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OVERVIEW & SCRUTINY PANEL

Minutes of the meeting held on 17 March 2021 at 2.00 pm in by Video Conference.

Present: Councillor Robert W Bayford (Chairman); Councillors Currie, Boyd, Coleman-Cooke, Huxley, Paul Moore, L Piper, Roper and Scott

In Attendance: Councillor J Bayford

293. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Keen.

294. DECLARATION OF INTERESTS

There were no declarations of interest made at the meeting.

295. CORPORATE PERFORMANCE REFRESH 2021-24

Tim Willis, Deputy Chief Executive and S151 Officer introduced the item and said that the aim was to monitor performance on areas that mattered most to residents, businesses and councillors. Past performance monitoring had always been retrospective and reported quarterly. However in future the plan was to produce as much information as was possible in real time and make such information always available on the council's website. This would increase transparency and accountability of the council and hopefully help reduce the burden of responding to freedom of information requests. These proposed changes would also improve the scrutiny of the council's performance.

Hannah Thorpe, Director of Communications then introduced the main issues of the report and made the following points:

- The new performance reporting format would produce as much information as is possible in real time and this would be shared with residents on the council website;
- The objective of the new approach was to improve the way the council managed the corporate performance as well as improving information sharing with residents;
- The approach would follow a set of principles that included the following:
 - Transparent;
 - More engaging;
 - Focus on things that matter;
 - Move away from (just a focus on) numbers;
 - Demonstrate that the council was effective (in delivering services to residents);
 - Demonstrate that council's activities were having an impact on the lives of local residents.
- The proposed changes included the follows:
 - Reduce the number of measures;
 - Align measures to corporate objectives (environment, communities and growth);
 - Include measures which demonstrate efficiency;
 - Publish live data on the website – shift the focus of the reports and enhance the role of Scrutiny;

- Create interactive data;
 - Remove targets – move to acceptable/good baseline;
 - Put more emphasis on customer satisfaction;
 - Reduce the frequency of reporting.
- The number of measures of performance would be reduced and they would be aligned to corporate objectives;
 - Performance Targets would be removed. Good baseline information would be established to inform the performance monitoring;
 - The measures would include those that demonstrated efficiency;
 - Live performance data would be published on the website;
 - More emphasis would be put on customer satisfaction;
 - Members would be able to call on Service Directors to attend Panel meetings to respond to service specific performance issues arising from the performance reports;
 - Panel members were invited to take part in a dry run of the proposed web page before it went live;
 - The new reporting framework would be in place in April 2021-2024.

The detail of the proposed performance reporting framework is in the slides presentation attached as an annex to this minute item.

Members asked questions and made comments as follows:

- The timescales for the houses being empty was reflected in the annex as six months. How was this solution arrived at?
- Publishing live data on the council website was a good idea;
- Would enforcement action and fines be published on the website as part of that live data as well?
- How often would the live data be refreshed?
- Would recycle rates be published as part of the live data?
- Would greenhouse gas emission from council housing stock be part of the performance data?
- Some Members were concerned about the removal of targets;
- Since targets would be removed, who would decide on the quality and make value judgments about the performance?
- How would the council let residents know about the web page?
- There would be a need to carry out a critical review of the new format after 12 months of implementation;
- Under the proposed Growth indicator, the council would like 'residents to have thriving towns.' However this indicator is not reflected in the detail as to how it would be measured;
- Were annual residents' surveys adequate or should we have rolling surveys to assess residents' satisfaction perception about the services provided by the council?
- Would complaints be captured in the new reporting format?

Hannah Thorpe, Nathaniel Fisher, Business Analyst and Tim Willis responded to Member questions and comments as follows:

- The six months rule was an industry standard. Baselineing would be informed by benchmarking. It was hoped that this would allay any concerns about the limited number of stats that would be used in the new approach;
- Enforcement data could be reflected in the live data on the council website;
- With regards to incineration and recycling; KCC was the disposal authority. This meant that any data produced by KCC would not necessarily reflect the performance by TDC;

- The issue regarding measuring emissions produced by council housing stock would be referred to the appropriate Service for a response;
- With regards to value judgments, a number of organisations were now moving more towards a qualitative understanding of issues affecting communities;
- Conducting a 12 month review of the new approach would be a good idea;
- The indicators for growth would be reconsidered by officers to add more detail on these would be measured. This could entail a look at how this indicator could be linked to community;
- In addition to snap surveys, the council would also like to conduct customer satisfaction surveys;
- The survey that was used to inform the new framework was conducted on 6,000 residents with a one in six response rate. This was a random survey based on postcodes to get a fair reflection of the district;
- Officers would go back to consider the issue regarding how best to reflect the number of complaints received by the council.

