EDT Committee

Report title:	Performance management
Date of meeting:	21 June 2017
Responsible Chief Officer:	Tom McCabe - Executive Director, Community and Environmental Services

Strategic impact

Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.

Executive summary

This is the fifth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 14 vital signs indicators.

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

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee.

Of the 14 vital signs indicators that fall within the remit of this committee, two have met the exception criteria and so will be discussed in depth as part of the presentation of this report:

- Winter gritting - % of actions completed within 3 hours
- % of rural population able to access a market town or key employment location within 60 minutes by public transport.

Recommendations:

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

In support of this, Appendix 1 provides:
- A set of prompts for performance discussions
- Suggested options for further actions where the committee requires additional information or work to be undertaken

1. Introduction

1.1. This is the fifth performance management report to this committee that is based upon the revised Performance Management System, which was implemented as of 1 April 2016, and the committee's 14 vital signs indicators.

Previously there were 15 vs indicators reported to this committee, however one has been transferred from this committee's remit to Communities committee. This is the "Number of people killed and seriously injured on Norfolk's roads" and the responsibility for this area of performance now sits under the direction of Public Health.

1.2. This report contains:

- A Red/Amber/Green rated dashboard overview of performance across all 14 vital signs indicators
- Report cards for the vital signs that have met the exception reporting criteria.

1.3. The full list of vital signs indicators was presented to committee at the 11 March 2016 meeting. The vital signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. An annual review of all CES vital signs was commenced this month to confirm the suitability of indicators, their targets and technical definitions and to ensure that all vs indicators continue to effectively monitor performance. A list of all existing and proposed vital signs indicators is available in Appendix 2.

1.4. The lead officers for those areas of performance that have been highlighted through the exception reporting process are available at this committee meeting to answer any specific questions Members may have about the services concerned. The report author is available to answer any questions that Members may have about the performance management framework and how it operates.

2. Performance dashboard

2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 14 vital signs. This then complements that exception reporting process and enables committee members to check that key performance issues are not being missed.

2.2. The current exception reporting criteria are as below:

- Performance is off-target (Red RAG rating or variance of 5% or more)
- Performance has deteriorated for three consecutive periods (months/quarters/years)
- Performance is adversely affecting the council's ability to achieve its budget
- Performance is adversely affecting one of the council's corporate risks.
- Performance is off-target (Amber RAG rating) and has remained at an Amber RAG rating for three periods (months/quarters/years)'.

2.3 EDT Committee Dashboard

Environment, Development & Transport Committee - Vital Signs Dashboard

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	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	Target
{H&T} % of bus services that are on schedule at intermediate time points	Bigger	82.9%	80.9%	81.4%	79.4%	79.2%	80.5%	81.3%	80.4%	78.7%	83.7%	83.7%	83.9%		79.0%
{H&T} Winter gritting - % of actions completed within 3 hours	Bigger	97.1% 34 / 35							86.9% 392 / 451	91.2% 448 / 491	83.3% 1144 / 1374	90.1% 326 / 362	70.0% 14 / 20		100%
{H&T} Street lighting – C02 reduction (tonnes)	Smaller	734	615	522	575	692	830	1,019	1,129	1,213	1,176	960	881	692	728
{E&P} Planning service – speed of determination	Bigger	92.3%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	91.7% 11 / 12	100.0% 11 / 11		95.0%
{H&T} Average journey speed during morning peak time	Bigger														Under Development
{CES} Income and external funding successfully achieved as a % of overall revenue budget	Bigger	25.0%	25.0%	29.4%	29.3%	30.5%	29.2%	30.6%	29.9%	30.3%	34.4%	35.2%	30.5%		25.4%

Quarterly / Termly	Bigger or Smaller is better	Mar 14	Jun 14	Sep 14	Dec 14	Mar 15	Jun 15	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Target
{BBfN} % of Norfolk homes with superfast Broadband coverage	Bigger							83.0%		84.0%			86.0%		86.0%
{H&T} % of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway	Smaller	16.7% 3 / 18	33.3% 7 / 21	23.5% 4 / 17	27.3% 6 / 22	19.0% 4 / 21	20.0% 6 / 30	16.7% 4 / 24	17.8% 8 / 45	20.4% 11 / 54	24.2% 16 / 66	22.9% 11 / 48	32.5% 13 / 40	24.0% 12 / 50	24%
{H&T} % of rural population able to access a market town or key employment location within 60 minutes by public transport	Bigger	75.7%	74.8%	75.0%	75.1%	75.5%	74.6%	74.1%	71.4%	71.4%	72.0%	72.0%	68.4%	69.6%	75%
{E&P} Kilograms of residual household waste per household per week	Smaller	10.3				10.4				10.0				10.0	10.1

