

**REPORT TO THE MEETING OF THE SCRUTINY COMMISSION
ON 29th May 2014**

Status: For Information
Title: End of Year Performance Report
Originator: Cllr Paul Dann, Portfolio Holder for Corporate Services
Where from: Scrutiny Commission
Where to next: Scrutiny Commission

Objective: To inform the Scrutiny Commission of the Council's performance against the 2013/14 Corporate Delivery Plan and Performance Indicators at the end of year position.

1 Outcome sought from the Commission

- 1.1 Members are invited to discuss and question portfolio holders on the content of the performance report and the progress towards achieving Council priorities in 2013/14.
- 1.2 Members are invited to make any observations on performance for consideration as part of the Business Planning process for 2015/16.

2 Background

- 2.1 The presentation of performance information to Scrutiny for examination is part of the Council's overall approach to effective performance management.
- 2.2 The Council's new Performance Management Framework was approved by the Executive in January 2013, effective from April 2013. A revised version of this framework, incorporating changes to business planning during the 2013/14 financial year was approved by the Executive in February 2014.
- 2.3 The Council structured its work around the delivery of four priorities during 2013-14:
- Working with communities to develop places in which to live and be happy.
 - Provide the right public services to the right standard and at the right price.
 - Encourage a vibrant and sustainable business community intent on wealth creation.
 - Support the vulnerable in our society at the heart of the communities where they live.

- 2.4 A total of 24 high level Critical Activities were identified in the Council's Corporate Delivery Plan to deliver these priorities during 2013-14. A number of lower level Key Activities were identified to deliver the Critical Activities.
- 2.5 Performance reporting reflects this structure of Priorities, Critical Activities and Key Activities in order that the Council can monitor the achievement of its Corporate Delivery Plan.
- 2.6 Progress against Critical and Key Activities is monitored by officers through the TEN Performance Management System. This can be accessed via a link on the Intranet homepage. Members are reminded that TEN is a dynamic system and, as such, performance information is available to view from the moment it is entered. Members are therefore encouraged to use TEN as their first port of call for performance information.
- 2.7 Performance is monitored by portfolio holders through regular meetings with managers and Quarterly Performance Reports which are submitted to the Scrutiny Resource & Performance Panel and the Executive.
- 2.8 An internal Performance Improvement Board (PIB) reviews performance on a monthly basis and identifies areas to improve specific areas of performance, usually where it is below target. The PIB is chaired by Beverley Jolly, Corporate Director for Corporate Services, and the outcomes of these meetings are reported to Corporate Management Team. Key areas of work for the Performance Improvement Board over the second half of the financial year have been as follows:
- **Finance – Invoice Processing times**
95% of payments to creditors made within 30 days during 2013/14
An improvement plan for this indicator is in progress. Analysis work has been undertaken to break down performance by service level and to encourage high performing teams to share best practice. Weekly reminders are being sent to SMT on invoices due for payment as an additional measure to expediate payments. The year end outturn reflects poorer performance during the first quarter, and performance of the indicator has improved to 93.8% during Quarter 4. The Performance Improvement Board continue to monitor this indicator closely.
 - **Benefits – New Claims Processing Times**
At the end of the first quarter, the processing of new benefits claims took an average of 23.8 days – compared to a target of 20 days. A review of internal processes and procedures was undertaken to improve handling of mail from various sources to improve indexing. The introduction of automated ATLAS records has assisted in the improvement of this indicator – 65% of changes to circumstance are now fed in automatically which has meant that resources can be re-directed to other areas. This has also helped to reduce overpayments. Customer Services arrangements including having a benefits assessor

available and having Customer Services Advisors able to carry out more processes have had a positive effect.

The outturn at the end of the year indicates that new benefit claims have taken an average of 18.7 days to process during 2013/14. This is significantly better than both the target of 20 days, and the 2012-13 outturn of 25.85 days.

- **Planning Indicators**

Work is underway to improve the performance of planning indicators. In recognition of these indicators being below target, extra resources were allocated to the service area in December. The Performance Improvement Board (PIB) have continued to monitor these indicators closely as performance has not improved as much as anticipated. Monthly performance of processing both minor and other applications improved in March, which has improved the cumulative year end status from Red to Amber in both cases. Following the March meeting of the PIB, the Business Development & Transformation Officer and the Business Planning Officer were asked to undertake an analysis of the end to end planning application process to explore where changes could be made to improve and streamline the process. A number of workshops have been held with planning staff and areas for improving the application process have been identified. Further commentary is available in the Strategic Performance Dashboard.

- **Disabled Facilities Grants**

Analysis work on the Disabled Facilities Grant process has been undertaken with the Home Improvement Agency (HIA) to establish why there are delays in the process. This has focused on reviewing different types of adaptations, such as level access shower work and stair lifts. Work is ongoing to agree a framework on an approved list of providers of ramps and level access shower adaptations. This will stop the HIA having to go out to tender each time which could cut 3-4 weeks from the processing time.

HDC now have an additional admin resource working on grant processing.

The HIA are carrying out weekly case reviews with their officers and have developed a new performance monitoring tool. The PIB will continue to monitor this in 2014/15.

