

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 14 JUNE 2016
REPORT OF THE DIRECTOR (FINANCE AND OPERATIONS)

PERFORMANCE EXCEPTION REPORT – MAY 2016

1 Summary

- 1.1 This report summarises our strategic performance data on an exception basis following the distribution and review of performance reports by Executive Members, Directors and Heads of Service.
- 1.2 Performance Clinics are held quarterly to review our progress towards business plan targets, performance indicator targets, financial performance and reports on our current strategic and operational risks. The most recent Clinic meeting was a virtual one on 5 May 2016.
- 1.3 Performance reported as ‘not completed’ or ‘not improved’, is exception reported in the appendices to this report.

2 Recommendation(s)

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

3. Explanation

- 3.1 A performance exception report is presented to Cabinet on a quarterly basis as part of our current performance management framework.
- 3.2 By working with Heads of Service in the production of the Clinic reports, we further embed accountability for performance and risk within our Officer structure. This allows for a flow of more detailed information to the Leadership.

Implications

4. Legal Implications

- 4.1 There are no direct legal implications arising from this report as it is for information only.

5. Financial Implications

- 5.1 There are no direct financial implications associated with the production of Clinic reports. It is the responsibility of the Policy and Communications team which is resourced to do so.

6. Risk Management Implications

6.1 A risk assessment of our performance management framework is reviewed every April and October on the council's strategic Risk Register.

7. Security and Terrorism Implications

7.1 There are no security and terrorism implications directly arising from this report, as it is for information only.

8. Procurement Implications

8.1 There are no procurement implications directly arising from this report, as it is for information only.

9. Climate Change Implications

9.1 There are no direct climate change implications arising from this report, as it is for information only.

10. Link to Corporate Priorities

10.1 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.

11. Equality and Diversity

11.1 Performance Clinic reports have no direct impact on our residents or community partners. As such, there has been no Equalities Impact Assessment completed on them.

Name of Author: Paul Underwood (01707) 357220
Title: Head of Policy and Culture
Date: May 2016

Background Papers:

Appendix One - Quarter 4 Business Plan Targets
Appendix Two - Quarter 4 Performance Indicators
Appendix Three - Strategic Risks
Appendix Four - Operational Risks

Business Plan Targets – Quarter 4

All Business Plan targets for 2015-16 were scheduled to be achieved by the end of March 2016.

Progress for all targets under our five Corporate Priorities is summarised here.

Corporate Priority	Green (completed)	Red (not completed)	Total
1 – Maintain a safe and healthy community	30 (97%)	1 (3%)	31 (100%)
2 – Protect and enhance the environment	12 (100%)	0 (0%)	12 (100%)
3 – Meet the borough’s housing needs	14 (78%)	4 (22%)	18 (100%)
4 – Help build a strong local economy	7 (87%)	1 (13%)	8 (100%)
5 – Engage with our communities and provide value for money	18 (95%)	1 (5%)	19 (100%)
Total	81 (92%)	7 (8%)	88 (100%)

Seven targets were not completed by March 2016 and are exception reported below.

Business Plan target reported as 'red' (not completed)

Business Plan Ref	Target	By When	Lead Officer	Nature of Problem / Proposed Remedial Action / Other Comments
1.2.6	Deliver two occupational health and safety projects across the business sector, for which the council is the enforcing authority	March 2016	Head of Public Health & Protection	The gas safety in tandoori ovens project has been completed, however the other project has not progressed owing to pressure of work and the inability of other agencies to join in also due to their work pressures.
3.2.3	Acquire a minimum of 30 new affordable homes to let to families on the council's waiting list	March 2016	Head of Housing & Community	We had purchased 18 homes and had a further 7 properties are under offer at the end of March. As all agreements were not signed by this time this target will be completed in early 2016-17.
3.3.1	Review the community letting agency against its set objectives (Year One)	May 2016	Head of Housing & Community	The development of the Community Letting Agency had been on hold during the Housing Trust review. This is now happening so the target will roll into 2016-17.
3.3.4	Offer advice and practical assistance to encourage tenants to move from under-occupied housing stock to more suitable properties, with a view to freeing up 80 properties to be let to families on the council's waiting list	March 2016	Head of Housing & Community	71 moves were achieved during the year, which is 9 less than the annual target set for this initiative.
3.4.6	Prepare draft Management Plans for Oxleys Wood, Skips Grove, Howe Dell, Chantry Dell and Roe Green Dell and implement once adopted	November 2015	Head of Planning	Grant funding altered in-year, so there is now no DEFRA financial support for these smaller sites and individual management plans are no longer required. The sites will be managed in line with the requirements of the current WHC Trees and Woodland Strategy.

Business Plan Ref	Target	By When	Lead Officer	Nature of Problem / Proposed Remedial Action / Other Comments
4.2.6	Identify a lessee to bring forward the High View redevelopment	March 2016	Head of Resources	<p>Legal advice has been procured and is underway for developing a scheme, so this target will now be completed in 2016-17.</p> <p>The issue of a lease to deliver this regeneration project has been deemed a contract for works, so an OJEU procurement is required. An advert was placed in late April 2016 for this.</p>
5.2.1	Complete a review of the council's Customer Services Strategy to improve services to the public	March 2016	Head of Policy & Culture	<p>This review was scoped in September 2015 but work was then suspended pending a review and decision on the Community Housing Trust.</p> <p>It was not completed by March so the target has rolled forward into 2016-17 and has now recommenced.</p>

Performance Indicators – Quarter 4 (2014-15 & 2015-16)

A summary of our core Performance Indicators collected over a two year period is shown here.

