

REPORT TO	ON
SCRUTINY COMMITTEE CABINET	27 <sup>th</sup> November 2017 6 <sup>th</sup> December 2017



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Report at the end of Quarter 2 (30 <sup>th</sup> September 2017)	Leader	Interim Corporate Improvement Manager

Is this report a <b>KEY DECISION</b> (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	<b>No</b>
Is this report on the <b>Statutory Cabinet Forward Plan</b> ?	<b>No</b>
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	<b>No</b>
Is this report confidential?	<b>No</b>

## 1. PURPOSE OF THE REPORT

This report provides an overview of performance against the Council's Corporate Plan for 2017-18 at the half-year point i.e. end of September 2017.

## 2. PORTFOLIO RECOMMENDATIONS

- i. Members note performance at the end of Quarter 2 shown at **Appendix 1**
- ii. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 2**.
- iii. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council as detailed in paragraph 4 below.

### 3. CORPORATE PRIORITIES

The report relates to all of the corporate priorities as follows:

Clean, green and safe	✓	Strong and healthy communities	✓
Strong South Ribble in the heart of prosperous Lancashire	✓	Efficient, effective and exceptional council	✓

### 4. BACKGROUND TO THE REPORT

The Corporate Plan for 2017-18 contains a number of outcomes and activities for delivery in 2017-18. This report provides an update at the end of Quarter 2 for members' consideration.

Performance reports for each quarter are considered by the Council's Senior Management Team and for Quarters 2, 3 and 4 by the Cabinet and the Council's Scrutiny Committee. An annual report on performance at the end of Quarter 4 will also be submitted to Full Council.

### 5. PERFORMANCE AT THE END OF QUARTER 2

The performance report for the second quarter of 2017-18 is attached at **Appendix 1**. This includes a suite of key performance indicators and is structured as follows:

**Our money:** income and expenditure

**Our people:** sickness absence, vacancies and health and safety

**Our customers:** resident satisfaction, complaints and responding to telephone calls

**Our priorities:** measures from the Corporate Plan for each of the four corporate priorities

**Corporate Plan activities:** an overview of progress against the activities identified in the Corporate Plan

The Corporate Risk Register is also attached at **Appendix 2** for members to review.

#### 5.1 OVERVIEW OF PERFORMANCE

##### 5.1.1 Performance Indicators

The attached Q2 Performance Report (**Appendix 1**) shows a total of 34 performance indicators. Of these indicators, nine show an improvement in performance, four remain the same, nine have worsened, and 10 do not have comparable data at this time. One indicator has no data at this time but arrangements are being put in place to collect this and one is provided for context only.

A commentary in relation to those measures that are worsening is provided as 'exceptions' under each of the corporate priorities in the following paragraphs of the report.

## **5.1.2 Corporate Plan Activities**

There are 27 activities that fall within the Council's four Corporate Priorities, and of these 26 are currently on-track to be completed on-time, and one is off-track. The full list of these Corporate Plan Activities can be found in the attached Performance Report (**Appendix 1**).

A commentary in relation to the activity that is not on track is provided as an 'exception' under the relevant corporate priority in the following paragraphs of the report.

## **5.2 Corporate indicators**

### **5.2.1 Our Money**

Of the three measures in this category, two are improving and one has worsened slightly.

The worsening measure relates to the percentage of business rates collected which was slightly lower at the end of Q2 than at the same time last year due to the calendar day of which the Quarter ended.

### **5.2.2 Our People**

Of the five measures in this category, three have improved, one remains the same (which is positive as it relates to Health and Safety Executive reportable accidents, none of which have occurred), and there is no data for one measure.

It is pleasing to note that staff sickness absence is improving and the vacancy rate is also improving, being more in line with the national average.

The measure with no data relates to statutory and mandatory training for staff. This is currently not collected but arrangements are being put in place to establish a baseline for this for future reporting.

### **5.2.3 Our Customers**

Of the four measures in this category, one is improving, two have worsened and one has no comparable data.

Complaints received in Q2 reduced by 47% in comparison to Q1, seeing a reduction from 17 to 9.

The measure relating to Ombudsman complaints is an annual one and there was an increase in these in 2016-17 (which is the latest data available). It should be noted there has been an increase nationally in the number of complaints to the Ombudsman.

Performance in answering the telephone in Gateway has worsened in Quarter 2. As part of the channel shift initiative Gateway have been actively moving the high volume, low intensity and easy transactional calls to better suited online services and focusing in on more complex service inquiries which take longer to conclude. The removal of these high volume calls has impacted overall performance as a result, however there is ongoing work via the transformation teams to look at how we further optimise performance in order that we improve our productivity even with more demanding interactions with our community to ensure we continue to deliver the very best customer service.

## 5.3 Strong and healthy communities

### 5.3.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	2	1	0	2

### 5.3.2 Key achievements to note

- ❖ The amount of external funding projected to be secured to support sport and physical activity is reported on an annual basis and shows a projected increase of £18,000 from 2016-17 to 2017-18.
- ❖ The number of children taking part in programmed school activities and 'out of school' activities increased by 149% between Quarters 1 and 2 (5,180 to 12,896). The main reason for this increase was the highly successful 'Dance from the Heart' event that was held during the summer.

### 5.3.3 Exceptions to note

- ❖ The number of visits to our leisure and sports facilities has decreased from last quarter. However this indicator is a seasonal indicator which does fluctuate, attendance in the summer months always being higher. To support this we saw an increase from 204,811 in 2016-17 Q4 to 226,435 in Q1 this year, and then a decrease to 205,675 again this quarter.

