

Appendix B

East Hampshire District Council Performance Report

Q2 2021-22

V1.13

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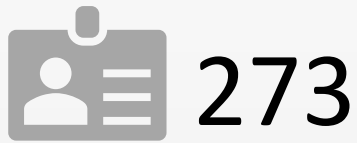
[Corporate Services](#)

[Regeneration & Place](#)

Headline achievements in Q2

- An innovative scheme to build self-contained accommodation ‘pods’ for housing the homeless was approved by Cabinet in September. The development will provide 10 dwellings in a former village hall and will feature solar panels and a ‘living’ sedum roof.
- We reached the milestone of £46 million of grants distributed to local businesses during the Covid-19 pandemic.
- The Exploration phase of the Shaping our Future programme is progressing at pace with the workstream toolkit development nearing completion, development of the Performance Management Framework continuing, and the collation of Insight packs for Heads of Service to use when we move into the Delivery phase.

People – key statistics for Q2



Total FTE at
end of
quarter



Number of new
starters



Number of
leavers



Turnover
rate

Reported sickness levels
remain well below the
national average for the
public and private sector



1.12

Average number of
sick days per FTE

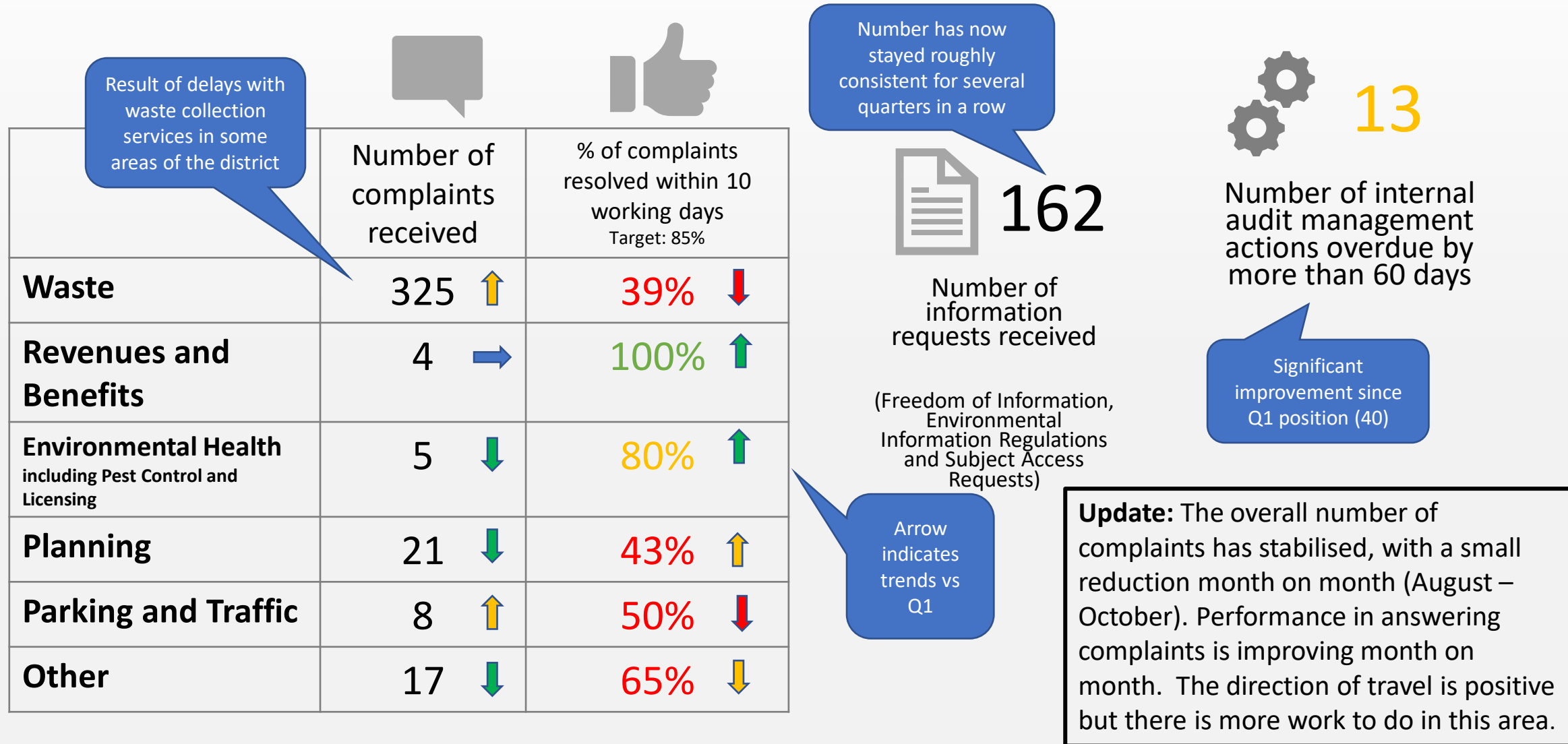
Public sector average: 2.2 days

Private sector average: 1.8 days

Finance – revenue budget outturn in Q2

	Full Year Budget £'000	Q2 Year End Forecast £'000	Q2 Variation to Budget £'000
Net Cost of Services	11.352	11.568	0.216
Funding	(11.352)	(11.352)	0.000
Net (Surplus) / Deficit	0	0.216	0.216

