

Finance and Governance Cabinet Advisory Board

13 November 2018

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

No

Performance Summary: Quarter 2

Final Decision-Maker	Cabinet
Portfolio Holder(s)	Councillor David Reilly – Portfolio Holder Finance and Governance
Lead Director	Lee Colyer – Director of Finance, Policy and Development
Head of Service	Jane Clarke – Head of Policy and Governance
Lead Officer/Author	Jane Clarke – Head of Policy and Governance
Classification	Non-exempt
Wards affected	Not applicable

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

1. That Cabinet notes the summary of priority projects performance over quarter 2 at Appendix A;
2. That Cabinet notes the summary of service performance over quarter 2, at Appendix B; and
3. That Cabinet notes the performance indicator Recovery Plans for quarter 2, at appendix C.

Explain how this report relates to the Corporate Priorities in the Five Year Plan

- This performance report outlines the Council's progress against the 8 Big Projects and the Corporate Priorities within the Five Year Plan.

Timetable

Meeting	Date
Management Team	22 October 2018
Cabinet Advisory Board	13 November 2018
Cabinet	6 December 2018

Performance Summary: Quarter 2

1. PURPOSE OF REPORT

- 1.1 This report summarises the performance of the Council's priority projects and service delivery over quarter 2, and where under-performance is identified, highlights actions to resolve this.
 - 1.2 The performance management framework is part of the overall governance framework within the Council, which ensures that risks are managed whilst results are delivered.
 - 1.3 Quarterly performance management helps the Council to improve services and deliver better results for residents, and Cabinet oversight ensures that the framework is robust, and that performance is open to challenge from those with political responsibility for the delivery of services. Providing a publicly available quarterly report allows Council members, stakeholders and residents to engage with the work of the Council, and to provide further challenge where it is appropriate and effective to do so.
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2. INTRODUCTION AND BACKGROUND

- 2.1 The report is divided into three main sections:
 - Projects performance (appendix A)
 - Service performance (appendix B)
 - Actions for improving under-performance (appendix C)
 - 2.2 Delivery of the priority projects is corporately monitored on a weekly basis by the Project Management Office, and is reviewed every two weeks by the Programme Management Board, which consists of the Chief Executive and his Directors. Progress is also monitored informally by Portfolio Holders in regular update meetings with Directors, and once a month at Leadership Board.
 - 2.3 Quarterly reporting through Cabinet ensures openness and transparency of the Council's projects and plans, and ensures significant oversight and scrutiny of the Council's actions.
 - 2.4 Service delivery is monitored on a day-to-day basis by line managers, and reported to Heads of Service and Management Board on a quarterly basis. Quality control checks on the data gathered are conducted by line managers, the Performance and Governance team and by Heads of Service through Management Team meetings.
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3. PROJECTS PERFORMANCE

8 Big Projects

3.1 In 2017 the Council reviewed its Five Year Plan and set out ‘*eight big projects*’, which would help it to meet its corporate priorities of a ‘*prosperous, well and inclusive borough*’. These eight projects are:

- The Cultural and Learning Hub
- A new theatre
- New offices with underground car parking
- New off-street car parking
- A new Local Plan
- New sports facilities
- New community centres (Cranbrook, Paddock Wood and Southborough)
- New public space

3.2 Of these Eight Big Projects, the community centres are individually rated for project progress, giving a total of 10 project ratings. A summary of performance on these projects for quarter 2 is available at appendix A.

3.3 The Council uses a traffic light system (green, amber, red) to indicate the status of a project at any given time. The summary at appendix A shows that of the 8 Big Projects, 5 were at ‘green’ status, 5 were at ‘amber’ status, and 0 were at ‘red’ status:

Qtr.	GREEN	AMBER	RED
1	7	3	0
2	5	5	0
3			
4			

3.4 The Cultural and Learning Hub is rated as ‘amber’ because there has been a slippage in decanting staff from the museum, which has affected timescales. The outlook for this project is ‘amber’.

3.5 The Local Plan is rated as ‘amber’ because of a slippage in timescales relating to difficulties around commissioning transport modelling, a new project timeline has been prepared to take account of this however. The outlook for this project is ‘green’.

