

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 6 MARCH 2018  
REPORT OF THE DIRECTOR (RESOURCES, ENVIRONMENT AND CULTURAL  
SERVICES)

**PERFORMANCE EXCEPTION REPORT – QUARTER 3 (2017-18)**

**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 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, service complaints and reports on our current strategic and operational risks. The most recent Clinic meeting was held on Thursday 8 February 2018.
- 1.3 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 noted 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 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 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 There are no direct financial implications associated with the production of Clinic reports. They are compiled and presented by 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 can be reviewed 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 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: February 2018

**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 published Business Plan targets for 2017-18 are currently scheduled to be achieved by the end of March 2018.

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

<b>Corporate Priority</b>	<b>Green (completed)</b>	<b>Amber (on schedule)</b>	<b>Red (not completed)</b>	<b>Total</b>
<b>1 – Maintain a safe and healthy community</b>	<b>8</b> (44%)	<b>10</b> (56%)	<b>0</b> (0%)	<b>18</b> (100%)
<b>2 – Protect and enhance the environment</b>	<b>5</b> (36%)	<b>9</b> (64%)	<b>0</b> (0%)	<b>14</b> (100%)
<b>3 – Meet the borough’s housing needs</b>	<b>1</b> (9%)	<b>8</b> (73%)	<b>2</b> (18%)	<b>11</b> (100%)
<b>4 – Help build a strong local economy</b>	<b>4</b> (57%)	<b>3</b> (43%)	<b>0</b> (0%)	<b>7</b> (100%)
<b>5 – Engage with our communities and provide value for money</b>	<b>6</b> (46%)	<b>6</b> (46%)	<b>1</b> (8%)	<b>13</b> (100%)
<b>Total</b>	<b>24</b> <b>(38%)</b>	<b>36</b> <b>(57%)</b>	<b>3</b> <b>(5%)</b>	<b>63</b> <b>(100%)</b>

Three published targets are not going to be completed in this financial year and they are exception reported below.

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

<b>Business Plan Ref</b>	<b>Target</b>	<b>By When</b>	<b>Lead Officer</b>	<b>Nature of Problem / Proposed Remedial Action / Other Comments</b>
<b>3.1.1</b>	To develop a new Neighbourhood Inspection Programme which will include engaging with 'resident champions' to help improve our housing and neighbourhood services	December 2017	Head of Housing Operations	Ad-hoc neighbourhood inspections are already carried out by the Estate Management Officers responding to tenant, officer or member enquiries so we are reactive rather than proactive. This programme will deliver a better understanding of the quality of our neighbourhoods and, although the mapping of the relevant estates had started following the 'go live' of the transformation programme (including the changes to structures and operating models), this action will be carried over into 2018-19 when we have the new housing teams in place.
<b>3.3.4</b>	To make sure that council tenants are aware of our online account services so that they can enjoy improved access to our services and information	March 2018	Head of Housing Operations	The original target date of 31 March will not be met. The upgrade release for the Tenants Portal, 'SeeMyData', has been delayed by the supplier. So the expected light-touch promotion to tenants and internal promotion with housing staff is now scheduled for quarter one in 2018-19.
<b>5.3.2</b>	To complete the refurbishment of the ground and first floor public toilet areas at CW Entertainment to improve access and facilities for its customers	March 2018	Head of Policy and Culture	This project to refurbish the public WC areas within CW Entertainment will not be completed in 2017-18. This is due to other work priorities for the council's Premises team and the fact that CW Entertainment is currently in its busiest trading period in the year. The earliest date by when this work will commence is expected to be April or May 2018, and it will be on a phased basis to keep some WCs operational at all times.

**Performance Indicators – Quarter 3 (2016-17 & 2017-18)**

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

<b>Total Number of Key Performance Indicators</b>	<b>Number of KPI's – improved</b>	<b>Number of KPI's - not improved</b>	<b>Number of KPI's - remained the same</b>
<b>33 (100%)</b>	<b>18 (55%)</b>	<b>10 (30%)</b>	<b>5 (15%)</b>

Ten Performance Indicators did not report an improvement in Quarter 3.