Corporate governance – key statistics for Q2



Risks currently scoring above 16 on the corporate risk register

Risk ID	Risk Title	Type	Category	Identification of areas where there are significant risks	Date Added	Risk Owner	Original Assessment			Planned Mitigation Actions	Mitigation Success Factor	Control Assessment		
							┐	–	▾			┐	–	▾
EH8	Corporate Project Delivery	GOVERNANCE	Reputation	Failure to maintain control of corporate project delivery leading to lack of clarity on priorities, use of resources resulting in reputational damage and potential costs and potential adverse impact on performance.	07/05/18	Gill Kneller	4	5	20	1) Establishment of Strategic Project Board for oversight of key corporate projects 2) Clear review of project milestones to ensure on track and delivering as per budget 3) Dedicated project budget monitoring - in particular Capital budget monitoring 4) All corporate projects have appropriate governance in place and regularly produce highlight reports 5) Review of Corporate projects to ensure focus and resource is on the right project areas covering Corporate Strategy, transformation and Covid-19 recovery	Corporate projects will deliver on time or be replaced by others with greater importance	4	4	16
EH11	Commercial property portfolio	FINANCIAL	Economic	Commercial property portfolio does not perform as expected due to general downturn in economy and/or portfolio not completed in order to return financial benefits	09/01/18	Simon Jenkins	4	5	20	1) Ensure balanced portfolio of properties in place to counter any particular failing sectors of economy 2) Ensure tenants are in long term full repairing leases and purchases are made on sound financial advice with appropriate due diligence completed. 3) Property acquisitions made in line with Commercial Property Strategy and through Property Board 3) Complete Peer Review of team and restructure as appropriate to ensure high performing property team to monitor portfolio	Income levels from property remain as per MTFS and budget	4	4	16
EH13	Cyber Attack – System failure	SERVICE	Technological	The Councils IT systems are brought down due to an external malicious attack leading to unavailability of information, case files, workflow and data required to run services resulting in delays and non-delivery; reputational impact; negative impact to customers requiring Council services and support, and a requirement on the Council to report an 'availability breach' to the ICO	30/01/19	Sue Parker	4	5	20	1) Capita to evaluate and implement data centre defences to reduce likelihood and impact – see Cyber Security Action Plan 2) Business Continuity Plans in place for all services which reflect complete loss of IT system (linked to IT provision: short term) 3) Corporate level review of BCDR plans in event of cyber attack	All actions in Cyber Security Action Plan completed and business continuity plans all updated and accessible. Corporate BCP updated with Cyber Attack scenario.	4	4	16
EH1	Contractual Arrangements	FINANCIAL	Partnership	Risk of our contractors failing to deliver all/part of the contract leading to non delivery of service(s) to our residents	01/09/16	Trevor Pugh	5	5	25	Waste contract 1) Delegated to Havant Borough Council. 2) NSE Board regularly meets to review current performance 2) Key performance indicators in place and being monitored for waste operation 3) Provision of expert financial and operational support to review accounts and co-develop a detailed Business Plan for 2022 and beyond. 4) Strengthened JV Liaison Team and recruitment to cover vacancies. 5) Risk based approach to JV Liaison. 6) Exit strategy 7) Review of Governance	Contract delivers as per cost and performance. Previous years accounts and current budget agreed; monthly budget monitoring and forecasting satisfactory. Business Plan produced in line with Service Agreement requirements. Governance actions completed Internal audit actions completed	4	4	16

A residual score of 16 is the threshold which has been set to indicate the Council's risk appetite (as per the Risk Management Framework).

