

PAPER NO. 6

REPORT TO THE EXECUTIVE MEETING OF 9 MAY 2016

Meeting:	Executive
Date:	9 May 2016
Subject:	Performance, End of Quarter 4 2015/16
Report of:	S. Riley, Head of Finance and Corporate Services and Section 151 Officer
Portfolio Holder:	Councillor Liquorish, Business Planning and Performance
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 4 of the 2015/16 financial year.

2 Recommendations:

- 2.1 **That Members of the Executive receive and consider the performance of the Council at the end of the Quarter 4 of the 2015/16 financial 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 on a quarterly basis.

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 2015/16 year including a status, progress comment and next steps.

¹The 2015/16 version of the Performance Management Framework was approved by the Executive on 9 February 2015.

- **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 now impacting on delivery or expected outcomes.
Amber	Most actions completed. Some issues recognised which may impact on 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 53 Key Activities at the end of Quarter 4 of the 2015/16 year (comparison against the end of Quarter 3 position is shown in light grey).

At the end of Quarter 4: 9 (17.0%) Key Activities had been completed. 35 (66.0%) Key Activities had a status of Green, 5 (9.4%) had Amber status. 3 Key Activities (5.7%) were classed as Red status. 1 Key Activity (1.9%) was withdrawn and deferred until the 2016/17 year.

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

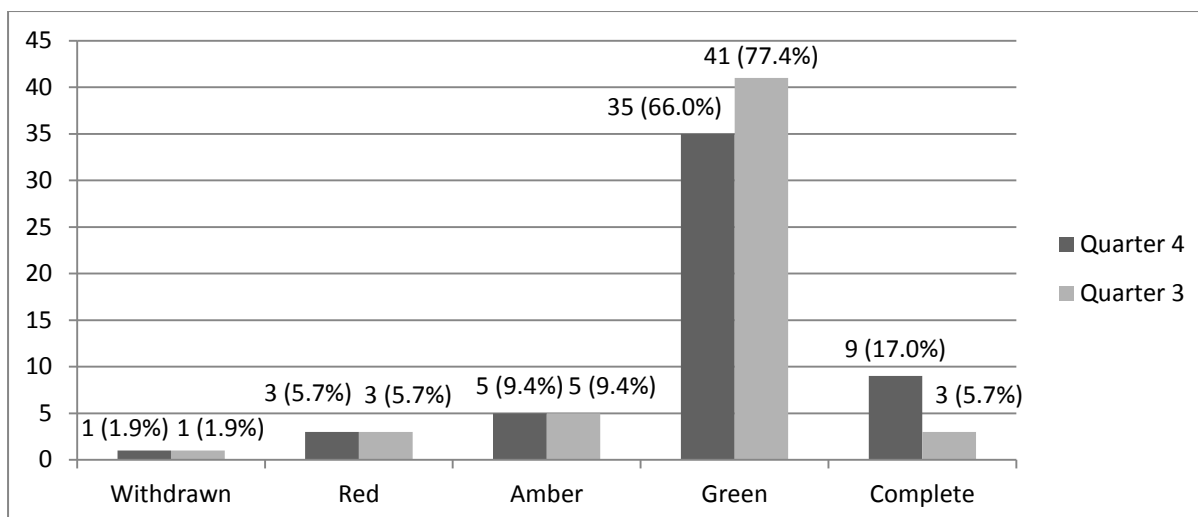


Figure 1 Status of Key Activities, End of Quarter Four 2015/16 (with comparison against Quarter 3 in light grey)

5.1.2 Summary of Key Activities

Table 1 below provides a summary of Completed Key Activities:

Key Activity Reference	Description	Status
KA 02.01	Procurement of Environmental Services Contract	Complete
KA 05.02	To establish The Council as an umbrella body for Disclosure and Barring Service checks	Complete
KA 06.06	Review the Harborough Innovation Centre (HIC) management contract prior to the end date to recommend whether to extend or re-procure	Complete
KA 07.01	Conduct UK Parliamentary Elections	Complete
KA 07.02	Conduct District and Parish Council Elections	Complete
KA 07.03	Conduct Neighbourhood Plan Referenda	Complete
KA 07.04	Achieve Public Services (PSN) Code of Connection (CoCo) Certification	Complete
KA 07.05	Implementation of the Deregulation Bill 2014	Complete
KA 12.03	Implementation of the Council's Empty Property Strategy	Complete

Table 1

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

Key Activity Reference	Description	Status
KA 01.02	Monitoring the supply and availability of land to meet future housing need	Green
KA 01.03	Engage with communities to deliver Neighbourhood Planning throughout the District	Green
KA 01.04	Facilitate delivery of the Climate Local Action Plan and report on progress	Green
KA 01.05	Determining planning applications in accordance with stipulated national guidance and ensuring that applications for the Magna Park proposals and Bruntingthorpe Proving Ground for jumbo jet storage are handled and determined within the locally-agreed timescales	Green