The Chair summed up the discussion by saying that the Panel was supportive of the new approach and requested officers to take away the comments and suggestions that came from Members during the course of the discussion.

Thereafter members noted the report.

Meeting concluded: 2.55 pm

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Thanet District Council



Corporate Performance refresh

Overview and Scrutiny Panel

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Introduction

- New approach to corporate performance
- Needs to link to the Corporate Statement
- Delayed due to Covid

Context

Residents have told us they want to:

- feel safe
- have clean streets
- have thriving towns

They also want the council to be:

- efficient
- transparent
- trusted
- responsive

Objective

Internal

- To improve the way we manage corporate performance - create a more effective tool for services

External

- To improve the information we share with our residents - provide insight into the things that matter most and to do so in a clear/transparent way

Principles

- To be more transparent
- To be more engaging
- Focus on the things that matter
- To move away from the numbers
- Demonstrate we are effective
- Demonstrate impact

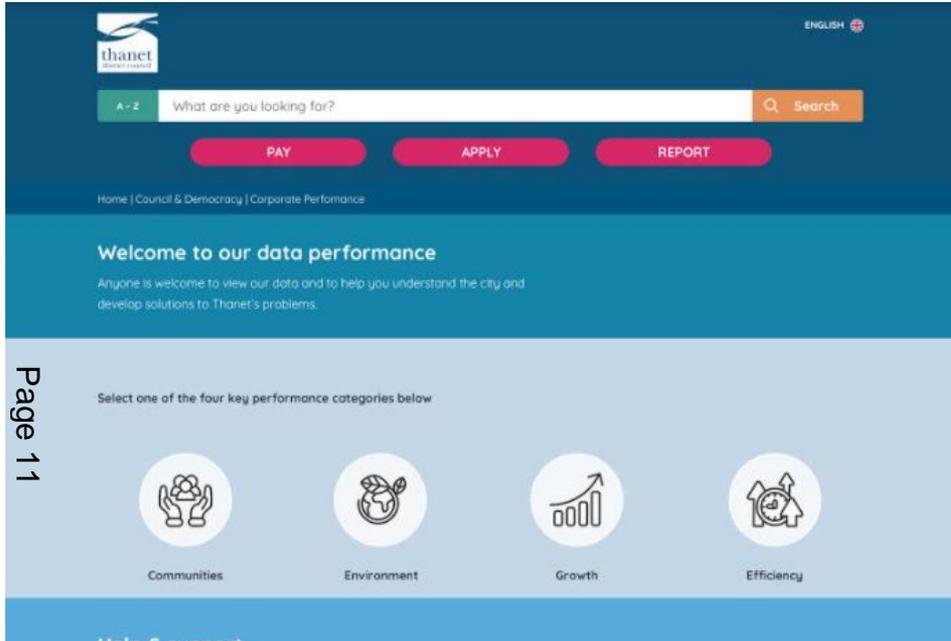
	QUANTITY	QUALITY
EFFORT	<p>How much did we do?</p> <p>How many customers? How many activities?</p>	<p>How well did we do it?</p> <p>How can we measure the quality of our efforts?</p>
EFFECT	<p>How many customers are better off?</p>	<p>What is the percentage of customers better off?</p>

