

**REPORT TO THE MEETING OF THE SCRUTINY COMMISSION  
ON 28<sup>th</sup> November 2013**

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**Status:** For Information  
**Title:** Half Year Performance Report  
**Originator:** Cllr Paul Dann, Portfolio Holder for Corporate Services  
**Where from:** Scrutiny Commission  
**Where to next:** Scrutiny Commission

**Objective: To inform the Scrutiny Commission of the Council's performance against the Corporate Delivery Plan & Performance Indicators for the first half of the 2013-14 financial year.**

1 Outcome sought from the Commission

- 1.1 Members are invited to discuss and comment on the content of the performance report and the progress towards achieving Council priorities to date in 2013/14.
- 1.2 Members are invited to make any observations on performance for consideration as part of the Business Planning process for 2014/15.

2 Background

- 2.1 The presentation of performance information to Scrutiny for examination is part of the Council's overall approach to effective performance management.
- 2.2 Arising from the Transformation Programme, a new Performance Management Framework was approved by the Executive on 14<sup>th</sup> January 2013, effective from April 2013. As part of this Framework, a new structure for performance management has been developed.
- 2.3 The Council's four priorities are:
- Working with communities to develop places in which to live and be happy
  - Provide the right public services to the right standard and at the right price
  - Encourage a vibrant and sustainable business community intent on wealth creation
  - Support the vulnerable in our society at the heart of the communities where they live

- 2.4 A total of 24 Critical Activities are identified in the Council's Corporate Delivery Plan to deliver these priorities during 2013-14. These are high level activities, each comprising of a number of lower level Key Activities.
- 2.5 Performance reporting reflects this structure of Priorities, Critical Activities and Key Activities in order that the Council can monitor the delivery of priorities set out in the Corporate Delivery Plan.
- 2.6 Progress against Critical and Key Activities is monitored by officers through the TEN Performance Management System. This can be accessed via a link on the Intranet homepage. Members are reminded that TEN is a dynamic system and, as such, performance information is available to view from the moment it is entered. Members are therefore encouraged to use TEN as their first port of call for performance information.
- 2.7 Performance is monitored by portfolio holders through regular meetings with managers and Quarterly Performance Reports which are submitted to the Executive.
- 2.8 An internal Performance Improvement Board (PIB) has been established to review performance on a monthly basis and to improve specific areas of performance, usually where it is below target. The PIB is chaired by Beverley Jolly, Corporate Director for Corporate Services, and outcomes of these meetings are reported to Corporate Management Team.
- 2.9 Some of the key areas of performance that were not reaching their target have been reviewed in detail by the Performance Improvement Board over the first half of 2013/14 are as follows. More detailed information on this is included in the Strategic Performance Dashboard.
- **Planning Indicators**  
Improvement work has been undertaken to streamline the administration process for planning applications from the time of receipt of application to the time it reaches an officer, and the introduction of scanning on receipt has been reviewed.  
Applications for 1+ dwellings where there is a levy for affordable housing are now initially subject to housing conditions rather than a legal agreement. The aim of this is to speed up the process.  
A Planning Review is currently underway which will include monitoring of performance, procedures and processes.  
Planning indicators continue to be closely monitored through the Strategic Performance Dashboard with regular review by the Performance Improvement Board.
  - **Finance – Invoice Processing times**  
**95% of payments to creditors made within 30 days during 2013/14**  
This indicator has improved steadily over the first half of 2013-14 as significant improvement work has been undertaken by the finance team. Analysis work has been undertaken to break down performance by service level and to encourage high performing teams to share best

practice. Monthly updates are being circulated to all budget holders, and managers are being encouraged to use electronic invoicing. This indicator is now within target tolerance and continues to improve, and performance will be reviewed again at the end of Quarter 3.

○ **Benefits – New Claims Processing Times**

At the end of the first quarter, the processing of new benefits claims took an average of 23.8 days – compared to a target of 20. Performance of this indicator has improved significantly over the second quarter. A review of internal processes and procedures has now taken place to improve handling of mail from various sources to improve indexing. ATLAS documents received from the Department for Work & Pensions are being automated which has reduced the number of items for processing. Monthly performance of 16.5 days in September was well within target and considerably better than the same time last year. It is hoped that the cumulative target of 20 days will be achieved by the end of October, and the indicator will be reviewed by the Performance Improvement Board again in November.

○ **Affordable Housing**

The Key Activity and performance indicator relating to the delivery of affordable housing were identified in the first quarter performance report as below target. To date at the end of Quarter 2, 10 units have been supplied in 2013/14. This is primarily because:

- a) House building rates have generally become slower.
- b) Section 106 obligations on several key sites for affordable housing have either been met in previous years or have not reached the trigger point for completion and handover.
- c) Viability assessments have led to lower requirements or off site affordable housing arrangements.

Based on projections, circa 40 units are expected to be realised during 2013/14, and a total of 343 within the next five years. As such a revised target of 70 units per annum is recommended as a more appropriate target for use in future monitoring reports.

