

Policy and Resources Committee

Date: **Monday, 18 July 2016**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

SUPPLEMENTARY A g e n d a

- 11.1a. Resources and Finance Vital Signs Performance Management Report (Page A2)**

Report by Executive Director of Resources and Executive Director of Finance

- 11.1b. Corporate Vital Signs Performance Management Report (Page A26)**

Report by Head of Business Intelligence and Performance Service

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Policy and Resources Committee

Item No
11.1a.....

Report title:	Resources and Finance vital signs performance management report
Date of meeting:	18 July 2016
Responsible Chief Officer:	Anne Gibson, Executive Director of Resources Simon George, Executive Director of Finance
Strategic impact Robust performance management is key to ensuring that the organisation works efficiently and effectively to develop and deliver services that represent good value for money, deliver the Council's priorities, and improve outcomes for Norfolk people.	
Executive summary This report presents current performance against this committee's performance indicators (for Resources and Finance services) based upon the revised performance management system which was implemented as of 1 April 2016. Vital sign indicators have been developed to provide timely and insightful data that informs the management of key services, and supports improved accountability for the delivery of the council's priorities. A full list of indicators is presented in the committee's performance dashboard. For some of these indicators, the performance measures are under development because the data to populate the dashboard is being identified and analysed. Detailed performance information is available by exception for indicators that: are off-target; are deteriorating consistently; or that present performance that affects the council's ability to meet its budget; or adversely affects one of the council's corporate risks. Of the 32 vital signs indicators for Resources and Finance that this committee directly oversees, the 11 indicators have met the exception criteria and are reported in depth as part of the presentation of this paper. The report highlights that the council's vital signs remain under review in the light of significant ongoing changes and challenges, and that committees will continue to be involved in discussions and decisions about ensuring that the council's indicators and performance management arrangements address Norfolk's most important issues and outcomes, and support improved accountability.	
Recommendation 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.	

1. Introduction

- 1.1. This is the first performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016.
- 1.2. This report contains:
 - A Red/Amber/Green rated dashboard overview of performance for the 31 Resources and Finance vital signs indicators that this committee directly oversees
 - Report cards for those 11 vital signs that have met the exception reporting criteria.
- 1.3. Vital sign indicators have been developed to provide timely and insightful data that informs the management of key services, and supports improved accountability for the delivery of the council's priorities. Each vital sign is 'owned' by the responsible officer for the relevant service, who is accountable for performance. Based on performance reviews and challenge, the performance owner updates the report card to reflect any changes in the data or in the actions required to improve performance.
- 1.4. The vital signs are based on the following criteria:
 - Insightful and timely – measuring the things that tell us most about how the council is doing, and that can anticipate significant problems or improvements
 - Clearly aligned to priorities – so it is obvious how the council can impact upon performance, and how that performance impacts on Norfolk citizens
 - They say something important about performance – measuring something that matters to people, or that is important to the effective management or running of services
 - Technically correct and based on good quality data – so that results can be trusted, and actions can be taken with confidence
 - Can be owned – so it is clear who can impact on performance, and who has responsibility to report upon, explain and manage performance.
- 1.5. The full list of vital signs indicators for Resources and Finance is in Appendix 2.
- 1.6. The council is in a period of significant change, with a range of strategies – for example Promoting Independence in Adult Social Services, and the whole council's approach to devolution – under development. In the light of this the council's list of vital signs indicators will remain under review. In particular it is important that we continue to identify measures that better reflect the outcomes we are trying to improve on behalf of Norfolk people, and that support better insight into, and greater accountability for, the delivery of the council's priorities. Over time, this is likely to mean a move away from the current high number of 'process' indicators to those that better reflect the effectiveness of services, and the experiences of Norfolk people. Any proposals to change the vital signs will be explored and decided-upon by the committee through future reports.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance. This then complements the 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 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.

2.3. The performance dashboard is a working document. Some of the indicators are newly created and monitor data that has not previously been collected in the current format and so there is no historical dataset, such as 'Reputation' or 'Bidder satisfaction with OJEU tenders'. Others are derived from existing datasets but are being analysed in a new way, such as 'Time to recruit'. As such, there are some indicators that are labelled as 'Under Development'.

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	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Target
{Finance} Budget monitoring – forecast vs budget at a County level	On plan	£12.39m	£12.33m	£10.81m	£8.76m	£5.74m	£4.28m	£3.13m	£2.48m	£0.0m	£0.0m	-£0.05m		£9.5m	£0.0m
{Finance} Savings targets delivered - by committee	Bigger											£23.05m	£41.42m	£35.53m	£41.42m
{Finance} Capital programme tracker	Bigger														Under Development
{Finance} Ratio of corporate net expenditure compared to frontline net expenditure	Smaller											7.1%		5.8%	6%
{Finance} Savings - support services compared to front line	Bigger											77.0%		81.0%	80.0%
{IM} Subject Access Requests (SAR) - % resolved within timescales	Bigger	95.0%	100.0%	85.0%	73.0%	80.0%	100.0%	82.0%	79.0%	89.0%	83.0%	75.0%	95.0%	80.0%	95.0%
{IM} Freedom of Information (FOI) requests - % resolved within timescales	Bigger	87.0%	97.0%	97.0%	99.0%	97.0%	92.0%	97.0%	90.0%	97.0%	97.0%	96.0%	93.0%	98.0%	95.0%
{IM} Number of DPA breaches categorised as Serious	Smaller	2	1	1	0	0	0	2	0	0	0	1	0	0	0
{ICT} Abandonment Rate - % of calls abandoned on the ICT Service Desk	Smaller	12.0%	18.0%	17.0%	17.0%	21.0%	16.0%	16.0%	12.0%	15.0%	15.0%	16.0%	15.0%	11.0%	15.0%
{ICT} ICT incidents per customer per month	Smaller						1.6	1.7	1.4	1.5	1.6	1.5	1.4	1.7	1.5
{ICT} First line fix	Bigger						19.0%	23.0%	25.0%	23.0%	25.0%	27.0%	27.0%	35.0%	28.0%
{ICT} Incidents resolved within SLA	Bigger												67.0%	69.0%	95.0%
{Procurement} % external spend on formal contracts	Bigger	92.0%	87.0%	90.0%	90.0%	91.0%	90.0%	90.0%	90.0%	90.0%	89.0%	89.0%	89.0%	94.0%	92.0%
{HR} Sickness absence - percentage lost time	Smaller	3.60%	3.56%	3.58%	3.56%	3.44%	3.25%	3.32%	3.32%	3.33%	3.16%	3.34%	3.34%	3.48%	3.00%

{HR} Time to recruit	Smaller															Under Developm ent
Quarterly	Bigger or Smaller is better	Jun 13	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Target	
{Procurement} Proportion of top 50 contracts where a specified checklist of contract management practices is met	Bigger														Under Developm ent	
{Procurement} Proportion of significant suppliers that have an identified sponsor and supplier relationship plan that is delivered	Bigger														Under Developm ent	
{HR} Induction and onboarding first impression survey	Bigger												90.5%		90.0%	
{HR} Mandatory Data Protection Act e-learning - % non-compliance	Smaller												4.9%	7.9%	5.0%	
{Dem.Services} Percentage of service committee reports that are “to follow”	Smaller										7.0%	8.5%	10.5%	12.0%	6.0%	
{Resources} Customer satisfaction with Resources' services	Bigger														Under Developm ent	
Annual (calendar)	Bigger or Smaller is better	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Target	
{NPLaw} File Reviews - show that options and risks have been presented and considered	Bigger											96.0%	98.0%	100.0%	100%	
{HR} Appraisal completion rate	Bigger										33.2%	60.7%	54.3%	81.0%	95%	
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	
{Finance} Capital receipts	Bigger												£8.33m	£1.87m	£8.09m	
{NPLaw} Client confidence in NPLaw - Client satisfaction surveys	Bigger											98%	99%	100%	100%	
{Comms} Reputation	Bigger														Under Developm ent	
{Procurement} Bidder satisfaction with OJEU tenders	Bigger														Under Developm ent	

{Procurement} Proportion of OJEU tenders where market engagement took place before the contract notice was placed	Bigger												53.0%	78.0%	
{Procurement} Timeliness of tendering process (for larger tenders placed in the Official Journal) - median delay in days	Smaller												8.0	14.0	10.0
{Procurement} Proportion of tenders for which there are at least three bids	Bigger												87.0%	87.0%	80.0%
{HR} Agency and contract staffing spend as a percentage of pay bill	Smaller										6.4%	7.7%	8.6%	8.3%	10.0%
{Dem.Services} Member Satisfaction with Support provided by Democratic Services	Bigger												98%		98%

3. Report cards

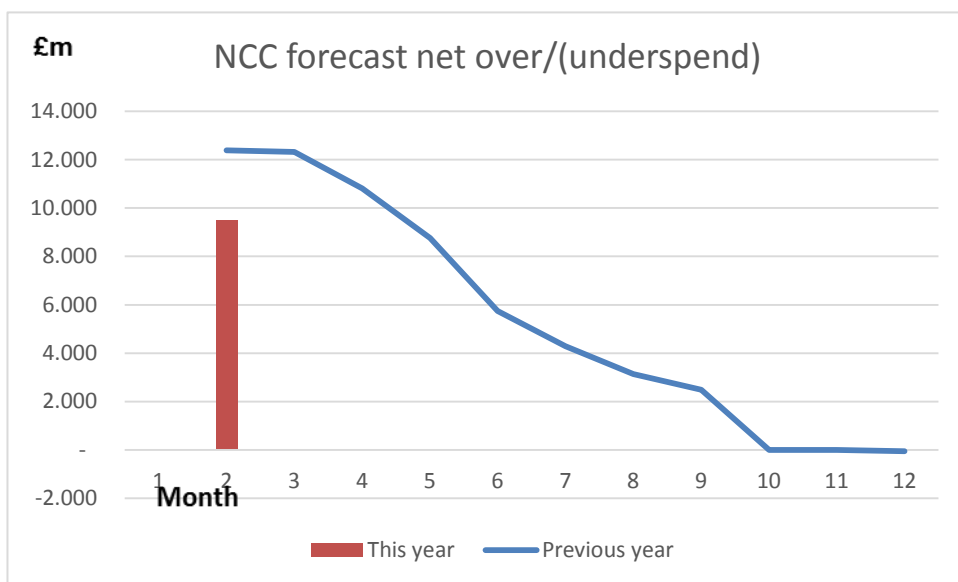
- 3.1. A report card has been produced for each vital sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees and it is updated on a monthly basis.
- 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 clearly specified on the report cards.
- 3.3. Vital signs are reported to committee on an exceptions basis, as below. Of the 32 vital signs indicators for Resources and Finance that this committee directly oversees, the following 11 indicators have met the exception criteria.
- Finance - Budget monitoring – forecast vs budget at a County level
 - Finance - Savings targets delivered (by committee) forecast 2016/17
 - IM - Percentage of Subject Access Requests resolved within timescales
 - ICT - ICT incidents per customer
 - ICT - ICT incidents resolved within Service Level Agreement
 - HR - Sickness absence – percentage of lost time
 - HR - Mandatory Data Protection Act elearning - % non-compliance
 - Dem Services - Percentage of service committee reports that are “to follow”
 - HR - Appraisal completion rate
 - Finance - Capital receipts
 - Procurement - Timeliness of tendering process – median delay in days.
- 3.4. 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>
- 3.5. Provided in 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 the committee requires additional information or work to be undertaken.

Finance - Budget monitoring – Forecast v Budget at a County level

Why is this important?

Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves.

Performance



The graph above shows an overspend of £9.5m forecast at the end of May 2016.

What is the background to current performance?

As in previous years, the main areas for the forecast overspend are as follows:

- Adult Social Services: the net cost of services to users (Purchase of Care and hired transport), and risks associated with the delivery of recurrent savings
- Children's Services: Looked After Children numbers remain higher than planned.

