

Environment, Development and Transport Committee

Report title:	Performance management
Date of meeting:	12 October 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the second report to provide data against the new 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.

There are currently nine Vital Signs indicators under the remit of this Committee.

Performance is reported on an exception basis using a Report Card format, meaning that only those Vital Signs that are performing poorly or where performance is deteriorating are presented to Committee. To enable Members to have oversight of performance across all Vital Signs, all Report Cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

Of the nine Vital Signs indicators that fall within the remit of this Committee, two have met the exception criteria in this reporting period:

- Planning service speed of determination
- % of formal highway inspections completed within the timescales set out in the TAMP

Recommendations:

Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required - refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions.
- Suggested options for further actions where Committee requires additional information or work to be undertaken.

1. Introduction

- 1.1. This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the second report to provide data against the new 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.
- 1.2. There are currently nine Vital Signs indicators under the remit of this Committee.
- 1.3. Work continues to see what other data may be available to report to Committee on a more frequent basis and these will in turn be considered for inclusion as Vital Signs indicators.
- 1.4. Of the nine Vital Signs indicators that fall within the remit of this Committee, two indicators have met the exception criteria in this reporting period.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all Vital Signs. This then complements the exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The Vital Signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. A list of all Vital Signs indicators currently under the remit of the Committee is available at Appendix 2.
- 2.3. Vital Signs are reported to Committee on an exceptions basis. The exception reporting criteria are as follows:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has two consecutive months/quarters/years of Amber RAG rating (Amber RAG rating within 5% worse than the target)
 - Performance is adversely affecting the County Council's ability to achieve its budget
 - Performance is adversely affecting one of the County Council's corporate risks.
- 2.4. Where cells have been greyed out on the performance dashboard, this indicates that data is not available due either to the frequency of reporting or the Vital Sign being under development. In this case, under development can mean that the Vital Sign has yet to be fully defined or that baseline data is being gathered.

Key to services on the performance dashboard:

- FBP – Finance Business Partner
- HW – Highways
- CH – Culture and Heritage

- 2.5. The performance dashboard for the EDT Committee is as follows:

3. Report Cards

- 3.1. A Report Card has been produced for each Vital Sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The Report Card follows a standard format that is common to all committees.
- 3.2. Each Vital Sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are specified on the Report Cards.
- 3.3. Vital Signs are reported to Committee on an exceptions basis. The Report Cards for those Vital Signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided at Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the Report Cards. There is also a list of suggested options for further actions where Committee requires additional information or work to be undertaken.
- 3.5. The Report Cards for the indicators that meet the exception criteria are shown below, which include contextual information for the indicator, along with information about current and historical performance:
 - Planning service speed of determination (Performance has two consecutive months/quarters/years of Amber RAG rating - Amber RAG rating within 5% worse than the target) for July 2018 Amber 94.6% (24-month rolling average) against a target of 95.0%; June 2018 was Amber 94.7%.
Performance is calculated on a 24-month rolling average basis for this indicator, to align with national comparator data. Despite monthly performance often being 100%, over the past 24 months, there have been 105 cases determined within agreed timescales, out of 111. Therefore, the rolling average is 94.6% against a target of 95%, causing the indicator to show as an Amber exception. The performance lead for this measure is currently reviewing the presentation and calculation to determine whether this can be amended to fairly represent monthly as well as rolling performance.
 - % of formal highway inspections completed within the timescales set out in the TAMP (Performance has two consecutive months/quarters/years of Amber RAG rating - Amber RAG rating within 5% worse than the target) for July 2018 Amber 96.1% against a target of 98.0%; June 2018 was Amber 94.1%.
Significant staff turnover recently has placed pressure on completing inspection schedules on time, particularly in the City where it took longer than expected to recruit to a vacant inspector post. The trend is now improving monthly.

