



## Overview and Scrutiny Committee

Notice of a Meeting, to be held in the Committee Room 2, Civic Centre, Tannery Lane, Ashford, Kent TN23 1PL on Tuesday 26<sup>th</sup> September 2017 at 7.00pm.

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The Members of this Committee are:-

Cllr. Chilton (Chairman);  
Cllr. Ovenden (Vice-Chairman);  
Cllrs. Bartlett, Burgess, Feacey, Hicks, A. Howard, Knowles, Krause, Macpherson, Miss Martin, Mrs. Martin.

### Agenda

- |   | <b>Page<br/>Nos.</b> |
|---|----------------------|
| 1. <b>Apologies/Substitutes</b> – To receive Notification of Substitutes in accordance with Procedure Rule 1.2(iii)                             |                      |
| 2. <b>Declarations of Interest:-</b> To declare any interests which fall under the following categories, as explained on the attached document: | (i)                  |
| a) Disclosable Pecuniary Interests (DPI)  |                      |
| b) Other Significant Interests (OSI)  |                      |
| c) Voluntary Announcements of Other Interests   |                      |
| See Agenda Item 2 for further details   |                      |
| 3. <b>Minutes</b> – to approve the Minutes of the Meeting of this Committee held on the 25 <sup>th</sup> July 2017                              |                      |

### **Part I – Matters Referred to the Committee in Relation to Call-In of a Decision made by the Cabinet**

None for this meeting

### **Part II – Responses of the Cabinet to Reports of the Overview and Scrutiny Committee**

None for this Meeting

### **Part III – Ordinary Decision Items**

- |  |        |
|--|--------|
| 4. Budget Scrutiny Task Group workshop (CfPS)  |        |
| 5. Preparations for scrutiny of 2018/19 budget | 1 – 6  |
| 6. Q1 2017/18 performance report               | 7 - 18 |

**Part IV – Information/Monitoring Items**

7. Future Reviews and Report Tracker and Topic Selection Flowchart 19 - 21

**Declarations of Interest (see also “Advice to Members” below)**

- (a) **Disclosable Pecuniary Interests (DPI)** under the Localism Act 2011, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares a DPI in relation to any item will need to leave the meeting for that item (unless a relevant Dispensation has been granted).

- (b) **Other Significant Interests (OSI)** under the Kent Code of Conduct as adopted by the Council on 19 July 2012, relating to items on this agenda. The nature as well as the existence of any such interest must be declared, and the agenda item(s) to which it relates must be stated.

A Member who declares an OSI in relation to any item will need to leave the meeting before the debate and vote on that item (unless a relevant Dispensation has been granted). However, prior to leaving, the Member may address the Committee in the same way that a member of the public may do so.

- (c) **Voluntary Announcements of Other Interests** not required to be disclosed under (a) and (b), i.e. announcements made for transparency reasons alone, such as:

- Membership of outside bodies that have made representations on agenda items, or
- Where a Member knows a person involved, but does not have a close association with that person, or
- Where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position.

[Note: an effect on the financial position of a Member, relative, close associate, employer, etc; OR an application made by a Member, relative, close associate, employer, etc, would both probably constitute either an OSI or in some cases a DPI].

**Advice to Members on Declarations of Interest:**

- (a) Government Guidance on DPI is available in DCLG’s Guide for Councillors, at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/240134/Openness\\_and\\_transparency\\_on\\_personal\\_interests.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/240134/Openness_and_transparency_on_personal_interests.pdf)
- (b) The Kent Code of Conduct was adopted by the Full Council on 19 July 2012, with revisions adopted on 17.10.13, and a copy can be found in the Constitution at <http://www.ashford.gov.uk/part-5---codes-and-protocols>
- (c) If any Councillor has any doubt about the existence or nature of any DPI or OSI which he/she may have in any item on this agenda, he/she should seek advice from the Corporate Director (Law and Governance) and Monitoring Officer or from other Solicitors in Legal and Democratic Services as early as possible, and in advance of the Meeting.



## Overview and Scrutiny Committee

Minutes of a Meeting of the Overview and Scrutiny Committee held in Committee Room 2, Civic Centre, Tannery Lane, Ashford on the **25<sup>th</sup> July 2017**.

### Present:

Cllr. Chilton (Chairman);  
Cllr. Ovenden (Vice-Chairman);

Cllrs. Bartlett, Bradford, Burgess, Heyes, A. Howard, Knowles, Krause, Miss Martin, Mrs. Martin.

In accordance with Procedure Rule 1.2 (iii) Cllr. Heyes attended as Substitute Member for Cllr. Feacey.

### Apologies:

Cllrs. Hicks, Feacey

### Also Present:

Cllr. White.

Head of Health Parking & Community Safety, Principal Policy Planner, Senior Policy, Performance and Scrutiny Officer, Corporate Scrutiny and Overview Officer, Member Services Officer.

