

**REPORT TO THE RESOURCE AND PERFORMANCE SCRUTINY PANEL
MEETING ON 25 FEBRUARY 2016**

Status: For Information and Comment
Title: Performance, Quarter 3 2015/16
Originator: Beverley Jolly, Corporate Director (BJ)
Where from: Scrutiny Work-plan
Where to next: Not applicable.

Objective: to present the Panel with information on the Council's performance at the end of Quarter 3 of the 2015/16 year.

1. Outcome sought from Panel

1.1 That the Panel receive and comment on the performance of the Council at the end of Quarter 3 of the 2015/16 financial year.

2 Background

2.1 Performance is monitored and reported on to officers and elected members on a quarterly basis, as part of the Council's Performance Management Framework¹. Performance Reports are submitted to both Scrutiny and the Executive on a quarterly basis.

2.2 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 2015/16 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 database² 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

¹The 2015/16 version of the Performance Management Framework was approved by the Executive on 9 February 2015.

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

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'.

2.3 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 now impacting on delivery or expected outcomes.
Amber	Most actions completed. Some issues recognised which may impact on delivery or expected outcomes.
Green	Planned actions completed, project on track. There are no known issues.
Complete	The project has been completed.

3 Points for discussion

3.1 **Performance Summary**

3.1.1 **Status of Key Activities**

Figure 1 below shows the status of all 53 Key Activities at the end of Quarter 3 of the 2015/16 year. 3 (5.7%) Key Activities have been completed. 41 (77.4%) Key Activities have a status of Green, 5 (9.4%) have Amber status. 3 Key Activities (5.7%) were classed as Red status. One Key Activity (1.9%) has been withdrawn and deferred until the 2016/17 year.

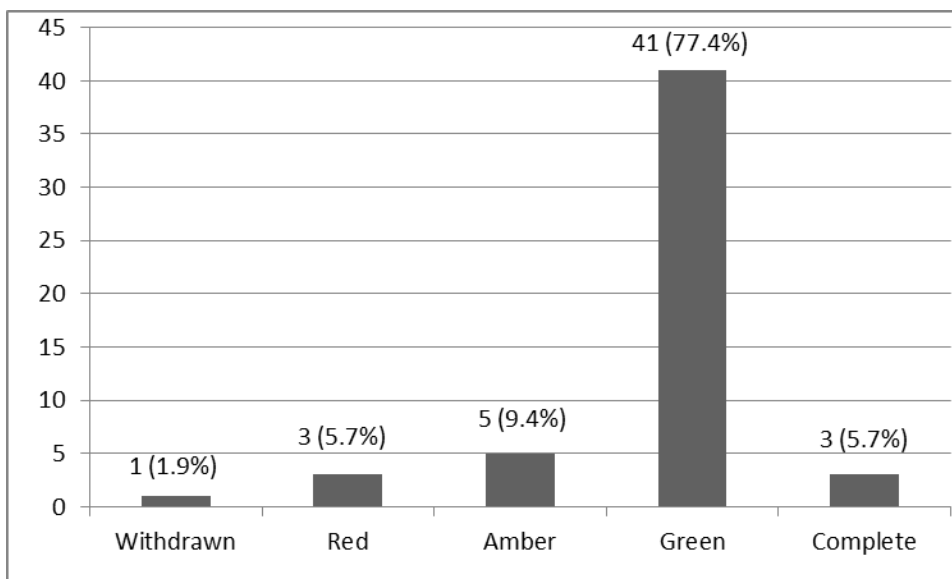


Figure 1 Status of Key Activities, End of Quarter Three 2015/16

3.1.2 Summary of Key Activities

Table 1 below provides a summary of Completed Key Activities:

Key Activity Reference	Description	Status
KA 07.01	Conduct UK Parliamentary Elections	Complete
KA 07.02	Conduct District and Parish Council Elections	Complete
KA 07.04	Achieve Public Services (PSN) Code of Connection (CoCo) Certification	Complete