KA 01.07	Delivering Sustainable Urban Drainage (SUDS)	Green
KA 01.08	Increase capacity of community Facilities, open spaces and play through Section 106 funding	Green
KA 01.09	Assess the case for introducing Community Infrastructure Levy.	Green
KA 02.02	Implementation of the new Anti-social Behaviour (ASB) Powers and continuous improvement of the quality of service and response to victims	Green
KA 02.03	The Council will work in partnership and hold partners to account to reduce domestic burglary and car crime, support vulnerable victims and improve road safety in the District	Green
KA 03.01	Deliver opportunities to engage in sport and physical activity and facilitate the Health and Wellbeing Partnership for the District	Green
KA 04.01	Implement the actions within the Council's Communications Strategy	Green
KA 04.03	Businesses are informed and listened to	Green
KA 04.04	Provide effective liaison with parishes on district and local priorities	Green
KA 05.01	Promote the Council's new website to encourage customers to self-serve and to provide more transactional services	Green
KA 05.03	Provision of support to Councillors following elections in May 2015, including induction, training and ICT provision	Green
KA 05.04	Ensure grant funding allocated to communities, the voluntary sector and parishes is effectively and efficiently managed to meet Council priorities	Green
KA 05.05	Review of Council size and warding arrangements by Local Government Boundary Commission for England	Green
KA 06.01	Implement the agreed outcomes of the property review process	Green
KA 06.03	Develop and implement a Third Sector Strategy	Green
KA 06.04	Implement recommendations identified by the Institute of Revenues Rating and Valuation service review of the Revenues and Benefits Partnership	Green
KA 06.07.02	Develop commercialisation of Trade Waste services	Green
KA 08.01	Improve ease of access to Council services by District Business	Green
KA 08.02	The Human Resources and Learning & Development functions offer external advice and learning opportunities	Green
KA 09.01	Signpost businesses to the support and advice available to businesses in Harborough District	Green
KA 09.02	Ensure that the Council's procurement supports local business	Green
KA 10.01	Maximise the roll-out of broadband through the Superfast Leicestershire Broadband programme to ensure that local communities gain access to better broadband	Green
KA 11.01	Work with partners to support the ongoing development and sustainability of the Market Harborough Museum	Green
KA 11.02	Develop culture and tourism in line with, and expanding beyond, the Harborough blueprint	Green
KA 12.01	Achieve the delivery of an appropriate mix and type of housing that meets local housing need and that the supply of existing and new affordable housing lettings is targeted to those most in need	Green
KA 12.02	Promoting a programme to reduce fuel poverty.	Green

KA 12.04	Finalise the Housing Options Service Review and implement the agreed recommendations	Green
KA 13.02	Develop 'Universal Support' as part of Universal Credit (UC) rollout	Green
KA 13.03	Work with partners to continue to deliver the Supporting Leicestershire Families Service (SLF) and the Children's Centre Programme (CCP) in Harborough District	Green
KA 13.04	Work with partners on the delivery of the County-wide Light Bulb project	Green
KA 13.05	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	Complete the Options stage in the preparation of the new Local Plan for Harborough and ensure new Local Plan preparation and submission is compliant with relevant regulations and legislation	Amber
KA 01.06	Ensure that the Council is able to help the local economy to remain successful through sustainable business growth and by maximising opportunities to help the local economy to grow in a sustainable way	Amber
KA 06.02	Review the leisure management contract prior to the contract end date to recommend whether to extend or re-procure	Amber
KA 07.06	Progression of the Air Quality Action Plan	Amber
KA 13.01	Develop and maintain Harborough Lifeline as an income-generating service	Amber

Table 3

Table 4 below provides a summary of Red status Key Activities:

Key Activity Reference	Description/ Reason for Red Status	Status
KA 06.05	<p>Implementation of the Car Parking Strategy Action Plan</p> <p><u>Comments</u></p> <p>At the beginning of the 2015/16 year it was the intention to adopt a revised Car Parking Strategy by the end of March 2016. Consultants were appointed to undertake the study however there were delays in getting the draft document. Officers are now in receipt of the draft document which set out a number of areas of further work required before the final Strategy can be adopted. It is likely that adoption will occur in the 2016/17 year, hence the Red status of this Activity.</p> <p>An Executive working group has been established to consider the options.</p>	Red

