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<b>REPORT TO:</b>	Management Board Overview & Scrutiny Cabinet
<b>DATE:</b>	17 January 2022 31 January 2022 2 February 2022
<b>SERVICE AREA:</b>	Organisational Development & Improvement
<b>REPORTING OFFICER:</b>	Improvement and Development Manager ( <i>Sarah Cornforth</i> )
<b>SUBJECT:</b>	<b>CORPORATE PERFORMANCE REPORT, Q3 2021/22</b>
<b>WARDS AFFECTED:</b>	All District
<b>FORWARD PLAN REF:</b>	N/A

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**1.0 PURPOSE OF REPORT**

1.1 To provide an update on the quarter three progress of the measures within the Corporate Delivery Plan.

**2.0 RECOMMENDATIONS**

2.1 To review the report, recognise good performance and determine whether any interventions need to be put in place to improve performance on those measures that are off target.

2.2 That:

- Management Board (MB) receives the report and provides comments before the report goes to Members
- Overview & Scrutiny receives the report and provides comments before the report goes to Cabinet
- Cabinet receives the report, noting the comments from Overview & Scrutiny and MB

**3.0 RECOMMENDED REASON FOR DECISIONS**

3.1 Our [Corporate Plan](#) sets out our long-term vision for the Harrogate district, our aim as an organisation, our corporate priorities and the long term outcomes that we want to achieve. The [Delivery Plan](#) is updated on an annual basis and details what we will do, what our targets are and how we will measure these. This report tracks our progress against the Delivery Plan.

**4.0 ALTERNATIVE OPTION CONSIDERED AND RECOMMENDED FOR REJECTION**

4.1 No alternative options were considered as reporting progress on the Council's Corporate Delivery Plan performance is a key part of the Council's performance management arrangements.

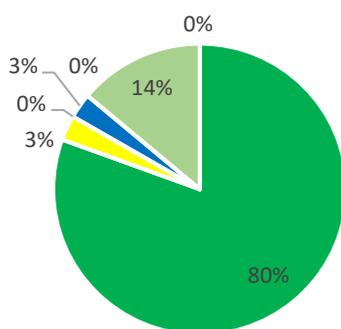
**5.0 SUMMARY**

Overall performance against the Council's Corporate Delivery Plan is summarised in the pie charts below.

The corporate delivery plan actions have performed well with 80% being on target. Indicators have also performed well and 46% are on target and 54% showing a short term improving trend.

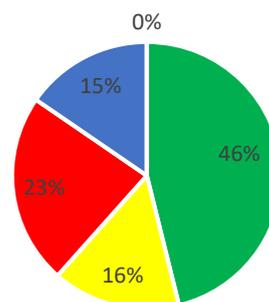
Examples of key successes and key concerns in performance are reported by exception in this report and full details provided in the Corporate Delivery Plan report at Appendix A.

Action Status



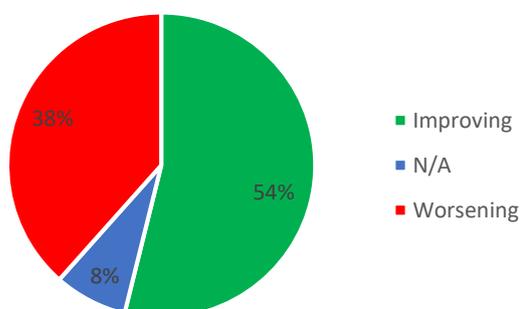
- On Target
- Slightly off Targe
- Off Target
- On Hold
- Actions with a future start date
- Completed