Planning Service – Speed of Determination

Why is this important?																																																																																					
<p>The planning system operates to authorise the development in the long term public interest. It doesn't exist to protect the interests of one person or business against the activities of another. Development Management is a key part of the planning system and services that provide certainty and speed of decision making whilst maintaining transparency are central to achieving sustainable economic growth.</p>																																																																																					
Performance	What is the background to current performance?																																																																																				
<p>% of Major County Matter Applications determined within statutory period of agreed timescales over previous 24 months</p> <table border="1"> <caption>Approximate data from the chart</caption> <thead> <tr> <th>Month</th> <th>Actual (%)</th> <th>Target (%)</th> <th>Average England (%)</th> </tr> </thead> <tbody> <tr><td>Aug-17</td><td>93</td><td>95</td><td>88</td></tr> <tr><td>Sep-17</td><td>93</td><td>95</td><td>88</td></tr> <tr><td>Oct-17</td><td>93</td><td>95</td><td>88</td></tr> <tr><td>Nov-17</td><td>93</td><td>95</td><td>88</td></tr> <tr><td>Dec-17</td><td>92</td><td>95</td><td>88</td></tr> <tr><td>Jan-18</td><td>92</td><td>95</td><td>88</td></tr> <tr><td>Feb-18</td><td>92</td><td>95</td><td>88</td></tr> <tr><td>Mar-18</td><td>93</td><td>95</td><td>88</td></tr> <tr><td>Apr-18</td><td>94</td><td>95</td><td>88</td></tr> <tr><td>May-18</td><td>93</td><td>95</td><td>88</td></tr> <tr><td>Jun-18</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Jul-18</td><td>94</td><td>95</td><td>88</td></tr> <tr><td>Aug-18</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Sep-18</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Oct-18</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Nov-18</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Dec-18</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Jan-19</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Feb-19</td><td>95</td><td>95</td><td>88</td></tr> <tr><td>Mar-19</td><td>95</td><td>95</td><td>88</td></tr> </tbody> </table> <p>Legend: — Actual - - - Target — Average England performance (within 13 weeks)</p>	Month	Actual (%)	Target (%)	Average England (%)	Aug-17	93	95	88	Sep-17	93	95	88	Oct-17	93	95	88	Nov-17	93	95	88	Dec-17	92	95	88	Jan-18	92	95	88	Feb-18	92	95	88	Mar-18	93	95	88	Apr-18	94	95	88	May-18	93	95	88	Jun-18	95	95	88	Jul-18	94	95	88	Aug-18	95	95	88	Sep-18	95	95	88	Oct-18	95	95	88	Nov-18	95	95	88	Dec-18	95	95	88	Jan-19	95	95	88	Feb-19	95	95	88	Mar-19	95	95	88	<ul style="list-style-type: none"> • Development management services should operate in a climate of continuous improvement • Norfolk pioneered decision making within mutually agreed timescales, which <u>takes into account</u> that issues may arise, that need to be addressed in the public interest, and that refusing applications in these circumstances can perversely increase the overall time taken to achieve permission. • Authorities scoring below 60% for major developments over a two-year rolling period may lose their decision-making powers. • The rolling 2-year figure is 94% (105 cases out of 111). In July 2018 One major planning application for county matters was determined and in agreed timescales. Seven applications were determined in relation county council developments.
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What will success look like?	Action required																																																																																				
<ul style="list-style-type: none"> • All Applications are agreed within statutory time periods or agreed timescales. This approach supports developers and planners working to address/mitigate potential concerns to ensure development is within policy requirements and acceptable to communities 	<ul style="list-style-type: none"> • Increased uptake on pre- application advice provided for a fee to shorten time to determine applications • Engagement with applicants to get applications that meet statutory consultee's requirements as submitted. 																																																																																				
Responsible Officers	Lead: Nick Johnson, Head of Planning Data: Mark Dyson, Business Support																																																																																				

Percentage of formal highway inspections completed within the timescales set out in the Transport Asset Management Plan (TAMP)

