

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 4 JUNE 2019
REPORT OF THE CORPORATE DIRECTOR (RESOURCES, ENVIRONMENT AND
CULTURAL SERVICES)

PERFORMANCE EXCEPTION REPORT – QUARTER 4 (2018-19)

1 Executive Summary

- 1.1 This report summarises our strategic performance data on an exception basis following the monitoring and review of performance reports by Corporate Directors and Heads of Service. This report covers the period 1 January to 31 March 2019.
- 1.2 Any targets reported at this meeting as ‘not completed’ or ‘not improved’, is exception reported in the appendices to this report. High rated risks are also summarised here.

2 Recommendation

- 2.1 That Cabinet note the contents of this report and approves any proposed actions highlighted in the appendices.

3. Explanation

- 3.1 A performance exception report is presented to the Cabinet on a quarterly basis as part of our current performance management framework.
- 3.2 By working with Corporate Directors and Heads of Service in the production of the clinic report, we further embed accountability for performance and risk within our Officer structure. This allows for a flow of detailed information to and from the council’s leadership.

4. Legal Implications

- 4.1 There are no direct legal implications arising from the contents of this report.

5. Financial Implications

- 5.1 Failure to deliver targets and key performance indicators may have a financial impact for the council. Where this is the case, this will be referenced in the relevant text within the report and associated appendices. Any financial impact will also be considered, and reported where necessary, within the quarterly budget monitoring reports.
- 5.2 Many of the risks detailed within the report would have financial implications for the council if a risk were to materialise. These risks require active management to ensure that any financial risk is minimised. Where a risk materialises and has a financial impact, this will be referenced in the relevant text within the report and appendices, and within the quarterly budget monitoring reports.

6. Risk Management Implications

6.1 A risk assessment of our performance management framework can be reviewed quarterly on the council's strategic Risk Register.

7. Security and Terrorism Implications

7.1 There are no security and terrorism implications directly arising from the contents of this report.

8. Procurement Implications

8.1 There are no procurement implications directly arising from the contents of this report.

9. Climate Change Implications

9.1 There are no direct climate change implications directly arising from the contents of this report.

10. Health and Wellbeing Implications

10.1 There are no health and wellbeing implications directly arising from the contents of this report.

11. Communication and Engagement Implications

11.1 There are no communication and engagement implications directly arising from the contents of this report.

12. Link to Corporate Priorities

12.1 This report is linked to all the council's current corporate priorities as it shows the status of all business, finance and performance targets associated within each priority.

13. Equality and Diversity

13.1 An Equality Impact Assessment was not completed because this report does not propose changes to existing service-related policies or the development of new service related policies.

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Date: May 2019

Background Papers:

Appendix One - Business Plan Targets

Appendix Two - Key Performance Indicators

Appendix Three - Strategic Risks

Appendix Four - Operational Risks

Business Plan Targets – Quarter 4

Progress for all 2018-19 targets under each of our five Corporate Priorities is summarised here.

77 of the 97 set targets have been completed with the year and a further 20 set targets have been rolled over into 2019-20. This is because it was not possible to fully complete them within the year. No targets were not completed at all.

Corporate Priority	Green (completed)	Amber (rolled over to 2019-20)	Red (not completed)	Total
1 – Our Community	24 (89%)	3 (11%)	0 (0%)	27 (100%)
2 – Our Environment	9 (82%)	2 (18%)	0 (0%)	11 (100%)
3 – Our Housing	9 (60%)	6 (40%)	0 (%)	15 (100%)
4 – Our Economy	16 (70%)	7 (30%)	0 (0%)	23 (100%)
5 – Our Council	19 (90%)	2 (10%)	0 (0%)	21 (100%)
Totals	77 (79%)	20 (21%)	0 (0%)	97 (100%)

Key Performance Indicators – Quarter 4

A summary of our Key Performance Indicators collected over Quarter 4 is shown here.

Total Number of Key Performance Indicators	Number of KPI's improved	Number of KPI's not improved	Number of KPI's remained the same
39 (100%)	31 (79%)	6 (16%)	2 (5%)

Six Key Performance Indicators did not report an improvement in this quarter. These are exception reported here along with relevant service comments to explain their performance, along with a comparison from the same period last year.

Brief Description of Indicator	Quarter 4 2017-18 Performance		Quarter 4 2018-19 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 12 - School group visits to, and use of, museums and galleries</p> <p><i>Head of Policy & Culture</i></p>	650 visits	928 visits	650 visits	403 visits	<p>Disappointingly our Quarter 4 outturn was below our target by 247 school children visiting our heritage sites.</p> <p>Our Education Officer retired on 3 January and our new Learning Officer did not begin with us until 19 March. During this time the museum team worked together to ensure that we did not turn any school visits away.</p> <p>However we felt that offering free sessions during British Science Week, held in March this year, would have significantly overstretched the team. So we lost those visitor numbers which would have added around 300 school children to our outturn. This would have meant we reached our target.</p>