These pressures have already taken into account £5m use of the Business Risk reserve. Assumptions regarding the cost of borrowing built into the revenue budget mean that compensating overspends totalling £4m-£5m identified in previous years will not be available to support overspends in 2016-17.

What will success look like?

- A balanced budget, with no net overspend at the end of the financial year
- Where forecast overspends are identified, actions are put in place to mitigate and minimise these overspends.

Action required

- Chief Officers have responsibility for managing their budgets within the amounts approved by County Council.
- Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends.

Responsible Officers

Lead: Harvey Bullen, Head of Budgeting and Financial Management
Data: Howard Jones, Corporate Accounting Manager

Finance - Savings targets delivered (by committee) forecast 2016/17

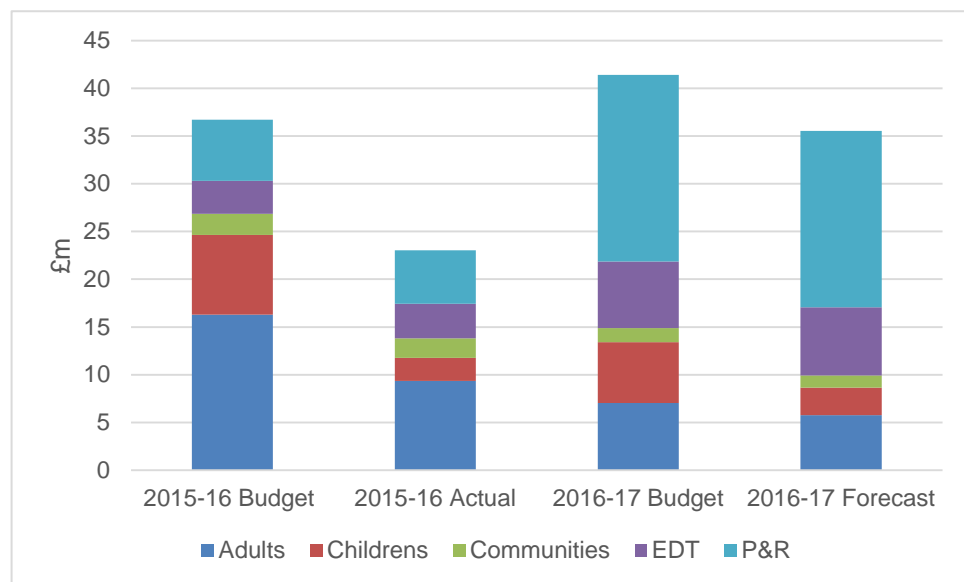
Why is this important?

Making savings is key to supporting delivery of a balanced outturn position and ensuring the Council maintains a robust financial position.

Performance

What is the background to current performance?

Budgeted Savings compared to Actual / Forecast by Committee



- Historically the Council has a good track record of achieving budgeted savings, delivering £200.177m of savings in the period 2011-12 to 2014-15, against budgeted savings of £207.855m.
- In 2015-16, there was a shortfall in savings delivery of £13.676m, reflecting increasing challenges in identifying and achieving savings. The shortfall was offset by other underspends within the Council's overall budget. This meant 23.045m of savings were achieved against budgeted savings of £36.721m.
- Savings of £41.419m have been budgeted for 2016-17.
- There are significant challenges to the delivery of future planned savings, particularly in relation to the Purchase of Care and Looked After Children budgets.
- At period 2, 2016-17 savings of £35.530m are forecast to be delivered, this is a shortfall in savings of £5.889m.

Savings forecast for 2016-17 is £35.530m, this is 14% below budget.

What will success look like?

- Planned levels of savings are achieved, supporting the Council to deliver a balanced outturn position for 2016-17.
- A robust financial position ensuring stability for the budget-setting process for future years.

Action required

- Various actions are underway to deliver individual saving plans.
- Details of the forecast shortfalls in savings are reported to P&R Committee and details of mitigating actions are set out in the report.

Responsible Officers

Lead: Harvey Bullen, Head of Budgeting and Financial Management
Data: Titus Adam, Financial Projects and Planning Manager

IM - Percentage of Subject Access Requests resolved within timescales

Why is this important?																																																					
Individuals have a right of access to information held about them by Norfolk County Council. The statutory requirement is that information will be provided 40 calendar days from receipt of a valid request																																																					
Performance	What is the background to current performance?																																																				
<div><p>Percentage analysis of NCC Subject Access Requests (SAR's) completed within the statutory 40 Calendar days timescale</p><table><thead><tr><th>Month</th><th>2016/17</th><th>2015/16</th><th>2014/15</th></tr></thead><tbody><tr><td>Apr</td><td>95%</td><td>100%</td><td>20%</td></tr><tr><td>May</td><td>80%</td><td>95%</td><td>65%</td></tr><tr><td>Jun</td><td></td><td>100%</td><td>45%</td></tr><tr><td>Jul</td><td></td><td>85%</td><td>15%</td></tr><tr><td>Aug</td><td></td><td>75%</td><td>10%</td></tr><tr><td>Sep</td><td></td><td>80%</td><td>5%</td></tr><tr><td>Oct</td><td></td><td>100%</td><td>20%</td></tr><tr><td>Nov</td><td></td><td>85%</td><td>25%</td></tr><tr><td>Dec</td><td></td><td>80%</td><td>85%</td></tr><tr><td>Jan</td><td></td><td>90%</td><td>70%</td></tr><tr><td>Feb</td><td></td><td>85%</td><td>95%</td></tr><tr><td>Mar</td><td></td><td>75%</td><td>95%</td></tr></tbody></table></div>	Month	2016/17	2015/16	2014/15	Apr	95%	100%	20%	May	80%	95%	65%	Jun		100%	45%	Jul		85%	15%	Aug		75%	10%	Sep		80%	5%	Oct		100%	20%	Nov		85%	25%	Dec		80%	85%	Jan		90%	70%	Feb		85%	95%	Mar		75%	95%	<ul style="list-style-type: none">• The percentage of Subject Access Requests (SARs) responded to with the statutory timescale has continued to improve year on year• The average percentage of SARs requests responded to with the statutory timescale for the year 2014/2015 was 45%. For the year 2015/2016 this has improved to 87%• SARs are very varied in both complexity and scale. Many requests requires the viewing and redactions of files involving thousands of pages and, in respect of these requests, extended deadlines have been agreed with the requesters. We have treated all requests with agreed extended deadlines as within timescales• The performance figures may be subject to change as the month the request is received may not be the same month the response is due. Therefore, when we report we will report on actual completed dates up to that point. Other requests may then be completed after this point which will then have an impact on the final figure for that month• During this period the team suffered from reduced staffing levels (sickness and someone leaving). This had an impact on performance as there were less staff dealing with the same volume of requests.
Month	2016/17	2015/16	2014/15																																																		
Apr	95%	100%	20%																																																		
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What will success look like?	Action required																																																				
<ul style="list-style-type: none">• The statutory timescale is 100% response within 40 calendar days• 85% is considered good performance given the complexity of some SARs requests benchmarking with comparable local authorities.	<ul style="list-style-type: none">• Continued improvement in response times• NPLaw to cover some of the BAU work (during the lead in to the ICO audit)• A review of workloads undertaken by the Team Manager and the Compliance Managers to assess the volume of work and where this best sits within the team's skill sets to enable us to improve on the timescales.																																																				
Responsible Officers	Lead: Mark Crannage, Information Management Service Manager (Compliance) Data: Pamela Cary; Team Manager																																																				

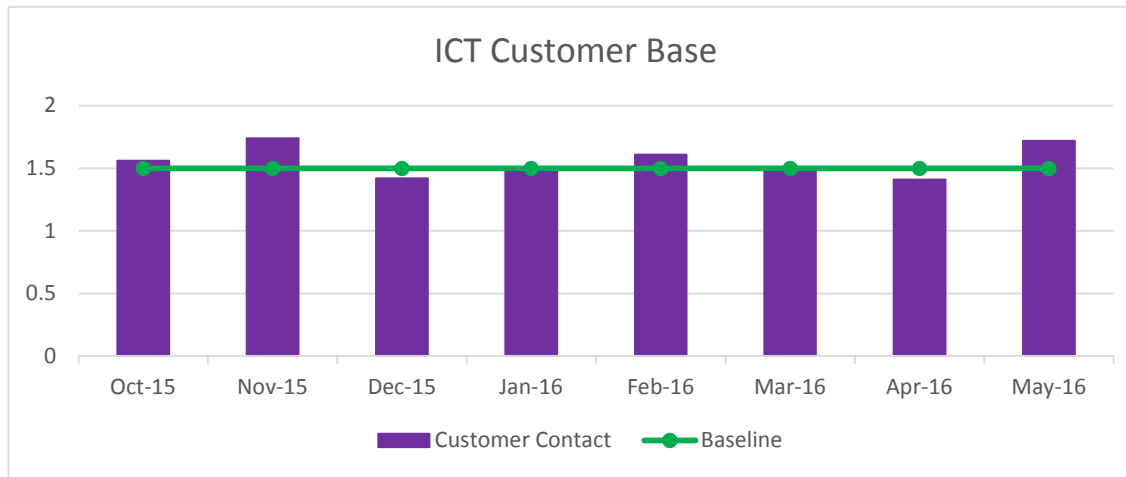
ICT - ICT incidents per customer

Why is this important?

Excessive Customer Contacts to the ICT Service Desk indicates a high level of day-to-day ICT problems being experienced by ICT users which hinders the Council from working effectively and efficiently

Performance

This graph shows the Incident performance and target, smaller is better



What is the background to current performance?

- Volume of calls relating to the outstanding problems with laptop devices are driving up call volumes and impacting outstanding queues
- Twenty nine Priority 1 (a P1 is a significant ICT problem affecting multiple users) Incidents recorded in the last 12 Months which has had a negative impact on the number of Incidents raised during the period.

What will success look like?

- Reduce the contacts per user per month to align with an industry (Gartner) best practice baseline of 1.5, the average for the period is 1.56
- Users routinely using the new Assyst ICT Service Desk system self-service functionality rather than calling or emailing the Service Desk
- Fewer Priority 1 (P1) Incidents.

Action required

- Focussed review of outstanding laptop device issues underway with the Council's ICT supplier, Hewlett Packard Enterprise (HPE)
- The introduction and promotion of the new Assyst ICT Service Desk system to ICT Customers which will allow them to self-serve including managing their own password resets for their Windows logon will help reduce calls to the service desk by circa 30% and have a positive impact on the call abandonment rate
- Increased focus on Problem Management to better identify the root causes of ICT incidents to prevent their reoccurrence.

Responsible Officers

Lead: Rob Price Service Delivery Manager

Data: Jo Carey Service Delivery Analyst

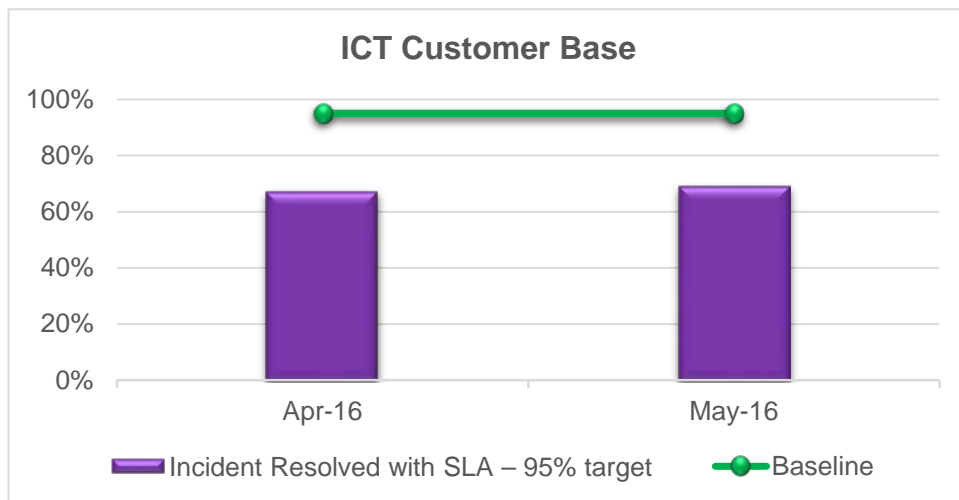
ICT - ICT incidents resolved within Service Level Agreement

Why is this important?

