

# Finance and Governance Cabinet Advisory Board

14 November 2017

Is the final decision on the recommendations in this report to be made at this meeting?

No

## Performance Summary: Quarter 2

<b>Final Decision-Maker</b>	Cabinet
<b>Portfolio Holder(s)</b>	Councillor David Jukes, Leader of the Council
<b>Lead Director</b>	Lee Colyer, Director of Finance, Policy and Development
<b>Head of Service</b>	Jane Clarke, Head of Policy and Governance
<b>Lead Officer/Author</b>	Jane Clarke, Head of Policy and Governance
<b>Classification</b>	Non-exempt
<b>Wards affected</b>	All

### This report makes the following recommendations to the final decision-maker:

1. That Cabinet notes the progress made against each of its Corporate Priorities 2017/18 at the end of quarter two, as set out in the report and Appendix A;
2. That Cabinet notes the progress made against the Change Programme 2017/18 at the end of quarter two, as set out in the report and Appendix B;
3. That Cabinet notes the Council's performance on Council Business at the end of quarter two, as set out in the report and Appendix C; and
4. That Cabinet notes the challenges and proposed actions for each underperforming indicator within the Recovery Plans at Appendix D.

### This report relates to the following Five Year Plan key objectives:

- ❖ A Prosperous Borough
- ❖ A Green Borough
- ❖ A Confident Borough

This report monitors the effectiveness of the Council's actions and plans to meet all of the objectives within the Five Year Plan, highlights underperforming areas, and proposes actions to remedy that underperformance to ensure the key objectives are met.

Timetable	
<b>Meeting</b>	<b>Date</b>
Management Board	25 October 2017
Finance and Governance Cabinet Advisory Board	14 November 2017
Cabinet	7 December 2017

# Performance Summary: Quarter 2

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides a summary of the Borough Council's performance at the end of quarter two. It outlines the progress made towards the Council's Corporate Priorities 2017/18 and Change Programme projects for 2017/18, and summarises more general Council performance for the first quarter of 2017/18. Where underperformance is identified, explanatory notes are given for the Corporate Priorities, and for Council Business, actions are proposed to remedy this, which are attached as Recovery Plans at Appendix D.

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## 2. INTRODUCTION AND BACKGROUND

- 2.1 This report reviews our progress against the 14 Corporate Priorities, our Change Programme and the 39 performance indicators that are a combination of strategic indicators, management indicators and those indicators set by central government through the Single Data List (SDL).

Measured by		Definition
Corporate Priorities	Milestones	Measures the progress we have made in achieving our Corporate Priorities by the end of the quarter
Change Programme	Projects	Measures whether corporate change projects are on track for delivery
Council Business	Strategic Indicators (SIs) and Single Data List Indicators (SDLs)	Measure our performance on the targets we have set for operating services and transactions, and our performance against the list of indicators set by central government

- 2.2 The summary is divided into three sections:

1. **Corporate Priorities** – This summarises the progress we have made on the projects and milestones that make up the Corporate Priorities for 2017/18.
2. **Change Programme** – This summarises the progress we have made on the projects that make up the Change Programme for 2017/18.
3. **Council Business** – This summarises our performance against the targets for indicators that Cabinet/Management Board have set, or have been set centrally by the Government. This section also summarises the mix of indicators that measure issues that are external to the Council, but which impact on residents' lives and/or how services are delivered, such as levels of crime, homelessness and unemployment, or the income we receive from discretionary services.

- 2.3 The performance information contained in this report and the accompanying papers have undergone the following quality checks:

- Individual calculations and verification at officer level.
- Senior manager approval of performance information.
- Quality checks by the Performance Team.

2.4 The report has also followed the traditional report cycle which makes sure that progress is reviewed by both Management Board and Portfolio Holders to ensure that levels of performance continue to be managed effectively.

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### 3. PERFORMANCE ON CORPORATE PRIORITIES 2017/18

- 3.1 The Corporate Priorities are refreshed on an annual basis and are agreed by Cabinet and Full Council as part of their budget and strategy setting meetings in February each year.
- 3.2 For 2017/18, the Council is working towards delivery of 14 Corporate Priorities that will help it to reach the Five Year Plan key objectives of enabling Tunbridge Wells Borough to have a *prosperous, green and confident* future.
- 3.3 Within these 14 Corporate Priorities, the Council has identified 14 projects to achieve the Priorities, which are set out in Appendix A to this report.
- 3.4 Performance on the 14 projects under our Corporate Priorities by the end of quarter three is as follows:

	<b>All Milestones passed to date</b>	<b>Some Milestones not passed</b>	<b>Projects Completed</b>
<b>Qtr. 1</b>	14	0	0
<b>Qtr. 2</b>	7	7	0

- 3.5 For those Corporate Priorities that have not passed their milestones this quarter, updates are provided on the projects where relevant in the report at Appendix A.

