

**REPORT TO THE STRATEGY & RESOURCES COMMITTEE – 9TH JULY 2020
AGENDA ITEM 6**

**STRATEGY & RESOURCES COMMITTEE PERFORMANCE & RISKS
(FORMERLY DELIVERY PLAN) 2019/20 – QUARTER 4 PROGRESS
REPORT**

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Purpose of report:	To report progress against the Committee's KPIs for the fourth quarter of 2019/20, together with the associated risk analysis.
Publication status:	Unrestricted
Recommendations:	That performance against the Committee's KPIs for the fourth quarter of 2019/20, together with the associated risk analysis, be noted.
Appendices:	None
Background papers defined by the Local Government (Access to Information) Act 1985	None

1. Background

- 1.1 The Council's Corporate Strategy provides a framework for it to deliver the vision for the District which is to be "aspirational for our people, our place and ourselves". This vision encompasses the Council's role in relation to its residents and businesses, its crucial responsibility in relation to the District's physical environment (natural and built) and also says something about the kind of organisation it aspires to be.
- 1.2 The Corporate Strategy is comprised of key corporate objectives and priorities which are reviewed annually by the Council Administration, Strategy and Resources Committee and then agreed by Council. These Objectives and Priorities reflect a number of factors including key issues for residents, available resources, statutory requirements and demand for services.
- 1.3 The key corporate objectives for 2019/20 are:
- Providing high quality, customer focused services.
 - Making a difference in our community by supporting those who need it most.
 - Creating a thriving economy while protecting the local environment.
 - Working in partnership with the community and other public services to create opportunities for all.

- Improving the quality of our residents' lives, including by enabling access to decent and affordable homes.
- Being a proactive, flexible learning environment.

- 1.4 The key corporate objectives are delivered through the Corporate Delivery Plan which is agreed annually by the Policy Committees. The Delivery Plan sets out the projects and programmes the Council will deliver in order to achieve the key corporate objectives. The Delivery Plan also sets performance indicators and risks so Officers can monitor how the Council is delivering its services.
- 1.5 Progress against the Delivery Plan is reported to each Policy Committee quarterly. The Overview and Scrutiny Committee also receives Quarterly updates regarding the progress of the Delivery Plans.
- 1.6 On the 28th November 2019 the committee resolved "that the Strategy & Resources Committee Delivery Plan be referred to the Council Improvement Working Group for consideration as to which parts should be retained." This preceded an update the Committee received on the work of the Corporate Improvement Working Group. The Working Group had confirmed the necessity for a Strategic Plan to set out the vision for the Council and to let residents know what they can expect. Work is now underway to engage with Members, staff and stakeholders to draft a plan which will be brought to the next meeting of this Committee. The plan will include key measures by which progress will be monitored. Once the plan is adopted by the Council, regular reports will be brought to members to enable them to review both performance against the plan and management of strategic risks.
- 1.7 As a consequence of 1.6, the projects section of this report has been omitted, whilst performance and risk data are provided in Sections 2 - 5 below.

2. Performance

- 2.1 The performance indicators below enable the Committee to monitor how the Council is delivering the services for which it is responsible. Where performance varies from the target, action is taken to address any issues.
- 2.2 Please note, there is currently a review of the Council's performance monitoring framework, which Committee will be kept abreast of.

Code	Indicator	Q4 2019/2020			Direction of travel (compared to same period last year)	2018-19 Outturn	Higher / lower is better	Performance against annual target
		Actual	Period target	End of year target				
KPI 1	Percentage of Council Tax collected	98.2%	80%	98.7%	Stable (98.5%)	98.5%	Higher	On Target
KPI 2	The percentage of non-domestic rates due for the financial year which were received by the Council	98.8%	75%	98.6%	Improved (97.6%)	97.6%	Higher	On Target
KPI 3A	Days taken to process Housing Benefit/Council Tax Benefit new claims	25.56	30	30	N/A New Indicator	N/A	Lower	On Target

KPI 3B	Days taken to process Housing Benefit/Council Tax change events	6.78	12	12	N/A New Indicator	N/A	Lower	On Target
KPI 4	The number of working days/shifts lost due to sickness absence (long and short-term) <i>This figure reflects performance over the previous 12 months.</i>	9.33	N/A	7.1	Declined	4.99	Lower	Off Target
KPI 5	The number of working days/shifts lost due to sickness absence (short-term only – 20 days or less). <i>This figure reflects performance over the previous 12 months</i>	3.06	N/A	7.1	Declined	2.22	Lower	On Target
KPI 6	Staff turnover <i>This figure reflects performance over the previous 12 months.</i>	23.75%	N/A	10-15%	Stable	14.6%	Lower	Off Target
KPI 7	The percentage of calls answered within 60 seconds by Customer Services	51.5%	75%	80%	N/A New Indicator	N/A	Higher	Off Target

2.3 Commentary on indicators with performance below and/or off target

2.4 **KPI 1 - Percentage of Council Tax Collected.** This KPI ended the 2019/20 financial year off target by 0.5%. Despite this TDC continue to have the highest collection rate of all 11 Surrey District and Borough Authorities.