This measures our ability to achieve and manage ICT Customer Expectations for the resolution of an incident they have experienced to an agreed standard.

Performance

This graph shows the Incident resolution performance and target, bigger is better



What is the background to current performance?

- The number of incidents raised that are resolved within the Service Level Agreement specified time remains below target
- Volume of calls relating to the outstanding problems with laptop devices are driving up call volumes and impacting outstanding queues
- Twenty nine Priority 1 (a P1 is a significant ICT problem affecting multiple users) Incidents recorded in the last 12 Months which has had a negative impact on the number of Incidents raised during the period
- The current high volume of incidents and service desk requests being made by ICT Customers is greater than the number of calls the ICT Service Desk team can effectively handle on a day-to-day basis

What will success look like?

- Reduction in our outstanding calls in the short term
- In the longer term, the achievement of the SLA resolution rate of 95%
- Users routinely using the new Assyst ICT Service Desk system self-service functionality rather than calling or emailing the Service Desk

Action required

- Bid to Policy & Resources Committee to engage temporary additional Field Operatives to support increase of first time fix rates and reduction in outstanding incidents
- Focussed review of outstanding laptop device issues underway with the Council's ICT supplier, Hewlett Packard Enterprise (HPE)
- The introduction and promotion of the new Assyst ICT Service Desk system to ICT Customers which will allow them to self-serve including managing their own password resets for their Windows logon will help reduce calls to the service desk by circa 30% and have a positive impact on the call abandonment rate

Responsible Officers

Lead: Rob Price Service Delivery Manager

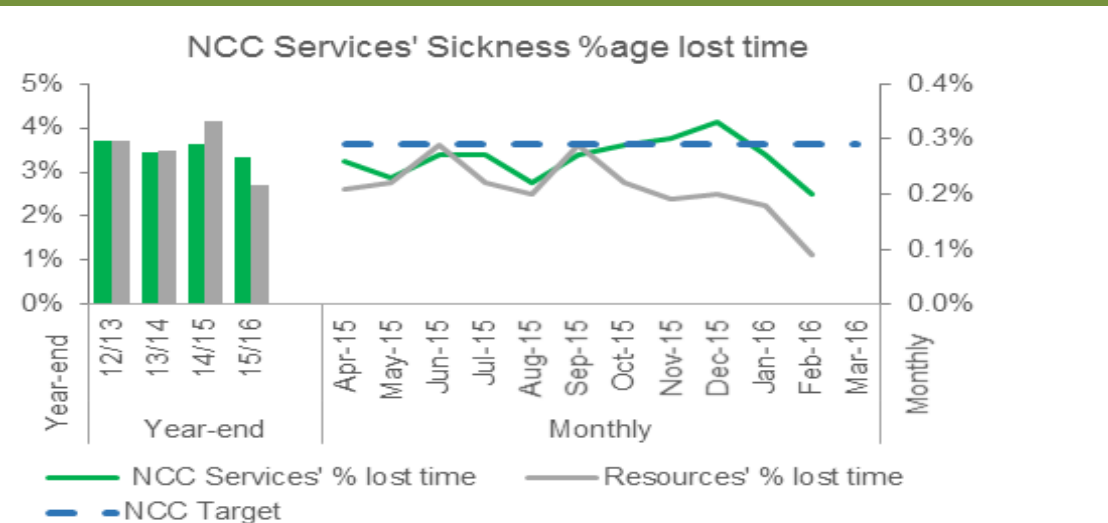
Data: Jo Carey Service Delivery Analyst

HR - Sickness absence – percentage of lost time

Why is this important?

Maintaining staff wellbeing and reducing the number of days lost to staff sickness is important to the efficient running of the organisation, in particular its running costs and ability to deliver key services. Staff sickness is also indicative of the health of the organisation.

Performance



With the exception of 2014/15, sickness absence has shown a steady decline over the last 4 years.

What is the background to current performance?

- In 2015/16, NCC sickness levels fell to their lowest recorded level, continuing the downward trend experience over recent years with a final outcome of 3.34%, below our target of 3.45%. Sickness has increased slightly in the first two months of 16/17, but is still lower than at the same time in 15/16.
- We continue compare well against external comparators – all Local Government (3.5%), all employers (3.0%) and all large organisations of 5,000+ employees (4.33%) – CIPD Annual report 2015
- As at 31 May 2016, the HR Employee Relations team were supporting managers with a total of 32 absence and attendance management cases and 10 employees were dismissed from employment during 2015/16 as a result of sickness absence or ill health. A further 3 left voluntarily on health grounds.
- Resources continue to be lower than NCC overall levels (2.70%), just missing the stretch target of 2.62%.

What will success look like?

- Continuing to achieve our sickness absence target. The proposed target is 3.00%
- It should be noted that we have set a stretch target in this area to support the continuing drive to reduce absence and to bring NCC absence levels in line with the average absence rates of all employers as published in the CIPD Annual report (currently 3.0%)

Action required

- Employee Relations “surgeries” to be held in localities during 2016 to focus on absence management.
- Continue to ensure managers are equipped, through training and appropriate tools, to prevent/manage absence through the ‘Performance Conversations’ training.
- People performance dashboard to be launched in July to provide managers with monthly absence data by Department and Service.

Responsible Officers

Lead: Audrey Sharp, Acting Head of HR

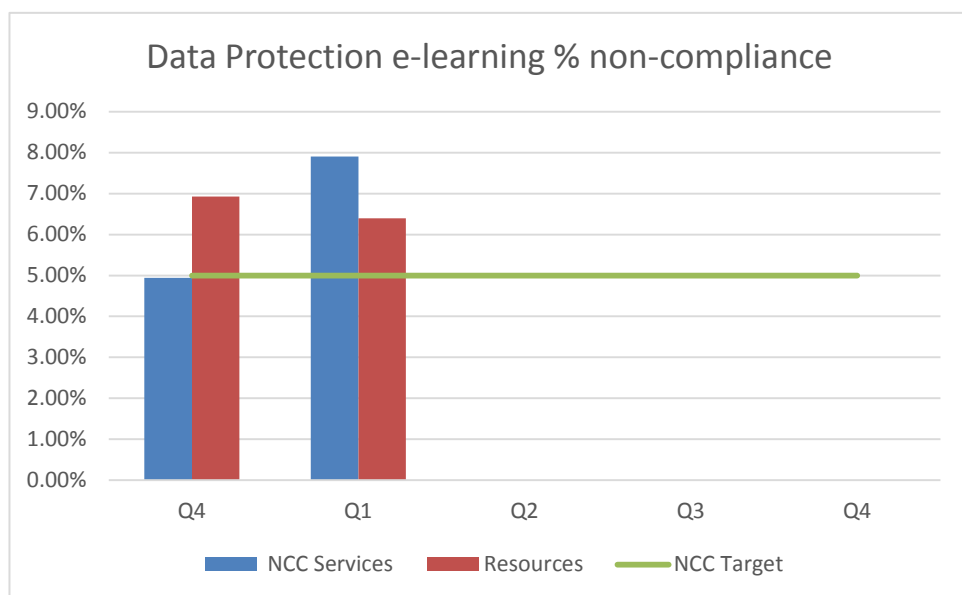
Data: Lesley Macdonald, HR Consultant

Mandatory DPA e-learning - % non-compliance

Why is this important?

Processing of data is a regular feature of most roles across NCC, and much of this is sensitive data relating to users of NCC services. It is critical therefore that all staff who process such data understand their obligations under the Data Protection Act and how this relates to their job. All staff are required to undertake data protection e-learning on a 3 yearly basis as a minimum. This measure identifies the staff who have not completed their training within timescale.

Performance



Performance has reduced at the end of Q1, with an increase in the number of employees who have not completed their training

What is the background to current performance?

- To date, a list of staff who do not hold a valid data protection elearning certificate is cascaded to senior managers for action on a monthly basis.
- This measure identifies the proportion of NCC employees who are not compliant as at the end of June 2016, which is 7.91% which is above target, and Resources remains slightly above target at 6.40%, slightly improved compared to the previous quarter. Employees who have been non-compliant for more than 3 years have been contacted in July to remind them that they must complete this course as a matter of urgency.
- It should be noted that a programme of training and awareness is already planned to take place over the summer period regarding data protection and information security and the current e-learning course will be reviewed and refreshed.

What will success look like?

- Less than 5% of employees will be non-compliant
- Employees will understand the implications of the Data Protection Act and how this relates to the job
- Completion of data protection e-learning will be a priority for NCC

Action required

- Review current processes regarding cascade of non-compliant employees
- Departments to engage with training and awareness raising sessions over the summer 2016 period
- Review and refresh of data protection e-learning to be carried out (timings to be confirmed)

Responsible Officers

Lead: Audrey Sharp, Acting Head of HR Data: Lesley Macdonald, HR Consultant

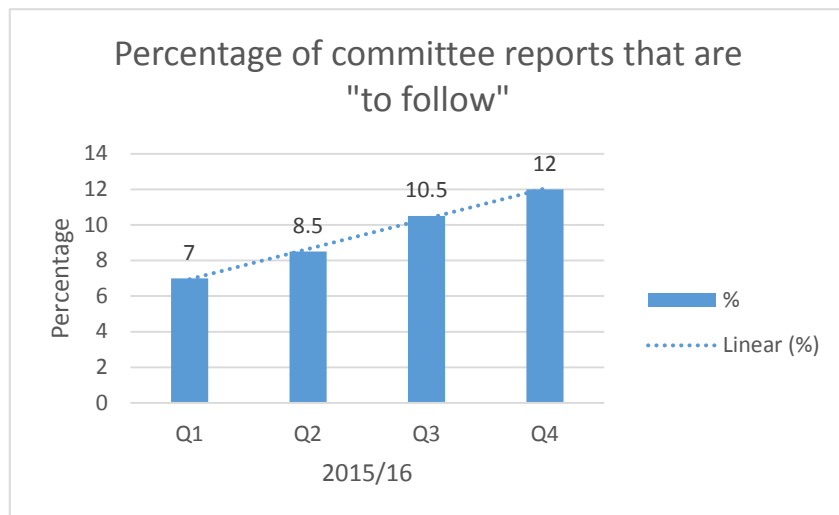
Percentage of Service Committee reports that are “to follow”

Why is this important?

It is an issue that Members frequently raise. Late circulations impact on the ability of Members to prepare for meetings. It is an indicator as to the robustness of the governance of an authority

Performance

What is the background to current performance?



- There is an increasing number of reports are marked “to follow” and Member concern has grown. Moving to a Committee system has heightened the importance of this indicator as all members are taking decisions, as opposed to a smaller number under the Cabinet system.
- Data has not been not routinely gathered and some retrospective analysis has been undertaken for the last year which has shown that the number of reports “to follow” has steadily increased. Now that we have the data, this will be analysed quarterly on a Committee by Committee basis and the steps set out below will be implemented.”

What will success look like?