Table 1

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

Key Activity Reference	Description	Status
KA 01.02	Monitoring the supply and availability of land to meet future housing need	Green
KA 01.03	Engage with communities to deliver Neighbourhood Planning throughout the District	Green
KA 01.04	Facilitate delivery of the Climate Local Action Plan and report on progress	Green
KA 01.05	Determining planning applications in accordance with stipulated national guidance and ensuring that applications for the Magna Park proposals and Bruntingthorpe Proving Ground for jumbo jet storage are handled and determined within the locally-agreed timescales	Green
KA 01.06	Ensure that the Council is able to help the local economy to remain successful through sustainable business growth and by maximising opportunities to help the local economy to grow in a sustainable way	Green
KA 01.07	Delivering Sustainable Urban Drainage (SUDS)	Green
KA 01.08	Increase capacity of community Facilities, open spaces and play through Section 106 funding	Green
KA 01.09	Assess the case for introducing Community Infrastructure Levy.	Green
KA 02.01	Procurement of Environmental Services Contract	Green
KA 02.02	Implementation of the new Anti-social Behaviour (ASB) Powers and continuous improvement of the quality of service and response to victims	Green
KA 02.03	The Council will work in partnership and hold partners to account to reduce domestic burglary and car crime, support vulnerable victims and improve road safety in the District	Green

KA 03.01	Deliver opportunities to engage in sport and physical activity and facilitate the Health and Wellbeing Partnership for the District	Green
KA 04.01	Implement the actions within the Council's Communications Strategy	Green
KA 04.03	Businesses are informed and listened to	Green
KA 04.04	Provide effective liaison with parishes on district and local priorities	Green
KA 05.01	Promote the Council's new website to encourage customers to self-serve and to provide more transactional services	Green
KA 05.02	To establish The Council as an umbrella body for Disclosure and Barring Service checks	Green
KA 05.03	Provision of support to Councillors following elections in May 2015, including induction, training and ICT provision	Green
KA 05.04	Ensure grant funding allocated to communities, the voluntary sector and parishes is effectively and efficiently managed to meet Council priorities	Green
KA 05.05	Review of Council size and warding arrangements by Local Government Boundary Commission for England	Green
KA 06.01	Implement the agreed outcomes of the property review process	Green
KA 06.03	Develop and implement a Third Sector Strategy	Green
KA 06.04	Implement recommendations identified by the Institute of Revenues Rating and Valuation service review of the Revenues and Benefits Partnership	Green
KA 06.06	Review the Harborough Innovation Centre (HIC) management contract prior to the end date to recommend whether to extend or re-procure	Green
KA 06.07.02	Develop commercialisation of Trade Waste services	Green
KA 07.03	Conduct Neighbourhood Plan Referenda	Green
KA 07.05	Implementation of the Deregulation Bill 2014	Green
KA 08.01	Improve ease of access to Council services by District Business	Green
KA 08.02	The Human Resources and Learning & Development functions offer external advice and learning opportunities	Green
KA 09.01	Signpost businesses to the support and advice available to businesses in Harborough District	Green
KA 09.02	Ensure that the Council's procurement supports local business	Green

KA 10.01	Maximise the roll-out of broadband through the Superfast Leicestershire Broadband programme to ensure that local communities gain access to better broadband	Green
KA 11.01	Work with partners to support the ongoing development and sustainability of the Market Harborough Museum	Green
KA 11.02	Develop culture and tourism in line with, and expanding beyond, the Harborough blueprint	Green
KA 12.01	Achieve the delivery of an appropriate mix and type of housing that meets local housing need and that the supply of existing and new affordable housing lettings is targeted to those most in need	Green
KA 12.02	Promoting a programme to reduce fuel poverty.	Green
KA 12.03	Implementation of the Council's Empty Property Strategy	Green
KA 13.02	Develop 'Universal Support' as part of Universal Credit (UC) rollout	Green
KA 13.03	Work with partners to continue to deliver the Supporting Leicestershire Families Service (SLF) and the Children's Centre Programme (CCP) in Harborough District	Green
KA 13.04	Work with partners on the delivery of the County-wide Light Bulb project	Green
KA 13.05	Continue to work with partners to manage the ongoing impact of Welfare Reform	Green

