

PAPER NO. 1

REPORT TO THE EXECUTIVE MEETING OF 5 SEPTEMBER 2016

Meeting: Executive
Date: 5 September 2016
Subject: Performance: Quarter 1, 2016/17
Report of: S. Riley, Head of Finance and Corporate Services
and Section 151 Officer
Portfolio Holder: Councillor Rickman, Performance Management and Rural Portfolio
Status: For consideration
Relevant Wards: All

1 Purpose of the Report

1.1 To present the Executive with details of the performance of the Council against the Corporate Delivery Plan for Quarter 1 of the 2016/17 year.

2 Recommendations:

2.1 **That the Executive receives and considers the performance of the Council at the end of the Quarter 1 of the 2016/17 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 Framework¹. Performance Reports are submitted to both Scrutiny and the Executive via quarterly reports.

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 2016/17 year including a status, progress comment and next steps.

¹The 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 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'.

4.2 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 Points for discussion

5.1 Performance Summary

5.1.1 Status of Key Activities

Figure 1 below shows the status of all 59 Key Activities at the end of Quarter 1 of the 2016/17 year. 3 (5.1%) Key Activities have been completed. 51 (86.4%) Key Activities have a status of Green, and 5 (8.5%) have Amber status. Zero Key Activities were classed as Red status.

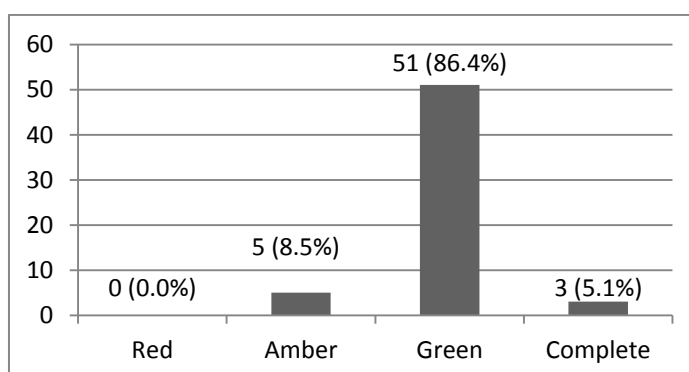


Figure 1 Status of Key Activities, End of Quarter 1 2016/17

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

5.1.2 Summary of Key Activities

Table 1 below provides a summary of Completed Key Activities:

Key Activity Reference	Description	Status
KA.07.03	Implement the outcomes of the Third Sector Strategy	Complete
KA.08.01(a)	KA.08.01(a) Conduct Police and Crime Commissioner Election	Complete
KA.08.01(b)	KA.08.01(b) Conduct EU Referendum	Complete

Table 1

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

Key Activity Reference	Description	Status
KA.01.03	Engage with communities to help them deliver Neighbourhood Planning	Green
KA.01.04	Determine planning applications in accordance with national guidance	Green
KA.01.05	Ensure Sustainable Urban Drainage (SUDS) is delivered, via the Planning process	Green
KA.01.06	Ensure that there is a robust evidence base for the community facilities required as a result of growth	Green
KA.01.07	Implement the recommendations from the review of the benefits of the Community Infrastructure Levy (CIL)	Green
KA.02.01	Achieve delivery of an appropriate mix and type of housing that meets local need throughout the District, across all tenures	Green
KA.02.02	Ensure supply of existing and new affordable housing lettings is targeted to those most in need	Green
KA.03.01	Delivery of service changes arising from the revised Environmental Services contract	Green
KA.03.02	Work in partnership to reduce crime and anti-social behaviour (ASB) and improve support for vulnerable victims	Green
KA.03.03	Implementation of the Open Spaces Strategy	Green
KA.04.01	Work in partnership with Public Health to deliver and commission services that improve physical activity levels and work through the local Health and Wellbeing Partnership to enable healthy lifestyles, support an ageing population and maintain positive mental health	Green
KA.04.02	Assess the community's needs for leisure and recreation	Green
KA.04.03	Develop an options appraisal to inform the future of the two Council-owned leisure centres	Green
KA.05.01	Refresh and implement the Council's Communications Strategy	Green
KA.05.03	Businesses are informed and listened to	Green
KA.05.04	Provide effective liaison with parishes on District and local priorities	Green
KA.06.01	Implement the new Medium-term Financial Strategy (MTFS)	Green
KA.06.02	Promote further Channel Shift	Green
KA.06.03	Ensure all grant funding is effectively and efficiently managed to meet Council priorities	Green
KA.06.04	Review of Council size and warding arrangements to Local Government Boundary Commission for England (LGBCE), subject to LGBCE timetable	Green
KA.06.05	Undertake options appraisals for alternative service delivery	Green