## 134 Declarations of Interest

Councillor	Interest	Minute No.
Bartlett	Made a "Voluntary Announcement" as a Member of the Health Overview & Scrutiny Committee for KCC and as a former governor of East Kent Hospitals Trust.	136
Bradford	Made a "Voluntary Announcement" as Chair of the Ashford Health and Wellbeing Board.	136
Miss. Martin	Made a "Voluntary Announcement" as a former governor of East Kent Hospitals Trust.	136

## 135 Minutes

### Resolved:

**That the Minutes of the Meeting of this Committee held on the 27<sup>th</sup> June 2017 be approved and confirmed as a correct record.**

## **136 Clinical Commissioning Group's Plans and Requirements for Infrastructure**

Mr. Simon Perks, the Accountable Officer for Ashford and Canterbury and Coastal Clinical Commissioning Groups (CCG) gave a presentation to the Committee outlining the CCGs ongoing work concerning the Sustainability and Transformation Plan for Kent and Medway Strategic Delivery Plan (STP), and their infrastructure requirements. The presentation covered the following points:

- **Challenges in Kent and Medway;** A growing population with more long-term conditions, and an expected increase of 20% in the number of people aged over 70 in the next 5 years. Each day around 1000 people in Kent were in a hospital bed when they no longer needed to be - they could instead receive community care in their homes. Challenges also existed when recruiting GPs and practice nurses.
- **The CCG's Plan;** Doing more to help people to stay well and live a healthy lifestyle, re-direct more resources into local care services, organise acute hospital services efficiently and effectively.
- **What people say they want;** End of life care, healthy lifestyles, joined up health & social care, more services alongside GPs or in people's homes, support for family carers, to see regularly the same person, faster and easier appointments.
- **Aims for local care;** To prevent ill health, deliver excellent care closer to home, offer support for people to look after themselves, intervene earlier before hospital admission.
- **How it will work in Ashford;** Ashford Clinical Providers would offer a more joined up way of working e.g. joined up nursing service, specialist GPs, community geriatrician, local level consultant clinics, joined up health & social care, links to voluntary sector, and improved access to minor injuries services. Ashford would be divided into three cluster areas comprising Rural, Ashford North and Ashford Urban.
- **Impact on infrastructure;** Shift of care towards community would increase use of GP surgery premises, between 2015-2017 in Ashford there was an increase in practice population of nearly 5000 patients, predicted future growth across the area greatly outweighed any remaining capacity in current premises.
- **Planning future infrastructure;** The CCG were currently working with ABC planning team on Local Plan developments and had identified areas of significant growth, the CCG intended to work on developing a tariff system for S106 agreements.

The presentation was then opened up to the Committee and the following questions and points were raised: -

- In response to a question asking what issues were hindering progress between the CCG and the Council, the Accountable Officer explained that the planning cycles for each organisation were misaligned. The CCG had detailed high-level plans, but recognised that these needed to be tailored to a local level and faster implementation was required. The allocation of health spending for CCGs was set in accordance with the Office for National Statistics (ONS) data on population growth, and the lag between the reporting of ONS figures and the growth of Ashford meant that funding allocations had not kept up with the growth level in Ashford, nor had it taken into account that Ashford had a large younger population, which had influenced services. Additionally resources within the CCG were over-stretched, but they had now formed a single CCG Management Team, which meant senior resources would now be available to work on strategic issues.
- The Accountable Officer noted that the CCG's development plans would have to be crystallised by the Autumn of 2017 in order that consultation could be carried out in early 2018. The Principal Policy Planner explained that subject to the outcome of the current round of consultation, the draft timescale for progression of ABC's draft Local Plan to 2030 would be for submission around Christmas 2017, with subsequent examination by the Planning Inspectorate expected to take place in April/May 2018.
- One Member spoke about capital demands and developer contributions having an adverse effect whereby section 106 contributions for health services were dependent on the number of houses being built, and developers could be inclined to build up to tariff thresholds to avoid higher section 106 payments. He wondered whether improvements to the William Harvey Hospital needed to be included in the Local Plan. The Accountable Officer explained that hospitals developed their own plans and these needed to match local service plans.
- The Principal Policy Planner added that the tariff-based system was no longer a system that could be used in the majority of circumstances. It had been replaced by the Community Infrastructure Levy (CIL), which – once adopted – would collect money from housing developments across the Borough into a central pot to be spent on strategic infrastructure. There was also now a restriction on how many S106s could be pooled to go towards infrastructure projects. The limit was set at no more than 5. This effectively ended the requirement for a generic tariff based S106 approach.
- In light of this context, specific projects were now needing to be identified by providers so that it could be determined whether they would be funded by S106 payments or CIL, and whether the project could be justifiably disaggregated to allow more S106 to go towards delivery.
- The Accountable Officer added that South Canterbury Health Board had

formed a singular partnership with a view to closing older premises and then building new on the same site. If the same principle were replicated in Ashford, it could avoid land ownership difficulties.

- The Committee discussed hospital transportation and the difficulties faced by rural patients because local transport services between rural and urban areas were infrequent and sometimes unreliable. The Accountable Officer explained that transport links had not yet been explored in regards to their plan, but the CCG appreciated receiving this type of information. He noted that under the new model of care being proposed there could be a greater range of services available within existing practices, including those within the rural parts of the Borough. He went on to say that there were many determining factors affecting public health including transport links, housing conditions, employment and financial hardship.
- Members spoke about a specific site where land had been set aside for the creation of a health centre, but this had not come to fruition and the deadline for the application was approaching. The Accountable Officer was aware of the particular site and confirmed that it was contained within the CCG's plans. A second site at Ashford Hospital was identified and the Accountable Officer explained that the CCG felt that it would be more cost-effective to utilise that site for Local Care services.
- The Accountable Officer expanded on the problems encountered when recruiting GPs. Demographic changes played a part and larger practices were often more appealing to new GPs since there were more training and development opportunities. The medical field had received bad press in recent years and this, coupled with salary constriction had resulted in a decrease in the numbers of GPs recruited. However, GP's salaries were still substantially higher than other health care salaries and this often resulted in more GP's choosing to work part time. He went on to say that, with the provision of modern high quality buildings and the proposed creation of a medical school in the South East area, the CCG believed that these difficulties would be overcome. Further to this, improved access to GPs was a primary aim and extended opening hours and weekend services formed part of the STP.
- The Committee discussed costs and funding streams and a Member raised concerns about who would ultimately foot the bill. The Accountable Officer explained that there was a total resource pot available for the East Kent area, but funds would also come from the Hospital system, since it would start to focus solely on acute care which in turn meant there would be less employees and less revenue would be needed. There was also a possibility that some capital funding would be available from central government in the autumn, however the existing capital budget was limited with a total of £360m available nationally this year. To provide context for this figure, the Accountable Officer advised Members that a cost estimate for a new hospital in East Kent had been identified in the region of £600m. Inevitably, the funding gap in Kent and Medway would not be closed after the STP was implemented, but with sensible investment and partnership arrangements, the CCG would be closer to balancing the books.