They are exception reported below with service comments to explain their performance.

Brief Description of Indicator	Q3 2016-17 Performance		Q3 2017-18 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 5</b> - The number of employee working days lost due to sickness absence per full-time equivalent member of staff</p> <p><i>Head of Law &amp; Administration</i></p>	1.75 days	1.78 days	1.75 days	2.06 days	<p>Although the target has been slightly exceeded, sickness absence over this quarter has decreased despite the winter months usually seeing an increase in employee absence.</p> <p>Over this period sickness absence has dropped from 314.5 days in October, to 272.75 in November and to 180.25 in December.</p> <p>Long term absence among our staff equates to 45% of all absences reported in this period.</p>
<p><b>PI 12</b> - School group visits to, and use of, museums and galleries</p> <p><i>Head of Policy &amp; Culture</i></p>	850 visits	727 visits	850 visits	486 visits	<p>In Quarter 4 we can help with transport costs for local schools after being awarded with a grant from the Tesco Bag scheme. This will help to fill school sessions for British Science Week taking place in March and boost school visitor numbers.</p> <p>We are analysing our school bookings data to identify those schools which are no longer visiting our sites, and re-establishing our links with them. We are also forging links with Verulamium in St Albans for future combined school visits to the Welwyn Roman Bath House.</p> <p>We presented to 25 local school teachers at their forum meeting on 25 January. This helped us to showcase our loans boxes and assess the local demand for STEM (Science, Technology, Engineering and Maths) sessions at Mill Green. This was a great networking opportunity and we are planning to host regular twilight meetings for teachers at Mill Green later this year.</p>

Brief Description of Indicator	Q3 2016-17 Performance		Q3 2017-18 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 13</b> - The total number of tickets sold across all businesses at CW Entertainment (excluding private party bookings)</p> <p><i>Head of Policy &amp; Culture</i></p>	90,249	82,766	82,766	74,707	<p>Film attendance has slightly increased in this quarter and is just over 1% up on the same quarter last year. Soft Play City also continues to perform relatively well.</p> <p>However, Roller City's general skate sessions have still not recovered and are back at pre-refurbishment levels. The operational changes within the on-site marketing team have still to take effect and this is affecting its income.</p> <p>Food and beverage sales are also a little down in this quarter compared to last year. This is due to the poor film offering in Quarter 2 which persisted into Quarter 3 and only really picked up over the festive season.</p>
<p><b>PI 19</b> - The cleaner local streets survey rating based on the DEFRA amounts of litter and detritus guidelines</p> <p><i>Head of Environment</i></p>	95.00%	97.60%	95.00%	91.50%	<p>The Quarter 3 results are slightly lower than the target. This reflects the amount of detritus on the streets observed at this time of year, which is ahead and during the leaf clearance programme. Service requests raised for roads that require additional cleansing are programmed in, and cleansing schedules are amended with our Contractor as needed.</p>

Brief Description of Indicator	Q3 2016-17 Performance		Q3 2017-18 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 27</b> - The percentage of planning application appeals allowed against the council's decision - as a percentage of the total number of appeals</p> <p><i>Head of Planning</i></p>	33%	19.00%	33.00%	42.00%	Twelve appeal decisions were received in this period with five allowed. Officers keep all appeals under review in liaison with the Development Management Committee so that all learning is gathered in.
<p><b>PI 29</b> - The maximum number of households living in temporary accommodation in the borough (where the council has a duty)</p> <p><i>Head of Community &amp; Housing Strategy</i></p>	55	63	55	89	<p>Over the last six months we have seen an increase in the number of households living in temporary accommodation. This is due to a number of factors including a slight increase in presentations to the service; a reduction in permanent move-on housing; and a difficulty in accessing alternative options in the private sector. The average wait for families in temporary housing is currently 5-6 months.</p> <p>Our focus remains on prevention and we are also working proactively to ensure that there is a supply of permanent accommodation via our Affordable Housing Programme and partnerships with Registered Providers, and there is sufficient temporary accommodation to meet our needs.</p> <p>With the forthcoming implementation of the Homeless Reduction Act, which will see our duties increase, it is probably appropriate to review this target to reflect the new legislative landscape.</p>



