

**PAPER NO. 5**

**REPORT TO THE EXECUTIVE MEETING OF 15 JUNE 2015**

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**Meeting:** Executive  
**Date:** 15 June 2015  
**Subject:** End-of-Year Performance Report, 2014/15  
**Report of:** B. Jolly, Corporate Director – Resources  
**Portfolio Holder:** Cllr Liquorish - Corporate Planning and Performance Portfolio  
**Status:** For information  
**Relevant Ward(s):** All

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1 Purpose of the Report

1.1 To inform the Executive of the Council's performance against the 2014/15 Corporate Delivery Plan and Performance Indicators at the end of Quarter Four of the 2014/15 year.

2 Recommendation:

2.1 **Recommended that the Executive consider and comment on the performance of the Council at the end of Quarter Four of the 2014/15 year.**

3 Summary of Reasons for the Recommendation

3.1 The presentation of quarterly performance information to Members and managers is part of the Council's Performance Management Framework.

4 Key Facts

4.1 The Council's Performance Management Framework is reviewed and approved on an annual basis.

4.2 The Council structured its work around the delivery of four priorities during the 2014-15 year:

- Working with communities to develop places in which to live and be happy.
- Provide the right public services to the right standard and deliver value for money.
- Encourage a vibrant and sustainable business community intent on prosperity and employment opportunities.

- Support the vulnerable in our society at the heart of the communities where they live.
- 4.3 A total of 12 high-level Critical Outcomes were identified in the Council's Corporate Delivery Plan to deliver these priorities for the 2014-15 year. A total of 77 lower-level Key Activities were identified to deliver the Critical Outcomes.
- 4.4 Performance reporting reflects this structure of Priorities, Critical Outcomes and Key Activities in order that the Council can monitor the achievement of its Corporate Delivery Plan.
- 4.5 Progress against Critical Outcomes and Key Activities is monitored by Officers through the Council's Performance Management System. This can be accessed via a link on the Intranet homepage. Members are reminded that the system is dynamic and, as such, performance information is available to view from the moment it is entered. Members are therefore encouraged to use the system as the first port of call for performance information.
- 4.6 Performance is monitored by Portfolio Holders through regular meetings with managers. Quarterly Performance Reports are monitored by Scrutiny and the Executive.
- 4.7 Officers are required to provide a status of Green, Amber, Red or Complete for each Critical Outcome and Key Activity (the status of these is monitored and challenged by an Officer-run Performance Improvement Board). The definitions used by this Board are set out in Table 1 below.

**Table 1 – Definitions used by the Officer-run Performance Improvement Board**

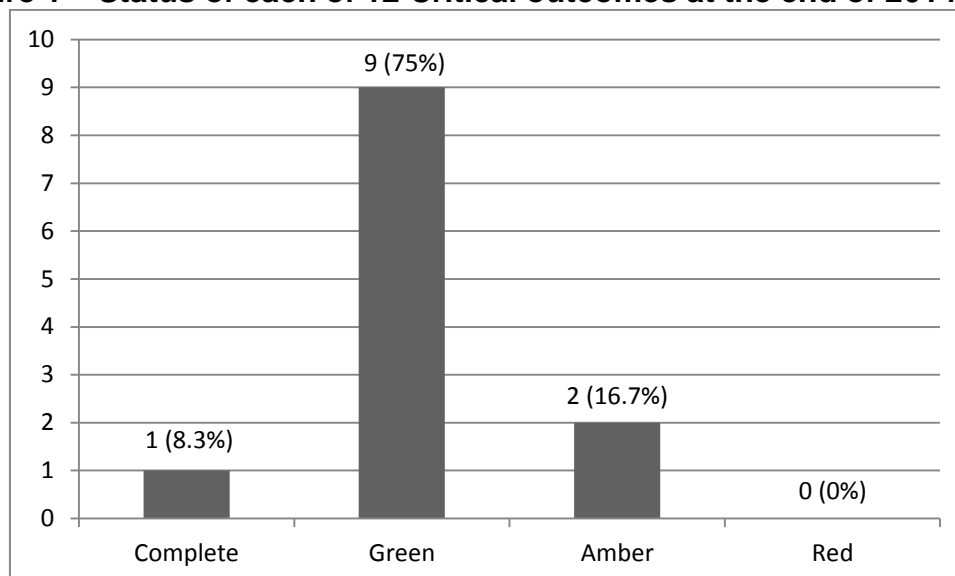
Status	Description
Red	There are a number of issues with the project, and the outcomes and timescales are not expected to / have not been achieved as planned.
Amber	There are some known issues which have had an impact on the outcomes and planned timescales of the Key Activity.
Green	The Key Activity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

