

WELWYN HATFIELD BOROUGH COUNCIL  
CABINET – 4 SEPTEMBER 2018  
REPORT OF THE CORPORATE DIRECTOR (RESOURCES, ENVIRONMENT AND  
CULTURAL SERVICES)

**PERFORMANCE EXCEPTION REPORT – QUARTER 1 (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 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 9 August 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 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 reports, 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 There are no direct financial implications arising from the recommendations in this report.
- 5.2 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.
- 5.3 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:** August 2018

Background Papers:

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

**Business Plan Targets – Quarter 1**

All published Business Plan targets for 2018-19 are currently scheduled to be achieved by the end of March 2019.

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 – Our Community</b>	<b>3</b> (11%)	<b>24</b> (89%)	<b>0</b> (0%)	<b>27</b> (100%)
<b>2 – Our Environment</b>	<b>1</b> (9%)	<b>10</b> (91%)	<b>0</b> (0%)	<b>11</b> (100%)
<b>3 – Our Housing</b>	<b>3</b> (20%)	<b>12</b> (80%)	<b>0</b> (0%)	<b>15</b> (100%)
<b>4 – Our Economy</b>	<b>0</b> (0%)	<b>17</b> (100%)	<b>0</b> (0%)	<b>17</b> (100%)
<b>5 – Our Council</b>	<b>4</b> (19%)	<b>17</b> (81%)	<b>0</b> (0%)	<b>21</b> (100%)
<b>Totals</b>	<b>11</b> (12%)	<b>80</b> (88%)	<b>0</b> (0%)	<b>91</b> (100%)

Key Performance Indicators – Quarter 1

A summary of our Key Performance Indicators collected over Quarter 1 is shown here along with a comparison from the same period last year.

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%)	30 (77%)	7 (18%)	2 (5%)

Seven Key Performance Indicators did not report an improvement in Quarter 1.

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

Brief Description of Indicator	Quarter 1 2017-18 Performance		Quarter 1 2018-19 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>	60,000	64,905	60,000	50,616	<p>The first quarter has been one of the quietest periods for a number of years, with warm weather and a lack of a quality film product resulting in lower than usual ticket sales.</p> <p>RollerCity and Soft Play City have taken the main brunt because of the warm weather along with Cinema, the latter mostly due to a weak national release programme. This has also had a knock-on effect to our food and beverage operation.</p> <p>Quarter 2 is expected to improve with the advent of the school summer holidays and better new film releases.</p>
<p><b>PI 28</b> - The percentage of planning enforcement investigations completed within the stated timescale</p> <p><i>Head of Planning</i></p>	87.00%	100.00%	87.00%	50.00%	<p>Two cases were opened within the relevant categories in this quarter, only one of which was commenced within the timescale meaning that performance dropped below target. Given the low number of cases received within these categories, the performance figure is very sensitive.</p> <p>By way of context, only enforcement complaints falling within Priorities A and B inform this performance indicator. These priorities are set out in the Council's adopted Planning Enforcement Plan (PEP).</p> <p>A covers unauthorised works to listed buildings, trees covered by a Tree Preservation Order, or trees within a designated conservation area. These enforcement complaints are targeted to start as soon as possible, and in any case within 2 working days.</p>

Brief Description of Indicator	Quarter 1 2017-18 Performance		Quarter 1 2018-19 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<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	68	75	110	<p>The requirement for temporary accommodation for homeless households continues to exceed current capacity in our 2 sites, and we are drawing on general needs housing stock to deal with some of the surplus (currently 11 properties are being used).</p> <p>Hotel / B&amp;B is being used for 11 households that we don't currently have suitable housing for. This is for several reasons including the size of household, risks posed to other individuals in shared accommodation, and a lack of suitable adapted accommodation (i.e. wheelchair use).</p>
<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>	100.00%	99.99%	100.00%	99.97%	<p>At the end of Quarter 1 there were 3 properties that did not have a valid and in date gas certificate from a housing stock of 8,752 properties containing gas. This gives the compliancy figure of 99.97%. All 3 cases were referred to the council's litigation team on 18-19 June 2018 to seek court dates for an injunction to be granted.</p>

Brief Description of Indicator	Quarter 1 2017-18 Performance		Quarter 1 2018-19 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<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>	1.60%	1.92%	1.80%	2.79%	<p>The new income team is now in place in the Hatfield office. We had our income officers in place but, due to resourcing issues in the neighbourhood team, four of the income officers continued in their previous NHO role to assist with the neighbourhood service. This did have an impact on the income team and arrears as the other four income officers were covering all the arrears. This made it difficult to maintain the robust income recovery that we strive for. With effect from 25 June all officers were fully in their income roles. However, we have a current vacancy and a further one due to an internal promotion. This again will impact on the team as we cover these vacancies.</p> <p>We have also had to carry out training as, although the officers had arrears experience, four were experienced in lower level processing (pre court stage) and four in the higher level arrears processing (after court stage), so we buddied up the officers to train each other on the complete arrears process. We are looking at all the arrears policies, procedures, letters, etc. to update and streamline them to make them into more robust working documents. This should be done by end of Quarter 4.</p> <p>We have set up monthly meetings with partners to ensure there is closer joint working. We have also put in place one afternoon per week for an income officer to sit in the Hatfield Job Centre where they can assist any tenants with queries regarding their rent. We are also looking at having a DWP work coach in the Hatfield office where they can also answer queries. All this can only be beneficial for both the organisation and the tenant. We all know the challenges we face, with the increasing level of Universal Credit cases, benefit caps, rent reductions, etc. and the impact these have on our arrears performance. However, with the income team in place focusing on the arrears we can put every effort into achieving our targets.</p>

Brief Description of Indicator	Quarter 1 2017-18 Performance		Quarter 1 2018-19 Performance		Service Comments
	Target	Outturn	Target	Outturn	
<p><b>PI 58</b> - The percentage of <b>minor</b> and other planning appeals allowed against the council's decision - as a percentage of the total number of planning</p> <p><i>Head of Planning</i></p>	--	--	less than 10.00%	31.25%	<p>16 appeal decisions were received Quarter 1, of which 5 were allowed. Therefore the target was not met and this reflects the situation in the previous two quarters. 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 their approaches accordingly. [One of the appeals which was allowed was for an application that was refused by the Development Management Committee, contrary to the recommendation of officers.</p>
<p><b>PI 63</b> – The percentage of customers who have triggered a homeless duty (prevention or relief), that have received a Personalised Housing Plan (PHP)</p> <p><i>Head of Community &amp; Housing Strategy</i></p>	--	--	95.00%	63.00%	<p>The new Homelessness Reduction Act (introduced in April 2018) has provided us with a new way of working and the team has been adjusting to this process.</p> <p>The requirement for personalised housing plans is new to the service, and has required more adjustment than was expected. The percentage of compliance has increased month-on-month since April and improvements are being made towards achieving this target in future quarters.</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:

<b>Current Strategic Risks</b>			
<b>Red</b>	<b>Amber</b>	<b>Yellow</b>	<b>Green</b>
<b>0 (0%)</b>	<b>14 (93%)</b>	<b>1 (7%)</b>	<b>0 (0%)</b>

Amber strategic risks were reported for the Local Plan, Community Consultation and Engagement, Equality and Diversity, Safeguarding, Communications, Staff / Workforce, Elections, ICT Failure, ICT (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 other 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 five 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 - Mature Lombardy Poplars.
- Housing Management - Universal Credit impact on arrears.
- Housing Needs - Implementation of the Homeless Reduction Act.

'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.