

# TEWKESBURY BOROUGH COUNCIL

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| <b>Report to:</b>            | Overview and Scrutiny Committee            |
| <b>Date of Meeting:</b>      | 21 March 2017                              |
| <b>Subject:</b>              | Performance Management – Quarter 3 2016/17 |
| <b>Report of:</b>            | Graeme Simpson, Head of Corporate Services |
| <b>Corporate Lead:</b>       | Mike Dawson, Chief Executive               |
| <b>Lead Members:</b>         | Councillor E MacTiernan                    |
| <b>Number of Appendices:</b> | 1  |

## **Executive Summary:**

New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of Overview and Scrutiny Committee review is then reported to Executive Committee by the Chair of Overview and Scrutiny.

## **Recommendation:**

**To scrutinise the performance management information, and where appropriate require action or response from the Executive Committee.**

## **Reasons for Recommendation:**

The Overview and Scrutiny Committee Terms of Reference requires it to review and scrutinise the decisions and performance of the Council's Committees.

## **Resource Implications:**

None directly associated with this report.

## **Legal Implications:**

None directly associated with this report.

## **Risk Management Implications:**

If delivery of the Council's priorities is not effectively monitored then the Council cannot identify where it is performing strongly or where improvement in performance is necessary.

## **Performance Management Follow-up:**

Performance management information is reported to Overview and Scrutiny Committee on a quarterly basis. The outcome of each quarterly review is then reported to Executive Committee.

**Environmental Implications:**

None directly associated with this report.

**1.0 INTRODUCTION/BACKGROUND**

**1.1** New Council Plan priorities (2016-20) were approved by Council on 19 April 2016. Supporting the priorities is a set of objectives and actions. Progress in delivering the objectives and actions are reported through a Council Plan Performance Tracker (Appendix 1). The tracker is a combined document which also includes performance on a key set of performance indicators. This tracker is reported to Overview and Scrutiny Committee on a quarterly basis and the Committee reviews and scrutinises the performance. The outcome is then reported to Executive Committee by the Chair of Overview and Scrutiny Committee.

**1.2** This is the third quarterly monitoring report for 2016/17. The majority of information within the performance tracker reflects the progress of Council Plan actions as at the time of writing the report. The key performance indicator information is of a statistical type nature so represents the position as at the end of December 2016 (Qtr 3).

**2.0 COUNCIL PLAN PERFORMANCE TRACKER**

**2.1** The Council Plan (2016-20) has four priorities which contribute to the overall Council Plan vision "Tewkesbury Borough, a place where a good quality of life is open to all". The priorities are:

- Finance and Resources
- Economic Development
- Housing
- Customer Focused Services

Each of the four priorities is supported by a number of objectives and actions which will focus activity on delivery of the priorities. The tracker has been developed and contains a set of key performance measures to monitor delivery of each Council Plan action. The actions are reviewed and where appropriate refreshed on an annual basis.

**2.2** For monitoring the progress of the Council Plan actions the following symbols are used:



action progressing well



the action has some issues or delay by there is no significant slippage in the delivery of

the action

☹ significant risk to not achieving the action or there has been significant slippage in the timetable or performance is below target

Grey project has not yet commenced

✓ action complete or annual target achieved

For monitoring of key performance indicators the following symbols are used:

↑ PI is showing improved performance on previous year

↔ PI is on par with previous year performance

↓ PI is showing performance is not as good as previous year

### 2.3 Key activities which have advanced since quarter two include:

- Approval by Council for the refurbishment of the reception area and the top floor.
- The successful launch of the Council's new website.
- Reviews into trade waste and building control are getting underway. This reflects the council's entrepreneurial approach and is using learning from the training facilitated by Association of Public Service Excellence (APSE).
- All three Councils (Cheltenham, Gloucester and Tewkesbury Borough) have approved the main modifications to the Joint Core Strategy and it is now out for consultation.
- A new Housing and Homelessness Strategy for 2016-20 was adopted by Council in January.
- Estimating above target for affordable homes – with 200 to be delivered this financial year.
- A significant drop in the number of reported abandoned vehicles and fly-tipping incidents.
- Compared to 2015/16 all tonnages in percentage of waste recycled or composted have improved.
- Significant commercial property investment.

