

**REPORT TO THE MEETING OF THE SCRUTINY COMMISSION  
ON 29 NOVEMBER 2018**

---

**Status:** For Decision  
**Title:** Performance: Quarter 2, 2018/19 Year  
**Originator:** S. Riley, Head of Finance and Corporate Services  
and Section 151 Officer  
**Where from:** Scrutiny Work-plan  
**Where to  
next:** Subject to Decision

Objective: to consider the Council's performance against the 2018/19 Corporate Delivery Plan at the end of Quarter 2 and decide whether or not the Executive Members should be invited to attend a future meeting of a Scrutiny Panel to discuss the content of this report.

1 Outcome sought from the Commission

1.1 A decision on whether or not the Executive Members should be invited to attend a future meeting of a Scrutiny Panel to discuss the content of this report.

2 Background

2.1 Performance is monitored and reported on to Officers and Members on a quarterly basis as part of the Council's Performance Management Framework.

3 Key Facts

3.1 This report consists of:

- **Appendix A: Key Activities in Detail**

This appendix contains a performance summary of each of the Key Activities identified in the Corporate Delivery Plan for the 2018/19 year including a status, progress comment and next steps.

- **Appendix B: Strategic Performance Dashboard**

The Strategic Performance Dashboard consists of the Council's key performance indicators for each priority, and is designed to provide an overview of how the Council is performing. The Council's Performance Management database contains information on a wider range of

performance indicators including further indicators from the Corporate Delivery Plan and operational indicators. Exceptions are being addressed through one-to-one Portfolio Holder meetings and the Performance Improvement Board. The status of these items is categorised as either 'Green' (on or better than the set target), 'Amber' (within a tolerance of 5% below the target) or 'Red' (5% or more below target). The Direction of Travel column indicates whether the indicator has changed status since the previous month. Direction of Travel is stated as either 'Better', 'Same' or 'Worse'.

- **Appendix C: Performance Management Framework**

3.2 Officers are required to provide a status of Complete, Green, Amber or Red for each Key Activity. Definitions of these are as follows:

Status	Description
Red	Planned actions have not been achieved or have missed their target date. Issues are now impacting on delivery or expected outcomes.
Amber	Most actions completed. Some issues recognised which may impact on the delivery or expected outcomes.
Green	Planned actions completed, project on track. There are no known issues.
Complete	The project has been completed.

#### 4. Performance Summary

##### 4.1.1 Status of Key Activities

Figure 1 below shows the status of all 33 Key Activities at the end of Quarter 2 of the 2018/19 year. No Key Activities were completed. 31 (93.9%) Key Activities had a status of Green, 2 (6.1%) had Amber status. No Key Activity was classed as Red status.

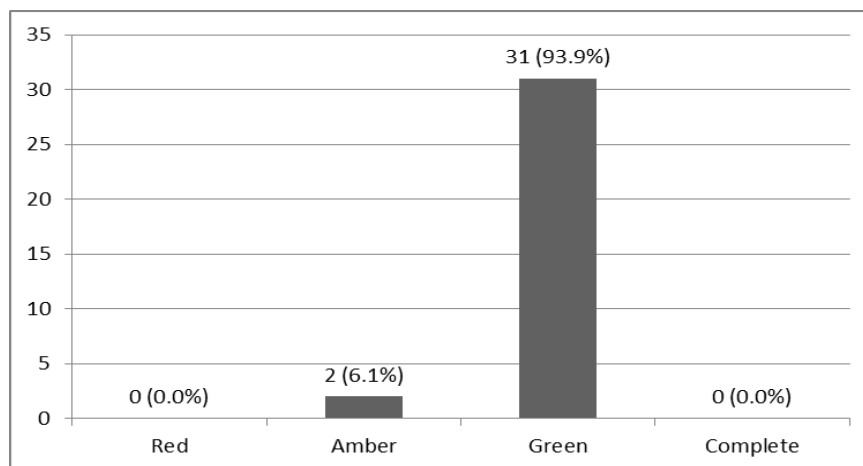


Figure 1 Status of Key Activities, End of Quarter 2 of the 2018/19 year

#### 4.1.2 Summary of Key Activities at the end of Quarter 2 of the 2018/19 year

Table 1 below provides a summary of Green Key Activities:

