

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	21 March 2017		
TITLE:	Corporate Performance Monitoring Quarter 3 2016-17		
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

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 during Q3 2016/17.</p>
KEY ISSUES:
<p>42 performance indicators for 2016/17 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 Quarter 3 monitoring report shows that 48% of targets have been met, and performance has improved against target for 12 indicators during the quarter.</p>
OPTIONS CONSIDERED:
Not applicable.
RECOMMENDATIONS:
<p>The Panel is asked to</p> <ol style="list-style-type: none"> i. Review the performance monitoring report and ii. 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 and Portfolio Holders for information on the Council's intranet, Insite.
- 1.2 The indicators monitored are reported in full on the corporate performance monitoring report – Q3 2016/17. 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



2.1 Key points from the corporate performance monitoring report– Q3 2016/17

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 During Q3 the percentage of indicators where performance has improved against the target has decreased for the second consecutive quarter. The percentage of indicators that have not improved against the target remains at 45%, an increase of 17% compared to Q3 2015/16.

		Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17
Performance has improved against target		14 (33%)	16 (37%)	16 (39%)	13 (31%)	12 (28%)
Performance has not improved against target		12 (28%)	12 (28%)	13 (31%)	19 (45%)	19 (45%)
Performance has met and continues to meet target		3 (7%)	4 (9%)	4 (10%)	3 (7%)	4 (10%)
Performance remains unchanged and below target		1 (2%)	1 (2%)	0 (0%)	0 (0%)	0 (0%)
Other: <ul style="list-style-type: none"> • reported annually • new indicator • monitor only 		13 (30%)	10 (24%)	8 (20%)	7 (17%)	7 (17%)
Total number of indicators		43	43	41	42	42

- 2.3 Performance levels have declined throughout 2016/17, actions are in place for the 13 indicators that have not met the target for Q3.

		Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17
Performance target met		24 (56%)	24 (56%)	23 (56%)	23 (55%)	20 (48%)
Performance target not met		11 (25%)	14 (32%)	7 (17%)	10 (24%)	13 (31%)
Other: <ul style="list-style-type: none"> • reported annually • figure not available • monitor only (no target set) 		8 (19%)	5 (12%)	11 (27%)	9 (21%)	9 (21%)
Total number of indicators		43	43	41	42	42

- 2.4 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
Leader	8	4	0	4
Housing and Community Development	11	4	5	2
Corporate Projects and Assets	6	4	2	0
Systems and Economic Development	6	3	3	0
HR, Facilities and Shared Services	5	2	2	1
Culture, Heritage & Health	4	1	1	2
Environment	0	0	0	0
Environment	2	2	0	0
Total	42	20	13	9

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	18	7	5	6
Central and Community Services	11	4	4	3
Commercial Services	6	4	2	0
Environment and Planning	7	5	2	0
Total	42	20	13	9

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 been 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 Q3 2016-17



This report highlights indicators that have not met target for Q3 2016-17 and is a supporting document to the Performance Monitoring Q3 2016-17 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 2016-17








Ref	Name	Q3 2016/17 Target	Q3 2016/17 cumulative performance	Q3 2016/17 (Oct-Dec) performance	Status	Notes	Actions
CE1	% of known licensable HMO's with a current licence	100%	98.9%	100.0%		The issue involving one licence in Q2 has now been resolved however, the drop in performance will impact on the 2016/17 cumulative figure.	No further action.
CE5	No of households living in Temporary Accommodation	40	47	increased by 2 households		A shortage of suitably sized accommodation both in the social and private sector for people on a low income or benefits is contributing to the continued increased figures for this indicator.	Work with the housing association to manage houses in multiple occupation (HMO). Continue to influence the new build market for more affordable accommodation.
CE6	% of freedom of information requests given final response within deadline	95.00%	81.20%	95.40%		The poor performance in Q1 will impact on the 2016/17 cumulative figure. Monthly figures achieved for Q3: Oct 96% Nov 97% Dec 93%	Continued monthly monitoring by Management Team.
CE8	No of residential house sales completed - NORA	35	21	13		Although a number of sales have not completed by the end of Q3 to meet the target of 35, only 4 properties remain unreserved. The 2016/17 overall target is the completions of 47 sales.	Issues with the Help to Buy Scheme held up the sale of 11 properties this has now been resolved and the properties should complete in either January or February 2017.
CE14	No of days to process new benefit claims	17	22	18		The target set for 2016/2017, although improving each quarter, will not be achieved. As part of the cost reduction measures staffing resources allocated to benefits have been reduced. This is partly due to the move to submission of electronic claims, but also due to posts not being filled when people leave to allow for a reduction in resources for Universal Credit when needed. Resources are now being re-directed to administering and collection of Council Tax and Business Rates.	Previously the target number of days to process new claims was set at a level which provided a higher service standard and aimed for continual improvement year on year, this can no longer be sustained and the 2017/18 target will be set in line with the national average.
CC2	Average no of working days lost due to sickness absence per FTE employee	6.00	6.99	3.14		The number of days has increased by 6% on this time last year, this has been down to several very long term cases, all of which have been closely managed.	A review of sickness absence management, both long and short term, will be brought to Management Team to consider. Members should note that short term sickness absence, which is more manageable, remains below target.