Total Number of Performance Indicators	Number of PI's - improved	Number of PI's - not improved	Number of PI's - remained the same
25 (100%)	19 (76%)	6 (24%)	0 (0%)

Six Performance Indicators did not report and improvement and are exception reported below.

Brief Description of Indicator	Q4 2014-15 Performance		Q4 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 5 - The number of employee working days lost per year due to sickness absence per full-time equivalent member of staff</p> <p><i>Head of Law & Administration</i></p>	2.17 days	1.51 days	1.75 days	2.32 days	<p>The Quarter 4 result came in above target. This is higher than the result in 2014-15 by 0.81 days. The council currently has six long term sickness cases.</p> <p>Long term absence is a total of 333 days (69%). Short term absence is a total of 153 days (31%).</p> <p>The shared HR team will continue to provide support, advice and management information on a monthly basis, in order to assist managers to robustly manage absence in accordance with the Council's procedures.</p>
<p>PI 13 - School group visits to, and use of, museums and galleries</p> <p><i>Head of Policy & Culture</i></p>	460 visits	866 visits	850 visits	766 visits	<p>The target was missed in Quarter 4. This was expected because of the loss of the use of the study room at Mill Green from November 2015 onwards on fire safety advice. This, coupled with the coldest months of the year when schools are unwilling to bring primary school children for a visit, has impacted on visitor numbers.</p> <p>Museum staff and volunteers are working hard to reconfigure how school visits are delivered, but this will remain challenging once general visitor numbers increase over the warmer months. This is because managing gallery spaces for school visits alongside general public visits will put pressure on the capacity of the Mill Green and Bath House sites.</p> <p>So setting a meaningful PI target for 2016-17 will be difficult until a solution to re-provide the study room is implemented.</p>

Brief Description of Indicator	Q4 2014-15 Performance		Q4 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 16 - Percentage of household waste collected and sent for reuse, recycling and composting</p> <p><i>Head of Environment</i></p>	48%	43%	49%	44%	This is a provisional result and is a slight improvement compared to Quarter 4 last year. The result has fallen due to the seasonal composting tonnage which is always lower in the colder months of the year (January to March).
<p>PI 23 - Level of planning appeals allowed against the council's decision as a percentage of the total number of planning appeals against refusals of planning applications</p> <p><i>Head of Planning</i></p>	33%	50%	33%	45%	There were 11 appeal decisions in Quarter 4, of which 6 have been dismissed. This is an improvement on the previous two quarters. Decisions by the Inspectorate are not always consistent so it is often difficult to determine how the authority should assess applications. An assessment of every appeal is made to help establish any consensus in decision making by the Inspectorate.
<p>PI 36 - Number of privately rented homes inspected to check their safety and management standards</p> <p><i>Head of Housing & Community</i></p>	88	108	88	64	<p>Although the Quarter 4 outturn fell short of the target, this is in part due to profiling because the yearly target has been significantly exceeded (e.g. 375 inspections against an annual target of 350).</p> <p>As a result the annual target for 2016-17 has been revised upwards to take account of the increased efficiency and activity of the team.</p>

Brief Description of Indicator	Q4 2014-15 Performance		Q4 2015-16 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 35 - Maximum number of households living in temporary accommodation in the borough</p> <p><i>Head of Housing & Community</i></p>	55	69	55	71	<p>The number of households approaching us as homeless has increased in Quarter 4, and a continuing trend is the rise in the number of people approaching that are losing private sector tenancies and the number of women facing domestic abuse.</p> <p>This is coupled with private sector rents continuing to rise, making it increasingly difficult for households to access this sector. To put this scale of the issue in perspective, all of the cases that were accepted as homeless during March 2016 were from households who had lost a private sector tenancy. More people presenting as homeless means the numbers in temporary accommodation increase. A further impact is the average length of stay in temporary accommodation (13 weeks against a target of 12 weeks). A paucity of 2 bedroom properties, which is the most common type required, has delayed access to move on housing for many households.</p> <p>We are seeking to meet this challenge by coming up with solutions to help people access the private sector and, where possible, keep people in their homes. Our new Accommodation Services Officer has been in post since January 2016 who is developing relationships with local private landlords and letting agencies.</p> <p>It is important to highlight that, with effective management, we have been able to meet increasing demand without the need to place households in Bed and Breakfast accommodation to date. We are also in the early stages of exploring options for increasing housing provision for homeless households.</p>

Strategic Risks

Our Risk Register enables the reporting of all strategic risks using a traffic light system to determine both their impact and likelihood of occurrence. Strategic risks are assessed by the responsible Director and their Executive Member based on current circumstances and are reviewed and updated every six months in April and October.

All strategic risks are summarised here:

Current Strategic Risks		
Red	Amber	Green
0 (0%)	6 (40%)	9 (60%)

Amber strategic risks were reported in: Local Plan, Governance, Communications, Engagement, Performance Management and Finance.

Mitigation plans and other risk controls are in place for all of our current strategic risks.

Operational Risks

Operational risks are assessed by each of 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 seven operational risks reported as 'Red' across our services. These are in the following services:

Governance & Public Health

- Hackney Carriages – Occupational stress
- Hackney Carriages – Deliberate damage to Hackney Carriage staff's personal property
- Public Health – Out of hours noise monitoring for breach of notice

Planning, Housing & Community

- Planning - IT failure or inappropriate / inadequate IT systems
- Planning - Inadequate professional resource
- Strategic Housing – Non delivery on Section 106 sites

Environment

- Environment Services – Recycling Finances / Markets

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