

Performance Exceptions Report

Audit & Scrutiny Committee Thursday, 27 January 2022

Report of: Chief Finance Officer (Section 151)

Purpose: For information

Publication status: Open

Wards affected: All

Executive summary:

- This is an exception report on the Council's four policy committees' performance and risk management. The aim is to support Audit & Scrutiny Committee to monitor the Council's performance and delivery of quality services.
- Due to the timings for the submission of committee reports, written updates on the actions, the different policy committees are taking with respect to their exception performance and risk, will not be available. The relevant committee meeting reports and minutes can be viewed online. Verbal updates will be provided at the respective committee by Officers, wherever possible.

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 2 2021/22 be accepted.

Reason for recommendation:

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

1. Introduction and background

1.1. The Committee's terms of reference include reviewing and scrutinising "the decisions and performance of the Council".¹ 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)".²

1.2. The Committee now receives a performance and risk exception report for each policy committee: Community Services, Planning Policy, Housing and Strategy and Resources.

1.3. 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.

1.4. The criteria for performance indicators and risks to be included in this report can be found in sections 3.1 and 4.1 respectively.

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:³

¹ 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].

² 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].

³ 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.

[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.⁴
- 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. 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%. Quarter 2 = 92%, Target = 95%.
- 3.3.2. Percentage of establishments with a rating of 3 or better under the food hygiene rating scheme – off by 7.96%. Quarter 2 = 87.04%, Target = 95%. *
- 3.3.3. Note: Quarter 2 continues to report new performance graphs for the Council's waste collection service, as per the new performance framework. As the performance data is still being cleansed and targets are to be reviewed, no exceptions are included in this report. *

3.4. Planning Policy

- 3.4.1. Similarly, to the previous exception report, trend data for Planning is not currently available, as data gathering and reporting systems are being reviewed as part of the Council's improvement project. Officers recommend viewing the Planning Policy report (link above) for further information. *

⁴ 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. Average time taken to re-let local authority sheltered housing (days) – off by 56.5 days. Quarter 2 = 85.5 days, Target = 30 days. *
- 3.5.2. People in 'Urgent Need' (Bands A & B) on the Housing Register – off by 126 people. Quarter 2 = 401 people, Target = 275 people. *

3.6. Strategy & Resources

- 3.6.1. Staff Sickness (long & short term) – off by 1.69. Quarter 2 = 8.79 days, Target = 7.1 days. *
- 3.6.2. Percentage of calls answered by Customer Services within 60 seconds – off by 44.7%. Quarter 1 = 35.3%, Target = 80%.
- 3.6.3. Number of Overdue Complaints – off by 6 complaints. Quarter 2 = 7 overdue complaints, Target = 1 overdue complaints.
- 3.6.4. Number of Overdue Freedom of Information Requests (FOIs) – off by 21 FOIs. Quarter 2 = 25, Target 4.

* Described as significant risk by Audit & Scrutiny Committee Member in consultant with relevant Policy Committee Chairman.

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 uses the following risk matrix:

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

4.4. 'Red' risk headlines:

4.5. Corporate Risk Register

- 4.6. Local plan is found unsound by the Inspector (Planning Policy). *
- 4.7. Lack of resources constrains the Council's "business as usual" capacity (Strategy & Resources). *
- 4.8. Lack of capacity in Planning Department negatively impacts performance and delivery of service, such as determining applications in statutory timeframes and managing complaints and FOIs (Planning Policy). *
- 4.9. 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 (Strategy & Resources). *

4.10. Community Services Risk Register

- 4.10.1. Trespass on council land leading to damage and nuisance.

4.11. Planning Policy Risk Register

- 4.11.1. Lack of five-year housing land supply, including gypsy and traveller land.*
- 4.11.2. Local Plan is found unsound by the Inspector. *
- 4.11.3. Lack of capacity in Planning Department negatively impacts performance and delivery of service, such as determining applications in statutory timeframes and managing complaints and FOIs. *
- 4.11.4. Failure to determine a planning application within the statutory period. *
- 4.11.5. Significant increase in number of complaints and FOIs related to planning. *
- 4.11.6. 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. *
- 4.11.7. Lack of capacity in strategy team delays progress in planning policy workstreams. *
- 4.11.8. Budget constraints in defending Public Inquiry appeals. *

4.12. Housing Risk Register

- 4.12.1. No applicable risks.

4.13. Strategy and Resources Risk Register

4.13.1. Inability to maintain high standards of delivery for statutory services. *

** Described as significant risk by Audit & Scrutiny Committee Member in consultant with relevant Policy Committee Chairman.*

5. Debt

- 5.1 The Chair and Vice Chair of the Audit & Scrutiny Committee have raised questions regarding the impact of debt on the Council. This is considered appropriate for exception reporting in this Performance Report as it relates to the ability of the Council to mitigate the red risks on the Corporate Risk Register. In particular, to the performance of "business as usual".
- 5.2 The Independent Report of the Council's Financial Management and Reporting arrangements will be issued to Strategy and Resources Committee as part of the Budget papers on 1st February. It has been looking at debt and to strengthen governance arrangements and will potentially support a business case to be taken to Strategy and Resources Committee on 7th April. The answers to the questions raised by the Chair and Vice Chair are attached as Appendix A. The Council's debt position is included as Appendix B.

6. Comments of the Chief Finance Officer

- 6.1. There are no direct financial implications arising from this report. However, the risks identified in the Corporate risk registers reported to individual policy committees and their mitigating actions may lead to 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.
- 6.2. 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.
- 6.3. 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.

7. Comments of the Head of Legal Services

7.1. There is no statutory duty to report regularly to Members on the Council's performance, however, as a best value authority under the Local Government Act 1999, the Council 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 reporting of performance can assist the Council to demonstrate best value. Such a report can also inform Members of how the Council is delivering on its key objectives across all policy committees, hold Officers to account and steer improvement activity where necessary.

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

Appendix A – Answers to Questions raised by Chair & Vice Chair of Audit & Scrutiny to the Council's Debt Position

Appendix B – Current debt position

11. Background papers

11.1. None.

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