

Economic Development Sub-Committee

Item No.....

Report title:	Performance management report
Date of meeting:	12 May 2016
Responsible Chief Officer:	Tom McCabe (Executive Director of 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 first 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 4 vital signs indicators.

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

Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.

Of the 4 vital signs indicators that fall within the remit of this sub-committee, none have met the exception criteria. As such, no report cards have been included in this report. However, three of the five vital signs indicators have historically performed poorly, when set against regional or national benchmarking, as below:

- Business start-ups
- Norfolk weekly earnings
- Getting people back into work.

Recommendation:

Note that none of the 4 vital signs that fall within the remit of this sub-committee have met the exception reporting criteria.

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. 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.
- 1.2. There are four vital signs performance indicators that relate to the Economic Development and Strategy (EDS) Service. At the 11 March 2016 meeting of the EDT Committee, it was agreed that these vital signs would be monitored by the Economic Development Sub-Committee.
- 1.3. This report contains:
 - A Red/Amber/Green rated dashboard overview of performance across all 5 vital signs indicators
 - A brief overview of performance for the three vital signs indicators where historical performance has been poor when compared to benchmarks but which does not meet the corporate exception reporting criteria.

In the future, when a vital sign meets the exception reporting criteria, the report card for that vital sign will be included.

- 1.4. The full list of vital signs indicators was presented to the EDT committee at the 11 March 2016 meeting. Since then, two of the vital signs indicators have been removed from the committee list, as follows:

New homes built – the rationale is that the data is only available annually, and once available is a full year behind; and NCC is not a housing or planning authority and so our ability to influence delivery is limited.

Apprenticeships – the rationale is that the data is not routinely available from national government as a coherent dataset and when made available it is often significantly out of date.

- 1.5. Members will still receive updates on both areas of work, as follows:

Housing growth - it is proposed that an annual report on housing is provided to the EDT committee and the Economic Development Sub-Committee. This will provide a review of the actions the Economic Development and Strategy service has taken to support housing growth.

Apprenticeships – a report on work to increase the number and levels of apprenticeships will continue to be brought the Sub-Committee meeting on a regular basis, as currently.

- 1.6. The revised vital signs list is in Appendix 1.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all 4 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 Economic Development Sub-Committee dashboard

Annual (calendar)	Bigger or Smaller is better	2013	2014	2015	2016	Target 2016
Median full time weekly pay – comparison between Norfolk and the national average	Bigger	91.0%	89.0%	90.0%		90.25%
% of ESA claimants who claim benefits for more than one year	Smaller	65.0%	62.0%	71.0%		70.0%
Annual (financial / academic)	Bigger or Smaller is better	2013/14	2014/15	2015/16	2016/17	Target 2016/17
Monitoring the job creation outputs of the projects and programmes that NCC manages or leads	Bigger			562		887
Delivery of New Anglia Growth Hub's business start-up targets	Bigger					364

Note – targets have been set for 2016 and 2016/17 and it is against these that performance will be judged.

3. Report cards

- 3.1. A report card has been produced for each vital sign, as introduced in March's performance report. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improvement performance. The report card follows a standard format that is common to all committees.
- 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 to be reported to committee on an exceptions basis. The exception reporting criteria are as follows:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has deteriorated for three consecutive 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.
- 3.4. Performance is reported on an exception basis using a report card format, meaning that only those vital signs that are performing poorly or where performance is deteriorating are presented to committee. To enable Members to have oversight of performance across all vital signs, all report cards will be made available to view through Members Insight. To give further transparency to information on performance, for future meetings it is intended to make these available in the public domain through the Council's website.
- 3.5. The report cards will be updated on a monthly basis. In this way, officers, members and the public can review performance across all of the vital signs at any time.

- 3.6. Of the 4 vital signs indicators that fall within the remit of this sub-committee, none have met the exception criteria. As such, no report cards have been included in this report. However, the three of the four vital signs indicators that fall within the remit of this committee have historically performed poorly over time, when set against regional or national benchmarking, as below:

Business start-ups - New Anglia Growth Hub delivery - countywide, Norfolk's business start-up rate, lags behind that of the region and England as a whole, in terms of the number of businesses started per head of population.

Norfolk weekly earnings - median (average) earnings are significantly below the national average. This is a function of a large proportion of workforce being employed in low paid, low skilled sectors such as care, retail, and hospitality and an above national average number of part time jobs (36% compared to 32.3% of UK average).

People on benefits can find work quickly - the proportion of those people over 25 years of age claiming Employment & Support Allowance (ESA) for more than 12 months in Norfolk has risen in the 5 years to March 2015 and is now higher than the average for Great Britain.

The historical poor performance, when set against regional or national benchmarking, was one of the factors that led to these areas of work being identified as vital signs. Action plans are in place to drive performance improvement and performance data will become available over the course of 2016/17.

4. Recommendation

- 4.1. Note that none of the 4 vital signs that fall within the remit of this sub-committee have met the exception reporting criteria.

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.

Officer Contact

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

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Economic Development Sub-Committee Vital Signs indicators

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

There are five vital signs performance indicators that relate to the Economic Development and Strategy Service. At the 11 March 2016 meeting of the EDT Committee, it was agreed that these vital signs would be monitored by the Economic Development Sub-Committee.

All four vital signs indicators are considered to be corporately significant. As such, they will also be reported to the Policy and Resources Committee.

Service	Vital Signs Indicators	What it measures	Why it is important	Data
Economic Development and Strategy	Job creation in Norfolk	Monitoring the job creation outputs of the projects and programmes that NCC manages or leads	SEP has a target to deliver 73,000 more jobs by 2026. This measure looks at those jobs the EDS service has had a hand in bringing forward	Annual
Economic Development and Strategy	New Anglia Growth Hub delivery – business start up	Delivery of New Anglia Growth Hub's business start-up targets	All programmes should deliver outputs that benefit the Norfolk economy	Annual
Economic Development and Strategy	Norfolk median 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	Annual
Economic Development and Strategy	People on benefits can find work quickly	% of ESA claimants who claim benefits for more than one year	Residents claiming ESA have a higher likelihood of receiving support from NCC services.	Annual