Indicator Status

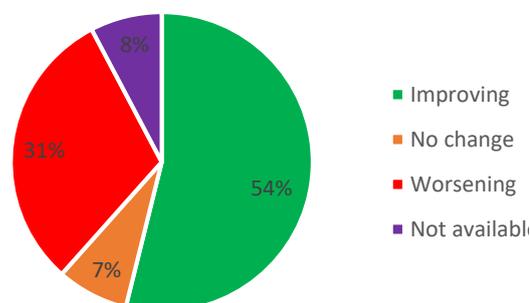


- On target
- Slightly off target
- Off target
- Data only
- Unknown

Short Trend



Indicators against previous year



## 6.0 REPORT

6.1 This report summarises performance against our Corporate Plan Delivery Plan by each of our four corporate priorities with key successes and key concerns highlighted by exception, along with comments from MB (section 8):

Corporate priority	Status
<i>A strong local economy</i>	We will do all we can to ensure changes to the way local government is structured across the whole of Yorkshire benefit us, our residents and the services we provide.
	Maximise the use of land and buildings for growth; enabling local companies to stay and grow, and attracting inward investment into the district
	Attracting investment opportunities into the district
	Work in partnership to address current and future operational barriers to business growth by securing investment and improvements in digital infrastructure
	Promote the Harrogate Convention Centre as widely as possible so we attract new events to the district and grow its income to support our local economy
	Support our town centres and work with others to ensure that there is a strong economic recovery across the district from the impact of COVID19
<i>A sustainable environment</i>	Ensure plans are in place for sustainable development across the district and make the most of available funding opportunities to aid the recovery from the pandemic
	Ensure the implementation of the Council's carbon reduction commitments and promote sustainable choices
	Improve the ambience of our town centres
	Ensure people have the opportunity to live and work in the district because they have access to high-quality housing which meets their needs and matches their income level

<i>Supporting our communities</i>	<b>Work together to halve rough sleeping, prevent and reduce homelessness and assist homeless households in finding long term affordable and sustainable housing</b>
	<b>We'll do all we can to help our residents build secure, safe and healthy lives in thriving communities</b>
	<b>Work with others to ensure that there is a plan in place to support the community as it responds to the impact of COVID19</b>
<i>Excellent public services</i>	<b>As a thriving district council, we will continue to find innovative and effective ways to manage our resources whilst ensuring they reflect our priorities and supporting our members</b>
	<b>Work with our public and voluntary sector partners to ensure that our communities can access inclusive, joined up services to improve the quality of life across the Harrogate district</b>
	<b>Ensure that the council responds to the challenges and impacts of the COVID19 and adapts accordingly</b>

## 6.2 Exceptions

Exceptions are areas of success or concern that have been identified through the Council's performance reporting software Pentana. For projects this may be through achieving significant milestones or encountering significant delays. For performance indicators (PIs) this will include significant over/underperformances

<i>A strong local economy</i>	<p><b>Key Successes:</b></p> <ul style="list-style-type: none"> <li>Local Government Reorganisation - HBC officers are playing a proactive role both in the Programme Management Office and providing expertise in individual workstreams.</li> <li>HCC overall income is better than target.</li> <li>Economic Recovery Plan progresses well with recent focus on Destination Christmas and delivery of Welcome Back funded projects and Additional Restrictions Grant funding.</li> </ul>
	<p><b>Key Concerns:</b></p> <ul style="list-style-type: none"> <li>The IWMS (Integrated Workplace Management System) project timeline for Phase 1 has slipped by 2 months and Leisure Management System by one month.</li> </ul>
<i>A sustainable environment</i>	<p><b>Key Successes:</b></p> <ul style="list-style-type: none"> <li>Final round of stakeholder engagement for West of Harrogate is scheduled for 20 January 2022; thereafter final amendments will be made before the Parameters Plan is signed off.</li> <li>A revised timetable for the Local Development Scheme will be published shortly. The revised timetable is a result of the need to complete further technical work, principally on Climate Change and Whole Plan Viability.</li> </ul>

