

## POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	18 December 2017		
TITLE:	Corporate Performance Monitoring Q2 2017-18		
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**

<b>PURPOSE OF REPORT/SUMMARY:</b>
<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 Q2 2017/18.</p>
<b>KEY ISSUES:</b>
<p>42 performance indicators for 2017/18 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 Q2 2017/18 monitoring report shows that 62% of targets have been met, and performance has improved against target for 20 indicators.</p> <p>In addition, at the Corporate Performance Panel meeting on 9 October the Panel resolved to obtain additional information in relation to planning applications. This information is included in the body of this report for further consideration by Panel Members.</p>
<b>OPTIONS CONSIDERED:</b>
Not applicable.
<b>RECOMMENDATIONS:</b>
<p>The Panel is asked to</p> <ol style="list-style-type: none"> <li>i. Review the performance monitoring report</li> <li>ii. Consider the introduction of additional indicators in relation to planning applications and agree:             <ol style="list-style-type: none"> <li>i) That these new indicators be included within the monitoring information for the 2017/18 year – for monitoring purposes only.</li> <li>ii) That the relevant Executive Director and Portfolio Holder be asked to include these indicators, with targets, as part of the 2018/19 performance monitoring report.</li> </ol> </li> <li>iii. Agree the actions outlined in the Action Report.</li> </ol>
<b>REASONS FOR RECOMMENDATIONS:</b>
<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 – Q2 2017/18. 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– Q2 2017/18

- 2.1 CO8 - number of residential houses built (NORA) and CO9 number of residential house sales completed (NORA) will not be monitored for the remainder of the 2017/18 financial year. An appeal during the tender process resulted in the need for a second tender, this has caused a delay of up to 9 months and therefore, no data will be available from 1/10/17–31/3/18. New indicators have been proposed for 2018/19 to monitor the number of residential houses started and completed at NORA, Marsh Lane and Lynnsport 4/5. These indicators will be considered as part of the annual performance target setting process in May 2018.
- 2.2 The following tables summarise the Council's current performance levels, comparing performance to the previous four quarters. This enables comparison to previous quarters.
- 2.3 The percentage of indicators where performance has improved against the target for Q2 2017/18 has increased significantly to 50%, and the percentage of indicators that have has not improved against target has decreased to 18%.

		Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Performance has improved against target		13 (31%)	12 (28%)	16 (36%)	14 (33%)	20 (50%)
Performance has not improved against target		19 (45%)	19 (45%)	18 (41%)	8 (19%)	7 (18%)
Performance has met and continues to meet target		3 (7%)	4 (10%)	3 (7%)	7 (17%)	2 (5%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)

Other: <ul style="list-style-type: none"> <li>• reported annually</li> <li>• new indicator</li> <li>• monitor only</li> </ul>	7 (17%)	7 (17%)	7 (16%)	13 (31%)	11 (27%)
Total number of indicators	42	42	44	42	40

- 2.4 There has been an increase in the number of indicators that have met the target for Q2 2017/18. Actions are in place for the 7 indicators that have not met the quarterly target.

	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18
Performance target met 	23 (55%)	20 (48%)	24 (54%)	22 (52%)	25 (62%)
Performance target not met 	10 (24%)	13 (31%)	13 (30%)	8 (19%)	7 (18%)
Other: <ul style="list-style-type: none"> <li>• reported annually</li> <li>• figure not available</li> <li>• monitor only (no target set)</li> </ul>	9 (21%)	9 (21%)	7 (16%)	12 (29%)	8 (20%)
Total number of indicators	42	42	44	42	40

- 2.5 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 PIs	Performance target met	Performance target not met	Other
Leader	11	4	1	6
Corporate Projects and Assets	4	2	2	0
Culture, Heritage & Health	0	0	0	0
Development	5	5	0	0
Environment	3	3	0	0
Facilities and ICT	5	4	1	0
Housing and Community	12	7	3	2
Performance	0	0	0	0
<b>Total</b>	<b>40</b>	<b>25</b>	<b>7</b>	<b>8</b>

ii) **Overview of performance by Directorate**

Directorate	No of PIs	Performance target met	Performance target not met	Other
Chief Executive	7	5	0	2
Central and Community Services	11	5	4	2
Commercial Services	7	5	2	0
Environment and Planning	6	6	0	0
Finance Services	9	4	1	4
<b>Total</b>	<b>40</b>	<b>25</b>	<b>7</b>	<b>8</b>

### 3. Planning Performance Indicators

- 3.1 Panel Members have previously expressed an interest in gaining a better understanding of the planning performance indicators EP3a, EP3b, EP3c and EP3d. We have therefore, arranged for the Planning Control Manager to attend this meeting to give a more detailed overview of these indicators. This explanation will be covered under the next item on the agenda for this meeting.

