

**PAPER NO. 3**

**REPORT TO THE EXECUTIVE MEETING OF 4 JUNE 2018**

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**Meeting:** Executive  
**Date:** 4 June 2018  
**Subject:** Performance: Quarter 4, 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 4 of the 2017/18 year.

2 Recommendation:

2.1 **That the Executive receives and considers the performance of the Council at the end of Quarter 4 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.

4 Key Facts

4.1 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 2017/18 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**

4.2 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.

## 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 4 of the 2017/18 year. 33 (53.2%) Key Activities were completed. 20 (32.3%) Key Activities had a status of Green, 8 (12.9%) had Amber status. 1 (1.6%) Key Activity was classed as Red status.

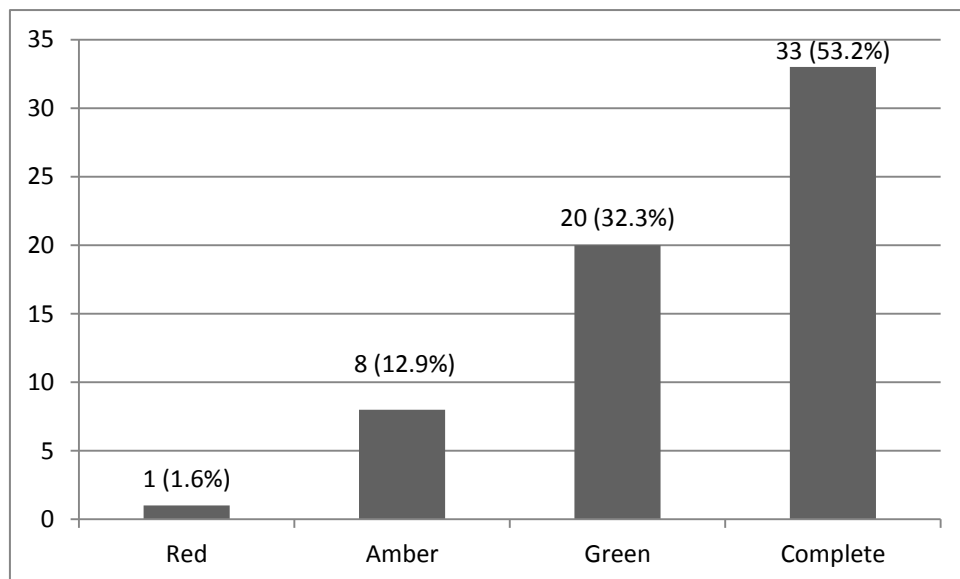


Figure 1 Status of Key Activities, End of Quarter 4 of the 2017/18 year

### 5.1.2 Summary of Key Activities at the end of Quarter 4 of the 2017/18 year

Table 1 below provides a summary of Completed Key Activities:

Key Activity	Description	Status
KA.01.01	Determining Planning Applications and Appeals in accordance with national guidance and effective planning enforcement	Complete
KA.02.01	Achieve delivery of an appropriate mix and type of housing that meets local housing need throughout the District, across all tenures	Complete
KA.02.02	Promote domestic energy efficiency measures which lead to carbon savings to address climate change	Complete
KA.03.01	Work in partnership to reduce crime and anti-social behaviour (ASB) and improve support for victims	Complete
KA.03.02	Review the Council's Contaminated Land Strategy	Complete
KA.03.05	To implement an action plan to address fly-tipping	Complete
KA.04.01	Deliver and commission a range of sport and physical activities through securing funding from Public Health and other sources	Complete
KA.04.02	To develop and adopt a Sports and Leisure Strategy	Complete
KA.05.01	Undertake consultation with key stakeholders	Complete
KA.05.02	Carryout a District-wide survey of residents	Complete
KA.05.05	Conduct neighbourhood plan referenda	Complete
KA.05.06	Undertake strategic campaigns	Complete
KA.06.01	Support the most vulnerable as part of Universal Credit rollout	Complete
KA.06.02	Continue to work with partners to manage the ongoing impact of Welfare Reform	Complete
KA.06.04	To evaluate potential introduction of Child Sexual Exploitation training linked to Regulatory Services	Complete
KA.06.05	To ensure that the Council is able to support the Syrian Vulnerable Persons Resettlement Scheme	Complete
KA.06.07	To ensure provision of a 24-hour / 365-day control centre to provide assurance to vulnerable	Complete
KA.07.04	Ensure that commissioning is effective, efficient and compliant	Complete
KA.07.05	Ensure that the Council's governance, legal and financial arrangements are robust and not subject to legal challenge	Complete
KA.07.06	To offer all Councillors an opportunity to receive training and development appropriate to their needs	Complete
KA.07.13	Implement the outcome of the Facilities Management Review on expiry of the initial term of the contract	Complete
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.08.03	Implementation of the Car Parking Strategy	Complete
KA.08.04	Ensure that resources are deployed efficiently and effectively to maximise the quality and responsiveness of Council services	Complete
KA.08.05	Implement the Council's Property Strategy	Complete
KA.08.06	Development of Council-owned Garage Sites	Complete
KA.09.01	Ensure that procurement supports local business	Complete
KA.09.02	Provision of appropriate office accommodation to enable start-up businesses to grow and develop	Complete
KA.09.06	To promote awareness of the importance of business	Complete