## 5 Performance Summary

### 5.1 **Status of Critical Outcomes**

The chart below (Figure 1) shows the status of each of 12 the Critical outcomes at the end of the 2014/15 year. 8.3% (1) of these is Complete, 75% (9) are Green, 16.7% (2) are Amber. None of the Critical Outcomes is Red status.

**Figure 1 – Status of each of 12 Critical outcomes at the end of 2014/15**



## 5.2 Summary of Critical Outcomes (set out in Table 2 below)

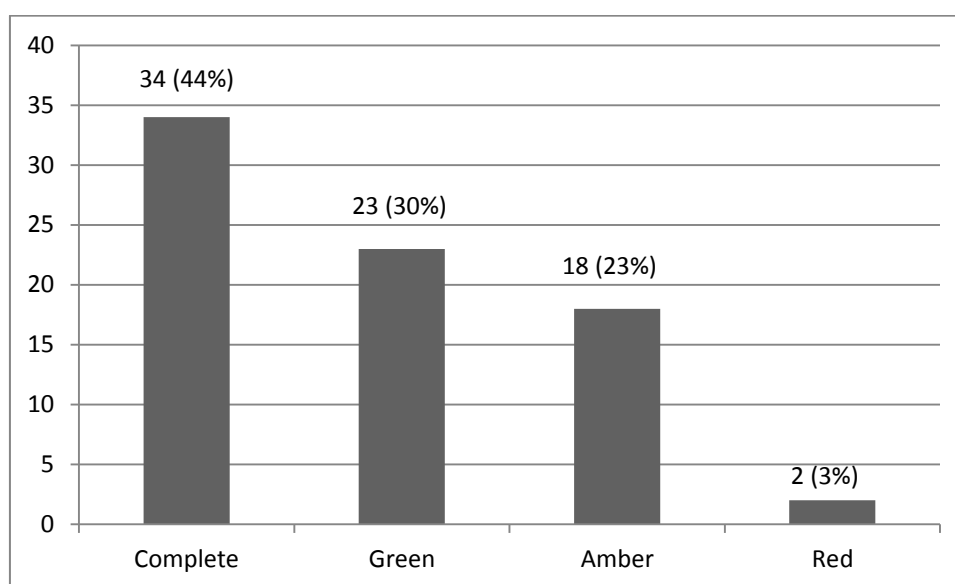
**Table 2**

Critical Outcome Reference	Description	Status
CO 1	People live in a sustainable environment	Amber
CO 2	The District offers a clean, green and safe environment in which to live, work and play	Green
CO 3	People have opportunities to access a range of leisure, cultural, sport and physical activities	Green
CO 4	Residents and businesses are informed, included and listened to	Green
CO 5	The Council is efficient and resilient in its service delivery	Amber
CO 6	The Council makes the best use of its assets and resources	Green
CO 7	Council services are compliant with legal and audit requirements	Green
CO 8	Businesses are able to access Council services easily	Complete
CO 9	Entrepreneurs and businesses are able to access support and advice	Green
CO 10	Communities have access to better broadband	Green
CO 11	People live in safe and appropriate housing	Green
CO 12	People who are more in need are supported	Green

## 5.3 Status of Key Activities

The chart below (Figure 2) shows the status of all 77 Key Activities at the end of the 2014/15 year. 34 (44%) Key Activities have been completed. A further 23 (30%) of the Key Activities have a status of Green, 18 (23%) are Amber and 2 (3%) have a status of Red.

**Figure 2 – Status of all 77 Key Activities at the end of 2014/15**



#### 5.4 Completed Key Activities

At the end of the 2014/15 year, 36 Key Activities (46.8%) were identified as completed (summary shown below in Table 3, full details at Appendix B).

