

**REPORT TO THE MEETING OF THE SCRUTINY COMMISSION  
ON 27<sup>th</sup> NOVEMBER 2014**

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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 2014/15 Corporate Delivery Plan and Performance Indicators at the half year position.

1 Outcome sought from the Commission

- 1.1 Members are invited to discuss and question portfolio holders on the content of the performance report and the progress towards achieving Council priorities in 2014/15.
- 1.2 Members are invited to make any observations on performance for consideration as part of the Business Planning process for 2015/16.

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 The Council's new Performance Management Framework was approved by the Executive in January 2013, effective from April 2013. A revised version of this framework, incorporating changes to business planning during the 2013/14 financial year was approved by the Executive in February 2014.
- 2.3 The Council structured its work around the delivery of four priorities during 2014/15:
- 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.
- 2.4 A total of 12 high level Critical Outcomes were identified in the Council's Corporate Delivery Plan which link directly to the four priorities. A number of lower level Key Activities have been identified to deliver these Critical Outcomes.
- 2.5 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.
- 2.6 Progress against Critical Outcomes 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 Scrutiny Resource & Performance Panel and the Executive.
- 2.8 An internal Performance Improvement Board (PIB) reviews performance on a monthly basis and identifies specific areas of performance to challenge and identify improvements as well as considering and acknowledging those areas where performance is high or have made considerable strides to improve performance. The PIB is chaired by Beverley Jolly, Corporate Director for Corporate Services, and the outcomes of these meetings are reported to Corporate Management Team. Key areas of work for the Performance Improvement Board over the first half of the 2014/15 year have been as follows:
- **Improving the Planning Service**  
Work has been undertaken to improve the performance of planning indicators. The Business Development and Programme Manager and the Business Planning Officer have worked with the service area during the first half of the year to identify and implement changes to streamline the end to end planning application process. Further work is still on-going and is linked to implementation of the changes to the staffing structure, however progress has been made in improving the performance indicators and they are now on or above the targets set.
  - **Projects**  
A number of projects have had their progress reviewed and challenged by the Performance Improvement Board during the first half year. These include e-procurement, document management, commercialisation of trade waste, collaborative planning and the implementation of actions from various service reviews

- **Education and Setting Expectations**

Work has taken place with officers to educate and set expectations for performance management. Training has been provided to service managers on project management both on the theory of project management and on HDC's project management framework and processes.

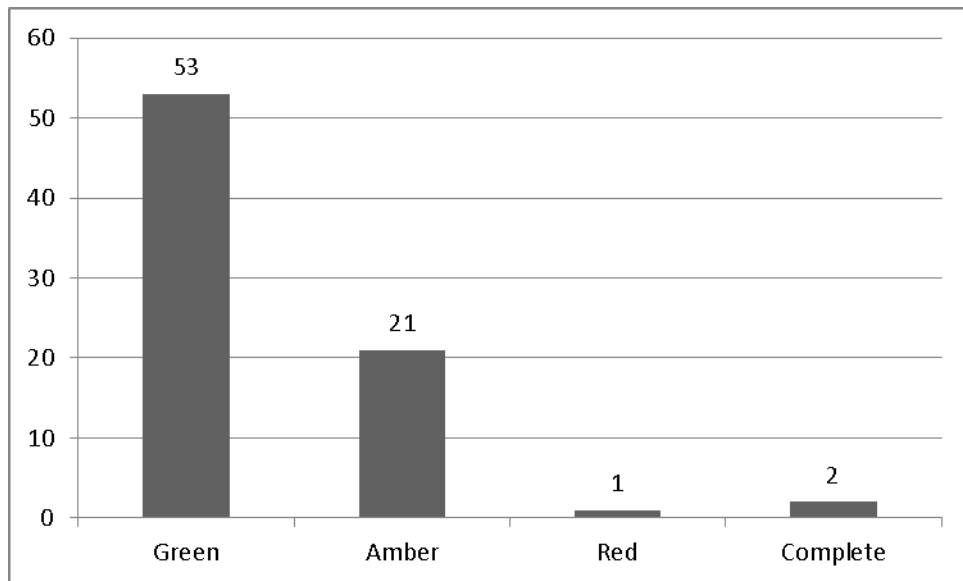
2.9 Officers are required to provide a status of Green, Amber, Red or Complete for each Critical and Key Activity. Definitions for these are as follows:

<b>Status</b>	<b>Description</b>
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.

