performance Panel
Date: 23 February 2016
Subject: Corporate performance monitoring – Q3 2015/16

Summary

The report contains information on the corporate performance monitoring undertaken during Q3 2015/16.

Recommendations

The Panel is asked to review and note the Council's Q3 2015/16 Performance Monitoring report and agree the actions outlined within the Action Report.

1. Background

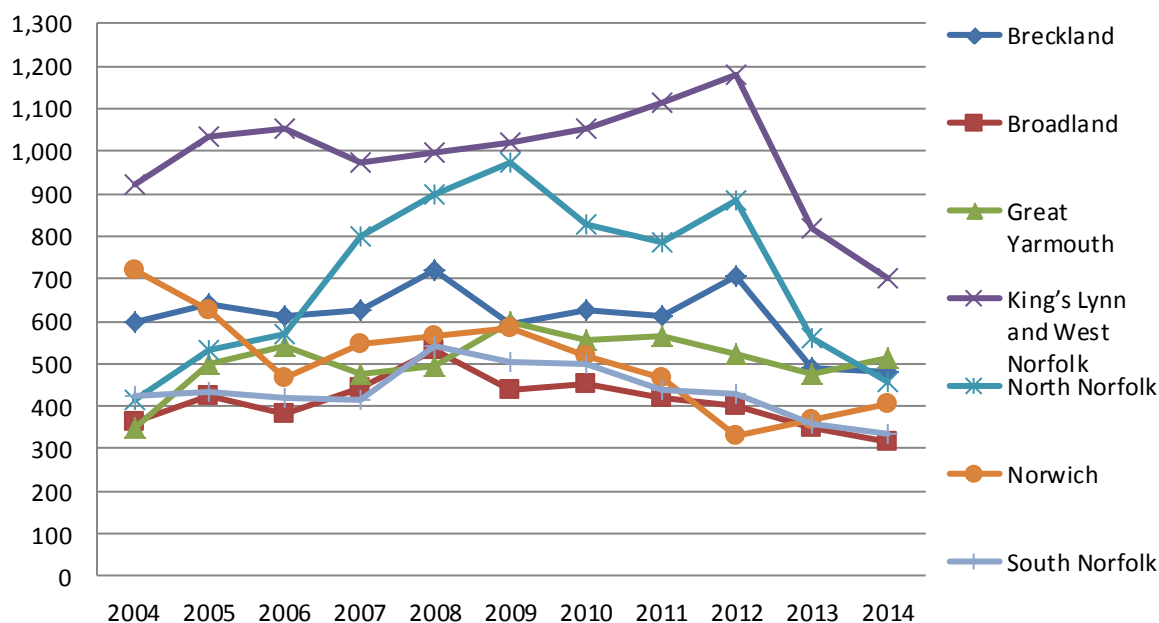
- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Resources & Performance Panel and is available to all Councillors and Portfolio Holders for information on the Council's intranet, Insite.

2. Format of the reports

- 2.1 Members will recall that the indicators monitored are reported in full on the Performance Monitoring Q3 2015/16 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.
- 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.
- 2.3 At the meeting held on 24th November 2015, the Panel requested additional performance figures to be incorporated in to the Action Report to highlight any trends. To address the request an additional column has been added to display the quarterly figure as a 'snapshot', as well as the cumulative performance for year to date.

3. Query arising from the Q2 2015/16 report

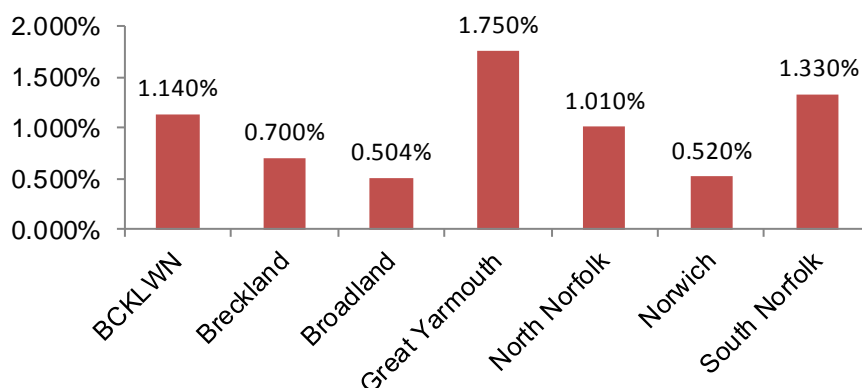
- 3.1 The Panel made a request to compare the number of long term vacant dwellings for the Norfolk district councils. The graph and table below shows a breakdown of the number of long term vacant dwellings from 2004-2014.¹