- A Member spoke about Ivy court Surgery, East Cross Clinic and the West View Integrated Care Centre in the Tenterden area and the possibility of combining services to provide better Local Care. There was currently no overarching organisation to bring these centres together. The Accountable Officer noted that the STP was focussed on increasing the range of care services at a local level and agreed that it would be beneficial if such expanded services were to be offered across all existing healthcare sites within Tenterden. He noted that beds at West View could potentially be utilised as an alternative to inpatient stays at the William Harvey Hospital, to provide local care if the model was delivered effectively.
- The Committee spoke about Telehealth and Telemedicine, and the benefits of providing patients with equipment to monitor themselves at home and the opportunity to take control of their own health and manage symptoms independently. Home Visits were discussed and the Accountable Officer explained that Paramedics were increasingly utilised for home visits.
- A Member spoke about the correlation between affordable housing supply and recruitment of health workers. The Accountable Officer agreed that social factors such as housing and transport undeniably played a vital part in recruiting and retaining staff.

The Chairman and Committee thanked the Accountable Officer for his presentation and agreed that it had been extremely valuable. The Committee agreed that representatives of the East Kent Hospitals University NHS Foundation Trust (EKHUFT) should be invited to a future meeting of the Committee to present on development plans and requirements for the William Harvey Hospital.

The Accountable Officer for the CCG offered to attend a future meeting of the Committee to update on the CCGs plans prior to consultation being undertaken. The Committee thanked the Accountable Officer for this and advised that they would be pleased to welcome him back.

**Recommended:**

**That**

- (i) The CCG closely involve Ashford Borough Council's Planning and Development service in the development of its forward plans and that in particular, dialogue is focused on key areas such as site allocations, capital projects and service development.**
- (ii) The Council continue close working with the CCG to ensure that the Local Plan provides the requisite opportunities to support the development of healthcare provision.**
- (iii) The Cabinet is asked to ensure that related aspects such as transport access to health care (for rural and/or elderly populations) are considered via an appropriate task group(s).**

- (iv) **Cabinet consider how best to work with the Ashford CCG and other Kent local authorities to lobby for changes in the funding allocation formula for CCGs to better reflect the projected population growth of Ashford.**
- (v) **Cabinet consider how future S106 agreements can be made in such ways that, so far as possible within the legal parameters, contributions relating to health infrastructure can be flexibly applied to projects across the borough.**

**Resolved:**

**That**

- (i) **The Accountable Officer for the Ashford CCG be invited back to a future meeting of the Committee to update on the progress of the CCG's development plans.**
- (ii) **Representatives of the East Kent Hospitals University NHS Foundation Trust (EKHUFT) be invited to a future meeting of the Committee to present on future plans and requirements for the William Harvey Hospital.**
- (iii) **Officers be asked to provide information to a future meeting of the Committee on existing S106 agreements related to the provision of healthcare and health infrastructure.**

## **137 Budget Scrutiny Task Group 2018/2019 - Preparations**

The Senior Policy, Performance and Scrutiny Officer introduced this item and confirmed that the membership of the Task Group would be agreed at the September Overview & Scrutiny meeting. The report presented a number of suggestions, to be explored further on how the Task Group meetings could be less labour intensive and draining on Members and staff. He proposed to invite an independent organisation to a future meeting to present to the Committee on what Budget Scrutiny is about and how to successfully undertake the meetings. Some changes were already being considered including reducing the number of sessions and more flexible timings. Members were encouraged to relay any further ideas they had to the Scrutiny Team.

A Member added that it would be helpful to receive a report exploring the pressures being placed on staff.

**Resolved:**

**That**

- (i) **The Committee endorsed the proposed changes to the Budget Scrutiny Task Group process for 2018/19.**

- (ii) **The Committee decide the Task Group membership at the September meeting.**

## **138 Future Reviews and Report Tracker and Topic Selection Flowchart**

The Chairman confirmed there were no items on the tracker for August and therefore the next meeting would take place in September.

**Resolved:**

**That the Tracker be received and noted.**

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Queries concerning these Minutes? Please contact Clare Ricketts:  
Telephone: 01233 330491 Email: [clare.ricketts@ashford.gov.uk](mailto:clare.ricketts@ashford.gov.uk)  
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**Agenda Item No:**

**Report To:** Overview & Scrutiny

**Date of Meeting:** 26<sup>th</sup> September 2017

**Report Title:** Preparations for 2018-19 Budget Scrutiny

**Report Author &  
Job Title:** Nick Clayton-Peck  
Senior Policy, Performance and Scrutiny Officer

**Summary:** The July Overview and Scrutiny Committee agreed a set of principles to shift the overall focus of budget scrutiny to a more flexible, risk-based approach - whilst retaining its overall effectiveness.

