

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	17 July 2018		
TITLE:	Corporate performance monitoring – Target Setting for 2018/19		
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 Council's Performance Management Framework includes quarterly monitoring and reporting of performance. Each quarterly performance report is presented to the Corporate Performance Panel.</p> <p>This report provides an overview of the corporate performance monitoring indicators and associated targets which have been set for the 2018/19 year.</p>
KEY ISSUES:
<p>Indicators are defined and associated targets are set to enable ongoing performance of key council services on an ongoing basis. Where possible these are linked to the council's Corporate Business Plan. The targets are determined based on a realistic assessment at what should be achieved given the resources available within services.</p> <p>As part of the monitoring process, indicators which fail to achieve the agreed target are drawn out into an Action Plan. This forms a major part of the discussions held at the Panel each quarter, ensuring members have the opportunity to clarify the reasons for the levels of performance being reported.</p> <p>Members are reminded that following the Scrutiny Review it was agreed that Panels would consider their own performance indicators and be encouraged to monitor progress in line with corporate objectives through that route. However, the Corporate Performance Panel will continue to monitor all indicators in order to ensure a corporate overview of performance is maintained.</p>
OPTIONS CONSIDERED:
N/A monitoring report
RECOMMENDATIONS:
The Panel is asked to review and note the Council's proposed performance indicators and targets for the 2018/19 year. Performance against these indicators will be reported to this Panel via the quarterly Performance Monitoring report and associated Action Report.
REASONS FOR RECOMMENDATIONS:
The Corporate Business Plan sets out the broad framework for the Council's work for the period 2015/16 to 2019/20. Members should use the information within the monitoring report to review progress on agreed actions and satisfy themselves that performance is at an acceptable level. Where progress is behind schedule Members can seek additional information as to the reason(s) that work is behind schedule.

1. Introduction

- 1.1 The Council's Performance Management Framework includes quarterly monitoring and reporting of performance.
- 1.2 The Council monitors a range of indicators from across directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.
- 1.3 The indicators to be monitored, and the target to be achieved for each indicator, are agreed by Directors in consultation with their Portfolio Holder, at the start of each financial year.
- 1.4 Processes are put in place to produce the required information within relevant services, and the information is then collated and analysed centrally by Policy and Performance on a quarterly basis.
- 1.5 The collated information is used to produce an overarching report which is presented to the Corporate Performance Panel and is made available to all councillors and Portfolio Holders for information on the council's intranet, Insite.
- 1.6 In addition, as a result of the Scrutiny Review undertaken within the 2017/18 year it was agreed that Panels would consider their own performance indicators and be encouraged to monitor progress in line with corporate objectives through that route. Therefore, both the Environment and Community and Regeneration and Development Panels consider those indicators relevant to their Panel on a quarterly basis and may seek further information on the performance of specific indicators as part of the Panel's work programme. However, the Corporate Performance Panel will continue to monitor all indicators in order to ensure a corporate overview of performance is maintained.

2. Process for identifying annual indicators and targets

- 2.1 During May each year Management Team review the performance indicators set for the previous year, and compare these to the performance achieved during the previous year. Discussions are held regarding the ongoing relevance of each indicator, whether the definition of each indicator should be revised or updated and whether other areas of the council's operations should be included for monitoring in the coming year.
- 2.2 A draft set of indicators for the coming year is then produced, and Management Team discusses and agrees a provisional target for each indicator in turn, taking into consideration the past year's performance, any planned changes which may affect performance and any other relevant factors.
- 2.3 Once the proposed indicators and targets have been defined each Director discusses and agrees their proposals with the relevant Portfolio Holder, reporting back to Policy and Performance any changes that have been agreed.
- 2.4 The agreed indicators and targets are used to produce the quarterly monitoring report.

3. Key changes to indicators for the 2018/19 year

3.1 The agreed indicators for the 2018/19 year are shown in Appendix A. The changes for the 2018/19 year are set out below.

3.2 Chief Executive's Directorate

3.2.1 New indicators

- CE2 - No of people presenting to Housing Options team for a service
- CE5 - Spend on bed and breakfast accommodation

These indicators have been introduced to monitor the impact of the introduction of the Homelessness Reduction Act 2017.

- CE8 - % of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey.

Public Health England produce annual health profiles for each local authority. These profiles include a wide variety of indicators of health and wellbeing including health conditions such as diabetes and lifestyle issues such as activity levels. The borough's health profile indicates that the percentage of residents who are active has significantly declined and is below the county average. The indicator has a lag of one year and data is only available for 2015/16 and 2016/17.

3.2.2 Revised indicators

- CE1 - No of suspected licensable Houses of Multiple Occupation that are inspected and/or licensed
- CE3 - No of unintentional priority homeless acceptances.
- CE4 - No of new affordable housing completions.

Following the introduction of new legislation the Homelessness Reduction Act 2017 and Licensing of Houses in Multiple Occupation Regulation 2018, it is proposed to revise previous performance indicators to provide a more relevant measure of workload.