Following discussion with the Portfolio Holder, an additional measure will be established to monitor the flows in and out of the housing register, which takes into account all forms of affordable housing becoming available in the existing and new stock. This will enable better assessment of whether local housing needs are being met from lettings of all social housing property in the District.

2.10 Officers are required to provide a status of Green, Amber, Red or Complete for each Critical and Key Activity. Definitions for these are as follows:

Status	Description
Red	There are a number of issues with the project, and the outcomes and timescales are not expected to be achieved.
Amber	There are some known issues and these have the potential to impact the project outcomes and timescales.
Green	The project is expected to complete on time and there are no known issues that could prevent this.
Complete	The project has been completed.

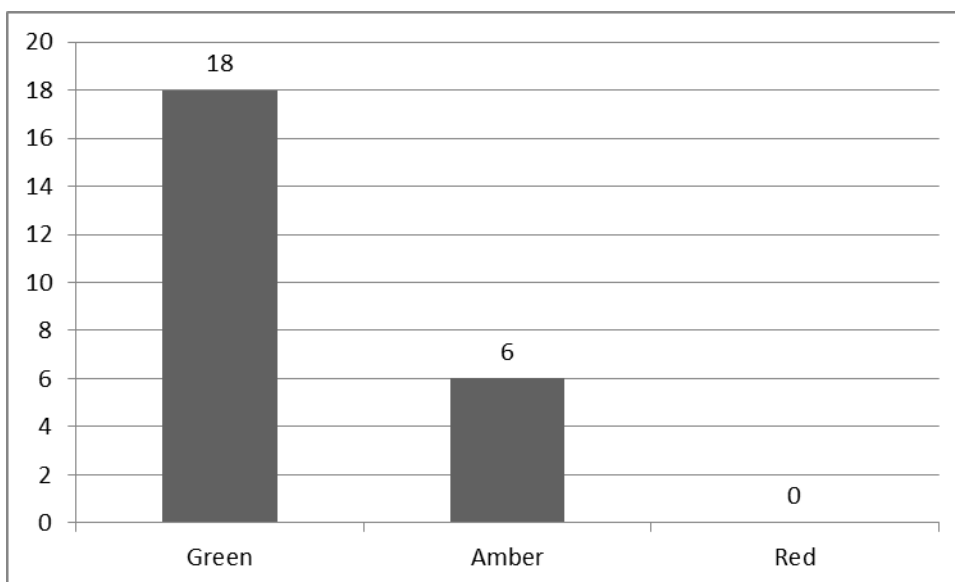
A status of Start Later In Year has been given where actions to deliver a Key Activity are scheduled to commence later on in the financial year.

## 2.11 Performance Summary

### 2.12 Critical Activities

Appendix A provides a high level dashboard summary of the half year status of the Council's Critical Activities. This is based on the status of the lower level Key Activities.

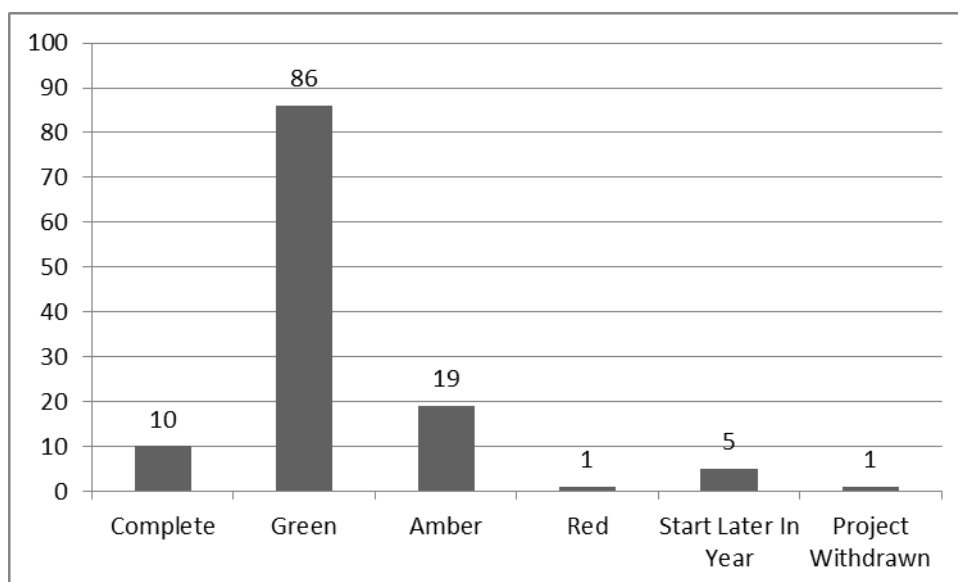
The graph below shows the status of each of the Critical Activities at the half year position. 75% (18) of these are Green and 25% (6) are Amber. No Critical Activities currently have a status of Red.



