

**PAPER NO. 2**

**REPORT TO THE EXECUTIVE MEETING OF 4 DECEMBER 2017**

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**Meeting:** Executive  
**Date:** 4 December 2017  
**Subject:** Performance: Quarter 2, 2017/18 Year  
**Report of:** S. Riley, Head of Finance and Corporate Services  
and Section 151 Officer  
**Portfolio Holder:** Councillor Hadkiss, Corporate Governance  
**Status:** For consideration  
**Relevant Wards:** All

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1 Purpose of the Report

1.1 To present the Executive with details of the performance of the Council against the Corporate Delivery Plan at the end of Quarter 2 of the 2017/18 year.

2 Recommendation:

2.1 **That the Executive receives and considers the performance of the Council at the end of the Quarter 2 of the 2017/18 year.**

3 Summary of Reasons for the Recommendations

3.1 Performance is monitored and reported on to Officers and Members on a quarterly basis as part of the Council's Performance Management Framework<sup>1</sup>.

4 Key Facts

4.1 This report consists of:

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

This contains a performance summary of each of the Key Activities identified in the Corporate Delivery Plan for the 2017/18 year including a status, progress comment and next steps.

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<sup>1</sup>The current version of the Performance Management Framework was approved by the Executive on 11 January 2016.

- **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<sup>2</sup> 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**

4.3 Officers are required to provide a status of Green, Amber, Red or Complete 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.

## 5. Performance Summary

### 5.1.1 Status of Key Activities

Figure 1 below shows the status of all 62 Key Activities at the end of Quarter 2 of the 2017/18 year. 3 (4.8%) Key Activities were completed. 51 (82.3%) Key Activities had a status of Green, 8 (12.9%) had Amber status. 0 (0.0%) Key Activities were classed as Red status.

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<sup>2</sup> Available to Councillors via [this link](#) (the system is not available for public viewing).

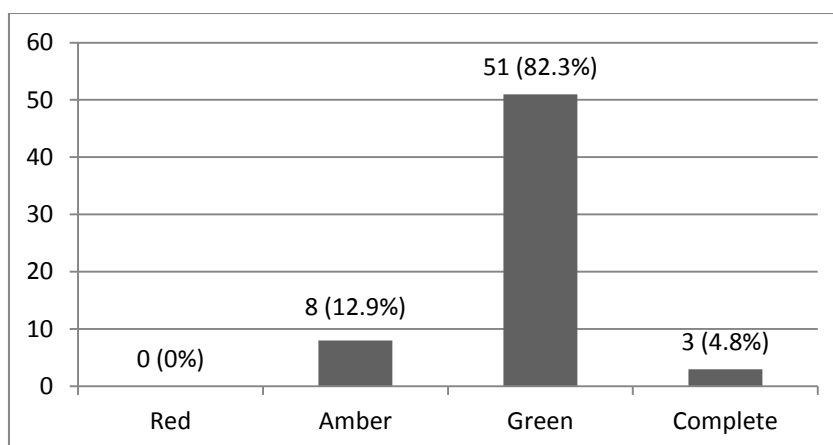


Figure 1 Status of Key Activities, End of Quarter 2 of the 2017/18 year

### 5.1.2 Summary of Key Activities at the end of Quarter 2 of the 2017/18 year

Table 1 below provides a summary of Completed Key Activities:

Key Activity	Description	Status
KA.08.01	Conduct County Council Election (and any other elections as required)	Complete
KA.08.02	Review of Council size and warding arrangements by Local Government Boundary Commission for England (LGBCE), subject to LGBCE timetable)	Complete
KA.09.07	Non-Domestic (Business) Rates revaluation support and advice provided to ratepayers	Complete