Brief Description of Indicator	Q3 2016-17 Performance		Q3 2017-18 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 34</b> - The percentage of council properties with a valid gas safety certificate</p> <p><i>Head of Housing Property Services</i></p>	100%	99.98%	100%	99.89%	<p>At the end of Quarter 3, 8,767 of the 8,777 properties (99.89%) held a valid LGSR. Of the 10 properties which were out of certification, 9 have been referred to our legal service (1 tenant has died and the property is now vacant).</p> <p>Legal processes to gain access to these 9 properties is now in train, and the escalation process is being closely monitored to ensure there is compliance.</p>
<p><b>PI 35</b> - Current council tenant arrears as a percentage of the annual rent debit</p> <p><i>Head of Housing Operations</i></p>	1.73%	2.29%	1.60%	2.54%	<p>Performance has been impacted by several adverse factors with the operating environment becoming increasingly more challenging. We are working with colleagues in Revenues and Benefits to address the delays in claim processing, and reduce the current level of 'technical' arrears due to pending housing benefit payments.</p> <p>Currently there are 66 tenants on Universal Credit with a combined debt of £42k. It is anticipated that this will steadily increase over the coming months. This represents an average arrear of £645.00 per UC claimant.</p> <p>We are developing new performance reports to deliver more targeted monitoring of UC arrears cases. The changes as a result of our service transformation programme will allow a more focused approach to rent arrears and collection. We also continue to deliver effective collaborative working in partnership with Citizen Advice Bureau.</p> <p>The current level of outstanding arrears is a priority concern, with more detailed analysis being done to identify specific causes and issues at neighbourhood level.</p>

Brief Description of Indicator	Q3 2016-17 Performance		Q3 2017-18 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 37</b> - The average void property re-let time for standard council homes in days</p> <p><i>Head of Housing Operations</i></p>	19.85 days	18.80 days	18.00 days	22.30 days	<p>We have experienced a number of issues relating to the gas safety checks for voids which has now been addressed. We expect to see an improvement in Quarter 4.</p> <p>Some delays have also been experienced with letting sheltered units designated for Flexicare. This process is being reviewed with Herts County Council to identify where improvements can be made to speed up the process and get empty properties let faster.</p>
<p><b>PI 39</b> - The percentage of customers within the last 12 months 'satisfied' with the way their housing complaint was handled (<u>Housing Operations</u>, <u>Housing Property Services</u>, <u>Community &amp; Housing Strategy</u>)</p> <p><i>Head of Housing Operations / Head of Housing Property Services / Head of Community &amp; Housing Strategy</i></p>	--	--	80.00%	56.00%	<p>Improvements to the way complaints are managed by staff were implemented in Quarter 2. One of the key drivers is to ensure customers are kept regularly updated whilst their complaint is being processed.</p> <p>We are pleased to report that these changes have resulted in an improvement in performance. The result for December on its own was 71.40% which is much closer to the target.</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 Executive Director and their Executive Member based on current circumstances and can be reviewed 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 (0%)</b>	<b>10 (62%)</b>	<b>6 (38%)</b>

Amber strategic risks were reported for: the Local Plan, Staff / Workforce, ICT Failure, ICT (Data Protection), Finance, Management of Council Owned Property (housing and non-housing), Health & Safety, Corporate Resilience and the Prevent Agenda.

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

**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 two operational risks reported as 'Red' across our services. These are in the following portfolio holder area:

**Planning, Housing & Community**

- Planning - Inadequate professional resource.
- Strategic Housing – Non delivery 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' or remaining at 'Red'. Risk owners are also prompted by the council's Risk and Resilience Manager to review them in April and October each year.