Table 2

Table 3 below provides a summary of Amber Key Activities:

Key Activity Reference	Description	Status
KA 01.01	Complete the Options stage in the preparation of the new Local Plan for Harborough and ensure new Local Plan preparation and submission is compliant with relevant regulations and legislation	Amber
KA 06.02	Review the leisure management contract prior to the contract end date to recommend whether to extend or re-procure	Amber
KA 07.06	Progression of the Air Quality Action Plan	Amber
KA 12.04	Finalise the Housing Options Service Review and implement the agreed recommendations	Amber
KA 13.01	Develop and maintain Harborough Lifeline as an income-generating service	Amber

Table 3

Table 4 below provides a summary of Red status Key Activities:

Key Activity Reference	Description/ Reason for Red Status	Status
KA 06.05	<p>Implementation of the Car Parking Strategy Action Plan</p> <p><u>Reason for Red status:</u></p> <p>At the beginning of the 2015/16 year it was the intention to adopt a revised Car Parking Strategy by the end of March 2016. Consultants were appointed to undertake the study however there were delays in getting the draft document. Officers are now in receipt of the draft document which set out a number of areas of further work required before the final Strategy can be adopted. It is likely that adoption will occur in the 2016/17 year, hence the Red status of this Activity.</p>	Red
KA 06.07.01	<p>Develop commercialisation of Building Control services</p> <p><u>Reason for Red status:</u></p> <p>The Building Control Service has had to respond to one ill health retirement and one vacant post whilst also undertaking a restructure exercise. This has caused some delay in the commercialisation of the service.</p>	Red
KA 06.08	<p>Develop and Implement a Strategy for improved use of The Square, Market Harborough, ensuring a wide range of events are programmed throughout the year to support the town centre viability and reduce 'leakage' to other retail centres.</p> <p><u>Reason for Red Status:</u></p> <p>It was the intention at the beginning of the 2015/16 year that a Strategy would be developed and implemented by the end of March 2016. There was no progress on the Strategy during the first two quarters of the year. This was mainly due to difficulties arranging events and activities on The Square following changes made by Leicestershire County Council to the Temporary Traffic Regulation Order (TTRO) process. This has made the preparation of a Strategy to increase use difficult to progress due to the prohibitive costs in respect of TTROs. Some meetings with the County Council have been arranged and a further meeting has been arranged with the County Council Director of Highways to seek a solution which would allow improved use of the Square and make a Strategy worthwhile and deliverable with meaningful outcomes.</p>	Red

Table 4

Table 5 below provides a summary of Key Activities that have been withdrawn and deferred until the 2016/17 year.

Key Activity Reference	Description	Status
KA 04.02	<p>The District-wide survey relating to the Environmental Services Contract has been completed, analysed and a findings report completed. This report was used to assist Members when reviewing the future Waste and Recycling bin collection service. The results of the consultation have been shared with all respondents who requested a copy and also published on the Council's website.</p> <p>A District-wide survey of residents to inform the Business Planning process has been deferred until the 2016/17 year.</p>	Withdrawn: deferred until the 2016/17 year.

Table 5

3.1.3 Performance Improvement Board (PIB)

During the fourth quarter of the 2015/16 year, the focus of the Performance Improvement Board will be to challenge the development of service area team plans in preparation for the commencement of the 2016/17 year whilst also continuing to monitor the key activities and performance indicators for the current year.

3.1.4 Exceptions

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

3.1.5 Performance Indicators

- **90% of Stage 1 and Stage 2 complaints responded to within 20 working days**

End of Quarter 3 Status = Red

At the end of Quarter 3, 70.20% of Stage 1 and Stage 2 complaints had been responded to within the target time of 20 working days.

