

Finance and Governance Cabinet Advisory Board

29 May 2018

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

No

Performance Summary: Quarter 4

Final Decision-Maker	Cabinet
Portfolio Holder(s)	Councillor David Jukes, Leader of the Council
Lead Director	Lee Colyer, Director of Finance, Policy and Development
Head of Service	Jane Clarke, Head of Policy & Governance
Lead Officer/Report Author	Jane Clarke, Head of Policy & Governance
Classification	Non-exempt
Wards affected	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 four, 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 four, 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 four, 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	
Meeting	Date
Management Board	25 April 2018
Finance and Governance Cabinet Advisory Board	29 May 2018
Cabinet	21 June 2018

Performance Summary: Quarter 4

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 four, together with the end of year performance. 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 fourth 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 C.

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.

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 four is as follows:

	All Milestones passed to date	Some Milestones not passed	Projects Completed
Qtr. 1	14	0	0
Qtr. 2	9	5	0
Qtr. 3	8	6	0
Qtr. 4	6	8	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.

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 has supported the completion of 32 projects, and is currently working on five live projects (that are not monitored as part of the Digital First Action Plan). Of the five projects that are currently live, three are on track, and two are not on track.

	On Track	Not on Track	Completed
Qtr. 1	8	0	0
Qtr. 2	7	0	1
Qtr. 3	3	2	2
Qtr. 4	3	2	0

- 4.5 The full list of projects within the programme, and their status updates, is available at Appendix B.

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, 10 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 four is as follows:

	Performing	Underperforming
Qtr. 1*	25	3
Qtr. 2**	22	5
Qtr. 3***	22	4
Qtr. 4****	25	2

*Data for one PI was not collected (1).

**Data for two PIs was not collected (2).

***Data for three PIs was not collected (3).

****Data for two PIs are currently unavailable (2).

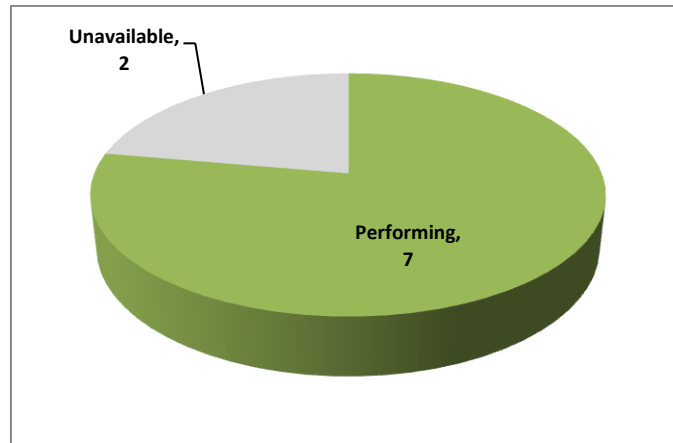
- 5.4 The Recovery Plans for the two underperforming indicators are included at Appendix D for approval.

Council Business by Directorate

- 5.5 There are three 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.

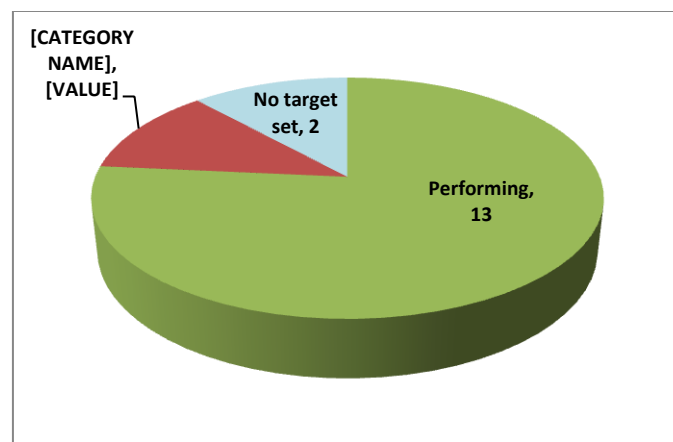
Director of Change and Communities

- 5.6 There are nine indicators for this directorate, of which seven are performing, and two are unavailable at the time of reporting.



Director of Finance, Policy and Development

- 5.7 There are 17 indicators which are measured quarterly for this directorate, two of which do not have targets.
- 5.8 Of the 15 indicators that have targets, 13 are performing, two of which are underperforming.



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

Number of Tourist Information Centre Counter Enquiries

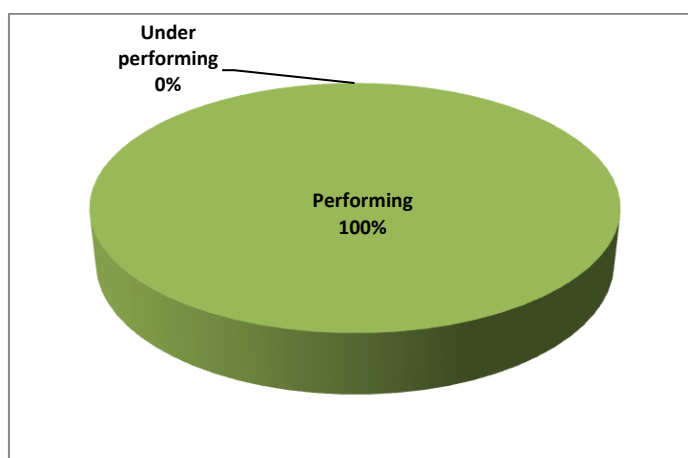
Poor weather was experienced in quarter four, with a noticeable reduction in the number of visitors. Normal numbers are expected to resume in quarter one of 2018/19.

Off Street Parking Income

This will be addressed in the quarter 4 Revenue Report being presented to Cabinet on the same date.

Mid Kent Services Director

- 5.10 There are three indicators which are measured quarterly for this directorate, all of which are performing.



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.

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

	Performing	Underperforming
Qtr. 1	2	0
Qtr. 2	2	0
Qtr. 3	2	0
Qtr. 4	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.
- 6.5 The number of homelessness preventions has increased since the last quarter. This is in line with the number of homelessness acceptances, which has also increased.
- 6.6 The number of people approaching the Council for homelessness advice and assistance has again risen since the last quarter, by 6%.
- 6.7 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.

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.

9. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off (name of officer and date)
Legal 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
Finance 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
Staffing establishment	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
Risk management	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
Environment and sustainability	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
Community safety	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes, Community Safety Manager

Health and wellbeing	<p>Health inequalities are differences in health status and health outcomes within and between communities and are the result of a complex 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 1st 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>	<p>Gary Stevenson, Head of Environment and Street Scene</p>
Equalities	<p>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.</p>	<p>Sarah Lavallie, Corporate Governance Officer</p>

10. REPORT APPENDICES

10.1 The following documents are to be published with this report 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

11. BACKGROUND PAPERS

11.1 The Five Year Plan

http://www.tunbridgewells.gov.uk/_data/assets/pdf_file/0020/53291/Five-Year-Plan-2017-2022.pdf