

# Public Document Pack



Date: **09 March 2021**  
Our ref: **Extraordinary Overview & Scrutiny Panel/Agenda**  
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## **EXTRAORDINARY OVERVIEW & SCRUTINY PANEL**

**17 MARCH 2021**

An extraordinary meeting of the Overview & Scrutiny Panel will be held at **2.00 pm on Wednesday, 17 March 2021** by Video Conference in this link [https://youtu.be/uL-x3K\\_eiyI](https://youtu.be/uL-x3K_eiyI).

### **Membership:**

Councillor R Bayford (Chairman); Councillors: Currie (Vice-Chairman), Boyd, Coleman-Cooke, Hopkinson, Huxley, Keen, Moore, Paul Moore, L Piper, Rattigan, Roper, Rusiecki and Scott

## **AGENDA**

Item  
No

Subject

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATION OF INTERESTS** (Pages 3 - 4)  
To receive any declarations of interest. Members are advised to consider the advice contained within the Declaration of Interest advice attached to this Agenda. If a Member declares an interest, they should complete the [Declaration of Interest Form](#)
3. **CORPORATE PERFORMANCE REFRESH 2021-24** (Pages 5 - 14)

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## **Do I have a Disclosable Pecuniary Interest and if so what action should I take?**

Your Disclosable Pecuniary Interests (DPI) are those interests that are, or should be, listed on your Register of Interest Form.

If you are at a meeting and the subject relating to one of your DPIs is to be discussed, in so far as you are aware of the DPI, you **must** declare the existence **and** explain the nature of the DPI during the declarations of interest agenda item, at the commencement of the item under discussion, or when the interest has become apparent

Once you have declared that you have a DPI (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must**:-

1. Not speak or vote on the matter;
2. Withdraw from the meeting room during the consideration of the matter;
3. Not seek to improperly influence the decision on the matter.

## **Do I have a significant interest and if so what action should I take?**

A significant interest is an interest (other than a DPI or an interest in an Authority Function) which:

1. Affects the financial position of yourself and/or an associated person; or  
Relates to the determination of your application for any approval, consent, licence, permission or registration made by, or on your behalf of, you and/or an associated person;
2. And which, in either case, a member of the public with knowledge of the relevant facts would reasonably regard as being so significant that it is likely to prejudice your judgment of the public interest.

An associated person is defined as:

- A family member or any other person with whom you have a close association, including your spouse, civil partner, or somebody with whom you are living as a husband or wife, or as if you are civil partners; or
- Any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors; or
- Any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000;
- Any body of which you are in a position of general control or management and to which you are appointed or nominated by the Authority; or
- any body in respect of which you are in a position of general control or management and which:
  - exercises functions of a public nature; or
  - is directed to charitable purposes; or
  - has as its principal purpose or one of its principal purposes the influence of public opinion or policy (including any political party or trade union)

An Authority Function is defined as: -

- Housing - where you are a tenant of the Council provided that those functions do not relate particularly to your tenancy or lease; or
- Any allowance, payment or indemnity given to members of the Council;
- Any ceremonial honour given to members of the Council
- Setting the Council Tax or a precept under the Local Government Finance Act 1992

If you are at a meeting and you think that you have a significant interest then you **must** declare the existence **and** nature of the significant interest at the commencement of the matter, or when the interest has become apparent, or the declarations of interest agenda item.

Once you have declared that you have a significant interest (unless you have been granted a dispensation by the Standards Committee or the Monitoring Officer, for which you will have applied to the Monitoring Officer prior to the meeting) you **must**:-

1. Not speak or vote (unless the public have speaking rights, or you are present to make representations, answer questions or to give evidence relating to the business being discussed in which case you can speak only)
2. Withdraw from the meeting during consideration of the matter or immediately after speaking.
3. Not seek to improperly influence the decision.

## Gifts, Benefits and Hospitality

Councillors must declare at meetings any gift, benefit or hospitality with an estimated value (or cumulative value if a series of gifts etc.) of £25 or more. You **must**, at the commencement of the meeting or when the interest becomes apparent, disclose the existence and nature of the gift, benefit or hospitality, the identity of the donor and how the business under consideration relates to that person or body. However you can stay in the meeting unless it constitutes a significant interest, in which case it should be declared as outlined above.