- **Team Plan Challenge**

Sessions to challenge Service Managers on the content of 2014/15 Team Plans took place during February, in preparation for the start of the new financial year.

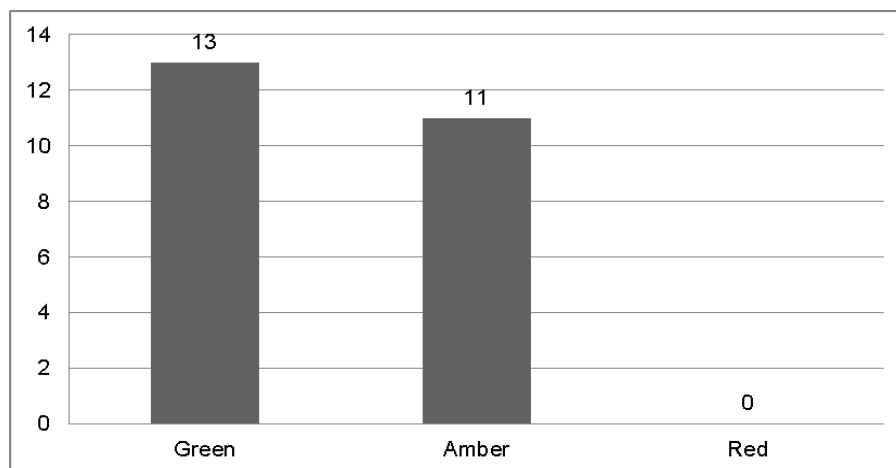
2.10 Officers are required to provide a status of Green, Amber, Red or Complete for each Critical and Key Activity. Definitions for these are as follows:

Status	Description
Red	There are a number of issues with the project, and the outcomes and timescales are not expected to / have not been achieved as planned.
Amber	There are some known issues which have had an impact on the outcomes and planned timescales of the Key Activity.
Green	The Key Activity is being, or has been, carried out as planned and to timescale.
Complete	The project has been completed to timescale.

2.11 Performance Summary

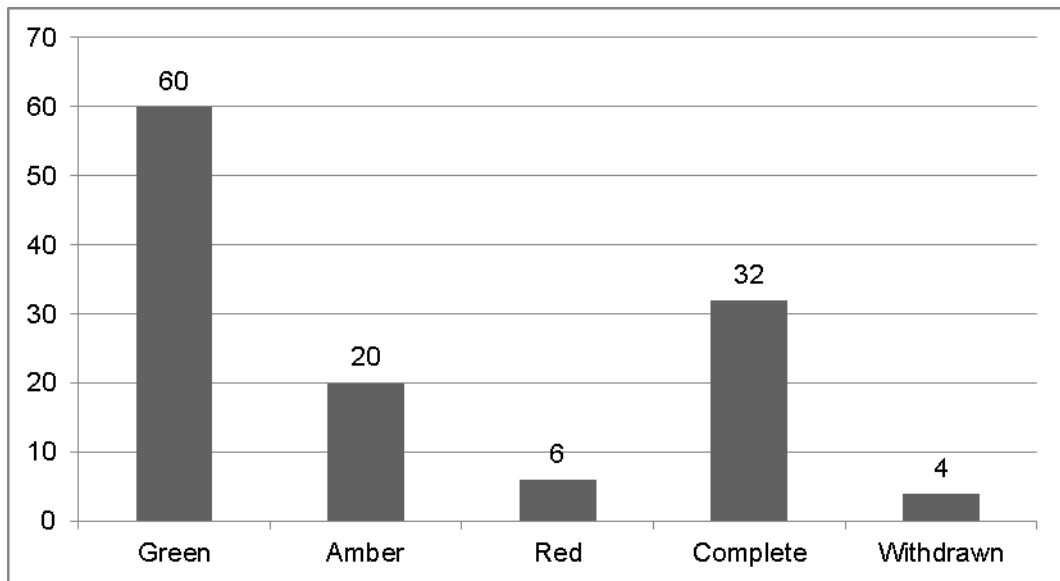
Status of Critical Activities

The graph below shows the status of each of the Critical Activities at the Quarter 4 position. 54% (13) of these are Green and 46% (11) are Amber. 0 of the Critical Activities have a status of Red.



Status of Key Activities

The graph below shows the status of all 122 Key Activities at the end of Quarter 4. 26% (32) Key Activities have been completed. A further 49% (60) of the Key Activities have a status of Green, 16% (20) are Amber and 5% (6) are Red.



The remaining four Key Activities have been withdrawn during the year as follows:

- KA13.04 Provide input into Electoral Review by Boundary Commission will not take place as Harborough has been withdrawn from the 2013/14 programme.
- KA 13.03 Undertake Community Governance Review (Market Harborough) has been withdrawn.
- KA 14.04 Participate in the Leicestershire Licensing Accreditation Scheme for all licensed premises. This countywide project has been withdrawn.
- KA 18.04 Develop a Business Grants Scheme. This Key Activity has been withdrawn to ensure that funding is best utilised to meet the business needs of the district following the outcomes of the Open For Business prospectus.