KA 06.07.01	<p>Develop commercialisation of Building Control services</p> <p><u>Comments</u></p> <p>As a result of staff changes, the opportunity was taken to design a commercially-focussed service which took place in the second half of the year.</p> <p>The commercialisation of the Building Control Service is gaining further momentum. A commercially-minded team structure is now in place and new Job Descriptions and Person Specifications have been prepared relating to all new posts that clarify the new roles and responsibilities. Recruitment to the new roles is underway. The posts have been advertised and applicants have been received. Interviews for Team Leader and Special projects Officer are due to take place on 19th April and for the role of Building Control trainee on 26th April.</p> <p>As part of the process to populate the new Building Control Team, members of staff have also been assimilated into roles within the new team or 'ring fenced' to potential roles where these are possible.</p> <p>The Programme Board is overseeing this project and is kept updated on a monthly basis. Part of this is has been the preparation of a Building Control Team Plan for 2016/17. This is now in place for the new team to use in 2016/17 as they give effect to the commercialised approach.</p> <p>A review of Building Control fees has been undertaken and a new hourly rate for services has been identified. Proactive work is now underway to give effect to the implementation of the new fees in 2016/17. This will be linked to the new team being established and the new approach to the commercialisation of the Building Control service.</p>	Red
KA 06.08	<p>Develop and Implement a Strategy for improved use of The Square, Market Harborough, ensuring a wide range of events are programmed throughout the year to support the town centre viability and reduce 'leakage' to other retail centres.</p> <p><u>Comments</u></p> <p>It was the intention at the beginning of the 2015/16 year that a Strategy would be developed and implemented by the end of March 2016. There was no progress on the Strategy during the 2015/16 year. This was mainly due to difficulties arranging events and activities on The Square following changes made by Leicestershire County Council to the Temporary Traffic Regulation Order (TTRO) process. This has made the preparation of a Strategy to increase use difficult to progress due to the prohibitive costs in respect of TTROs. Some meetings with the County Council have been arranged and a further meeting has been arranged with the County Council Director of Highways to seek a solution</p>	Red

	<p>which would allow improved use of the Square and make a Strategy worthwhile and deliverable with meaningful outcomes.</p> <p>Current timetable for Development and Implementation of the Strategy</p> <ul style="list-style-type: none"> • May to June 2016 - Draft Strategy • July to August 2016 - any necessary consultation • September 2016 - Executive Approval • October 2016 onwards - Implementation of Strategy 	
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Table 4

Table 5 below provides a summary of Key Activities that have been withdrawn and deferred until the 2016/17 year.

Key Activity Reference	Description	Status
KA 04.02	<p>Carry out a District-wide residents survey.</p> <p>A District-wide survey of residents to inform the Business Planning process has been deferred until the 2016/17 year (included in the 2016/17 Corporate Delivery Plan).</p> <p>However, during the 2015/16 year the Council undertook a number of other public consultations (listed at Appendix A).</p> <p>The District-wide survey relating to the Environmental Services Contract has been completed, analysed and a findings report completed. This report was used to assist Members when reviewing the future Waste and Recycling bin collection service. The results of the consultation have been shared with all respondents who requested a copy and also published on the Council's website.</p>	Withdrawn: deferred until the 2016/17 year.

Table 5

5.1.3 Performance Improvement Board (PIB)

During Quarter 4 of the 2015/16 year, the focus of the Performance Improvement Board was to robustly challenge Service Areas' Team Plans in preparation for the commencement of the 2016/17 year.

During Quarter 1 of the 2016/17 year the Performance Improvement Board will be undertaking data sampling exercises to ensure the integrity of performance indicator data.

5.1.4 Exceptions

Performance indicators on the Strategic Performance Dashboard identified as red status at the end of Quarter 4 are as follows:

5.1.5 Performance Indicators

- **90% of Stage 1 and Stage 2 complaints responded to within 20 working days**

End of Quarter 4 status = Red

By the end of year, 82.6% of Stage 1 and 2 Complaints had been responded to within the target of 20 working days. This is a failure to hit the target tolerance of 85% by 2.4%.

The processing of complaints performed below target during the 2015/16 year (also reported at the end of Quarters 1 and 2 and 3). The primary cause of this was a long-term staff absence during Quarters 1 and 2. During the absence, the processing of complaints was undertaken by other members of the Corporate Services team in addition to their usual day-to-day duties. During the first quarter of the 2015/16 year the Corporate Services Team was primarily engaged in the administration of the Parliamentary and District elections which had to take priority.

Following the return to work of the responsible officer in September 2015, the performance trend has been upwards in terms of compliance.

Performance increased significantly in the period from September 2015 to March 2016 with five out of the seven months achieving 100% compliance. However, the poor performance in the first five months means that's the cumulative target has not been met at the end of the year.

Given the cumulative performance indicator for 2015/16, the performance of complaints will continue to be monitored by the Performance Improvement Board until it is satisfied that performance has improved to a satisfactory level.

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

End of Quarter 4 Status = Red

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 authority is currently showing a 4.36-year supply, rather than exceeding five years as required. 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 during 2014 in light of a challenge at appeal which was upheld by a planning inspector and the Secretary of State. This has had a significant bearing on the ability to show a housing supply against requirement. In reality, the Council has to demonstrate a 20% buffer in addition to the five-year picture.

