

Havant Borough Council

Performance report

Q1 2021-22

v5

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[Corporate Services](#)

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Headline achievements in Q1

- Planning permission has been granted for the **Havant Thicket Reservoir** which will safeguard water supply in the borough for decades to come, as well as providing a recreational asset for local residents to enjoy
- The **Local Plan** for Havant borough has entered a significant new stage in its development, with the first independently managed hearings being arranged for early in Q2
- We continued to help more than 700 local businesses by distributing Covid-related **support grants** as the country came out of lockdown
- The Beachlands area of Hayling Island has retained its prestigious **Blue Flag Award** following a 'mystery shopper' style visit from the organisation that awards the status
- The **local elections** in May were run smoothly despite the additional Covid-19 safety requirements
- Due to driver shortages significant parts of some waste collection rounds were not carried out to schedule and collection days were delayed. Customers were asked not to report these as missed bins, however, so that the service could focus on the individual missed collections that they were otherwise unaware of
- The mobilisation phase of **Shaping our Future** has been completed, following the all member briefings, overview and scrutiny meetings and approval of the business case and associated resources by Cabinet

People – key statistics for Q1



Total FTE at end of quarter



Number of new starters



Number of leavers



Turnover rate

Turnover has increased as the country moves out of Covid restrictions

Sickness levels remain below the national average for the public and private sector



Average number of sick days per FTE

Public sector average: 2.2 days
Private sector average: 1.8 days

Finance – revenue budget outturn in Q1

	Full Year Budget	Q1 Year End Forecast	Q1 Variation to Budget
	£'000	£'000	£'000
Net Cost of Services	13.593	13.792	0.199
Funding	(13.593)	(13.593)	0.000
Net (Surplus) / Deficit	0	0.199	0.199

Corporate governance – key statistics for Q1

Result of delays with waste collection services in some areas of the borough

	Number of complaints received	% of complaints resolved within 10 working days Target: 85%
Waste	373	42%
Revenues and Benefits	38	88%
Environmental Health including Pest Control and Licensing	7	80%
Planning	16	50%
Parking and Traffic	9	78%
Other	9	89%



156

Number of information requests received

(Freedom of Information, Environmental Information Regulations and Subject Access Requests)



41

Number of internal audit management actions overdue by more than 60 days

Management action is taking place to resolve these – several relate to services that have recently been brought inhouse so are now able to be addressed

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		
							┌	┐	▾			┌	┐	▾
HB6	Medium Term Financial Strategy	FINANCIAL	Economic	The ongoing viability of the authority being able to manage a balanced budget. Current MTFS highlights a shortfall of £12M over the course of the MTFS	28/11/16	Lydia Morrison	4	5	20	1. MTFS is reviewed each year as part of budget setting exercise. Budget challenge sessions held each year to scrutinise future business plans and income/savings. 2. Full MTFS review to take place in 2020/21 to alongside the Transformation programme 3. Identify and manage in-depth service budgets income/expenditure to rebalance budget 4. Consider the impact of Covid-19 on the MTFS	The authority has a balanced budget	4	4	16
HB10	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
HB15	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

Reduced number of risks scoring above 16, compared to Q3 and Q4

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 Q1

[Customer Services](#)

[Finance](#)

[Legal](#)

[Organisational Development](#)

[Programmes, Redesign & Quality](#)

[Strategic Commissioning](#)

Customer Services

Head of Service: Brian Wood

Incorporating:

Corporate Support, Elections, Land Charges, GIS, Insight

Customer Services and Revenues and Benefits are provided by Capita



Budget variance in Q1

No variance

Budget
£3,231,000

Estimated
outturn
£3,231,000



Key Performance Indicators

Indicator	Target	Q1
Calls answered and completed by CSC - one and done (%)	above 95%	98.5%
Calls answered within 20 seconds in the CSC (%)	above 75%	13.0%
Council tax cash collection rate - cumulative (%)	above 98.9% (year end cumulative)	28.94%
Non domestic rates cash collection rate - cumulative (%)	above 98.6% (year end cumulative)	18.21%
Average processing time - housing benefit and council tax benefit change events (days)	below 7	9.1
Average processing time - housing benefit and council tax benefit - new claims (days)	below 17	10.9