	models	
KA.06.06	Work with partners on combined authority proposals	Green
KA.06.07	Develop financial resilience through reduced dependency on central government funding, through implementation of the Medium-term Financial Strategy	Green
KA.07.01	Implement the agreed outcomes of the Property Strategy	Green
KA.07.02	Work with the Leisure Trust to ensure compliance with contractual obligations	Green
KA.07.04	Implement Year One of the Car Parking Strategy Action Plan	Green
KA.07.05	Implement the revised management arrangements of the Harborough Innovation Centre (HIC)	Green
KA.07.06.01	Develop and implement business plans for the Council's potential commercial services: Commercialisation of the Building Control Service	Green
KA.07.06.02	Develop and implement business plans for the Council's potential commercial services: Commercialisation of the Trade Waste Service	Green
KA.07.06.03	Develop and implement business plans for the Council's potential commercial services: Commercialisation of the Lifeline Service	Green
KA.07.07	Maximise income generation through the adopted operating model	Green
KA.08.02	Conduct Neighbourhood Plan referenda	Green
KA.08.03	Achieve Public Services Network (PSN) Code of Conduct (CoCo) certification	Green
KA.08.04	Implementation of Lutterworth Air Quality Action Plan	Green
KA.09.02	Further develop the support package for local businesses	Green
KA.10.01	Develop and implement the Economic Development (ED) Strategy	Green
KA.10.03	Create the conditions to encourage business rates growth	Green
KA.11.01	Signpost businesses to support and advice available	Green
KA.11.02	Ensure Council procurement supports local business	Green
KA.11.03	Support rural businesses to access funding initiatives such as the LEADER programme and other, available funding streams	Green
KA.12.01	Influence the rollout of broadband through the Superfast Leicestershire Broadband programme	Green
KA.12.02	Maximise digital infrastructure improvements by working with communities	Green
KA.13.01	Work with partners to support the ongoing development and sustainability of the Market Harborough Museum	Green
KA.13.02	Develop the culture and tourism offer for the Harborough District	Green
KA.14.01	Implementation of the Council's Empty Property Strategy	Green
KA.14.02	Implement the outcomes from the Homesearch, Housing Advice and Homelessness Service Review	Green
KA.14.03	Review the Council's Housing Strategy	Green
KA.15.01	Review the Harborough Lifeline Service	Green
KA.15.02	Support the most vulnerable as a part of Universal Credit rollout	Green
KA.15.03	Evaluate the success of intervention projects for vulnerable people, for instance the Light Bulb Project; implement the agreed Lightbulb delivery model following the evaluation of the intervention pilot projects	Green
KA.15.04	Develop improved signposting to services with partners through website and partnerships	Green
KA.15.05	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	Submission of Local Plan for examination	Amber
KA.01.02	Progress the identification of land for housing development to meet housing needs	Amber
KA.05.02	Carry out a District-wide survey of residents	Amber
KA.09.01	Improve ease of access to Council services by District businesses	Amber
KA.10.02	Develop the Move-on Space Project, subject to available funding	Amber

Table 3

5.1.3 Performance Improvement Board (PIB)

During the first quarter of the 2016/17 year, the focus of the PIB was on ensuring the integrity of Key Performance Indicators. At each of its meetings in this Quarter the PIB received evidence of data sampling exercises. This work will continue throughout the year.

During the second Quarter of the 2016/17 year, the focus of the PIB will be to ensure that performance remains on track. This will be achieved via rigorous challenge of key performance indicators that are trending into Amber and/or Red status.

5.1.4 Exceptions

Performance indicators on the Strategic Performance Dashboard identified as below target at the end of Quarter 1 are as follows:

5.1.5 Performance Indicators

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

End of Quarter 1 Status = Red

The five-year housing supply calculation was produced on 24 June 2016, based on information at 31 March 2016.

It shows that housing delivery in 2015/16 (636 units) exceeded requirements (475 dwellings pa) by 161 units and future housing supply has grown from 4.37 years to 4.66 years (93%) since the last calculation in November 2015.

Rates of housing delivery have increased over the past couple of years and we recorded some 636 completions in 2015/16 which is the

highest recorded in recent years. This is helping the Council meet its long-term, five-year requirements. However, the Council still remains short of the five-year housing supply target (and additional 20% buffer) and, as a result, has to approve planning permissions in the absence of this target being met.