Performance Monitoring Action Report Q3 2016-17

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































Ref	Name	2016/17 Target	Q3 2016/17 cumulative performance	Q3 2016/17 (Oct-Dec) performance	Status	Notes	Actions
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	67.3%	56.7%		Due to staff shortages we have been using contactors to install some of the alarms. These are mainly the ones based in North Norfolk or furthest away from King's Lynn.	Contractors and postal service to be used to assist with workload issues. Continued monthly monitoring by Management Team.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20	21	24		The number of assessments currently being received has increased, which is having an impact on completion dates.	Training will be provided to allow the design work element of the process to be undertaken by contractors to help keep assessments on track.
CC11	% reduction of telephone calls to CIC	10.0%	0.0%	0.0%		The CIC has received 23,496 calls in Q3 2016/17 compared to 22,591 calls in Q3 2015/16. In April 2016, the CIC counters closed and the opening hours at the Hunstanton and Downham Market offices were reduced. This action encouraged customers to access our services differently and will have contributed to an increase in telephone calls. We have successfully 'shifted' people from face-to-face to telephone, which is a more effective option.	CIC advisors continue to encourage customers to complete online forms, and use web chat. OneVu has recently launched, which will allow customers to access a range of personalised information for Council Tax and Benefits as well as frequently answered questions.
CO4	% of rent arrears on industrial estates	3.00%	7.72%	increased by +2.26%		Issues with specific tenants continue particularly with late payments.	Management Team have agreed to civil enforcement action being introduced. Tenants will be issued a final reminder letter to the effect that if payment is not made, bailiffs will be instructed.
CO6	% rent arrears on retail/general units	3.00%	5.29%	increased by +0.61%			
EP1c	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	10%	11%	0%		This indicator is calculated over a two year period 01/04/2014 – 31/03/2016 + 9 months to allow for appeals on decisions within this period.	No further action.
EP2c	Processing of planning applications - Other	82%	81%	83%		82% is a local target we have set and the cumulative performance is only marginally below this at 81%.	Performance level has increased by 8% during Q3, continued monitoring will be undertaken.

Status	 Indicator has not met the target	31%	 Indicator is on target	48%	 New 2016-17 indicator	12%
Trends	 The value of this indicator has improved	28%	 The value of this indicator has worsened	45%	  The value of this indicator has not changed	10%







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	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	100.0%	100.0%	98.9%			The issue involving one licence in Q2 has now been resolved however, the drop in performance will impact on the 2016/17 cumulative figure.
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.2%	1.1%	1.1%			
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	0.39	–	Q2 0.52	–		New indicator - data will be available one quarter in arrears. 2015/16 data - Q1 0.31 Q2 0.54 Q3 0.55 Q4 0.39
CE4	2	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to maximise	13.0%	13.0%	–	–	–	Reported annually
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	39	40	47			A shortage of suitably sized accommodation both in the social and private sector for people on a low income or benefits is contributing to the continued increased figures for this indicator.
CE6	1	% of freedom of information requests given final response within deadline	Aim to maximise	95.5%	95.0%	81.2%			The poor performance in Q1 will impact on the 2016/17 cumulative figure. Monthly figures achieved for Q3: Oct 96% Nov 97% Dec 93%
CE7	2	No of residential houses built - NORA	Aim to maximise	53	58	58			
CE8	2	No of residential house sales completed - NORA	Aim to maximise	53	35	21			Although a number of sales have not completed by the end of Q3 to meet the target of 35, only 4 properties remain unreserved. The 2016/17 overall target is the completions of 47 sales.
CE9	1	% of capital receipts received (excluding house sales)	Aim to maximise	53.5%	100.0%	–	–	–	Reported annually
CE11	1	% of supplier invoices paid within 30 days	Aim to maximise	93%	93%	95%			
CE12	1	% of local supplier invoices paid within 10 days	Aim to maximise	81%	–	81%	–		Monitor only during 2016/17 - under review as part of the current LEAN project









Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CE14	1	No of days to process new benefit claims	Aim to minimise	17	17	22			The target set for 2016/2017, although improving each quarter, will not be achieved. As part of the cost reduction measures staffing resources allocated to benefits have been reduced. This is partly due to the move to submission of electronic claims, but also due to posts not being filled when people leave to allow for a reduction in resources for Universal Credit when needed. Resources are now being re-directed to administering and collection of Council Tax and Business Rates.
CE15	1	No of days to process changes of circumstances	Aim to minimise	6	12	12			
CE16	1	% of Council Tax collected against target	Aim to maximise	97.60%	84.34%	85.90%			
CE17	1	% of Business Rates collected against target	Aim to maximise	98.54%	82.43%	83.09%			
CE18	1	No of residential dwellings subject to Council Tax	Aim to maximise	72045	–	72325	–		For monitoring purposes only
CE19	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48218	–	48593	–		For monitoring purposes only
CE20	1	Income from business rates for Renewable Energy projects	Aim to maximise	£731,189	£755,610	£1,103,343			





Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	9.78%	–	7.00%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.10	6.00	6.99			The number of days has increased by 6% on this time last year, this has been down to several very long term cases, all of which have been closely managed.
CC3	1	% of short term sickness	Aim to minimise	47%	–	45%	–		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	99%			



Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	82.5%	85.0%	67.3%			
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	37.0	35.0	28.0			
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	20.0	20.0	21.0			The number of assessments currently being received has increased, which is having an impact on completion dates.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	97.0%	80.0%	87.0%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			
CC11	1	% reduction of telephone calls to CIC	Aim to maximise	-	10.0%	0.0%			The CIC has received 23,496 calls in Q3 2016/17 compared to 22,591 calls in Q3 2015/16. In April 2016, the CIC counters closed and the opening hours at the Hunstanton and Downham Market offices were reduced. This action encouraged customers to access our services differently and will have contributed to an increase in telephone calls. We have successfully 'shifted' people from face-to-face to telephone, which is a more effective option.
CC12	1	No of customers registered for OneVu account	Aim to maximise	-	5,000	-	-		The launch of OneVu is due in February 2017 which will allow customers to access a range of personalised information and frequently answered questions 24 hours a day.

Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.5	1.0	0.6			
CO2	3	% of household waste recycled and composted	Aim to maximise	44.30%	45.00%	Q2 47.70%			Q3 2016/17 data to follow.
CO3	1	% of rent achievable on industrial estates	Aim to maximise	86.34%	90.00%	91.81%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	7.72%			Issues with specific tenants continue particularly with late payments.

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
CO5	1	% rent achievable on retail/general units	Aim to maximise	93.10%	96.00%	96.29%			
CO6	1	% rent arrears on retail/general units	Aim to minimise	2.79%	3.00%	5.29%			Issues with specific tenants continue particularly with late payments.

Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 Full year perf.	Q3 2016/17 target	Q3 2016/17 cumulative performance	Q3 2016/17 status	Versus this time last year	Note
EP1b	2	% of Minor, Other and Planning Enforcement decisions lost at appeal	Aim to minimise	41%	33%	13%			
EP1c	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	-	10%	11%			This indicator is calculated over a two year period 01/04/2014 – 31/03/2016 + 9 months to allow for appeals on decisions within this period.
EP2a	2	Processing of planning applications - <u>Major</u>	Aim to maximise	82%	60%	74%			
EP2b	2	Processing of planning applications - <u>Minor</u>	Aim to maximise	86%	70%	72%			
EP2c	2	Processing of planning applications - <u>Other</u>	Aim to maximise	93%	82%	81%			82% is a local target we have set and the cumulative performance is only marginally below this at 81%.
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	95.4%	95.0%	96.3%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			