

Cabinet

5 December 2019

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

Yes

Performance Summary: Quarter 2

Final Decision-Maker	Cabinet
Portfolio Holder(s)	Councillor Tom Dawlings – Portfolio Holder for Finance and Governance
Lead Director	Lee Colyer, Director of Finance, Policy and Development
Head of Service	Finbar Gibbons, Head of Policy and Governance
Lead Officer/Author	Finbar Gibbons, 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.
3. That Cabinet notes the performance indicator Recovery Plans for quarter 2, at appendix C onwards

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 Board	23 October 2019
Cabinet Advisory Board	12 November 2019
Cabinet	5 December 2019

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 onwards)
 - 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
- New public space

3.2 Of these eight 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 10 ratings of the 8 Big Projects,

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

3.4 The Amelia at The Amelia Scott is ‘red’ due to revised project costs which are higher than previous.

3.5 The new theatre is rated as ‘red’ due to awaiting a decision on the project from Full Council on 8 October,

3.6 The new civic centre and office space is ‘red’ for reason set out in 3.5.

3.7 The additional off-street car parking is ‘red’ as the finalised design is being revised and will require a planning application.

3.8 The ‘sports facilities’ project is rated as ‘red’ due to existing delays and awaiting representations made to the options in the Local Plan, which is out for consultation.

4. SERVICE PERFORMANCE

- 4.1 The Council collects information on thirty seven indicators. Of these thirty seven indicators, 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 at The Amelia Scott.
- 4.3 The Council is not currently collecting performance indicator information for one property indicator, which was in the lead-up to the beginning of the civic development. This indicator will be reintroduced in quarter 1 of 2020/21.
- 4.4 This means that 24 performance indicators are being reported on, with targets, for this financial year.
- 4.5 Performance at the end of quarter 2 for the 24 performance indicators collected quarterly that do have targets shows that 17 are performing as expected, 4 are under-performing and data is not available for 3 indicators.
- 4.6 Data for ‘standard of performance of street cleansing’ is not available due to changes to the way that this data is collected – a method of calculating this figures remains under construction, after the changeover of the waste contract.

Data for both ‘percentage of household waste sent for reuse, recycling and composting’ and ‘kilos of residual waste collected per household’ remain unavailable due to problems with obtaining the data from Kent County Council.
- 4.7 The previous performance indicator ‘Percentage of population receiving Jobseekers Allowance’ is no longer relevant, as the benefit has largely been superseded by Universal Credit. The indicator will be replaced by one which captures the numbers of residents claiming Universal Credit.

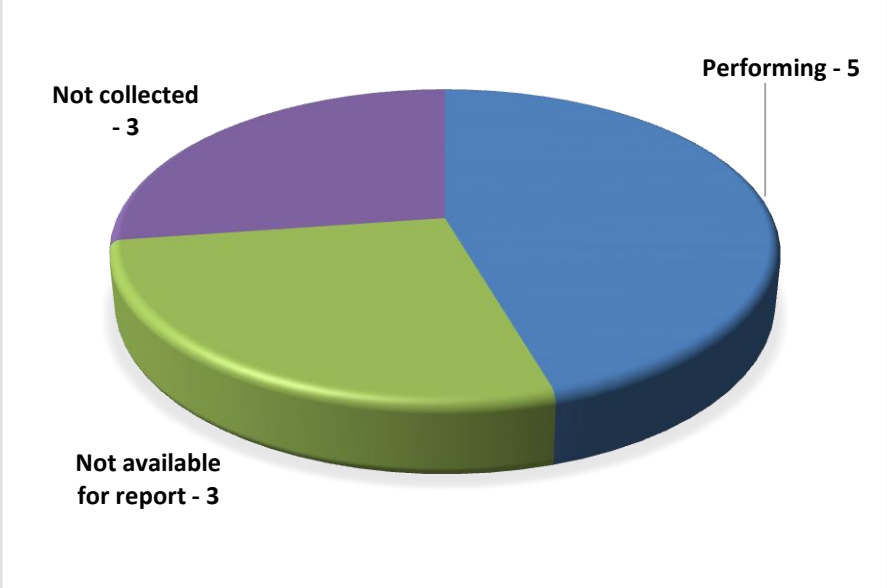
Qtr.	Performing	Under Performing
1	16	5
2	17	4
3		
4		

Service Performance by Directorate

Director of Change and Communities

- 4.8 There are 11 quarterly performance indicators that have targets in this Directorate.
- 4.9 Three performance indicators for the Museum are not currently being collected.

4.10 Of the eight remaining indicators, 5 are performing, none are under-performing and data for 3 indicators are not available for quarter 2.

