

# CABINET

Agenda Item: 10

**Ward:** District wide

**Portfolio:** Cross cutting

**FROM:** Cllr John Parham,  
Portfolio Holder  
Governance, Finance  
and Corporate Services

**Meeting Date:** 11 July 2016

**SUBJECT: Performance Management Report Quarter 4 2015/16 as at 31 March 2016.**

Internal Use Only: Please complete sign off boxes below prior to submission to Democratic Services			
Report Sign off	Seen by:	Name	Date
	Legal	Lesley Dolan	10/06/2016
	Finance	Paul Deal	13/06/2016
	Procurement	N/A	
	Corporate Manager	CMT	07/06/2016
	Portfolio Holder	Cllr John Parham	16/06/2016
	Ward Member(s)	N/A	N/A
<b>Summary:</b>	<p>This performance report provides an overview of the Council's performance up to the end of Quarter 4 (31 March 2016) in the key areas of business relating to the Strategic Priorities and Delivery Enablers. This report represents the close out of the council's Corporate Plan 2012-2015, which has been superseded by the new Corporate Plan 2015-2019. A new performance management framework is being developed to support the delivery of the new Corporate Plan and the business of the council as a whole.</p>		
<b>Recommendation:</b>	<p>Members are asked to;</p> <ol style="list-style-type: none"> <li>1. Consider and comment on the information contained within this report, most specifically those areas highlighted as a potential concern under the "Key Messages" section</li> <li>2. Identify any issues or performance exceptions that the committee wish to highlight as a concern to Cabinet</li> <li>3. Where performance exceptions are identified consider whether the proposed actions are adequate to improve performance to the desired level and take actions to address concerns as appropriate.</li> <li>4. Note that this report represents the close out of the objectives which supported the delivery of the council's Corporate Plan 2012 to 2015.</li> </ol>		
<b>Direct and/or indirect impact on service delivery to</b>	<p>Performance Management and effective Complaints Management links to all priorities within the Corporate Plan and cuts across all service areas. This report summarises performance against</p>		

<b>our customers and communities:</b>	achievement of the priorities and what actions are needed to ensure continuous improvement.
<b>Impact on Service Plans:</b>	The performance monitoring framework monitors the Corporate Delivery Plan and the priorities in the Corporate Delivery Plan cascade down into Operational Plans. This process is reviewed continually to ensure all actions from the Corporate Delivery Plan are correctly reflected in Operational Plans.
<b>Financial Implications:</b>	There are no direct financial implications arising from this report. However, if performance is not at the expected or desired level, then resources may need to be reviewed to enable improved performance.
<b>Legal Implications:</b>	There are no direct legal implications arising from this report. However, if performance is not at satisfactory level, the risk of legal issues arising increases.
<b>Crime and Disorder Implications:</b>	None
<b>Equalities Implications:</b>	Customer feedback can help the Council identify any groups of people who may potentially be experiencing our services differently to the majority of our customers. When reviewing performance and making recommendations Members should be minded to consider how services might impact on different sections of the community.
<b>Risk Assessment and Adverse Impact on Corporate Actions:</b>	Areas at risk of missing target are highlighted within this report. Members are asked to consider these areas and take appropriate action.
<b>Scrutiny Recommendation (if any)</b>	These reports were emailed to the Scrutiny Board for consideration on 17 June 2016.

## INTRODUCTION

Mendip District Council has a Performance Management Framework, which sets out how performance is reported across the Council together with the roles and responsibilities of members and officers to ensure the framework is effective.

Managing performance is essential to ensuring that the Council is achieving locally important objectives. The local priorities and objectives are set out in the Council's Corporate Plan and are supported by the Corporate Delivery Plan.

In December 2015 the council approved a new Corporate Plan 2015/2019 with new priorities. Performance towards achieving these priorities will be objectively monitored and will be included in the Corporate Performance Reports from Quarter 1 2016 -2017. A new performance management framework is currently being developed to support the delivery of the new Corporate Plan and the business of the Council as a whole.

Some of the projects from the now superseded Corporate Plan 2012/15 are ongoing and are reflected in the new Corporate Plan. Progress on these projects will continue to be reflected in the Corporate Performance Management Reports. Other projects will have reached completion or will continue to be implemented by the council at an operational level or as part of the emerging transformation programme, so will not be detailed with in the Corporate Performance Management Report. The future of each of the objectives is detailed on the dashboard, Appendix A.