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 took place in early 2015 with an appeal for landowners to present sites capable of housing delivery in the next five years. A number of larger housing sites have been granted permission in 2015 which will contribute to the supply.

- **100% of new affordable home completions let in the quarter go to home-seekers in 'priority' or 'high' category of need**

End of Quarter 4 Status = Red

At the end of Quarter 4 25 of 83 (26.8%) new affordable home completions had gone 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.
- **Percentage of disabled adaptations to be completed within the service standards (target is 70%)**

End of Quarter 4 Status = Red

The disabled facilities grant process can be very complex depending on the individual's needs and the nature of the work required. The disabled adaptations are administered through the Home Improvement Agency and there are a number of factors that can influence the length of time it takes to process the application, some of which are outside the control of either the Council or the Home Improvement Agency (for example where the applicant goes into hospital).

At the end of Quarter 4, 48 grants had been completed, 25 (52.1%) of which had met the target service standards ('service standard' here refers to the period of time taken to complete a job. This varies depending on the nature and complexity of the adaptation. Examples of adaptations include: stair lifts, level-access showers and ramps. The standards are common across the County). Officers are working with the Home Improvement Agency to identify any delays in the applications and to highlight where the delays could not be foreseen or controlled.

Of the 48 grants that have been completed the longest time period was 722 working days (although in this particular case the applicant put the case on hold and requested an extension of time due to personal circumstances), the next longest time period was 366 working days and the shortest 31 working days. During the year the agency has recently introduced "fixed prices" for some types of disabled adaptation work and it is anticipated that once this process is embedded it will reduce the length of time it takes for some applications to be submitted to the Council for approval.

Excluding the case in which the applicant put the case on hold, the average length of time for all grants to be processed during the 2015/16 year was 153 working days compared to 182 working days during the 2014/15 year.

For the 2016/17 year the Performance Indicator has been reviewed to monitor the year-on-year percentage increase on the number of grants that meet the service standards.

○ **Less than 11% staff turnover for the 2015/16 year.**

End of Quarter 4 Status = Red

Staff turnover at the end of the Quarter 4 of the 2015/16 year was 18.6%, a total of 35 people. 15 people (7.9%) left through voluntary redundancy, the remainder left through redundancy, TUPE Transfers, ill health retirement and the end of fixed-term contracts.

Voluntary staff turnover remained at a higher level than in previous years due to staff feeling more confident in the external jobs market and more job opportunities being available. In previous years due to an uncertain jobs market, staff may have felt more inclined to stay with the organisation.

○ **Working days lost due to sickness absence**

End of Quarter 4 Status = Red

An average of 10.16 working days per full-time equivalent employee were lost during the 2015/16 year. The target at the end of Quarter 4 of the 2015/16 year was 7.92 days per full-time equivalent employee. This performance indicator was therefore considered to be performing worse than target at the end of Quarter 4 of the 2015/16 year. A major factor in sickness absence during the year was long-term sickness cases. These are being managed and there was a reduction at the end of Quarter 3. However, the number of cases increased in Quarter 4. A number of staff were due to return in Quarter 1 of the 2016/17 year so performance should improve during the 2016/17 year. A virus affected many staff during the beginning of Quarter 4. Sickness levels fluctuate considerably during the year and, as such, are monitored on a monthly basis.

Officers undertake a number of measures 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 triggers mechanism after which managers hold formal absence meetings with employees.
- The availability of support services where required.

In addition to the above, Officers continue to monitor the effectiveness of the new Attendance Management Policy and Procedure, implemented during Quarter Two of the 2015/16 year.

- **95% of Payments to Creditors made within 30 days**

End of Quarter 4 Status = Red

At the end of Quarter 4 the Council was achieving a value of 88.7% 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 reminders are issued to budget managers.
- Weekly list of invoices received and registered sent to managers to action.
- Performance statistics have been broken down further between purchases order invoices and non-purchase order invoices and sent out monthly.
- Following implementation of finance service restructure, the business partners will look at performance with budget managers on a monthly basis.

The Council processes over 6,000 invoices a year. Focused and regular monitoring in the last quarter has led to a 66% reduction in invoices over 60 days (many of which are in dispute). This monitoring is now provided to budget holders on a weekly basis

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 Resource and Performance Scrutiny Panel.

10 Consultation

10.1 At its meeting on 2 June 2016 the Scrutiny Commission will consider the Council's performance at the end of Quarter 4 of the 2015/16 year.

11 Background Papers

- Corporate Delivery Plan 2015/16
 - Performance Management Framework
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Information Issued Under Sensitive Issue Procedure: No

Ward Members Notified: N/A

Appendices:

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