Corporate Services dashboards

Performance information for Q2

[Commercial Development](#)

[Customer Services](#)

[Finance](#)

[Legal](#)

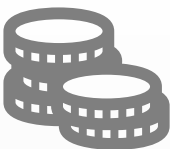
[Organisational Development](#)

[Programmes, Redesign & Quality](#)

[Strategic Commissioning](#)

Commercial Development

Head of Service: Chris Bradley



Budget variance in Q2

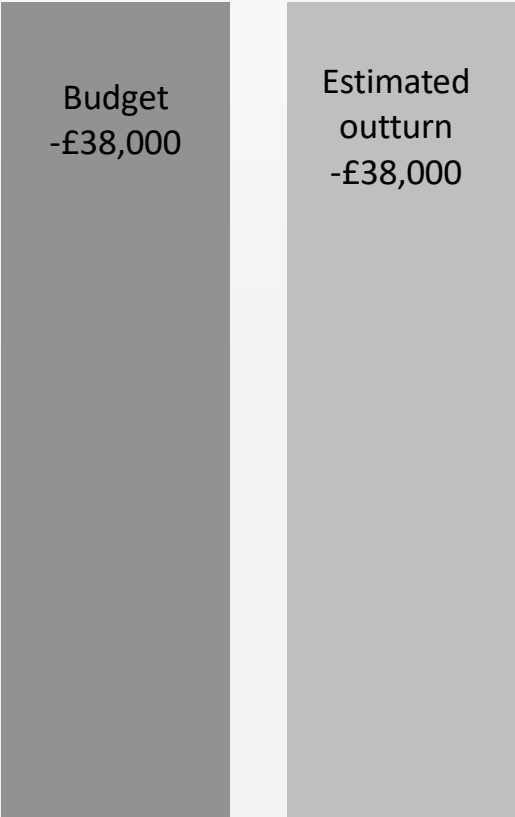


Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Further commercialisation options	Consideration of a business case as per budget challenge proposal		Potential services for commercialisation will be identified by the Shaping our Future transformation programme, using the programme toolkits currently being developed, against targets to be confirmed as part of the programme.	

East Hampshire Commercial Services: Q2 has seen the retention of several key partner authorities, including Southampton. The growth pipeline is good with detailed discussion ongoing with three new authorities. Recruitment remains a significant challenge, slowing the rate of recovery. Revenue is down but so are the corresponding staff costs. The recharge budget of £240k remains on target and profit is up by £17k. The focus is on recruitment to generate greater revenue.

No variance



Customer Services

Head of Service: Brian Wood

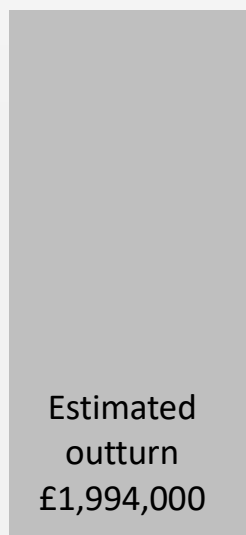
Incorporating:

Customer Services, Revenues & Benefits, Corporate Support, Elections, Land Charges, GIS, CRM, Insight



Budget variance in Q2

Variance of £282,000



Collection rates continue to be impacted by Covid-19



Key Performance Indicators

Drop in satisfaction caused by problems with waste collection

Indicator	Target	Q1	Q2
Customer satisfaction with CSC (%)	above 97%	99.1%	95%
Calls answered and completed by CSC - one and done (%)	above 65%	86.5%	86.3%
Council tax cash collection rate - cumulative (%)	above 98.9% (year end cumulative)	29.98%	58.28%
Non domestic rates cash collection rate - cumulative (%)	above 98.6% (year end cumulative)	29.74%	53.37%
Average processing time - housing benefit and council tax benefit change events (days)	below 7	6.69	5.43
Average processing time - housing benefit and council tax benefit - new claims (days)	below 17	18.39	16.87

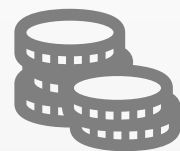


Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Discretionary Rate Relief Schemes	Review of schemes (yearly requirement)		Existing cases shared with Portfolio Holders - EHDC scheme will need some tidying to remove old terminology.	

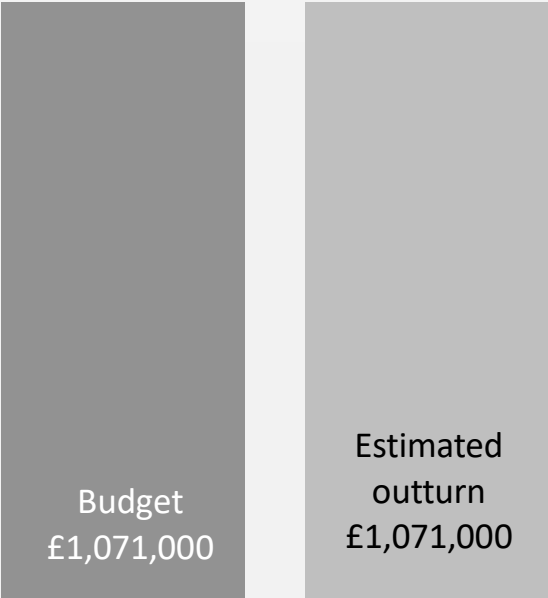
Finance

Head of Service: Matthew Tiller



Budget variance in Q2

No variance



Corporate Action Plan 2021-22

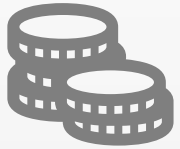
Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Finance service improvement	Service improvement work following return inhouse		Work successfully progressed over summer. Processes and procedures being updated for roll out. Finalising timescales.	