This report sets out a number of practical changes which will be trailed at this years Task Group meetings.

**Key Decision:** NO

**Recommendations:** **The Overview & Scrutiny Committee is asked to:-**

- I. Note the changes to 2018-19 budget scrutiny as set out in the report**
- II. Agree between five and seven members of the 2018-19 Budget Scrutiny Task Group**

**Policy Overview:** N/A

**Financial Implications:** The Overview and Scrutiny Committee has a duty to scrutinise the Council's draft Capital and Revenue budget.

**Legal Implications** N/A

**Equalities Impact Assessment** N/A

**Other Material Implications:** None

**Exempt from Publication:** **NO**

**Background Papers:** **N/A**

**Contact:** Nicholas.Clayton-Peck@ashford.gov.uk – Tel: (01233 330208)

## **Report Title: Preparations for 2018-19 Budget Scrutiny**

### **Introduction and Background**

1. As set out in the Council's constitution, the Overview and Scrutiny Committee has a duty to scrutinise the Capital and Revenue budgets of the Council. In the past, the Budget Scrutiny Task Group (BSTG) has fulfilled this function by scrutinising the Council's draft Capital and Revenue budgets, making a judgment on them, and reporting back to the main O&S Committee.
2. The report from the Task Group may make recommendations to both the O&S Committee itself and also to Cabinet. Once endorsed by the main O&S Committee the report is then forwarded to Cabinet.
3. The July 2017 Overview and Scrutiny agreed a set of principles to shift the overall focus of budget scrutiny to a more flexible, risk-based approach - whilst retaining its overall effectiveness.
4. Since that meeting, officers from the Scrutiny and Finance teams met to discuss how to turn these agreed principles into practicable proposals for the year ahead. This report sets out a small number of changes to the process of budget scrutiny, which will be trialled at this year's Task Group meetings.

### **Proposals**

#### **Workshop**

5. Further support was requested to enable Members to conduct targeted budget scrutiny, such as the prioritisation of questions and working together to build on initial lines of questioning.
6. In the first instance, the committee agreed that a workshop would be held at this September meeting for all O&S Committee members – led by the independent Centre for Public Scrutiny - covering in further detail the aims of budget scrutiny and how to conduct effective questioning. This training will increase the insight all Overview and Scrutiny members have in the work of the Task Group, and assist the Committee in agreeing its membership.

#### **Reorganising the Task Group sessions**

7. In feeding back, Task Group Members, the Portfolio Holder and Officers felt that the process itself is a successful but intensive one. Accordingly, in July O&S endorsed the principle of exploring ways to make the BSTG process as thorough, but less intensive – including reducing the number of sessions. Last year's budget scrutiny totalled 16 individual sessions, over six days, lasting

over 15 hours in total. This intense timeframe led to reduced energy and less effective scrutiny later on.

8. The recent structural changes across the organisation offer an opportunity to reorganise sessions around **Directorates** rather than **Services** - with additional shorter sessions on major themes and general financial reports.
9. Accordingly, appendix 1 sets out a proposed structure for the upcoming BSTG. By reorganising around Directorates, the overall length of budget scrutiny meetings can be cut down by around a third – focussing effort on up to six sessions. Attendance from officers would remain the same (i.e. all Service Heads would be invited to attend, alongside the relevant Director).
10. By reorganising sessions around the new Directorate structure not only offers a chance for Members to understand the differences this will bring to the way the Council operates, but also provides an opportunity to hold the bulk of budget scrutiny over a **one-day** session.
11. Whilst officers are still working on this, such a proposal might offer a means of sustaining the engagement and energy of Task Group Members, and could lead to a more effective meeting (for example if held off-site).

### **Effective Risk Group sessions**

12. The following are a series of proposals which seek to make the sessions themselves as effective as possible, with a more targeted focus on budgetary matters.
13. In July the Committee endorsed a general move to helping BSTG take a more 'risk-based approach' - working with Directors and the Head of Finance to identify key budget risks earlier in the process and follow these up through further enquiry.
14. Accordingly, it is proposed that service risk registers be **filtered by their 'financial' impact** to highlight the most important budgetary risks. Service risks (especially those with an impact on the upcoming budget) can then be analysed and scrutinised more effectively.
15. Whilst the Service Plan template was a welcome addition to budget scrutiny last year, in order to reflect a shift to Directorates, it is proposed that the following elements are drawn out of individual service plans and highlighted to the Task Group as part of a short **introduction**, covering –
  - a. The Directorate's overall objectives
  - b. Developments over the last 12 months (projects, initiatives & key risks)
  - c. Highlighting the key elements for BSTG to consider (i.e. budgetary issues)
16. The Directors (supported by Portfolio Holders and Service Heads) will present this overarching summary at the start of each session.

17. An overarching introduction to the Corporate Plan's direction of travel, and the key financial issues / risks (and Medium Term Financial Plan) will be provided by the Chief Executive and Director of Finance and Economy during the opening kick-off session.

### **Capturing service-based questions for subsequent scrutiny**

18. In reflecting on last year's budget scrutiny, it was clear that that many of questions and observations raised during Task Group meetings were service-based rather than being focussed on the budget – elements which can be easily picked up by the full Committee outside of the Budget Scrutiny process. As such, the Scrutiny and Overview Officer will develop, in conjunction with the Chairman, a **protocol for identifying and capturing service questions for investigation at a later date**. A separate 'Annex' to the minutes will capturing these service-related questions to be followed-up by the Committee at a later date via the Tracker and Workplan.