Impacted by a huge increase in calls relating to waste collection

Collection rates continue to be impacted by Covid-19

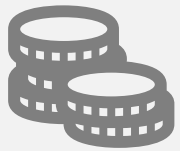


Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 update	Q1 RAG status
Discretionary Rate Relief Schemes	Review of schemes (yearly requirement)	No progress in Q1 – due to start in Q2	
CRM improvements	Development and implementation of customer portal at HBC	Change to plans - Business Case for Customer Portal at HBC to be included in full Business Case for Transformation - this will ensure that the requirements for the CRM / Portal match the overall IT design for Transformation	

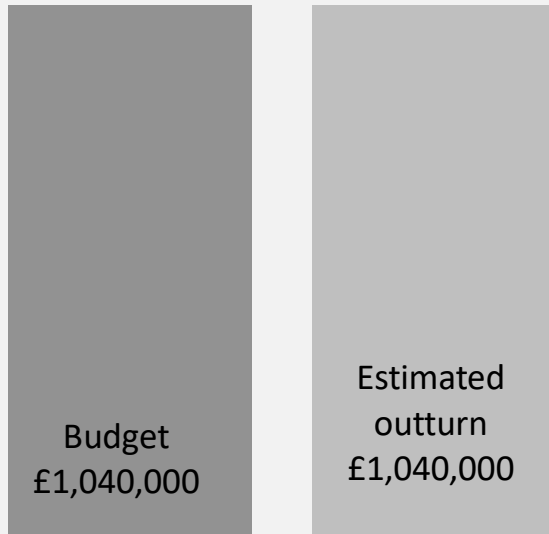
Finance

Head of Service: Matthew Tiller



Budget variance in Q1

No variance



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 update	Q1 RAG status
Finance service improvement	Service improvement work following return inhouse	Exchequer function now successfully in-housed. Work commenced on the service improvement plan	

Legal

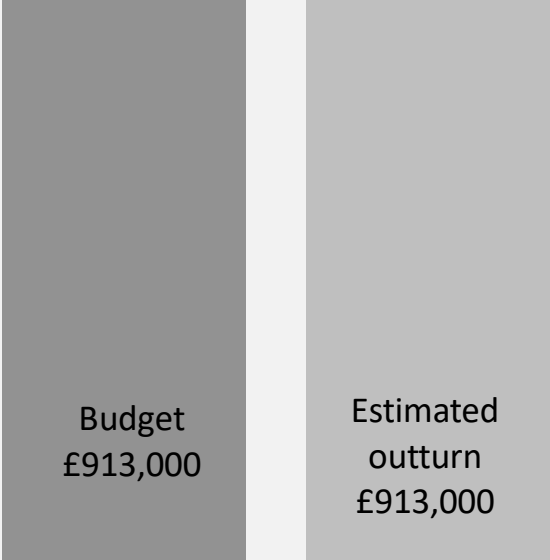
Head of Service: Daniel Toohey

Incorporating:
Legal Services, Democratic Services



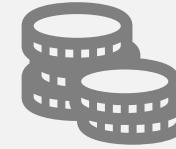
Budget variance in Q1

No variance



Organisational Development

Head of Service: Caroline Tickner



Budget variance in Q1

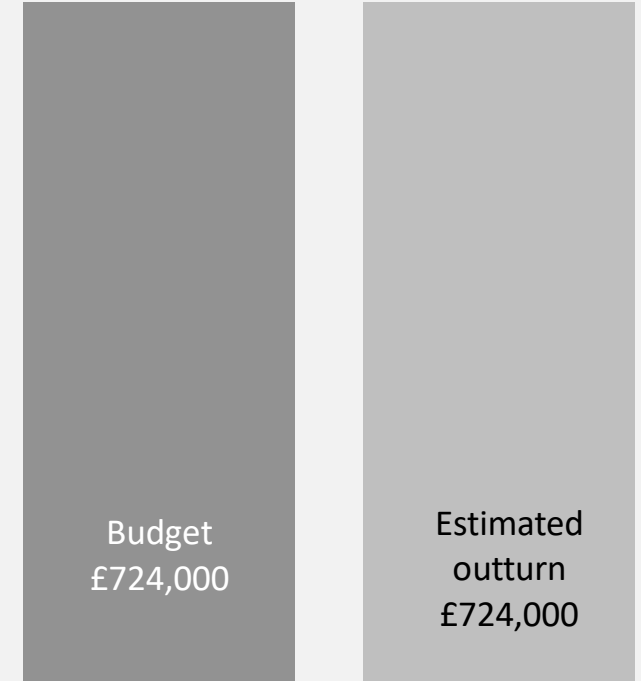
No variance

Incorporating:

