

EDT Committee

Item No.....

Report title:	Performance management
Date of meeting:	11 November 2016
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 is the fourth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 15 vital signs indicators.

Details of the revised Performance Management System are available in the 11 March 2016 EDT Committee 'Performance monitoring and risk report' on the Norfolk County Council web site at <http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/421/Committee/18/Default.aspx>

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 will be made available to view through Members Insight - <http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>.

Of the 15 vital signs indicators that fall within the remit of this committee, two have met the exception criteria and so will be discussed in depth as part of the presentation of this report:

- Number of people killed and seriously injured on Norfolk's roads
- % of rural population able to access a market town or key employment location within 60 minutes by public transport.

Recommendations:

1. Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in Appendix 1).

1. Introduction

- 1.1. This is the fourth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 15 vital signs indicators.
- 1.2. This report contains:
 - A Red/Amber/Green rated dashboard overview of performance across all 15 vital signs indicators
 - Report cards for the vital signs that have met the exception reporting criteria.
- 1.3. The full list of vital signs indicators was presented to committee at the 11 March 2016 meeting and is available in Appendix 2.
- 1.4. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 15 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.
- 2.2. The current exception reporting criteria are as below:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive periods (months/quarters/years)
 - Performance is adversely affecting the council's ability to achieve its budget
 - Performance is adversely affecting one of the council's corporate risks.
 - Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target.
 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised.
 The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

Monthly	Bigger or Smaller is better	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Target
{H&T} % of bus services that are on schedule at intermediate time points	Bigger	70.9%	74.9%	73.3%	71.6%	78.1%	79.4%	77.1%	80.1%	77.9%	78.3%	76.2%	76.0%	76.9%	76.0%
{H&T} Number of people killed and seriously injured on Norfolk's roads	Smaller	405	409	402	385	373	357	369	365	358	358	365	376	377	368
{H&T} Winter gritting - % of actions completed within 3 hours	Bigger			84.4%	89.1%	81.0%	92.9%	90.9%	97.1%						100%
{H&T} Street lighting – CO2 reduction (tonnes)	Smaller	829	1,037	1,136	1,255	1,200	1,007	915	734	615	522	575	692	824	854
{E&P} Planning service – speed of determination	Bigger	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	92.3%	100.0%	100.0%	100.0%	100.0%		95.0%
{H&T} Average journey speed during morning peak time	Bigger	30.3	30.3	30.2	30.2										Under Development
{CES} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	35.8%	37.2%	36.9%	36.7%	37.1%	37.0%	29.3%	25.0%	25.0%	29.4%	29.3%	30.5%	29.2%	25.4%
Quarterly	Bigger or Smaller is better	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger									83.0%		84.0%			84.0%
{H&T} % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Smaller	30.0%	37.5%	16.7%	33.3%	23.5%	27.3%	19.0%	20.0%	16.7%	17.8%	20.4%	24.2%	22.9%	24%
{H&T} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	73.7%	74.5%	75.7%	74.8%	75.0%	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%	72.0%	72.0%	75%
{E&P} Kilograms of residual household waste per household per week	Smaller			10.3				10.4			10.2	10.2			10.4

Annual (financial / academic)	Bigger or Smaller is better	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	Target
{H&T} Highway improvements for local communities – parish partnerships	Bigger												145	193	
{E&P} % of Local Wildlife Sites in positive management	Bigger								61.0%	61.0%	65.0%	67.0%	75.0%		
{E&P} Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Smaller													100%	
{E&P} Equality of Access to Nature for All – number of audited routes	Bigger												1	4	4

3. Report cards

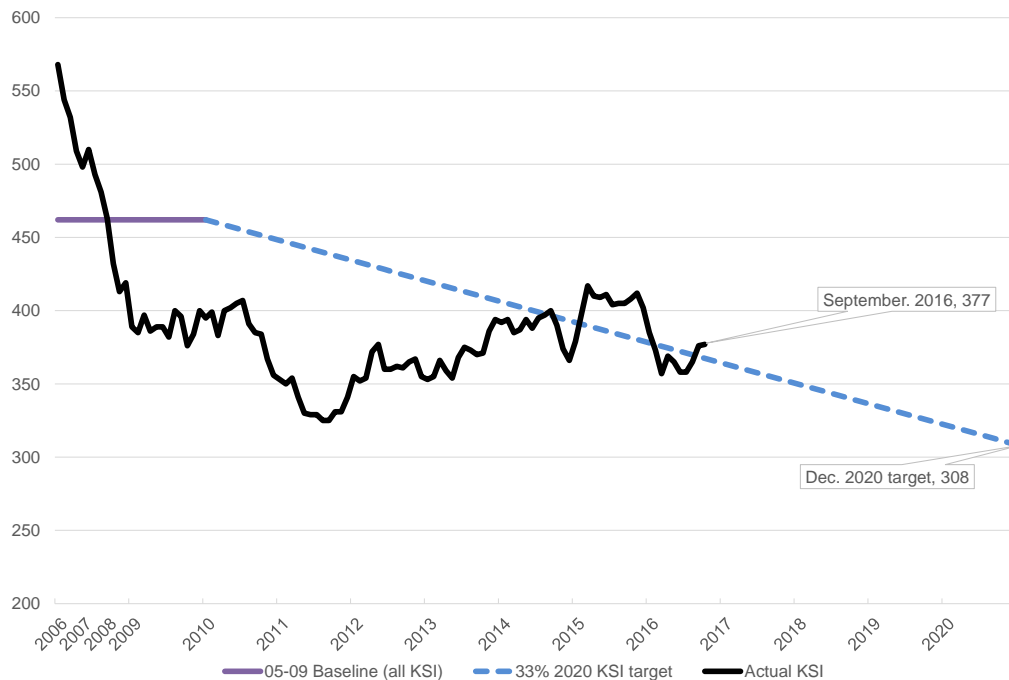
- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and updated on a monthly basis.
- 3.2. 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 available on the Members' Insight intranet pages as follows -
<http://inet.norfolk.gov.uk/services/Democratic-Services/Members-insight/index.htm>