3.6 New sports facilities is rated as ‘amber’ because an application relating to Pembury has received revised highways objections from KCC. The outlook for this project is ‘amber’.

3.7 Paddock Wood Community Centre is rated as ‘amber’ because the build costs are currently exceeding budget and need to go through the process of ‘value engineering’. The outlook for this project is ‘amber’.

3.8 Cranbrook Community Centre is rated as ‘amber’ because the build costs are currently exceeding budget. The Parish Council need to consider whether the

re-design or value engineer the project to bring costs back in line. The outlook for this project is 'amber'.

Corporate Priority Projects

- 3.9 Alongside the 8 Big Projects within the Five Year Plan, there are twelve Corporate Priorities under the sections Our Borough, Our Services, Our People and Providing Value. The achievement of these Corporate Priorities will help the Council to achieve its vision of *“encouraging investment and sustainable growth, and enhancing quality of life for all”*.
- 3.10 Projects that fall within the Corporate Priorities are our Corporate Priority Projects, and these are monitored in the same way as the 8 Big Projects, using the same traffic light system.
- 3.11 The Corporate Priority Projects are reported to Cabinet by exception however, and will be included in appendix A with an update if they have an 'amber' or 'red' status in any one quarter.
- 3.12 When looking at projects that have an 'amber' or 'red' status only, performance for the Corporate Priority Projects in quarter 2 shows that two were at 'amber' status:

Qtr.	AMBER	RED
1	1	1
2	2	0
3		
4		

- 3.11 Household recycling is rated 'amber' because of a technical reason relating to no contract sign-off date yet being set. However, the outlook for this project is 'green'.
- 3.12 Modern Ways of Working is rated 'amber' because there is currently no budget set for this project, however actions are in place to bring the project back to 'green' status. The outlook for this project is 'green'.

4. SERVICE PERFORMANCE

- 4.1 The Council collects information on 48 indicators, 10 of which are annual indicators. Of the 38 indicators that are collected quarterly, 9 do not have targets set. The list of indicators and outturns for quarter 2 are set out in more detail at appendix B.
- 4.2 The Council is not currently collecting performance indicator information for three museum indicators in the lead up to the start of construction for the Amelia Scott Centre. Whilst construction is ongoing an interim service will be provided, and new performance indicators will be set to monitor performance during this time.

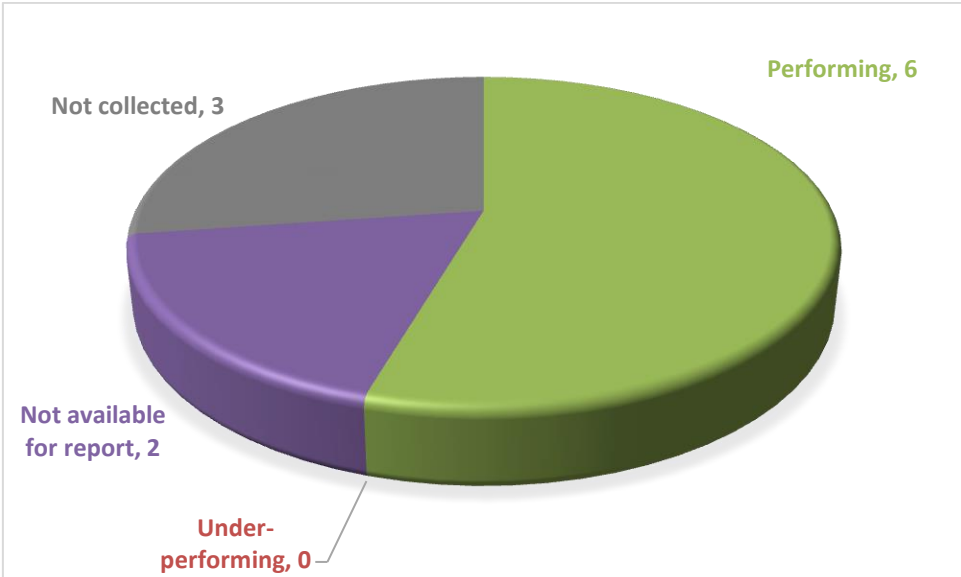
- 4.3 The Council is not currently collecting performance indicator information for one property indicator, in the lead up to the start of the civic development.
- 4.4 This means that 25 performance indicators are being reported on, with targets, for this financial year.
- 4.5 Performance at the end of quarter 2 for the 25 performance indicators collected quarterly with targets, 21 are performing as expected, and one is under-performing.
- 4.6 Data for two performance indicators for waste and street scene was not available at the time of writing this report, and data for one performance indicator for economic development (TIC) has not been collected for quarter one or quarter two. Collection will resume in quarter three for this indicator.

