

POLICY REVIEW AND DEVELOPMENT PANEL REPORT

REPORT TO:	Corporate Performance Panel		
DATE:	5 April 2018		
TITLE:	Corporate Performance Monitoring Q3 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

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 2017/18.</p>
KEY ISSUES:
<p>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 Q3 2017/18 monitoring report shows that 51% of targets have been met, and performance has improved against target for 17 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 reportii. 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 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– Q3 2017/18

- 2.1 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 The percentage of indicators where performance has improved against the target for Q3 2017/18 has decreased to 39%, however this is an increase of 11% compared to the same period last year. 3 new planning indicators have been introduced this quarter increasing the 'other' category to 33%.

		Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Performance has improved against target		12 (28%)	16 (36%)	14 (33%)	20 (50%)	17 (39%)
Performance has not improved against target		19 (45%)	18 (41%)	8 (19%)	7 (18%)	8 (19%)
Performance has met and continues to meet target		4 (10%)	3 (7%)	7 (17%)	2 (5%)	4 (9%)
Performance remains unchanged and below target		0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Other: <ul style="list-style-type: none"> • reported annually • new indicator • monitor only 		7 (17%)	7 (16%)	13 (31%)	11 (27%)	14 (33%)
Total number of indicators		42	44	42	40	43

- 2.3 The number of indicators that have not met the target for Q3 2017/18 has increased, actions are in place for these 10 indicators.

		Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18
Performance target met		20 (48%)	24 (54%)	22 (52%)	25 (62%)	22 (51%)
Performance target not met		13 (31%)	13 (30%)	8 (19%)	7 (18%)	10 (23%)
Other: <ul style="list-style-type: none"> • reported annually • figure not available • monitor only (no target set) 		9 (21%)	7 (16%)	12 (29%)	8 (20%)	11 (26%)
Total number of indicators		42	44	42	40	43

- 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	11	3	2	6
Corporate Projects and Assets	4	2	2	0
Culture, Heritage & Health	0	0	0	0
Development	8	5	0	3
Environment	3	3	0	0
Facilities and ICT	5	3	2	0
Housing and Community	12	6	4	2
Performance	0	0	0	0
Total	43	22	10	11

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	3	6	2
Commercial Services	7	5	2	0
Environment and Planning	9	6	0	3
Finance Services	9	3	2	4
Total	43	22	10	11

3. Reporting of performance indicators to panels following scrutiny review

- 3.1 On 9 January 2018, Cabinet considered the Scrutiny Review report and comments made by the Scrutiny Panels. It was agreed that "Panels should consider their own performance indicators and they be encouraged to monitor the progress in line with the Corporate Objectives through that route."

3.2 Attached at Appendix A are the indicators which relate to the remits of Environment and Community Panel and Regeneration and Development Panel. These will be presented to the Panels on 27 March and 3 April 2018. To support corporate oversight, the full set of indicators will continue to be presented to Corporate Performance Panel.

4. 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.

5. Corporate Priorities

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

6. Financial Implications

None

7. Any other Implications/Risks

None

8. Equal Opportunity Considerations

None

9. Consultation

Management Team, senior officers and Portfolio Holder

10. 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.

11. Background Papers

Corporate Business Plan 2015/16 – 2019/20

Environment and Community Panel indicators

Ref	Link to Corporate Priority	Name
CE1	2	% of known licensable HMO's with a current licence
CE2	2	% of long term empty homes in the Borough as a percentage of overall dwellings
CE3	2	Unintentional priority homeless acceptances per 1,000 households
CE4	2	Affordable housing units built as a % of the total number of new build dwellings completed in the Borough
CE5	2	No of households living in Temporary Accommodation
CE7	2	% of allocated spend of Flexible Homeless Grant
CC6	6	% of Careline alarms installed within 10 days from date of enquiry
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant
CC8	6	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under £6,000
CO1	3	Average response time for removal of fly-tips (days)
CO2	3	Total of waste recycled and composted (tonnage)
CO7	3	No of brown bins in use for composting
EP4	3	Premises rated 3 or above in accordance with the food hygiene rating system