**Table 3 – Completed Key Activities completed at the end of 2014/15**

Key Activity Reference	Description	Status
KA 01.06	Ensure supply of new and existing affordable housing across all tenures is meeting local need	Complete
KA 02.01	Work in partnership to reduce crime and prevent and tackle antisocial behaviour through leading, coordinating and administering the Community Safety Partnership.	Complete
KA 02.02	Respond effectively to complaints of antisocial behaviour and enable support to vulnerable victims of crime and antisocial behaviour	Complete
KA 02.03	Implement the new powers under the Antisocial Behaviour, Crime and Policing Bill from September 2014	Complete
KA 02.04	Develop and implement programmes to support communities to reduce landfill waste and increase recycling	Complete
KA 03.01	Lead and support the Harborough Health & Wellbeing Partnership to address key local health and wellbeing issues	Complete
KA 03.02	Deliver the sports and physical activities commissioning plan for 2014/15 and seek to secure funding for 2015/16	Complete
KA 03.03	Support organisations to provide a co-ordinated range of activities and events	Complete
KA 03.05	Manage and monitor the Section 106 and New Homes Bonus and voluntary sector grants	Complete
KA 04.01	Actively engage hard to reach groups and young people with local democracy and decision making processes	Complete
KA 04.04	Re-design of the HDC website	Complete
KA 04.05	Provide effective liaison with parishes on district and local priorities	Complete
KA 05.13	Implement E-procurement (launch and corporate	Complete

	application)	
KA 05.16	Promote and expand the Trade Waste service	Complete
KA 05.19	Implement a corporate commissioning plan	Complete
KA 06.04	Implement the Workforce Strategy	Complete
KA 06.05	Implement the Culture Change Programme	Complete
KA 07.02	Conduct European Parliamentary Elections	Complete
KA 07.03	Implement Individual Electoral Registration	Complete
KA 07.04	Conduct Neighbourhood Plan Referenda	Complete
KA 07.06	Ensure that policies and procedures for safeguarding adults and children are effectively implemented	Complete
KA 07.07	Ensure procurement is compliant with statutory obligations, including new EU procurement directives, and HDC Procurement SORP	Complete
KA 07.08	Continue to embed equality and diversity considerations throughout the organisation	Complete
KA 07.10	Develop an accountability framework to deliver improved internal control and assurance	Complete
KA 08.01	Work closely with businesses in the District to assist them in compliance with relevant planning and environmental legislation through the Better Business for All scheme	Complete
KA 08.02	Further develop the roll out of our procurement strategy and its focus on local business support	Complete
KA 09.04	Develop the 'Harborough Blueprint' implementation plan with the Tourism Partnership and Leicestershire Promotions	Complete
KA 11.02	Deliver an efficient and effective Home Improvement Agency Service	Complete
KA 11.03	Provide housing options to those in need through Harborough Homesearch	Complete
KA 12.01	Continue to lead the implementation of the Supporting Leicestershire Families (SLF) service for the Harborough District	Complete
KA 12.02	Work with partners to support vulnerable families with children under 5 through the Children's Centre Programme	Complete
KA 12.04	Conduct Council Tax Local Scheme Annual Review	Complete
KA 12.05	Work with partners, including the voluntary sector, to respond to the needs of our older and more vulnerable residents	Complete
KA 12.06	Support people to live independently for longer and promote a range of activities to maintain physical health and wellbeing	Complete

## 5.5 Green Status Key Activities

At the end of the 2014/15 year, 24 Key Activities (31.1%) were identified as Green Status (summary shown below in Table 4, full details at Appendix B).