Action required

- We have a significant reduction in the reports that are marked to follow

- There will be absolute clarity of the deadlines and all report authors will be aware of them
- Chief Officers will enforce deadlines and hold their staff to account
- Chairs will take a robust line with reports that are not sent out with the first circulation and hold Chief Officers to account.
- Committee Officers will more be proactive in supporting and advising report authors

Responsible Officers

Lead: Chris Walton, Head of Democratic Services Data: Karen Haywood, Democratic Support Team Manager

HR - Appraisal completion rate

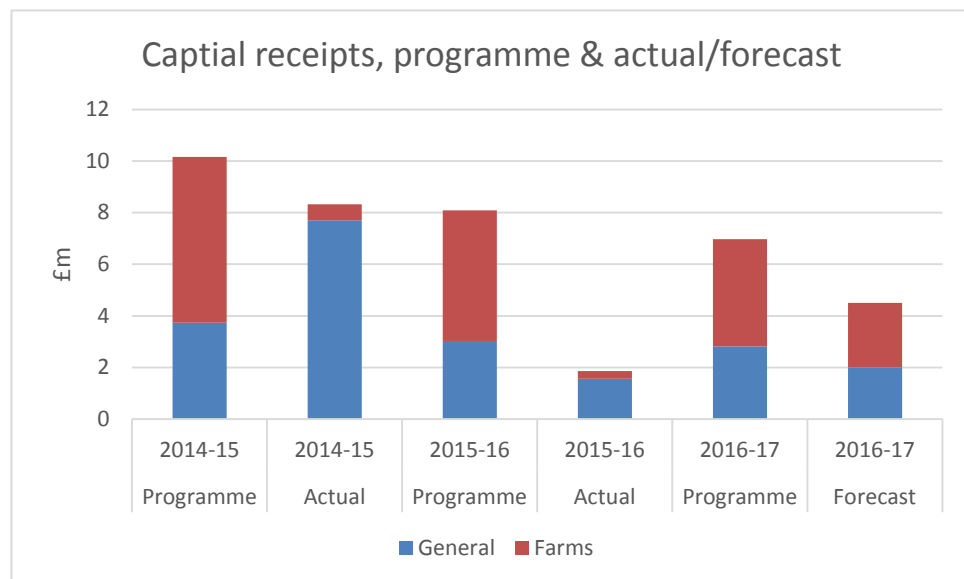
Why is this important?																									
Appraisals are an important opportunity to evidence that work activities are aligned to organisational priorities and objectives and through regular supervision throughout the year, to ensure that employee performance is maintained at a high level.																									
Performance	What is the background to current performance?																								
<div><div>Completed Appraisal %</div><table><caption>Completed Appraisal % Data</caption><thead><tr><th>Year</th><th>Resources (%)</th><th>NCC (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>2012</td><td>52</td><td>33</td><td>95</td></tr><tr><td>2013</td><td>61</td><td>60</td><td>95</td></tr><tr><td>2014</td><td>68</td><td>54</td><td>95</td></tr><tr><td>2015</td><td>93</td><td>81</td><td>95</td></tr><tr><td>2016 (as at May)</td><td>8</td><td>10</td><td>95</td></tr></tbody></table></div> <p>There has been a steady increase in the number of appraisals completed annually across the organisation, with the exception of 2014.</p>	Year	Resources (%)	NCC (%)	Target (%)	2012	52	33	95	2013	61	60	95	2014	68	54	95	2015	93	81	95	2016 (as at May)	8	10	95	<ul style="list-style-type: none">• In 2010, the Modern Reward Strategy introduced a link between performance and incremental progression which was strengthened in 2012 so employees who were assessed at level 1 or 2 were not entitled to an increment. 2014/15, 81% of employees had a performance appraisal however completion rates varied considerably across the organisation from 57% to 95%. The returns for some departments were affected by large-scale restructurings e.g. Children’s Services.• Resources had a completion rate of 93% in 2014/15, the second highest completion rate across NCC.• Overall, since there has been a greater emphasis on completing appraisals there has been a steady improvement in the number of appraisals conducted each year• The CIPD Employee Outlook report in Autumn 2014 highlighted that on average 27% of employees never received a performance appraisal (all employers). A CEB survey in 2016 highlighted that removing performance ratings reduced employee engagement by 6% and productivity drops by 10%.
Year	Resources (%)	NCC (%)	Target (%)																						
2012	52	33	95																						
2013	61	60	95																						
2014	68	54	95																						
2015	93	81	95																						
2016 (as at May)	8	10	95																						
What will success look like?	Action required																								
<ul style="list-style-type: none">• All employees having a completed appraisal unless they fall into the “not applicable” category	<ul style="list-style-type: none">• DMT’s will receive weekly reports during the appraisal cycle and updating them on progress on appraisal completions within their Services and teams• Appraisal data will also be included on the new People Performance Dashboard to be launched shortly• Continue to ensure managers are equipped, through training and appropriate tools, to manage performance effectively through the ‘Performance Conversations’ training.																								
Responsible Officers	Lead: Audrey Sharp, Acting Head of HR Data: Lesley Macdonald, HR Consultant																								

Finance - Capital receipts

Why is this important?

Where the Council owns property which it does not need, disposals can release capital receipts and reduce running costs.

Performance



Current forecast capital receipts are 54% of capital programme projections.

What is the background to current performance?

- Latest projections are as follows:

	2015-16 £m	2016-17 £m
	Capital programme	Forecast
General Capital Receipts	2.825	2.121
County Farms Capital Receipts	4.153	1.633
Estimated Total Capital Receipts	6.978	3.754

- As can be seen from the graphs, the timing of large disposals is unpredictable.
- Expected capital receipts have reduced as a predicted sales dates have been put back or a decision has been made to delay sale.
- The main reasons for the decrease in expected receipts for the current year is the putting back to 2017-18 of a number of sales, including fringe land at Sprowston farm land with development potential at Lingwood and Attleborough.
- A report to May P&R identified over 70 of properties or landholdings to be subject to development proposals or disposal.

What will success look like?

- Minimising the Council's need to borrow, and reducing maintenance and other revenue costs will be achieved through the generation of capital receipts as set out in the Capital Programme, as part of the Council's longer term disposals programme.

Action required

- The Corporate Property Team continues to identify properties which are surplus to requirements.

Responsible Officers

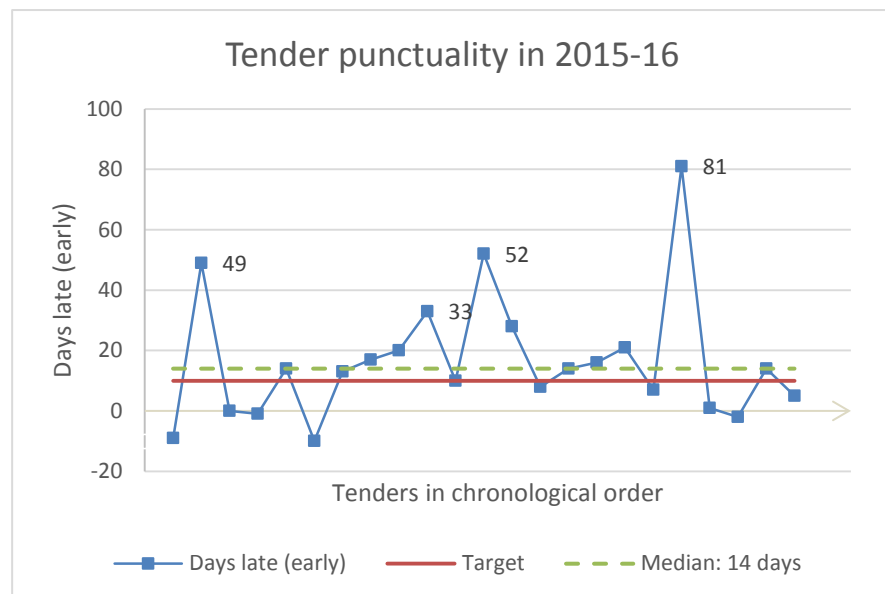
Lead: Harvey Bullen, Head of Budgeting and Financial Management
Data: Howard Jones, Corporate Accounting Manager

Procurement - Timeliness of tendering process – median delay in days

Why is this important?

Timely delivery of tender processes is important so that both bidders and customer departments can plan effectively and make best use of resources.

Performance



What is the background to current performance?

Most delays occur in the tender evaluation and approvals stage.

There are five causes:

- Most commonly, dilatory evaluation and decision making by the client department
- Unrealistic timescales, particularly where member sign-off is required
- Occasionally, the need to clarify tender submissions to a greater degree than normal
- Rarely, lack of organisational agreement on the procurement, resulting in late difficulties in agreeing contract award
- Rarely, there is a challenge from a bidder to the provisional award decision.

Of the four longest delays last financial year:

- two resulted from delays in evaluation and decision-making by the client department in spite of a reasonable timescale
- one resulted from an unrealistically short timescale for evaluation and decisions
- one resulted from a challenge, which was later resolved.

What will success look like?

- We have been unable to identify an external baseline for this indicator
- We propose that tenders should normally be delivered no more than ten days beyond the planned date.
- As we bear down on performance we will reassess where the target should be placed.

Action required

- With immediate effect, timescales to be reviewed more rigorously by senior management in procurement before a tender is issued
- Head of Procurement to instruct procurement officers to escalate delayed evaluation or decision-making at the earliest stage
- The routine discussion of proposed major tenders at CLT should ensure better organisational alignment.

Responsible Officers

Lead: Joan Murray, Head of Sourcing Data: Claire Dawson, Sourcing Team

4. Recommendations

4.1. Committee Members are asked to:

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.

In support of this last recommendation, 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 development of the revised performance management system or the performance management report.

6. Issues, risks and innovation

- 6.1. There are no significant issues, risks and innovations arising from the development of the revised performance management system or the performance management report.

7. Officer contact

- 7.1. If you have any questions about matters contained please get in touch with:

Officer Name: Pippa Bestwick, Head of Programme Office

Tel No: 01603 222200

Email address: pippa.bestwick@norfolk.gov.uk



If you need this Agenda 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.

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 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

	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

APPENDIX 2

List of Resources and Finance vital signs

Vital Signs Indicator	What it measures	Why it is important
Finance vital signs		
Budget monitoring – forecast vs budget at a County level	Forecast net over/under spend	Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves.
Savings targets delivered – by Committee	Budgeted Savings compared to Actual / Forecast by Committee	Making savings is key to supporting delivery of a balanced outturn position and ensuring the Council maintains a robust financial position.
Capital programme tracker	Expenditure compared to indicative calculations based on budgets and historic patterns of expenditure	Members set a capital budget each year in the expectation that capital projects will be delivered and budgets controlled.
Ratio of corporate net expenditure compared to frontline net expenditure	Budgeted ratio of Corporate to Frontline compared to Actual / Forecast	The ratio of Corporate to Frontline net budget demonstrates the value for money of the internal organisation, and indicates how effectively the costs of running the council are being managed to maximise the resources available for service delivery.
Savings - support services compared to front line	Budgeted Efficiencies and Service Reductions compared to Actual / Forecast, with percentage of Efficiencies	Demonstrates to what extent savings that achieve efficiencies in systems and processes, and better use of resources and technology have been prioritised over those which impact on front line delivery (ceasing or reducing a service) to users, partners, and members of the public.
Capital receipts	Current forecast capital receipts as a percentage of capital programme projections	Where the Council owns property which it does not need, disposals can release capital receipts and reduce running costs.
Resources vital signs		
IM - Subject Access Requests (SAR) - % resolved within timescales	There is a legal requirement to respond to Subject Access Requests (SAR) requests within a statutory time limit of 20 working days.	Meeting these timescales shows that we are able to access and collate information quickly and effectively. It is also good practice as a democratic/public organisation to respond to such requests as quickly as possible.
IM - Freedom of Information (FOI) requests - % resolved within timescales	There is a legal requirement to respond to Freedom of Information (FOI) requests within a statutory time limit of 40 calendar days.	Meeting these timescales shows that we are able to access and collate information quickly and effectively. It is also good practice as a democratic/public organisation to respond to such requests as quickly as possible.