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



Corporate Action Plan 2021-22



Project/strategy	Objective	Q1 update	Q1 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	Future Working Styles trial will go live from 19 th July, delayed slightly due to the UK roadmap. All aspects of the project are complete to enable the trial to commence. Performance measures are set with regular reporting to Executive Board on progress	Green
Communications service review	Consideration of a business case as per budget challenge proposal	Business case is in draft and will be finalised Q2 21/22. There has been a slight delay due to competing priorities and resources to support transformation and other associated OD activity	Yellow



Key Performance Indicators

Indicator	Target	Q1
Number of unique website visitors	N/A	113,000

Programmes, Redesign & Quality

Head of Service: Sue Parker

Incorporating:

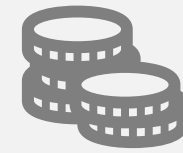
Business Solutions Unit, Digital Design, Information Governance, Governance Hub, Effective Working, Facilities Management



Key Performance Indicators

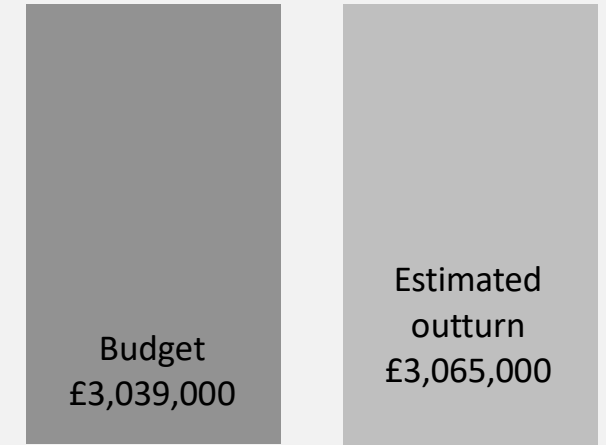
Indicator	Target	Q1
Freedom of Information - number of requests received	N/A	126
Freedom of Information - requests completed within 20 day statutory deadline (%)	above 95%	95%
Environmental Information Regulations - number of requests received	N/A	26
Environmental Information Regulations - requests completed within 20 day statutory deadline (%)	above 95%	100%
Subject Access Requests - number of requests received	N/A	4
Subject Access Requests - requests completed within statutory deadline of one month (%)	above 95%	75%

1 request was not completed in time – this was due to the complexity and volume of information required



Budget variance in Q1

Variance of £26,000



Corporate Action Plan 2021-22

Project/strategy	Outcome	Q1 update	Q1 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	Case management high level designs have been produced, and are now going through an independent peer review. This is due to complete July 2021 and will inform solution design in preparation for implementation	
Review of Mayoral provision	Consideration of a business case as per budget challenge proposal	Director/Leader level discussions have framed the approach to events etc early in the 21-22 Mayor's tenure. Further efficiencies to be developed during Q2 as per plan.	

Strategic Commissioning

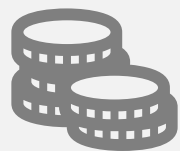


Corporate Action Plan 2021-22

Head of Service: Trevor Pugh (ES)

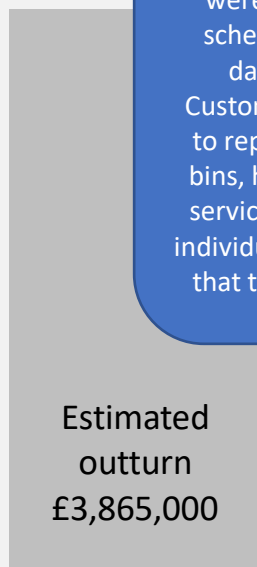
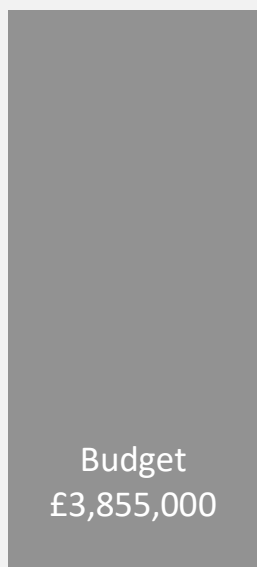
Incorporating:

