

**CABINET**  
**3 AUGUST 2017:**

**PERFORMANCE AND RISK FOR 2017-18**

**Cabinet Member** Clive Eginton, Leader of the Council  
**Responsible Officer** Director of Corporate Affairs & Business Transformation,  
Jill May

**Reason for Report:** To provide Members with an update on performance against the corporate plan and local service targets for 2017-18 as well as providing an update on the key business risks.

**RECOMMENDATION:** That the Cabinet reviews the Performance Indicators and Risks that are outlined in this report and feeds back any areas of concern.

**Relationship to Corporate Plan:** Corporate Plan priorities and targets are effectively maintained through the use of appropriate performance indicators and regular monitoring.

**Financial Implications:** None identified

**Legal Implications:** None

**Risk Assessment:** If performance is not monitored we may fail to meet our corporate and local service plan targets or to take appropriate corrective action where necessary. If key business risks are not identified and monitored they cannot be mitigated effectively.

**Equality Impact Assessment:** No equality issues identified for this report.

## **1.0 Introduction**

- 1.1 Appendices 1-5 provide Members with details of performance against the Corporate Plan and local service targets for the 2017-18 financial year.
- 1.2 When benchmarking information is available it is included.
- 1.3 Appendix 6 shows the higher impact risks from the Corporate Risk Register. This includes Operational and Health & Safety risks where the score meets the criteria for inclusion. See 3.0 below.
- 1.4 Appendix 7 shows the risk matrix for the Council.
- 1.5 All appendices are produced from the Corporate Service Performance And Risk Management system (SPAR).

## 2.0 Performance

### Environment Portfolio - Appendix 1

- 2.1 Regarding the Corporate Plan Aim: **Increase recycling and reduce the amount of waste**: The Council made great inroads into this last year with both the **Residual household waste per household (measured in Kilograms)** and **% of household waste reused, recycled and composted** being above target all year (and better than the mean for English authorities). The challenge this year is to keep the momentum going; the transfer station at Carlu close is due for completion next month and this will further reduce what we as a council send to landfill.
- 2.2 The **Number of Households on Chargeable Garden Waste**; sales/renewals steadily increased since December 2016 throughout the spring. Although this is showing as below target we are only 27 subscribers short of our target of 9,000 as at the end of May.
- 2.3 Regarding the Corporate Plan Aim: **Reduce our carbon footprint**: We have been reporting on this annual performance indicator: **to improve energy efficiency and continue to reduce consumption by 0.5% post degree day adjustment** for seven years. The Council made all the big gains it could in this area in previous years with the installation of solar PVs, Air handling units etc. and while the council continues to look at ways to reduce our operational footprint as well as carbon emissions it will not be possible to continue at this level going forward.
- 2.4 We have discussed using the number of units sold to the National Grid as an indicator of the Council's fuel efficiency going forward, if this is something the PDG would like to see?
- 2.5 Regarding the Corporate Plan Aim: **Protect the natural environment**: the Council launched **Litter Busters** in May to combat the impact of littering and fly-tipping which cause harm to the environment and wildlife.

### Homes Portfolio - Appendix 2

- 2.6 Regarding the Corporate Plan Aim: **Build more council houses**: No new **Council Houses** were completed in 2016/17 nor so far in 2017/18 however, a new contract has been agreed with a different supplier and they have given completion dates on the outstanding projects, in Birchen Lane and Palmerston Park, as 17/11/17 and 18/05/18 respectively.
- 2.7 Regarding the Corporate Plan Aim: **Facilitate the housing growth that Mid Devon needs, including affordable housing**: A further 11 **empty homes** have been brought back into use against an annual target of 25 for 2017/18.
- 2.8 Regarding the Corporate Plan Aim: **Planning and enhancing the built environment**: The Local Plan is now at the Examination stage with preliminary hearings scheduled for September at Phoenix House. For the

Tiverton Eastern Urban Extension Area B a Public consultation was held between 13 June and 11 July.

- 2.9 **Percentage of Properties with a Valid Gas Safety Certificate (LGSR):** MDDC has been extending the mains gas network via the modernisation contract. The Gas Administrator has carried out reconciliation of known and expected properties with gas supplies and has discovered 3 expired LGSRs because the addresses had not been added to the contract after a new supply was installed. The servicing of these properties was prioritised and LGSRs subsequently issued (7/06/2017).
- 2.10 5 other properties are at different stages of the legal process for access. Tenant inaction is still the main reason for properties going out of compliance.
- 2.11 The **Rent Collected as a Proportion of Rent Owed** was 95.18% in May against a target of 100% however, **Rent Arrears as a Proportion of Annual Rent Debit** in May 2017 were 1.06%, against a target of 1%, this is still in the top quartile when compared with HouseMark. Over the next couple of years as the effects of the introduction of Universal Credit are finally felt we cannot expect to continue achieving collection rates of 100%.

#### Economy Portfolio - Appendix 3

- 2.12 For **Empty shops**, which were counted at the start of Q1, in April 2017, the position has deteriorated from last year when all three PIs met or were better than target.
- 2.13 We have identified a new measure: **Return on commercial portfolio** with the target being to exceed 7.5% gross, this will be an annual figure. Last year's actual is entered as a point of comparison, this was 8.6% for 2016/17 but one large unit in Market Walk is empty at the moment so this year's return will be lower.
- 2.14 The target for the number of **Apprentice starts** is the government target of 2.3% of FTEs. We had 9 apprentices @ 31 March 2017 with 5 starters during 2016/17, we haven't had any new apprentices so far this year but they would tend to start at the beginning of the academic year.
- 2.15 There will be statistics to reflect the general state of MDDC's economy available from time to time.

#### Community Portfolio - Appendix 4

- 2.16 Regarding the Corporate Plan Aim: **Work with Town and Parish Councils:** The Parish Liaison Officer appointment has been very positively received with councillors feeding back that communication with Towns and Parishes has been improved and the Newsletter contains really useful information.
- 2.17 Regarding the Corporate Plan Aim: **Promote physical activity, health and wellbeing:** The results for leisure are mixed but we have had some success

with GP referrals across the district; the 18 surgeries signed up since January have referred 49 people between them to the 3 Leisure Centres.

- 2.18 **Compliance with food safety law** is on target which means that 90% of premises being rated 4 or above under the Food Hygiene Rating Scheme.

Corporate - Appendix 5

- 2.19 The **Performance Planning Guarantee** targets have been tightened by the government for 2017/18 which was expected but if the service does not meet these targets there would be a risk of being designated as underperforming, resulting in the application of special measures. There are 2 categories of target reflecting both speed and quality of determinations. All 5 targets were met by MDDC over the 2 years to 31 March 2017.
- 2.20 The PIs for **Customer First** are all on target or above with both visitors to Phoenix House and digital payments remaining steady but responses to FOI requests are below target.

### **3.0 Risk**

- 3.1 The Corporate risk register is reviewed by Management Team (MT) and updated; risk reports to committees include risks with a total score of 10 or more. (Appendix 6)
- 3.2 Appendix 7 shows the risk matrix for MDDC for this quarter. If risks are not scored they are included in the matrix at their inherent score which will be higher than their current score would be.

### **4.0 Conclusion and Recommendation**

- 4.1 That the Cabinet reviews the performance indicators and any risks that are outlined in this report and feeds back any areas of concern.

**Contact for more Information:** Catherine Yandle Audit Team Leader ext 4975

**Circulation of the Report:** Management Team and Cabinet Member