



PRCC.05 14/15
Prosperous Communities Committee
3 June 2014

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Subject: Third (Final) Period Progress and Delivery – 2013/14

Report by:

Chief Operating Officer

Contact Officer:

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Purpose / Summary:

The purpose of the Progress and Delivery Report is to provide an update on progress on the delivery of the Corporate Plan priorities and an update on performance of service areas.

The report is a key part of the Council's governance framework as it provides a public statement on how the council is performing against its publicly stated priorities.

RECOMMENDATION(S):

1) That members assure themselves that adequate progress is being made with corporate projects and that services are performing as expected (members are asked to highlight areas of concern to officers prior to the meeting so that questions can be answered fully at the meeting)

IMPLICATIONS

Legal: None arising from this report

Financial : FIN 11/15
None arising from this report

Staffing : None arising from this report

Equality and Diversity including Human Rights : None arising from this report.

Risk Assessment : None arising from this report

Climate Related Risks and Opportunities : None arising from this report

Title and Location of any Background Papers used in the preparation of this report:
Corporate Plan 2014-1018
Service Plans

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Background

- 1.1 Progress and Delivery reports were introduced in January 2012 as a means of monitoring progress towards the achievement of corporate objectives and as way of giving members information on the performance of key services.
- 1.2 As a process it has worked consistently with officers understanding the need to produce the reports three times a year and members using them as means to challenge performance and question how services are being delivered.
- 1.3 The current system of progress and delivery reporting has been audited twice.
- 1.4 It was first audited in 2012. At that point two Progress and Delivery reports in line with the process outlined had been submitted to members.
- 1.5 The audit assurance opinion was substantial. However the report also noted that the authority was in its early stages of working towards a refreshed Corporate Plan, but early work was encouraging.
- 1.7 A second audit of the progress and delivery system took place in 2013. This gave limited assurance. It concluded that the Progress and Delivery reports are not achieving their objective of providing members with a clear performance update on delivery of the Corporate Plan. The risk the audit identified was that the actual performance is not clear or understood by members and consequently decisions based on the information are not robust or correct.
- 1.8 In particular the audit found that:
 - Agreed corporate plan quality measures has been changed or dropped without going through an approval process
 - Reports contained gaps in the information presented to members. In some reports up to 50% of the measures had incomplete data
 - There is no system to validate the baseline information used in the progress and delivery reports.
- 1.9 The report commented that the emphasis seems to be on the process of delivering the reports and not focused on the quality, scrutiny and challenge of the report details.
- 1.10 Following this audit Challenge and Improvement Committee established a member Progress and Delivery Working Group.
- 1.11 Amongst other things the group recommended that the report be split into two and that areas are highlighted by exceptions (either areas of exceptionally good performance or areas where performance is particularly off track).

2.0 The Current Report

- 2.1 The current Progress and Delivery report attached as appendix is the last of the “old style” report where Corporate Plan progress and delivery is combined with service performance. It is also the last report that will report by “Directorate”. It completes a full year of reporting and should give members an overview of how services have performed in 2013/14 municipal year and what corporate priorities have been delivered.
- 2.2 In future members will receive two reports: a report detailing performance around the delivery of corporate objectives (Corporate Project Performance) and a report detailing the performance of key services through a “balanced scorecard approach (Service Performance). Both reports will contain a summary of their contents by the Chief Executive and the Chief Operating Officer and a financial summary: as at present members will be presented with these reports three times a year.
- 2.3 The Challenge and Improvement Committee, acting on the findings of the Progress and Delivery Working Group, have agreed that the covering report for the two reports will highlight to members exceptional performance – either that which has exceeded its targets or that which is off track (within agreed tolerances). The full information will still be available to members as appendix.
- 2.4 In line with future requirements this covering report will not, as has been the custom, summarise the full report found in the appendix. It will however seek to highlight from the report areas of significant variation in the delivery of corporate objectives and from the services balanced scorecards those indicators which show a significant variation from the agreed targets.

3.0 Areas of Significant Variation from Targets in Delivering Objectives.

3.1 Financial

- 3.2 Whilst a forecast surplus of £835k reflects the current service projections as detailed within the report, year-end accounting requirements and strategic decisions in relation to use and creation of reserves, may have a significant impact on the final surplus or deficit reflected in the Statement of Accounts. A final Out-Turn Position Report will be presented to Policy and Resources Committee.
- 3.3 The Capital Programme shows an estimated surplus position of £1.186m, of which a significant amount will require to be carried forward to ensure that the individual schemes progress over the medium term. Approval will be sought, as part of the final Out-Turn Position Report, from Policy and Resources Committee.

- 3.4 The Communities and Localism services has achieved a surplus position of -£118k, this represents -2% of the Directorate budget.
- 3.5 The Regeneration and Planning services are predicting a surplus of -£110k, a variance of -2.8% from budget. However within that the Strategic Growth Team is predicting a deficit of £189k. The major part of this deficit relates to the demolition costs of the former Guildhall.
- 3.6 The Resources services are predicting a surplus of -£608k, a variance of -6.6% from budget.
- 3.7 All the surpluses outlined above should be read against a backdrop of financial austerity which still requires the Council to find further savings of £2m in the next two financial years.

3.8 Corporate Projects

- 3.9 The refuse collection service was awarded “best performer” in the national Association of Public Service (APSE) awards in December. This is the second successive year the service has won this award.
- 3.10 The demolition of the former Guildhall has been completed, site/building contamination issues have been dealt with and the site landscaped depending redevelopment.
- 3.11 The Economic Development Strategy has not yet been completed; however it should be before members for consideration before the end of the summer.
- 3.12 The national pilot of the Universal Credit scheme has been completed within the District on time and within budget.

3.13 Service

- 3.14 In Community Safety the number of recorded incidents has dropped from 291 pa to 125 pa. Mainly due to a change in how the reported incidents are classified.
- 3.15 The demand on the Homelessness service has increased significantly in the year. The service had a target of preventing 103 families from becoming homeless at the end of the year it has actually achieved 169.
- 3.16 The Central Lincolnshire Core Strategy was withdrawn on the advice of the Inspector appointed to conduct the Examination in Public, mainly as a result of a lack of sufficient identified housing land supply outside the principal urban areas. This has resulted in a decision to prepare a local plan.
- 3.17 The performance of the development management service has been improving and income targets have been exceeded by £259k. This is in contrast to the Building Control service where income targets have been £73k below budget.
- 3.18 Youth unemployment, particularly in Gainsborough, continues to be a problem and is above the national rate.

- 3.19 The supply of affordable housing is also significantly below target.
- 3.20 There has been success in the field of tackling empty properties where 181 have been returned to use against a target of 20.

4.0 Conclusion

- 4.1 Progress and Delivery reporting is changing. The above represents the principal indicators that are significantly either above or below their targets. Where services are performing within expectations that information is given in the full report which is attached as appendix.