3.2.3 Deleted indicators

- % of long term empty homes in the Borough as a % of overall dwellings
- No of households living in temporary accommodation
- % of allocated spend of Flexible Homeless Grant

3.3 Central and Community Services Directorate

3.3.1 New indicators

- CC8b Time taken (in weeks) from first visit to completion of work on Adapt grant means-tested cases with a value under £6,000.

This indicator has been added following revisions to the Private Sector Housing Policy considered at Cabinet in June 2018.

3.3.2 Revised indicators

- CC9 % of customer satisfaction with digital services

The previous indicator only included on-line forms the revised indicator will include further channels such as the website, webchat, e-forms and MyAccount

- CC11 Reduction in the percentage of telephone calls for core services where digital services are in place

This indicator has been revised to provide a better measure of channel shift.

3.3.3 Deleted indicators

- No of customers registered for OneVu account

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.

3.4 Commercial Services Directorate

3.4.1 New indicators

The following indicators have been added to monitor the housing development programme:

- CO8a No of residential houses commenced - NORA
- CO8b No of residential house sales completed - NORA
- CO9a No of residential houses commenced - Marsh Lane
- CO9b No of residential houses sales completed - Marsh Lane
- CO10a No of residential houses commenced - Lynnsport 4/5
- CO10b No of residential houses sales completed - Lynnsport 4/5

A further indicator has been added to monitor the impact of a policy change by Norfolk County Council

- CO11 Number of flytipping incidents recorded

3.5 Finance Services Directorate

3.5.1 New indicators

- FS10 Income from business rates for Renewable Energy projects.

Following the inclusion of estimated income in the Financial Plan approved by Council in February 2018, the indicator has been reinstated.

3.5.2 Revised indicator

- FS1 % of capital receipts where legal instructions have been issued.

In 2017/18, values were reported for the % of capital receipts received (excluding house sales). However, the revised indicator will provide an improved overview given the sometimes lengthy negotiation and legal process before completion and receipt.

4. Targets for the 2018/19 year

4.1 The targets for each of the agreed indicators are also shown in Appendix A. The targets set reflect Management Team's view on the potential ability of staff to achieve the indicators within available resources, and also take account of key priorities for the delivery of services or the maximisation of income for the Council.

4.2 A 'notes' column has been included in Appendix A to further explain the target which has been set, where appropriate.

4.3 The targets included in Appendix A have been agreed with the relevant Portfolio Holder (awaiting agreement for indicators CC4, CC9 and CC11).

5. Issues for the Panel to Consider

Members should note that the indicators and associated targets have been discussed and agreed by Executive Directors and Portfolio Holders. These indicators will form the basis of the corporate performance monitoring report for the 2018/19 year. The first report reviewing performance against these targets will be considered by this panel on 10 September 2018.

6. Corporate Priorities

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

7. Financial Implications

None

8. Any other Implications/Risks

None

9. Equal Opportunity Considerations

None

10. Consultation

Management Team, senior officers and Portfolio Holder

11. Conclusion



The Panel is asked to note the contents of the report and agree the range of indicators and associated targets for the 2018/19 year set out in Appendix A.

12. Background Papers

Corporate Business Plan 2015/16 – 2019/20


Performance Target Setting 2018/19



Status	 This indicator has not met the target	 This indicator has met the target
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The Council monitors indicators from across the Directorates as a corporate 'health check' and to demonstrate efforts to continuously improve services.

Chief Executive Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CE1	No of suspected licensable HMOs that are inspected and/or licensed	Aim to maximise	–	–	–	–	100	Revised indicator
CE2	No of people presenting to Housing Options team for a service	Aim to minimise	–	–	–	–	–	New indicator - monitor only
CE3	No of unintentional priority homeless acceptances	Aim to minimise	–	–	–	–	–	Revised indicator - monitor only
CE4	No of new affordable housing completions	Aim to maximise	–	–	–	–	225	Revised indicator
CE5	Spend on Bed and Breakfast accommodation	Aim to minimise	–	–	–	–	–	New indicator - monitor only
CE6	% of freedom of information requests given final response within deadline	Aim to maximise	86.0%	95.0%	97.0%		95.0%	
CE8	% of residents who take part in sport and physical activity as measured by the Sport England Active Lives Survey	Aim to maximise	74.5%	–	65.2%	–	–	New Indicator - monitor only

Central and Community Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CC1	Staff turnover	Aim to minimise	10.34%	–	9.99%	–	–	Monitor only
CC2	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	8.00	8.88		8.00	
CC3	% of short term sickness	Aim to minimise	42%	–	47%	–	–	Monitor only
CC4	Telephone satisfaction rates	Aim to maximise	99%	98%	99%		98.0%	For final approval by Portfolio Holder
CC6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	79.0%		85.0%	
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	35.4		35.0	

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CC8a	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		20.0	
CC8b	Time taken (in weeks) from first visit to completion of work on Adapt grant means-tested cases with a value under £6,000	Aim to minimise	–	–	–	–	35.0	New indicator
CC9	% of customer satisfaction with digital services (website, webchat, e-forms, MyAccount)	Aim to maximise	–	–	–	–	80.0%	Revised indicator For final approval by Portfolio Holder
CC10	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%		100%	
CC11	Reduction in the percentage of telephone calls for core services where digital service are in place	Aim to minimise	–	–	–	–	–	Revised indicator - monitor only For final approval by Portfolio Holder