## 2.10 Performance Summary

### 2.11 Status of Key Activities

The graph below shows the status of all 77 Key Activities at the end of Quarter 2. 3% (2) Key Activities have been completed. A further 69% (53) of the Key Activities have a status of Green, 27% (21) are Amber and 1% (1) is Red.



## 2.12 Exceptions

One Key Activity has been identified as Red at the end of Quarter 2 this is:

### **KA 05.13 Implement E-procurement (launch and corporate application)**

During quarter 2 it was identified that this project was not on track. Following challenge and discussions at the Performance Improvement Board it was agreed that some short term additional resource would be brought in to support this programme. The external resource carried out a variety of implementation tasks, undertook a user testing programme on the system, and produced screenshots for training. The test system was replicated on live. The Finance Systems Administrator was on phased return back to work. The ICT Team were briefed on the new system and were the first team that it was rolled out to. Training was then planned to be rolled out further with a target of two teams per week.

*Since the end of quarter 2 E-Procurement has gone live and will be rolled out to all teams by the end of November.*

## 2.13 Strategic Performance Dashboard – September 2014

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 TEN 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 being addressed through 1:1 Portfolio Holder meetings and the Performance Improvement Board. The status of these items are 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 indicates whether the indicator has changed status since the previous month.

## 2.14 Exceptions

Performance indicators identified as below target at the end of Quarter 2 in the Strategic Performance Dashboard are as follows:

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

92.1% against a target of 100%. This figure relates to the supply of ready to develop housing sites compared to requirement at the end of March 2014. This data is produced every 6 months. Data for September 2014 is in the process of being calculated and will become available mid-November.

**Number of Ombudsman complaints upheld.**

Two Ombudsman complaints have been upheld during 2014/15, 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. There have been instances where the main complaint has not been upheld but the Ombudsman has found fault with relatively minor aspects of the system and classified these as upheld.

**Net income (comparison to budget) from Treasury Management.**

This is at £35,111 at the end of the 2014/15 financial year, compared to a target of £46,000. Surplus investments are being used to help finance capital expenditure in year to negate expensive PWLB borrowing. A new performance indicator is under development to measure this.

**55 % of calls to the Contact Centre answered in 30 seconds.**

This is currently at 51.3% in comparison to a target of 55%. Monthly performance of this indicator improved from 51% in August to 62% in September. The cumulative figure has been steadily improving since June.

**100% of new affordable home completions go to homeseekers in priority or high category of need by end of March 2015.**

This is at 50% compared to a target of 100%. Eight two bedroom cluster houses were advertised and some were turned down by applicants in High and Priority bands as they did not meet their size expectations and were built with showers (no baths). Applicants are able to exercise choice within their specific banding timescale placing up to two bids each week on eligible properties. Priority banding timescale is now 8 weeks and High band is 16 weeks (previously 12 and 24 weeks respectively in previous policy), after which the housing need band is reviewed and availability of suitable property types, bidding pattern and housing need is taken into account.

- 2.15 Panel members are asked to submit any in-depth questions which may require additional supporting information in advance to Edward O'Neill, Democratic Officer ([e.oneill@harborough.gov.uk](mailto:e.oneill@harborough.gov.uk)). This should be done by Monday 24<sup>th</sup> November 2014.

The Executive portfolios are set out as below:

<b>Portfolio</b>	<b>Portfolio Holder</b>
Community Safety and Regulatory	Councillor Liquorish
Community Wellbeing	Councillor Hallam
Corporate Services	Councillor Dann
Economic Prosperity	Councillor Pain
Finance, Assets and Planning	Councillor King
Environment and Waste	Councillor Dr. Bremner

3 Equality Analysis Implications/Outcomes (attach completed EA)

- 3.1 Equalities are monitored through each of the 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.

6 Meeting the objective

- 6.1 Members are invited to consider the above report and attached appendices, and to question portfolio holders and comment on the Council's performance to date in 2014/15 against its priorities and the Corporate Delivery Plan.

7 Background Papers

- 7.1 Corporate Delivery Plan 2014/15  
Performance Management Framework

**Previous report(s):**

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

**Appendices:**

**A. Summary of Performance of Key Activities**

**B. Strategic Performance Dashboard – September 2014**