

Performance Summary Q3 2021/22 (Oct-Dec 2021)

For Cabinet 17 March 2022

Summary

Lead Member: Cllr Tom Dawlings, Leader of the Council

Lead Director: Lee Colyer, Director for Finance, Policy and Development

Head of Service: Jane Clarke, Head of Policy and Governance

Report Author: Jane Clarke, Head of Policy and Governance

Classification: Public document (non-exempt)

Wards Affected: All

Approval Timetable	Date
Management Board	16 February 2022
Finance and Governance CAB	1 March 2022
Cabinet	17 March 2022

Recommendations

Officer / Committee recommendations as supported by the Portfolio Holder:

1. That the Cabinet notes the summary of project performance over quarter three, 2021/22, at appendix A.
2. That the Cabinet notes the summary of service performance over quarter three, 2021/22, at appendix B.
3. That the Cabinet notes the Recovery Plans for quarter three, 2021/22, at appendices C-J.

1. Introduction and Background

- 1.1 This report summarises the performance of the Council's projects and services over quarter three, 2021/22. Appendix A provides a summary of projects in the Five Year Plan. Where service under-performance is identified, Recovery Plans are included at appendices C-H to give details of actions to bring service performance back on track.
- 1.2 The performance management framework is part of the overall governance framework of the Council, which seeks to ensure that risks are managed whilst results are delivered. Quarterly performance reporting helps the Council to improve services and deliver better results for residents, and Cabinet Committee oversight ensures that the framework is robust, and that performance is open to challenge from those with political responsibility for the delivery of projects and services. A public report helps other Councillors, residents and stakeholders to engage with the work of the Council, and to provide further challenge where it is appropriate and effective to do so.
- 1.3 The summary report is divided into two main sections:
 - Project performance (appendix A).
 - Service performance (appendix B).
- 1.4 Delivery of projects is monitored on a weekly basis by the Project Management Office and is reviewed every month by the Programme Management Board, which consists of the Chief Executive and Directors. Progress is also monitored with Portfolio Holders at monthly meetings.
- 1.5 Service performance is monitored daily by line managers, reported to Heads of Service monthly, and Management Board (Chief Executive and Directors) on a quarterly basis.

2. Project Performance

- 2.1 Following decisions made in 2019, three projects within the Five Year Plan are no longer proceeding (a new theatre, new offices and additional off-street parking). The Public Realm Stage Two project is completed, as is the first of the Community Hubs at Southborough.
- 2.2 Therefore, four projects remain active (counted as five to provide individual updates for the two remaining Hubs), and their performance is as follows:

Date	Red Status	Amber Status	Green Status
2021/22 Q1	0	3	2
2021/22 Q2	0	3	2
2021/22 Q3	0	3	2

2.3 Project performance has stayed the same since the last quarter. Detailed updates on the projects are available at appendix A.

3. Service Performance

- 3.1 Historic museum indicators, which were put on hold whilst plans for the Amelia were developed, have now been deleted from the performance management framework as they are no longer relevant. When new services enter the building and are functional, new performance information will be discussed and proposed.
- 3.4 The Council is collecting performance information on 32 indicators for this year, 23 of which have targets.
- 3.5 Of the 23 that have targets, 15 are performing, six are under performing, and two are missing at the time of reporting. This is similar to the previous quarter.

Date	Performing	Not Performing	Unavailable
2021/22 Q1	17	6	0
2021/22 Q2	15	6	2
2021/22 Q3	13	8	2

Under-performing Indicators

- 3.6 There are eight indicators which are underperforming.
- Households in temporary accommodation
 - Percentage of household waste sent for reuse, recycling and composting
 - Working days lost due to sickness
 - Processing of minor applications within time
 - Processing of other applications within time
 - Performance on appeal – minor applications
 - Performance on appeal – other applications
 - Collection of NNDR

- 3.7 Recovery Plans for these eight indicators are attached at appendices C-J, and give more details about the reasons for underperformance, and the actions the service will take to bring performance back to target.