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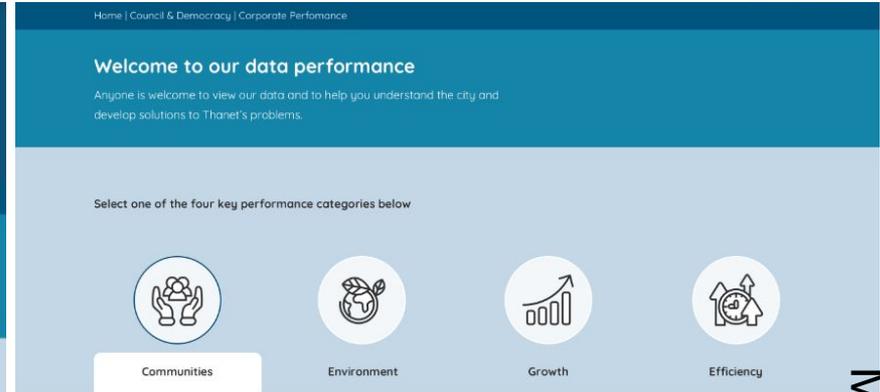
Proposed changes

1. Reduce the number of measures
2. Align measures to corporate objectives (environment, communities, growth)
3. Include measures which demonstrate efficiency
4. Publish live data on the website - shift the focus of the reports and enhance Scrutiny role
5. Create interactive data
6. Remove targets - move to acceptable/good baseline
7. Put more emphasis on customer satisfaction
8. Reduce the frequency of reporting

Proposed web pages



The proposed web page design features a dark blue header with the Thanet District Council logo on the left and 'ENGLISH' with a flag icon on the right. Below the header is a search bar with a green 'A-Z' button on the left and an orange 'Search' button on the right. Three pink buttons labeled 'PAY', 'APPLY', and 'REPORT' are positioned below the search bar. The main content area has a blue background with the heading 'Welcome to our data performance' and a sub-heading 'Anyone is welcome to view our data and to help you understand the city and develop solutions to Thanet's problems.' Below this is a light blue section with the text 'Select one of the four key performance categories below' and four circular icons representing Communities, Environment, Growth, and Efficiency. The 'Communities' icon is highlighted with a white background.



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Community performance indicators [See all >](#)

A summary of the past year of the Thanet housing within the community. Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna.

Number of steps and Rolling 7 day average



Number of steps and Rolling 7 day average



Communities



Measure name	What is being measured	Why is it being measured
Empty homes brought back into use	Homes empty for more than 6 months, returned to use following council intervention	Empty homes impact on quality of the urban environment and are a wasted opportunity to increase the supply of homes for local people.
Number of homes where action taken to improve living conditions	Homes where Category 1 and/or 2 hazards have been resolved following council intervention.	Housing conditions directly impact on the quality of life and health outcomes of local residents. There is a strong link between poor housing conditions and health inequality. This is a specific outcome set out in the council's Corporate Statement.
Number of empty homes in the district	Background data including all homes that have been empty for more than 6 months	This data provides contextual information for the council's work to return empty homes to use. It also helps to inform the council's Local Plan and it's Housing, Homelessness and Rough Sleeping strategy.
Number of homeless cases prevented	Households where action from the council has enabled a household to stay in their home or to secure a new home.	Homelessness prevention is a key focus of the council's Corporate Statement. Successful prevention helps to improve the outcomes for homeless households and reduce the cost of emergency and temporary accommodation for the council.

Communities cont.



Households in temporary accommodation	Number of statutory homeless households in TA.	Living in temporary accommodation can be an unsettling and stressful experience for homeless households, and reducing the time spent in temporary accommodation and the number of households that need to use it, will help improve the outcomes for people using this service. Temporary Accommodation is also a significant cost for the council.
All new homes completed	All homes, all tenures.	The construction of new homes makes a significant contribution to the local economy and helps to ensure that local people have access to the homes that they need.
Affordable homes completed	Includes all TDC and HA homes, social, affordable and intermediate rented and shared ownership.	New affordable homes are needed to meet the needs of local people living in housing needs or on low incomes. The shortage of affordable homes is a key driver of homelessness and the council's housing register. Quality affordable homes can help to tackle health and economic inequalities. New homes is a key focus of the council's Corporate Statement.