Vital Signs Indicator	What it measures	Why it is important
IM - Number of DPA breaches categorised as Serious	The number of self-reported breaches of the Data Protection Act categorised as serious	The Council is legally required to ensure that data is managed in line with the Data Protection Act 1998 (DPA). The DPA is enforced by the Information Commissioner's Office (ICO), which has several options when it finds an organisation to be in breach of the act, including monetary penalty notices and prosecutions.
ICT Abandonment Rate - % of calls abandoned on the ICT Service Desk	The percentage of customers that abandon their call to the ICT service desk, they don't wait to speak with an Agent	It impacts the customer journey, giving them a negative experience and may impact their productivity.
ICT - Incidents per customer per month	How many times within a month the customers contact the Service Desk by any method	It will highlight any blockages or issues if the customers exceed the base line of 1.5 per month.
ICT - First line fix	The percentage of customers that have their events resolved by the first line support, Service Desk	It impacts the customer journey, the more efficient ICT are results in greater productivity of the user.
ICT - Incidents resolved within SLA	How many times within a month the customers contact the Service Desk by any method	It will highlight any blockages or issues if the customers exceed the base line of 1.5 per month.
HR - Sickness absence - % lost time	The proportion of contracted working days which are lost due to sickness absence	Maintaining staff wellbeing and reducing the number of days lost to staff sickness is important to the efficient running of the organisation, in particular its running costs and ability to deliver key services. Staff sickness is also indicative of the health of the organisation.
HR - Time to recruit	The speed at which people are appointed	Delays in appointment to vacant posts may have an impact upon service performance
HR - Agency and contract staffing spend as a percentage of pay bill	Spend on off-payroll staff (includes agency staff and staff engaged through the internal temporary staff agency) as a percentage of the total employee pay-bill	NCC employs a range of resourcing options to ensure that we can respond to the needs of the business flexibly including our ability to engage expertise on a short term basis eg temporary increase in work, sick or maternity cover or while we try to recruit to a vacant post. It is important to understand NCC's level of reliance on a transient workforce who may leave the organisation with limited notice as this may lead to increased pressure on the permanent workforce or inconsistent service delivery.

Vital Signs Indicator	What it measures	Why it is important
HR - Induction and onboarding first impression survey	Under development	Under development
HR - Mandatory Data Protection Act e-learning - % non-compliance	The number of people who have no completed mandatory DPA training within timescale	Poor awareness of the DPA and data/information management may place the organisation in breach of its legal responsibilities
HR - Appraisal completion rate	Completed appraisals as a percentage of number of appraisals that are due	Appraisals are an important opportunity to evidence that work activities are aligned to organisational priorities and objectives and through regular supervision throughout the year, to ensure that employee performance is maintained at a high level.
Coms - Reputation	Under development	Under development
NPLaw - File Reviews show that options and risks have been presented and considered	The percentage of files reviewed by NPLaw that have clear evidence of options and risks considerations	This is a key factor in the retention of LEXCEL accreditation
NPLaw - Client confidence (Client satisfaction surveys)	Bi-annual compilation of data from client satisfaction surveys	Client confidence can be indicative of the quality of service received and can impact upon reputation and so future levels of business
Dem Servs – Percentage of service committee reports that are “to follow”	% of Service Committee agendas containing at least one report marked "to follow" – available by committee	Late circulations impact on the ability of Members to prepare for meetings. It is an indicator as to the robustness of the governance of an authority.
Dem Servs – Member Satisfaction with Support provided by Democratic Services	Member satisfaction survey results	It is important that Members are supported well to make sure they are equipped to fulfil the various roles they undertake in the Authority. Well supported Members are important for good governance.
Procurement - Proportion of top 50 contracts where a specified checklist of contract management practices is met	Compliance with contract management best practice	Good contract management is known to lead to lower costs and improved performance.

Vital Signs Indicator	What it measures	Why it is important
Procurement - Proportion of significant suppliers that have an identified sponsor and supplier relationship plan that is delivered	Whether we are communicating in a joined-up fashion with each major supplier	Major suppliers have a significant impact on the council's performance. They are also potentially a valuable source of innovation. Some major suppliers are also systemically important in the health and care system. A senior sponsor ensures that we are communicating in a joined-up fashion with each major supplier.
Procurement - Bidder satisfaction with OJEU tenders	Feedback from questionnaires	It is important that the council has a reputation for being efficient and fair in its tendering processes, so that good suppliers are encouraged to bid.
Procurement - Proportion of OJEU tenders where market engagement took place before the contract notice was placed	Proportion of tenders where a Prior Indicative Notice was placed	Market engagement before the procurement process begins ensures a wider range of bidders and enables the council to check that what is proposed is deliverable and affordable.
Procurement - Timeliness of tendering process (for larger tenders placed in the Official Journal) - median delay	Tender punctuality	Timely delivery of tender processes is important so that both bidders and customer departments can plan effectively and make best use of resources.
Procurement - Proportion of tenders for which there are at least three bids	Proportion of tenders for which there are at least three bids	Sufficient competition is likely to lead to better value for money. It is also a proxy for whether the council's requirements are realistic.
Procurement - % external spend on formal contracts	% external spend on formal contracts	Planned, formal contracts help to ensure that spend is effectively tracked, based upon the best price and terms and that potential for savings are optimised
Customer satisfaction with Resources' services	Feedback from customer satisfaction surveys by services area	Client satisfaction can be indicative of the quality of service received and can impact upon reputation and so future levels of business

Policy and Resources Committee

Item No
11.1b...

Report title:	Corporate vital signs performance management report
Date of meeting:	18 July 2016
Responsible Chief Officer:	Debbie Bartlett, Head of Business Intelligence and Performance Service
Strategic impact Robust performance management is key to ensuring that the organisation works efficiently and effectively to develop and deliver services that represent good value for money, deliver the Council's priorities, and improve outcomes for Norfolk people.	
Executive summary <p>This report presents current performance against the council's corporately significant vital signs performance indicators, based upon the revised performance management system which was implemented as of 1 April 2016.</p> <p>Vital sign indicators provide timely and insightful data that informs the management of key services, and support improved accountability for the delivery of the council's priorities. During June and July each committee has reviewed and acted upon performance reports reviewing the relevant vital signs, and the report cards presented here reflect these discussions.</p> <p>A full list of corporately significant indicators is presented in the committee's performance dashboard. For some of these indicators, the performance measures are under development because the data to populate the dashboard is being identified and analysed. Detailed performance information is available by exception for indicators that: are off-target; are deteriorating consistently; or that present performance that affects the council's ability to meet its budget; or adversely affects one of the council's corporate risks.</p> <p>Of the 24 corporately significant vital signs indicators, 7 indicators have met the exception criteria and are reported in depth as part of the presentation of this paper.</p> <p>The report highlights that the council's vital signs remain under review in the light of significant ongoing changes and challenges, and that committees will continue to be involved in discussions and decisions about ensuring that the council's indicators and performance management arrangements address Norfolk's most important issues and outcomes, and support improved accountability.</p>	
Recommendation <ol style="list-style-type: none">1. Review and comment on the performance data, information and analysis presented in the vital sign report cards.	

1. Introduction

- 1.1. This is the first performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016. This report contains:
- A Red/Amber/Green rated dashboard overview of performance for the 24 corporately significant vital signs indicators
 - Report cards for those vital signs the 7 corporately significant vital signs indicators that have met the exception reporting criteria.
- 1.2. Vital sign indicators provide timely and insightful data that informs the management of key services, and support improved accountability for the delivery of the council's priorities.
- 1.3. Each vital sign is 'owned' by the responsible officer for the relevant service, who is accountable for performance. Based on performance reviews and challenge, the performance owner updates the report card to reflect any changes in the data or in the actions required to improve performance. Each service committee in turn owns the measures for the services which they are responsible for. These form the basis of their regular performance management governance and reporting, and reflect the outcomes, priorities and improvement areas identified in their strategies and service plans. During June and July each committee has reviewed and acted upon these reports, and the exception report cards presented here reflect those discussions.
- 1.4. In total there are around 100 vital signs across all services and committees. Of these, 24 have been selected as being 'corporately significant' and are the basis of this report to Policy & Resources Committee, providing whole-council oversight on key issues and challenges.
- 1.5. The corporately significant vital signs have the following characteristics. They:
- Provide insight into how well the council is achieving its stated priorities, and is addressing important improvement areas
 - Measure those things that are important to Norfolk people, and/or to the effective delivery of key services
 - Enable in-depth analysis of the factors that drive performance, and support informed decision making about required actions.
- 1.6. The selection criteria for determining which indicators are corporately significant are geared towards selecting important signs and giving in depth analysis to manage performance. The following criteria have been applied to all of the vital signs indicators:
- Delivering our four priorities as outlined in the County Council Plan
 - Implementing our key strategies such as Promoting Independence and Children First
 - Managing and mitigating our corporate risks
 - Delivering the Council's budget and savings targets
 - Delivering corporately important improvement plans (eg following Ofsted inspections) or new legislation (eg the Care Act).

The full list of the 24 corporately significant vital signs indicators is in Appendix 1.

- 1.7. The council is in a period of significant change, with a range of strategies – for example Promoting Independence in Adult Social Services, and the whole council's approach to devolution – under development. In the light of this the council's list of vital signs indicators (and therefore its corporately significant indicators) will remain under review. In particular it is important that we continue to identify measures that better reflect the outcomes we are trying to improve on behalf of Norfolk people, and that support better insight into, and

greater accountability for, the delivery of the council's priorities. Over time, this is likely to mean a move away from the current high number of 'process' indicators to those that better reflect the effectiveness of services, and the experiences of Norfolk people. Any proposals to change the vital signs will be explored and decided-upon by the committee through future reports.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance. This then complements the 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 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.
- 2.3. The performance dashboard is a working document. Some of the indicators are newly created and monitor data that has not previously been collected in the current format and so there is no historical dataset. Others are derived from existing datasets but are being analysed in a new way. As such, there are some indicators that are labelled as 'Under Development'.

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	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Target
{ASC} Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)	Smaller	32.4	30.2	30.8	28.7	28.9	27.7	25.3	23.7	22.5	22.5	21.7	21.1		21.3
{ASC} Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (65+ years)	Smaller	680	683	685	684	676	661	645	645	622	617	623	616		619
{ASC} % of people still at home 91 days after completing reablement	Bigger	87.0%	93.1%	92.4%	91.4%	91.5%	92.4%	92.2%	92.0%	91.4%	91.7%	90.7%	92.2%		90.0%
{ASC} Number of days delay in transfers of care per 100,000 population (attributable to social care)	Smaller	1.3	0.9	0.8	0.9	1.0	1.2	1.3	1.4	1.5	1.5	1.5	2.9		
{Public Safety} Performance against our Emergency Response Standards	Bigger	81.5%	79.5%	73.8%	73.1%	76.2%	78.0%	77.6%	79.3%	78.2%	78.1%	79.4%	78.6%	79.4%	80.0%
{ChS} Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Smaller														Under Development
{ChS} Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Smaller									27.0%	23.1%	27.0%	28.2%	28.2%	<20%
{ChS} Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)	Smaller	14.6%	15.2%	20.7%	5.9%	0.0%	3.3%	5.6%	5.1%	14.8%	7.3%	3.5%	5.5%	20.3%	<15%
{ChS} Percentage of Children Starting to be looked-after who have previously been looked-after	Smaller	9.7%	17.2%	10.9%	12.9%	13.8%	11.8%	20.0%	13.2%	10.0%	21.1%	31.4%	17.4%	17.9%	<15%
{ChS} LAC with up to date Care Plan	Bigger	92.1%	90.4%	92.2%	91.6%	90.7%	90.4%	94.1%	91.5%	94.9%	94.3%	95.2%	96.6%	94.7%	100%
{ChS} LAC with up to date Personal Education Plan (PEP)	Bigger	78.2%	76.7%	75.2%	73.1%	63.5%	59.9%	64.2%	67.1%		73.5%	73.5%	70.1%	88.9%	100%