	continuity planning within local businesses	
KA.09.07	Non-Domestic (Business) Rates revaluation support and advice provided to ratepayers	Complete
KA.10.01	Work with partners to support the ongoing development and sustainability of the Market Harborough Museum	Complete
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	Complete

Table 1

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

Key Activity	Description	Status
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	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.02.04	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.03.03	Support the delivery / development of new or refurbished open space in accordance with the adopted Open Space Strategy	Green
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	Green
KA.04.03	Undertake an appraisal of the options for the expiry of the Leisure Contract and implement the agreed outcome	Green
KA.06.03	Implementation and redesign of the delivery of housing support	Green
KA.06.06	To prevent homelessness and provide support and emergency accommodation where appropriate	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.07.07	Refresh of the Medium-term Financial Strategy and delivery of Efficiency Plan to ensure financial sustainability and resilience	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 sustainability	Green
KA.07.12	To develop the Combined Authority and to maximise the benefits of devolution powers for Harborough District	Green
KA.09.03	Ensure small- and medium-sized enterprises are able to access business support and learning opportunities	Green

	throughout the Harborough District	
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

**Table 2**

Table 3 below provides a summary of Amber Key Activities:

<b>Key Activity</b>	<b>Description</b>	<b>Status</b>
KA.02.03	Promote carbon savings in Council buildings and activities	Amber
KA.05.03	Develop the accessibility of the Council website to promote self-service	Amber
KA.05.04	Review and Implement the Council's Customer Services Strategy	Amber
KA.06.08	To work in partnership to minimise the impact of incidents of flooding	Amber
KA.07.01	To increase the percentage of customers accessing services through implementation of the Channel Shift Strategy	Amber
KA.07.09	Carryout a business continuity exercise to test resilience across all Council services	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**

Table 4 below provides a summary of Red Key Activities:

<b>Key Activity</b>	<b>Description</b>	<b>Status</b>
KA.07.08	Review and implementation of the Workforce Strategy	Red

### 5.1.3 Performance Improvement Board (PIB)

During the first Quarter of the 2018/19 year, the focus of the PIB will be:

- Ensuring the integrity of Team Plans.
- Ensuring the integrity of Key Performance Indicators.
- 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 4 of the 2017/18 year were as follows:

### 5.1.5 **Building Control Income**

End of Quarter 4 status = Red

At the end of Quarter 4, Building Control income was 17.6% short of its target.

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

End of Quarter 4 status = Red

The target for this indicator is 100 businesses per Quarter (a total of 400 during the year). The value achieved was 356 (11% short of target).

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

End of Quarter 4 status = Red

The target for this indicator was 8,500 readers during the 2017/18 year. The achieved number of readers was 3,460 (40.7%) short of its target.

## 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 June 2018, the Scrutiny Commission will consider the Council's performance at the end of Quarter 4 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/A**

**Appendices:**

- A. Key Activities in Detail, End of Quarter 4
- B. Strategic Performance Dashboard, End of Quarter 4
- C. Performance Management Framework