The processing of complaints is performing below target (also reported at the end of Quarters 1 and 2). The primary cause of this was a long-term staff absence earlier in the year. During the absence, the processing of complaints was undertaken by other members of the Corporate Services team in addition to their usual day-to-day duties. During the first quarter of the 2015/16 year the Corporate Services Team was primarily engaged in the administration of the Parliamentary and District elections which had to take priority.

The performance of complaints will continue to be monitored by the Performance Improvement Board until it is satisfied that performance has improved to a satisfactory level.

Mitigating Actions Undertaken

- Internal monitoring and reporting procedures have been reviewed and revised following discussion at the Performance Improvement Board.

Following action taken to improve the performance of the processing of complaints, the direction of travel of this indicator is improving.

- **100% supply of ready-to-develop housing sites compared to requirement (achievement of five-year land supply)**

End of Quarter 3 Status = Red

This indicator is calculated at 30 March and 30 September each year. It requires data on housing completions to be received and then presented by parish, and an assessment of future supply which involves liaison with house builders. Therefore the data is published around eight weeks after this point i.e. 30 May and 30 November.

The current performance on housing supply is below target. The authority is currently showing a 4.36-year supply, rather than exceeding five years as required. The supply target was changed from 350 dwellings per annum to 440 per annum for the March calculation and then 475 per annum for the September calculation during 2014 in light of a challenge at appeal which was upheld by a planning inspector and the Secretary of State. This has had a significant bearing on the ability to show a housing supply against requirement. In reality, the Council has to demonstrate a 20% buffer in addition to the five-year picture.

Mitigations: to increase the supply of deliverable housing within the next five years from planning permissions granted and to ensure that as much eligible housing supply is counted in the calculation a call for sites took place in early 2015 with an appeal for landowners to present sites capable of housing delivery in the next five years. A number of larger housing sites have been granted permission in 2015 which will contribute to the supply.

- **100% of new affordable home completions let in the quarter go to home-seekers in 'priority' or 'high' category of need**

End of Quarter 3 Status = Red

At the end of Quarter 3 19 of 71 (26.8%) new affordable home completions had gone to home-seekers in the 'priority' or 'high' categories of need.

Examples of why affordable homes do not go to home-seekers in priority or high category

- There are only six or seven applicants in the 'Priority' category at any one time and properties that they are eligible to bid for may not be advertised each week.
 - There are a greater number of applicants in the 'High' category, and these may not bid for a property for the same reason.
 - An applicant in the 'Priority' or 'High' category may choose to bid for an older property rather than a new one (example: for larger room sizes, to be closer to family support).
 - 'Priority' category applicants are shortlisted above 'High' category applicants so if a 'Priority' applicant has matched first and accepted the offer of a tenancy, the 'High' applicant would not be offered a tenancy.
 - Applicants can bid on two properties advertised which they are eligible for each week and will therefore be considered on multiple shortlists. If they are being offered more than one property they may choose a pre-tenanted property rather than a new one.
- **Percentage of disabled adaptations to be completed within the service standards (target is 70%)**

End of Quarter 3 Status = Red

The disabled facilities grant process can be very complex depending on the individual's needs and the nature of the work required. The disabled adaptations are administered through the Home Improvement Agency and there are a number of factors that can influence the length of time it takes to process the application, some of which are outside the control of either the Council or the Home Improvement Agency (for example where the applicant goes into hospital).

At the end of Quarter 3, 29 grants had been completed, 18 (62.1%) of which had met the target service standards ('service standard' here refers to the period of time taken to complete a job. This varies depending on the nature and complexity of the adaptation. Examples of adaptations include: stair lifts, level-access showers and ramps. The standards are common across the County). Officers are working with the Home Improvement Agency to identify any delays in the applications and to highlight where the delays could not be foreseen or controlled.