{ChS} LAC with up to date Health Assessment (HA)	Bigger	76.9%	78.8%	77.7%	77.3%	77.3%	78.0%	76.3%	76.0%	76.0%	81.9%	81.9%	84.9%	84.6%	100%
{ChS} Eligible Care Leavers with up to date Pathway Plan	Bigger	75.8%	68.6%	76.8%	79.4%	78.7%	81.1%	86.4%	76.7%	81.1%	85.9%	84.9%	86.0%	84.5%	100%
{Finance} Budget monitoring – forecast vs budget at a County level	On plan	£12.39m	£12.33m	£10.81m	£8.76m	£5.74m	£4.28m	£3.13m	£2.48m	£0.0m	£0.0m	-£0.05m		£9.5m	£0.0m
{Finance} Savings targets delivered - by committee	Bigger											£23.05m	£41.42m	£35.53m	£41.42m
{IM} Number of DPA breaches categorised as Serious	Smaller	2	1	1	0	0	0	2	0	0	0	1	0	0	0
{ICT} ICT incidents per customer per month	Smaller						1.6	1.7	1.4	1.5	1.6	1.5	1.4	1.7	1.5
{HR} Sickness absence - percentage lost time	Smaller	3.60%	3.56%	3.58%	3.56%	3.44%	3.25%	3.32%	3.32%	3.33%	3.16%	3.34%	3.34%	3.48%	3.00%
{HR} Time to recruit	Smaller														Under Development
Quarterly	Bigger or Smaller is better	Jun 13	Sep 13	Dec 13	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger										83.0%		84.0%		84.0%
{H&T} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	73.8%	73.7%	74.5%	75.7%	74.8%	75.0%	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%		75%
{E&P} Kilograms of residual household waste per household per week	Smaller				10.3				10.4			10.2	10.3		10.4
{ChS} Rate of Looked-After Children per 10,000 of the overall 0-17 population	Smaller					68.4	66.5	64.5	64.1	64.0	63.6	63.1	62.5		<55
{Procurement} Proportion of top 50 contracts where a specified checklist of contract management practices is met	Bigger														Under Development
Annual (calendar)	Bigger or Smaller is better	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Target
{EDS} Median full time weekly pay – comparison between Norfolk and the national average	Bigger											91.0%	89.0%	90.0%	
{EDS} % of ESA claimants who claim benefits for more than one year	Smaller											65.0%	62.0%	71.0%	

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
{ASC} Average spend per person in long term services (18-64; 65+)	Smaller														Under Development
{ChS} Percentage of children working at or exceeding the expected level in Reading, Writing & Maths at KS2	Bigger														Under Development
{ChS} GCSE attainment	Bigger														Under Development
{HR} Agency and contract staffing spend as a percentage of pay bill	Smaller										6.4%	7.7%	8.6%	8.3%	10.0%

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 and it is updated on a monthly basis.
- 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 clearly specified on the report cards.
- 3.3. Vital signs are reported to committee on an exceptions basis, as below. Of the 24 corporately significant vital signs indicators, the following 7 indicators have met the exception criteria and so will be discussed in depth as part of the presentation of this report:
- ASC - Number of days delay in transfers of care per 100,000 population (attributable to social care)
 - ChS - Percentage of children starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)
 - ChS - Looked After Children with an up to date Health Assessment
 - Finance - Budget monitoring – forecast vs budget at a County level
 - Finance - Savings targets delivered (by committee) forecast 2016/17
 - ICT - ICT incidents per customer
 - HR - Sickness absence – percentage of lost time.
- 3.4. 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>

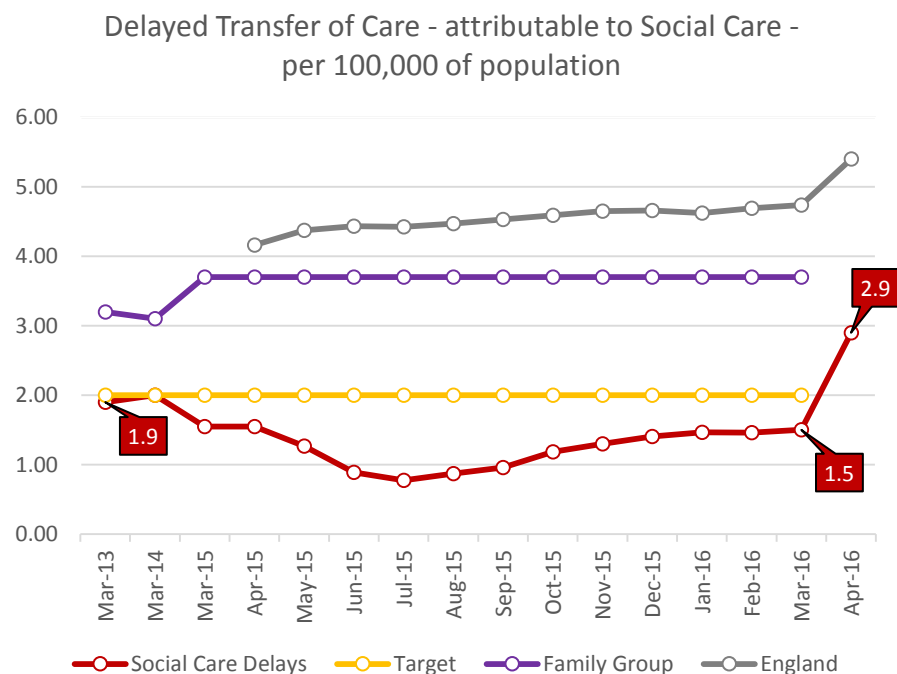
ASC - Number of days delay in transfers of care per 100,000 population (attributable social care)

Why is this important?

Delayed transfers of care attributable to adult social services can cost health services significant amounts of money, and nationally are attributed to significant additional health services costs. Continuing Norfolk's low level of delayed transfers of care is vital to maintaining good working relationships with health services, and is critical to the overall performance of the health and social care system. This is likely to be an indicator in future Better Care Fund agreements.

Performance

What explains current performance?



- Norfolk has historically performed strongly in this indicator, however in April 2016 the number of delays per 100,000 of population nearly doubled when compared to the previous month.
- The increase appears to have largely been driven by a sharp jump in delays attributable to social care from the Norfolk & Norwich University Hospital – from a consistent baseline of zero in recent months, to over 250 in April.
- This would suggest a change in recording practice – genuine changes in performance rarely occur without warning. It is important to note that the Council rely on health services data for this indicator.
- Overall, combined delays (for both health and social care) increased from 10.8 to 17.2 per 100,000 of population between March and April 2016.
- Our performance against this indicator may be influenced by our drive to reduce permanent admissions to residential care and also the availability of community based support such as home care services.
- Irrespective of data issues, the health and care system remains under significant pressure - The overall number of delays per 100,000 for England also increased in April, rising from 4.7 to 5.4.

What will success look like?

- Low, stable and below target, levels of delayed discharges attributable to Adult Social Care.

Action required

- Investigate data recording and potential performance issues in light of rapid change in figures
- Continued monitoring of levels of delays to ensure that performance remains on track
- Any genuine worsening of performance will require priority action in partnership with health services.

Responsible Officers

Lead: Catherine Underwood – Director of Integrated Commissioning Data: Business Intelligence & Performance Team

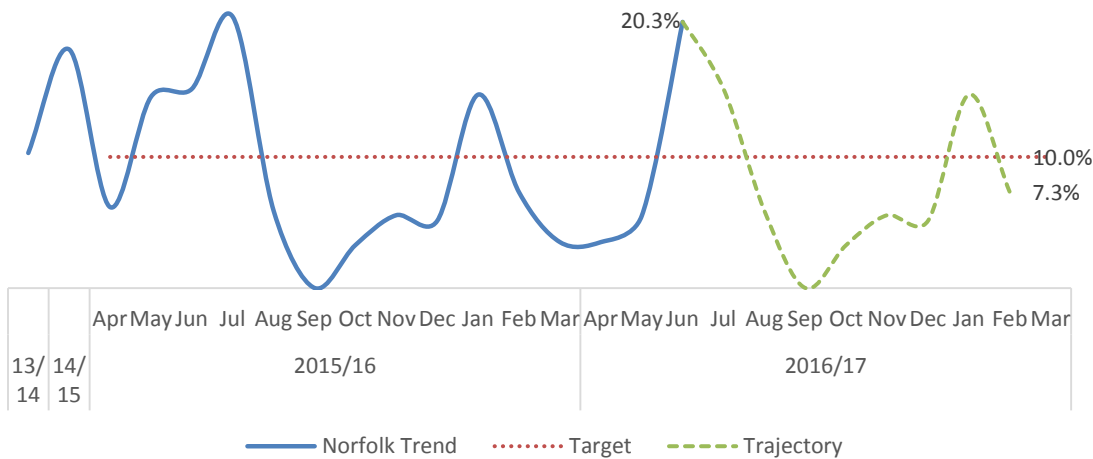
ChS - Percentage of children starting a Child Protection Plan who have previously been subject to a Child Protection Plan (in the last 2 years)

Why is this important?

A successful CP Plan outcome is not just about reducing risk at a particular point in time but is about ensuring that children who have been subject to CP intervention stay safe after the plan has ended.

Performance

Children Starting a Child Protection Plan for a 2nd/Subsequent Time



What is the background to current performance?

- This measure is subject to significant month-to-month fluctuations in percentage due to the relatively small numbers of children involved. In this case the May figures relate to 13 children.
- There are no specific Locality concerns arising at this point. Of the 13 children above, 4 were in North Norfolk and 5 in Gt Yarmouth. However, in the previous month, neither of these localities had any cases.

Action required

- No specific remedial actions are deemed necessary at this point. However, we will continue to monitor this area closely to ensure that our trend remains on target.
- The spike across May/June reflects a similar profile to 15/16 and if patterns continue to mirror the previous year, there will be merit in further analysis to establish whether there is predictability in demand.

What will success look like?

- The percentage of children starting a CP Plan for a second/subsequent time in Norfolk is below that of similar local authorities within England at 10-15%.
- At the same time, the percentage should not be too low as children who need the support should not be prevented from starting a CP Plan simply because they have previously had one.

Responsible Officers

Lead: Cathy Mouser Data: Don Evans

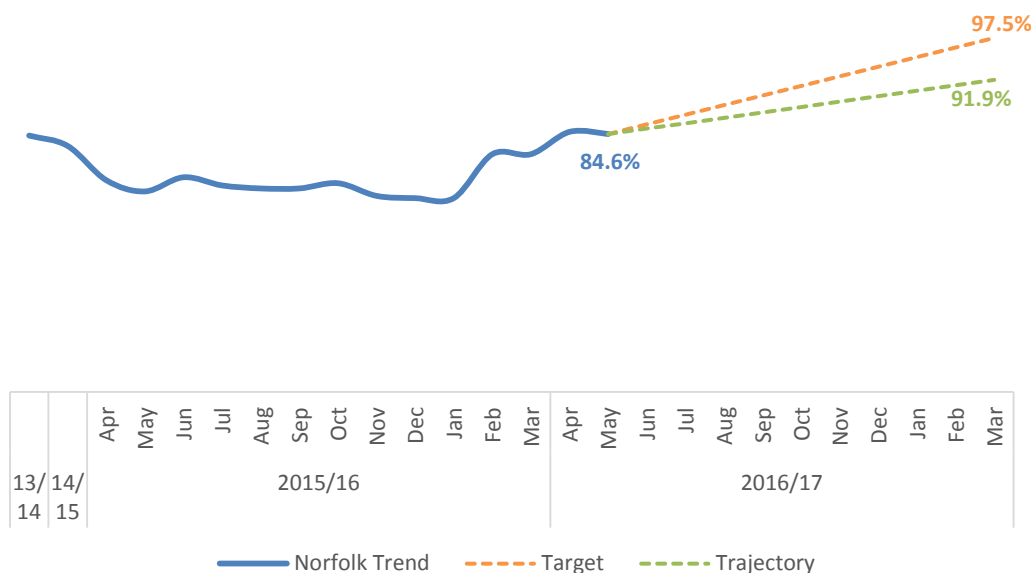
ChS - Looked After Children with an up to date Health Assessment (HA)

Why is this important?