Capita, Environmental Services (Norse), Leisure



Budget variance in Q1

Variance of £10,000



Due to driver shortages significant parts of some waste collection rounds were not carried out to schedule and collection days were delayed. Customers were asked not to report these as missed bins, however, so that the service could focus on the individual missed collections that they were otherwise unaware of.

Fly tipping remains high

Project/strategy	Objective	Q1 update	Q1 RAG status
Future waste collection / HCC negotiations	Environment Bill and HCC efficiency savings implications	Government response to Env Bill consultation expected Dec/ Jan followed by further consultation on implementation. Draft Hants waste strategy received for comments, initial all Member briefing carried out and further Member engagement tba. Project Integra draft revised MoU expected Sept. WRAP report received.	A
Review of leisure provision	Negotiations over Horizon and future leisure provision	Officers have set up Monthly meetings with HLT to monitor recovery and performance post covid restrictions. HLT has developed its Medium term (5Yr) strategy to adapt and change following COVID. The Strategy now being reviewed by Officers.	A
NSE commercial strategy	Oversight of Norse commercial strategy	Business Development Manager recruitment unsuccessful and to be re-run. Commercial Strategy awaits BDM appointment. Norse SE reporting significant pipeline of commercial work however.	R



Key Performance Indicators

Indicator	Target	Q1
Number of missed bins	Less than 35 per 100,000	621
Percentage of household waste recycled and composted	Above 30%	25%
Contamination of recycling (%)	Less than 10%	Not reported by Norse
Number of fly tips reported	Less than 120	337

Regeneration & Place dashboards

Performance information for Q1

[Coastal Partnership](#)

[Housing & Communities](#)

[Neighbourhood Support](#)

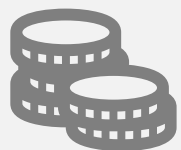
[Planning](#)

[Property](#)

[Regeneration & Economy](#)

Coastal Partners

Head of Service:
Lyall Cairns



Budget variance in Q1

No variance

Budget
£417,000

Estimated
outturn
£417,000



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 update	Q1 RAG status
Langstone Flood and Coastal Erosion Risk Management Scheme	Reduce flood risk to Langstone community and protect access to Hayling Island	All professional services have been appointed, including the Detailed Design Consultants, Archaeological and Heritage Support, Early Contractor Involvement and Cost Consultant. OBC Submission has required additional work from AECOM to update the economics and benefits following National Guidance changes, this has delayed the ability to submit the OBC until September. This will not impact the programme and other milestones.	
Coastal Partners governance and business model review	Review of governance arrangements for partnership to ensure the service is fit for future	Review of the Service Agreement taking place currently (July 2021) in lieu of a 5th partner joining the Partnership.	
Warblington new pedestrian bridge (CELT led project)	Protection of pedestrians when crossing Warblington train line	Updated Leader, Portfolio Holder and Ward Cllr Payter 7 July. EB report drafted with NR updates. Report now to be internally reviewed and scheduled for EB in August.	
Hayling Island beach management activities and supporting studies	Manage flood risk to 1700 homes at Eastoke	Term contractor procured and appointed to deliver proposed works in 2021 and spring 2022. EA Funding and approval for 2 year extension secured.	
Broadmarsh Coastal Park and coastal Landfill Protection Project	Understand and respond to erosion risk to the coastal landfill at Broadmarsh	Feasibility study complete. Cabinet Lead briefing 19th July 2021 on findings and proposed route forwards.	
Hayling Island Coastal Strategy	Understand the flood and erosion risk to the Hayling Island coastline and develop a long-term strategic approach to implement the shoreline management plan policies	Baseline modelling and economics has been updated, incorporating latest climate change guidance. The longlist of strategic management options has been appraised and refined to a shortlist. A virtual project update meeting was held with key stakeholder and the steering group on 14th July 2021.	
Coastal survey programme	Implement coastal survey programme in line with SLAs – topographic surveys carried out for the regional monitoring programme to monitor coastal change and processes	All spring surveys completed to programme and budget. Deployment of UAV has provided efficiencies, and reduced C19 risks to team.	