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16/05/2017

Annual (financial / academic)	Bigger or Smaller is better	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	Target
{H&T} Highway improvements for local communities – parish partnerships	Bigger											145	193	227	227
{E&P} % of Local Wildlife Sites in positive management	Bigger							61.0%	61.0%	65.0%	67.0%	75.0%			
{E&P} Number of new and existing properties at high risk (1 in 30 years) of surface water flooding	Smaller												100%		
{E&P} Equality of Access to Nature for All – number of audited routes	Bigger											1	4		4

NOTES:
1.   Indicators are usually reported on a monthly, calendar year or financial year basis, the colour of the different headings below corresponds with the colour of the indicator title.
2.   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.
3.   The target displays the latest target from the latest period shown. That target may be different from the target for the latest actual value shown due to profiling.
4.   Where cells have been greyed out this indicates: that data is not available due either to the frequency of reporting or the vital sign being under development. In this case, under development can mean that the vital sign has yet to be fully defined or that baseline data is being gathered.

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 updated on a monthly basis.

3.2.   Vital signs are reported to committee on an exceptions basis. The report cards for those vital signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.

Winter Gritting - % of actions completed within 3 hours

Why is this important?
All roads should be treated within the prescribed 3 hour window to ensure the safety of road users

Performance	What is the background to current performance?
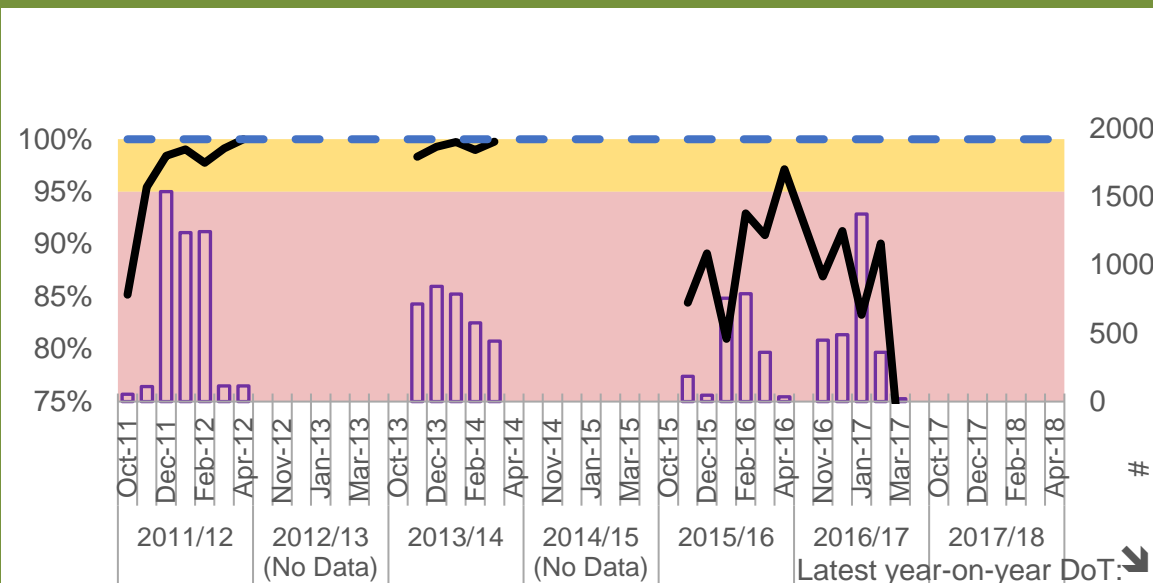
What is the background to current performance?

- Analysis of data February - reasons for lateness reported;
  - Designed route length – 42%
  - Congestion due to timing of action – 32%
    - NCFC match days – 2%
  - Route diversions due to roadworks/RTAs – 21%
  - Heavy rain/salt capacity/new drivers – 5%
- Number of Actions this season to end Feb = 57.25 (less in the City = 42)
- 3400km gritted per action (35% of NCC network).
- Delivered using 49 gritters and drivers
- County stock holding of 17,000t treated salt
- PFI salt supply and storage contract with Compass Minerals until 2020.
- Average annual costs £3.4m. (Fixed costs ~£2m)
- Winter Service Plan in effect mid-October to mid-April.