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### 4. PERFORMANCE ON THE CHANGE PROGRAMME 2017/18

- 4.1 The Change Programme is a selection of projects that services are currently running across the Council to improve operational delivery, or transform the way that services are provided. These projects are large scale and receive support from the Digital and Transformation Service, which includes the Business Delivery Unit.
- 4.2 The Change Programme is currently made up of the following workstreams:
- Bespoke transformation projects
  - Transformation Challenge Award
  - Kent Customer Services Group Project
- 4.3 The Digital and Transformation Service also supports the delivery of the Digital First Programme of works, which is reported separately to Cabinet under the Digital First Strategy and Action Plan.
- 4.4 Since the start of the Change Programme, the Digital Services and Transformation Service have supported the completion of 32 projects, and are currently working on seven live projects (that are not monitored as part of the Digital First Action Plan). Of

the seven projects that are currently live, all seven are recorded as being 'on track':

	On Track	Not on Track	Completed
Qtr.1	8	0	0
Qtr. 2	7	0	1

- 4.5 The full list of projects within the programme, and their status updates, is available at Appendix B.
- 4.6 The completed project is the Bereavement Services business plan, which was completed in the last quarter, with a ribbon cutting event held at the Crematorium and attended by Councillor March, Portfolio Holder for Tourism, Leisure and Economic Development.

## 5. PERFORMANCE ON COUNCIL BUSINESS

- 5.1 The Council collects 39 indicators to reflect how well it is performing on day-to-day service delivery and operations. Of these, ten indicators do not have targets and are therefore not measured for performance. The list of indicators and quarter one outturns is set out in detail at Appendix C.
- 5.2 When an indicator underperforms and misses its target for the reporting quarter, it is marked as 'red' status and a Recovery Plan is produced to set out the actions that will be taken by the service to ensure the indicator does not continue to underperform.
- 5.3 Performance on the 29 indicators that have targets for Council Business at the end of quarter one is as follows:

	Performing	Underperforming
Qtr. 1*	25	3
Qtr. 2 **	21	4

\*Data for one PI was not collected for Q1.

\*\*Data for 3 performance indicators is currently unavailable. Data for one performance indicator has not been collected for Q2.

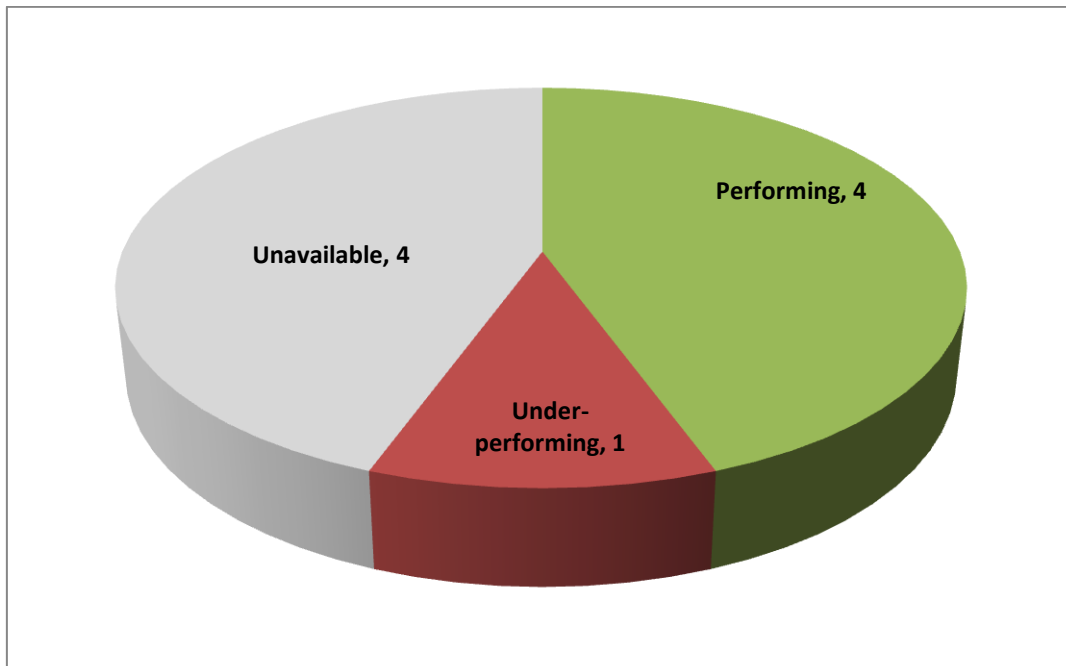
- 5.4 The Recovery Plans for the four underperforming indicators are included at Appendix D for approval.