Table 1

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

Key Activity	Description	Status
KA.01.01	Determining Planning Applications and Appeals in accordance with national guidance and effective planning enforcement	Green
KA.01.02	Submit for examination a new Local Plan for the District to promote sustainable development, meet as a minimum objectively assessed needs for housing and employment and protect open space	Green
KA.01.03	KA.01.03 Publish, arrange examination for additional neighbourhood plans which accord with the new Local Plan, provide for local housing and employment and protect open space	Green
KA.01.04	To ensure that Harborough's requirements are adequately addressed in the published Strategic Growth Plan for Leicester and Leicestershire	Green
KA.01.05	Seek funding sources towards infrastructure requirements within Harborough District through the Infrastructure Delivery Plan	Green
KA.02.01	Achieve delivery of an appropriate mix and type of housing that meets local housing need throughout the District, across all tenures	Green
KA.02.02	Promote domestic energy efficiency measures which lead to carbon savings to address climate change	Green

KA.02.04	Ensure supply of existing and new affordable housing lettings is targeted to those most in need	Green
KA.02.05	To ensure that commuted sums for affordable housing are allocated to schemes to support development of new affordable housing, including where appropriate on sites in the ownership of the District Council	Green
KA.03.01	Work in partnership to reduce crime and anti-social behaviour (ASB) and improve support for victims	Green
KA.03.03	Support the delivery / development of new or refurbished open space in accordance with the adopted Open Space Strategy	Green
KA.03.05	To implement an action plan to address fly-tipping	Green
KA.04.01	Deliver and commission a range of sport and physical activities through securing funding from Public Health and other sources	Green
KA.04.02	To develop and adopt a Sports and Leisure Strategy	Green
KA.04.03	Undertake an appraisal of the options for the expiry of the Leisure Contract and implement the agreed outcome	Green
KA.05.01	Undertake consultation with key stakeholders	Green
KA.05.02	Carryout a District-wide survey of residents	Green
KA.05.03	Develop the accessibility of the Council website to promote self-service	Green
KA.05.05	Conduct neighbourhood plan referenda	Green
KA.05.06	Undertake strategic campaigns	Green
KA.06.01	Support the most vulnerable as part of Universal Credit rollout	Green
KA.06.02	Continue to work with partners to manage the ongoing impact of Welfare Reform	Green
KA.06.03	Implementation and redesign of the delivery of housing support	Green
KA.06.05	To ensure that the Council is able to support the Syrian Vulnerable Persons Resettlement Scheme	Green
KA.06.06	To prevent homelessness and provide support and emergency accommodation where appropriate	Green
KA.06.07	To ensure provision of a 24-hour / 365-day control centre to provide assurance to vulnerable	Green
KA.06.08	To work in partnership to minimise the impact of incidents of flooding	Green
KA.07.01	To increase the percentage of customers accessing services through implementation of the Channel Shift Strategy	Green
KA.07.02	To increase the resilience of the Council's ICT service	Green
KA.07.03	Ensure all grant funding is effectively and efficiently managed to meet Council priorities	Green
KA.07.04	Ensure that commissioning is effective, efficient and compliant	Green
KA.07.05	Ensure that the Council's governance, legal and financial arrangements are robust and not subject to legal challenge	Green
KA.07.06	To offer all Councillors an opportunity to receive training and development appropriate to their needs	Green
KA.07.07	Refresh of the Medium-term Financial Strategy and delivery of Efficiency Plan to ensure financial sustainability and resilience	Green
KA.07.08	Review and implementation of the Workforce Strategy	Green
KA.07.09	Carryout a business continuity exercise to test resilience across all Council services	Green
KA.07.10	Financial Resilience: Impact of Business Rates Review	Green
KA.07.11	To promote a commercialisation approach throughout the Council to contribute towards improved financial	Green

	sustainability	
KA.07.12	To develop the Combined Authority and to maximise the benefits of devolution powers for Harborough District	Green
KA.07.13	Implement the outcome of the Facilities Management Review on expiry of the initial term of the contract	Green
KA.08.03	Implementation of the Car Parking Strategy	Green
KA.08.04	Ensure that resources are deployed efficiently and effectively to maximise the quality and responsiveness of Council services	Green
KA.08.06	Development of Council-owned Garage Sites	Green
KA.09.01	Ensure that procurement supports local business	Green
KA.09.02	Provision of appropriate office accommodation to enable start-up businesses to grow and develop	Green
KA.09.03	Ensure small- and medium-sized enterprises are able to access business support and learning opportunities throughout the Harborough District	Green
KA.09.06	To promote awareness of the importance of business continuity planning within local businesses	Green
KA.10.01	Work with partners to support the ongoing development and sustainability of the Market Harborough Museum	Green
KA.10.02	Develop and implement a Tourism Plan for the District	Green
KA.10.03	To utilise Council resources/assets to promote culture and tourism	Green
KA.10.04	To provide support to community groups to enable events to be effectively managed and co-ordinated and consider the implementation of a Community Lottery	Green