Forecasting future rates of housing delivery from sites with planning permission is the key determinant of a housing supply calculation. Officers liaise with housebuilders and with development management officers to obtain robust estimates of future likely housing delivery based on the status of each site. A working draft report was prepared and shared with the Portfolio Holder prior to the completion of the assessment. The final calculation was made using feedback on sites received from development management officers. Estimates of delivery from Airfield Farm went down, as did Charity Farm, Thurnby compared to five year delivery rates in the previous assessment owing to revised expectations of building starting on site. All of the small sites data was similarly reviewed. The Council's calculation has to be robust and realistic as it is subject to challenge on appeal.

- **Working days lost due to Sickness Absence (target of less than 7.6 days per FTE) during 2016/17**

End of Quarter 1 Status = Red

An average of 2.1 working days per full-time equivalent employee were lost during the first quarter of 2016/17 year. The target at the end of Quarter 1 was for no more than 1.9 days per full-time equivalent employee to be lost. This performance indicator was therefore considered to be performing worse than target at the end of Quarter 1.

A major factor affecting sickness absence during the first quarter of the year was long-term sickness cases. 'Long-term sickness absence' is considered to be anything over a continuous three-week period. A total of seven people have been off work on long-term sickness absence during the first quarter, three of which will be continuing until further notice. Four have since returned during June and July on phased returns. Under the new Attendance Management Policy, introduced last year, when someone returns to work on a phased return, they are paid for the actual hours they work; the remaining days are usually recorded as sickness absence, unless the employee chooses to use annual leave. Therefore, this will have an effect on the number of days of absence. Under the old policy, it would be recorded that the person had returned and did not affect the sickness absence figures.

All long-term sickness cases are managed. This includes regular management contact. A number of factors can affect sickness levels and they can fluctuate considerably during the year.

Through regular Human Resources Business Partner Meetings with Service Managers, a number of measures are discussed 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 trigger mechanism after which managers hold formal absence meetings with employees.
- The availability of support services where required, including, Occupational Health, and counselling services.

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

End of Quarter 1 Status = Red

At the end of Quarter 1 the Council was achieving an average value of 86.8% 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 purchase order invoices and non-purchase order invoices and sent out monthly.

The Council processes over 6,000 invoices a year. Focused and regular monitoring in the last quarter has led to a reduction in invoices over 60 days old (many of which are in dispute). This monitoring is now provided to budget holders on a weekly basis.

○ **55% Calls to the Contact Centre answered in 30 seconds**

End of Quarter 1 status = Red

Each year during March and April the Customer Services provision sees an increase in customers contacting the Council due to annual billing, reminders and summons.

During Quarter 1 there was a significant increase in calls to the contact centre, as well as visits to the offices and hits on the website, due to customers wanting to subscribe to the garden waste collection service which started in April 2016. Although residents had the opportunity to subscribe to the service from January 2016, subscriptions peaked in March/April 2016. Subscriptions continued to be received throughout

May and June, which contributed to the increased calls to the contact centre.

Table 4 below shows that calls to the Contact Centre during the first quarter of the 2016/17 year had increased by 68% (6,839 calls), compared to the same period last year.

It is anticipated customers wishing to subscribe to the garden waste service will reduce over the coming months which will therefore restore the performance of the Contact Centre to more usual levels.

Month	Calls offered 2015	% of calls answered in 30 seconds 2015	Calls offered 2016	% of calls answered in 30 seconds 2016	Increase in calls during 2016/17 compared with 2015/16
April	7,042	68%	11,554	34%	4,512 (45%)
May	6,510	71%	8,052	51%	1,542 (15%)
June	7,236	62%	8,021	53%	785 (8%)
Totals	20,788	--	27,627	--	6,839 (68%)

Table 4

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. Quarterly risk reports are provided to the Executive and the Performance Scrutiny Panel.

10 Consultation

10.1 At its meeting on 15 September 2016, the Performance Scrutiny Panel will consider the Council's performance at the end of Quarter 1 of the 2016/17 year.

11 Background Papers

- Corporate Delivery Plan 2016/17
- Performance Management Framework

Information Issued Under Sensitive Issue Procedure: N

Ward Members Notified: N

Appendices:

- A. Key Activities in Detail, End of Quarter 1 Position
- B. Strategic Performance Dashboard, End of Quarter 1 Position