Generally, the time taken to submit an application to the Council from the date on which the Home Improvement Agency receives the referral from Leicestershire County Council creates the longest delays. Of the 29 grants that have been completed the longest time period was 282 working days and

the shortest 37 working days. The agency has recently introduce “fixed prices” for some types of disabled adaptation work and it is anticipated that once this process is embedded it will reduce the length of time it takes for some applications to be submitted to the Council for approval.

○ **Less than 11% staff turnover for the 2015/16 year.**

End of Quarter 3 Status = Red

The target for this indicator is 11% at the end of the year. The target for the end of the third quarter of the 2015/16 year was 9%. Staff turnover at the end of the third quarter of the 2015/16 year was 14.4%.

This year voluntary staff turnover has been higher due to staff who have previously felt more inclined to stay with an organisation at times of high levels of change now leaving in response to an upturn in the jobs market.

○ **Working days lost due to sickness absence**

End of Quarter 3 Status = Red

An average of 6.96 working days per full-time equivalent employee were lost during the first three quarters of the 2015/16 year. The target at the end of the third quarter of the 2015/16 year was 5.94 days per full-time equivalent employee. This performance indicator was therefore considered to be worse than target at the end of the third quarter of the 2015/16 year. A major factor in sickness absence during the first quarter was the number of long-term sickness cases. Several of these cases were resolved during the second quarter and this will contribute to a future reduction in sickness levels. Sickness levels fluctuate considerably during the year and, as such, are monitored on a monthly basis.

Officers undertake a number of measures to control employee absence. These are:

- The holding of return to work interviews for every instance of absence (regardless of length of absence).
- The application of a triggers mechanism after which managers hold formal absence meetings with employees.

In addition to the above, Officers have developed a new Attendance Management Policy and Procedure (implemented during Quarter Two).

○ **Achieve an average of 9 days to process changes of circumstances to benefit claims**

End of Quarter 3 Status = Red

Despite the fact that the Revenues and Benefits Partnership failed to meet its target for the end of Quarter 3, it is confident that it will see an

improvement in processing times for Quarter 4. This will be brought about as a consequence of 'uprating' (dealing with a significant number of claims where the only change is income), extending training to provide resilience and careful monitoring of workloads.

The Revenues and Benefits Team forecasts that it will meet the cumulative annual targets for benefit processing times.

○ **95% of Payments to Creditors made within 30 days**

End of Quarter 3 Status = Red

At the end of Quarter 3 the Council was achieving a value of 89.4% of payments to creditors made within 30 days. This indicator was therefore considered to be Red status.

Mitigating Actions Undertaken

- Continuing education programme promoting the use of e-procurement, and ensuring requisitioners and approvers know how to use the system efficiently.
- Weekly list of invoices received and registered sent to managers to action.
- Performance statistics have been broken down further between purchases order invoices and non-purchase order invoices and sent out monthly.
- Following implementation of finance service restructure, the business partners will look at performance with budget managers on a monthly basis.

4 Equality Impact Assessment Implications/Outcomes (attach completed EIA)

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

5 Impact on Communities

5.1 None arising directly from this report.

6 Legal Issues

6.1 None arising directly from this report.

7 Resource Issues

7.1 None arising directly from this report.

8 Community Safety Implications

8.1 None arising directly from this report.

9 Risk Management Implications

9.1 Risks are managed alongside performance, through the Council's Performance Management database.

10 Consultation

10.1 At its meeting on 8 February 2016, the Executive considered the Council's performance at the end of the Quarter 3 of the 2015/16 year.

11 Background Papers

- Corporate Delivery Plan 2015/16
 - Performance Management Framework
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Previous report(s):

- Performance, end of Quarter 1 (Scrutiny Resource and Performance Panel Meeting held on 17 September 2015)
- Performance, Portfolio Holders' Half-year Reports (Scrutiny Commission Meeting held on 26 November 2015)

Information Issued Under Sensitive Issue Procedure: No

Appendices:

- A.** Key Activities in Detail, End of Quarter Two Position
- B.** Strategic Performance Dashboard, End of Quarter Two Position