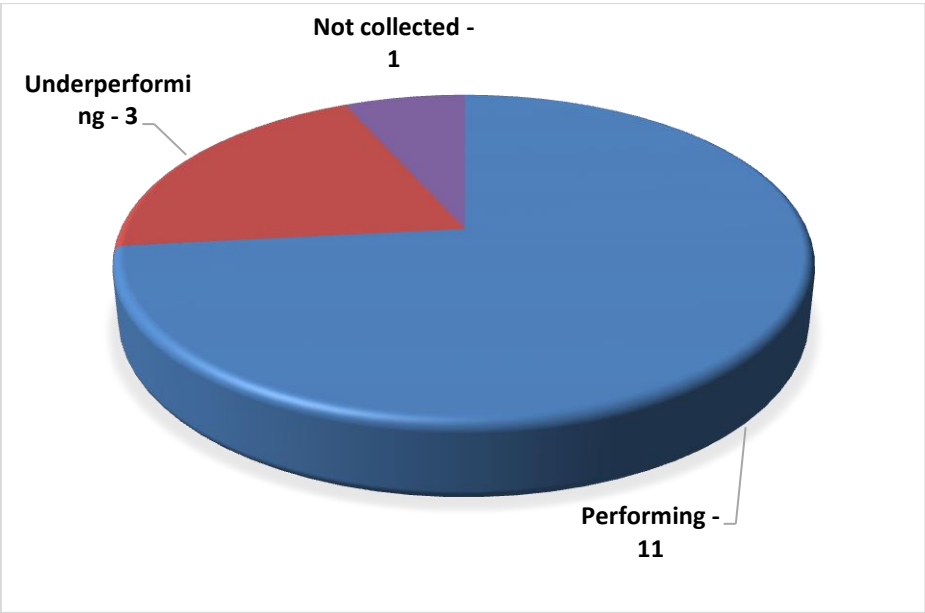


Director of Finance, Policy and Development

4.11 There are 15 performance indicators that have targets in this directorate.

4.12 One performance indicator for Property is not currently being collected.

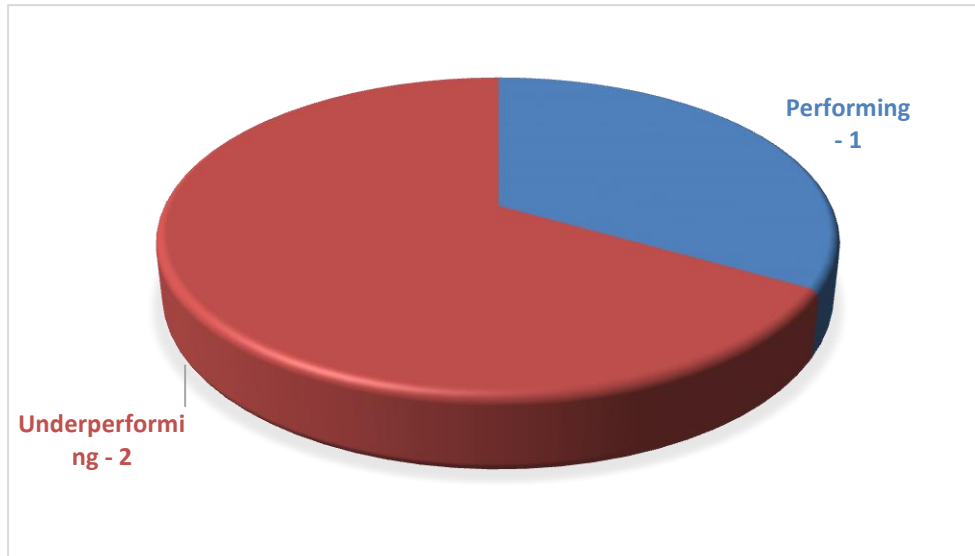
4.13 Of the 14 remaining indicators, 11 are performing and 3 are underperforming.



Director of Mid Kent Services

4.14 There are 3 performance indicators, all of which have targets in this directorate.

4.15 Of the 3 indicators, 1 is performing and 2 are underperforming.



UNDER-PERFORMING INDICATOR RECOVERY PLANS

5.1 The under-performing indicators and the actions to improve them are set out in more detail at appendix C onwards of the report.

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.
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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.
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10. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
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, Team Leader Corporate Governance
Finance and other resources	A number of these performance indicators and projects have financial implications and where appropriate these are covered in Capital, Revenue and Treasury Monitoring Reports.	Jane Fineman, Head of Finance and Procurement

Staffing establishment	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.	Nicky Carter, Head of HR, Customer Service & Culture
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.	Finbar Gibbons, Head of Policy and Governance
Data Protection	There are no data protection issues which need to be considered as a part of this report.	Anna Collier, Data Protection Officer
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
Community safety	There are no consequences arising from the recommendation that adversely affect community safety.	Terry Hughes, Community Safety Manager
Health and Safety	There are no health and safety issues to consider as a part of this report and recommendations.	Mike Catling, Health and 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</p>	Gary Stevenson, Head of Housing, Health and Environment

	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.	
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.	Finbar Gibbons, Head of Policy and Governance

11. REPORT APPENDICES

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

- Appendix A: Five Year Plan
- Appendix B: Service Performance Update
- Appendices C onwards: Underperforming Indicator Recovery Plans

12. BACKGROUND PAPERS

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