## What if I am unsure?

If you are in any doubt, Members are strongly advised to seek advice from the Monitoring Officer or the Committee Services Manager well in advance of the meeting.

If you need to declare an interest then please complete the declaration of [interest form](#).

## Corporate Performance Refresh 2021-24

**Overview & Scrutiny Panel** 17 March 2021

<b>Report Author</b>	Hannah Thorpe - Director of Communications
<b>Portfolio Holder</b>	Cllr Rick Everitt, Leader of the Council
<b>Status</b>	For Information
<b>Classification:</b>	Unrestricted
<b>Key Decision</b>	No
<b>Ward:</b>	All

### Executive Summary:

The council is refreshing its approach to how it both monitors and reports on corporate performance. New performance indicators are set out within this report and are intended to demonstrate progress against the council's Corporate Objectives; Environment, Communities and Growth. This approach aims to provide the public with clear and easy to access information on how key services are performing and supports residents' feedback that they would like the council to be efficient, transparent and responsive.

The Overview and Scrutiny Panel is asked to comment on the proposed new Corporate Performance approach and measures.

### Recommendation(s):

That the Overview and Scrutiny Panel note the proposed new approach and provide any comments for consideration by the Cabinet.

### Corporate Implications

#### Financial and Value for Money

*There are no direct financial implications within this report. All activities listed in future performance reports will have been planned within the Council's agreed budget. Remedial actions will usually be carried out within existing budgets, where this is not possible funding proposals will be taken through the appropriate channels in keeping with the Council's established financial controls.*

#### Legal

*There are no legal implications directly arising from this report*

#### Corporate

*This is the proposed new approach to how the council monitors and reports on progress against the Corporate Objectives as agreed at Council. Future reports will provide details of performance against the new indicators.*

## **Equality Act 2010 & Public Sector Equality Duty**

*Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to the aims of the Duty at the time the decision is taken. The aims of the Duty are: (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people who share a protected characteristic and people who do not share it, and (iii) foster good relations between people who share a protected characteristic and people who do not share it.*

*Protected characteristics: age, sex, disability, race, sexual orientation, gender reassignment, religion or belief and pregnancy & maternity. Only aim (i) of the Duty applies to Marriage & civil partnership.*

This report relates to the following aim of the equality duty: -  
(Delete as appropriate)

- *To advance equality of opportunity between people who share a protected characteristic and people who do not share it*

*The report looks to monitor the performance of the Council across all the residents within the District. An Equalities Impact Assessment has been undertaken and there is no reason to state at this time that the content of the Corporate Objectives will negatively impact on any groups with protected characteristics. The priorities focus on improving the quality of life in Thanet for all. Opportunities to further the aims of the Duty will be investigated during equality impact analysis of individual projects, plans and strategies arising from the priorities.*

## **CORPORATE PRIORITIES**

This report relates to the following corporate priorities: -

- *Growth*
- *Environment*
- *Communities*

### **1.0 Introduction and Background**

1.1 The council's corporate objectives set out in the Corporate Statement, determine the strategic direction for the council. They influence annual operational service plans and employee's annual appraisals, so the organisation is working collectively towards the same goal. Performance management is a key part of the corporate governance process and adds value by helping to ensure accountability of the performance of the council's services against the corporate objectives. This helps to encourage enhanced accountability and continuous improvement.

- 1.2 The council has been monitoring progress against the former Corporate Plan 2015-2019 with quarterly reports going to the Overview and Scrutiny Panel and Cabinet. The reports were a backwards look at the previous quarter. They highlighted progress over time; celebrating highlights and identifying necessary improvements and actions. Performance targets were set and progress reported each quarter on a red, amber, green system. The reports included key performance indicators which were identified to demonstrate progress with the three corporate priorities for the council. Contextual indicators were also provided which were not assigned targets and were broadly areas of work which the council was either not directly responsible for, or where data was not recorded in a way which meant that meaningful targets could be set.
- 1.3 In 2019 a new Corporate Statement (2019-2023) was adopted by the Council. It sets out new corporate objectives for the Council to focus on; Environment, Communities and Growth.
- 1.4 To support this new Corporate Statement, new performance measures were due to be implemented from 1 April 2020. This business as usual activity was delayed however due to the redeployment of council resources to support the response to the global COVID-19 pandemic. As an interim measure for April 2020 - March 2021, corporate performance continued to be monitored against the previous corporate priorities.
- 1.5 We now need to agree and implement new performance indicators to reflect the new Corporate Statement.
- 1.6 As part of this approach, recognition should also be given to the feedback the council receives each year from local people as part of its annual residents' survey. Consistently residents tell the council that feeling safe, clean streets and thriving towns are the things that matter most and they want the council to be efficient, trusted, transparent and responsive.