### 2.4 Due to the complex nature of the actions being delivered then inevitably some may not progress as smoothly or quickly as envisaged. Actions with either a ☹ or ☺ are highlighted below: -

| Action | Status and reason for status |
|--------|------------------------------|
|--------|------------------------------|

|   |   |
|---|---|
| Implement a fees and Charges Strategy to maximise return in the medium term   | ☹ Due to resources being allocated to other projects, the strategy is now an agenda item for Executive Committee in April.  |
| Undertake a review of the discretionary trade waste service to ensure it is operating on a viable commercial level. | ☹ This project is likely to continue beyond the target date of April 2017. A response from the consultant carrying out the review has been received which covers the main points of the review, and now a timeline needs to be completed.   |
| Produce, deliver and launch a new Economic Development and Tourism Strategy.  | ☹ Given the complexities of developing this new strategy, a new target date of June 2017 has been set.  |
| Produce a vision for the J9 area.   | ☹ Delayed release of MOD site, and the national Capacity Fund being majorly over-bid have resulted in slower progress than hoped. Officers and the J9 Member Reference Panel are now working with the Homes and Community Agency on new potential funding avenues. A new target date has been set for March 2018. |
| Put in place a plan to regenerate Spring Gardens, following the opening of the new leisure centre.                  | ☹ Delivery of the approved development plans are on hold pending the securing of a tenant for the proposed retail unit.   |
| Consider our approach to enviro-crimes, with particular focus on fly-tipping and dog fouling.                       | ☹ This delay reflects the requirement for a formal action plan to be produced on the options to tackle the issues. This action plan will be presented to O&S in May.  |

### 3.0 KEY PERFORMANCE INDICATORS (KPIs)

3.1 The set of Key Performance Indicators (KPIs) are a combination of contextual indicators and target related indicators. The set of KPIs must remain flexible to ensure they meet our needs. The data reported is the position at end of December 2016.

**3.2** Of the 17 indicators with targets, their status as at the end of quarter 3 (quarter 2 figures in brackets) is :

| ☹ (achievement of target is unlikely) | ☺ (on target) | ☹ (target likely to be achieved by the end of the year) |
|---------------------------------------|---------------|---|
| (1) 3                                 | (11) 13       | (5) 1   |

And in terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are (quarter 2 figures in brackets) :

| ↑ (better performance than last year) | ↓ (not as good as last year) | ↔ (same as last year) |
|---------------------------------------|------------------------------|-----------------------|
| (11) 13                               | (6) 2                        | (0) 2                 |

**Note:** The direction of travel for KPIs 9 (↔number of homeless applications presented), 10 (↓ number of homeless applications accepted), 12 (↑ number of homeless prevention cases), 27 (↓ number of antisocial behaviour incidents) and 28 (↑ number of crime incidents). There are no targets for these indicators.

**3.3** Key indicators of interest include:

- KPI 14 – processing major planning applications. Significant improvement in performance compared to last year and expectation that the target of 80% will be achieved.
- KPI 15 – processing minor applications. Improved performance compared with 2015/16 though the target for minor applications (90%) is unlikely to be met by the end of the year. Recruitment is ongoing to alleviate capacity issues.
- KPI 16 – processing ‘other’ applications. A significant improvement on 2015/16 and it is expected that performance will continue to improve to meet target.
- KPI 20 – number of enviro crimes. There has been a significant drop in reports of abandoned vehicles and fly-tipping incidents this quarter.
- KPIs 23 & 24 – processing of benefit claims and change of circumstances. Performance is not as good as 2015/16 but 2016/17 targets expected to be achieved.
- KPI 29 – sickness absence. An increase trend in short-term sickness this quarter. However, HR is monitoring a number of absence management procedures across the Council. The projected days lost per employee has improved by 11.4% compared to last year.
- KPI 30 – recycling. All tonnages of waste recycled or composted have improved compared to last year. Contamination in recycling has also dropped.

#### **4.0 OTHER OPTIONS CONSIDERED**

**4.1** None

#### **5.0 CONSULTATION**

**5.1** None

#### **6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

- 6.1 Council Plan 2016-20.
- 7.0 **RELEVANT GOVERNMENT POLICIES**
- 7.1 None directly.
- 8.0 **RESOURCE IMPLICATIONS (Human/Property)**
- 8.1 None directly.
- 9.0 **SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**
- 9.1 Linked to individual Council Plan actions.
- 10.0 **IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**
- 10.1 Linked to individual Council Plan actions.
- 11.0 **RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**
- 11.1 Council Plan 2016-20 approved by Council on 19 April 2016.

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**Background Papers:** None

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**Appendices:** Appendix 1 – Council Plan Performance Tracker Qtr 3 2016/17