Key Activity	Description	Status
KA.01.01	Adoption and Implementation of the Local Plan	Green
KA.01.02	To promote community safety through the Community Safety Partnership	Green
KA.01.03	Ensure an effective, integrated and accessible Planning Service	Green
KA.01.04	Provide effective local air quality management	Green
KA.01.05	To promote the vibrancy of the District's two market towns	Green
KA.01.06	To promote a clean environment through campaigns and enforcement	Green
KA.01.07	Provide domestic energy efficiency advice and measures through Harborough Warm Homes	Green
KA.02.01	Allocate sufficient land to meet forecasted employment need across a range of employment sectors	Green
KA.02.02	Encourage the entrepreneurial SME economy through the Harborough Innovation Centre and business support networks	Green
KA.02.03	Develop partnerships with schools, universities and centres of excellence to provide services in the District	Green
KA.03.01	Achieve delivery of an appropriate mix and type of housing that meets local need throughout the District, across all tenures	Green
KA.03.02	Develop inward investment offer for the Harborough District	Green
KA.03.03	Provision of effective housing advice and prevention of homelessness	Green
KA.03.04	To bring long-term empty properties back in to use	Green
KA.04.01	Develop in partnership the local visitor economy	Green
KA.05.01	To influence the Leicester and Leicestershire Strategic Growth Plan	Green
KA.05.02	To work with communities in identifying and evidencing local community facility needs	Green
KA.05.03	Implementation of the Infrastructure Delivery Plan	Green
KA.06.03	To regularly seek community and business views through consultation	Green
KA.07.01	Deliver and commission a range of sport and physical activities through securing funding through Public Health and other sources	Green
KA.07.02	Promote an appropriate mix of leisure and recreational infrastructure to meet identified needs	Green
KA.08.01	Enable and promote the voluntary sector to support vulnerable people	Green
KA.08.02	Continue to develop the Lightbulb offer for households	Green
KA.08.03	Provision of a 24-hour Lifeline service	Green
KA.09.01	Liaise with parishes to understand local need and enable them to provide services in their locality	Green
KA.09.02	Support the preparation of Neighbourhood Plans	Green
KA.09.03	To map need, spend, funding and infrastructure within localities	Green
KA.10.01	To develop business cases to deliver cost savings and income generation proposals (including capital investment options)	Green
KA.10.02	To improve economic and demand forecasting in respect of economic and housing growth	Green
KA.11.01	To develop and implement a risk-based Assurance Framework linked to the Council's Constitution	Green
KA.11.02	To develop a risk-based framework for reviewing existing and proposed partnership arrangements to ensure effective governance and regulatory compliance	Green

Table 1

Table 2 below provides a summary of Amber status Key Activities:

Key Activity	Description	Status
KA.06.01	Implement the Channel Shift Action Plan in order to improve the customer experience, deliver efficiencies and maximise use of online submission portals	Amber
KA.06.02	To design services around the customer	Amber

Table 2

#### 4.1.3 Performance Improvement Board (PIB)

During the second Quarter of the 2018/19 year, the focus of the PIB was:

- Ensuring the integrity of Team Plans.
- Ensuring the integrity of Key Performance Indicators.
- Monitoring of Key performance indicators.

#### 4.1.4 Exceptions

One performance indicator on the Strategic Performance Dashboard was identified as below target tolerance (Red status) at the end of Quarter 2 of the 2018/19 year. This is outlined in paragraph 4.1.5.

#### 4.1.5 Percentage of Homeless applications made within the quarter where their homelessness has been relieved.

End of Quarter 2 status = Red

Recently the definition of homelessness, under the Homeless Reduction Act 2017, changed. Applicants can now present to the local authority as homeless in two ways: they can be threatened with homelessness within 56 days (prevention stage) or currently be homeless (relief stage). Where the applicant is eligible, the local authority must then provide advice and assistance for at least 56 days to try and work with the household to prevent or relieve their homelessness. If actions are unsuccessful, or it takes more than 56 days, then the local authority must make a decision on their homelessness as defined in the Housing Act 1996.

In Quarter 2 the local authority had 49 approaches, of which 18 were currently homeless (in the relief stage). 15 applications were brought to an end within the Quarter. Of these, 1 was no longer eligible, 8 secured accommodation for at least six months and with the remaining 6 applications the 56 days elapsed with no outcome within the quarter.

This shows an increase since the last quarter which may be attributed to better and more accurate data recording since the Homeless Reduction Act came into action in April 2018. It is positive that half of the applicants which approached the council as homeless have found accommodation within 56 days however, there has been a lack of available properties through the

housing register for applicants to apply for which can cause delays and mean longer time spent in temporary accommodation.

Longer waiting times could also be attributed to re-registration of the housing register. All applicants who were on the old housing register were advised of the change to the system provider and all applicants had to complete a new housing register application in line with our updated allocations policy. This caused delays due to the increased workload and there were some changes in personnel as temporary staff had to be brought in to assist and a housing advisor vacated their post within the quarter. This may have had a knock-on affect on homeless applicants due to delays in processing applications and properties.

We have taken steps to recruit further housing advisors to the team on a permanent basis to give more stability to the team and in order to invest more into skills and knowledge of team members. Further training is being procured for this in the next quarter. Temporary staff were brought in to mitigate the additional workload until permanent staff can be recruited. A new policy has been developed to replace the current private sector offer to a new homeless prevention fund which should give housing advisors more flexibility to prevent and relief homelessness within the private sector.

## 5 Equality Analysis Implications/Outcomes (attach completed EA)

5.1 Equality actions are identified as part of the Business Planning Process and are captured where relevant for each Key Activity.

## 6 Legal Issues

6.1 None arising directly from this report.

## 7 Background Papers

- Corporate Delivery Plan 2018/19 – 2020/21
- Performance Management Framework

---

### **Information Issued Under Sensitive Issue Procedure: N**

#### **Appendices:**

- A. Key Activities in Detail, End of Quarter 2 2018/19
- B. Strategic Performance Dashboard, End of Quarter 2 2018/19