### 5.3.4 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
6	6	0

### 5.3.5 Key achievements to note

- ❖ We have made good progress in delivering the safeguarding action plan and an update will be provided to the Scrutiny Committee in November.
- ❖ A number of meetings of the cross party member working group on leisure and wellbeing campuses have taken place this quarter

- ❖ The Leisure Trust work on physical activity and recreation in the Borough has been commissioned and will feed into the Leisure and wellbeing campus project

## 5.4 Clean, green and safe

### 5.4.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	0	3	2

### 5.4.2 Key achievements to note

- ❖ Throughout both Q1 and Q2 the waste team have maintained an exceptional standard of only 0.02% missed domestic waste bin collections. Roughly 100,000 bins are collected each week, and on average of this only 20 bins are missed.

### 5.4.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
5	5	0

## 5.5 Strong South Ribble in the heart of a prosperous Lancashire

### 5.5.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
7	1	2	0	4

### 5.5.2 Exceptions to note

- ❖ The amount of external funding secured by South Ribble Businesses through the Lancashire Growth Hub has decreased from last quarter, however it would be inappropriate to predict trends associated with this across such a short period of time, as this is dependent on when businesses submit their applications to the grant panel.
- ❖ The number of empty properties as a proportion of total housing stock is reported as an annual measure and saw a slight decline from 2015-16 to 2016-17, however as this is such a volatile market, fluctuations in properties being available to be sold or rented which is something the council has no control over.

### 5.5.3 Corporate Plan activities

The table below shows the number of corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
6	6	0

### 5.5.4 Key achievements to note

- ❖ Leyland Landmarks has progressed with one noticeable success being Bobby the Horse.
- ❖ Planning consent for the Cuerden Strategic Site was given in September.

## 5.6 Efficient, effective and exceptional Council

### 5.6.1 Performance measures

The table below shows the number of key performance measures that are improving, static or worsening at the end of Quarter 2.

No. of measures	No. improving	No. worsening	No. the same	No. with no comparable data or contextual data only
5	0	3	0	2

### 5.6.2 Exceptions to note

- ❖ The percentage increase in income generated from existing property assets and investments has decreased slightly this quarter, however there have still been two new lettings this quarter, with a total occupancy level at 96% across the Borough.
- ❖ Although the Council aims to introduce more self-serve options for residents to improve both convenience and efficiencies, this quarter saw the number of self-serve options reduce from 69 to 63. The number of Forms available for Self Service showing a reduction it is because we

have removed Forms that were available temporarily, e.g. Condolence Book for the Manchester Bombings and removed unnecessary forms that were a duplication to make it easier for the customer to report or claim and an altogether better Customer Experience.

- ❖ The most recent staff survey data is from the survey undertaken in November 2016, the results of which members are familiar with. A number of actions have been taken to improve staff satisfaction and morale and there is anecdotal evidence of improvement. Staff sickness has also reduced which is often associated with an improvement in staff morale. However, in line with best practice, the survey will not be repeated until November 2018.

#### 5.6.4 Corporate Plan activities

The table below shows the number corporate plan activities that are on target at the end of Quarter 2.

No. of activities	No. on target	No. off target
10	9	1

#### 5.6.5 Exceptions

- ❖ Although the GRACE risk management system has been in place for some time, the projects and performance system we were hoping to get from a neighbouring Council does not meet our needs and accordingly a system is now being procured externally. The procurement process is well underway and it is hoped that the system will be in place by the end of Quarter 3.

### 6. CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

Not applicable

### 7. OTHER OPTIONS CONSIDERED

Not applicable

### 8. FINANCIAL IMPLICATIONS

None

### 9. HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT IMPLICATIONS

None

### 10. ICT/TECHNOLOGY IMPLICATIONS

None

### 11. PROPERTY AND ASSET MANAGEMENT IMPLICATIONS

None

## 12. RISK MANAGEMENT

The Corporate Risk Register at the end of Quarter2 shows just one red risk, namely the reduction in Government Grant threatening the financial sustainability of the Council. However this risk is being managed through robust monitoring of the 2017-20 MTFS projects.

## 13. EQUALITY AND DIVERSITY IMPACT

None

## 14. COMMENTS OF THE STATUTORY FINANCE OFFICER

The performance report at Appendix 1 shows that net revenue expenditure to the 2nd quarter is broadly in line with the profiled budget (98.4%). The quarter 2 Budget Management report, also on this agenda, provides a more detailed update on the Council's overall position compared to the financial plan for both revenue and capital.

## 15. COMMENTS OF THE MONITORING OFFICER

The Monitoring Officer found that there are legal implications.

## 16. RELEVANT DIRECTORS RECOMMENDATIONS

It is recommended that:

- iv. Members note performance at the end of Quarter 2 shown at **Appendix 1**
- v. Members note the corporate risks and the controls in place to mitigate risks as identified in the Corporate Risk Register shown at **Appendix 2.**
- vi. Members note the arrangements in place to report performance to Cabinet, Scrutiny and Full Council as detailed in paragraph 4 below.

## 17. BACKGROUND DOCUMENTS

Corporate Plan 2017-18

**Appendix 1:** Quarter 2 Performance Report

**Appendix 2:** Corporate Risk Register

SMT Member's Name: Joanne Platt

Job Title: Interim Corporate Improvement Manager

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