Commercial Services






Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CO1a	Average response time for removal of fly-tips (days)	Aim to minimise	0.9	1.0	0.7		1.0	
CO1b	Number of flytipping incidents recorded	Aim to minimise	1,979	–	1,512	–	–	New indicator - monitor only
CO2	Total of waste recycled and composted (tonnage)	Aim to maximise	–	27,580	27,850		27,850	
CO3	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	88.68%		90.00%	
CO4	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	7.74%		4.00%	
CO5	% of rent achievable on retail/general units	Aim to maximise	96.36%	96.00%	92.45%		95.00%	
CO6	% of rent arrears on retail/general units	Aim to minimise	4.14%	3.00%	2.29%		4.00%	
CO7	No of brown bins in use for composting	Aim to maximise	–	26,200	26,648		27,000	
CO8a	No of residential houses commenced - NORA	Aim to maximise	–	–	–	–	50	New indicator

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
CO8b	No of residential house sales completed - NORA	Aim to maximise	–	–	–	–	38	New indicator
CO9a	No of residential houses commenced - Marsh Lane	Aim to maximise	–	–	–	–	130	New indicator
CO9b	No of residential houses sales completed - Marsh Lane	Aim to maximise	–	–	–	–	86	New indicator
CO10a	No of residential houses commenced - Lynnsport 4/5	Aim to maximise	–	–	–	–	89	New indicator
CO10b	No of residential houses sales completed - Lynnsport 4/5	Aim to maximise	–	–	–	–	39	New indicator

Environment and Planning

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
EP3a	Processing of major development applications	Aim to maximise	75.0%	50.0%	100%		60%	Government target, increase to 60% 2018/19 as agreed in the 2017/18 report
EP3b	Processing of non-major planning applications	Aim to maximise	78.0%	65.0%	84.2%		70%	Government target, increase to 70% 2018/19 as agreed in the 2017/18 report
EP3c	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	10.0%	10.0%	2.3%		10%	Government target, will remain at 10% for 2018/19. This is a maximum figure not to be exceeded
EP3d	% 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	1.0%	10.0%	0.6%		10%	Government target, will remain at 10% for 2018/19. This is a maximum figure not to be exceeded
EP4	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	96.5%		95.0%	
EP5	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%		95%	
EP6	% of planning applications refused	Aim to minimise	–	–	7.36%	–	10%	
EP7	% of refused planning applications then appealed/lodged	Aim to minimise	–	–	26.41%	–	–	Monitor only
EP8	% of planning appeals allowed	Aim to minimise	–	–	35.71%	–	35%	

Finance Services

Ref	Name	Good Performance	Year End 2016/17	Target 2017/18	Year End 2017/18	Status 2017/18	Target 2018/19	Notes
FS1	% of capital receipts where legal instructions have been issued	Aim to maximise	-	-	-	-	90.0%	Change in description of target which was previously set as capital receipts received. Given the sometimes lengthy negotiation and legal process before completion and receipt it is proposed to amend this target as stated.
FS2	% of supplier invoices paid within 30 days	Aim to maximise	94%	94%	96%		94%	Indicator to remain at same level as the target set for 2017/2018. We are currently out to tender for a new financial ledger and resources will be directed to ensuring the implementation for go live by 1 April 2019. There is no expectation that a higher target can be met during this period.
FS3	% of local supplier invoices paid within 10 days	Aim to maximise	82%	-	83%	-	-	Monitor only
FS4	No of days to process new benefit claims	Aim to minimise	21	21	17		21	Indicator to remain at same level as the target set for 2017/2018. Target in line with national average. Following the tender for the Revenues and Benefits IT system resources will be directed to ensuring the implementation of the enhancements by 1 September 2018. There is no expectation that a higher target can be met during this period
FS5	No of days to process changes of circumstances	Aim to minimise	10	12	11		12	
FS6	% of Council Tax collected against target	Aim to maximise	97.70%	97.60%	97.69%		97.60%	
FS7	% of Business Rates collected against target	Aim to maximise	99.10%	98.54%	99.14%		99.10%	
FS8	No of residential dwellings subject to Council Tax	Aim to maximise	72,468	-	72,833	-	-	Monitor only – Financial Plan 2017/2022 which was set at Council in February 2018 is based on 72,639 dwellings subject to Council Tax in 2018/2019
FS9	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48,798	-	49,596	-	-	Monitor only - Financial Plan 2017/2022 which was set at Council in February 2018 is based on 49,466 Band D equivalents for Council Tax setting purposes in 2018/2019
FS10	Income from business rates for Renewable Energy projects	Aim to maximise	£1,159,890				£1,234,440	Monitor only - Financial Plan 2017/2022 which was set at Council in February 2018 is based on estimate of income from renewable energy projects of £1,234,440