Legal

Head of Service: Daniel Toohey

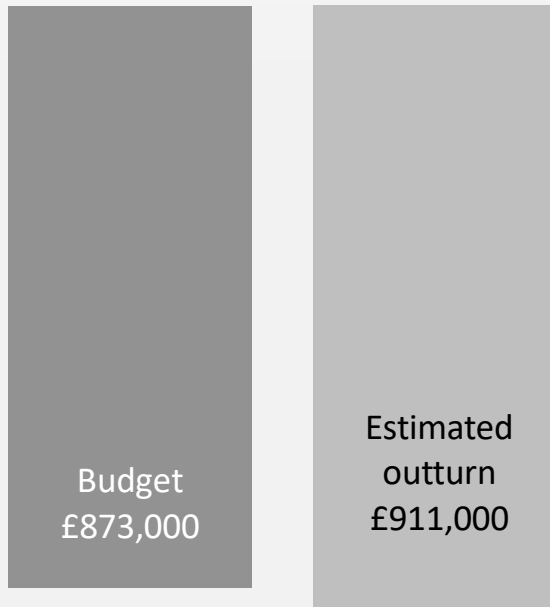
Incorporating:

Legal Services, Democratic Services



Budget variance in Q2

Variance of £38,000



Corporate Action Plan 2021-22

Project/ strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Governance improvement action plan	Actions to address recommendations made in governance review by David Bowles in 2020		Matter is monitored via a distinct Governance Improvement Action Plan, which is reported via the Corporate Governance Board and Standards Committee. Is on track.	

Further Corporate Action items and Performance Indicators under development by Head of Service and their team. Will be reported from Q3

Organisational Development

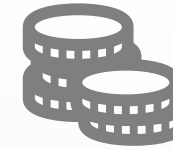
Head of Service: Caroline Tickner

Incorporating:

Human Resources, Communications & Marketing, Emergency Planning & Business Continuity, Health & Safety



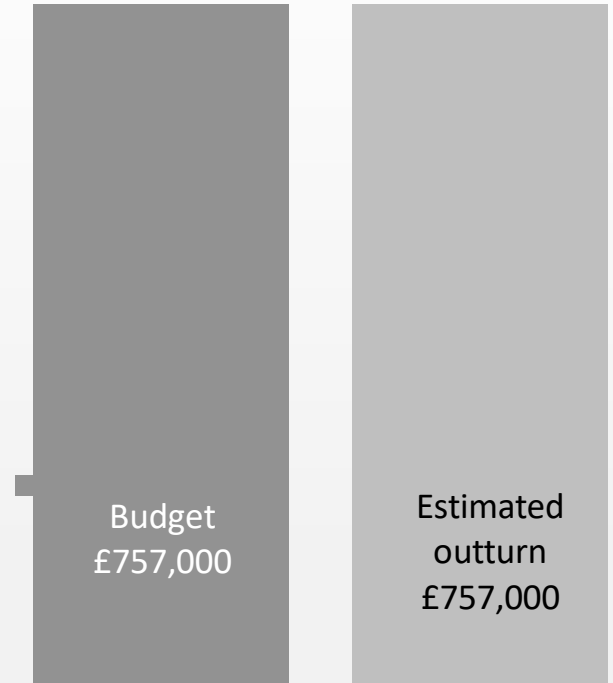
Corporate Action Plan 2021-22



Budget variance in Q2

No variance

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Interim workstyle solutions	Approach to co-ordinate next steps for new ways of working for reception and back office in Penns and Plaza		Trial is extended until end of January 2022 so more data on office use can be obtained. 2nd wave of staff survey underway. Interim report will be submitted to Executive Board early December for consideration of longer term position of working styles.	
Communications service review	Consideration of a business case as per budget challenge proposal		Business case and proposals are now drafted for consideration by Executive Board taking into account the Shaping our Future programme.	