### **Membership**

19. Following the earlier workshop, it is an opportune time to agree the Task Group's membership. In line with the Committee's Terms of Reference, all Task Group's must include at least five members.

### **Conclusions**

20. Taken together, the suggestions above seek to shift the overall focus of the Task Group from the intensive service-by-service approach of previous years to a more flexible, risk-based approach.

### **Recommended that:**

#### **Overview and Scrutiny is asked to:**

**i. Note the changes to 2018-19 budget scrutiny as set out in the report**

**ii. Agree between five and seven members of the 2018-19 Budget Scrutiny Task Group**

### **Contact and Email**

21. Nick Clayton-Peck, Senior Policy, Performance and Scrutiny Officer
22. Email: [Nicholas.Clayton-Peck@ashford.gov.uk](mailto:Nicholas.Clayton-Peck@ashford.gov.uk)

**APPENDIX 1**

Budget Scrutiny Task Group 2018-19  
Order of Meetings (draft)

Session	Content	Attendance	Date	
Kick off	<b>Introduction</b> Corporate Plan Medium Term Financial Plan Expectations of Scrutiny process (Chair)	<b>BSTG Members (5-7)</b> <b>Cllr Clarkson</b> <b>Cllr Shorter</b> Directors Accountancy Manager Service Accountants Policy and Performance Member Services	13/12/17 2-5pm	<b>COMBINED SESSION</b>
<b>Chief Executive Directorate</b>	Introduction Presentations (c.10 mins): <ul style="list-style-type: none"> <li>• CPEDaC</li> <li>• CMO</li> </ul> <b>Questions from Members</b>			
<b>Place and Space Directorate</b>	Introduction Presentations (c.10 mins): <ul style="list-style-type: none"> <li>• Planning</li> <li>• E&amp;LM</li> <li>• Culture</li> </ul> <b>Questions from Members</b>	<b>BSTG Members (5-7)</b> <b>Cllr Clokie (Deputy)</b> <b>Cllr Mrs Bell (Deputy)</b> <b>Cllr Bennett (Deputy)</b> Director Heads of Service Accountancy Manager Service Accountants Policy and Performance Member Services	10-12pm	<b>MAY BE SUITABLE FOR SINGLE DAY SESSION</b>
<b>Finance and Economy Directorate</b>	Introduction Presentations (c.10 mins): <ul style="list-style-type: none"> <li>• Finance and IT</li> <li>• Housing</li> <li>• Corporate Property</li> </ul> <b>Questions from Members</b>	<b>BSTG Members (5-7)</b> <b>Cllr Shorter (Deputy)</b> <b>Cllr White (Deputy)</b> <b>Cllr Galpin (Deputy)</b> Director Heads of Service Accountancy Manager Service Accountants Policy and Performance Member Services	1-3pm	
<b>Law and Governance Directorate</b>	Introduction Presentations (c.10 minutes): <ul style="list-style-type: none"> <li>• Legal and Democratic</li> <li>• HR &amp; Cust. Serv</li> <li>• HPC</li> </ul> <b>Questions from Members</b>	<b>BSTG Members (5-7)</b> <b>Cllr Bell</b> <b>Cllr Pickering (Deputy)</b> <b>Cllr Bradford (Deputy)</b> Director Heads of Service Accountancy Manager Service Accountants Policy and Performance Member Services	3-5pm	
Wrap up	General Fund Summary Interest and Capital Charges Recharges <b>BSTG discuss emerging recommendations</b>	<b>BSTG Members (5-7)</b> <b>Cllr Shorter</b> Director (Finance and Economy) Accountancy Manager Service Accountants Policy and Performance Member Services	w/c 8 <sup>th</sup> Jan 2018	

**Agenda Item No:**



**Report To:** Cabinet

**Date of Meeting:** 14/09/2017

**Report Title:** Ashford Borough Council's Performance – Quarter 1 2017/18

**Report Author & Job Title:** Nicholas Clayton-Peck, Senior Policy, Performance and Scrutiny Officer

**Portfolio Holder** **Cllr Neil Shorter**  
**Portfolio Holder for:** **Finance and IT**

**Summary:**

This report seeks to update members and the public on the performance of the Council against its Corporate Plan during Quarter 1 2017/18. This includes information on what the Cabinet has achieved through its decision-making, key performance data, and consideration of the wider borough picture which impacts upon the Council's work.

The organisation's approach to the monitoring of its performance against this plan has been revised. Accordingly, attached are summary highlights from the online Performance 'Dashboard' for each of the Council's Corporate Plan areas.

**Key Decision:** NO

**Significantly Affected Wards:** N/A

**Recommendations:** **The Cabinet is recommended to:-**

- I. Note the Council's performance against the Corporate Plan in Quarter 1 of 2017/18.**

**Policy Overview:** In December 2015 the Council agreed a new Corporate Plan - "*The Five Year Corporate Plan – for Aspiration, Action and Achievement*".

This also provided an opportunity to refresh the way in which performance against this new Corporate Plan (and its priority areas) was measured, presented and engaged with by officers and members.

