

# Policy Committees' Quarter 4 20/21 Exception Performance Report

## Audit & Scrutiny Committee Thursday, 8 July 2021

Report of: Executive Head of Corporate Resources

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Purpose: For information

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Publication status: Open

Wards affected: All

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### Executive summary:

- To date, this committee has received a compilation report that contains all performance and risk reports from each policy committee, including the corporate risk register. The aim of this has been to support the committee to monitor performance and risk management at the Council.
- At the last meeting of this Committee, Members expressed an interest in making the report more concise and orientated towards exception reporting. The rationale for this approach being that each policy committee will have already reviewed their respective performance charts and risks prior to the compilation report being brought to this committee.
- There was no fixed scope for a new version of the compilation report. However incorporating signposts to policy committee reports, rather than including them as appendices, was favoured. This report reflects a first attempt to revise the previous compilation report. Therefore Officers welcome any feedback on its format and content.

### This report supports the Council's priority of:

Building a better Council

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## **Recommendation to Committee:**

'A' – That the policy committees' performance and risk exceptions for Quarter 4 2020/21 be noted.

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## **Reason for recommendation:**

'A' – To support the Committee to monitor performance and risk at the Council.

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### **1. Introduction and background**

1.1. The Committee's terms of reference include reviewing and scrutinising "the decisions and performance of the Council".<sup>1</sup> In addition, Section xiii of the 'terms' state that the Committee will:

"Monitor the Council's performance against targets which seek to ensure the provision of cost effective, quality services to the community (as part of the Council's own performance management regime)".<sup>2</sup>

1.2. To date, the Committee has received a compilation report containing each performance and risk report for each policy committee: Community Services, Planning Policy, Housing and Strategy and Resources. As this report was lengthy and its component parts already subject to review by each policy committee, Members requested the report be modified to make it more concise.

1.3. In response to this feedback, Officers have revised the report by signposting to the policy committees' separate performance and risk reports, rather than including them as appendices. In addition, the report now contains only exception reporting on performance and risk, in-line with the criteria stated in Sections 3 and 4. Due to the committee dates and associated report timelines, it is not possible to include each policy committees' responses to the off-target performance indicators and 'red' rated risks. Therefore, readers are advised to review the reports listed in Section 2, and Officers will provide verbal updates on the outcome of the preceding policy committees wherever possible.

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<sup>1</sup> Overview & Scrutiny Committee (2020) *Proposed Changes to the Terms of Reference and Name of the Committee*, p. 3. Online available: <https://tandridge.moderngov.co.uk/documents/s792/ToR%20and%20Committee%20name.pdf> [Last accessed 16/06/2021].

<sup>2</sup> Overview & Scrutiny Committee (2020) *Minutes*, p. 1. Online available: <https://tandridge.moderngov.co.uk/documents/g898/Public%20minutes%2030th-Jul-2020%2019.30%20Audit%20Scrutiny%20Committee.pdf?T=11> [Last accessed 16/06/2021].

## 2. Policy committees' performance and risk reports

2.1. The most recent performance and risk reports for the policy committees can be found via the following links. Note they are links to the relevant committee meeting agenda. Therefore readers should look for the 'performance report' on the agenda:<sup>3</sup>

[Community Services](#)

[Planning Policy](#)

[Housing](#)

[Strategy and Resources](#)

## 3. Performance Headlines

3.1. The following performance headlines have been included on the basis that a target has not been met for at least two Quarters.<sup>4</sup>

3.2. Note: up-to-date commentaries on the policy committees' responses to these headlines are not available in writing, due to the timing of this reports publication. Therefore, verbal updates will be provided during the committee wherever possible.

### 3.3. Community Services

3.3.1. Percentage of roads, footpaths & public open spaces which meet the environmental cleanliness standard – off by 1%.

3.3.2. Percentage of establishments with a rating of 3 or better under the food hygiene rating scheme – off by 10%.

3.3.3. Note: the Council's waste contractor is currently migrating their performance data systems from an old version to a new version, as per the new contract. Unfortunately, this means that the Council cannot report performance data at present until the migration has been completed.

### 3.4. Planning Policy

3.4.1. Officers recommend viewing the Planning Policy report in its entirety as there are several key improvement works being undertaken in this Directorate. As such the performance data may be subject to change as Officers continue to check the data extraction and reporting processes.

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<sup>3</sup> Due to the Council's committee report timelines, a more direct link cannot be provided as the reports may not be uploaded to the website before this report has been drafted.