## **2.0 The Current Situation**

- 2.1 New performance measures need to be identified to monitor progress against the new corporate objectives - Environment, Communities and Growth.
- 2.2 In addition to introducing new performance measures, it is also proposed to use this opportunity to undertake a wider refresh of the way performance management is coordinated more generally by the council. This is to create a more effective tool for services internally and also crucially to improve the information we share with our residents externally, so we provide insight into the things that matter most to local people and to do so in a clear and transparent way. By changing our approach the aim is to move the focus away from simply reporting on the numbers which show how much we do as a council and understand more about the impact and whether our residents and the customers of our services are better off as a result.
- 2.3 **Proposed changes to the corporate performance management approach**
  - 2.3.1 Reduce the number of measures.

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Within the former performance report there were 47 indicators. The proposal is to reduce this to 31 indicators which provide more insight into the areas we know matter most to residents. Over time, the level of data provided behind each individual measure can be increased. This will provide greater context and a more meaningful overall picture, thereby not diminishing the amount of information being provided to residents.

### 2.3.2 Align the measures to the new corporate objectives.

Performance data is proposed to be presented based on the corporate objectives: Environment, Communities and Growth. A new 'efficiency' category will also be introduced which will capture some of the previous statistical data to highlight that the council is working as efficiently as possible for local people.

### 2.3.3 Publish live performance data on the website.

The previous performance report was published at the end of each quarter and presented a backwards look on key service performance. Presenting the data live on the website will provide a more accurate picture of council performance at any given time and will mean residents will be able to access key information 24/7. It will also mean that when members are considering the data, they will have access to more up to date information at the time of committee meetings, aiding a more meaningful discussion.

### 2.3.4 Create interactive data on the website.

On the website, care will be taken to ensure the data is presented in a clear and engaging way. Interactive graphs will be provided within a new section of the website dedicated to council performance. It will be presented in the three key corporate objectives and new efficiency category. Over time, the ambition is to provide a greater level of data behind each individual measure. This will allow residents the opportunity to select which data they review and in how much detail, on the basis of the services that interest them the most.

### 2.3.5 Remove targets

Within the previous corporate performance process, targets were set based on the most challenging of either, the last 12 months of activity, the current year target and/or the average benchmark (CIPFA, APSE etc) for the latest available period of time. It is becoming more widely accepted that the setting of targets is a little outdated and often means that discussions around performance focus on the numbers and often very little on the actual impact upon people. By providing live data on council performance, the council will still mean people can hold the council to account. As the new performance approach evolves, the proposal is to develop an acceptable standard for each measure or baseline, which is the level of service that the council is committed to delivering for any given indicator.



## 2.3.6 More emphasis on customer satisfaction

To assist with the proposal in 2.3.5, the proposal is to supplement the removal of targets, with an increased emphasis placed upon customer satisfaction. This is to ensure that customers are actively asked for feedback on their experience of the services they have directly accessed. This information can then be used to directly help improve the services the council provides.

## 2.3.7 Reduce the frequency of reporting.

Currently, corporate performance reports are presented to the Overview and Scrutiny Panel and subsequently Cabinet every quarter. This level of frequency doesn't allow a significant time for key trends in performance to change and often members are presented with a very similar picture each quarter. Presenting data live on the website will reduce the reliance on providing performance data to Councillors and the public in the previous reporting format, as the information will be available all of the time. The role of the Overview and Scrutiny Panel reviewing the performance of key council areas is still important however and with more regular access to performance data, the role of the Overview and Scrutiny Panel could be enhanced to use meetings for a deeper dive into specific service performance. The proposal is therefore to consider reducing the corporate performance item to every six months.