### **Council Business by Directorate**

- 5.5 There are two directorates within the Council and each is responsible for performance on a number of indicators. The following sections show performance by directorate, and provide more details on the indicators that are underperforming.

### ***Director of Change and Communities***

- 5.6 There are nine indicators for this directorate, of which four are performing, one is underperforming and four are unavailable at the time of reporting.



- 5.7 The underperforming indicator, and the actions to improve it, is:

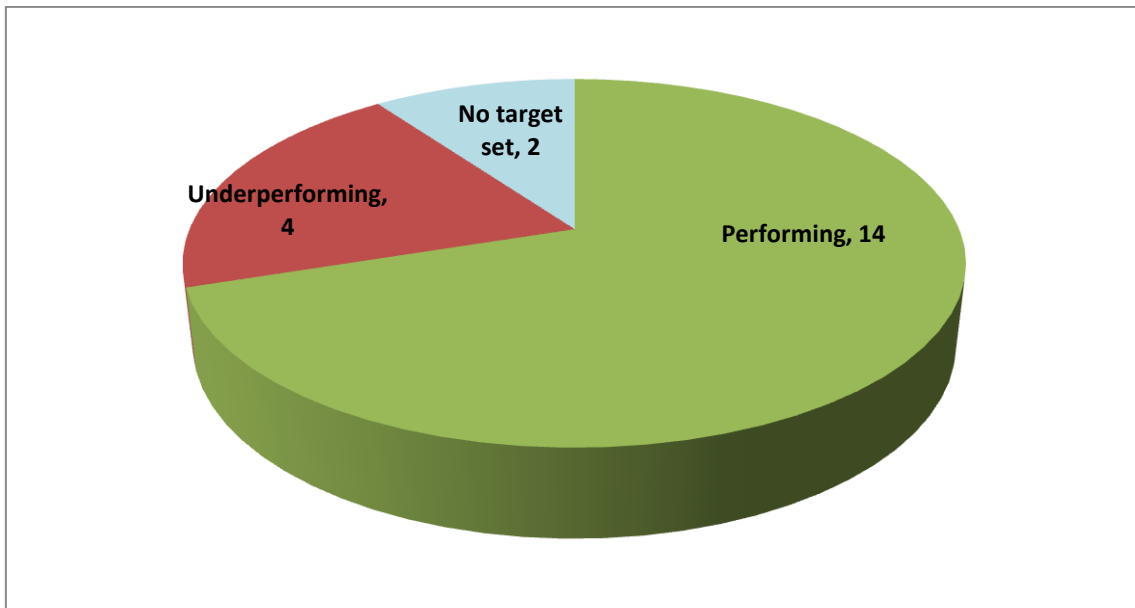
#### ***Number of Visitors to Tunbridge Wells Museum and Art Gallery***

The Museum Team has been working on the HLF stage 2 funding application and there has been additional and unforeseen change in the programme for submission. Therefore less resource has been available to deliver and promote Museum activities, with a knock-on effect on visitors through the door.

It is therefore likely that this target will need to be revised downwards for the next quarter, to accommodate for the extra work created by the HLF bid.

### ***Director of Finance, Policy and Development***

- 5.8 There are 20 indicators which are measured quarterly for this directorate, two of which do not have targets, 14 of which are performing, and four of which are underperforming.



- 5.9 The underperforming indicators and the actions to improve them are:

#### ***Off-street parking income***

Income for Q2 has improved compared with Q1, but is still slightly below target. Footfall in the town continues to be lower than normal, and appears to be having an effect on day ticket parking. The volume of season ticket applications has increased however, which has mitigated the lower volume in day ticket sales.

#### ***Processing of planning applications: major applications***

Whilst performance was below target for Q2, when measured on performance with extensions of time agreed, the performance achieved was in fact 100% on target for the quarter. The Government assesses local authority performance by considering performance with extensions of time agreed, and so this authority is performing well in this area when considering national targets.

#### ***Performance on appeal: other applications***

There were six appeals considered during Q2, which meant that each appeal accounts for around 17% of the total, and so each one awarded against the Council has a high impact. As performance for Q1 was 75% and the PI is on target for the year, no further actions are needed at this time.

