

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2017		
TITLE:	Corporate Performance Monitoring Full Year 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 2016/17.</p>
KEY ISSUES:
<p>44 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 2016/17 monitoring report shows that 54% of targets have been met, and performance has improved against target for 16 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 report andii. 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 – 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



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

- 2.1 Changes to Environment and Planning indicators
The government have introduced four new planning indicators focusing on speed and quality of major and non-major development, these indicators will appear on the report as EP 3a, 3b, 3c and 3d.
- 2.2 Due to the timings imposed there is an overlap during Q4 2016/17 with data required for existing and new indicators, EP1b and 1c have been replaced with EP3c and 3d. With effect from Q1 2017/18 the indicators reported will be EP 3a, 3b, 3c and 3d and indicators EP2a, 2b and 2c will be deleted.
- 2.3 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.4 The percentage of indicators where performance has improved against the target for 2016/17 is comparable to 2015/16. However, the percentage of indicators that have not improved against the target has increased by 13%.

		Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Performance has improved against target		16 (37%)	16 (39%)	13 (31%)	12 (28%)	16 (36%)
Performance has not improved against target		12 (28%)	13 (31%)	19 (45%)	19 (45%)	18 (41%)
Performance has met and continues to meet target		4 (9%)	4 (10%)	3 (7%)	4 (10%)	3 (7%)
Performance remains unchanged and below target		1 (2%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Other: <ul style="list-style-type: none"> • reported annually • new indicator • monitor only 	10 (24%)	8 (20%)	7 (17%)	7 (17%)	7 (16%)
Total number of indicators	43	41	42	42	44

2.5 The number of indicators that have met or not met targets for Q4 2016/17 is similar to Q4 2015/16, although there have been variations throughout the year. Actions are in place for the 13 indicators that have not met the annual target.

	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17
Performance target met 	24 (56%)	23 (56%)	23 (55%)	20 (48%)	24 (54%)
Performance target not met 	14 (32%)	7 (17%)	10 (24%)	13 (31%)	13 (30%)
Other: <ul style="list-style-type: none"> • reported annually • figure not available • monitor only (no target set) 	5 (12%)	11 (27%)	9 (21%)	9 (21%)	7 (16%)
Total number of indicators	43	41	42	42	44

2.6 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	5	0	3
Housing and Community Development	11	4	6	1
Corporate Projects and Assets	8	8	0	0
Systems and Economic Development	6	4	2	0
HR, Facilities and Shared Services	5	2	2	1
Culture, Heritage & Health	4	1	1	2
Environment	0	0	0	0
Environment	2	1	1	0
Total	44	25	12	7

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	6	1	4	1
Central and Community Services	11	4	4	3
Commercial Services	8	5	3	0
Environment and Planning	9	9	0	0
Finance Services	10	6	1	3
Total	44	25	12	7

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 Full Year 2016-17



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

Ref	Name	2016/17 Target	2016/17 cumulative performance	Q4 2016/17 (Jan-Mar) performance	Status	Notes	Actions
CE1	% of known licensable HMO's with a current licence	100%	96.7%	100.0%		Q1, Q3 and Q4 achieved 100% however, with the drop in performance in Q2, the 2016/17 cumulative figure is slightly under target.	No further action.
CE4	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	13.0%	6.1%	annual figure		The 24 new affordable homes built in 2016/17 was significantly lower than the 67 achieved for 2015/16. In May 2016, the government introduced a new national threshold of 11 dwellings and gross floor area of 1000sqm, this has resulted in the Council not being able to secure onsite contributions on most sites of less than 11 dwellings.	Monitoring in 2017/18 will be on sites of ten homes and above completed in the Borough.
CE5	No of households living in Temporary Accommodation	40	43	decreased by 4 households		Work continues to reduce the number of people living in temporary accommodation due to the shortage of suitable housing to meet their needs.	Continue to explore affordable housing options with customers before they become homeless, address any housing debt as soon as possible and continue to support people through the homelessness process.
CE6	% of freedom of information requests given final response within deadline	95.00%	86.00%	95.00%		The target of 95% was achieved in Q4 however, the monthly figure of 26% in May 2016 has had an impact on the overall cumulative performance.	This indicator continues to improve therefore, consideration should be given by Management Team to removing it from the monthly monitoring report.
CE8	No of residential house sales completed - NORA	47	38	17		Only one property remains unreserved. Delays with the solicitor have led to some properties taking longer to complete than hoped.	We are working with our appointed solicitor to speed up the process for future phases.
CE14	No of days to process new benefit claims	17	21	18		Our available resources have been directed at maintaining performance levels with, or better then, the national average. Resources have reduced due to other projects but we are now maintaining our performance at this level.	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	8.00	10.35	3.36		2016/17 has seen a significant increase in the number of long term sickness cases. The top 10 long term cases account for more than 1,400 days of sickness. Short term sickness has reduced from 47% to 42%	A review of the sickness absence policy will be taken forward during 2017/18.








