

Finance and Governance CAB

18 February 2020

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

No

Performance Summary: Quarter 3

Final Decision-Maker	Cabinet
Portfolio Holder(s)	Cllr Tom Dawlings, Portfolio Holder Finance & 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 3 at appendix A.
2. That Cabinet notes the summary of service performance over quarter 3, at appendix B.
3. That Cabinet notes the performance indicator Recovery Plans for quarter 3, at appendices C-F.

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	
<i>Meeting</i>	<i>Date</i>
Management Team	29 January 2020
Cabinet Advisory Board	18 February 2020
Cabinet	12 March 2020

Performance Summary: Quarter 3

1. PURPOSE OF REPORT

- 1.1 This report summarises the performance of the Council's priority projects and service delivery over quarter 3, 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 (appendices C-F)
 - 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

3.1 On 27 September 2017 the Full Council agreed a new Five Year Plan, which set out ‘*eight big projects*’ that would help it to meet its corporate priorities of a ‘*prosperous, well and inclusive borough*’. Those eight projects were:

1. The Cultural and Learning Hub (The Amelia)
2. A new theatre (Calverley Square)
3. New offices with underground car parking (Calverley Square)
4. New off-street car parking
5. A new Local Plan
6. New sports facilities
7. New community centres (Community Hubs)
8. New public space (Public Realm Phase 2)

3.2 On 6 December 2017 Full Council approved the scheme known as ‘Calverley Square’ for funding and delivery beyond RIBA Stage 3 (developed design stage).

3.3 On 17 June 2019, a motion was put to Full Council, which was agreed, as follows:

“That Cabinet be requested to stop all new expenditure on the Calverley Square project with immediate effect and to not enter into further commitments other than, with the involvement of all political parties and other relevant stakeholder groups, to manage an orderly consideration of all alternative proposals.”

3.4 At the 1 August 2019 Cabinet meeting it was agreed to progress the Calverley Square scheme to the end of RIBA stage 4 and then to commit no further funding to the scheme, to support a cross-party ‘Advisory Panel’ to include other relevant stakeholders to consider all alternative proposals, and for a comprehensive update following completion of RIBA stage 4 to return to Cabinet.

3.4 The consequence of these decisions has been that progress on projects 2 and 3 (Calverley Square) of the previously agreed Five Year Plan will end following the Calverley Square Development Closure report due to be considered by Cabinet on 6 February. These projects will no longer form part of the current Five Year Plan and will no longer be reported on through the quarterly performance reports after quarter 3, 2019/20.

3.2 The project status at the end of quarter 3 for the projects listed in the Five Year Plan is as follows:

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

3.4 A verbal update for the Local Plan will be given at the meeting as the deadline for agenda publication is before the next status update for the project.

4. SERVICE PERFORMANCE

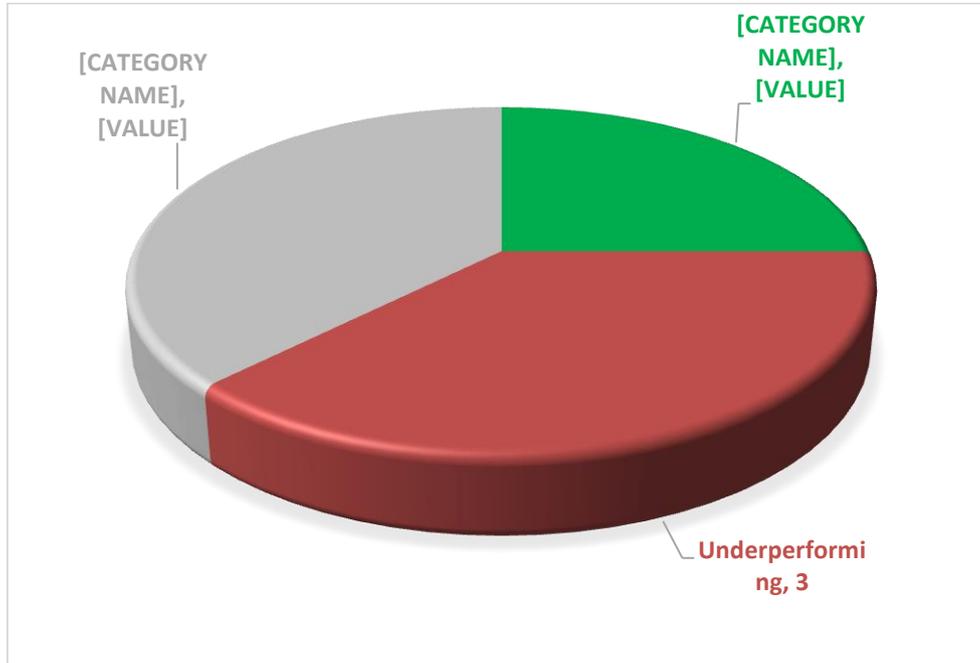
- 4.1 The Council collects information on 29 indicators that have targets and nine indicators that do not have targets set. The list of indicators and outturns for quarter 3 are set out in more detail at Appendix B.
- 4.2 The Council is not currently collecting performance indicator information for three museum indicators in the lead up to the start of construction for The Amelia.
- 4.3 The Council is not currently collecting performance indicator information for one property indicator during close down for the Calverley Square scheme.
- 4.4 Performance at the end of quarter 3 for the 25 performance indicators that do have targets shows that 14 are performing as expected, six are under-performing and data is not available for five indicators.
- 4.5 Waste and Street Scene data is not yet available from Kent County Council. The indicators this affects are:
 - Percentage of household waste sent for reuse, recycling and composting
 - Kilos of residual waste collected per household
 - Standard of the performance of street cleansing
- 4.6 Economic Development data is not available at the time of writing the report. The indicators this affects are:
 - Number of tourist information center counter enquiries
 - Number of customers advised remotely by the TIC