**Financial Implications:** N/A

**Legal Implications** N/A

<b>Equalities Impact Assessment</b>	Not required because the report relates to a summary of past performance rather than any item requiring decision.
<b>Other Material Implications:</b>	N/A
<b>Exempt from Publication:</b>	<b>NO</b>
<b>Background Papers:</b>	<b>N/A</b>
<b>Contact:</b>	Nicholas.Clayton-Peck@ashford.gov.uk – Tel: (01233 300208)

## Report Title: Ashford Borough Council's Performance – Quarter 1 2017/18

### Introduction

1. The report seeks to provide a headline overview of performance against the Council's Corporate Plan for Quarter 1 2017/18.
2. This report provides a summary of the main developments affecting performance during the quarter, whilst the attached highlight summaries provide the key trend data underlying this (**Appendix 1**).

### Background

3. Each quarter the Cabinet and Overview and Scrutiny committees receive an update on how and how well the Council is achieving its objectives.
4. In December 2015 the Council agreed a new Corporate Plan - "*The Five Year Corporate Plan – for Aspiration, Action and Achievement*". This provided an opportunity to refresh the way in which performance against this new Corporate Plan (and its priority areas) was monitored, presented and engaged with by officers and members.
5. Whilst this approach is naturally an evolving one, the aim is for this Performance Dashboard (the Dashboard) to inform the work of both officers and members, providing an ongoing tool which facilitates insight and understanding across the organisation on the state of progress against our goals.
6. As part of the Council's wider governance arrangements, such performance information is used to reflect on the organisation's approach – leading to doing things differently where needed in order to offer efficient services and effective outcomes. As such, in September 2016 the Dashboard was also presented to the Audit Committee.

## Summary of Performance Developments in Quarter 1 2017/18

### Activity

7. Quarter 1 saw successful activity on a variety of initiatives which will have a positive impact on the outcomes set out in the Council's corporate plan –

#### April

- a. At the mid-way point of the Corporate Plan, Cabinet received a review which confirmed that good progress was being made against the council's Delivery Programme. This includes major progress on the strategic, 'Big 8' projects identified as being key priorities for the administration. Most of these major projects are now underway, or very soon will be, and the cumulative effect of these in terms of benefits to the Borough's residents will be considerable. The report also set out the direction for future work
- b. The latest recycling figures demonstrated the excellent recycling achieved across the borough. The latest quarterly statistics from DEFRA confirmed that Ashford remains the best recycler in Kent – In October 2016 the recycling rate was 55% - a 1% rise on last year. November 2016 figures came in at 59% - a 2% increase compared to last year, and recycling rates for December 2016 were 60% - a 6% improvement on last year.

#### May

- c. Cabinet agreed to continue to maintain the electric vehicle charging points across Ashford and Tenterden. This will retain the five double electric vehicle charging points in the borough for another three years, with no additional charge for the electricity consumed. Further review of charging arrangements will happen every three years, in line with the overall review of parking charges
- d. Two draft sports strategies were agreed by Cabinet, with a focus on protecting, enhancing and extending local pitches, sports halls and buildings. The draft strategies set out a variety of short and long term projects that aim to be delivered through partnership working – and following consultation will receive full adoption in September
- e. Cabinet noted the progress made to date in reducing the council's greenhouse gas emissions, and adopted an Energy Efficiency Strategy which will see further reductions
- f. Work began on the Danemore, Tenterden sheltered housing scheme – a £9m project to rebuild 34 dementia-friendly units set to be completed in summer 2018
- g. The Create Music Festival scooped Cultural Event of the Year at the 2017 Kent Creative Awards

#### June

- h. Cabinet approved (for consultation) a Heritage Strategy. The strategy outlines the aspirations of the council and stakeholders, including local historic and community groups, Parish Councils and statutory bodies, to strengthen the local heritage offer and support the tourism potential

that heritage can provide. The strategy was produced with significant stakeholder engagement, including a series of workshops and exhibitions

- i. Cabinet welcomed the progress made since the original District Deal was signed with KCC, and agreed a focus for the forthcoming year which includes delivery of a comprehensive Chilmington protocol and delivering broadband through BDUKs phase 2 programme
  - j. Cabinet noted that in the 2016-17 financial year £3.3m of section 106 money had been spent by Ashford Borough and KCC. This includes £705,000 that has been spent by KCC on new schools, libraries, adult social services and funding the local primary care trust. Projects that have either been funded by, or made possible as a result of s106 agreements include a range of affordable housing schemes in rural areas (The Spires, in St Michael's Tenterden and Quarry House in Aldington) as well as Kestrel Park, a play facility in south Ashford that opened in June
  - k. Cabinet received an update on the organisation's financial outturn for 2016/17, which confirmed an almost balanced position (a small overspend of £38,000)
  - l. The OneYou Health Shop has been given the go-ahead to continue for a further two years following a successful initial trial.
8. An online timeline of achievements and milestones in delivering the Corporate Plan is now available through the website, alongside the latest Annual Report - <http://www.ashford.gov.uk/transparency/our-performance/our-annual-report/>

## **Commentary on performance trends**

9. Whilst the majority of the trends captured within the summaries attached to this report have remained broadly steady over the last quarter, the following trends are worth highlighting –
- a. Footfall over the last two quarters has improved, with the monthly average steady at around +/- 5% 4,500 visitors per day.
  - b. Vacancy rates for both the high street and Ashford's shopping centres have fallen over the last year, settling at a level of around 9% in June
  - c. Following a long period of relatively stable levels, the overall unemployment rate has increased slightly over the last few quarters, and now stands at just under 1,300. This is around 30% more than at the same time last year, constituting around 1.7% of Ashford's working age population. Whilst unemployment amongst the 18-24 year olds still remains above the average seen in the rest of the county, it has fallen slightly (3.5 – 3.2%) over the last couple of quarters
  - d. By the end of the last quarter with data the number of households in Bed & Breakfast (B&B) had risen to 25, although the average for the quarter was only slightly higher than the previous quarter's 20. The overall trend, however, has remained steadily increasing since the beginning of 2016
  - e. Across the over 1,000 food businesses across the borough, the percentage compliant with hygiene standards when inspected has remained stable over the last year, remaining within half a percent during that period and on a generally slightly upward curve.