**Table 4 – 24 Key Activities identified as Green Status at the end of 2014/15**

Key Activity Reference	Description	Status
KA 01.03	Ensure effective enforcement of planning decisions	Green
KA 01.05	Work with Parish Councils and communities to promote, develop and adopt Neighbourhood Plans in accordance with the Council's Local Plan	Green
KA 01.07	Ensure appropriate mechanism to deliver community infrastructure through a decision on Community	Green

	Infrastructure Levy or robust S106 planning obligations	
KA 02.05	Work with Clubs, organisations and national governing bodies to ensure there is a suitable and sufficient stock of pitches, sport and recreation facilities	Green
KA 04.02	Continue to improve our community and customer insight	Green
KA 05.08	Consider and implement recommendations identified by the Service review of the Revenues and Benefits Partnership	Green
KA 05.09	Implement the Customer Services Strategy	Green
KA 05.10 & KA 05.12	Support and promote Channel Shift to customers and continue migration of services	Green
KA 05.11	Extend range of transactional services available to customers via the internet	Green
KA 05.18	Manage all contracts in line with Best Practice Guidance	Green
KA 06.01	Manage assets through the Corporate Property Strategy and implement the outcomes of the Asset Review	Green
KA 06.02	Develop and deliver a Market Hall Strategy and Market Improvement Plan and maximise commercial benefits	Green
KA 06.03	Manage revenue & capital budgets efficiently	Green
KA 07.05	Prepare for Single Fraud Investigatory Service	Green
KA 09.01	Deliver Open For Business action plan including Leader's Business Board, lobbying and advocacy of place through effective relationship management	Green
KA 09.02	Ensure full participation in LLEP programmes	Green
KA 09.03	Enhance the development, roll out and reach of the Harborough Innovation Centre to ensure that it is the first port of call for business support and maximise the opportunities Oxford Innovation can provide through Growth Accelerator	Green
KA 09.06	LLEP and Magna Park support for a specific 'Centre of Excellence' approach to leveraging the business benefits of Magna Park activity in the district in line with intervention strategy	Green
KA 09.07	Develop and deliver a LEADER programme for rural based business	Green
KA 10.01	Ensure demand for broadband in Harborough is fully recognised by funders and potential suppliers	Green
KA 10.02	Ensure input to the deployment and roll out of the LCC/BDUK project	Green
KA 10.03	Ensure a solution for the hard to reach communities is developed and delivered	Green
KA 12.03	Work with partners to manage the ongoing impact of Welfare Reform	Green

## 5.6 Amber Status Key Activities

At the end of the 2014/15 year, 15 Key Activities (19.5%) were identified as Amber Status (summary shown below (in Table 5), full details at Appendix B).

**Table 5 – 15 Key Activities identified as Amber Status at the end of 2014/15**

Key Activity Reference	Description	Status
KA 01.02	Implement the outcomes of the Planning Review	Amber
KA 01.04	Allocate and grant permission for a choice of housing sites, and monitor delivery of housing and future land supply.	Amber

KA 03.04	Facilitate with partners the delivery of a charitable Museum Trust for Market Harborough.	Amber
KA 04.03	Carry out the Annual Residents Survey and continue to develop a communication and engagement calendar to ensure these activities are co-ordinated	Amber
KA 05.01	Implement ICT Strategy	Amber
KA 05.02	Implement outcomes of Regulatory Services Review	Amber
KA 05.03	Implement outcomes of Contracted Services Review	Amber
KA 05.04	Implement outcomes of Building Control Service Review	Amber
KA 05.05	Implement outcomes of Human Resources Service Review	Amber
KA 05.06	Implement outcomes of Finance Service Review	Amber
KA 05.07	Implement outcomes of ICT Service Review	Amber
KA 05.14	Investigate the options for the procurement of the waste collection service to enable an evaluation of the respective benefits of the possible joint and sole procurement options	Amber
KA 05.15	Develop an Implementation Plan for commissioning the Environmental Services contract	Amber
KA 07.01	Provide efficient and effective training for Members, particularly to promote their roles as community leaders	Amber
KA 07.09	Review of Constitution and delegations	Amber
KA 09.05	Review town centre management approach with Market Harborough and Lutterworth as part of Open for Business	Amber
KA 11.01	Deliver housing assistance to vulnerable people including disabled facilities grants and the 4 ways to warmth programme	Amber
KA 11.04	Work with the Health and Wellbeing partnership to support and develop a hospital to home service and effective hospital discharge protocol	Amber

## 5.7 Red Status Key Activities

At the end of the 2014/15 year, two Key Activities (2.6%) was identified as Red Status (summary shown below (in Table 6), full details at Appendix B).