Average relet time for council homes	Average time from termination to tenancy start for all voids, excluding where a decision has been taken to hold a property empty.	The council's Corporate Statement specifically set out to return the management of council homes to the council's direct control. Empty council homes has a direct impact on income for the council's Housing Revenue Account. In additional the reletting of council homes is a key source of accommodation for local households in housing need.
Rent arrears	Total current rent arrears as a proportion of the debit	The council's Corporate Statement specifically set out to return the management of council homes to the council's direct control. Rent arrears has a direct impact on income for the council's Housing Revenue Account. Preventing rent arrears in the first place can help to reduce the financial stress for low income households.
HRA Capital Programme Delivery	Proportion of capital programme milestones reached. Procurement advertised, contract let, start on site, completion of works.	The delivery of the council's Capital Programme was a key factor in the decision to return the management of council housing to the council. The capital programme helps to improve the condition of the council's housing stock and

Communities cont.



<p>Tenant and Leaseholder Health and Safety Compliance</p>	<p>Overall compliance score - A combined scored based on detailed workstream reports for each of the main six areas of compliance.</p>	<p>Tenant Health and Safety compliance is a statutory requirement and a key factor in the decision to return the management of the council's housing stock to the council. Effective health and safety compliance serves to protect the council's tenants and leaseholders.</p>
<p>Planning Appeals</p>	<p>Percentage of planning appeals dismissed - Minimum 60%</p>	<p>This is a measure of the quality of the council's decision making about planning applications. The correct decision made first time supports the economic growth of the district and the provision of the homes and infrastructure that the district needs.</p>
<p>Percentage of randomly inspected sites which are mainly free from litter or refuse</p>	<p>Sample of how clean streets are in the district</p>	<p>Top priority for residents</p>
<p>Number of Service requests - community Safety</p>	<p>Number of requests for service received for community safety</p>	<p>To ensure adequate resources are available during peak times</p>
<p>Community Services Survey</p>	<p>Public perception</p>	<p>To inform the work of the Thanet community safety partnership</p>

Measure name	What is being measured	Why is it being measured
TDC Greenhouse emissions	Greenhouse gas emissions from gas, electricity and petrol/diesel that TDC procures (Scope 1 and 2 emissions)	Part of our carbon footprint calculations. (Full carbon footprint will be calculated in the next 6 months).
Trees	Number of trees removed and planted on TDC Open Spaces	As part of our carbon footprint calculations and impact on the ecological emergency
% of area of open spaces managed for pollinators	% area of TDC open spaces managed for pollinators	This measurement is part of our impact on the ecological emergency
Recycling rate	% of recycled material (food waste, garden waste, mixed recycling and paper and card) of the overall collected waste	
% of bins collected	The number of bins that should be collected less missed bins / Total bins collected	
Residents (customers of the service) survey to ask if they are happy with the service for enforcement.		
% response rate within timescale for all enforcement reports	1st response with in service standard (for all enforcement types + beach complains except stray dogs)	



Enforcement actions take for reference

Residents Survey - Public opinion of the Street Cleaning Service	Residents satisfaction of the streets cleansing	To monitor public satisfaction with this service. Every year 'clean streets' is confirmed as one of the top three priorities for local people - it is important to understand residents' perception of this service.
Public opinion of Parks and Open Spaces	Residents satisfaction of parks and open spaces in the district	
Public opinion of the Recycling Service	Residents satisfaction of recycling in the district	The waste and recycling service provided by the council reaches the most residents in the district As a key council service it is important to understand how local people view the service they receive.
Number of Service requests - Environmental protection	Number of requests for service received for Environmental Protection	to ensure adequate resources are available during peak times

Growth



Measure name	What is being measured	Why is it being measured
Unemployment	unemployment rates	indicator of overall growth in district
Wages	Average wages	indicator of overall growth in district
% Business rates collected	collected business rates / Business rates due	

Efficiency



Measure name	What is being measured	Why is it being measured
Public opinion of whether the council provides Value for Money	Residents opinion	As a publicly funded organisation it is important to establish whether residents feel they receive value for money for the services they receive.
% Council Tax collected	collected council tax / Council tax due	
Complaints	Number of complaints	
Freedom of information Requests	Number of Freedom information requests	

Next steps

- Update Performance Management Framework
- Seek input from Scrutiny and Cabinet
- Finalise development of the website
- Implement from 1 April
- In place 2021-2024