

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 6 JUNE 2017  
REPORT OF THE EXECUTIVE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL SERVICES)

**PERFORMANCE EXCEPTION REPORT – JUNE 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 11 May 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**

**May 2017**

**Background Papers:**

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

**Business Action Plan Targets – Quarter 4**

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

The end of year status for all targets under our five Corporate Priorities is summarised here.

<b>Corporate Priority</b>	<b>Green (completed)</b>	<b>Red (not completed)</b>	<b>Total</b>
<b>1 – Maintain a safe and healthy community</b>	<b>26</b> (96%)	<b>1</b> (4%)	<b>27</b> (100%)
<b>2 – Protect and enhance the environment</b>	<b>18</b> (100%)	<b>0</b> (0%)	<b>18</b> (100%)
<b>3 – Meet the borough’s housing needs</b>	<b>17</b> (94%)	<b>1</b> (6%)	<b>18</b> (100%)
<b>4 – Help build a strong local economy</b>	<b>11</b> (79%)	<b>3</b> (21%)	<b>14</b> (100%)
<b>5 – Engage with our communities and provide value for money</b>	<b>22</b> (92%)	<b>2</b> (8%)	<b>24</b> (100%)
<b>Total</b>	<b>94</b> <b>(93%)</b>	<b>7</b> <b>(7%)</b>	<b>101</b> <b>(100%)</b>

A total of seven published Business Plan targets were not completed this year and these are exception reported below.

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

<b>Business Plan Ref</b>	<b>Target</b>	<b>Lead Officer</b>	<b>Nature of Problem / Proposed Remedial Action / Other Comments</b>
1.1.2	Assist in the delivery and coordination of the first Hertfordshire Community Safety Conference	Head of Community & Housing Strategy	Due to staff changes at Hertfordshire County Council, and within other Community Safety Partnerships across the county, this did not take place and it was effectively out of our direct control.
3.1.4	Develop a Supported Housing Strategy for adults with support needs	Head of Community & Housing Strategy	<p>A Strategic Board was established with senior staff from Hertfordshire County Council (HCC), the Clinical Commissioning Groups (CCGs) and Herts Partnership Foundation Trust. Terms of Reference were drafted and the first meeting took place in July 2016.</p> <p>This Board will shape the 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 working and the impact of cuts going forward.</p> <p>A draft Strategy has been produced and a consultation process is underway. However a final draft has not yet been agreed so this target will roll forward into 2017-18.</p>
4.2.1	Introduce a Hawkeye System to improve security within town centre retail businesses	Head of Community & Housing Strategy	This system could not be implemented until the Hatfield Hub had been relocated to White Lion House. Implementation will also require business and Police buy-in across Hatfield. Due to a vacancy in the Hatfield Town team this was not in place by March 2017, but it will happen later in the year.

<b>Business Plan Ref</b>	<b>Target</b>	<b>Lead Officer</b>	<b>Nature of Problem / Proposed Remedial Action / Other Comments</b>
<b>4.2.6</b>	Complete the procurement process for the redevelopment of the High View shopping precinct in Hatfield	Head of Resources	The process to procure a developer for High View is proceeding but it was not completed by March 2017. The Procurement Panel to discuss the final bid will meet on 31 July 2017. Only one bid is expected. Thereafter, the aim is to have a contract in place with the preferred developer following September's Cabinet meeting.
<b>4.2.9</b>	Work with landowners and developers to deliver the Welwyn Garden City Town Centre North Supplementary Planning Document which sets out the issues for any future planning application	Head of Planning	Although this has not been completed, discussions continue to take place between Planning, Corporate Property and others to devise options for WGC Town Centre North, as well as Hunter's Bridge and other sites. Positive discussions have also taken place with the Homes and Communities Agency regarding covenants on some of these sites. This target will continue into 2017-18.
<b>5.2.2</b>	Update and publish the council's Customer Services Strategy	Head of Policy & Culture	This target was not met by March 2017. The various working groups continue to meet to revise the council's approach to this. The reintegration of housing services into the council has taken priority in 2016-17. So this target will roll forward into 2017-18.
<b>5.3.10</b>	Introduce a children's memorial garden within the garden of remembrance at The Lawn Cemetery in Hatfield	Head of Environment	This work has commenced but will now form part of the larger crematorium development project. So it has not been completed as proposed here.

Performance Indicators – Quarter 4 (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%)	25 (76%)	3 (9%)	5 (15%)

A total of three Performance Indicators did not report an improvement in this quarter and they are exception reported below.

Brief Description of Indicator	Q4 2015-16 Performance		Q4 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 1</b> - Percentage of all invoices paid within 30 days or within stated terms</p> <p><i>Head of Resources</i></p>	97.00%	97.84%	97.00%	88.01%	<p>Performance slipped below target in the last two quarters of 2016-17 due to the high volume and turnover of staff involved in the process. Additional temporary resources were allocated and the outturns below show the improvement which has been seen in Quarter 4:</p> <ul style="list-style-type: none"> <li>• January 2017 70.43%</li> <li>• February 2017 95.10%</li> <li>• March 2017 98.49%</li> </ul>
<p><b>PI 24</b> - 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%	98.90%	95.00%	78.00%	<p>The quality of the work has been good but there was some overrun. This was due to several factors including:</p> <ul style="list-style-type: none"> <li>• A new contractor starting in January 2017 with some bedding-in time required. This included getting to grips with the issuing of work through our Ezytreev tree management system.</li> <li>• Some works were left outstanding by the previous contractor. This was carried over which made the new work schedules larger than usual.</li> <li>• 'Storm Doris' at the end of February 2017 meant the tree contractor was tied up with clearance work, which delayed scheduled tree work.</li> </ul> <p>The April and May 2017 schedules have been amended, with reduced levels of work, to allow the contractor to complete all outstanding jobs. However we have also prioritised some outstanding works raised by residents.</p>

Brief Description of Indicator	Q4 2015-16 Performance		Q4 2016-17 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 35</b> - Maximum number of households living in temporary accommodation in the borough</p> <p><i>Head of Community &amp; Housing Strategy</i></p>	55	71	55	65	<p>In Quarter 4 we have seen an increase of 51 households approaching us as homeless compared to Quarter 3. However this increase is not consistent with this time last year when we had far more approaches during the same quarter.</p> <p>From a total of 309 approaches to the Housing Advice Team, 79 were referred to the Options Officers for a homelessness decision. In the previous quarter it was 258 to the Housing Advice Team and 60 to the Options Officers.</p> <p>The numbers in temporary accommodation remain consistent with 65 households at the end of Quarter 4. The last week of the quarter saw 6 cases enter the system, which is unusually high for one week</p> <p>Referrals are consistent with loss of private rented accommodation and an increase in single people with medical needs seeking accommodation.</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 can be reviewed and updated every six months in April and October.

All strategic risks are summarised here:

<b>Current Strategic Risks</b>		
<b>Red</b>	<b>Amber</b>	<b>Green</b>
<b>0</b> <b>(0%)</b>	<b>6</b> <b>(43%)</b>	<b>8</b> <b>(57%)</b>

Amber strategic risks were reported in: Local Plan, Finance, Prevent Agenda, Health & Safety, ICT failure and ICT (data protection).

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