What will success look like?	Action required
- Continue to reduce the cost of delivering our service while continuing to meet our statutory duty. - Internal audit – target accurate treatment of 80% or more. - Positive media response - Deployment of local farmers for snow clearing on local roads if necessary - Ensuring salt stocks are maintained in accordance with the Salt Supply PFI contract	Continue to monitor individual route timing and re-balance route schedules if necessary.

| Responsible Officers	Lead: Nick Tupper – Head of Highways	Data: Alex Cliff – Project Support Engineer

Access to market towns and key employment locations using public transport

<table>
<tr><td colspan="2" align="center">**Why is this important?**</td></tr>
<tr><td colspan="2">Access to key locations is important for those living in rural areas so that they can access not only work but also health and other essential services, shopping, education and leisure activities. This in turn reduces social and rural isolation and contributes to overall wellbeing of residents.</td></tr>
</table>

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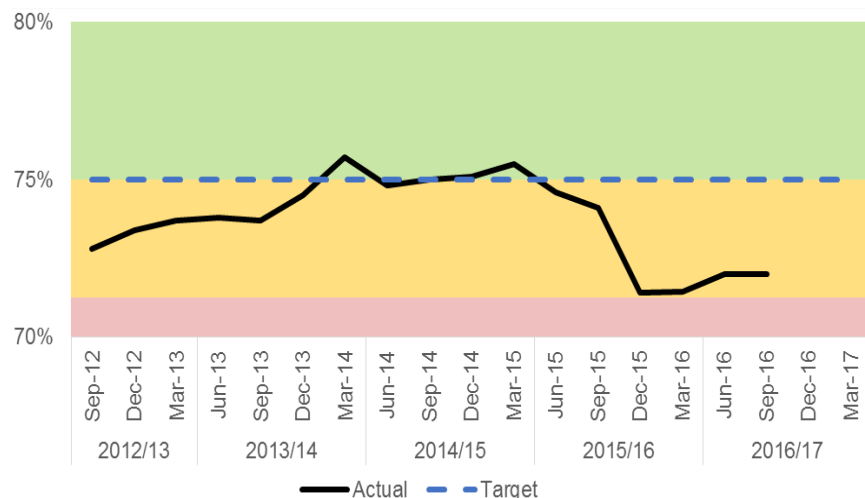
Graph shows the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport between 0700-1000 with a return between 1600-1900.

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

What will success look like?	Action required
- An increase in the percentage of the rural population able to access a market town or key employment destination within 60 minutes by public transport (at peak times), to 75% - A reduction in the number of unemployed in Norfolk, including NEETs - An increase in the number of young people able to access their local market town for work, leisure and education opportunities without the use of a car.	- Build journeys to work into future flexibus and flexible feeder contracts where possible - Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations - Incorporate local bus services into school transport provision as much as possible. - Review the data that is reported so that it fully represents the transport network available. - TRACC training to be completed for TTS so that data can be interrogated and recommendations for changes made.

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

4.   Exceptions (additional explanation) and other updates

4.1.   •   Winter gritting - % of actions completed within 3 hours

The service set a stretching target for all gritting runs to be completed in three hours. In practice, a number of factors can influence our performance including the amount of traffic on the road, the time of day etc. Latest performance is 70% completed within three hours. However, monitoring shows that in the instances when the three hour window was missed, it is often but just a few minutes (usually less than five minutes). In contrast, in other instances we will finish well inside the 3 hour target.

Gritting routes are reviewed annually to ensure we optimise travel times as much as we can so that they can be completed as soon as possible, but also as safely as possible. This is balanced against the need to provide a cost effective service. The next route review will be carried out over the summer months, and will include incorporating the NDR into routes so that we are ready to grit as soon as the road is open.

Whilst we clearly want to aim to complete gritting runs as soon as possible, continuing to monitor against a 100% performance target is not considered to be appropriate because, in practice, it is unlikely to be achievable. Therefore, it is proposed to amend the target, for performance monitoring purposes, to 80%. This change in target has been endorsed by the County Council's internal audit team.

4.2.   •   % of rural population able to access a market town or key employment location within 60 minutes by public transport.