Looked-After Children are among the most vulnerable in our society, a great many of whom have experienced neglect or abuse. Regular Health Assessments ensure that any emerging health issues are identified and appropriately managed.

Performance

Percentage of LAC for 12+ months with up-to-date Health Assessment:



What is the background to current performance?

- Whilst the completion rates for all Assessments compared favourably with other LAs, performance on Initial Health assessments was extremely poor (c.9%) at the time of the Inspection and was highlighted as a concern by Ofsted.
- There has been a significant amount of work undertaken within Children's Services, particularly around changing business processes which has vastly improved the speed of requests being made to health colleagues.
- Health colleagues have made corresponding significant improvements in the delivery of Initial assessments.
- Performance on IHAs in timescale currently stands at 84%.

Action required

- Expansion of IHA provision to include GPs (currently has to be carried out by a Paediatrician).
- Further refinement of business processes as/when required.

What will success look like?

- Almost all children who have been looked-after for 12 months or more will have had their health assessment in timescale, in line with the top performing 25% of local authorities in England.
- The target is for 97.5% of children who have been looked-after for 12 or more months to have had a timely Health Assessment by the end of March 2016.

Responsible Officers

Lead: Cathy Mouser Data: Don Evans

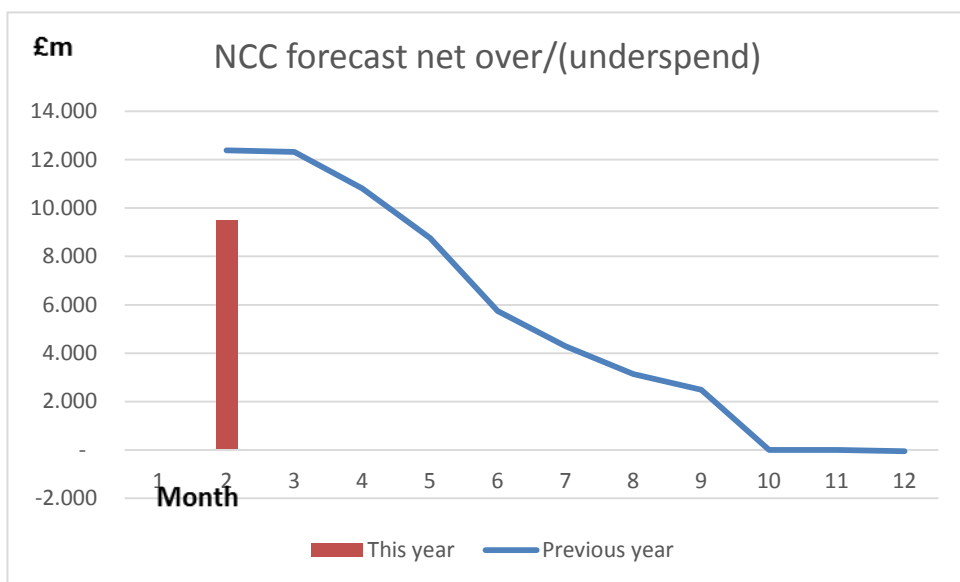
Finance - Budget monitoring – Forecast v Budget at a County level

Why is this important?

Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves.

Performance

What is the background to current performance?



The graph above shows an overspend of £9.5m forecast at the end of May 2016.

As in previous years, the main areas for the forecast overspend are as follows:

- Adult Social Services: the net cost of services to users (Purchase of Care and hired transport), and risks associated with the delivery of recurrent savings
- Children's Services: Looked After Children numbers remain higher than planned.

These pressures have already taken into account £5m use of the Business Risk reserve. Assumptions regarding the cost of borrowing built into the revenue budget mean that compensating overspends totalling £4m-£5m identified in previous years will not be available to support overspends in 2016-17.

What will success look like?

- A balanced budget, with no net overspend at the end of the financial year
- Where forecast overspends are identified, actions are put in place to mitigate and minimise these overspends.

Action required

- Chief Officers have responsibility for managing their budgets within the amounts approved by County Council.
- Chief Officers will take measures throughout the year to reduce or eliminate potential over-spends.

Responsible Officers

Lead: Harvey Bullen, Head of Budgeting and Financial Management

Data: Howard Jones, Corporate Accounting Manager

Finance - Savings targets delivered - by Committee

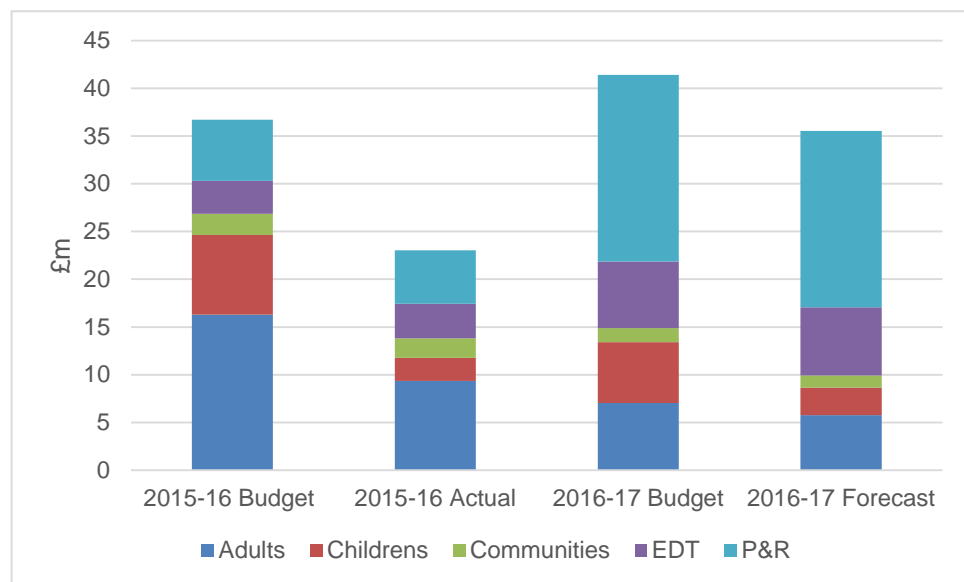
Why is this important?

Making savings is key to supporting delivery of a balanced outturn position and ensuring the Council maintains a robust financial position.

Performance

What is the background to current performance?

Budgeted Savings compared to Actual / Forecast by Committee



Savings forecast for 2016-17 is £35.530m, this is 14% below budget.

- Historically the Council has a good track record of achieving budgeted savings, delivering £200.177m of savings in the period 2011-12 to 2014-15, against budgeted savings of £207.855m.
- In 2015-16, there was a shortfall in savings delivery of £13.676m, reflecting increasing challenges in identifying and achieving savings. The shortfall was offset by other underspends within the Council's overall budget. This meant 23.045m of savings were achieved against budgeted savings of £36.721m.
- Savings of £41.419m have been budgeted for 2016-17.
- There are significant challenges to the delivery of future planned savings, particularly in relation to the Purchase of Care and Looked After Children budgets.
- At period 2, 2016-17 savings of £35.530m are forecast to be delivered, this is a shortfall in savings of £5.889m.

What will success look like?

- Planned levels of savings are achieved, supporting the Council to deliver a balanced outturn position for 2016-17.
- A robust financial position ensuring stability for the budget-setting process for future years.

Action required

- Various actions are underway to deliver individual saving plans.
- Details of the forecast shortfalls in savings are reported to P&R Committee and details of mitigating actions are set out in the report.

Responsible Officers

Lead: Harvey Bullen, Head of Budgeting and Financial Management
Data: Titus Adam, Financial Projects and Planning Manager

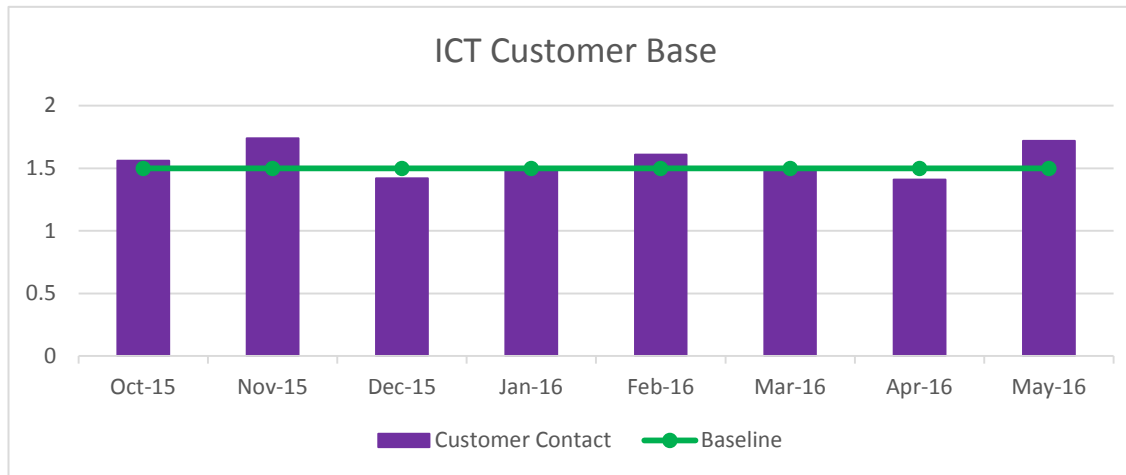
ICT - ICT incidents per customer

Why is this important?

Excessive Customer Contacts to the ICT Service Desk indicates a high level of day-to-day ICT problems being experienced by ICT users which hinders the Council from working effectively and efficiently

Performance

This graph shows the Incident performance and target, smaller is better



What is the background to current performance?

- Volume of calls relating to the outstanding problems with laptop devices are driving up call volumes and impacting outstanding queues
- Twenty nine Priority 1 (a P1 is a significant ICT problem affecting multiple users) Incidents recorded in the last 12 Months which has had a negative impact on the number of Incidents raised during the period.

What will success look like?

- Reduce the contacts per user per month to align with an industry (Gartner) best practice baseline of 1.5, the average for the period is 1.56
- Users routinely using the new Assyst ICT Service Desk system self-service functionality rather than calling or emailing the Service Desk
- Fewer Priority 1 (P1) Incidents.

Action required

- Focussed review of outstanding laptop device issues underway with the Council's ICT supplier, Hewlett Packard Enterprise (HPE)
- The introduction and promotion of the new Assyst ICT Service Desk system to ICT Customers which will allow them to self-serve including managing their own password resets for their Windows logon will help reduce calls to the service desk by circa 30% and have a positive impact on the call abandonment rate
- Increased focus on Problem Management to better identify the root causes of ICT incidents to prevent their reoccurrence.