2.5 **KPI 4 - The number of working days/shifts lost due to sickness absence (long and short term).** This reporting period (Q4) saw an increase by approx. 0.8 days in total absence, which has pushed this KPI marginally off target. The data highlights that there was a rise/peak to 0.83 days lost per employee in October 2019, which then reduced to 0.73 in November and then 0.67 in December. As these figures suggest a decreasing trend towards target, it is felt that a short-term response from the HR Team is not necessary. Yet the 12-month rolling figure, like-on-like to 2018/9, has increased by 1.7 days. This is primarily due to the days lost to long term sickness almost doubling year on year (894 in 2018/9 to 1559 in 19/20). These days were only attributable to a relatively small number of employees but an increase in the cause being related to mental health rather than physical ailments is notable. The organisation was about to launch the Mental Health First Aid scheme when the COVID crisis hit but we are currently looking at doing this training virtually as are mindful of the impact of remote working and social isolation are having on the workforce currently. HR Specialists continue to monitor and review sickness absences, carrying out sickness review meetings alongside managers in line with the policy and signposting to support services where necessary.

2.6 **KPI 6 – Staff Turnover.** The overall figure has improved by approximately 1.9% on Q3. It is useful to note that staff turnover falls into 2 categories – voluntary and non-voluntary. The latter covers cases of a confidential nature, death in service, dismissals, end of fixed term contracts, redundancies or any other reason where leaving the organisation has not been through choice. Voluntary leavers are either resignations or retirements. When looking at turnover from a performance

perspective the important figure to monitor is the voluntary leavers as these can provide useful feedback on staff morale, engagement and motivation. Therefore, from the next reporting period (Q1) we will reflect the % of the 2 different categories as well as the overall turnover figures. As this KPI reports on a 12-month rolling period the commentary from Q2 still applies in Q4, in that the key reason for missing target is due to redundancies and resignations which have a long-term impact on this KPI. Out of the 64 leavers in this reporting period, 24 were for non-voluntary reasons. These 24 will continue to affect the overall turnover figure in Q2 and Q3 this year, before they drop out of the reporting period. With regard to resignations in Q4, new opportunities and career enhancement was cited as the primary reason for leaving. This may imply an emerging trend, and therefore addressing this issue will be a key priority for the HR Team's organisational development plans moving into 2020-21. HR are now carrying out exit interviews as soon after receipt of resignation as possible, rather than the week of departure as was the previous practice. It is hoped that this approach will assist retention rates and reduce turnover by providing more in-depth information around reasons for leaving and in some cases the potential to retain some officers by addressing issues or concerns.

2.7 **KPI 7 - The percentage of calls answered within 60 seconds by Customer Services.** This indicator measures the overall service level across all the teams. Whilst the target was missed for Q4, it is not a true reflection of the overall work of the team. The overall average speed of answer for the quarter was 1 minute 48 seconds. The period saw an increased number of calls (6.4% increase from the same period last year). The increase was due to ongoing complaints regarding the new wheeled bin roll out and the annual Council Tax billing. Covid 19 increased the calls in March, with Council Tax and Benefits being the main theme. The number of emails received into customer services decreased by 35% as more residents used the reporting tools on the website or picked up the telephone, however the team processed 5098 customer cases which was a similar number to the previous quarter.

3. Risks

3.1 The risks below enable the Committee to monitor and manage service performance. All risks are assessed according to the Likelihood (or probability) that the risk will occur. This ranges from 1 (Rare) to 5 (Almost Certain). We also assess the Impact (or severity) on the Council that the risk will have if it were to occur. This ranges from 1 (Negligible) to 5 (Extreme). Combining both scores together establishes a risk rating and, if the risk is high-scoring, enables us to decide how we wish to manage it. Please note that the table is ordered according to RAG rating, not Risk ID number.

Risk ID		Likelihood	Impact	Score	Controls/Mitigation
Risk 2	Failure to achieve effective organisational change	3	4	12 (Red)	<ul style="list-style-type: none"> - Dedicated staff in place to manage change programme. - Recruitment / selection criteria to seek staff with required skills, attitudes and approaches. - Measures to support staff throughout the change process. - Adequate budget available to support acquisition and implementation of IT.
Risk 11	Non-compliance by the Council with health and safety regulations.	3	4	12 (Red)	<ul style="list-style-type: none"> - An audit is in progress. - A training plan being drafted, which includes reviewing and re-writing corporate policies; and will identify a new senior Officer.

