

WELWYN HATFIELD BOROUGH COUNCIL
CABINET – 7 MARCH 2017
REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

PERFORMANCE EXCEPTION REPORT – FEBRUARY 2017

1 Summary

- 1.1 This report summarises our strategic performance data on an exception basis following the monitoring 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, complaints and our current strategic and operational risks. The most recent Clinic meeting was held on Thursday 2 February 2017.
- 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 notes the content of this report and approves 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, finance and risk within our Officer structure. This allows for a flow of more detailed information to the council’s Leadership.

Implications

4. Legal Implications

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

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 to oversee this process, for which it is resourced to do so.

6. Risk Management Implications

- 6.1 A risk assessment of our performance management framework is reviewed and updated as needed in 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 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 arising from the contents of this report.

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.

**Paul Underwood (01707) 357220
Head of Policy and Culture**

February 2017

Background Papers:

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

Business Plan Targets – Quarter 3

All agreed Business Plan targets for 2016-17 are scheduled to be achieved by the end of March 2017.

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

Corporate Priority	Green (completed)	Amber (on schedule)	Red (not completed)	Total
1 – Maintain a safe and healthy community	17 (63%)	9 (33%)	1 (4%)	27 (100%)
2 – Protect and enhance the environment	8 (44%)	10 (56%)	0 (0%)	18 (100%)
3 – Meet the borough’s housing needs	8 (44%)	9 (50%)	1 (6%)	18 (100%)
4 – Help build a strong local economy	3 (21%)	10 (71%)	1 (8%)	14 (100%)
5 – Engage with our communities and provide value for money	18 (75%)	5 (21%)	1 (4%)	24 (100%)
Total	54 (53%)	43 (43%)	4 (4%)	101 (100%)

Four targets will not be completed this year and these 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
1.1.2	Assist in the delivery and coordination of the first Hertfordshire Community Safety Conference	November 2016	Head of Housing & Community	Due to staff changes at Herts County Council and within other Community Safety Partnerships across the county, this will not be taking place in 2016-17 so it is effectively out of our control.
3.1.4	Develop a Supported Housing Strategy for adults with support needs	March 2017	Head of Housing & Community	<p>A Strategic Board has been established with senior staff from Herts County Council (HCC), Clinical Commissioning Groups (CCGs) and the Herts Partnership Foundation Trust. The first meeting took place in July 2016.</p> <p>This Board will help shape a strategy document, which will be produced in partnership with HCC and the CCGs. We are expecting to see a reduction in HCC funding for mental health and supported housing generally, but the Board provides a forum to consider joint work and the impact of cuts going forward.</p> <p>However as the strategy will not be completed by March this target will be re-set for 2017-18.</p>
4.2.1	Introduce a Hawkeye system to improve security within town centre retail businesses	August 2016	Head of Housing & Community	This system cannot be implemented until the Hatfield Hub has been re-located to White Lion House. It will also require local business and police buy-in from across Hatfield. Due to a vacancy in the Hatfield Town team this target cannot be completed by March, but it will happen later in 2017.
5.2.2	Update and publish the council's Customer Services Strategy	March 2017	Head of Policy & Culture	Meetings of a working group have been held to identify shared objectives and work areas with the housing trust ahead of its reintegration with the council. But this target will not be met by the end of March so it will be re-set for 2017-18.

Performance Indicators – Quarter 3 (2015-16 & 2016-17)

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
33 (100%)	18 (55%)	10 (30%)	5 (15%)

Ten Performance Indicators did not report an improvement in this quarter and they are exception reported below.

Brief Description of Indicator	Q3 2015-16 Performance		Q3 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 1 - Percentage of all invoices paid within 30 days or within stated terms</p> <p><i>Head of Resources</i></p>	97.00%	98.06%	97.00%	92.59%	<p>Performance has slipped below target in the last quarter due to a high volume and turnover of staff involved in the process. Additional temporary resources have been allocated to the section, and we are working to clear the backlog and we expect to return to normal levels from the end of January 2017.</p>
<p>PI 13 - School group visits to, and use of, museums and galleries</p> <p><i>Head of Policy & Culture</i></p>	1,000 visits	871 visits	850 visits	727 visits	<p>We felt the impact of the cooler autumn weather in this quarter, with no facilities to offer schools other than the outside marquees for break times and for some parts of the taught sessions, due to class sizes visiting.</p> <p>The Education Officer has been disheartened having to use the exhibition galleries for school groups and has had to turn larger groups away because we could not adequately accommodate them.</p> <p>From January 2017, and with revised control measures in place, we have brought the Study Room back into use for school sessions. This will hopefully lead to an upturn in school visits even though we will have to encourage some to return.</p> <p>Science Week bookings for March this year are very good, and this should bring in quite a few local schools for these sessions.</p>
<p>PI 24 - The completion rate of all tree maintenance work within the council's planned annual programme</p> <p><i>Head of Planning</i></p>	95.00%	95.80%	95.00%	89.40%	<p>The contractor's performance dipped in the final quarter of their contract with us. This is probably a reflection of the fact that they were not the successful tenderer for the new contract. It is an understandable reaction and, despite our usual contract monitoring performance framework, the contractor's short staffing issues had a huge impact on our contract performance.</p>