Key Performance Indicators

Indicator	Target	Q1	Q2
Number of unique website visitors	N/A	88,000	85,000

Programmes, Redesign & Quality

Head of Service: Sue Parker

Incorporating:

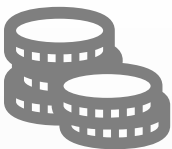
Business Solutions Unit, Digital Design, Information Governance, Governance Hub, Effective Working, Facilities Management, Street Care



Key Performance Indicators

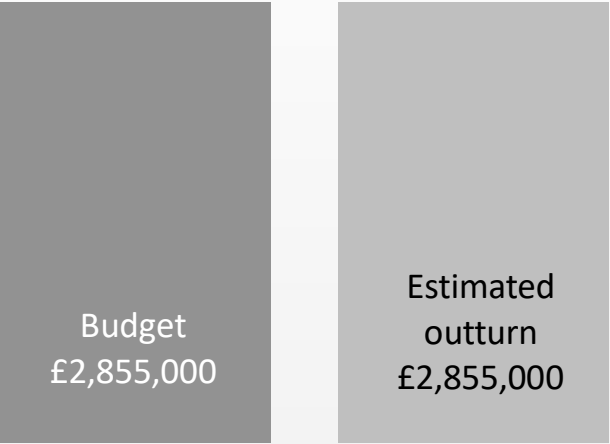
Indicator	Target	Q1	Q2
Freedom of Information - number of requests received	N/A	140	137
Freedom of Information - requests completed within 20 day statutory deadline (%)	above 95%	97.1%	96%
Environmental Information Regulations - number of requests received	N/A	23	22
Environmental Information Regulations - requests completed within 20 day statutory deadline (%)	above 95%	91.3%	100%
Subject Access Requests - number of requests received	N/A	3	3
Subject Access Requests - requests completed within statutory deadline of one month (%)	above 95%	100%	67%

One request not completed in time



Budget variance in Q2

No variance



Corporate Action Plan 2021-22

Project/strategy	Outcome	Q1 RAG status	Q2 update	Q2 RAG status
Digital Strategy	Numerous projects to deliver the strategy including foundation initiatives such as Sharepoint and transformation related priorities as informed by Shaping our Future		Multi Factor Authentication - now due Q3, will be with Havant and East Hants by Nov / Dec 2021. Tenancy split proposal due to JTB by end of Oct, going through final technical sign off. Sharepoint has been implemented as staff intranet. Move to Sharepoint for identified teams and network storage dependent on cluster order for Shaping our Future. Initial draft of High Level Design for Target Operating Model now completed.	

Strategic Commissioning

Head of Service: Trevor Pugh (ES)



Corporate Action Plan 2021-22

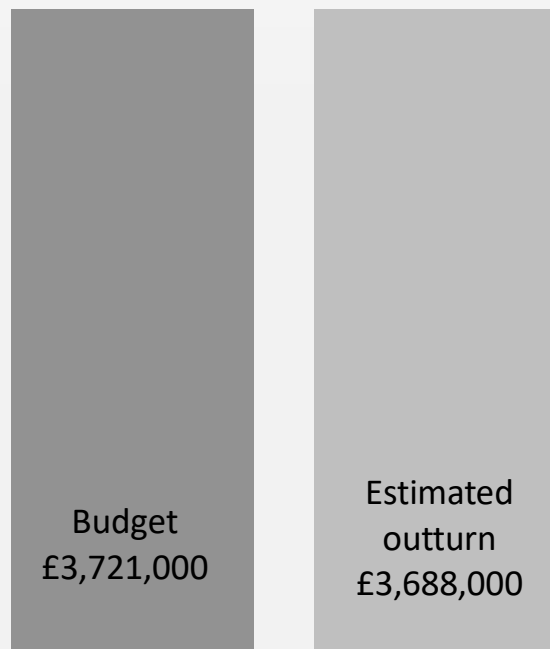
Incorporating:

Environmental Services (Norse), Leisure



Budget variance in Q2

Variance of £33,000



Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Future waste collection / HCC negotiations	Environment Bill and HCC efficiency savings implications		Environment Bill passing from House of Lords back to Commons for final stage w/c 18/10/21. Draft Hants Waste Strategy (JMWMS) reviewed and being submitted to both Cabinets in October 2021. Review of Project Integra commenced.	



Key Performance Indicators

Bin collection issues linked to driver shortages have persisted into Q2

Fly tipping remains high, in line with national trend

Indicator	Target	Q1	Q2
Number of missed bins	Less than 35 per 100,000	154	224
Percentage of household waste recycled and composted	Above 30%	28%	27%
Contamination of recycling (%)	Less than 10%	Not reported by Norse	15%
Number of fly tips reported	Less than 120	230	221

Regeneration & Place dashboards

Performance information for Q2

[Housing & Communities](#)

[Neighbourhood Support](#)

[Planning](#)

[Property](#)

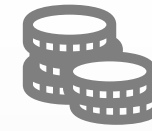
[Regeneration & Economy](#)