Qtr.	Performing	Under Performing
1	20	3
2	21	1
3		
4		

Service Performance by Directorate

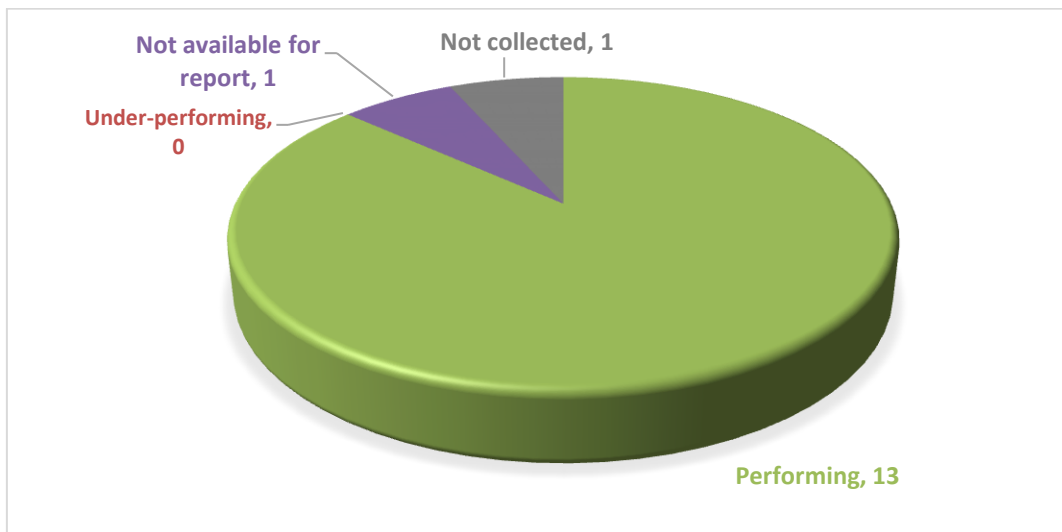
Director of Change and Communities

- 4.7 There are 11 quarterly performance indicators that have targets in this Directorate.
- 4.8 Three performance indicators for the Museum are not currently being collected.
- 4.9 Of the eight remaining indicators, 2 for waste and street scene are unavailable at the time of writing this report, 6 are performing and none are under-performing for quarter 2.



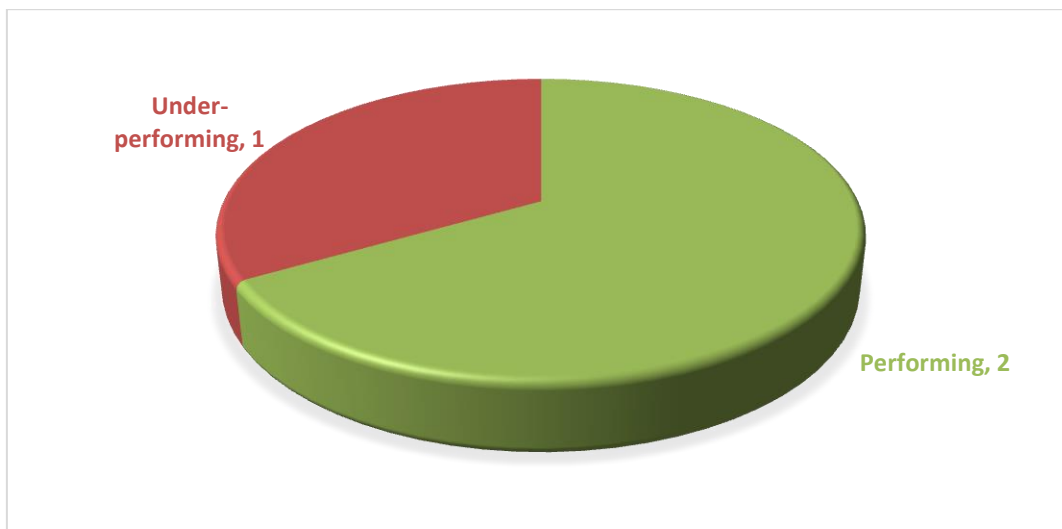
Director of Finance, Policy and Development