	<ul style="list-style-type: none"> <li>• Work continues on a number of sustainable transport initiatives that HBC are involved with.</li> <li>• A contract to deliver the first phase of the electric vehicle charge points has been awarded with implementation of charge points due to start in Spring 22</li> </ul> <p><b>Key Concerns:</b></p> <ul style="list-style-type: none"> <li>• Household waste recycled or reused excluding green waste and the cumulative percentage of household waste sent for re-use, recycling and composting have both narrowly missed target, but are still within acceptable tolerances</li> </ul>
<p><i>Supporting our communities</i></p>	<p><b>Key Successes:</b></p> <ul style="list-style-type: none"> <li>• Delivery of 106 more affordable houses than target</li> <li>• Bracewell Homes continues to perform well with all actions on target</li> <li>• Empty Homes are down from 212 in Q2 to 208 in Q3. Ongoing proactive work looks to decrease this further.</li> <li>• Worked with NYCC to administer the Household Support Fund.</li> </ul> <p><b>Key Concerns:</b></p> <ul style="list-style-type: none"> <li>• No new homes were built or converted by the council this quarter.</li> <li>• Average time taken to re-let local authority housing has missed target, primarily, because of harder to let properties.</li> <li>• Average length of stay in B&amp;B accommodation is significantly off target with hostels accommodation at full capacity.</li> <li>• The number of households living in temporary accommodation is on target, but numbers have risen for the second quarter in a row. The service continues to see an increase in the number of larger families needing temporary accommodation.</li> </ul>
<p><i>Excellent public services</i></p>	<p><b>Key Successes:</b></p> <ul style="list-style-type: none"> <li>• The mainstream staff pay and grading review has been approved by HR Committee and the actions have been incorporated and will be delivered as part of the People Strategy.</li> <li>• A Planning Application for the Hydro was submitted on 28/09/21. A Planning Application for Knaresborough was submitted on 26/10/21.</li> <li>• Increase in community health and wellbeing programmes at community centres due to knock on effect of pressures in the NHS system.</li> </ul>

	<p><b>Key Concerns:</b></p> <ul style="list-style-type: none"> <li>Implementation of the People Strategy continues to be slightly off track due to a lack of resources in the O&amp;PD team and competing resource commitments in the HR team.</li> </ul>
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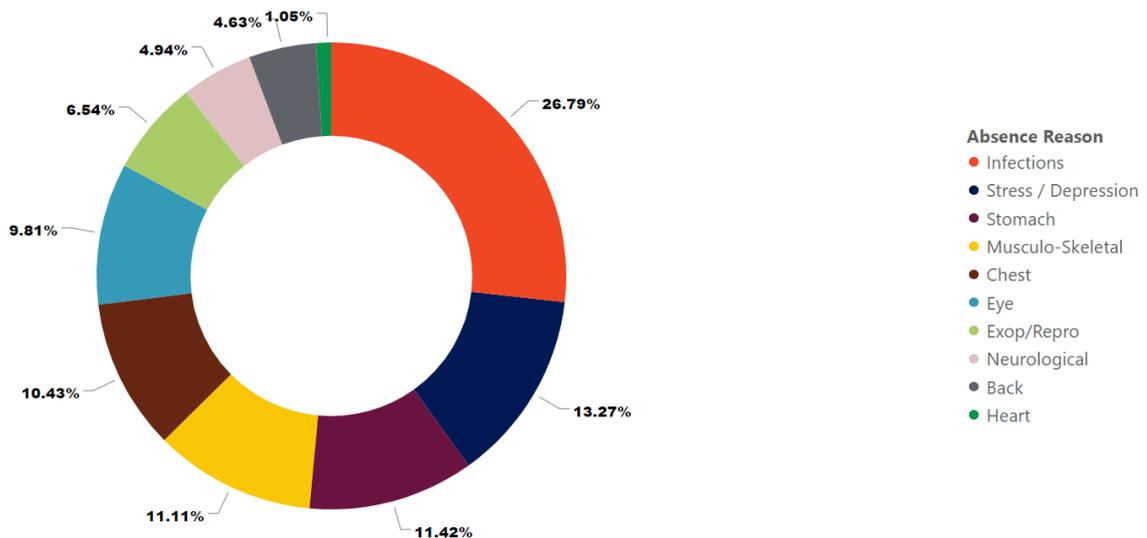
### 6.3 Corporate Health Indicators