## Conclusions

10. The majority of performance goals the council is working towards remain either on-target or near-target, and (a) to (e) above demonstrate a continuing healthy growth profile for Ashford.
11. The information included within these reports provide merely a high-level snapshot of the information available constantly through the live Dashboard site, interactive Annual Report page and timeline of achievements.

## Equalities Impact Assessment

12. N/A

## Consultation Planned or Undertaken

13. N/A

## Other Options Considered

14. N/A

## Portfolio Holder's Views

15. Overall, Ashford Borough Council's performance remains strong, with many activities and initiatives, led or supported by this council which will significantly help to deliver our corporate objectives. More specifically, efforts to support our high street and local businesses, such the purchase of Park Mall, have helped support a sustained fall in vacancy rates.
16. Good progress is being made in delivering on the council's delivery programme – projects that are making a real difference to the borough. This is borne out in the extension of the popular OneYou initiative, and work beginning on the innovative sheltered scheme at Danemore.
17. It is important that our resources are used effectively and efficiently to meet our ambitious plans, so it is heartening to see that the annual budget returned at the expected level.
18. The highlight summaries included in this report present merely a top line snapshot of our performance, and I would urge all colleagues to take the opportunity of consulting with the online Dashboard itself for further context, analysis and data.

## Contact and Email

19. Nicholas Clayton-Peck, Senior Policy, Performance and Scrutiny Officer,  
[Nicholas.clayton-peck@ashford.gov.uk](mailto:Nicholas.clayton-peck@ashford.gov.uk)

# Appendix 1



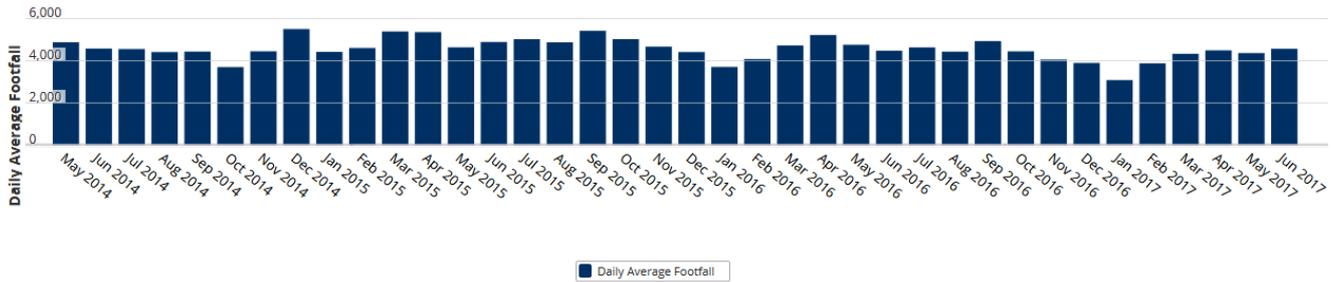
ASHFORD  
BOROUGH COUNCIL

## Ashford Borough Council Performance Dashboard

### Headline Report

### Enterprising Ashford

#### Town Centre Footfall



Footfall over the last two quarters has improved, with the monthly average steady at around 4,000 per day.

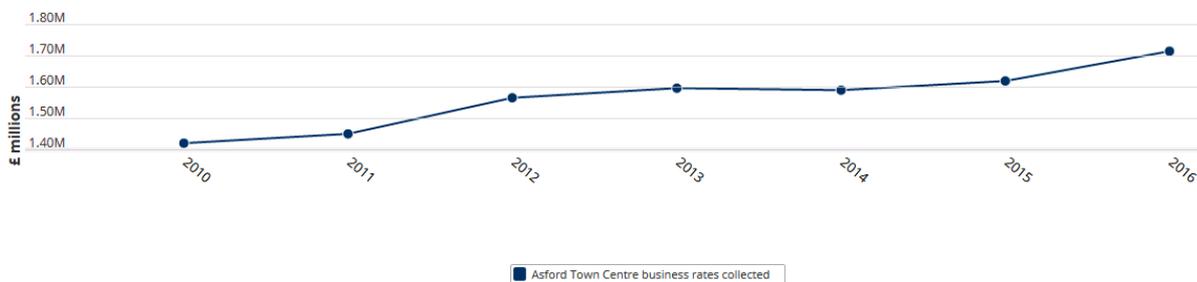
#### Ashford Town Centre Vacancy Rates



The latest vacancy rate is just under 9%. This is below the national average of 9.5%, and is the lowest since rates were first recorded in 2008.