### 4. Proposed additional planning application indicators

- 4.1 At the Corporate Performance Panel meeting held on 9 October 2017, Members reviewed the EP3d indicator which was noted as a government indicator and not locally determined.
- 4.2 Following discussions, it was agreed that additional indicators to 'record and provide information on planning applications refused; what percentage then went to appeal and the outcome of the appeal' be considered for inclusion in the suite of existing performance indicators monitored on a quarterly basis.
- 4.3 Proposed indicators have therefore been drafted as follows:
1. % of applications refused
  2. % of refused applications then appealed
  3. % of appeals lodged that are overturned

In addition, data for these proposed indicators has been collated for the 2017/18 year to date as follows:

Name	Q2 2017/18 cumulative performance
% of applications refused	11.30%
% of refused applications then appealed	25.51%
% of appeals lodged that are overturned	% *

\* Unfortunately the production of a meaningful quarterly indicator for the 'percentage of appeals lodged that are overturned' is not straight forward. This is because, whilst an appeal may be lodged within a particular time period (eg Q2) the Council will not receive a decision on the appeal from the Planning Inspectorate within the same period. Appeals can be dealt with in a number of ways, ie household fast track, informal hearing or public inquiry each of which is progressed on a different timescale.

- 4.4 The Planning Control Manager will be able to provide a more detailed explanation of the appeals process should Members have any queries. Panel Members may also wish to look at the quarterly appeals report (Appendix A) submitted to the Planning Committee which provides a range of information on current appeals. It is suggested that the Panel discuss with the Planning Control Manager how an indicator to capture information on appeals overturned could be developed, or alternatively the existing report to the Planning Committee may cover all the required information.
- 4.5 As no performance target has, as yet, been set for these indicators they have not been included in the full monitoring report or the summary statistics outlined in section 2 of this report.

- 4.6 It is proposed that, if agreed by the Panel, the proposed indicators will be introduced 'for monitoring purposes only' for the remainder of the 2017/18 year. The relevant Executive Director and Portfolio Holder should then be asked to review the data and set targets for the indicators as part of the 2018/19 target setting process.

## **5. 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.

## **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**

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.


## **12. Background Papers**

Corporate Business Plan 2015/16 – 2019/20








# Performance Monitoring Action Report Q2 2017-18










This report highlights indicators that have not met target for Q2 2017-18 and is a supporting document to the Performance Monitoring Q2 2017-18 report. Comments / actions are recorded to help evidence performance management undertaken by the Council.

<b>Status</b>		This indicator has not met the target.
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## Performance Indicators Q2 2017-18

Ref	Name	Q2 2017/18 Target	Q2 2017/18 cumulative performance	Q2 2017/18 (July-Sept) performance	Status	Notes	Actions
CC2	Average no of working days lost due to sickness absence per FTE employee	4.00	4.28	1.91		Although this indicator has exceeded the cumulative target, the performance in Q2 was below the quarterly target. Sickness levels have reduced by more than 20% during Q2.	Continued monthly monitoring by Management Team.
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.00%	81.50%	74.45%		During Q2 staff absence for training and annual leave has impacted on performance. However, only 4 installations were passed to the contractor for installation compared to 23 in Q1.	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	20.0	25.0	28.2		35 cases exceeded the 20 week target during Q2 which were due to a delay with site surveys and contractors starting dates, this has been addressed.	A new framework contract which has built in contractor resource and training will allow them to pick up the demand on the technical side of the grant process.
CC11	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	2.0%	0.2%	0.2%		My Account (OneVu), online forms, web chat and the website are in place to increase in customer take-up. The council has seen a reduction of face to face enquiries as well as an increase in the telephone calls to the Call Centre.	The advisors continue to direct and re-educate customers to use the authority's digital channels.
CO4	% of rent arrears on industrial estates	3.00%	3.47%	decreased by -1.81%		A tenant with a seasonal payment arrangement is in arrears, discussions have been held to recover the outstanding balance.	Terms have been agreed with another tenant to clear outstanding arrears over 3 years.
CO6	% rent arrears on retail/general units	3.00%	4.43%	decreased by -0.94%		This indicator has improved during Q2, however two tenants remain in arrears.	One tenant has an agreement for arrears to be paid by Christmas, and the other tenant is subject to a hardship request which is ongoing.
FS5	No of days to process changes of circumstances	12	14	19		The Q2 figure has not met the target due to the current workload being managed within available resources. This has increased the average number of days it takes to process a change.	The indicator is on track to meet the target of 12 days for 2017/18.