The Corporate Performance Management Report 2015/2016 Quarter 4 provides an overview of the Council's performance for the period up to 31 March 2016. It details how the Council is performing against the 2015/2016 Corporate Plan's priorities and objectives.

Performance commentaries are provided in the Corporate Performance Management Report and this information is supported by information in the attached appendices as detailed:

- Appendix A Performance Dashboard A visual and brief progress summary of the Corporate Objectives
- Appendix B Delivery Enablers Service Delivery Support Services reports
- Appendix C Complaints and Praise Customer feedback monitoring
- Appendix D Service updates Updates on team objectives

Good quality data is essential for reliable and robust decision-making. For the performance monitoring reports we endeavour to ensure data quality by using only authorised and validated data.

Further information regarding performance against all actions and measures can be obtained from the performance team on request.

If members have queries regarding the detail of specific projects or measures within the report, they are asked to submit these to the performance team in advance of the meeting, to ensure a full response can be given at the meeting.

## PERFORMANCE SUMMARY

### Corporate Plan

The Corporate Plan is supported by the Corporate Delivery Plan, which outlines the specific actions that will be undertaken in order to achieve our Strategic Priorities and objectives. For Quarter 4 2015/16, there are four strategic priorities within the Corporate Delivery Plan, supported by 11 objectives. Overall performance against our Strategic Priorities and Objectives shows 7 objectives (64%) are green, 4 (36%) are amber and 0 (0%) are red at the end of Quarter 4

## CUSTOMER FEEDBACK SUMMARY

### Complaints and Praise

Learning from customer feedback to improve the way we do things is part of the performance management culture we are striving to embed throughout the council. In summary the council received 19 customer complaints during Q4 and logged 22 expressions of praise for council services during this time. This information is summarised in the table below:

	Q4			
	Total number of 1 <sup>st</sup> stage complaints received in Q4	Total number of 1 <sup>st</sup> stage complaints responded to in Q4	Average no of days taken to respond to those 1 <sup>st</sup> stage complaints responded to in Q4	Percentage of 1 <sup>st</sup> stage complaints responded to within the 10 day target
	<i>N.B This will include complaints received in previous quarters</i>			
Access to Services	9	9	6 days	100%
Built Environment	3	3	7 days	67%
Corporate Leadership	0	0		
Governance, Assets and Public Spaces	2	2	2 days	100%
Policy and Performance	1	1	6 days	100%
Regulatory Services	4	5	9 days	80%
<b>TOTAL</b>	<b>19</b>	<b>20</b>	<b>7 days</b>	<b>90%</b>

	Year to date			
	Total number of 1 <sup>st</sup> stage complaints received	Total number of 1 <sup>st</sup> stage complaints responded to in 2015/16	Average no of days taken to respond to 1 <sup>st</sup> stage complaints responded to in 2015/16	Percentage of 1 <sup>st</sup> stage complaints responded to within the 10 day target
<i>N.B This will include complaints received in previous quarters</i>				
Access to Services	35	34	9 days	79%
Built Environment	9	9	9 days	56%
Corporate Leadership	0	0	-	-
Governance, Assets and Public Spaces	13	13	6 days	92%
Policy and Performance	1	1	6 days	100%
Regulatory Services	12	15	13 days	40%
<b>TOTAL</b>	<b>70</b>	<b>72</b>	<b>9 days</b>	<b>71%</b>

## KEY MESSAGES

### Corporate Management Team

CMT are pleased to note that 64% of our identified objectives are on target at the end of quarter 4. This is positive to note, particularly in light of the number of key corporate projects that have been undertaken to deliver the objectives of Corporate Plan 2012-2015, along with the level of resource required, and the increasingly dynamic environment within which the council is operating. One objective has changed from amber to green, whilst two have moved from green to amber. Work is now being done to refocus the identified key actions and targets to ensure they remain relevant and align with current priorities and, where this is the case, that they are taken forward within the appropriate plans and work streams.