Authority	Oct 2004	Oct 2005	Oct 2006	Oct 2007	Oct 2008	Oct 2009	Oct 2010	Oct 2011	Oct 2012	Oct 2013	Oct 2014
Breckland	599	640	614	626	720	595	627	610	707	491	480
Broadland	361	422	380	442	532	439	452	421	401	348	317
Great Yarmouth	350	500	540	475	496	600	556	565	521	478	512
BCKLWN	920	1,033	1,055	971	997	1,021	1,051	1,115	1,181	817	699
North Norfolk	415	533	572	800	897	973	828	786	886	561	456
Norwich	720	624	467	545	563	584	517	467	332	366	405
South Norfolk	424	432	421	413	543	504	501	438	431	360	337
TOTAL	3,789	4,184	4,049	4,272	4,748	4,716	4,532	4,402	4,459	3,421	3,206

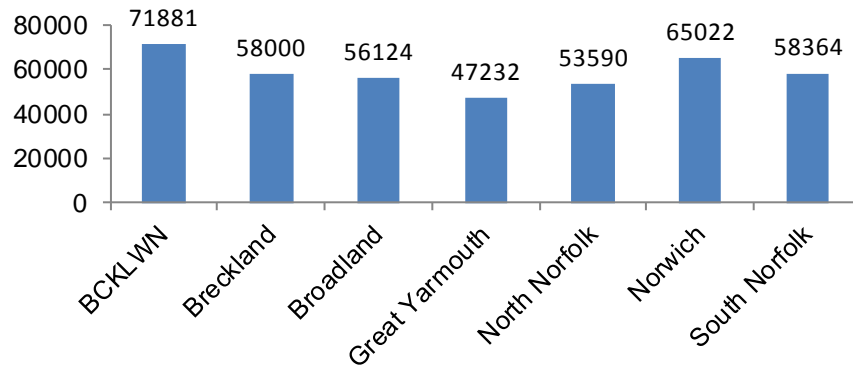
- 3.2 A benchmarking exercise has also been undertaken by Performance and Efficiency to gather the Q2 2015/16 vacant dwellings data for the Norfolk authorities. The following graphs show the results.

Percentage of long term vacant dwellings as a percentage of overall dwellings

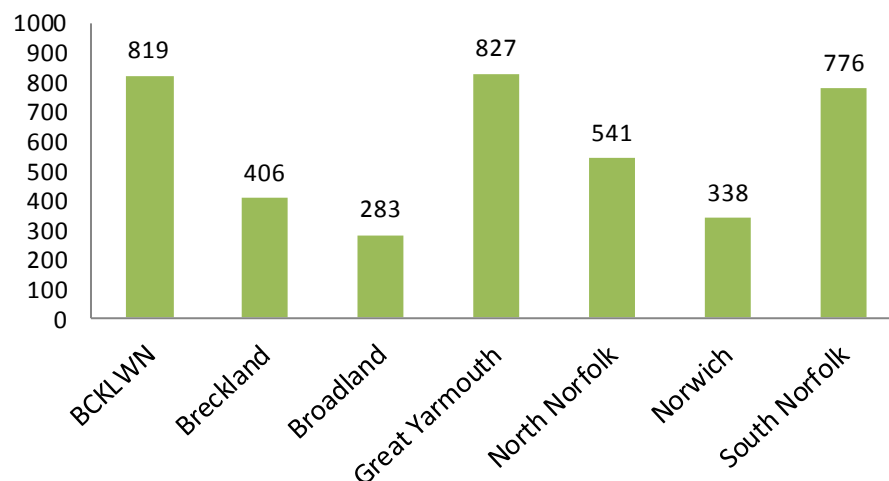


¹ Live Table 615: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-dwelling-stock-including-vacants>

Number of Council Tax receipts



Number of long term vacant dwellings







4. Change to 2015/16 target figure for indicator EP1a - Percentage of appeals lost against total number of major applications determined over a two year rolling period

- 4.1 The Spending Review and Autumn Statement 2015 (published in November) stated that in order “to support decision-making in line with local plans and the principles in the National Planning Policy Framework, the government will bring forward proposals to strengthen the performance regime.” Therefore, the Council will be required to “lower the threshold for the quality of decisions to 10% of all major decisions overturned on appeal. Wider circumstances, such as the status of the local plan and whether appeals relate to this, will be taken into account.” Performance indicators which cover the new government legislation will be published on an annual basis in the Q2 R&P report.
- 4.2 In May 2015, the 2015/16 performance target setting process was completed and the target for indicator EP1a was decreased from the government target of 20% to 15%, the full year performance figure for 2014/15 was 4%. With the agreement of the Executive Director Environment and Planning the target will decrease further to 10% with effect from Q4 2015/16.

