

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	29 November 2016
Subject:	Performance Management – Quarter 2 2016/17
Report of:	Graeme Simpson, Head of Corporate Services
Corporate Lead:	Mike Dawson, Chief Executive
Lead Members:	Councillor Mrs E J MacTiernan, Lead Member for Organisational Development
Number of Appendices:	1

Executive Summary:

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

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's 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 the 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** Council Plan priorities for 2016-20 were approved by the 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 set of key performance indicators (KPIs). This tracker is reported to Overview and Scrutiny Committee on a quarterly basis for Members to review and scrutinise the performance. The outcome is then reported to Executive Committee by the Chair of the Overview and Scrutiny Committee.
- 1.2** This is the second 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 KPI information is of a statistical nature so represents the position as at the end of September 2016 (Qtr 2).

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 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 one include;

- Production of the Medium Term Financial Strategy which will be considered first by Executive Committee then Council in December.
- A significant commercial property investment proposal approved by Council in October. This will be supported by a commercial property investment strategy which is currently being developed.
- Completion of a draft economic assessment and presentation to Members.
- Demolition of Cascades is now complete.
- Successful bid of £377,000 to the Local Enterprise Partnership to host a Growth Hub within the Public Services Centre.
- Target to deliver 150 affordable homes is estimated to come in above target (197).
- Significant support to Parish Councils in developing neighbourhood plans.
- Development of a new website is progressing well, meeting its target implementation date of 30 November 2016.
- Milestones continue to be achieved in relation to procurement of a new vehicle fleet, meeting its target implementation date of 1 April 2017.

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
Joint Core Strategy (JCS) related actions.	☹ - deciding not to approve the strategic allocation at Twigworth is a significant change to the proposed main modifications. This will potentially cause a delay to the progress of the JCS.
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.
Develop the Tewkesbury Borough Plan.	☹ - delays to the JCS will have a knock-on impact on the progress of the Borough Plan.
To let out the top floor of the Public Services Centre.	☺ - This project has morphed into a bigger project involving both the top floor and ground floor. The successful growth hub bid adds an additional element to the project.

Five actions have yet to commence as these are programmed to start later in the financial year with the majority of these targeted for completion by the end of the financial year. These include a review of the trade waste service and a programme of customer service training.

3.0 KEY PERFORMANCE INDICATORS (KPIs)

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

3.2 Of the 17 indicators with targets, their status as at the end of quarter 2 (quarter 1 figures in brackets) is :

☹	☺	☹
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(achievement of target is unlikely)	(on target)	(target likely to be achieved by the end of the year)
(2) 1	(11) 11	(4) 5

In terms of the direction of travel i.e. performance compared to last year, the status for the 17 indicators are (quarter 1 figures in brackets) :

↑ (better performance than last year)	↓ (not as good as last year)
(11) 11	(6) 6

Note: KPIs 27 and 28 (anti-social behaviour and crime incidents) - there are no targets for these indicators. The direction of travel for both indicators is negative as there has been small increase in the number of incidents reported over a 12 month rolling period.

3.3 Key indicators of interest include:

- KPI 14 – processing major planning applications. Significant improvement in performance since quarter 1 and expectation that target of 80% will be achieved.
- KPIs 15&16 – processing minor and other planning applications. Improved performance compared with 2015/16, although the target for minor applications (90%) remains a challenge.
- KPI 20 – number of enviro-crimes. The number reported remains significant hence an action within the Council Plan to review the approach to dealing with these incidents.
- KPIs 23 & 24 – processing of benefit claims and change of circumstances. Performance is not as good as 2015/16 but remains top quartile nationally and 2016/17 targets expected to be achieved.
- KPI 29 – sickness absence. Improvement since quarter 1 (reduction in the average number of sick days from 2.56 days to 1.5 days) as a result in reduction of long term sickness.
- KPI 30 – recycling. Both the direction of travel and target remain very positive.

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 19 April 2016.

Background Papers: None

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Appendices: Appendix 1 - Council Plan Performance Tracker Qtr 2 2016/17