People Killed or Seriously Injured (KSI) on Norfolk's Roads

Why is this important?

Last year, 33 people were killed and 352 were seriously injured in road collisions in Norfolk, representing a significant emotional and financial burden to local people and services.

Performance



This graph represents the 12-month rolling figure for the number of KSI.

What is the background to current performance?

- Following the period of positive performance during the latter half of 2015 and start of 2016, the 12-month rolling KSI figure showed no significant variation, standing at 377 to the end of September 2016. KSI numbers are now above the trend line projected forward to our 2020 target figure.
- The sharp decline in the number of KSI from early 2006 to late 2010 can be attributed to improved in-car safety standards, greater compliance with speed limits, and the 2008-2013 recession which suppressed casualty numbers by limiting access to certain modes of transport;
- The general rise in the number of KSI from early 2011 is in-line with the national trend in rising KSI casualties;
- Norfolk has a lower KSI rate per 100,000 people, and per billion vehicle kilometres than its statistical neighbour authority Lincolnshire, but is outperformed in both measures by other neighbours Somerset and Suffolk.

What will success look like?

- A downward trend in recorded KSI casualties against increases in vehicle kilometres and population increases;
- A saving to the local economy and local services of around £1.8 million per fatal casualty prevented, and around £206,000 for every serious casualty prevented.

Action required

- Continue with targeted local interventions, with other stakeholders under scrutiny of the Road Casualty Reduction Partnership Board;
- Continue regular monitoring of sites which experience higher than expected collision numbers in order to identify remedial schemes;
- Continue regular Safety appraisal of new highway improvement schemes.

Responsible Officers

Lead: Dave Stephens, Team Manager Network Management (Analysis & Safety)

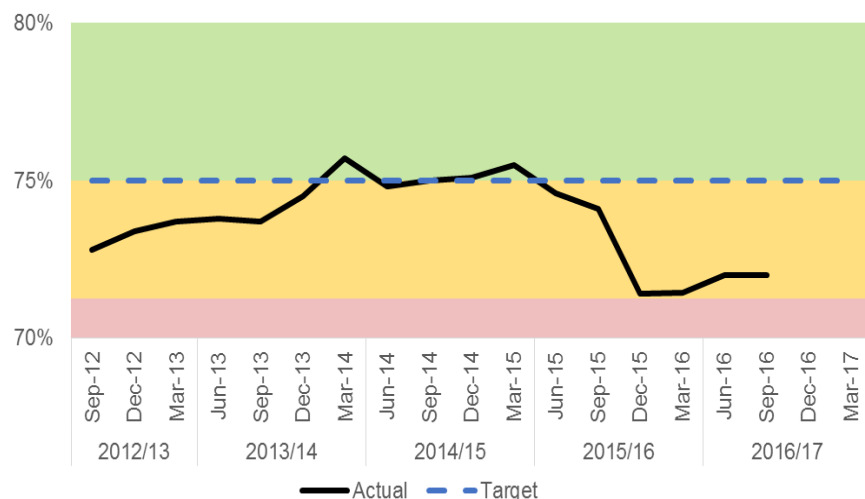
Data: Nile Pennington, Analyst Road Casualty Reduction

Access to market towns and key employment locations using public transport

Why is this important?

Access to key locations is important for those living in rural areas so that they can access not only work but also health and other essential services, shopping, education and leisure activities. This in turn reduces social and rural isolation and contributes to overall wellbeing of residents.

Performance



Graph shows the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport between 0700-1000 with a return between 1600-1900.

What is the background to current performance?