Responsible Officers

Lead: Rob Price Service Delivery Manager

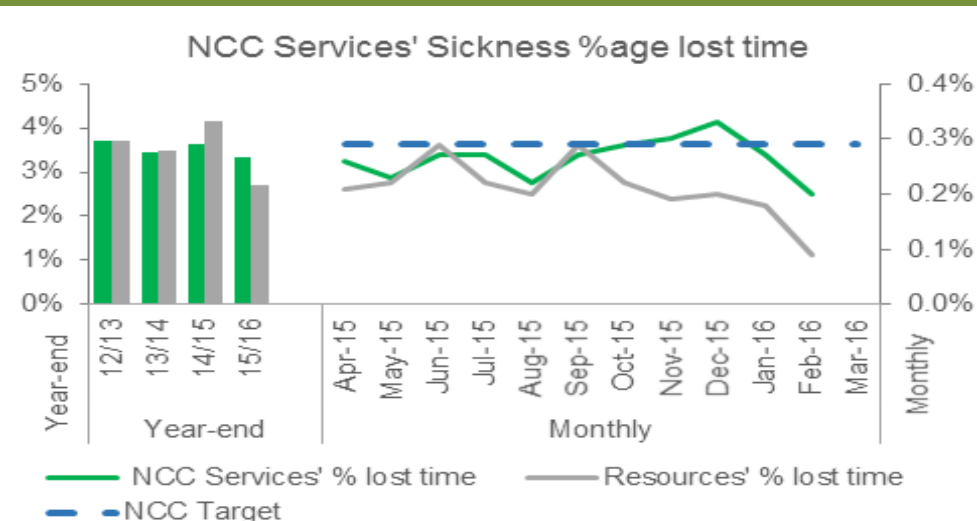
Data: Jo Carey Service Delivery Analyst

HR - Sickness absence – percentage of lost time

Why is this important?

Maintaining staff wellbeing and reducing the number of days lost to staff sickness is important to the efficient running of the organisation, in particular its running costs and ability to deliver key services. Staff sickness is also indicative of the health of the organisation.

Performance



With the exception of 2014/15, sickness absence has shown a steady decline over the last 4 years.

What is the background to current performance?

- In 2015/16, NCC sickness levels fell to their lowest recorded level, continuing the downward trend experience over recent years with a final outcome of 3.34%, below our target of 3.45%. Sickness has increased slightly in the first two months of 16/17, but is still lower than at the same time in 15/16.
- We continue compare well against external comparators – all Local Government (3.5%), all employers (3.0%) and all large organisations of 5,000+ employees (4.33%) – CIPD Annual report 2015
- As at 31 May 2016, the HR Employee Relations team were supporting managers with a total of 32 absence and attendance management cases and 10 employees were dismissed from employment during 2015/16 as a result of sickness absence or ill health. A further 3 left voluntarily on health grounds.
- Resources continue to be lower than NCC overall levels (2.70%), just missing the stretch target of 2.62%.

What will success look like?

- Continuing to achieve our sickness absence target. The proposed target is 3.00%
- It should be noted that we have set a stretch target in this area to support the continuing drive to reduce absence and to bring NCC absence levels in line with the average absence rates of all employers as published in the CIPD Annual report (currently 3.0%)

Action required

- Employee Relations “surgeries” to be held in localities during 2016 to focus on absence management.
- Continue to ensure managers are equipped, through training and appropriate tools, to prevent/manage absence through the ‘Performance Conversations’ training.
- People performance dashboard to be launched in July to provide managers with monthly absence data by Department and Service.

Responsible Officers

Lead: Audrey Sharp, Acting Head of HR Data: Lesley Macdonald, HR Consultant

4. Service committee exception reporting

- 4.1 The following performance issues were highlighted in the Performance Management reports to the service committee meetings in June and July 2016.

Children's Services Committee

- Children Starting a Child Protection Plan for a 2nd/Subsequent Time within 2 Years of a Previous Plan Ceasing*
- Children who have been looked-after for 12 or more months with up to date Health Assessment*
- Section 17 Children in Need (CIN) with an up-to-date CIN Plan.

Adult Social Care Committee

- Rate of carers supported within a community setting per 100,000 population
- Number of days delay in transfers of care per 100,000 population (attributable to social care)*
- Percentage of people receiving Learning Disabilities services in paid employment.

Communities Committee

- Status of Norfolk Resilience Forum plans where Norfolk County Council is the lead agency
- Library visits – physical and virtual
- Percentage of positive attendance instances versus the total number of available instances (NCLS)
- Quality of Looked After Child Review Health Assessments (Under 5 years)
- HIV late diagnosis
- Successful completion of drug treatment.

EDT Committee

- Percentage of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway.

Economic Development Sub-Committee

No exceptions were reported.

(* denotes that the indicator is a corporately significant vital sign.)

5. Recommendation

- 5.1. Committee Members are asked to:

1. Review and comment on the performance data, information and analysis presented in the vital sign report cards.

6. Financial Implications

- 6.1. There are no significant financial implications arising from the development of the revised performance management system or the performance management report.

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 management report.

8. Officer Contact

- 8.1. If you have any questions about matters contained please get in touch with:

Officer Name: Pippa Bestwick, Head of Programme Office

Tel No: 01603 222200

Email address: pippa.bestwick@norfolk.gov.uk



If you need this Agenda 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.

List of corporately significant vital signs indicators

The selection criteria for determining which indicators are corporately significant are geared towards selecting important signs and giving in depth analysis to manage performance. The following criteria have been applied to all of the vital signs indicators:

- Delivering our four priorities as outlined in the County Council Plan
- Implementing our key strategies such as Promoting Independence and Children First
- Managing and mitigating our corporate risks
- Delivering the Council's budget and savings targets
- Delivering corporately important improvement plans (e.g. following Ofsted inspections) or new legislation (e.g. the Care Act)

Vital Signs Indicators	What it measures	Why it is important
Communities Committee		
Response to emergencies	Emergency Response Standards	Responding quickly to an emergency can reduce the impact of the incident and save lives. We aim to get to a fire engine to 80% of 'Fires where life may be at risk' within 10 minutes and for 'Other emergencies where life may be at risk' within 13 minutes.
EDT Committee		
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
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.
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.
Economic Development sub-committee		
Norfolk weekly earnings	Median full time weekly pay – comparison between Norfolk and the national average	A skilled workforce is essential to growing existing, and attracting new businesses to Norfolk and to the overall prosperity of Norfolk communities

Vital Signs Indicators	What it measures	Why it is important
Getting people back into work	% of ESA claimants who claim benefits for more than one year	Residents claiming ESA have a higher likelihood of receiving support from NCC services.
Adult Social Services Committee		
Admissions of people to residential and nursing care (18-64 years)	Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (18-64 years)	People that live in their own homes, including those with some kind of community-based social care, tend to have better outcomes than people cared-for in residential and nursing settings. In addition, it is usually cheaper to support people at home.
Admissions of people to residential and nursing care (65+ years)	Decreasing the rate of admissions of people to residential and nursing care per 100,000 population (65+ years)	People that live in their own homes, including those with some kind of community-based social care, tend to have better outcomes than people cared-for in residential and nursing settings. In addition, it is usually cheaper to support people at home.
Delayed Transfers of Care	Decreasing the number of Delayed Transfers of Care (DToCs) per 100,000 population that are attributable to social care	DToCs can impact upon the patient experience of care and have a significant impact upon a hospital's operational capacity.
Reablement	% of people still at home 91 days after completing reablement	Measuring the effectiveness of reablement services indicates the performance of a key part of the health and social care system.
Average spend	Average spend per person in long term services (18-64 years and 65+ years)	The health and social care system is under significant financial stress.
Children's Services Committee		
Key Stage 2 Attainment	Percentage of Children at the end of Year 6 who achieve Level 4 in Reading, Writing & Maths	Whilst high attainment at every Key Stage is the core purpose of our support for school improvement function, there is not currently a composite measure for overall pupil attainment. It is well established through research and direct experience that attainment at Early Years is the cornerstone for attainment through subsequent Key Stages. However, KS2 attainment provides us with an independently verifiable measure at a point in a child's life where we can still significantly influence later attainment.
GCSE attainment	GCSE attainment	Achievement at GCSE can determine life-long earnings and so health and wellbeing outcomes.

Vital Signs Indicators	What it measures	Why it is important
Composite indicator 1 – Looked After Children and Care Leaver Plans and Assessments	Eligible Care Leavers with up to date Pathway Plan	
	LAC with up to date Care Plan	
	LAC with up to date Personal Education Plan	
	LAC with up to date Health Assessment	
Composite indicator 2 – Children First Strategy	Percentage of Referrals into Early Help Services who have had a referral to EH in the previous 12 months	Our Early Help services are designed to support and empower families to make lasting changes which will enable them to thrive and to meet any challenges/difficulties via their own reserves and/or use of universal services. The rate of re-referral is a key indicator of the extent to which the service is achieving its aims
	Percentage of Referrals into Section 17 CIN Services who have had a referral to S.17 CIN in the previous 12 months	Our Section 17 CIN services are designed to support and empower families to make lasting changes which will enable them to thrive and to meet any challenges/difficulties via their own reserves and/or use of universal services. The rate of re-referral is a key indicator of the extent to which the service is achieving its aims
	Percentage of Children Starting a Child Protection Plan who have previously been subject to a Child Protection Plan (at any time)	The protection of children is at the heart of what we do. A successful outcome is not just about reducing risk at a particular point in time but is about ensuring that children who have been subject to CP intervention stay safe after the plan has ended. The rate of second and subsequent plans is a key indicator of the extent to which the service is achieving its aims
	Percentage of Children Starting to be looked-after who have previously been looked-after	Where it is safe to do so, sustained reunification with family is our primary aim for Looked after Children. The rate of re-entry to care is a key indicator of the extent to which the service is achieving its aims

Vital Signs Indicators	What it measures	Why it is important
Looked After Children rate	Rate of Looked-After Children per 10,000 of the overall 0-17 population	Norfolk has many more LAC than its statistical neighbours and we have implemented a strategy to reduce the levels of LAC which includes significant investment in Early Help and additional social worker capacity. LAC rate per 10k is a key indicator in assessing the success of that investment. The LAC rate also provides an indication of the success of the wider children's system.
Resources and Finance (These are reported as part of the Resources and Finance performance management report.)		
IM - Number of DPA breaches categorised as serious	The number of self-reported breaches of the Data Protection Act categorised as serious	The Council is legally required to ensure that data is managed in line with the Data Protection Act 1998 (DPA). The DPA is enforced by the Information Commissioner's Office (ICO), which has several options when it finds an organisation to be in breach of the act, including monetary penalty notices and prosecutions.
ICT - Incidents per customer	How many times within a month the customers contact the Service Desk by any method	It will highlight any blockages or issues if the customers exceed the base line of 1.5 per month.
HR - Sickness absence - percentage lost time	The proportion of contracted working days which are lost due to sickness absence	Maintaining staff wellbeing and reducing the number of days lost to staff sickness is important to the efficient running of the organisation, in particular its running costs and ability to deliver key services. Staff sickness is also indicative of the health of the organisation.
HR - Time to recruit	The time taken to fill a vacancy from advertisement to being in post	The length of time taken to fill a vacancy can impact on teams' ability to maintain high levels of productivity.
HR - Agency and contract staffing spend as a percentage of pay bill	Spend on off-payroll staff (includes agency staff and staff engaged through the internal temporary staff agency) as a percentage of the total employee pay-bill	NCC employs a range of resourcing options to ensure that we can respond to the needs of the business flexibly including our ability to engage expertise on a short term basis eg temporary increase in work, sick or maternity cover or while we try to recruit to a vacant post. It is important to understand NCC's level of reliance on a transient workforce who may leave the organisation with limited notice as this may lead to increased pressure on the permanent workforce or inconsistent service delivery.
Procure - Proportion of top 50 contracts where a specified checklist of contract management practices is met	Compliance with contract management best practice	Good contract management is known to lead to lower costs and improved performance.

Vital Signs Indicators	What it measures	Why it is important
Finance - Budget monitoring – forecast vs budget at a County level	Forecast net over/under spend	Members set an affordable cash limited revenue budget each year: any net overspends will reduce already limited reserves.
Finance - Savings targets delivered – by Committee	Budgeted Savings compared to Actual / Forecast by Committee	Making savings is key to supporting delivery of a balanced outturn position and ensuring the Council maintains a robust financial position.