### 2.13 Key Activities

Appendix B summarises the Council's performance against each of the Key Activities in the Corporate Delivery Plan, including status, progress and next steps.

The graph below shows the status of all 122 Key Activities at the end of Quarter 2. 70.5% (86) of the Key Activities are Green, 15.6% (19) are Amber and one Key Activity is Red. A further 8.2% (10) have been completed, and 4% (5) will start later in the year. One Key Activity will not take place this year; KA 13.04 Provide input into Electoral Review by Boundary Commission as Harborough has been withdrawn from the 2013/14 programme.



2.14 One Key Activity has been identified as Red at the half year position. This is KA 18.04 Develop a Business Grants Scheme. Work on the development of a Business Grant Scheme has been deleted. HDC has limited resource to make any significant difference in a grants scheme and our resources are better delivered on the other critical activities.

Leicestershire County Council are developing a fund to enable capital availability to assist businesses growth, HDC needs to ensure our local businesses make full advantage of any countywide schemes.

## 2.15 Strategic Performance Dashboard - September

Appendix C is a dashboard of the Council's key performance indicators for each priority, and is designed to provide an overview of how the Council is performing. All values are cumulative to the end of September, unless otherwise stated. Exceptions are addressed through 1:1 Portfolio Holder meetings and the Performance Improvement Board. The status of these items are Green (relative 5% or more better than the set target), Amber (within 5% above or below target) or Red (5% or more below target). The direction of travel indicates whether the indicator has changed status since the beginning of the quarter.

2.16 Below target indicators in the Strategic Dashboard have been identified as

- **65% of minor applications determined within 8 weeks during 2013/14**

Recommendations to speed up the determination of planning applications, including a review of the administration process and

changing the way of imposing affordable housing levies for 1+ dwellings, have been implemented. Planning indicators continue to be closely monitored by the Performance Improvement Board.

- **Number of Ombudsman complaints upheld**  
One Ombudsman complaint has been upheld against a target of none. The Information & Complaints Officer has reminded managers of the process for dealing with complaints and the required timescales for responding to complaints at each stage, including informal complaints.
- **Net income (comparison to budget) from Treasury Management**  
The investment income budget is profiled evenly over 12 months. Surplus investments are being used to help finance capital expenditure in year to negate expensive PWLB borrowing. The current forecast for the 2013/14 financial year is £83,056.
- **Harborough Innovation Centre - surplus / profit to break even in 2013/14**  
The Innovation Centre Occupancy is on target by the end of the year to meet its financial targets.
- **Occupancy of Harborough Innovation Centre (%)**  
The Business Plan assumes gradual increases in occupancy within the first three years of opening.
- **Achieve an average time of 20 days to process new benefit claims during 2013/14**  
Monthly performance of 16.5 days in September was well within target and considerably better than this time last year. The improvement has been hampered slightly by long term sickness but is on track to reach the cumulative target of 20 days by the end of the month.

2.17 Panel members are asked to submit any in-depth questions which may require additional supporting information in advance to Edward O'Neill, Democratic Officer for Scrutiny ([e.oneill@harborough.gov.uk](mailto:e.oneill@harborough.gov.uk)). This should be done by 12 noon on Monday 25<sup>th</sup> November.

The Executive portfolios are set out as below:

<b>Portfolio</b>	<b>Portfolio Holder</b>
Economic Prosperity	Councillor Blake Pain
Finance and Assets	Councillor Paul Bremner
Corporate Services	Councillor Paul Dann
Community Wellbeing	Councillor James Hallam
Community Safety & Regulatory	Councillor Bill Liquorish
Planning and Environment	Councillor Phil King

- 3 Equality Impact Assessment Implications/Outcomes (attach completed EIA)
  - 3.1 Equalities are monitored through each of the Critical and Key Activities where appropriate.
  
  - 4 Legal Issues
  - 4.1 None directly arising from this report.
  
  - 5 Consultation
  - 5.1 Portfolio holders have been consulted on the content of this report.
  
  - 5.2 The Quarter 1 Performance Report noted that following the first quarter updates, there was some duplication of reporting. It was therefore agreed at the Executive to merge some of the Key Activities in time for Quarter 2 performance updates and that this process would be undertaken in consultation with managers and approved through the Performance Improvement Board. As a result of this exercise, the number of Key Activities has reduced from 161 to 122 through merges. The attached report is based on these merges. No activities have been deleted, but some have been merged to avoid duplication.
  
  - 6 Meeting the objective
  - 6.1 Members are invited to consider the above report and attached appendices, and to consider and comment on the Council's performance to date in 2013/14 against its priorities and the Corporate Delivery Plan.
  
  - 7 Background Papers
  - 7.1 Corporate Delivery Plan 2013/14  
Performance Management Framework
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**Previous report(s):**

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

**Appendices:**

- A. Critical Activities – Dashboard Summary**
- B. Summary of Performance of Critical and Key Activities**
- C. Strategic Performance Dashboard - September**