Performance Monitoring Action Report Full Year 2016-17

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












Ref	Name	2016/17 Target	2016/17 cumulative performance	Q4 2016/17 (Jan-Mar) performance	Status	Notes	Actions
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	66.1%	76.7%		Issues with staff sickness continue, therefore contractors and postal options remain in place to offer the most suitable option for each client.	When current staffing levels return, a member of the administration team will be trained in installations to provide additional cover.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000	20	22	24		Training has been provided to allow the design work element of the process to be undertaken by contractors.	Continued monitoring to ensure process is keeping assessments on track.
CC11	% reduction of telephone calls to CIC	15.0%	0.0%	0.0%		Although digital channels have been introduced, the CIC is still receiving large volumes of telephone calls. The CIC has taken on more services since this target was set (Careline, Care & Repair and Cleanup) which accounts for the target not being achieved.	Management team to review the 2017/18 target as part of the target setting process.
CO2	% of household waste recycled and composted	45.00%	43.90%	decreased by -3.80%		Q3 (Oct-Dec) has seen a drop in the collection of garden and food waste.	The next phase of the West Norfolk Recycling Rewards scheme began in June with a team of recycling advisers visiting households to offer advice and information.
CO6	% rent arrears on retail/general units	3.00%	4.14%	decreased by -1.15%		During Q4 arrears have reduced by 1.15%	The current issues relate to two tenants which will require formal action and a hardship claim.
EP3c	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	10%	10%	10%		The Q4 figure for EP3c is 10% which is the maximum threshold allowed which would put the Council at a risk of designation (total number of decisions on applications made during the assessment period being overturned at appeal).	Management Team to monitor this indicator closely during 2017/18.

Performance Monitoring Full Year 2016-17





Status	 Indicator has not met the target	30%	 Indicator is on target	54%	 New 2016-17 indicator	16%
Trends	 The value of this indicator has improved	36%	 The value of this indicator has worsened	41%	  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	2015/16 performance	2016/17 target	2016/17 performance	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%	96.7%			Q1, Q3 and Q4 achieved 100% however, with the drop in performance in Q2 the 2016/17 cumulative figure is slightly under target.
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	–	Q3 0.37	–		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%	6.1%			The 24 new affordable homes built in 2016/17 was significantly lower than the 67 achieved for 2015/16. In May 2016, the government introduced a new national threshold of 11 dwellings and gross floor area of 1000sqm, this has resulted in the Council not being able to secure onsite contributions on most sites of less than 11 dwellings.
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	39	40	43			Work continues to reduce the number of people living in temporary accommodation due to the shortage of suitable housing to meet their needs.
CE6	1	% of freedom of information requests given final response within deadline	Aim to maximise	95.5%	95.0%	86.0%			The target of 95% was achieved in Q4 however, the monthly figure of 26% in May 2016 has had an impact on the overall cumulative performance.

Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	9.78%	–	10.34%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	9.10	8.00	10.35			2016/17 has seen a significant increase in the number of long term sickness cases. The top 10 long term cases account for more than 1,400 days of sickness. Short term sickness has reduced from 47% to 42%.
CC3	1	% of short term sickness	Aim to minimise	47%	–	42%	–		For monitoring purposes only









Performance Monitoring Full Year 2016-17

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
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	82.5%	85.0%	66.1%			Issues with staff sickness continue, therefore contractors and postal options remain in place to offer the most suitable option for each client.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	37.0	35.0	30.0			
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	22.0			Training has been provided to allow the design work element of the process to be undertaken by contractors.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	97.0%	80.0%	90.0%			
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	–	15.0%	0.0%			Although digital channels have been introduced, the CIC is still receiving large volumes of telephone calls. The CIC has taken on more services since this target was set (Careline, Care & Repair and Cleanup) which accounts for the target not being achieved.
CC12	1	No of customers registered for OneVu account	Aim to maximise	–	–	2,999	–		'MyAccount' went live on 8 February 2017. Due to the delayed launch quarterly monitoring will commence in 2017/18.

















Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	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	0.9			
CO2	3	% of household waste recycled and composted	Aim to maximise	44.30%	45.00%	Q3 43.90%			Q3 (Oct-Dec) has seen a drop in the collection of garden and food waste.
CO3	1	% of rent achievable on industrial estates	Aim to maximise	86.34%	90.00%	92.36%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	1.38%			



Performance Monitoring Full Year 2016-17

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CO5	1	% rent achievable on retail/general units	Aim to maximise	93.10%	96.00%	96.36%			
CO6	1	% rent arrears on retail/general units	Aim to minimise	2.79%	3.00%	4.14%			During Q4 arrears have reduced by 1.15%, the current issues relate to two tenants which will require formal action and a hardship claim.
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	47	38			Only one property remains unreserved. Delays with the solicitor have led to some properties taking longer to complete than hoped.
















Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
EP2a	2	Processing of planning applications - <u>Major</u>	Aim to maximise	82%	60%	75%			These indicators will be removed from the report as a result of the introduction of new government indicators.
EP2b	2	Processing of planning applications - <u>Minor</u>	Aim to maximise	86%	70%	74%			
EP2c	2	Processing of planning applications - <u>Other</u>	Aim to maximise	93%	82%	83%			
EP3a	2	Processing of major development applications	Aim to maximise	–	50%	75%			New 2017 government indicators - assessment period is 2 years up to and including the current quarter, the average percentage figure for the assessment period as a whole is used.
EP3b	2	Processing of non-major development applications	Aim to maximise	–	65%	78%			
EP3c	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%	10%			New 2018 government indicators - assessment period is 2 years up to and including the current quarter + a 9 month lag to allow for appeals to be decided. The average percentage figure for the assessment period as a whole is used. During 2017/18 these indicators will be monitor only before going live in 2018/19. The Q4 figure for EP3c is 10% which is the maximum threshold allowed which would put the Council at a risk of designation (total number of decisions on applications made during the assessment period being overturned at appeal).
EP3d	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	–	10%	1%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	95.4%	95.0%	97.0%			

Performance Monitoring Full Year 2016-17

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			

Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2015/16 performance	2016/17 target	2016/17 performance	2016/17 status	Versus this time last year	Note
CE9	1	% of capital receipts received (excluding house sales)	Aim to maximise	53.5%	100.0%	100.0%			2016/17 target fully achieved. Variance of outturn to estimate £121k over budget.
CE11	1	% of supplier invoices paid within 30 days	Aim to maximise	93%	93%	94%			
CE12	1	% of local supplier invoices paid within 10 days	Aim to maximise	81%	–	82%	–		Monitor only during 2016/17 - under review as part of the current LEAN project
CE14	1	No of days to process new benefit claims	Aim to minimise	17	17	21			Our available resources have been directed at maintaining performance levels with, or better than, the national average. Resources have reduced due to other projects but we are now maintaining our performance at this level.
CE15	1	No of days to process changes of circumstances	Aim to minimise	6	12	10			
CE16	1	% of Council Tax collected against target	Aim to maximise	97.60%	97.60%	97.70%			
CE17	1	% of Business Rates collected against target	Aim to maximise	98.54%	98.54%	99.10%			
CE18	1	No of residential dwellings subject to Council Tax	Aim to maximise	72045	–	72468	–		For monitoring purposes only
CE19	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48218	–	48798	–		For monitoring purposes only
CE20	1	Income from business rates for Renewable Energy projects	Aim to maximise	£731,189	£755,610	£1,170,715	