Exceptions

A total of six Key Activities have been identified as Red at the end of Quarter 4. These are as follows:

- **KA 01.05 Develop a process for delivery of infrastructure using Community Infrastructure Levy and Section 106 as part of a complementary new approach.**
This Key Activity has been delayed by work in relation to the Local Plan. Housing need and Land Availability evidence is now emerging to enable the consideration of future development levels by settlement. An action on this has been included in the 2014/15 Corporate Delivery Plan, to be completed before a decision on the draft Local Plan. The expected end date for this Key Activity is now the end of March 2015.
- **KA 04.03 Develop and implement programmes to support communities to reduce landfill waste and increase recycling.**

Indications are that the amount of recycling collected has doubled since the new service has been in place. A specific campaign around paper recycling, with support from the Leicestershire Waste Partnership Campaign was due to take place in Quarter 4 to encourage businesses to recycle more. This has been delayed until April to coincide with Royal Mail availability to deliver leaflets and to better manage demands on the call centre.

- **KA 05.03 Consider and develop costed options for the development of Welland Park Café.**

This has evolved into a property project, which has taken a lower priority to other asset projects including the move back to the Symington Building and the Market Hall. An options report is on the Forward Plan for consideration by the Executive in July. The expected end date for this project has been revised to March 2015.

- **KA 08.02 Implement E-procurement.**

A revised project plan has been developed to deliver this project by the end of September 2014.

- **KA 10.02 Develop an Implementation Plan for commissioning the Environmental Services contract from April 2016.**

An indicative procurement plan has been produced and advice on procurement has been given. A report will be submitted in May 2014 to seek approval from Members to extend the current contract.

- **KA 13.10 Review and update all Business Continuity Plans and Business impact Analysis, and communicate and test plans**

This Key Activity has required working to a greater level of depth and complexity than originally envisaged, and there has been limited resource available for this as other key work has taken priority. A list of the Council's critical activities for the incident management plan and locations from which these could operate has been produced. A Strategy and Crisis Management Plan are under development. An action to review service area business continuity plans has been included in individual team plans for 2014/15.

2.15 Strategic Performance Dashboard – March 2014

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 TEN Performance Management system 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 1:1 Portfolio Holder meetings and the Performance Improvement Board. The status of these items are Green (on or better than the set target), Amber (within a tolerance of 5% below the set target) or Red (more than 5% below target).

The direction of travel indicates whether the indicator has changed status since the previous month.

2.16 Exceptions

Performance indicators identified as below target at the end of Quarter 4 in the Strategic Performance Dashboard are as follows:

- **Number of Ombudsman complaints upheld.**
One Ombudsman complaint has been upheld during 2013/14, against a target of none. The Information & Complaints Officer has reminded managers of the process for dealing with complaints and the required timescales for responding to complaints at each stage, including informal complaints.
- **Net income (comparison to budget) from Treasury Management.**
This is at £73,929 at the end of the 2013/14 financial year, compared to a target of £92,000. Surplus investments are being used to help finance capital expenditure in year to negate expensive PWLB borrowing.
- **Harborough Innovation Centre - surplus / profit to break even in 2013/14.**
Profit of the Harborough Innovation Centre is £33,899 at the end of the 2013/14 financial year, against a target of £36,538.
This financial indicator has not been achieved due to lower occupancy levels during the year.
The Harborough Innovation Centre did not achieve its target cumulative occupancy in 013/14 due to lower occupancy levels than expected in summer 2013, however in-month occupancy for March is at 84% compared to a target of 77%. At this stage it is considered that the current occupancy level is sustainable in 2014/15 onwards.

- 2.17 Panel members are asked to submit any in-depth questions which may require additional supporting information in advance to Edward O'Neill, Democratic Officer for Scrutiny (e.oneill@harborough.gov.uk). This should be done by Monday 26th May.

The Executive portfolios are set out as below:

Portfolio	Portfolio Holder
Community Safety and Regulatory	Councillor Liquorish
Community Wellbeing	Councillor Hallam
Corporate Services	Councillor Dann
Economic Prosperity	Councillor Pain
Finance, Assets and Planning	Councillor King
Environment and Waste	Councillor Dr. Bremner

- 3 Equality Impact Assessment Implications/Outcomes (attach completed EIA)
 - 3.1 Equalities are monitored through each of the Critical and Key Activities where appropriate.

 - 4 Legal Issues
 - 4.1 None directly arising from this report.

 - 5 Consultation
 - 5.1 Portfolio holders have been consulted on the content of this report.

 - 6 Meeting the Objective
 - 6.1 Members are invited to consider the above report and attached appendices, and to question portfolio holders and comment on the Council's performance in 2013/14 against its priorities and the Corporate Delivery Plan.

 - 7 Background Papers
 - 7.1 Corporate Delivery Plan 2013/14
Performance Management Framework
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Previous report(s):

Information Issued Under Sensitive Issue Procedure: N

Appendices:

- A. Critical Activities – Dashboard Summary**
- B. Summary of Performance of Critical and Key Activities**
- C. Strategic Performance Dashboard – March 2014**