

**OVERVIEW AND SCRUTINY
22 MARCH 2016**

***PART 1 – PUBLIC DOCUMENT**

AGENDA ITEM No.

11

TITLE OF REPORT: PERFORMANCE MANAGEMENT MEASURES FOR 2016/17

REPORT OF THE STRATEGIC DIRECTOR OF FINANCE, POLICY & GOVERNANCE

EXECUTIVE MEMBER: COUNCLLOR JULIAN CUNNINGHAM

1. SUMMARY

- 1.1 To present the performance indicators (PIs) and associated targets for 2016/17, which all Members were invited to consider and challenge on 8 December 2015 at the performance workshop.

2. RECOMMENDATIONS

- 2.1 That Cabinet considers and formally approves the PIs and any associated targets that will be monitored throughout 2016/17 by Executive Members rather than by Overview & Scrutiny.
- 2.2 That Cabinet considers and approves that in future years Executive Members will agree and monitor performance management measures with the relevant Head of Service. This negates the need for a performance workshop and monitoring by Overview & Scrutiny.

3. REASONS FOR RECOMMENDATIONS

- 3.1 An approved range of indicators provides the Cabinet with assurance that service delivery in a number of key services will be monitored throughout 2016/17.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 None applicable

5. CONSULTATION WITH RELEVANT MEMBERS AND EXTERNAL ORGANISATIONS

- 5.1 All Members were sent papers to support the proposals for performance management for 2016/17 and were invited to attend the workshop on 8 December 2015.

6. FORWARD PLAN

- 6.1 This report contains a recommendation on a key decision that was first notified to the public in the Forward Plan on the 5 February 2016.

7. BACKGROUND

- 7.1 The Overview & Scrutiny Committee has received quarterly reports on the Council's performance against a range of performance indicators. It also receives presentations from Executive Members on their service area where the performance of the service can be monitored and challenged in detail.
- 7.2 As part of the Corporate Business Planning Process, the performance measures to be collected and any associated targets are reviewed prior to the start of the next financial year. Heads of Service/Corporate Managers undertake the review in conjunction with Executive Members. All Members were then invited to a workshop to discuss and challenge the performance measures and proposed targets. The workshop for the performance measures for 2016/17 was held on 8 December 2015.
- 7.3 The following Members attended the Performance Workshop: Cllr Lynda Needham, Cllr Terry Hone, Cllr Julian Cunningham, Cllr Jane Gray, Cllr Tony Hunter, Cllr David Levett, Cllr Bernard Lovewell, Cllr Fiona Hill, Cllr Cathryn Henry, Cllr Steve Hemingway, Cllr Bill Davidson.
- 7.4 In view of the low levels of attendance at the performance workshop which has been the case for several years now, it is recommended not to continue to hold it.
- 7.5 Senior Management Team (SMT) and Executive Members monitor PIs regularly. This provides an opportunity to consider if any intervention is required to improve performance, if it falls below an acceptable standard.

8. AMENDED PERFORMANCE MEASURES

- 8.1 The indicators listed in Table 1 are existing indicators that have proposed changes for 2016/17:

Table 1 – Performance Indicators with proposed changes for 16/17

Code	Description	2015/16 Target	2016/17 Target	Comments
BV8	Percentage of invoices paid on time	99.5%	99.6%	Target increased by 0.1%. Increasing use of procurement cards means NHDC receives a lower volume of invoices overall.
MI P&R 001	Percentage of raised sales invoices due for payment that have been paid	92%	93%	The target originally proposed at the workshop was 92.5%. This was increased to 93% after discussion at the workshop.
NI 191	Kg residual waste per household	350kg	360kg	Residual waste increases per household as the economy improves. In addition, reporting of contamination has increased residual waste tonnages.
NI 192	Percentage of household waste sent for reuse, recycling and composting	61%	60%	A reduced target of 58% was proposed at the workshop based on current performance and trends. . After discussion, Members required the target to be 60% but it should be noted it is not anticipated that this figure will be

Code	Description	2015/16 Target	2016/17 Target	Comments
				achievable. There are no service changes or improvements planned which would assist in meeting the higher target and that the recylates market conditions and contamination of recylates could have the effect of reducing the percentage recycled in North Hertfordshire further.
NI 157ai	Percentage of major planning applications determined within the relevant statutory or agreed time periods	40%	75%	This performance indicator includes major applications determined within locally agreed timescales, in addition to applications determined within 13 weeks. The use of performance agreements and the related extensions of time render the previous 40% target (which is the special measures threshold) not stretching. The increased 2016/17 target of 75% is stretching due to the relatively low number of major applications received each year, which results in a low denominator figure.
LI 034	Percentage of Housing & Public Protection Service programmed inspections completed (cumulative performance)	94%	95%	Target increased by 1% to represent continuous improvement within the service
LI 036	Number of households who had potential homelessness prevented	260	Data Only	To be reported as data only without a set target. Dependent on external factors as well as internal resources.