# Performance Monitoring Q2 2017-18




<b>Status</b>	 Indicator has not met the target	18%	 Indicator is on target	62%	 New 2017-18 indicator	22%
<b>Trends</b>	 The value of this indicator has improved	50%	 The value of this indicator has worsened	18%	  The value of this indicator has not changed	5%

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	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CE1	2	% of known licensable HMO's with a current licence	Aim to maximise	96.7%	100.0%	100.0%			
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings	Aim to minimise	1.1%	1.1%	1.1%			
CE3	2	Unintentional priority homeless acceptances per 1,000 households	Aim to minimise	–	–	Q1 0.50	–		Data will be available one quarter in arrears. 2016/17 Q4 0.51 (previously unavailable)
CE4	2	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough	Aim to maximise	6.1%	13.0%	–	–	–	Reported annually
CE5	2	No of households living in Temporary Accommodation	Aim to minimise	43	45	37			
CE6	1	% of freedom of information requests given final response within 20 working days	Aim to maximise	86.0%	95.0%	96.0%			
CE7	2	% of allocated spend of Flexible Homeless Grant	Aim to maximise	–	50.0%	60.0%			New grant to replace the temporary accommodation subsidy







## Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	10.34%	–	5.50%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	4.00	4.28			Although this indicator has exceeded the cumulative target, the performance in Q2 was below the quarterly target. Sickness levels have reduced by more than 20% during Q2.

# Performance Monitoring Q2 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CC3	1	% of short term sickness	Aim to minimise	42%	–	33%	–		For monitoring purposes only
CC4	1	Telephone satisfaction rates	Aim to maximise	99%	98%	98%			
CC6	6	% of Careline alarms installed within 10 days from date of enquiry	Aim to maximise	66.1%	85.0%	81.5%			During Q2 staff absence for training and annual leave has impacted on performance. However, only 4 installations were passed to the contractor for installation compared to 23 in Q1.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	34.0			
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	22.0	20.0	25.0			35 cases exceeded the 20 week target during Q2 which were due to a delay with site surveys and contractors starting dates, this has been addressed.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	90.0%	80.0%	92.0%			
CC10	1	% of eligible employees in post on 1st April receiving a performance appraisal	Aim to maximise	100%	100%	100%			
CC11	1	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	Aim to maximise	–	2.0%	0.2%			My Account (OneVu), online forms, web chat and the website are in place to increase in customer take-up. The council has seen a reduction of face to face enquiries as well as an increase in the telephone calls to the Call Centre.
CC12	1	No of customers registered for OneVu account	Aim to maximise	2,999	8,000	9,525			

## Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CO1	3	Average response time for removal of fly-tips (days)	Aim to minimise	0.9	1.0	0.5			
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	–	15,340	15,379			
CO3	1	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	93.44%			



# Performance Monitoring Q2 2017-18














Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	3.47%			A tenant with a seasonal payment arrangement is in arrears, discussions have been held to recover the outstanding balance.
CO5	1	% rent achievable on retail units	Aim to maximise	96.36%	96.00%	96.56%			
CO6	1	% rent arrears on retail units	Aim to minimise	4.14%	3.00%	4.43%			This indicator has improved during Q2, however two tenants remain in arrears.
CO7	3	No of brown bins in use for composting	Aim to maximise	_	25,850	26,112			
CO8	2	No of residential houses built - NORA	Aim to maximise	58	_	_	_	_	An appeal during the tender process resulted in the need for a second tender. This has caused a delay of up to 9 months therefore, CO8 and CO9 will not be monitored for the remainder of the 2017/18 financial year.
CO9	2	No of residential house sales completed - NORA	Aim to maximise	38	_	_	_	_	

## Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
EP3a	2	Processing of <b>major</b> development applications	Aim to maximise	75.0%	50.0%	100%			
EP3b	2	Processing of <b>non-major</b> development applications	Aim to maximise	78.0%	65.0%	82%			
EP3c	2	% of decisions on applications for <b>major</b> development that have been overturned at appeal, measured against total number of major applications determined	Aim to minimise	10.0%	10.0%	5.8%			
EP3d	2	% of decisions on applications for <b>non-major</b> development that have been overturned at appeal, measured against total number of non-major applications determined	Aim to minimise	1.0%	10.0%	1.0%			
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system	Aim to maximise	97.0%	95.0%	97.0%			
EP5	2	% of standard land charges searches carried out within 10 working days	Aim to maximise	100%	95%	100%			

# Performance Monitoring Q2 2017-18

## Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q2 2017/18 target	Q2 2017/18 cumulative performance	Q2 2017/18 status	Versus this time last year	Note
FS1	1	% of capital receipts received (excluding house sales)	Aim to maximise	100.0%	100.0%	–	–	–	Reported annually
FS2	1	% of supplier invoices paid within 30 days	Aim to maximise	94%	94%	96%			
FS3	1	% of local supplier invoices paid within 10 days	Aim to maximise	82%	–	84%	–		For monitoring purposes only
FS4	1	No of days to process new benefit claims	Aim to minimise	21	21	18			
FS5	1	No of days to process changes of circumstances	Aim to minimise	10	12	14			The Q2 figure has not met the target due to the current workload being managed within available resources. This has increased the average number of days it takes to process a change.
FS6	1	% of Council Tax collected against target	Aim to maximise	97.70%	56.78%	57.99%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.10%	57.48%	57.81%			
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72468	–	72578	–		For monitoring purposes only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48798	–	49400	–		For monitoring purposes only