Corporate Health Indicators are broken down into workforce, customer, finance and governance indicators and are reported here by Exception – A full list can be found in the appendix 2

### 6.4 Workforce indicators

This sickness report comes from the council’s HR system iTrent and looks at the breakdown of sickness by type and sickness levels for the whole council.

**Sickness absence** was 1.44 days lost per FTE, much better than the target of 2.05. This was a slight increase on the previous quarter at 1.33 days lost per FTE. The increase is typical of the time of year where more staff members are getting seasonal colds and flus. This is broadly similar to pre-pandemic levels for Q3 which was 1.48. The doughnut chart below shows the percentage of days lost broken down by reason:



Infections (colds, flus) caused the greatest percentage of days lost in Q3 at 26.8%. This pattern reflects seasonal sickness trends experienced pre-

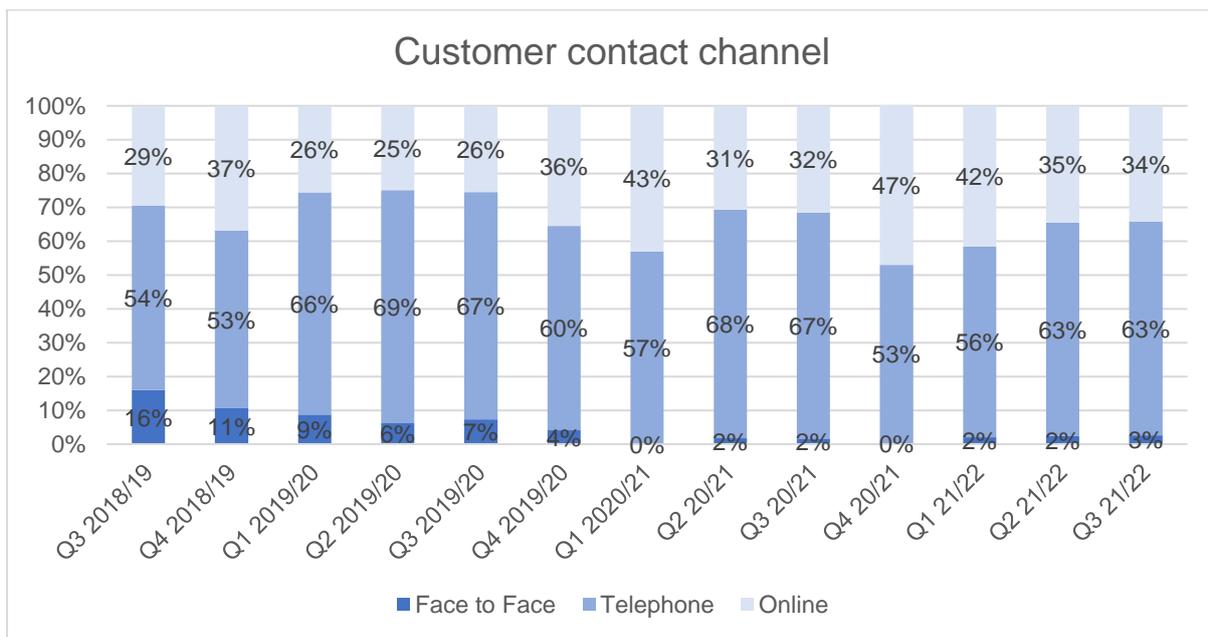
pandemic. The presence of the Omicron variant has made it harder to distinguish the difference between Coronavirus and seasonal colds.