Risk ID		Likelihood	Impact	Score	Controls/Mitigation
Risk 14	Non-compliance by the Council with all other statutory obligations	3	4	12 (Red)	- A training plan being drafted, which includes reviewing and re-writing corporate policies; and will identify a new senior Officer.
Risk 1	Failure to remain financially sustainable	2	5	10 (Amber)	- Mechanisms in place to acquire and develop assets and drive new sources of income (e.g. Council owned companies, Property Investment Fund, Development Fund). - Regimes to monitor the effectiveness of investment strategies, including oversight by company directors and reports to Finance and Strategy & Resources Committees. - Medium Term Financial Strategy identifying new sources of income and areas of efficiency.
Risk 10	Data Protection breach	3	3	9 (Amber)	- Information governance review in progress. - Data protection policy in place. Training provided to staff. - New Customer First processes are designed to be compliant.
Risk 9	Non-compliance by Members with Code of Conduct	3	3	9 (Amber)	- Training provided to Members on code of conduct and Member – Staff protocol. - New Member - Staff protocol in place.
Risk 3	Impact on services due to Surrey County Council (SCC) transformation programme	3	3	9 (Amber)	- Regular engagement with SCC transformation officers to identify issues likely to impact Tandridge residents. - Regular reporting to Corporate Management Team and Committee.
Risk 5	Negative impact on services due to Brexit	3	3	9 (Amber)	- Officers continuing to monitor situation and government advice closely. - Brexit response strategy being prepared.
Risk 6	Failure to deliver regeneration schemes	3	3	9 (Amber)	- Detailed risk management for each project or programme. - Effective community and stakeholder engagement mechanisms. - External support able to be commissioned to support delivery when required. - External funding secured to support delivery.
Risk 4	IT systems failure which could inhibit day to day function of the Council	2	4	8 (Amber)	- Adequate budget available to support investment in IT infrastructure. - Sufficient staffing resources, including in-house professionals and specialist external support available when required. - Regular reporting to Corporate Management Team and Committee.
Risk 13	Failure of website	2	4	8 (Amber)	- Website is externally hosted, regularly backed up and monitored. - Regular security updates applied. Service level agreements in place for any outages.

Risk ID		Likelihood	Impact	Score	Controls/Mitigation
Risk 15	Failure of financial controls	2	4	8 (Amber)	- New controls are in place. - A review is currently underway by internal audit.
Risk 7	Failure to deliver an Election	1	4	4 (Green)	- Project plans and risk registers required to be in place and reviewed.
Risk 12	Failure to conduct a DHR (Domestic Homicide Review)	1	2	2 (Green)	- DHR policy in place with East Surrey Community Safety Partnership oversight.

3.2 Commentary on risks which have been added, removed or amended

3.3 No new risks were identified. After review by relevant officers the following amendments were made: Risk 12 impact lowered to 2; Risk 13 likelihood lowered to 2 and impact raised to 4; and Risk 10 impact reduced to 3.

3.4 Risk 8 was removed as per the Quarter 3 update report.

3.5 It should be noted that a separate risk register for Covid-19 risks has been compiled as part of the Council's Covid-19 response.

3.5 Risk matrix

Impact	5	5 (Green)	10 (Amber)	15 (Red)	20 (Red)	25 (Red)
	4	4 (Green)	8 (Amber)	12 (Red)	16 (Red)	20 (Red)
	3	3 (Green)	6 (Green)	9 (Amber)	12 (Red)	15 (Red)
	2	2 (Green)	4 (Green)	6 (Green)	8 (Amber)	10 (Amber)
	1	1 (Green)	2 (Green)	3 (Green)	4 (Green)	5 (Green)
		1	2	3	4	5
		Likelihood				

4. Financial / risk implications

4.1 The key risks, their likelihood, impact and mitigation are identified in the Risk section above.

5. Legal implications

5.1 There is no regulatory service planning regime imposed by central government upon local authorities and the Council, therefore, has discretion about how to prioritise its services and monitor their effectiveness.

6. **Equality impacts**

6.2 Consideration of impacts under the Public Sector Equality Duty are as follows:

Questions	Answer
Do the proposals within this report have the potential to disadvantage or discriminate against different groups on the community?	Not at this point.
What steps can be taken to mitigate any potential negative impact referred to above?	Not applicable.

7. **Data Protection impacts**

7.1 Following the completion of a Data Protection Impact Assessment, consideration of potential data protection implications arising from this report are as follows:

Questions	Answer
Do the proposals within this report have the potential to contravene the Council's Privacy Notice?	No.
Is so, what steps will be taken to mitigate the risks referred to above?	Not applicable

8. **Climate Change Implications**

8.1 This is a quarterly monitoring report and, as such, does not contain proposals. Therefore, the report itself will not significantly impact on the Council's commitments to taking action on climate change.

9. **Conclusion**

9.1 The Council is on target for five out of eight targets. For those that are off target: overall staff sickness relates to a relatively small number of employees; staff turnover remains high from the restructure earlier in the period and is now reducing; and the time taken to answer customer calls reflects the increased number the Council has received, and as a new indicator, will inform future targets. Risks have remained unchanged at the end of Quarter 4, and due to Covid-19, an additional risk register has been compiled.

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