This measure was reviewed by the performance lead over the last few months. The measure was revised following the implementation of a new data system. It will enable clients to be differentiated by locality and will hopefully allow for other bus providers / operations / feeder services to be taken into consideration in order to obtain a more accurate accessibility measure. Future actions for improvement include;
*   Build journeys to work into future flexibus and flexible feeder contracts where possible,
*   Monitor proposed local bus service changes and work with operators to ensure they do not adversely affect journeys to key employment locations,
*   Incorporate local bus services into school transport provision as much as possible,
*   Review the data that is reported so that it fully represents the transport network available,
*   TRACC (Transport Accessibility) software training to be completed by Travel and Transport Service (TTS) so that data can be interrogated and recommendations for changes made.

5.   Recommendations

5.1   Committee Members are asked to:

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

In support of this, Appendix 1 provides:

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

6. Financial Implications

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

7. Issues, risks and innovation

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

Officer Contact

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

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

Performance discussions and actions

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

Suggested prompts for performance improvement discussion

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

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

In doing so, committee members are asked to consider the actions that have been identified by the vital sign lead officer.

Performance improvement – recommended actions

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

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

Suggested follow-up actions

The suggested 'follow up actions' have been amended, following on from discussions at the Communities Committee meeting on11 May 2016, to better reflect the roles and responsibilities in the Committee System of governance.

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

A vital sign is a key indicator from one of the Council's services which provides members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the Council's priorities. It is, therefore, focused on the results experienced by the community. There are 14 vital signs indicators for the EDT Committee. The full list with explanations of what the vital sign indicator measures and why it is important, is as below.

Vital Signs Indicators	What it measures	Why it is important
Better Broadband for Norfolk Rollout	**% of Norfolk homes with superfast Broadband coverage**	**Broadband is the fourth utility, essential to all aspects of modern working, learning and home life**
Bus journey time reliability	**% of bus services that are on schedule at intermediate time points**	**Better transport networks bring firms and workers closer together, and provide access to wider local markets**
Planned growth in the right places	**% of planning applications agreed by Local Planning Authorities contrary to NCC recommendations regarding the highway**	**Poorly planned developments can place unacceptable burdens on existing resources and infrastructure and negatively impact those living in/near the developments.**
Highway improvements for local communities - parish partnerships	Cumulative bids for all Norfolk Parishes compared to cumulative bids from Parishes that had not previously submitted a bid	Empowerment of communities to take greater control of the response to locally identified issues supports community resilience and autonomy
Public Transport Accessibility	% of rural population able to access a market town or key employment location within 60 minutes by public transport	Access to work and key facilities promotes economic growth and health and wellbeing
Winter gritting	% of actions completed within 3 hours	We have a statutory duty to ensure, as far as reasonably practicable, that the safe passage along a highway is not endangered by snow and ice

Vital Signs Indicators	What it measures	Why it is important
Street lighting – C02 reduction (tonnes)	Carbon Dioxide emissions and energy use	Street lighting is one of the Council's biggest energy users. Putting in place measures to reduce carbon will reduce our CO2 emissions and costs
Residential house waste collection	**Weekly kg of residential house waste collected per household**	**The amount of household waste collected and the costs arising from processing it have risen for the past three years. Housing growth (65,000 new houses between 2013 and 2026) will create further pressures**
Protection of the natural environment	**% of Local Wildlife Sites (LWS) in positive management**	**The natural environment is one of Norfolk's key assets and a significant contributor to the economic success of Norfolk**
Management of flood risk	**Number of new and existing properties at high risk (1 in 30 years) of surface water flooding**	**Flooding undermines existing infrastructure and impacts directly on health and economy**
Planning determination	Speed of planning determination	Timely planning decision are important to economic growth and development
Equality of Access to Nature for All	Number of audited routes	Access to green space promotes health and wellbeing and tourism
Road network reliability	Average journey speed during morning peak time	A safe, reliable road network with quick journey times enables business growth
External funding achievement	Income and external funding successfully achieved as a % of overall revenue budget	High quality organisations are successful in being able to attract and generate alternative sources of funding

Those highlighted in bold above, 6 out of 14, are vital signs indicators deemed to have a corporate significance and so will be reported at both the EDT Committee and the Policy and Resources Committee.

One of the vital signs indicators listed above also appears on the Communities Committee list:
- 'Income and external funding successfully achieved as a % of overall revenue budget'.