## 2.4 **Proposed performance indicators**

### 2.4.1 The specific proposed performance indicators are attached at [Appendix 1](#).

Within the Overview and Scrutiny meeting, the panel will be presented with a breakdown of all proposed new performance indicators by corporate objective, the rationale as to why the indicator is being measured, and what 'good' performance looks like.

## 3.0 **Options**

3.1 To consider the proposed approach to corporate performance and provide comments for consideration by the Cabinet.

3.2 To consider the proposed performance indicators (Appendix 1) and provide comments for consideration by the Cabinet.

## 4.0 **Next Steps**

4.1 Cabinet will review the comments from the Overview and Scrutiny Panel when they meet on 29 April 2021.

4.2 The council's Corporate Performance Management Framework will be updated to reflect the new approach.

- 4.3 The new corporate performance approach will be implemented from 1 April and will run concurrently alongside the life of the Corporate Statement. The new approach will be subject to continual review to ensure it is effective and is likely to evolve and improve over time.

Contact Officer: Hannah Thorpe, Director of Communications  
Reporting to: Tim Willis, Deputy Chief Executive

## **Annex List**

Annex 1: Proposed corporate performance indicators

## **Background Papers**

*None*

## **Corporate Consultation**

**Finance:** Chris Bundell Director of Finance

**Legal:** Estelle Culligan Director of Law and Democracy

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## Annex 1

### Appendix 1: Proposed new corporate performance indicators

<b>Measure name</b>	<b>What is being measured</b>	<b>Section</b>
Empty homes brought back into use	Homes empty for more than 6 months, returned to use following council intervention	Communities
Number of homes where action taken to improve living conditions	Homes where Category 1 and/or 2 hazards have been resolved following council intervention.	Communities
Number of empty homes in the district	Background data including all homes that have been empty for more than 6 months	Communities
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.	Communities
Households in temporary accommodation	Number of statutory homeless households in TA.	Communities
All new homes completed	All homes, all tenures.	Communities
Affordable homes completed	Includes all TDC and HA homes, social, affordable and intermediate rented and shared ownership.	Communities
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.	Communities
Rent arrears	Total current rent arrears as a proportion of the debit	Communities
HRA Capital Programme Delivery	Proportion of capital programme milestones reached. Procurement advertised, contract let, start on site, completion of works.	Communities
Tenant and Leaseholder Health and Safety Compliance	Overall compliance score - A combined score based on detailed workstream reports for each of the main six areas of compliance.	Communities

# Agenda Item 3

## Annex 1

Planning Appeals	Percentage of planning appeals dismissed - Minimum 60%	Communities
TDC Greenhouse emissions	Greenhouse gas emissions from gas, electricity and petrol/diesel that TDC procures (Scope 1 and 2 emissions)	Environment
Trees	Number of trees removed and planted on TDC Open Spaces	Environment
% of area of open spaces managed for pollinators	% area of TDC open spaces managed for pollinators	Environment
Unemployment	Measure unemployment rates using Nomis data	Growth
Wages	Measure wages using Nomis data	Growth
Recycling rate	% of waste recycled	Environment
% of bins collected	Collected bins as total bins that should be collected	Environment
Percentage of randomly inspected sites which are mainly free from litter or refuse	Random Sample of streets in the district	Communities
Residents (customers of the service) satisfaction with the enforcement service	Customer survey	Environment
1st response with in service standard	for all enforcement types + beach complains except stray dogs	Environment
Enforcement actions taken	Total enforcement actions taken	Environment
Residents Survey - Public opinion of the Street Cleaning Service	Public Opinion	Environment
Public opinion of Parks and Open Spaces	Public Opinion	Environment
Public opinion of the Recycling Service	Public Opinion	Environment
Public opinion of whether the council provides Value for Money	Public Opinion	Efficiency

# Agenda Item 3

## Annex 1

% Council Tax collected		Efficiency
% Business rates collected		Efficiency
Complaints received	Number of complains	Efficiency
FOIs responded to within the service standard	FOI Data request that completed in the ICO timeframes	Efficiency

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