

**REPORT TO THE SCRUTINY PANEL RESOURCE AND PERFORMANCE
MEETING ON 17 SEPTEMBER 2015**

Status: For comment
Title: Quarter One Performance, 2015-16
Originator: Beverley Jolly, Corporate Director - Resources
Where from: Scrutiny Work-plan
Where to next: Not applicable

Objective: to present the Panel with details of the performance of the Council against the Corporate Delivery Plan in Quarter One of the 2015/16 year.

1. Outcome sought from Panel

That the Scrutiny Panel consider and comment on the performance of the Council against its Corporate Delivery Plan at the end of Quarter One of the 2015/16 year.

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 Framework¹. Quarterly Performance Reports are submitted to both Scrutiny and the Executive on a quarterly basis.

2.2 Re. Key Activity 11.01 (Market Harborough Museum): following a number of workshops and meetings, new partnership arrangements were agreed. This included the establishment of a Harborough Museum Partnership Steering Group with representatives from the existing legal partners (Harborough District Council, Leicestershire County Council and the Market Harborough Historical Society). It was also agreed that work to establish a Harborough Museum Trust would cease at this time and steps would be taken to resolve any outstanding issues around funding held by the interim organisation for the benefit of the Museum and these be transferred to a relevant body, for the specific purpose of supporting and developing Harborough Museum.

2.3 For the reasons set out in paragraph 2.2 above, the wording of Key Activity 11.01 was changed from:

Facilitate with partners delivery of a Charitable Museum Trust for Market Harborough.

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

to:

Work with partners to support the ongoing development and sustainability of the Market Harborough Museum.

2.4 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 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'.

2.5 Officers are required to provide a status of Green, Amber, Red or Complete for each Key Activity. Definitions for 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.

A status of 'Start Later In Year' has been given where actions to deliver a Key Activity are scheduled to commence later on in the financial year.

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

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 One of the 2015/16 year. 2 (3.77%) Key Activities have been completed. 46 (86.79%) Key Activities have a status of Green, 4 (7.55%) have Amber status and none were classed as Red status. One Key Activity is planned to start later in the year.

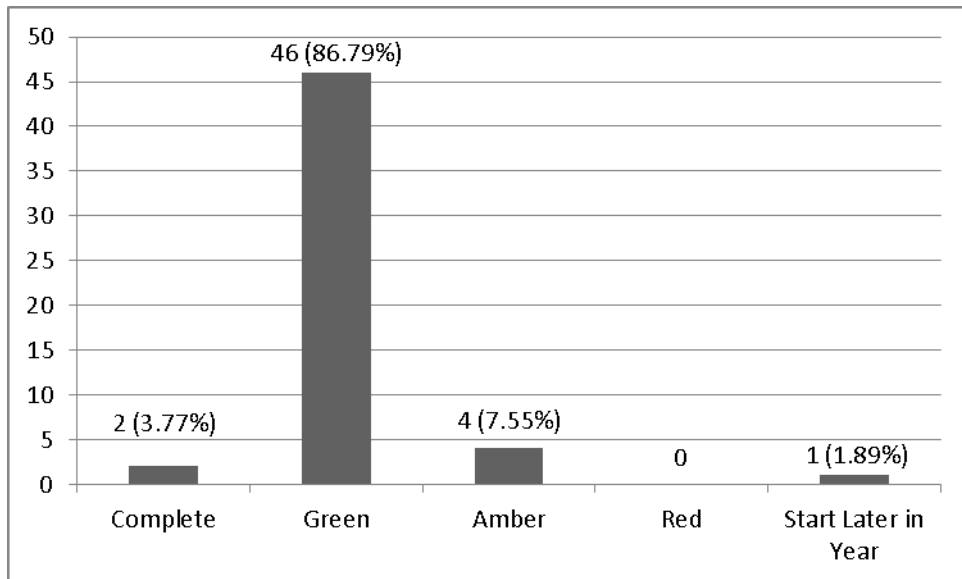


Figure 1 Status of Key Activities, End of Quarter One 2015/16

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

Table 1

Table 2 below provides a summary of Green status 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	Green
KA 01.02	Monitoring the supply and availability of land to meet future	Green

	housing need	
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 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 04.02	Carry out a District-wide residents survey	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 06.02	Review the leisure management contract prior to the contract end date to recommend whether to extend or re-procure	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 06.05	Implementation of the Car Parking Strategy Action Plan	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 06.08	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	Green
KA 07.03	Conduct Neighbourhood Plan Referenda	Green
KA 07.04	Achieve Public Services (PSN) Code of Connection (CoCo) Certification	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	Facilitate with partners delivery of a Charitable Museum Trust for Market Harborough	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	Green

	housing that meets local housing need and that the supply of existing and new affordable housing lettings is targeted to those most in need	
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 06.07.01	Develop commercialisation of Building Control services	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 Key Activities that are due to start later in the year:

Key Activity Reference	Description	Status
KA 01.09	Assess the case for introducing Community Infrastructure Levy.	Start Later in Year

Table 4

3.1.3 Feedback from the Performance Improvement Board

The Performance Improvement Board has focused on the following areas of work during Quarter One:

- **Business Planning**
The board undertook work to plan the work necessary to commence the business planning process for the 2016/17 year.