#### ***Time taken to process housing benefit / council tax benefit new claims and change events***

The time taken to process new claims and change events has increased because of vacancies within the team. The service is looking to fill these vacancies and will have two contract workers to assist with the workloads in place in the next couple of weeks.

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## **6. STATE OF THE BOROUGH**

- 6.1 Information is also collected on a range of indicators that reflect the levels of crime, homelessness and economic performance within the Borough, which give a sense of the 'state' of standards of living for residents.
- 6.2 There are ten indicators, of which two have targets. These relate to homelessness within the Borough. Data is missing for one indicator and will be reported when available.

Performance on the two indicators at the end of quarter one is as follows:

	<b>Performing</b>	<b>Underperforming</b>
<b>Qtr. 1</b>	2	0
<b>Qtr. 2</b>	2	0

- 6.3 Whilst the eight other indicators are for information only and do not have targets, performance is tracked on a quarterly basis.
- 6.4 Of note are the two new indicators relating to homelessness in the Borough, included following a request from the Finance and Governance Cabinet Advisory Board at the beginning of the year. Both indicators show an increase in levels of activity on the previous quarter.
- 6.5 Unemployment within the Borough, which is measured by the number of people claiming Job Seekers' Allowance (JSA), remains at 0.9%.

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## **7. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 7.1 Consultation has been undertaken with Portfolio Holders, Directors and Heads of Service regarding the indicators that should be included within the quarterly performance report. This is done to ensure that performance is reflective of the priorities of the Council, and the objectives within the Five Year Plan.

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## **8. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 8.1 The quarterly Performance Summary will be published online as part of the agenda papers for the Cabinet meeting. Whilst there are no decisions to take as part of this report, the information will be used to inform future decisions.
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## 9. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Legal</b> including Human Rights Act	<p>There is no statutory duty to report regularly to Cabinet on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness.</p> <p>One of the purposes of the Council's Corporate Priorities is to provide clear strategic direction in order to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.</p> <p>There are no consequences arising from the recommendation that adversely affect or interfere with individuals' rights and freedoms as set out in the Human Rights Act 1998.</p>	Keith Trowell, Senior Lawyer
<b>Finance</b> and other resources	A number of these performance indicators have financial implications and where appropriate these are covered in the Capital, Revenue and Treasury Monitoring Reports that accompany this report.	Lee Colyer, Director of Finance, Policy and Development
<b>Staffing establishment</b>	This report demonstrates the vast proportion of work being undertaken by the Council's staff to provide services for the Borough. Performance is monitored on a monthly basis by Management Team, and is assessed against current staffing trends and issues to ensure staff resources are aligned with the Council's priorities.	Nicky Carter, Head of HR
<b>Risk management</b>	All risks associated with this report are within the Council's current risk appetite and managed in accordance with its risk management strategy.	Jane Clarke, Head of Policy and Governance
<b>Environment and sustainability</b>	This report and the action plans will have considered this aspect to ensure that the service areas and projects deliver the desired outcomes for Environment and Sustainability.	Gary Stevenson, Head of Environment and Street Scene
<b>Community safety</b>	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes, Community Safety Manager
<b>Health and wellbeing</b>	Health inequalities are differences in health status and health outcomes within and between communities and are the result of a complex	Gary Stevenson, Head of

	<p>interaction of various factors, including but not limited to: housing conditions, neighbourhood planning, employment, air quality, access to good quality green space and provision of leisure facilities.</p> <p>Marmot (2010) recognised that the role that local authorities play in improving these wider determinants of health. This led to the transfer of public health budgets to local authorities on 1<sup>st</sup> April 2013. This enables health priorities to be determined locally and improves integration of preventative public health measures with statutory services.</p> <p>In our role as place shaper, the Borough Council is responsible for a number of decisions and policies that will have a direct impact on health inequalities. Examples include our plans for future growth and investment, the local plan, housing development and associated community infrastructure, reducing emissions and national carbon targets.</p>	Environment and Street Scene
<b>Equalities</b>	The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no apparent equality impact on end users.	Sarah Lavallie, Corporate Governance Officer

## 10. REPORT APPENDICES

The following documents are to be published with and form part of the report:

- Appendix A: Corporate Priorities 2017/18
- Appendix B: Change Programme Update 2017/18
- Appendix C: Council Business
- Appendix D: Underperforming Recovery Plans

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## 11. BACKGROUND PAPERS

- The Five Year Plan

[http://www.tunbridgewells.gov.uk/\\_data/assets/pdf\\_file/0020/53291/Five-Year-Plan-2017-2022.pdf](http://www.tunbridgewells.gov.uk/_data/assets/pdf_file/0020/53291/Five-Year-Plan-2017-2022.pdf)