

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

Yes

Performance Summary: Quarter 3

Final Decision-Maker	Cabinet
Portfolio Holder(s)	Councillor David Reilly – 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 the summary of priority project performance over quarter 3, as at Appendix A to the report, be noted;
2. That the summary of service performance over quarter 3, as at Appendix B to the report, be noted; and
3. That the performance indicator Recovery Plans for quarter 3, as at Appendices C-G to the report, be noted.

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 Board	30 January 2019
Cabinet Advisory Board	12 February 2019
Cabinet	7 March 2019

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:
 - Project performance (Appendix A)
 - Service performance (Appendix B)
 - Actions for improving under-performance (Appendices C-G)
 - 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 3 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 'eight big projects', five were at 'green' status, five were at 'amber' status, and none were at 'red' status:

Qtr.	GREEN	AMBER	RED
1	6	2	0
2	5	5	0
3	5	5	0
4			

- 3.4 The Cultural and Learning Hub is rated as 'amber' because of the delay in decanting the library and Adult Education Centre that will have an impact on start date on site.
- 3.5 The Local Plan is rated as 'amber' because of delays associated with the commissioning of transport consultants. The outlook for this project is 'green.'
- 3.5 The new sports facilities project is rated as 'amber' because the Pembury site is now no longer viable following objectives from Kent County Council (KCC) and Highways England.
- 3.6 Paddock Wood Community centre is rated as 'amber' as the financial agreement on Tunbridge Wells Borough Council's contribution is not concluded.
- 3.7 Cranbrook Hub is reporting as 'amber' due to delays in legal agreements with the Co-Op.
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4. SERVICE PERFORMANCE

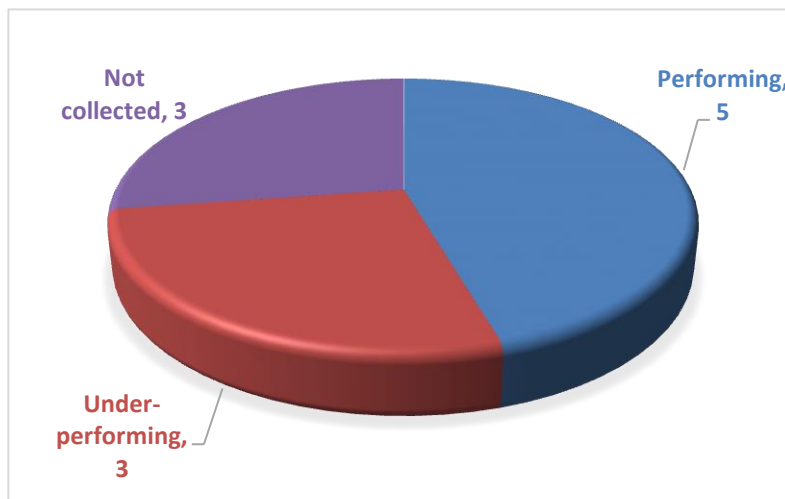
- 4.1 The Council collects information on 48 indicators, 10 of which are annual indicators. Of the 38 indicators that are collected quarterly, nine do not have targets set. The list of indicators and outturns for quarter 3 are set out in more detail at appendix B.
- 4.2 The Council is not currently collecting performance indicator information for three museum indicators in the lead up to the start of construction for The Amelia. 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 3 for the 25 performance indicators collected quarterly that do have targets shows that 18 are performing as expected, six are under-performing and data is not available for one indicator.
- 4.6 Data on the 'Number of customers advised remotely by the tourist information centre' remains unavailable, due to staffing issues.

Qtr.	Performing	Under Performing
1	20	3
2	23	1
3	18	6
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, five are performing and three are underperforming.