5. Key points from the Q3 2015/16 monitoring report

- 5.1 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables trends to be identified and comparison to the equivalent quarter from the previous year.
- 5.2 The percentage of performance indicators which have improved during Q3 has increased to 33%, with the percentage of indicators not improving also increasing to 28% during Q3 2015/16.

		Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Performance has improved against target		13 (32%)	13 (32%)	15 (35%)	13 (30%)	14 (33%)
Performance has not improved against target		14 (34%)	16 (39%)	6 (14%)	8 (19%)	12 (28%)
Performance has met and continues to meet target		6 (14%)	5 (12%)	4 (9%)	6 (14%)	3 (7%)
Performance remains unchanged and below target (refer to 5.3)		0	0	0	1 (2%)	1 (2%)
Other: <ul style="list-style-type: none"> reported annually new indicator monitor only 		8 (20%)	7 (17%)	18 (42%)	15 (35%)	13 (30%)
Total number of indicators		41	41	43	43	43

- 5.3 **CE11 – Supplier invoices paid within 30 days. Due to continued focus on this indicator the following wording has been provided by the Group Accountant:**

Background

The performance indicator is calculated by first identifying which invoices are from suppliers within the borough, and then combining a number of system generated reports in order to arrive at the number of days taken.

The clock starts running when the invoice is date stamped or written upon (or invoice date plus two days – allowing for the supplier printing it and posting it to us). The payment date denotes the end of the process, and by subtracting the received date from the payment date we determine the number of days the invoice has been live on the system.

Whilst the measure is relatively straightforward to calculate, it is considerably more difficult to influence as not all of the invoices pass through the finance team in the first instance. These invoices are delivered to individuals who may hold on them or fail to action price mismatches etc swiftly for any number of reasons, which then harms the overall averages.

Lean Review

The Lean review has progressed well. The existing system and processes were documented in the first session, critically reviewed in the second, with the final session concentrated on designing / improving the processes, and determining how to achieve / maintain this going forward.



In the future it is envisaged that purchases (with very few exceptions) will require a purchase order, authorised by management to be placed with an approved supplier, thereby giving us fewer relationships to manage and concentrated purchasing power.

We aim to tighten the controls around the creation and authorisation of purchase orders and have invoices come into the finance team for recording onto the system, before being distributed throughout the organisation (if required).

The ultimate intention is for invoices to be received electronically (centrally), be 'goods received', matched to the original purchase order and pass through to payment automatically (as the purchase order being authorised acts as authorisation for the payment of the invoice – thereby saving management time), assuming they do not contain price match differences.

In the event there is a discrepancy between the purchase order and invoice it will be passed back to the placer of the order to resolve (following a preliminary investigation in finance) rather than the accounts team.

- 5.4 The percentage of indicators which have met target remains at 56%, with the percentage of indicators that have not met target increasing to 25%.

	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16
Performance target met 	22 (54%)	24 (59%)	24 (56%)	24 (56%)	24 (56%)
Performance target not met 	10 (24%)	10 (24%)	7 (16%)	10 (23%)	11 (25%)
Other: <ul style="list-style-type: none"> reported annually figure not available monitor only (no target set) 	9 (22%)	7 (17%)	12 (28%)	9 (21%)	8 (19%)
Total number of indicators	41	41	43	43	43

- 5.5 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 Pls	Performance target met	Performance target not met	Other
Resources	17	7	3	7
Housing and Community	12	8	3	1
Regeneration and Industrial Assets	6	2	4	0
Development	6	5	1	0
Environment	2	2	0	0
Special Projects	0	0	0	0
Culture, Heritage & Health	0	0	0	0
ICT, Leisure and Public Space	0	0	0	0
Total	43	24	11	8

ii) **Overview of performance by Directorate**

Directorate	No of Pls	Performance target met	Performance target not met	Other
Chief Executive	20	9	5	6
Central and Community Services	10	5	3	2
Commercial Services	6	4	2	0
Environment and Planning	7	6	1	0
Total	43	24	11	8


6. Overall Conclusion

- 6.1 The percentage of indicators not meeting the target has increased again to 25%, the performance indicators which have consistently not met quarterly targets during 2015/16 are:
CE11 - Supplier invoices paid within 30 days
CC2 – Average no of days lost due to sickness absence per FTE employee
CC6 - % of Careline alarms installed within 10 days from date of enquiry
CO4 - % of rent arrears on industrial estates
CO5 - % of rent achievable on retail/general units
- 6.2 This is the first opportunity to report on the performance indicators for the new IEG4 online benefit system, and we are seeing a steady increase in the uptake, currently at 55% - target 50% (CE13) with 100% customer satisfaction (CC9).
- 6.3 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.
- 6.4 The Panel is asked to agree the actions outlined in the Action Report.








