

Title of Report	2019/20 QUARTER 2 PERFORMANCE REPORT	
Presented by	Councillor R Ashman Planning and Infrastructure Portfolio Holder	
Background Papers	Various documents on the In-Phase performance management system.	Public Report: Yes
		Key Decision: No
Financial Implications	No additional finance requirements.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	No legal considerations.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	No additional staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	The report provides members of Scrutiny with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 2 (Q2) (July - September 2019).	
Recommendations	THAT THE CORPORATE SCRUTINY COMMITTEE NOTES THE QUARTER 2 PERFORMANCE REPORT (JULY TO SEPTEMBER 2019) AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET.	

1 INTRODUCTION

1.1 The Planning and Performance Management framework helps the Council -

- Clearly articulate our priorities and desired outcomes
- Prioritise what gets done within the resources available
- Provides and demonstrates value for money
- Provide good services and satisfaction for our local community
- Improves organisational performance
- Motivate and manage our employees and workers.

1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system; where this is not the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better that they would otherwise be.

- 1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.4 At a strategic level, Members and the Corporate Leadership team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Corporate Plan.
- 1.5 At a service level, Heads of Service need to monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations etc.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.
- 1.7 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

2. SUMMARY OF PERFORMANCE QUARTER 2

- 2.1 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, sickness absence management and finance.
- 2.2 A high level report of the Council's performance for Q2 is included in Appendix 1.
- 2.3 Performance remains good across the vast majority of the indicators, and progress is now being monitored on a monthly basis and reviewed by managers and Heads of service using the InPhase performance software system. This enables any areas of underperformance to be identified quickly.
- 2.4 Progress against the Council's key priorities is detailed in Appendix 1 with explanations of the progress against each of the key tasks identified for the current financial/operating year.

The following notable achievements in this quarter are:-

➤ **Coalville by the sea**

This free event was repeated successfully again this year in the summer and was attended by over 1500 people over the two days.

➤ Progressing the new market location in Coalville.

We continue to work with the existing Market traders to support them in the transition to the Newmarket site in Marlborough Square or to find alternative premises as needed.

➤ Improving our customer services responsiveness and on-line offer.

The average call wait time reduced again during the quarter to 44 seconds and the number of customers hanging up before receiving an answer reduced to an average of 8.66%

We are continuing the work on the website to enable customers to access services through the “your account” facility and by making more processes available in a digital format.

➤ Developing the Districts Leisure and activity facilities.

The planning application for the new leisure centre was submitted in the quarter and (post script) was approved by the Planning Committee in October. The improvements works to Hood Park Leisure Centre commenced during the quarter and will include improvements to the dance studio, an updated fitness suite, improvements to the external façade and redecoration works to refresh the building.

➤ Tourism Strategy

This document will set out our approach, in collaboration with partners, to the future development of our tourism offer, and will be presented to the Community Scrutiny Committee and Cabinet later in the year.

➤ Economic Growth Plan.

Following extensive consultation with partners the Economic Growth plan was adopted by Cabinet in September 2019. This will form the blue print for a number of key projects in future years.

➤ EU exit planning

The Business Focus team continued to provide government messages to our business communities on EU exit planning. We have continued to work with government agencies and partners to develop arrangements, particularly around the airport to manage possible impacts to our communities and residents.

➤ Finance

At the end of the second quarter of the financial year the Council’s budgets are being managed effectively.

Increased revenue surpluses are forecast on both the General Fund and Housing Revenue Accounts, with a nominal increase in expenditure on the Special Expenses account which is planned to be funded by Special Expense reserves.

Slippage has been identified within the General Fund Capital Programme as a result of spend associated with the new Coalville Leisure Centre and Marlborough Square now due to occur in 2020/21. An underspend remains on

the HRA Capital Programme, as reported in Quarter 1, largely as a result of identified underspend on the New Supply programme.

➤ Performance Indicators

The use of both qualitative and quantitative measures to supplement the delivery of the actions set out within the corporate plan provides a picture of how well the council is delivering against the expected outcomes.

The performance indicators show out of 32 indicators, 20 are on target or within tolerance, 3 are behind target and 9 are measured on annual targets.

There three areas needing attention from Quarter 2 are:-

- Spend on agency workers which has not achieved the target level of reduction in the Quarter where we are seeking to bring the annual spend down to below £1m. The first quarter was on target, but spend has increased during quarter 2 in the refuse and recycling workforce due to the need to backfill due to high levels of sickness absence in the workforce, and while there was a month on month decline in the spend on agency workers in the Housing repairs and maintenance workers the overall reduction was insufficient to meet the quarterly target. We are continuing to review each agency worker contract at 12 week intervals and we are seeking to move workers to employment contracts when we are clear there is a permanent requirement for the role as the long term Housing Improvement Programme becomes clearer.
- The level of income generation from the sale of Legal services is showing as being behind target, but it is relevant to note that a significant amount of uninvoiced work in progress will improve the position in the future.
- Percentage of rent loss – while the quarterly target was not met the cumulative annual target stands at 0.71% against a target of 0.75%, so this indicator is not giving cause for concern. We continue to do everything we can to minimise the rent loss when council houses become empty.

All three areas will be covered by an intervention plan with actions and closer monitoring in place to seek to bring the indicators back on target.

➤ Future Performance Indicator reporting

We have been undertaking a review of the performance indicators reported to Council, and while we think it is still relevant to continue to report to members the local indicators that are within the control of the Council, we will add a number of wider economic and social indicators to the quarter 3 report which will include such factors as the district unemployment rate, other indicators around business growth and development, and around Health and social factors. A number of these wider indicators are not collated on a quarterly basis – they tend to be annual. We will add a number of wider indicators to the Q3 report and ask members for feedback on the value of these.

Priority Dashboards - Appendix 1

Appendix 1 sets out the following items:

- Progress against CDP actions
- Progress against CDP performance indicators
- Health and Safety Report
- Sickness absence management update and statistics
- Customer Feedback
- Customer Service Call Centre Statistics

Status definitions used in Appendix 1

- ★ Performance indicators on track, on or above target
- Performance indicators under control
- ▲ Performance indicators below target

Policies and other considerations, as appropriate	
Council Priorities:	The report addresses performance against each of the Council's five priorities for 2019/20.
Policy Considerations:	The performance of the Council runs across many of our published policies.
Safeguarding:	No specific considerations
Equalities/Diversity:	No specific considerations
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Detailed in the report
Environment and Climate Change:	Detailed in the report under Council priority – developing a clean and green district.
Consultation/Community Engagement:	Not applicable.
Risks:	Detailed in the report.
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