Table 2

Table 3 below provides a summary of Amber Key Activities:

Key Activity	Description	Status
KA.02.03	Promote carbon savings in Council buildings and activities	Amber
KA.03.02	Review the Council's Contaminated Land Strategy	Amber
KA.03.04	Submit for examination a new Local Plan for the District to identify and safeguard important open space and assist in maintaining the quality of environment of the District	Amber
KA.05.04	Review and Implement the Council's Customer Services Strategy	Amber
KA.06.04	To evaluate potential introduction of Child Sexual Exploitation training linked to Regulatory Services	Amber
KA.08.05	Implement the Council's Property Strategy	Amber
KA.09.04	To engage with businesses to identify local barriers to growth or development. Ensure that businesses are kept informed and can access the relevant information they need	Amber
KA.09.05	Implementation of the Council's Economic Development (ED) Strategy	Amber

Table 3

### 5.1.3 Performance Improvement Board (PIB)

During the third Quarter of the 2017/18 year, the focus of the PIB will be:

- Preparation of Team Plans to ensure that they are fit for use in the 2018/19 year.
- Ensuring the integrity of Key Performance Indicators.
- Continued monitoring of key performance indicators.

### 5.1.4 Exceptions

Performance indicators on the Strategic Performance Dashboard identified as below target tolerance (Red status) at the end of Quarter 2 of the 2017/18 year were as follows:

#### 5.1.5 Building Control Income

At the end of Quarter 2, Building Control income was 10.1% short of its target.

#### 5.1.6 Car Parking Income

At the end of Quarter 2 car parking income was 11.7% short of target.

##### Comments

New car parking charges were implemented on 4 September 2017. If current trends continue, the current income deficit will be recovered and the target for the year achieved.

#### 5.1.7 Readership of the Council's Business Newsletter

The target for the end of Quarter 2 was 4,250 readers. The achieved number of 620 was 3,630 short of the target. The target for the end of the year is 8,500 readers.

##### Comments

Competing priorities have prevented the regular publication of the newsletter in the first half of the year. It is anticipated that the newsletter will resume its regular publication in Quarters 3 and 4.

#### 5.1.8 Number of businesses accessing business support, advice and attending events through the Pioneer 10 Programme

At the end of Quarter 2, 162 businesses had accessed support, advice or attended an event through the Pioneer 10 Programme. The target for this indicator is 100 businesses per Quarter (400 during the year).

##### Comments

Businesses will continue to be supported through the Pioneer 10 Programme during Quarters 3 and 4. Further promotion of the Pioneer 10 programme will be undertaken and it is likely the promotion from the Leicester Business Festival will also provide referrals.

6 Legal Issues

6.1 None arising directly from this report.

7 Resource Issues

7.1 None arising directly from this report.

8 Equality Analysis Implications/Outcomes

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

9 Risk Management Implications

9.1 Risks are managed alongside performance through the Council's Performance Management database. Risk reports are provided to the Executive and the Performance Scrutiny Panel at regular intervals during each year.

10 Consultation

10.1 At its meeting on 7 December 2017, the Performance Scrutiny Panel will consider the Council's performance at the end of Quarter 2 of the 2017/18 year.

11 Background Papers

- Corporate Delivery Plan 2017/18
- Performance Management Framework

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

**Ward Members Notified: N**

**Appendices:**

- A. Key Activities in Detail, End of Quarter 2
- B. Strategic Performance Dashboard, End of Quarter 2
- C. Performance Management Framework