Stress/Depression caused the second largest portion of days lost per FTE at 13.3%, significantly lower than the previous quarter which was around 25%. Total days lost due to stress are 107.5 for Q3, a two thirds reduction from 296 in Q2. HBC does not record the difference between home and work related stress.

Stomach related sickness was the third largest portion of days lost for HBC.

In response to the increased transmissibility of the Omicron variant of Covid 19 we are proactively monitoring the case levels for sickness absence and coronavirus (and related) absences to ensure frontline and back office services can still be delivered.

## 6.5 Customers & Complaints Indicators



How customers accessed customer services remained broadly consistent with the previous quarter. However, we received approx. 11,500 fewer contacts than the previous quarter. These numbers are similar to Q3 in the previous year. Telephone contact remains the primary method of communication with 38,120 compared with 20,623 preferring online methods and face-to-face remaining low at 1,589.

<b>53</b> Stage 1 and 2 complaints received	<b>47%</b> Stage one complaints responded to within 10 working days	<b>100%</b> Stage two complaints responded to within 25 working days
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All 6 of 6 stage 2 complaints due in Quarter 3 were responded to within time. Stage 1 complaints responded to within 10 working days is reported at 47% as 16 of the 34 due in quarter 3 were completed on time. However, a further 3 of the 34 did not have their response recorded at the time of completing the data, this means that this figure could potentially raise up to 56% completed within time.

The Business Intelligence and Performance Officer (Complaints) started his role on 6 December 2021. Whilst he has not yet had the chance to influence the performance of these indicators, he is making positive steps in the background to improve how the council deals with complaints. These include reviewing the policy against best practice, identifying data trends and identifying opportunities to improve procedures.

<b>23.73 days</b> Time taken to process new council tax reduction benefit claims	<b>22.15 days</b> Time taken to process new housing benefit claims
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New council tax reduction benefit claim and housing benefit claim processing continues to be undertaken when resources have been diverted to the Test and Trace applications. Despite this, performance in October and November was better than the 21-day target. However, in December both indicators were affected by an increase in Universal Credit work because of the £20 uplift being removed and other government changes being introduced to Universal Credit awards.

## 6.6 Finance Indicators.

<b>0.0%</b> Legal Services: debt recovery	<b>60.0%</b> Target	 Change in trend (aim to maximise)
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Whilst we have not been able to recover any debt referred to legal services this quarter we have been proactive. The total figure for legal services debt comprises two debts. The first is for £25,000 for a financial penalty on behalf of Housing. The debtor has refused to pay, but a court order has been obtained and methods of enforcement will be considered. The second debt is for a commuted sum under a S106 agreement. A letter before action has been sent to the debtor.

<b>54%</b> Percentage of total sundry debt over 90 days old	<b>13.0%</b> Target	 Change in trend (aim to minimise)
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At the report date there are 596 invoices over 90 days old. As a result of the vacancies in Central Finance, support to Services regarding managing sundry debt has been limited. However, from January 2022, measures will be put in place to reinstate the monthly monitoring reports sent to Services, increased frequency of the reminder/recovery process in Agresso (the Council's finance system), and automation of reports to Services direct from Agresso.

## 6.7 Governance Indicators

FOI and Data Breach Figures for Q3

<b>171</b> FOI requests	<b>2</b> FOIs appealed/reviewed	<b>23</b> Data breaches
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## 7.0 CONCLUSIONS

7.1 MB are asked to consider the risk of not achieving the Delivery Plan Supporting Projects highlighted in **Appendix 1** and flagged as areas of concern in section 6 of this report.

### 7.2 High risk:

- Length of stay in B&B temporary accommodation

**Medium risk:**

- Time to re-let local authority housing
- Number of people in temporary accommodation
- Implementation of the People Strategy
- Number of new homes built or converted
- IWMS & LMS implementation slippage.