Brief Description of Indicator	Q3 2015-16 Performance		Q3 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 25 - Planning enforcement investigations completed within the stated timescale</p> <p><i>Head of Planning</i></p>	87%	100%	87%	83%	Six cases were received and only one was investigated out of time. Therefore the only way of achieving the target was by ensuring all 6 were investigated within the timescale. The drop in performance was due to staff leaving and a change in Principal Officers. There is now a full complement of staff in place.
<p>PI 36 - The number of Decent Homes Assessments undertaken in the Private Sector</p> <p><i>Head of Housing & Community</i></p>	--	--	100	66	Although the target for this quarter has not been met, the team is on track pro-rata to meet the published target of 400 for the year. So this is a timing issue.
<p>PI 46 - Current council tenant arrears as a percentage of the annual rent debit</p> <p><i>Head of Housing & Community</i></p>	--	--	1.73%	2.29%	<p>It is usual for Quarter 3 performance to be the highest quarter as it follows historic trends for monthly paying customers. Comparisons with past performance provide some reassurance about the predicted end of year forecast.</p> <p>Compared to the previous year, the position at Quarter 3 is slightly better than expected, bearing in mind the record breaking end of year results (a 6 year arrears low) was very pleasing to report. Prompt action is taken when arrears accrue and the preventative work through our joint approach with the CAB is effective.</p> <p>We can expect the arrears and the number of cases to increase significantly over the next few months, as more tenants transfer over to Universal Credit.</p> <p>However for the remainder of this year we can expect performance to be broadly consistent with that of last year.</p>

Brief Description of Indicator	Q3 2015-16 Performance		Q3 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 55 - The percentage of council tenants 'satisfied' overall with the housing responsive repairs service</p> <p><i>Head of Housing & Community</i></p>	--	--	92.00%	89.71%	<p>In Quarter 3 we received 457 survey responses and, of those, 410 reported being satisfied with the repairs service which is 89.71%. This is a slight drop of 0.13% on Quarter 2 and action is being taken by Mears to address this.</p> <p>Analysis has also been carried out on Quarter 2's performance which had dropped by 3.06% from Quarter 1. This showed the majority of the feedback related to the length of time to complete jobs, rather than issues with a particular trade.</p> <p>In October 2016 an early warning notice was issued to Mears regarding the repairs service, and an action plan is currently being provided by Mears to address performance issues.</p>
<p>PI 60 - The total number of tickets sold across all businesses at CW Entertainment excluding private party bookings</p> <p><i>Head of Policy & Culture</i></p>	--	--	90,249	82,766	<p>This target represents actual tickets sold for each quarter. The strongest growth has been cinema ticket sales, with other services largely holding their own.</p> <p>However a mild October did not draw as many people into the building as expected, which explains the outturn reported here. It also does not include one-off events such as the pantomime which accounted for around 11,000 tickets sold up to December.</p>
<p>PI 62 - Percentage of customer satisfaction with <u>value for money</u> across all services offered by CW Entertainment</p> <p><i>Head of Policy & Culture</i></p>	--	--	95.00%	90.60%	<p>The introduction of an improved menu offering and session parties, along with great value cinema prices, has helped. But value for money satisfaction has dipped from its very high target.</p> <p>Customers are telling us that Event Cinema is costly at up to £20.00 per ticket, even though they are advised prices are influenced by the content provider. In Roller City some customers have told us the food for sale is priced too highly, so we are in the process of reviewing this to find an optimal price level.</p>

Brief Description of Indicator	Q3 2015-16 Performance		Q3 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p>PI 63 – The percentage of customers ‘satisfied’ with <u>all services</u> and facilities offered by CW Entertainment</p> <p><i>Head of Policy & Culture</i></p>	--	--	95.00%	90.37%	<p>The introduction of an improved menu offering and session parties, along with great value cinema prices, has helped. But overall customer satisfaction has dipped from its very high target.</p> <p>We found that customers were generally very satisfied with our services, with the exception of some of the private party hosting. This has now been reviewed and changed so that each party has an allocated party host rather than this function being shared by the front of house team.</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 Executive 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%)	5 (36%)	9 (64%)

Amber strategic risks were reported in Local Plan, Governance, Communications, Community Engagement 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 six operational risks reported as 'Red' across our services. These are in the following services:

Governance & Public Health

- Hackney Carriages – Risk of occupational stress.
- Hackney Carriages – Risk of damage to Hackney Carriage staff personal property.
- Public Health – Risk to out of hours noise monitoring for breach of notice.

Planning, Housing & Community

- Planning – Risk of insufficient finances to implement a planning system and meet strategic priorities.
- Planning – Risk of an inadequate professional resource.
- Strategic Housing – Risk of non-delivery of new homes on Section 106 sites.

'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.