9. UNALTERED PERFORMANCE MEASURES

9.1 The following performance measures have not been changed from those reported in 2015/16:

Table 2 – Unaltered performance measures

Code	Description	2015/16 Target	2016/17 Target
BV9	Percentage of council tax collected in year	98%	98%
BV10	Percentage of NNDR collected in year	97%	97%
BV12	Working days lost due to sickness absence per FTE employee	Data Only	Data Only
BV12a	Working days lost due to short-term sickness absence per FTE employee	3.5 days	3.5 days

Code	Description	2015/16 Target	2016/17 Target
BV12b	Working days lost due to long-term sickness absence per FTE employee	Data Only	Data Only
MI LI015	Number of visits to leisure facilities	1,285,000	1,285,000
NI 157e	Percentage of all planning applications determined within the relevant statutory time period	83%	83%
DC001a	Number of planning applications taken to appeal due to 'non-determination' within the statutory time period, which were allowed	Data Only	Data Only
DC002	Number of planning applications where the fee has been refunded due to the application not being determined within 26 weeks	0	0
LI032a	Number of allowed planning appeal decisions	Data Only	Data Only
LI 035	Number of households accepted by the Council as homeless	Data Only	Data Only
LI 035a	Number of households living in temporary accommodation	Data Only	Data Only
CP LI045	Percentage of house building on brown field sites	Data Only	Data Only
LI037	Percentage of customers satisfied with the services provided by the Housing & Public Protection Service	90%	90%
TC001	Number of retail* units in use in Baldock town centre	Data Only	Data Only
TC002	Number of retail* units in use in Hitchin town centre	Data Only	Data Only
TC003	Number of retail* units in use in Letchworth Garden City town centre	Data Only	Data Only
TC004	Number of retail* units in use in Royston town centre	Data Only	Data Only
LI041	Number of new enterprises in North Hertfordshire	Data Only	Data Only
LI042	Percentage of new enterprises surviving the first year	Data Only	Data Only

*Retail units are those with definitions A1 to A5 on the Use Classes Order:

- A1 Shops
- A2 Financial and Professional Services
- A3 Restaurants and Cafes
- A4 Drinking Establishments
- A5 Hot Food Take-Aways

10. DELETED INDICATORS

- 10.1 The percentage of Housing & Public Protection Service programmed inspections completed (quarter-by-quarter performance), LI034a, will no longer be reported to but will be retained as a management indicator. The cumulative indicator LI034 (see Table 2) will, however, continue to be reported.

- 10.2 Two new waste/recycling indicators were introduced in 2015/16 (LI048 and LI049) to sit alongside the former National Indicators. It is proposed these are deleted from the 2016/17 corporate performance management measures, as the former National Indicators continue to be used for benchmarking. LI048 (Kg of residual waste) and LI049 (Percentage of waste recycled or composted) are different to the National Indicators NI191 and NI192, as they remove street arisings and domestic clinical tonnages from the relevant calculations. Both LI048 and LI049 will be retained as management indicators.

11. LEGAL IMPLICATIONS

- 11.1 There are no direct legal implications arising from this report. The Cabinet has remit (other than those functions specifically reserved to Full Council) under its Terms of Reference¹ to:

- prepare and agree to implement policies and strategies; and
- oversee the provision of all the Council's services.

This report seeks to confirm the provision and targets for such service matters to be agreed by Cabinet.

- 11.2 If Cabinet agree to change the approach for performance indicator monitoring the Constitution will be changed to reflect the new approach

12. FINANCIAL IMPLICATIONS

- 12.1 There are no direct financial implications arising from this report. Where efficiencies or investments may make a difference to service levels these are indicated in the budget proposals so they can be taken into consideration when considering the budget for the forthcoming year.

13. RISK IMPLICATIONS

- 13.1 There are no direct risk implications arising from this report. Risks to service delivery, and hence to performance levels, are reviewed and captured on Covalent, the Council's performance and risk management software.

14. EQUALITIES IMPLICATIONS

- 14.1 The Equality Act 2010 came into force on the 1 October 2010, a major piece of legislation. The Act also created a new Public Sector Equality Duty, which came into force on the 5 April 2011. There is a General duty, described in 15.2, that public bodies must meet, underpinned by more specific duties that are designed to help meet them.

- 14.2 In line with the Public Sector Equality Duty, public bodies must, in the exercise of its functions, give **due regard** to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity and foster good relations between those who share a protected characteristic and those who do not.

- 14.3 Performance reporting provides a means to monitor whether the Council is meeting the stated outcomes of the district priorities, its targets or delivering accessible and appropriate services to the community to meet different people's needs.

¹ 5.6.1 & 5.6.15 Constitution 09.04.14
(O&S 22.03.16)

15. SOCIAL VALUE IMPLICATIONS

- 15.1 As the recommendations made in this report do not constitute a public service contract, the measurement of 'social value' as required by the Public Services (Social Value) Act 2012 need not be applied, although equalities implications and opportunities are identified in the relevant section at paragraphs 15.

16. HUMAN RESOURCE IMPLICATIONS

- 16.1 There are no additional human resource implications.

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18. BACKGROUND PAPERS

- 18.1 Report entitled "Performance Management Arrangements and Indicators for 2016/17" distributed to all Members ahead of the performance workshop on 8 December 2015.