- 4.10 There are 15 performance indicators that have targets in this directorate.
- 4.11 One performance indicator for Property is not being collected for this financial year.
- 4.12 One performance indicator for Economic Development has not been collected for quarter two. Collection will resume in quarter 3.
- 4.13 Of the 13 remaining indicators, 13 are performing and none are under-performing for quarter 2.



Director of Mid Kent Services

- 4.14 There are three performance indicators, all three of which have targets in this directorate.
- 4.15 Of the three indicators, two are performing and one is under-performing for quarter 2.



5. UNDER-PERFORMING INDICATOR RECOVERY PLANS

5.1 The under-performing indicator and the actions to improve it is set out in more detail at appendix C of the report.

- i) *Time taken to process Housing Benefit/Council Tax Benefit new claims and change events*

The Benefits team continue to receive a high volume of work from DWP as a result of the changes to Universal Credit so far rolled out. Funding was received from the government to account for this, but the team have been unsuccessful so far in recruitment, meaning that the additional workload has been absorbed by existing members of staff. It is anticipated that this indicator will be back on track by the end of the financial year.

6. AVAILABLE OPTIONS

6.1 The report is for noting only, with no decisions being made as a result of the recommendations. As such there are no options available to Cabinet.

7. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

7.1 Performance management is an important tool to use for organisations and businesses to assess their progress on desired aims and outcomes. To promote transparency and increase trust in how the Council spends public funds, performance information is published quarterly to allow for greater scrutiny of the Council's long term ambitions and day-to-day activities.

7.2 The recommendations are to note the factual information within this report. Any actions Cabinet may choose to take as a result of the information in this report will be brought forward in separate reports to Cabinet with recommendations for decision.

8. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

8.1 The information presented in this report is for factual purposes, and there are no decisions arising as a direct result of this report. Therefore no public consultation has taken place.

9. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

9.1 There are no decisions arising from this report, but the information will be published on the Council's website as part of the relevant agenda pack information.

10. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p>Legal including Human Rights Act</p>	<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>	<p>Keith Trowell, Team Leader Corporate Governance 30/10/2018</p>
<p>Finance and other resources</p>	<p>A number of these performance indicators and projects have financial implications and where appropriate these are covered in the Capital, Revenue and Treasury Monitoring Reports that accompany this report.</p>	<p>Jane Fineman, Head of Finance 02/11/18</p>
<p>Staffing establishment</p>	<p>This report demonstrates the vast proportion of work being undertaken by the Council's staff to provide services for the Borough and meet the projects within the Five Year Plan. 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.</p>	<p>Nicky Carter, Head of HR, Customer Service and Culture 02/11/18</p>
<p>Risk management</p>	<p>All risks associated with this report are within the Council's current risk appetite and managed in accordance with its risk management strategy.</p>	<p>Jane Clarke, Head of Policy and Governance 29/10/18</p>
<p>Data Protection</p>	<p>There are no data protection issues which need to be considered as a part of this report.</p>	<p>Jane Clarke, Data Protection Officer 29/10/18</p>

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 Housing, Health and Environment 02/11/18
Community safety	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes, Community Safety Manager 02/11/18
Health and Safety	There are no known negative health and safety implications to consider as a part of this report and recommendations. Any safety issues relating to implementation of proposals will be addressed in due course.	Mike Catling, Health and Safety Manager 30/10/2018
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>	Gary Stevenson, Head of Housing, Health and Environment 02/11/18
Equalities	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 30/11/18

11. REPORT APPENDICES

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

- Appendix A: Five Year Plan and Corporate Priorities Projects Update
 - Appendix B: Service Performance Update
 - Appendix C: Underperforming Indicator Recovery Plans
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12. BACKGROUND PAPERS

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