Housing & Communities

Head of Service: Tracey Wood

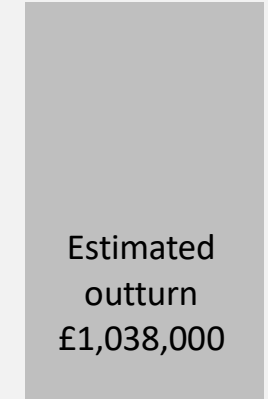
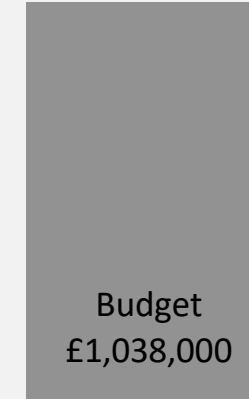


Corporate Action Plan 2021-22



Budget variance in Q1

No variance



Key Performance Indicators

Project/strategy	Objective	Q1 update	Q1 RAG status
Community Engagement Strategy	Developing a community engagement strategy	This is being devised by the Community Development SoF Workstream lead. It is not a dependency of the SoF work but closely linked.	Green
Homelessness and Rough Sleeping Strategy	Implementation of Homelessness Strategy/Action Plan	17 units developed AH Cabinet Liaison Panel set up 2 meetings held Worked with over 100 homeless households 1 Rough Sleeper at end of Q	Green
S106 contributions	Implementation of plan to ensure S106 contributions for community posts related to new developments are allocated appropriately	On track	Green
Review of play park provision	Review the provision of play park Review ownership, maintenance and develop a forward refurbishment plan of play area provision	Specialist play consultants have been appointed to complete review of all play areas, providing recommendations on future refurbishment programme.	Green
Communities service review	Consideration of a business case as per budget challenge proposal	Placed on hold, whilst staff seconded to Shaping our Future	Yellow

Still housing rough sleepers in line with government guidance

Indicator	Target	Q1
Affordable homes delivered	above 225 (year end cumulative)	16
Number of homelessness acceptances	below 60 (year end cumulative)	3
Number of homelessness interventions	above 600 (year end cumulative)	178
Number of households in B&B	below 40 (year end cumulative)	116 households spent time in B&B with 56 remaining at end of quarter
Number of weeks in B&B	Tracking	275

Neighbourhood Support

Head of Service: Natalie Meagher

Incorporating:

Environmental Health, Neighbourhood Quality, Parking & Traffic Management

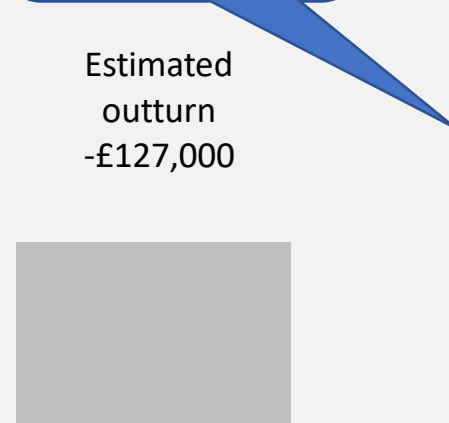


Budget variance in Q1

Variance of £359,000



System development work is in train to allow reporting on these KPIs. The age of the system is a limiting factor. Aim is to be ready by Q3.