Housing & Communities

Head of Service: Tracey Wood



Corporate Action Plan 2021-22



Budget variance in Q2

No variance

Budget
£1,607,000

Estimated
outturn
£1,607,000



Key Performance Indicators

Project/ strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Community Engagement Strategy	Developing a community engagement strategy		A draft strategy is currently being worked on and will be developed alongside the relevant toolkits - will be brought to EB/CB for consultation in the Spring.	
Homelessness and Rough Sleeping Strategy	Implementation of Homelessness Strategy/Action Plan		Considerable work has been done for both councils on B&B use. Numbers continue to be high.	
S106 contributions	Implementation of plan to ensure S106 contributions for community posts are allocated appropriately		S106 contributions for live sites now received which has led to a request to allocate funds to recruit an additional New Developments post for Havant which will link with the existing East Hants team.	
Review of play park provision	Review the provision of play parks. Review ownership, maintenance and develop a forward refurbishment plan of play area provision		Specialist play consultants on standby awaiting Norse SE to complete the annual inspections which needs to be carried out first. Once this has been completed The Play Inspection Company will complete the audit and provide an overview of every play site x 46. This will enable the Leisure Team to prioritise which sites will be refurbished in order of need using the CIL allocated budget.	
Communities service review	Consideration of a business case as per budget challenge proposal		The Community Service is currently holding a number of vacancies whilst moving towards one service across both councils. There are currently a number of officers working across both councils on a trial basis. A business case will be worked up for consideration in the Spring	
Welfare and Wellbeing Strategy	Implementation of Welfare and Wellbeing Strategy		Update report to EB then going to Cabinet Briefing in October. All on track. All grants have been audited and received a very positive report.	

Indicator	Target	Q1	Q2
Affordable homes delivered	above 225 (year end cumulative)	17	25
Number of homelessness acceptances	below 60 (year end cumulative)	0	2
Number of homelessness interventions	above 600 (year end cumulative)	133	271
Number of households in B&B	below 40 (year end cumulative)	16 households spent time in B&B with 5 remaining at end of quarter	8
Number of weeks in B&B	Tracking only	58	89

Neighbourhood Support

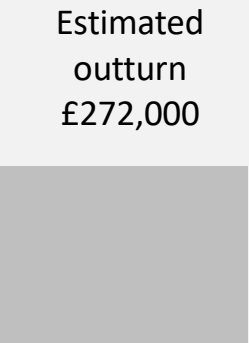
Head of Service: Natalie Meagher

Incorporating:
Environmental Health, Neighbourhood Quality,
Parking & Traffic Management



Budget variance in Q2

Variance of £870,000



Key Performance Indicators

Indicator	Target	Q1	Q2
Parking and traffic - income from pay and display machines - cumulative (£)	above £1,164,000 for Q2	£296,614	£656,400
Parking and traffic - income from Penalty Charge Notices - cumulative (£)	above £100,400 for Q2	£55,410	£100,010
Parking and traffic – PCN collection rate (%)	Tracking	72%	68%
Animal welfare – new and renewal licenses processed within time limit (%)	Tracking	20%	50%
Animal welfare – dog seizure target (1 working day) achieved (%)	Tracking	100%	100%
Animal welfare – first response target achieved (%)	Tracking	41%	38%
Animal welfare – service requests resolved within 90 days (%)	Tracking	69%	61%
Public health funerals – number of burials	N/A	0	0
Public health funerals – total costs (£)	N/A	N/A	N/A
Public health funerals – recovery of costs (%)	Tracking	N/A	N/A
Cemeteries – number of interments (including new burials, re-opens, cremations, cremation re-opens)	N/A	44	55
Pest control – number of pest treatments booked	N/A	87	65
Pest control – average number of working days between booking and initial visit	Tracking	12.6 days	12.8 days
Pest control – cumulative income (£)	Tracking	£8,519	£11,393

Neighbourhood Support

Key Performance Indicators

Indicator	Target	Q1	Q2
Food and safety – number of programmed food safety inspections carried out	Tracking	94	131
Food and safety – number of other food safety inspections carried out	Tracking	21	38
Food and safety – programmed food inspections carried out within 28 days of due date (%)	Tracking	5%	12%
Food and safety – new food business inspections carried out within 28 days of registration (%)	Tracking	3%	12%
Food and safety – food establishments receiving rating of 2 or lower (%)	N/A	1%	1%
Food and safety – service requests resolved within 90 days – food (%)	Tracking	97%	96%
Food and safety – service requests resolved within 90 days – H&S (%)	Tracking	82%	76%
Pollution – service requests resolved within 90 days (%)	Tracking	84%	80%
Pollution – number of new rodent cases	Tracking	12	15
Pollution – first response target achieved (%)	Tracking	61%	80%
Pollution – consultations responded to within target for Planning and Licensing (%)	Tracking	33%	37%
Private sector housing – total number of DFG cases approved and completed	N/A	25	12
Private sector housing – DFG cases (minor adaptations) completed within time limit of 90 days from valid referral (%)	Tracking	88%	14%
Private sector housing – DFG cases (complex adaptations) completed within time limit of 120 days from valid referral (%)	Tracking	31%	60%
Private sector housing – total DFG spend (£)	N/A	£163,957	£189,700
Private sector housing – number of HMO licences issued under Housing Act 2004	N/A	0	2
Private sector housing – service requests resolved within 90 days (%)	N/A	93%	82%
Private sector housing – number of properties improved through informal action	N/A	0	19
Private sector housing – number of properties improved through formal action	N/A	0	3