Performance Monitoring Action Report Q2 2015-16



This report highlights indicators that have not met target for Q3 2015-16 and is a supporting document to the Performance Monitoring Q3 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 Q3 2015-16

Ref	Name	2015/16 Target	Q3 2015/16 cumulative performance	Q3 2015/16 (Oct-Dec) performance	Status	Notes	Actions
CE3	Number of unintentional priority homeless acceptances	83	91	36		The number of people who we deem homeless, and 'homeless in priority need' are increasing. There is an increasing number of vulnerable people in this cohort, including people suffering mental ill-health. Increases in this measure of homelessness is being seen in many areas of the country.	We are working through the actions in the Homelessness Strategy Action Plan, undertaking an analysis of the reasons for homelessness and will review the Strategy in light of our findings/analysis.
CE7	No of residential houses built - NORA	60	54	0		The Council has experienced holdups with the utilities connections and this has had a knock-on effect with achieving the Q3 target.	Talks have taken place with the developer to discuss the works program, however the original dates are not achievable and the project will be behind schedule. It is anticipated to be back on schedule by Q2 2016/17.
CE8	No of residential house sales completed - NORA	59	52	2			
CE11	Supplier invoices paid within 30 days	94%	93%	no change 93%		This indicator has multiple factors, making it difficult to influence. Performance has remained at 93% since Q2 2014/15.	A Lean review of the process has taken place during the last quarter. As a result, it is the intention to tighten the controls surrounding the process (further information is outlined in the report to R&P of 23 February 2016.)
CE16	% of Council Tax collected against target	84.43%	84.34%	27.56%		Summonses were issued in January rather than December as the system had to be shut down early.	A complaint list was issued to the court in the first week of January and summonses went out on 11th January.
CC2	Average no of working days lost due to sickness absence per FTE employee	5.62	6.55	2.39		The Q3 figure of 6.55 FTE is down by 0.5 days compared to the Q3 2014/15 figure of 7.04 FTE.	Two long term sickness cases have resulted in ill health retirement during Q3. All of the long term cases are being closely managed in order to consider the best way forward.
CC6	% of Careline alarms installed within 10 days from date of enquiry	90.0%	85.4%	99.2%		The poor performance in April is severely impacting on the overall performance to date figure. This was caused by the combination of reduced personnel and a change of process. Oct-Dec 99.2% achieved.	The automated scheduling tool on the CCS system is having the positive impact we anticipated on the enquiry to installation timescale as current figures demonstrate.

Performance Monitoring Action Report Q2 2015-16

















Ref	Name	2015/16 Target	Q3 2015/16 cumulative performance	Q3 2015/16 (Oct-Dec) performance	Status	Notes	Actions
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	35.0	37.0	34.7		The time to complete DFGs has improved during Q3 by decreasing from 40 weeks to 37 weeks. October-December performance met the target.	Two unusual cases will continue to skew the figures for the remainder of 2015/16.
CO4	% of rent arrears on industrial estates	3.00%	3.93%	reduced by -0.13%		The Q3 figure has slightly improved by 0.13% over the past 3 months.	The arrears will continue to be monitored on a regular basis.
CO5	% rent achievable on retail/general units	96.00%	93.86%	reduced by -1.42%		We are generating interest in the retail/general portfolio, and have expressions of interest which will hopefully translate into lettings.	Our Broad Street offices have a relatively high vacancy rate at the moment, however we are looking at converting these into residential units.
EP1b	% of Minor, Other and Planning Enforcement decisions lost at appeal	33%	43%	50%		All appeal decisions are made by the Planning Inspectorate (PINS), and recently there appears to be a change in emphasis in decisions.	We are considering the implications of the current PINS decision-making in relation to officer recommendations to Committee, and officer delegated decisions, particularly refusals.