Key Performance Indicators

Parking revenue is below budget, but performance has clearly improved over the Quarter

Indicator	Target	Q1
Parking and traffic - income from pay and display machines (£)	£538K, for Q1	£408,223
Parking and traffic - income from Penalty Charge Notices (£)	£82.1K	£48,068
Parking and traffic - PCN collection rate (%)	Tracking	57.85%
Public health funerals – number of burials / cremations	N/A	3/1
Public health funerals – total costs (£)	N/A	£6,746.01
Public health funerals – recovery of costs (%)	Tracking	24.78%
Pest control – total income (£)	TBC	£4643
Private sector housing – total number of DFG cases approved and completed	N/A	In development
Private sector housing – DFG cases (minor adaptations) completed within time limit of 90 days from valid referral (%)	Tracking	In development
Private sector housing – DFG cases (complex adaptations) completed within time limit of 120 days from valid referral (%)	Tracking	In development
Private sector housing – total DFG spend (£)	N/A	£304,182
Neighbourhood quality – number of fly tipping enforcement actions taken	Tracking	19

Neighbourhood Support



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 update	Q1 RAG status
Outbreak Control Plan	Development of plan for potential future Covid outbreaks	Restrictions are due to be lifted imminently, so this item will remain a live document, and will be reviewed should further restrictions be required if a third wave becomes a reality.	
Licensing service review	Resourcing review of service across both EHDC and HBC	Engaged with Business Solutions Unit and arranged for a capacity analysis to be undertaken for HBC & EHDC. Previously carried out for EHDC only (2017) as HBC were being transferred to Capita, but ultimately the service has remained in house. Capacity analysis will be completed in Q2. This will then feed into how the service review will be taken forward. Business Process Mapping has also been undertaken (to support DSIP) but this has resulted in a number of process changes to increase efficiency.	
Designated Public Place Orders	Review in light of new legislation	84 play areas have been put forward for consideration in the Order, which has resulted in additional work. Dog PSPO is now ready to be sealed.	

Planning

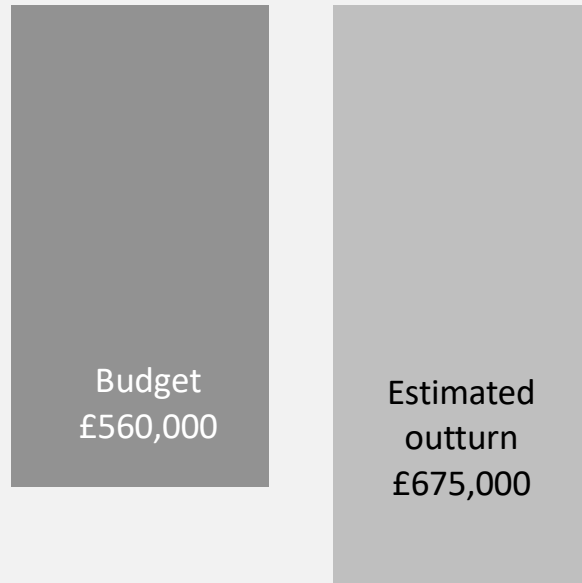
Interim Heads of Service: Julia Mansi and David Hayward

Incorporating:
Development Management, Planning Policy, Building Heritage, Building Control



Budget variance in Q1

Variance of £115,000



Key Performance Indicators

Indicator	Target	Q1
Number of non-compliances found under the LABC Quality Management Scheme registered under ISO 9001:2015 (internal review)	0	1
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)
Number of claims submitted against the Council for Building Control negligence / non-compliance that the Council was unsuccessful in defending	0	0
Number of Building Regulations projects commenced under the Council's control	N/A	180
Number of Building Regulations projects completed under the Council's control	N/A	Not able to report due to back office system migration
Dangerous structures receiving an initial risk assessment within 24 hours of report being received (%)	100%	100%
Full Plans applications decided within statutory time limit (%)	100%	Approx 90%
Full Plans applications checked within 15 days (%)	above 90%	85%

Large influx of applications in April 21 (50% over normal levels)

Continued on next slide

Planning



Corporate Action Plan 2021-22

Conditions Officer post now filled but workloads remain high due to increased number of applications

Project/strategy	Objective	Q1 update	Q1 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	Yellow
Local Plan	Progress of production of Local Plan	The Local Plan has been submitted for examination and Part 1 hearing sessions have taken place. The team awaits dates for Part 2 hearings.	Green
CIL Spending Protocol	Comprehensive review of CIL Spending Protocol	The revised CIL Spending Protocol was presented to The Planning Policy Committee in July. On the Leader's request this did not go forward to Full Council and is being further reviewed.	Yellow