Regeneration and Development Panel indicators


Ref	Link to Corporate Priority	Name
CO3	1	% of rent achievable on industrial estates
CO4	1	% of rent arrears on industrial estates
CO5	1	% rent achievable on retail units
CO6	1	% rent arrears on retail units
EP3a	2	Processing of major development applications
EP3b	2	Processing of non-major development applications
EP3c	2	% of decisions on applications for major development that have been overturned at appeal, measured against total number of major applications determined
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
EP5	2	% of standard land charges searches carried out within 10 working days
EP6	2	% of applications refused
EP7	2	% of refused applications then appealed
EP8	2	% of appeals lodged that are overturned

Performance Monitoring Action Report Q3 2017-18







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



This report highlights indicators that have not met target for Q3 2017-18 and is a supporting document to the Performance Monitoring Q3 2017-18 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 2017-18

Ref	Name	Q3 2017/18 Target	Q3 2017/18 cumulative performance	Q3 2017/18 (Oct-Dec) performance	Status	Notes	Actions
CC2	Average no of working days lost due to sickness absence per FTE employee	6.00	6.52	2.24		The Q3 figure is only slightly higher (2.24 days) than the quarterly target of 2 days, this can be expected with the 'normal' seasonal increase in short term absence from colds, flu and winter sickness.	Continued monthly monitoring by Management Team.
CC6	% of Careline alarms installed within 10 days from date of enquiry	85.0%	82.1%	82.6%		A new installer has been appointed and is currently completing the induction training.	An assistive technology service is due to be launched at the hospital in March 2018 which should have a significant impact on performance levels.
CC7	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	35.0	37.0	37.6		Individual cases have been affected by various issues involving contractors, re-assessments, delayed start dates and landlord permission.	This indicator has been added to the Management Team monthly monitoring report.
CC8	Time taken (in weeks) from first visit to completion of work on Adapt passported cases with a value under	20.0	24.0	21.7		Performance has improved in Q3 with the indicator exceeding the target for November and December.	Continue to resolve issues with delays.
CC11	% of customer contact made by digital channels resulting in a reduction of face to face and telephone enquiries	3.0%	0.0%	0.0%		The overall percentage of customer contact remains static due to changes in service provision and the range of services handled via the CIC. Over the last 3 months the CIC has seen a gradual increase in the take-up of online forms and digital services. There has also been a reduction in main reception enquiries - 905 Oct, 617 Nov, 532 Dec, and a reduction in face to face enquiries 772 Oct, 527 Nov, 360 Dec. However, the CIC is now also handling a wider range of calls resulting in the overall impact on this indicator reported.	Continue to encourage customers to use the digital channels. Consideration will be given to separating out the different types of contact in future years to enable improved monitoring
CC12	No of customers registered for OneVu account	14,000	11,640	2,115		During Q3 there was a technical problem with the Council Tax 'moving house' online form. Unfortunately this meant there was a missed opportunity in terms of these customers registering for OneVu accounts and this has had an impact on the Q3 performance figure.	This issue has now been resolved and the number of accounts being created is on the increase.








Performance Monitoring Action Report Q3 2017-18

Borough Council of
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Ref	Name	Q3 2017/18 Target	Q3 2017/18 cumulative performance	Q3 2017/18 (Oct-Dec) performance	Status	Notes	Actions
CO4	% of rent arrears on industrial estates	3.00%	4.90%	Increased by +1.43%		A tenant on a seasonal payment plan is experiencing issues fulfilling the agreement.	Meeting to be arranged between Property Services and the tenant to resolve the issues.
CO6	% of rent arrears on retail/general units	3.00%	4.43%	No change		Late payments from 2 tenants missed the December deadline.	Check late payments have been received and action accordingly.
FS5	No of days to process changes of circumstances	12	13	12		Performance levels have improved during Q3.	It is anticipated that the target will be met by the next quarter.
FS7	% of Business Rates collected against target	82.43%	82.19%	24.38%		A ratepayer with substantial arrears accounts for the majority of the shortfall.	The tenant is being actively pursued for payment.

Performance Monitoring Q3 2017-18




Status	 Indicator has not met the target	23%	 Indicator has met target	51%	 New 2017-18 indicator	28%
Trends	 The value of this indicator has improved	39%	 The value of this indicator has worsened	19%	  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	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 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	–	–	Q2 0.35	–		Data will be available one quarter in arrears.
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	38			
CE6	1	% of freedom of information requests given final response within 20 working days	Aim to maximise	86.0%	95.0%	96.3%			
CE7	2	% of allocated spend of Flexible Homeless Grant	Aim to maximise	–	75.0%	75.0%			



Central and Community Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 2017/18 status	Versus this time last year	Note
CC1	1	Staff turnover	Aim to minimise	10.34%	–	7.14%	–		For monitoring purposes only
CC2	1	Average no of working days lost due to sickness absence per FTE employee	Aim to minimise	10.35	6.00	6.52			The Q3 figure is only slightly higher (2.24 days) than the quarterly target of 2 days, this can be expected with the 'normal' seasonal increase in short term absence from colds, flu and winter sickness.