### **Priority 1: Take a clear strategic and community leadership role for the district** **CMT Lead: Donna Nolan      Cabinet Lead: Cllr Harvey Siggs**

Following completion of the 'Issues and Options' consultation in December last year, work has continued on the Local Plan Part II. The next major stage will be for the Council to publish its draft Plan outlining preferred sites for development (and protection) supported by site appraisals and other related evidence. It should be noted, however, that a high level of response was received to the initial consultation and, since that time, Government has been contemplating the introduction of further changes to the role and purpose of local plans through measures contained in the Housing and Planning Bill. Together, these mean that the contents and timetable for the Part II Local Plan will need to be considered afresh by Members in the first Quarter of 2016/17.

The Strategic Asset Management Plan has been reviewed, and will be presented to Cabinet for approval on 23<sup>rd</sup> May. The Plan sets out how the council will ensure that its property assets are deployed in ways that deliver the best financial returns whilst supporting the delivery of the council and its partners' economic, social and environmental objectives.

Following strategic analysis of the portfolio a number of potential opportunities have been identified, and project plans are being developed for those to be considered in greater detail, and advanced where appropriate.

During the quarter there has been constructive dialogue with Somerset County Council (SCC) about their ambitions to locate additional services at the Shape Mendip Hub. Officers are preparing options, feasibility studies and business cases for consideration by both MDC and SCC in early 2016/17.

Wells Leisure Centre's refurbishment programme has now completed, the official opening took place 27<sup>th</sup> February 2016. Fusion's capital investment programme at Wells Leisure Centre was planned at £500,000 and it was confirmed that Fusion's actual investment was closer to the £800,000. Membership at Wells Leisure Centre has increased following the development works.

Frome Leisure Centre's refurbishment programme is in its final stage, with an official opening date expected to be set for July 2016 and a public open date from the 1<sup>st</sup> June 2016. This is later than first anticipated; there was not one specific reason for the delayed opening of the centre, asbestos, drainage, electrical and ventilation issues have all contributed. Fusion's capital investment programme at Frome Leisure Centre was planned at £1.8 million however Fusion have confirmed the spend is likely to be closer to £2.2 million.

Fusion and the Council are currently working together to incorporate the Shape Mendip branding at the Leisure Centres.

Fusion are preparing their first annual report for the anniversary of the tenancy. This report will be presented to the Strategic Leisure Board.

Building on progress with Shape Mendip Neighbourhoods and the significantly increased operational collaboration with the Police, work is underway to develop a virtual One Team for Mendip. Based on the successful One Team models in Taunton, Yeovil and Bridgwater, it will be a mechanism for bringing together key agencies in a rapid and co-ordinated way to tackle significant incidents of antisocial behaviour and criminal activity in the district. It will also seek to help address the social, safeguarding and wellbeing issues associated with such incidents. A launch event will take place in early 2016/17.

Initial discussions have taken place with a view to bringing the council's core services contract into scope of the Shape Mendip Neighbourhoods project, in terms of increasing the number of people out in the community who are able to report or address incidents of nuisance.

The council continues to work with SCC on the creation of the Glastonbury Library hub, where it will be represented via the Shape Mendip brand.

**Priority 2: Supporting business development and growth**

**CMT Lead: Chris Atkinson**

**Cabinet Lead: Cllr Tom Killen**

**Heart of the South West Local Enterprise Partnership**

The Local Enterprise Partnership (LEP) has been invited by government to submit a Growth Deal 3 bid in June/July with final funding decisions expected in the Autumn Statement. MDC submitted projects at the B&W site to the LEP in August 2015 and have confirmed these as key priorities (with support from the Somerset Growth Board).

Meanwhile the devolution submission has been well received by government and work is proceeding on future governance and to refine the infrastructure pipeline requirements.

Peninsula Enterprise has been awarded the contract for the brokerage and website elements of the LEP's new Growth Hub and are due to launch at the beginning of Q1 with an interim website and a series of pilot events and Pop Up Business Cafes across the LEP area. The European Regional Development Fund (ERDF) (targeted business support) element of the Growth Hub now has a single preferred bidder, which is formed of a consortia of Enterprise Agencies with support from some Better Business For All partners within the LEP area.