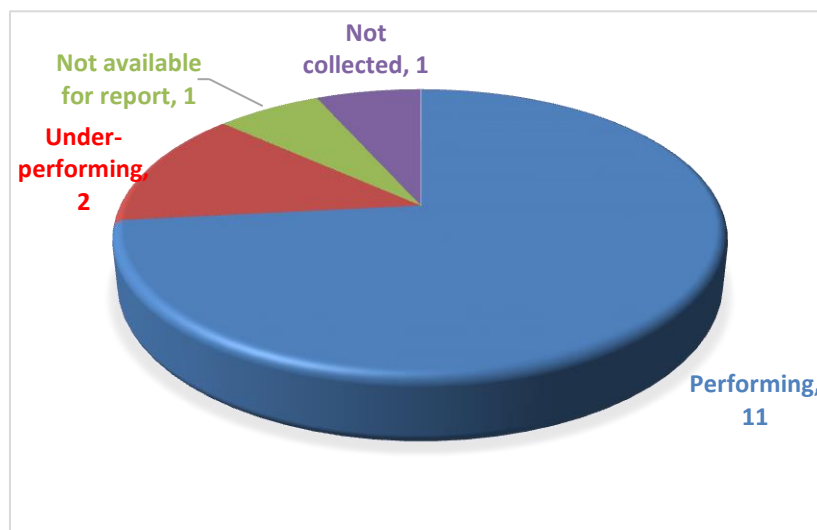


Director of Finance, Policy and Development

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

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

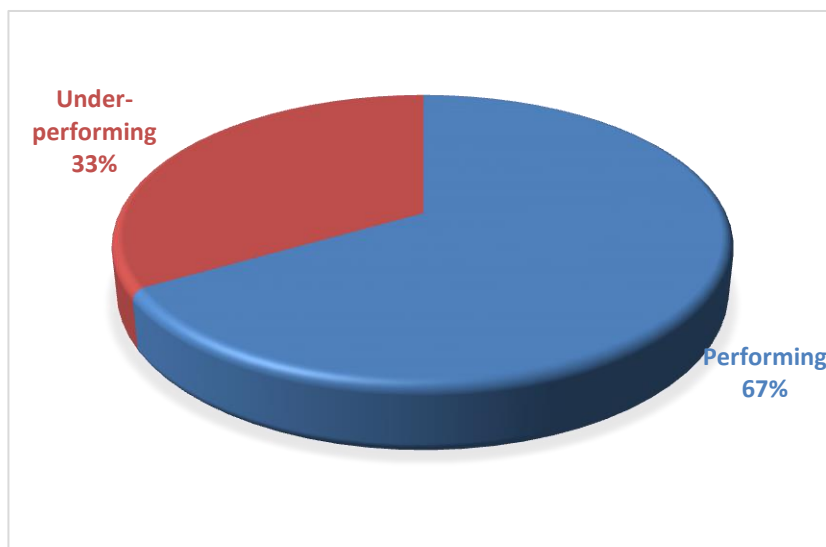
4.12 Of the 14 remaining indicators, 11 are performing, two are under-performing and one is not available for quarter 3.



Director of Mid Kent Services

4.13 There are three performance indicators, all three of which have targets in this directorate.

4.14 Of the three indicators, two are performing and one is under-performing for quarter 3.



5. UNDER-PERFORMING INDICATOR RECOVERY PLANS

5.1 There are five under-performing indicators and the actions to improve them are set out in more detail at Appendices C-G of the report. As data has only recently been received regarding the indicator on the percentage of household waste sent for reuse, recycling and composting, a recovery plan is not available at the time of writing.

i) *Number of homeless acceptances (Appendix C)*

The new requirements contained in the Homelessness Reduction Act, which came into force on 3 April 2018, has resulted in an increase in the number of people approaching us for assistance and making applications.

The increase in the number of applications has translated to an increase in the number of people that the Council has a duty to accept as being homeless and provide support to.

The housing environment has changed since this indicator was introduced and this will be a consideration when revising it for 2019-2020.

ii) *Number of people engaged in healthy living services (Appendix D)*

The One You health model is in its first year of operation. Previous quarters' statistics have indicated overachievement in terms of new clients being signed-up. Due to the design of the One You process, clients must be followed-up 12 weeks after initial contact; this has impacted on time needed to follow-up clients and continue their way through the program. A degree of 'ebb and flow' is anticipated as previous quarter's cohorts are taken through the process.

iii) *Percentage of invoices paid on time (Appendix E)*

A piece of software which sends automated emails to asking staff to 'goods receipt' relevant invoices, was updated in mid-October. The automated email

function did not work for approximately two months, in which period the Finance team had to send these emails manually, which impacted the speed at which these prompts were sent.

iv) *Processing of major planning applications within time (Appendix F)*

There are typically between four and six major applications determined outside of the 13 week period each quarter due to the process of taking an application to planning committee, agreeing and signing a Section 106 legal agreement.

As this is broadly in line with expectation, not immediate remedial action needs to be taken to ensure that the indicator is rated as 'on target' for quarter 4.

There has been significant interest in the borough by developers through the Council's projects and through schemes being taken forward by others. This has impacted on resources.

v) *Time taken to process housing benefit/council tax benefit new claims and change events (Appendix G)*

The Benefits Service has had difficulty in recruiting experienced staff to the team due to the uncertain future of Housing Benefit and Council Tax Support as a result of Universal Credit. The Service has as a result recruited two members of staff new to the area of benefits administration for which it has a training plan covering the next six months.

While the team is still carrying three vacancies (one of which is being recruited for currently), December's results of 14 days was an improvement on October and November's figure of 17 days.

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.
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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.

RECOMMENDATION FROM CABINET ADVISORY BOARD

- 8.2 The Finance and Governance Cabinet Advisory Board was consulted on this decision on 12 February 2018 and agreed the following:

That the recommendations set out in the report be supported.

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
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 the Capital, Revenue and Treasury Monitoring Reports that accompany this report.	Jane Fineman, Head of Finance & 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</p>	Gary Stevenson, Head of Housing, Health and Environment

	<p>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>	
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: Priority Projects Update
- Appendix B: Service Performance Update
- Appendix C: Housing Recovery Plans
- Appendix D: Healthy Living Services Recovery Plan
- Appendix E: Finance Recovery Plan
- Appendix F: Planning Recovery Plan
- Appendix G: Revs and Bens Recovery Plan

12. BACKGROUND PAPERS

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