7.3 MB are asked to consider the Corporate Health performance reported within this report. MB should pay attention to:

- Percentage of sundry debts over 90 days
- New benefit claim processing times
- Percentage of stage 1 complaints responded to within 10 working days
- Legal services: debt recovery

7.4 This report is focussed on the delivery of the priorities within our Corporate Delivery Plan. However, in addition to this, there has also been a number of other achievements that contribute to our corporate priorities, including:

<i>A strong local economy</i>	A new 10 day Christmas Fayre was held in Harrogate town centre in December. We partnered with Little Bird Made to bring an additional Christmas market to Valley Gardens, Harrogate in December. This was supported by offering free parking after 3pm at the Victoria multi storey car park from 22 <sup>nd</sup> November to 23 <sup>rd</sup> December.
<i>A sustainable environment</i>	We are planting around 100 trees on Wetherby Road in Harrogate to mark Her Majesty The Queen's Platinum Jubilee. Species include elm, oak, hornbeam, sycamore and lime. The Queen's Green Canopy will coincide with the borough council's plans to plant thousands of trees in Bilton Beck Wood and Willow Wood, Harrogate and Upper Horse Shoe Fields, Knaresborough as part of the White Rose Forest partnership.
<i>Supporting our communities</i>	Almost £300,000 has been awarded to a consortium of local authorities, including Harrogate, to help raise standards in private rented accommodation and address tenants' fuel poverty. The funding will help us support landlord and inform them about energy efficiencies and ensure tenants can live in a warm home with fair energy bills.

<i>Excellent public services</i>	We successfully organised and held a by-election for Police, Fire and Crime Commissioner at short notice. We collaborated well with other councils in North Yorkshire to deliver this.
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## 8.0 MB COMMENTS

8.1 Management Board (MB) is once again pleased to see performance holding up well against targets and plans. We would like to give our sincere thanks to all the officers involved in delivering and supporting our services over what has been a very challenging couple of years. This continued good performance would not have been possible without sizeable and sustained effort from Team Harrogate.

We recognise and are mindful that we are moving into a year where continuing this level of performance will be difficult. Faced with increasing vacancy rates, roles becoming increasingly difficult to recruit in to, responding to the ongoing needs of the Coronavirus Pandemic and Local Government Reorganisation preparation delivering our business as usual will become a challenge.

In response to this, we are currently finalising a prioritisation exercise that will set out our top 50 priorities for our final year as Harrogate Borough Council ensuring that we leave a fitting legacy as we move into North Yorkshire Council. Although delivery will remain challenging.

We note the performance around temporary stays in B&B accommodation and will continue to monitor the situation as we will with the re-let times for local authority housing and the number of people in temporary accommodation. We were pleased with the performance of Stage 2 complaints, sickness levels and progress against the majority of actions.

## 9.0 REQUIRED ASSESSMENTS AND IMPLICATIONS

9.1 The following were considered: Financial Implications; Human Resources Implications; Legal Implications; ICT Implications; Strategic Property/Asset Management Considerations; Risk Assessment; Equality and Diversity (the Public Sector Equality Duty and impact upon people with protected characteristics). If applicable, the outcomes of any consultations, assessments, considerations and implications considered necessary during preparation of this report are detailed below.

***Risk Statement***

- 9.2 MB can also consider the interventions in place to mitigate against these risks and confirm if these are adequate. In future these reports could include risk assessments for those individual actions that have been rated as 'Red' and will include an overall summary of Service Plan risks as well as the Corporate Delivery Plan.

**Background Papers – None**

**OFFICER CONTACT:** Please contact Sarah Cornforth, Improvement & Development Manager, Lawrence Fontana, Principal Business Intelligence and Performance Officer or Chris Watson, Principal Business Intelligence and Performance Officer, if you require any further information on the contents of this report. The officer can be contacted at on 01423 500600 ext 56823, ext 58468 or by e-mail – [sarah.cornforth@harrogate.gov.uk](mailto:sarah.cornforth@harrogate.gov.uk)  
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