**Somerset Growth Plan**

Somerset County Council (SCC) is progressing economic analysis and monitoring of progress against the Growth Plan objectives and targets and are due to report to the Growth Board in May 2016. Proposals to review and update the Growth Plan will also be considered then (Q1 2016/17)

**Opportunity Mendip**

There has been limited progress on developing other projects in the Mendip Pipeline due to uncertainty over future funding. The LEP is now expected to issue a further call for projects in September which may compete with existing submissions before the final funding decisions are made in the Autumn. SCC is also preparing to update the Growth Plan with a focus on projects and local prioritisation. Urgent work is therefore required in Q1 2016/17 to refresh and clarify the deliverability of potential projects in Mendip if they are to progress locally.

## **Enterprise Mendip**

Enterprise Mendip, supported by Street Chamber of Trade and Commerce (CoTC), hosted their second significant B2B event for small and start-up businesses at the Redbrick Building in Glastonbury this quarter, with over 40 businesses attending both the B2B drop in sessions and three seminars held on digital marketing, business growth and maximising business performance. Further events in Frome and Wells (Mendip Business Exchange) with Strode College were also held, a short business survey has also been developed in partnership with the CoTC to help quantify demand for further business training sessions.

Following a review of Mendip Business Exchange, it is proposed that this is realigned with the Enterprise Mendip Programme, in order to create a wider breadth of both start-up and business growth activities. The organisation of the events will be undertaken by the Economic Development Team, with input from Strode College, in addition to new partners including UKTI for export-related activities, and the new Growth Hub and Get Set for Growth LEP business support teams, who are seeking to work with district authorities from April 2016. Discussions are currently underway with new partner contacts for up to 4 supported events in 16/17.

## **Invest in Mendip**

The quarter was dominated with major redundancy announcements from four companies; Shepton Cider Mill, BskyB, Clarks and Easynet. Work to support affected employers has been provided by MDC Economic Development, Housing and Benefits team, via DWP/Jobcentre Plus, who have co-ordinated the responses. A careers event was held for Sky in February, with an event for Cider Mill employees to be confirmed in May.

Significant work has taken place this quarter following the confirmed purchase of Dulcote Quarry in January. The site has been acquired by a private investor preparing a major development scheme for owner occupation in the food manufacturing sector. This has resulted in extensive support from different teams with MDC and SCC to facilitate the enquiry. A planning application is anticipated April/May. Additional significant investment interest in an energy from pyrolysis scheme with ongoing discussions as a County Matters proposal.

Commerce Park in Frome is also submitting a planning application for a new scheme of speculative units, following strong take-up of the 2014 build, with further interest in small speculative schemes also being proposed by developers and landowners in Glastonbury and Shepton Mallet.

## **Into Somerset**

An image library has been created by the Into Somerset team at Somerset County Council, and a brochure is being developed by AUK, the commissioned marketing agency for the project.

Agri-Tech, as one of the key sector interests for the LEP and Somerset Growth Board is also developing as a proposition to sit along with Food & Drink sector profiles for potential investors via Into Somerset and Mendip. UKTI and HOTSW LEP's inward investment manager have expressed an interest in expertise and innovations in this sector, and the Economic Development team is working to support a proposed scheme by Kingshay Farming for a new agricultural training facility linked to the Agricultural EPI (Engineering, Precision and Innovation) Centre which links with Cranfield University and Harper Adams.

## **Connecting Somerset and Devon (CDS)**

The CDS Programme remains on track to reach Phase 1 targets by the end of 2016. The Government target of superfast broadband coverage of 90% by the end of 2016 requires BT to also deliver its commercial roll-out on time. Phase 2 programme (95% coverage) may be impacted due to delays to state aid notification being approved nationally. CDS are due to meet with BDUK officials in London to see if a CDS resolution could be fast tracked.

In preparation for releasing an Invitation to Tender (ITT), CDS will be launching an Open Market Review public consultation on 6<sup>th</sup> April 2016. The consultation will set out the proposed intervention area and will run for a minimum of 30 days.

CDS has committed to ensuring that all businesses and residents can have access to a minimum of 2 Mbps by end of 2016. Anyone within the CDS area that currently has a broadband speed of less than 2 Mbps can qualify for a voucher for £500 to go towards the installation cost of a new broadband connection. Each solution will guarantee at least 10 Mbps download speed. Further details can be found on the CDS website at: <http://www.connectingdevonandsomerset.co.uk/cds-broadband-voucher-scheme/>

## **Mendip Business Awards**

Entries for the 2016 Mendip Business Awards are now open, with a supported marketing campaign underway across the Mid Somerset Series, the Frome Standard and various social media/digital platforms. Entries will close on 8<sup>th</sup> April with the judging panel due to meet on 28<sup>th</sup> April. Ben McGrail from BBC Somerset has been confirmed as the MC for the event.