- Performance has dropped this year after being fairly stable between 73.5% and 75.5% for the last 3 years. It is measured quarterly.
- September 2013 saw the introduction of a journey to work service by the Swaffham flexi-bus. This still exists, but other services will have changed, causing the dip in performance.
- A minor change in service can cause the indicator to dip, but this does not necessarily mean that it affects current customers already using a service.
- This used to be a national performance indicator and we are not currently aware of any other authorities who continue to measure it on a regular basis, therefore there is no benchmarking data.
- Current target reflects the limited opportunities to increase subsidised public transport within the current financial climate – progress will be made by working with commercial operators and integrating with other transport services.
- A key risk is the fluctuation in operational costs, particularly fuel, which could lead to reductions in transport being operated commercially – this is identified on our risk register.
- Other key risks are commercial operators streamlining services as they review service revenues and cope with the effect of previous subsidy cuts, which puts pressure on areas with lower patronage and the reliance of passengers on use of concessionary passes and an unwillingness to engage with other transport modes that do not accept them.

What will success look like?

- An increase in the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport (at peak times), to 75%
- A reduction in the number of unemployed in Norfolk, including NEETs
- An increase in the number of young people able to access their local market town for work, leisure and education opportunities without the use of a car.

Action required

- Build journeys to work into future flexibus and flexible feeder contracts where possible
- Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations
- Incorporate local bus services into school transport provision as much as possible.
- Review the data that is reported so that it fully represents the transport network available.
- Accessibility modelling software training to be completed for Travel and Transport Services so that data can be interrogated and recommendations for changes made.

Responsible Officers

Lead: Laurie Egan, Head of Travel and Transport Data: Martin Stringfellow/Sean Asplin, Passenger Transport Managers

4. Exceptions (additional explanation)

- 4.1.
 - Access to market towns and key employment locations using public transport

This measure is currently being reviewed by the performance lead. There will be continued monitoring over the next couple of months as a new data system has been made available. It will enable clients to be differentiated by locality and will hopefully allow for other bus providers / operations / feeder services to be taken into consideration in order to obtain a more accurate accessibility measure.

5. Recommendations

5.1 Committee Members are asked to:

- Review and comment on the performance data, information and analysis presented in the vital sign report cards and determine whether the recommended actions identified are appropriate or whether another course of action is required (refer to list of possible actions in 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

6. Financial Implications

- 6.1. There are no financial implications arising from the development of the revised performance management system or the performance and risk monitoring reports.

7. Issues, risks and innovation

- 7.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance and risk monitoring reports.

Officer Contact

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

Performance: **Officer name :** Austin Goreham **Tel No. :** 01603 223138
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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 – recommended actions

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

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on 11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

	Action	Description
1	Approve actions	Approve actions identified in the report card and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those in the report card and set a date for reporting back to the committee
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at the 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 the 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 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 Council's priorities. It is, therefore, focused on the results experienced by the community. There are 15 vital signs indicators for the EDT Committee. The full list with explanations of what the vital sign indicator measures and why it is important, is as below.

Vital Signs Indicators	What it measures	Why it is important
Better Broadband for Norfolk Rollout	% of Norfolk homes with superfast Broadband coverage	Broadband is the fourth utility, essential to all aspects of modern working, learning and home life
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
Planned growth in the right places	% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Poorly planned developments can place unacceptable burdens on existing resources and infrastructure and negatively impact those living in/near the developments.
Road safety	Number of people killed and seriously injured on Norfolk's roads.	Road casualties are a significant contributor to the levels of mortality and morbidity of Norfolk people, and the risks of involvement in KSI injuries are raised for both deprived and vulnerable groups in the Norfolk population
Highway improvements for local communities - parish partnerships	Cumulative bids for all Norfolk Parishes compared to cumulative bids from Parishes that had not previously submitted a bid	Empowerment of communities to take greater control of the response to locally identified issues supports community resilience and autonomy
Public Transport Accessibility	% of rural population able to access a market town or key employment location within 60 minutes by public transport	Access to work and key facilities promotes economic growth and health and wellbeing

Vital Signs Indicators	What it measures	Why it is important
Winter gritting	% of actions completed within 3 hours	We have a statutory duty to ensure, as far as reasonably practicable, that the safe passage along a highway is not endangered by snow and ice
Street Lighting CO2 reduction	Carbon Dioxide emissions and energy use	Street lighting is one of the Council's biggest energy users. Putting in place measures to reduce carbon will reduce our CO2 emissions and costs
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
Protection of the natural environment	% of Local Wildlife Sites (LWS) in positive management	The natural environment is one of Norfolk's key assets and a significant contributor to the economic success of Norfolk
Management of flood risk	Number of new and existing properties at high risk (1 in 30 years) or surface water flooding	Flooding undermines existing infrastructure and impacts directly on health and economy
Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development
Equality of Access to Nature for All	Number of audited routes	Access to green space promotes health and wellbeing and tourism
Road network reliability	Average journey speed during morning peak time	A safe, reliable road network with quick journey times enables business growth
External funding achievement	% of total revenue budget attributable to successful bidding for/generating external funding	High quality organisations are successful in being able to attract and generate alternative sources of funding

One of the vital signs indicators listed above also appears on the Communities Committee list:

- 'Income and external funding successfully achieved as a % of overall revenue budget'.