**Table 6 – 24 Key Activities identified as Red Status at the end of 2014/15**

Key Activity Reference	Description/ Comments	Status
KA 01.01	<p>Publish a new Local Plan for the District based on the principles of sustainable development</p> <p>This indicator is Red status due to the change in timetable endorsed by Executive in January, meaning that milestones for the completion of the options stage consultation will not be completed until a later date. The change in timetable was agreed in full consultation with the portfolio holder who supported deferral of this stage until transport studies were completed and after the election period. A revised programme has been agreed and the project is on track to meet this timetable.</p>	Red
KA 05.17	Review and implement the Parking Strategy	Red

## 5.8 Strategic Performance Dashboard: March 2015

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 system contains information on a wider range of performance indicators including further indicators from the Corporate Delivery Plan and operational indicators. Exceptions are addressed through one-to-one Portfolio Holder meetings and the Performance Improvement Board. The status of these items is presented as follows: 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 shown indicates whether the indicator has changed status since the previous month (described as 'Better', 'Same' or 'Worse').

The Strategic Performance Dashboard is attached to this report at Appendix C.

## 5.9 Exceptions

Performance indicators identified as below target at the end of the 2014/15 year, in the Strategic Performance Dashboard, are as follows:

- **Number of Ombudsman complaints upheld.**  
Two Ombudsman complaints were upheld. The target was zero.
- **Net income (comparison to budget) from Treasury Management.**  
Net income from Treasury Management during the 2014/15 year was £67, 670. The target was £92, 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.

- **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.

- **Less than 12% staff turnover during the 2014/15 year**  
During the 2014/15 year staff turnover was 13.1%.
  
- **100% of new affordable home completions go to home-seekers in the 'Priority' or 'High' categories of need, by end of March 2015**  
During the 2014/15 year, 47 new affordable homes let. 23 (48.9%) of these 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.

6 Performance Improvement Board (PIB)

An internal Performance Improvement Board (PIB) reviews performance on a monthly basis and identifies areas to improve specific areas of performance. The PIB is chaired by Beverley Jolly, Corporate Director, and the outcomes of these meetings are reported to the Corporate Management

Team. Key areas of work for the PIB, during the second half of the 201/15 year, were:

- Improving the Planning Service.
- Improving the Planning Application Process.
- Finance Services Review.
- ICT Services Review.
- Progression of Channel Shift.
- Human Resources Service Review.

## 7 Legal Issues

7.1 None directly arising from this report.

## 8 Resource Issues

8.1 The Council's Business Planning process links priorities and resources. The performance, achievements and outcomes detailed within this report have been delivered within the approved budget

## 9 Equality Analysis Implications/Outcomes

9.1 Matters of equality are monitored through each of the Critical and Key Activities where appropriate. An equality impact assessment is undertaken when changes to service delivery are being proposed, not when service delivery is being monitored.

## 10 Risk Management Implications

10.1 Risks are managed alongside performance, through the TEN Performance Management System. Quarterly Risk Reports are provided to the Executive. The Quarter Four Risk Report is on the agenda for consideration at this meeting.

## 11 Consultation

11.1 Portfolio Holders are consulted on performance on an ongoing basis throughout the year.

11.2 The Scrutiny Commission considered the Council's end-of-year Performance Report at its meeting on 1 June 2015. **The Minutes of this meeting are attached at Appendix D to this report.**

## 12 Options

12.1 The Council's approach to Performance Management is prescribed its Performance Management Framework. Therefore the alternative, to not produce this report, was not considered.

13 Background Papers

13.1 • Corporate Delivery Plan 2014/15 (approved by Council on 10 February 2014).

• Performance Management Framework (2014/15 version approved by the Executive on 10 February 2014).

*(Note: the 2015/16 version of the Performance Management Framework was approved by the Executive on 9 February 2015.)*

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**Previous report(s):**

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

**Ward Members Notified: Y/N**

**Appendices:**

**A. Critical Activities – Dashboard Summary**

**B. Details of Key Activities**

**C. Strategic Performance Dashboard – March 2015**

**D. Minutes of the Meeting of the Scrutiny Commission held on 1 June 2015**