Neighbourhood Support



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Outbreak Control Plan	Development of plan for potential future Covid outbreaks		No further amendments to make at this time.	
Licensing service review	Resourcing review of service across both EHDC and HBC		No further progress made due to other work taking priority. As Covid restrictions have eased the workload for this service has increased, the result being no capacity to progress the service review.	
Designated Public Place Orders	Review in light of new legislation		Dog PSPO for East Hampshire has been sealed and is due to commence in November.	

Planning

Interim Heads of Service: Julia Mansi and Vicki Potts

Incorporating:

Development Management, Planning Policy, Building Heritage, Building Control, RegenCo

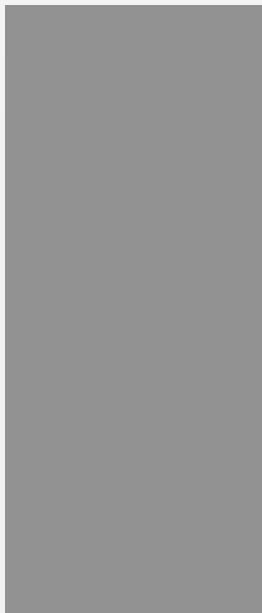


Key Performance Indicators

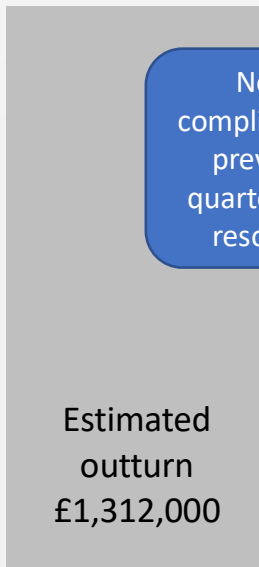


Budget variance in Q2

Variance of £105,000



Budget
£1,417,000



Estimated
outturn
£1,312,000

Non-
compliance in
previous
quarter now
resolved

Indicator	Target	Q1	Q2
Number of non-compliances found under the LABC Quality Management Scheme registered under ISO 9001:2015 (internal review)	0	1	0
Number of previous non-compliances under the LABC Quality Management Scheme reviewed and resolved	Number of non-compliances found in previous quarter	N/A (none found)	1
Number of claims submitted against the Council for Building Control negligence / non-compliance that the Council was unsuccessful in defending	0	0	0
Number of Building Regulations projects commenced under the Council's control	N/A	242	176
Number of Building Regulations projects completed under the Council's control	N/A	Not able to report due to back office system migration	339 Including Competent Persons Scheme registrations
Dangerous structures receiving an initial risk assessment within 24 hours of report being received (%)	100%	100%	100%
Full Plans applications decided within statutory time limit (%)	100%	Not able to report due to back office system migration	Not able to report due to back office system migration
Full Plans applications checked within 15 days (%)	above 90%	Not able to report due to back office system migration	Not able to report due to back office system migration

Planning



Corporate Action Plan 2021-22

Project/ strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
DSIP: Planning/Land Charges/ Environmental Health system replacement	Procurement and implementation of replacement system (to replace Acolaid)		Project still paused pending work on TOM.	
Local Plan	Progress of production of Local Plan		On 23 September 2021, the Council approved the different spatial options for the EHDC Local Plan 2017-2038 for further consideration. The planning policy team are continuing to collect the necessary evidence to support a Regulation 19 consultation of the Local Plan expected in Spring 2022.	
RegenCo future model	Review of options for future delivery model		We continue to investigate the pros and cons of potentially establishing RegenCo as a standalone company considering amongst other options a Teckal or a Ltd company to enable us to work within both the private and public sectors. As part of the business model investigation, we are undertaking a review with the primary aim being to reduce outgoing costs for RegenCo that are not recouped by client project fees, specifically focussing on funding for Business Development activity and bid writing which currently sit both inhouse and with external consultants.	