Status	 Indicator has not met the target	25%	 Indicator is on target	56%	 New 2015-16 indicator	23%
Trends	 The value of this indicator has improved	33%	 The value of this indicator has worsened	28%	 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.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 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%	1.09%			
CE3	Number of unintentional priority homeless acceptances	Aim to minimise	99	83	91			The number of people who we deem homeless, and 'homeless in priority need' are increasing. There is an increasing number of vulnerable people in this cohort, including people suffering mental ill-health. Increases in this measure of homelessness is being seen in many areas of the country.
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough (net gain)	Aim to maximise	20.2%	15.0%	—	—	—	Reported annually
CE5	Number of households living in Temporary Accommodation	Aim to minimise	34	40	37			
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	95.7%	95.0%	98.5%			
CE7	No of residential houses built - NORA	Aim to maximise	—	60	54			The Council has experienced holdups with the utilities connections and this has had a knock-on effect with achieving the Q3 target.
CE8	No of residential house sales completed - NORA	Aim to maximise	—	59	52			

Ref	Name	Good Performance	2014/15 Full year perf.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 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	–	–	£87,010	–		For monitoring purposes only £320,000 annual target
CE11	<i>Supplier invoices paid within 30 days</i>	<i>Aim to maximise</i>	93%	94%	93%			This indicator has multiple factors, making it difficult to influence. Performance has remained at 93% since Q2 2014/15.
CE12	Local supplier invoices paid within 10 days	Aim to maximise	80%	–	81%	–		For monitoring purposes only
CE13	% of claimants using new on-line benefits system (IEG4)	Aim to maximise	–	50.0%	55.0%			
CE14	Number of days to process new benefit claims	Aim to minimise	17	17	16			
CE15	Number of days to process changes of circumstances	Aim to minimise	12	12	7			
CE16	% of Council Tax collected against target	Aim to maximise	97.22%	84.43%	84.34%			Summonses were issued in January rather than December as the system had to be shut down early.
CE17	% of Business Rates collected against target	Aim to maximise	98.53%	82.23%	82.43%			
CE18	No of residential dwellings subject to Council Tax	Aim to maximise	71646	–	71929	–	–	For monitoring purposes only
CE19	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	47752	–	47856	–	–	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.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 2015/16 status	Versus this time last year	Note
CC1	Staff turnover	Aim to minimise	11.38%	–	6.79%	–		For monitoring purposes only
CC2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.69	5.62	6.55			The Q3 figure of 6.55 FTE is down by 0.5 days compared to the Q3 2014/15 figure of 7.04 FTE.
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%	99%			
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	–	90.0%	85.4%			The poor performance in April is severely impacting on the overall performance to date figure. This was caused by the combination of reduced personnel and a change of process. Oct-Dec 99.2% achieved.
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	29.0	35.0	37.0			The time to complete DFGs has improved during Q3 by decreasing from 40 weeks to 37 weeks. October-December performance met the target.
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	19.0			
CC9	% of customer satisfaction with the new on-line benefits system (IEG4)	Aim to maximise	–	80.0%	100.0%			
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	–	100%	100%			

Commercial Services

Ref	Name	Good Performance	2014/15 Full year perf.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 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%	Q2 45.58%			Q3 data to follow. This data is always shown in arrears.
CO3	% of rent achievable on industrial estates	Aim to maximise	89.88%	90.00%	91.93%			
CO4	% of rent arrears on industrial estates	Aim to minimise	2.27%	3.00%	3.93%			The Q3 figure has slightly improved by 0.13% over the past 3 months.
CO5	% rent achievable on retail/general units	Aim to maximise	95.10%	96.00%	93.86%			We are generating interest in the retail/general portfolio, and have expressions of interest which will hopefully translate into lettings.
CO6	% rent arrears on retail/general units	Aim to minimise	6.42%	3.00%	0.73%			

Environment and Planning

Ref	Name	Good Performance	2014/15 Full year perf.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 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%	8%			This indicator is calculated over a two year period on a rolling basis, Q3 = 01/01/2014 – 31/12/2015. 71 major applications, 6 lost at appeal
EP1b	% of Minor, Other and Planning Enforcement decisions lost at appeal	Aim to minimise	26%	33%	43%			All appeal decisions are made by the Planning Inspectorate (PINS), and recently there appears to be a change in emphasis in decisions.

Ref	Name	Good Performance	2014/15 Full year perf.	Q3 2015/16 target	Q3 2015/16 cumulative performance	Q3 2015/16 status	Versus this time last year	Note
EP2a	Processing of planning applications - <u>Major</u>	Aim to maximise	78%	60%	84%			
EP2b	Processing of planning applications - <u>Minor</u>	Aim to maximise	82%	70%	87%			
EP2c	Processing of planning applications - <u>Other</u>	Aim to maximise	94%	82%	94%			
EP4	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	—	95.0%	95.5%			
EP5	The % of standard land charges searches carried out within 10 working days	Aim to maximise	91%	95%	100%	