<sup>4</sup> The figures for the most recently reported quarter, and the quarter preceding it, will be used to determine whether an indicator is included in this section.

### 3.5. Housing

3.5.1. People in 'Urgent Need' (Bands A & B) on the Housing Register – off by 140 people.

### 3.6. Strategy & Resources

3.6.1. Staff Sickness (long & short term) – off by 0.55 days.

3.6.2. Percentage of calls answered by Customer Services within 60 seconds – off by 45%.

## 4. Risk Headlines

4.1. The following risk headlines have been included on the basis that a risk has remained 'red' on one of the Council's committee published risk registers for at least two Quarters.

4.2. If a risk arises as part of an audit report but is not featured in this report, it will be due to (a) the lead time between the audit report being published and the next internal risk register review, and / or (b) the risk not being red for two consecutive quarters on the relevant committee register.

4.3. The Council is continuing to improve its risk management, which has involved (i) sifting the more operational / service-level risks from the committee risk registers, (ii) employing a new simplified risk matrix (see below), (iii) taken a new draft risk management strategy to Strategy and Resources Committee this month to approve (see the link at Section 2.1).

<b>Likelihood</b>	<b>Very Likely</b>	<b>4</b>	4	8	12	16
	<b>Likely</b>	<b>3</b>	3	6	9	12
	<b>Possible</b>	<b>2</b>	2	4	6	8
	<b>Unlikely</b>	<b>1</b>	1	2	3	4
			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
			<b>Low</b>	<b>Medium</b>	<b>High</b>	<b>Very High</b>
			<b>Impact</b>			

4.4. 'Red' risk headlines:

### 4.5. Corporate Risk Register

4.5.1. Local plan is found unsound by the Inspector.

4.5.2. Lack of resources constrains the Council's "business as usual" capacity.

- 4.5.3. Inability of Council to make savings as identified in the Medium Term Financial Strategy and to balance the Council Budget in 2021/22 and 2022/23.
- 4.6. Community Services Risk Register
  - 4.6.1. Trespass on council land leading to damage and nuisance.
  - 4.6.2. Incident due to illegal activities in our public toilets.
  - 4.6.3. Loss of Goods Vehicle Operating Licence at the depot (due to lack of resilience).
- 4.7. Planning Policy Risk Register
  - 4.7.1. Lack of five year housing land supply, including gypsy and traveller land.
  - 4.7.2. Local Plan needs further evidence, topic papers or main modifications prior to considering it sound dependent on how Council chooses to progress the plan following receipt of Inspector's letter.
  - 4.7.3. As above, it should be noted that there are several improvement works ongoing in the Planning Directorate.
- 4.8. Housing Risk Register
  - 4.8.1. No applicable risks.
- 4.9. Strategy and Resources Risk Register
  - 4.9.1. No applicable risks.

## **5. Comments of the Chief Finance Officer**

- 5.1. There are no direct financial implications arising from this report. However, the risks identified in the Corporate and Committee risk registers reported to individual policy committees and their mitigating actions may lead to significant additional resources and cost implications for the Council if they come to pass. The red risk headlines reported above represent the most severe risks to the Council with the greatest impact.
- 5.2. The key risks, their likelihood, impact and mitigation are identified in the Risk Register appendices reported to policy committees with each risk allocated to a risk owner. Officers will continue to monitor operational risks and will look to escalate these if necessary.
- 5.3. Once identified, the impact of any additional cost pressures to reduce risk and / or improve performance will be shown in the monthly budget monitoring reports and discussed in the budget monitoring risks and opportunities register.

## **6. Comments of the Head of Legal Services**

- 6.1. There are no direct legal implications arising from this report, but the report does provide Members with an overview of the achievement of targets in the past quarter and highlights risk management considerations where appropriate.
- 6.2. Although, there is no statutory duty to report regularly on the Council's performance, 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. Regular reports on Council performance help to demonstrate best value and compliance with the statutory duty.

## **7. Other corporate implications**

- 7.1. Any corporate implications that arise will be reviewed during the committee, recorded in the minutes and reviewed by Officers.

## **8. Equality**

- 8.1. This report contains no proposals that would disadvantage any particular minority groups.

## **9. Climate change**

- 9.1. This report contains no proposals that would impact on the Council's commitment to climate change.

## **10. Appendices**

- 10.1. None.

## **11. Background papers**

- 11.1. None.

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