Why is this important?	
<p>Scheduled highway safety inspections are part of our maintenance strategy set out in the Transport Asset Management Plan (TAMP). Completing regular inspections on time forms part of our defence against liability claims made against the authority for injury/damage caused as a result of a defect in the highway.</p>	
Performance	What is the background to current performance?
<p>Legend: - - Target, Latest year-on-year DoT</p>	<ul style="list-style-type: none"> • The set target is high (98%) because these are planned safety inspections completed against a schedule. Recent performance is around 96%. • The Transport Asset Management policy sets out the inspection frequency which is based on each highway's characteristics including types and volumes of road users including pedestrian/cyclist traffic. • Frequency of inspection varies from 6 weekly (city/town centres) to 5 yearly (dirt tracks and rural Public Rights of Way) • Performance is based upon last recorded inspection and next expected inspection based on our policy set out in the TAMP. • Significant staff turnover recently has placed pressure on completing inspection schedule on time, particularly in the City, however trend is improving monthly. • Power BI is used by Area teams to monitor and react to performance on a daily basis
What will success look like?	Action required
<ul style="list-style-type: none"> • All street scene inspector posts will be fully appointed • All safety inspections will be completed on time as measured in Power BI 	<ul style="list-style-type: none"> • Ensure that Area Managers/Highway Engineers are fully supported in recruiting to vacant posts • Review resilience of City resources as part of City Agency review • Highway Systems Support Team to monitor and identify specific action points and communicate these to Area teams
Responsible Officers	<p>Lead: Grahame Bygrave – Highway Services Manager Data: Alex Cliff – Highway Systems Support Manager</p>

4. Recommendations

4.1. Committee Members are asked to:

Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required – refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions.
- Suggested options for further actions where the committee requires additional information or work to be undertaken.

5. Financial Implications

5.1. There are no significant financial implications arising from the performance management report.

6. Issues, risks and innovation

6.1. There are no significant issues, risks and innovations arising from the performance management report.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

Appendix 1 – Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the Vital Signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, Committee Members are asked to consider the actions that have been identified by the Vital Sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions has been developed. This provides Members with options for next steps where reported performance levels require follow-up and additional work.

	Action	Description
1	Approve actions	Approve actions identified in the Report Card and set a date for reporting back to Committee.
2	Identify alternative or additional actions	Identify alternative/additional actions to those in the Report Card and set a date for reporting back to Committee.
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at Committee meeting and develop an action plan for improvement and report back to Committee.
4	Refer to Committee task and finish group	Member-led task and finish group to work through the performance issues identified at Committee meeting and develop an action plan for improvement and report back to Committee.
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action.
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources Committee for action.

Appendix 2 – EDT Committee Vital Signs Indicators

A Vital Sign is a key indicator from one of the County Council’s services which provides Members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the County Council’s priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough Vital Signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are currently nine Vital Signs performance indicators that relate to the EDT Committee. The indicator in bold (on the Table below) is a Vital Signs indicator deemed to have corporate Significance and therefore will also be reported to the Policy and Resources Committee.

Key to services:

- CH – Culture and Heritage
- FBP – Finance Business Partner
- HW – Highways

Service	Vital Signs Indicator	What it measures	Why it is important	Data
HW	Bus journey time reliability	% of bus services that are on schedule at intermediate time points	Better transport networks bring firms and workers closer together, and provide access to wider local markets.	Monthly
CH	Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development	Monthly (based on 24-month rolling average)
HW	Formal highway inspections completed	% of formal highway inspections completed within the timescales set out in the TAMP	Highway safety	Monthly
HW	Dangerous highway defects dealt with	% of dangerous highway defects dealt with within the timescale set out in the TAMP	Highway safety	Monthly

Service	Vital Signs Indicator	What it measures	Why it is important	Data
FBP	External investment secured	Amount of external investment secured to enable projects to be delivered	High quality organisations are successful in being able to attract and generate alternative sources of funding.	Monthly
HW	Residential house waste collection	Weekly kg of residential house waste collected per household	The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures.	Quarterly
HW	Disposing of/dealing with residual waste	Unit cost (per tonne) of disposing of/dealing with residual waste	Less waste means that by proportion more of the waste can use the lowest cost options.	Quarterly
HW	Parishes showing access to key services using public transport	% parishes that meet their designated target level of service.	Access to public transport is important for those living in rural areas so that they can access not only work but also health and other essential services like shopping, education and leisure activities. This supports rural communities and reduces social and rural isolation, contributing to overall wellbeing of residents.	Quarterly
HW	Reports on flooding incidents published	% of reports on flooding incidents published as planned	Flooding undermines existing infrastructure and impacts directly on health and economy.	Annually