4. Options Considered

- 4.1 This 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.

5. Preferred Option and Reason

- 5.1 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 its day-to-day activities.
- 5.2 The recommendations are to note the factual information within this report. Any actions Cabinet committee may choose to take as a result of the information will be brought forwards in separate reports which will include options appraisals and decisions.

6. Consultation on Options

- 6.1 The information in this report is factual information and there are no direct decisions arising from the recommendations. As such, no public consultation has taken place.

Recommendation from Cabinet Advisory Board

- 2.1 The Finance and Governance Cabinet Advisory Board were consulted on 16 November 2021 and agreed the following:

To be updated following the meeting.

- 7.1 There are no decisions arising from this report and so no implementation period is necessary.

7. Appendices and Background Documents

Appendices:

- Appendix A: Project Summary
- Appendix B: Performance Indicator Outturn
- Appendix C-J: Under-performing Indicator Recovery Plans

8. Cross Cutting Issues

A. Legal (including the 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.

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.

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.

Jayne Bolas, Principal Solicitor Contentious and Corporate Governance, 7 February 2022

B. 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.

Jane Fineman, Head of Finance, Parking and Procurement, 7 February 2022

C. Staffing

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 Heads of Service 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, Customers and Communities, 7 February 2022

D. 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, 7 February 2022

E. 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.

Section 40, National Environment and Rural Communities Act 2006

40(1) Every public authority must, in exercising its functions have regard so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity.

Section 85, Countryside and Rights of Way Act 2000

85(1) In exercising or performing any functions in relation to, or so as to affect, land in an area of outstanding natural beauty, a relevant authority shall have regard to the purpose of conserving and enhancing the natural beauty of the area of outstanding natural beauty.

Gary Stevenson, Head of Environment, Housing and Health, 7 February 2022

F. Community Safety

There are no consequences arising from the recommendation that adversely affect community safety.

Section 17, Crime and Disorder Act 1998

17(1) Without prejudice to any other obligation imposed on it, it shall be the duty of each authority to which this section applies to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Terry Hughes, Community Safety Manager, 7 February 2022

G. 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.

Section 149, Equality Act 2010

149(1) A public authority must, in the exercise of its functions, have due regard to the need to –

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

Jane Clarke, Head of Policy and Governance, 7 February 2022

H. Data Protection

There are no data protection issues which need to be considered as a part of this report.

Article 5, General Data Protection Regulation 2016

1. Personal data shall be:

- (a) processed lawfully, fairly and in a transparent manner in relation to the data subject;*
- (b) collected for specific, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes;*
- (c) adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed;*
- (d) accurate and, where necessary, kept up to date;*
- (e) kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the personal data are processed;*
- (f) processed in a manner that ensures appropriate security of the personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organisational measures.*

Jane Clarke, Head of Policy and Governance, 7 February 2022

I. Health and Safety

There are no health and safety issues to consider as a part of this report and recommendations.

Mike Catling, Corporate Health and Safety Manager, 7 February 2022

J. Health and Wellbeing

There are no health and wellbeing issues to consider as a part of this report and recommendations.

- 1. Areas of deprivation: Will the proposal have an impact (positive or negative) on those living in areas of deprivation within the borough (40% most deprived in the country). These are Sherwood, Southborough and High Brooms, Broadwater and Rusthall.*
- 2. Healthier lifestyle opportunities: Will residents be more or less able to make healthier lifestyle choices such as physical activity (e.g. active travel, access to green spaces or access to leisure facilities), healthy eating (e.g. proximity or access to take away shops, allotments, food stores) and being smokefree*
- 3. Social and Community networks: Will the proposal make it easier for people to interact with one another e.g. encouraging community engagement*
- 4. Living and Working Conditions: does the proposal improve work or home environments, increase job, education or training opportunities, improve access to health services or housing*
- 5. General Socioeconomic, cultural and environmental conditions: Are there any other factors that may impact the above*

Tracey Beattie, Environmental Health Manager, 7 February 2022