Qtr.	Performing	Under Performing
3	14	6
2	17	4
1	16	5
4	18	5

Service Performance by Directorate

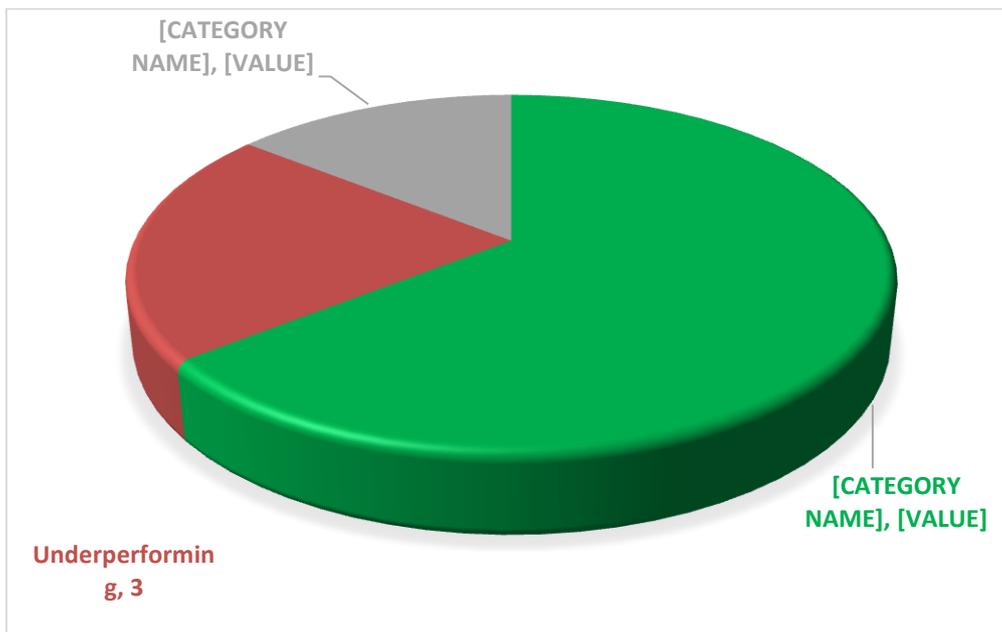
Director of Change and Communities

- 4.7 There are eight performance indicators with targets being collected in this area. Of the eight, three are under performing, two are performing, and three are unavailable.



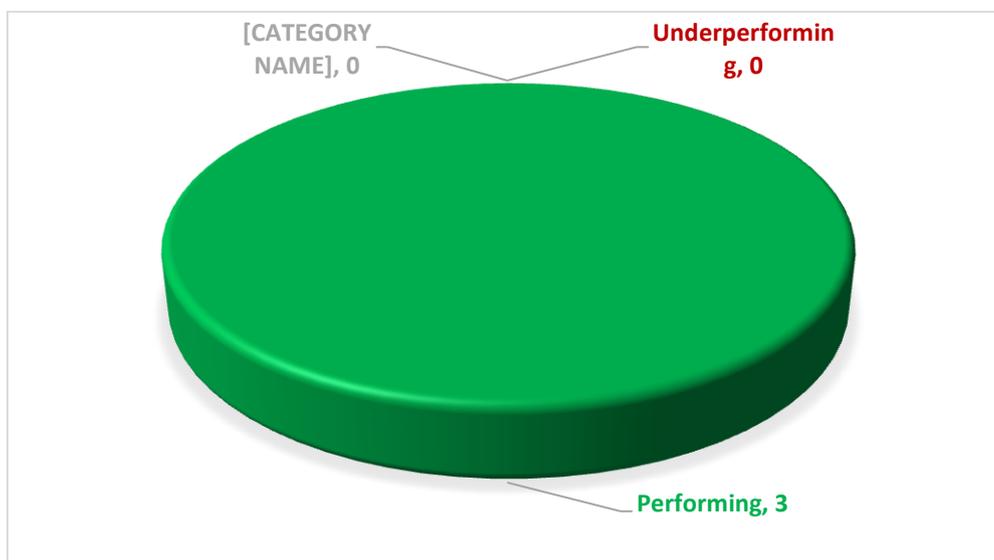
Director of Finance, Policy and Development

- 4.8 There are 14 performance indicators that have targets in this directorate. Of the 14, nine are performing, three are under performing, and two are unavailable.



Director of Mid Kent Services

- 4.9 There are three performance indicators, all three of which have targets in this directorate. Of the three indicators, all three are performing.



5. UNDER-PERFORMING INDICATOR RECOVERY PLANS

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

- i) *Number of households in temporary accommodation*
- ii) *Number of homelessness acceptances*
Following the introduction of the Homelessness Reduction Act, this indicator is now out-of-date as almost all people approaching the Council for homelessness advice now make a homelessness application, due to the new duties on local authorities to assist and provide a Housing Action Plan. The indicator will be revised for the new financial year. As such there is no recovery plan for this indicator.
- iii) *Working days lost due to sickness*
- iv) *Processing of major planning applications within time*
- v) *Processing of other applications within time*
- vi) *Performance on appeal – major applications*
There were only two appeals for major applications in the quarter, one of which was successful and one which was not. As such, a recovery plan has not been produced.

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.
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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.
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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	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.	Keith Trowell, Team Leader Corporate Governance

	<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>	
Finance and other resources	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.	
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.	
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.	<p>Jane Clarke, Head of Policy and Governance</p> <p>22/01/2019</p>
Data Protection	There are no data protection issues which need to be considered as a part of this report.	Jane Clarke, 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	Terry Hughes, Community

	community safety.	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 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
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

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

- Appendices C-F: 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