- **Finance Services**
The Board was engaged in the monitoring of lessons learnt from the Finance Services Review.
- **ICT Service**
The board undertook a review of the planned work of the ICT Team during the 2015/16 year to ensure key areas of work were completed on time.

During the second quarter of the year, the focus of the Performance Improvement Board will be a robust challenge of performance and progress on the delivery of the Council's Corporate Delivery Plan for the 2015/16 year and delivery of Team Plan actions as well as challenging performance on any pieces of work or projects that are showing slippage.

3.1.4 Exceptions

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

3.1.5 Performance Indicators

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

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 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, in light of a challenge at appeal which was upheld by a planning inspector and the Secretary of State.

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 has taken place with an appeal for landowners to present sites capable of housing delivery in the next five years.

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

At the end of the first quarter of the 2015/16 year 53.3% 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. The primary cause of this was the long-term absence, through sickness, of the Council's

Information and Complaints Officer. 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

- An exercise was undertaken to clear the backlog of historic complaints. Following the completion of the exercise there were only four outstanding complaints (at the end of July 2015).
- 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 expected to improve.

- **75% of tenders, quotations and estimates above £10,000 in value that were advertised used media accessible to local suppliers or were sought from local suppliers**

Of the four procurements that commenced in the first quarter of the 2015/16 year, one was advertised using locally-accessible media; one was a request for quotations and quotations were sought from local suppliers. The other two procurement exercises were for specialised services for which no local supplier was available.

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

17 new affordable homes were let in the first quarter of the 2015/16 year. Of these, 4 went 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%)**

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.

To date 11 grants have been completed, 6 of which have 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 11 grants that have been completed the longest time period was 177 working days and the shortest 10 working days. The agency has recently introduced "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**
- The target for this indicator is 11% at the end of the year. The target for the end of the first quarter of the 2015/16 year was 3%. Staff turnover at the end of the first quarter of the 2015/16 year was 8.6%.

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**

An average of 2.12 working days per full-time equivalent were lost during the first quarter of the 2015/16 year. The target for the first quarter of the 2015/16 year was 1.98 days per full-time equivalent. This performance indicator was therefore considered to be worse than target at the end of the first quarter of the 2015/16 year. A major factor in sickness absence this quarter was the number of long-term sickness cases. Several of which will be resolved in the next quarter and this will contribute to a reduction in sickness levels. Sickness levels fluctuate considerable during the year however we do undertake monitoring 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. This is due to be implemented before the end of the second quarter of the 2015/16 year.

- **Net Income from Treasury Management**

Net income from Treasury Management during first quarter of the 2015/16 year was £20,746. The target was £23,000.

Surplus investments are used to help finance capital expenditure and mitigate against the need for more expensive borrowing. In the current economic climate interest paid on investments is in the region of 0.5 – 1%, whilst borrowing costs are in excess of 3.5%. It therefore makes financial sense to use the Council's cash investments in the short term to fund capital expenditure rather than borrow at more expensive rates. This delays the need for borrowing.

As this indicator consistently performs below target, a replacement performance indicator is proposed (see paragraph 4.6 below).

3.1.6 **New Performance Indicator**

The Council has traditionally measured and reported on the return on its cash investments. However, in recent years the cost of borrowing is significantly higher than the return the Council could secure on its investments. As a result, the Council has delayed borrowing for previous capital investment and used 'internal cash reserves' to defray the need for more expensive borrowing

It is recommended that a new indicator is substituted which is Net income (comparison to budget) from Treasury Management. This target better reflects the Council's objective to maximise the amount of interest generated from cash balances, whilst minimising the amount of interest spent in borrowing. The target for

2015/16 is £150,773. If the actual value is lower than this it is good performance. At the end of Quarter 1 the actual value was £20,746.

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

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

5 Impact on Communities

None arising directly from this report.

6 Legal Issues

None arising directly from this report.

7 Resource Issues

None arising directly from this report.

8 Community Safety Implications

None arising directly from this report.

9 Carbon Management Implications

None arising directly from this report.

10 Risk Management Implications

Risks are managed alongside performance, through the Council's Performance Management database. Quarterly Risk Reports are provided to the Scrutiny Performance and Resource Panel³ and the Executive under separate cover. The Quarter 1 Risk Report is on the agenda for consideration at this meeting.

11 Consultation

The Executive considered the performance of the Council against its Corporate Delivery Plan at the end of the Quarter One on 7 September 2015.

12 Background Papers

- Corporate Delivery Plan 2015/16
- Performance Management Framework

³ [This is a link to the Performance Management database](#) (note: this link is available to Councillors and Council Officers only. It is not available for public consumption).

Previous report(s): not applicable.

Information Issued Under Sensitive Issue Procedure: No

Appendices:

- A.** Key Activities in Details, End of Quarter One
- B.** Strategic Performance Dashboard, End of Quarter One