Key Performance Indicators

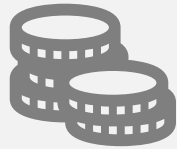
Indicator	Target	Q1
Major planning applications - number decided	N/A	4
Major planning applications - % decided within 13 weeks or agreed time extension	above 70%	50%
Minor planning applications - number decided	N/A	35
Minor planning applications - % decided within 8 weeks or agreed extension	above 65%	77%
Other planning applications - number decided	N/A	195
Other planning applications - % decided within 8 weeks or agreed extension	above 80%	93%
All applications - % decided within 26 weeks	above 98%	99%
Discharge of condition applications - % decided within 8 weeks	above 80%	39%
Major planning applications - % of decisions allowed on appeal	below 20%	0%
Minor and other planning applications - % of decisions allowed on appeal	below 30%	0.37%
CIL and S106 agreements – monitoring fees collected	above £130,000 (year end cumulative)	£49,800

Property

Interim Head of Service: Natalie Meagher



Corporate Action Plan 2021-22



Budget variance in Q1

No variance



Now includes the Meridian Centre.
Details as at 2 Sept, for Q1 period

Project/strategy	Objective	Q1 update	Q1 RAG status
Property management system	Procurement and implementation of new property management system	Soft market testing undertaken, expressions of interest received from four providers. BPM and CJM completed. Currently finalising financials in specification and costs with Capita.	Green
Estates and Facilities team options including accommodation	Consideration of business case as per budget challenge proposal	Not yet commenced. Dependencies include - Shaping our Future ToM, organisational design, future ways of working pilot, property management system implementation.	Green



Key Performance Indicators

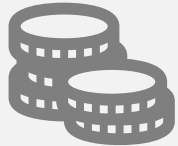
Indicator	Target	Q1
Rent arrears for all tenanted commercial property – average across quarter (£)	Below 10% of gross annual income (£2.395M)	£52K (due in quarter only)
Rent arrears over 90 days (aged debts) for all tenanted commercial property – at end of quarter (£)	Below 5% of gross annual income (£2.395M)	£361K (as at 2 nd Sept)

Regeneration & Economy

Head of Service: Clare Chester

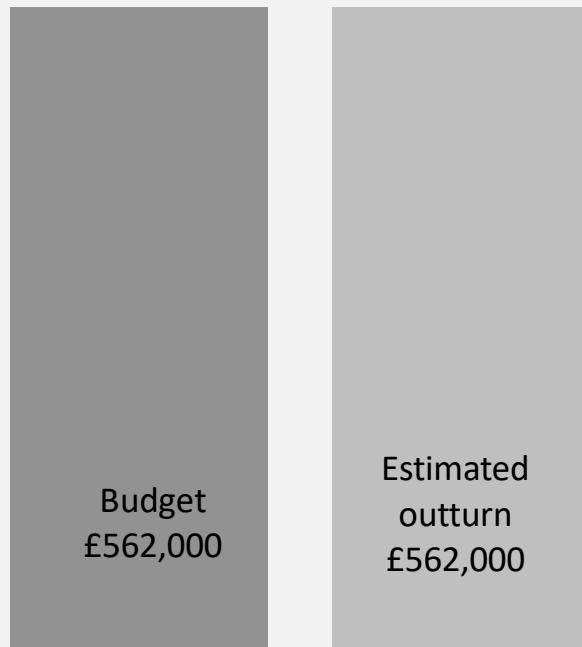
Incorporating:

Regeneration and Placemaking, Economic Development



Budget variance in Q1

No variance



Corporate Action Plan 2021-22

Project/strategy	Objective	Q1 update	Q1 RAG status
Review of shared Regeneration arrangements	Consideration of a business case as per budget challenge proposal	Consultation with staff concluded and transition to new arrangements underway (to be completed beginning Q2).	Yellow
Havant town centre redevelopment	Regeneration project	Levelling Up Fund bid for the town centre was submitted in June, awaiting the decision. Outline business case has been drafted and is to be taken to Cabinet in September.	Yellow
Hayling Seafront Strategy	Regeneration project	Workshop completed, vision being developed and due to go to Cabinet in September	Green
Regeneration Strategy	Review and refresh of Regeneration Strategy	A Cabinet report is being drafted and will be taken for a decision to proceed with the refresh at the beginning of September.	Green