Key Performance Indicators

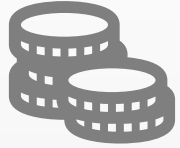
One application
not decided in time

Backlog being actively
addressed, as an adjunct to
"Business as Usual"

Indicator	Target	Q1	Q2
Major planning applications - number decided	N/A	6	3
Major planning applications - % decided within 13 weeks or agreed time extension	above 70%	100%	67%
Minor planning applications - number decided	N/A	54	52
Minor planning applications - % decided within 8 weeks or agreed extension	above 65%	78%	77%
Other planning applications - number decided	N/A	184	169
Other planning applications - % decided within 8 weeks or agreed extension	above 80%	95%	82%
All applications - % decided within 26 weeks	above 98%	98%	99%
Discharge of condition applications - % decided within 8 weeks	above 80%	66%	37%
Major planning applications - % of decisions allowed on appeal	below 20%	0%	0%
Minor and other planning applications - % of decisions allowed on appeal	below 30%	0.9%	0.7%
SDNP major planning applications - number decided	N/A	2	2
SDNP major planning applications - % decided within 13 weeks or agreed time extension	above 60%	0%	100%
SDNP minor planning applications - number decided	N/A	25	15
SDNP minor planning applications - % decided within 8 weeks or agreed extension	above 65%	84%	67%
SDNP other planning applications - number decided	N/A	113	86
SDNP other planning applications - % decided within 8 weeks or agreed extension	above 80%	91%	87%
CIL and S106 agreements - monitoring fees collected (£)	above £44,000 (year end cumulative)	£72,903	£26,646

Property

Head of Service: Clare Chester



Budget variance in Q2

No variance

Budget
-£3,683,000

Estimated
outturn
-£3,683,000



Corporate Action Plan 2021-22

Project/ strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Property management system	Procurement and implementation of new property management system		Draft specification approved. Tender process and timeframe agreed with procurement. Testing with IT re: data capabilities.	
Estates and Facilities team options including accommodation	Consideration of business case as per budget challenge proposal		Initial discussions underway and early consideration but limited progress made yet due to other priorities.	
Future operational estate	Review of Penns Place and strategy for accommodation needs		Future working style trial extended until end Jan. Consultants appointed and in active dialogue with SDNP pending future planning application.	
Property investment	Continued property investment as per Commercial Investment Strategy		PRIB meeting regularly and receiving updates on Commercial Investment Portfolio. Key issue around changes to PWLB guidance & CIPFA rules mean strategy needs to be reconsidered. Hiatus pending clarity around financial rules and appetite for risk.	



Key Performance Indicators

Indicator	Target	Q1	Q2
Rent arrears for all tenanted commercial property – average across quarter (£)	Below 10% of gross annual income	£659,797 5.81% of gross annual income	£785,154 7.8% of gross annual income
Rent arrears over 90 days (aged debts) for all tenanted commercial property – at end of quarter (£)	Below 5% of gross annual income	£178,073 1.57% of gross annual income	£109,421 1.09% of gross annual income

Regeneration & Economy

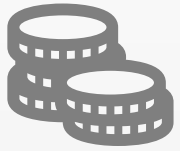
Head of Service: Clare Chester

Incorporating:

Regeneration & Placemaking, Economic Development

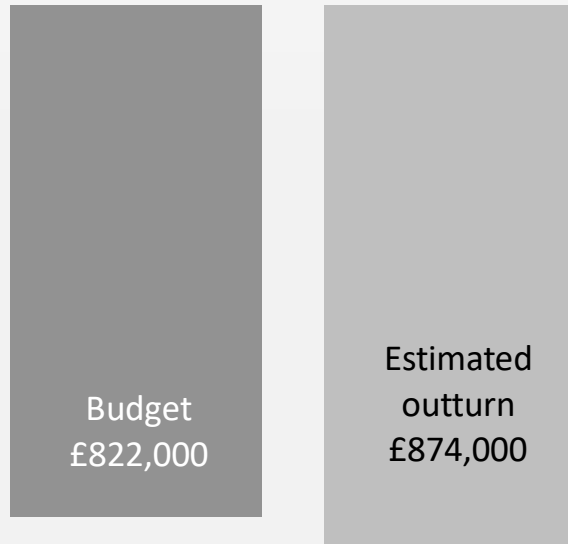


Corporate Action Plan 2021-22



Budget variance in Q2

Variance of £52,000



Project/strategy	Objective	Q1 RAG status	Q2 update	Q2 RAG status
Review of shared Regeneration arrangements	Consideration of a business case as per budget challenge proposal	Yellow	Consultation with staff concluded and transition to new arrangements completed beginning Q2.	Green
Whitehill and Bordon town centre	Redevelopment of town centre site	Green	Continue to work with key partners on an operational model to ensure that a planning application can be submitted. Paper agreed at Cabinet 1st July 2021. Awaiting outcome on CCG considerations.	Yellow
Enhance East Hants	Regeneration strategy for the district of East Hampshire	Green	Continued good progress with place making projects across the district and ongoing liaison amongst all tiers of local government to support delivery of projects.	Green