Brief Description of Indicator	Quarter 4 2017-18 Performance		Quarter 4 2018-19 Performance		Service Comments
<p>PI 18 - The percentage of household waste collected and sent for reuse, recycling and composting</p> <p><i>Head of Environment</i></p>	42.00%	37.00%	42.00%	40.00%	<p>The result for Quarter 4 is 2% below the quarterly target.</p> <p>However, the overall recycling rate achieved for 2018-19 was 45%, exceeding the target of 42%.</p> <p>The amount of dry recycling tonnage collected from the blue lidded bin and inner paper caddy has increased compared to the previous quarter and is similar to the amount collected in the previous corresponding quarter.</p> <p>There is usually a drop in recycling rate due to a reduction in the amount of garden/food waste collected from the brown bin during the winter months (January to March). However, it is worth noting that we have collected more garden/food (by ~500 tonnes more) in this quarter, compared to the previous corresponding quarter. This has resulted in a 3% increase compared to last years' Quarter 4 performance.</p> <p>The new streetscene contracts have been recently announced and from Autumn 2020, the council will be introducing weekly food waste collections and a weekly collection of small electrical items, textiles and household batteries which will further increase the overall recycling rate.</p>

Brief Description of Indicator	Quarter 4 2017-18 Performance		Quarter 4 2018-19 Performance		Service Comments
<p>PI 29 - The maximum number of households living in temporary accommodation in the borough (where the council has a duty)</p> <p><i>Head of Community & Housing Strategy</i></p>	55	100	75	105	<p>Numbers in temporary accommodation increased in the final quarter of 2018-19, due in part to the increased numbers of customers accessing the service. From November 2018 onwards there was an average of 115 customers per month, compared to 94 a month in previous quarters.</p> <p>The increase in numbers is also due in part to the communications plan put in place at the end of 2018, making the public aware of the service and inviting them into seek assistance with housing issues.</p>

Brief Description of Indicator	Quarter 4 2017-18 Performance		Quarter 4 2018-19 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 33 - The percentage of council tenants 'satisfied' overall with the responsive repairs service provided (based on the last repair completed)</p> <p><i>Head of Housing Property Services</i></p>	92.00%	91.67%	92.00%	87.64%	<p>1,411 surveys were sent out in Quarter 4. 275 surveys were returned (19.49%) and 241 were satisfied with the service provided. In comparison to Quarter 3 we had a lower return rate in terms of volume but higher in terms of percentage with 1,356 surveys sent and 308 returned (22.7%). 268 were satisfied with the service provided.</p> <p>Performance of this partnership indicator is monitored closely and, following a decrease in performance during Quarter 3, an action plan was put in place with work ongoing with Mears to analyse failures and improve the service provided. This has included better communications, improved diagnostics and tool box talks with the operatives.</p> <p>An identified reduction in the volume of returned surveys has also had a negative impact on the results, with 510 residents to date having opted out of receiving surveys since the implementation of GDPR in 2018. We will continue to try other survey methods including revisiting the text message options to see if we can increase the return rate.</p> <p>We will continue to monitor and work closely with Mears in implementing improvements to get customer satisfaction back above target.</p>

Brief Description of Indicator	Quarter 4 2017-18 Performance		Quarter 4 2018-19 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 34 - The percentage of council properties with a valid gas safety certificate</p> <p><i>Head of Housing Property Services</i></p>	100.00%	100.00%	100.00%	99.95%	<p>At the end of Quarter 4 there were four properties which did not have a valid and in date gas certificate from a housing stock of 8,826 properties containing gas. This gave a compliancy figure of 99.95%.</p> <p>These four properties that did not have LGSRs were all referred to the council's Legal Services team to secure access through the use of injunctions.</p>
<p>PI 58 - The percentage of minor and other planning appeals allowed against the council's decision - as a percentage of the total number of appeals</p> <p><i>Head of Planning</i></p>	--	--	less than 10.00%	36.84%	<p>19 appeal decisions were received in this quarter, of which 7 were allowed. Therefore the target was not met.</p> <p>The number of appeal decisions received in any one quarter can vary significantly, and the Planning Inspectorate is experiencing a significant backlog in their decision making.</p> <p>Officers will continue to monitor any identifiable trends in decision making by the Inspectorate and consider adapting local approaches accordingly.</p> <p>Two of the appeals which were allowed were for applications refused by the Development Management Committee, contrary to the recommendation of Officers. By way of context, on average Officers deal with about 500 applications per quarter with about 15 cases determined by the Development Management Committee.</p>

Strategic Risks

Our Risk Register enables the reporting of all strategic risks using a traffic light system to determine both their impact and probability of occurrence. Strategic risks are assessed by the responsible Corporate Director and their Executive Member based on current circumstances and can be reviewed every quarter.

All strategic risks are summarised here:

Current Strategic Risks			
Red	Amber	Yellow	Green
1 (7%)	12 (86%)	1 (7%)	0 (0%)

There is one current Red strategic risk assessed for the borough's draft Local Plan. Amber strategic risks were reported for: Homelessness, Community Consultation and Engagement, Safeguarding, Communications, Staff / Workforce, ICT Failure, Data Protection, Finance, Management of Council Owned Property Assets, Management of Council Owned Non-Housing Property, Corporate Resilience and the Prevent Agenda.

Mitigation plans and risk controls are in place for all of our current strategic risks. A separate and more detailed risk management report is reported to Cabinet meetings.

Operational Risks

Operational risks are assessed by our services on the Risk Register. This is done in the same way as strategic risks but they are unique to individual services. There are currently four operational risks reported as Red across our services. These are:

- Housing Development - Availability of sites / land / assets
- Housing Development - delivery of affordable homes on S106 sites
- Planning – management of Mature Lombardy Poplars
- Planning – Housing Land Supply

Red risks can be re-assessed by the Head of Service or Corporate Director at any time, which may lead to them reducing to either Amber or Green or remaining at Red. Risk owners are also prompted by the council's Risk and Resilience Manager to review them every quarter.