**Priority 3: Take all steps possible to support the provision of housing in the district**

**CMT Lead: Tracy Aarons**

**Cabinet Lead: Cllr Nigel Woolcombe Adams**

The overall priority is considered to be amber because of delays in delivering the first two objectives in full by March 31st. While both are heavily in train changes in government legislation and guidance, and consequential legal challenges have led to unavoidable delays as the council needs to have clear national policy position from which to build its own. That said the council has delivered strong results in supporting those in need of housing, with temporary accommodation figures having been kept very low all year at a time when the national figure shows rising using of temporary accommodation. Put this alongside the results published by DCLG at the end of last year, showing that Mendip had outperformed the rest of the county as regards bringing empty homes back into use and delivering affordable homes, and the picture in Mendip is a positive one.

**To increase the supply of affordable housing through the adoption and implementation of an affordable housing supplementary planning document**

The uncertainties around government direction as regards affordable homes and the level of contribution that can be requested as part of our Local Plan and proposed Supplementary Planning Documents (SPD) continues. This has meant that the SPD cannot be completed until the legal challenge process completes its final journey through all of the courts. Once this is matter is resolved we will be in a position to quickly finish the SPD and publish. The proposals that starter homes, which are sold, are considered affordable homes is also muddying the water and leading to developers wishing to build these rather than rented homes. This is further affecting the work being carried out to try to increase the number of affordable houses, for rent, developed in the district. Viability submissions by developers are providing heavy challenge which is adding further to pressures and national appeal decisions around affordable housing supply on agreed developments is placing yet more pressure on officers trying to gain the best housing delivery for residents.

**To address the effects of the ageing demography of the district through the adoption and implementation of an Older Persons Housing Policy**

Work is ongoing with the policy and it is expected to be completed in early May. Once complete it will come to Scrutiny and Cabinet for consideration.

The number of one bedroom properties given planning permission has increased significantly in this year compared to last year. While it was hoped that the council could achieve an increase on the previous year, the rise of 81% is significantly beyond that expected.

**To make best use of existing housing stock through targeted work to improve housing standards in the most deprived areas across the district**

Work to reduce fuel poverty is ongoing and our partners are still providing strong support to residents to improve housing standards. Unfortunately the government has chosen to alter the way that it defines and therefore measures fuel poverty and this is likely to make a comparison of annual data difficult. The new measure is effectively a comparison of levels of poverty compared the others, giving a relative assessment of fuel poverty rather than an actual figure based on circumstances.

**Priority 4: Improve the understanding of the rurality of Mendip**  
**CMT Lead: Stuart Cave                      Cabinet Lead: Cllr Phillip Ham**

**To facilitate the approval of residential dwellings in the rural areas**

Rural housing planning permissions has significantly exceeded the target of 80. The total number of rural housing planning permissions granted for the year is 179. In quarter 4 rural housing planning permissions reduced to 25 from 59 in the previous quarter. The target will be reviewed.

**Develop a framework/toolkit to assist communities who wish to develop community based services**

The Toolkit for rural communities to share the learning has been prepared and is now published on the MDC website. This objective is now complete.

**RECOMMENDATIONS**

Members are asked to;

1. Consider and comment on the information contained within this report, most specifically those areas highlighted as a potential concern under the “Key Messages” section
2. Identify any issues or performance exceptions that the committee wish to highlight as a concern to Cabinet
3. Where performance exceptions are identified consider whether the proposed actions are adequate to improve performance to the desired level and take actions to address concerns as appropriate.
4. Note that this report represents the close out of the objectives which supported the delivery of the council’s Corporate Plan 2012 to 2015.

**REASONS FOR RECOMMENDATIONS**

Robust performance management arrangements are essential in ensuring the organisation is managed in an efficient and effective way, is delivering its goals, and that resources are available where they are needed.

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**List of background Papers:**

Appendix A – Corporate Dashboard

Appendix B – Delivery Enablers

Appendix C - Praise and Complaints

Appendix D – Service Updates