Performance Monitoring Q3 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 2017/18 status	Versus this time last year	Note
CC3	1	% of short term sickness	Aim to minimise	42%	–	40%	–		For monitoring purposes only
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	66.1%	85.0%	82.1%			A new installer has been appointed and is currently completing the induction training.
CC7	6	Time taken (in weeks) from first visit to completion of work on Disabled Facilities Grant	Aim to minimise	30.0	35.0	37.0			Individual cases have been affected by various issues involving contractors, re-assessments, delayed start dates and landlord permission.
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	24.0			Performance has improved in Q3 with the indicator exceeding the target for November and December.
CC9	1	% of customer satisfaction with on-line forms	Aim to maximise	90.0%	80.0%	81.0%			
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	–	3.0%	0.0%			The overall percentage of customer contact remains static due to changes in service provision and the range of services handled via the CIC. Over the last 3 months the CIC has seen a gradual increase in the take-up of online forms and digital services. There has also been a reduction in main reception enquiries - 905 Oct, 617 Nov, 532 Dec, and a reduction in face to face enquiries 772 Oct, 527 Nov, 360 Dec. However, the CIC is now also handling a wider range of calls resulting in the overall impact on this indicator reported.
CC12	1	No of customers registered for OneVu account	Aim to maximise	2,999	14,000	11,640			During Q3 there was a technical problem with the Council Tax 'moving house' online form. Unfortunately this meant there was a missed opportunity in terms of these customers registering for OneVu accounts and this has had an impact on the Q3 performance figure.

Commercial Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 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	0.6			



Performance Monitoring Q3 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 2017/18 status	Versus this time last year	Note
CO2	3	Total of waste recycled and composted (tonnage)	Aim to maximise	–	21,590	21,767			
CO3	1	% of rent achievable on industrial estates	Aim to maximise	92.36%	90.00%	93.71%			
CO4	1	% of rent arrears on industrial estates	Aim to minimise	3.59%	3.00%	4.90%			A tenant on a seasonal payment plan is experiencing issues fulfilling the agreement.
CO5	1	% of rent achievable on retail units	Aim to maximise	96.36%	96.00%	96.56%			
CO6	1	% of rent arrears on retail units	Aim to minimise	4.14%	3.00%	4.43%			Late payments from 2 tenants missed the December deadline.
CO7	3	No of brown bins in use for composting	Aim to maximise	–	26,000	26,645			














Environment and Planning

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 2017/18 status	Versus this time last year	Note
EP3a	2	Processing of major development applications	Aim to maximise	75.0%	50.0%	100.0%			
EP3b	2	Processing of non-major development applications	Aim to maximise	78.0%	65.0%	87.0%			
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	10.0%	10.0%	3.0%			
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	1.0%	10.0%	0.5%			
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 Q3 2017-18

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 2017/18 status	Versus this time last year	Note
EP6	2	% of applications refused	Aim to minimise	–	–	7.84%	–		New indicator
EP7	2	% of refused applications then appealed/lodged	Aim to minimise	–	–	35.55%	–		New indicator
EP8	2	% of appeals allowed	Aim to minimise	–	–	31.25%	–		New indicator

Finance Services

Ref	Link to Corporate Priority	Name	Good Performance	2016/17 full year perf.	Q3 2017/18 target	Q3 2017/18 cumulative performance	Q3 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	17			
FS5	1	No of days to process changes of circumstances	Aim to minimise	10	12	13			Performance levels have improved during Q3.
FS6	1	% of Council Tax collected against target	Aim to maximise	97.70%	84.34%	85.66%			
FS7	1	% of Business Rates collected against target	Aim to maximise	99.10%	82.43%	82.19%			A ratepayer with substantial arrears accounts for the majority of the shortfall.
FS8	1	No of residential dwellings subject to Council Tax	Aim to maximise	72468	–	72701	–		For monitoring purposes only
FS9	1	Base for Council Tax setting purposes - Band D equivalent	Aim to maximise	48798	–	49507	–		For monitoring purposes only