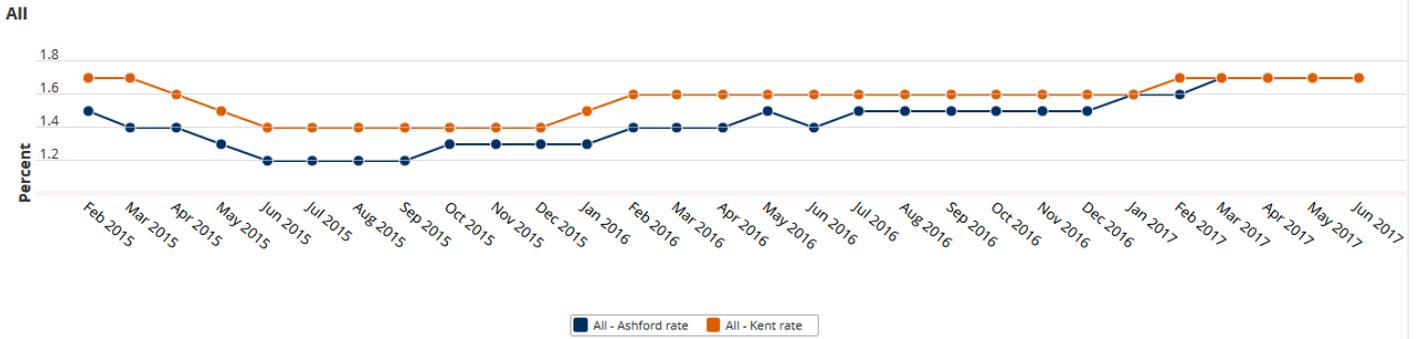
Vacancy rates have fallen across the town centre overall over the last year. Park Mall's historically higher rates have also begun to fall since the Council took over direct operations in 2015, with over half of the vacant units now full and footfall up by around 7%. The rejuvenation has been directly attributed with improving customer spend in neighbouring stores such as Wilko.

#### Town Centre Development and Future Plans



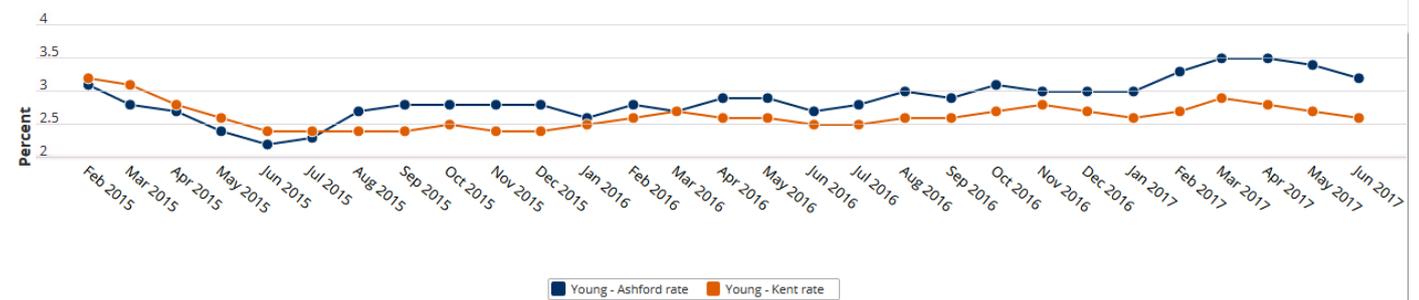
In May Virgin Media announced that homes and businesses in Kent will be next to benefit from an ultrafast broadband and entertainment boost. Work has already begun in Ashford to connect up to 8,000 new premises and is expected to be completed across the county before the end of 2018.

## Unemployment



Following a long period of relatively stable levels, the total number claiming either Jobseekers Allowance or Universal Credit principally for the reason of being unemployed has increased slightly over the last few quarters, and now stands at just under 1,300. This is around 30% more than at the same time last year, constituting around 1.7% of Ashford's working age population.

### Young People



The number of young people (18-24) claiming unemployment benefit has fallen slightly, although it remains slightly higher than the Kent average.



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## Ashford Borough Council Performance Dashboard

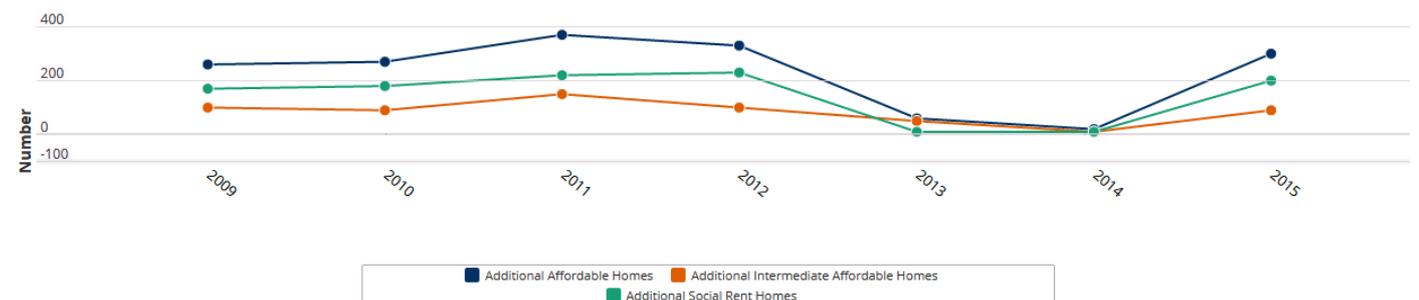
### Headline Report

### Living Ashford

#### Affordable Housing

The total additional Affordable Homes is made up of the following two main areas -

- Intermediate Affordable Homes, which includes intermediate rent and affordable home ownership; and
- Social Rent Homes, which include affordable rent homes



The economic downturn that occurred in 2008 had negative consequences for the housing market, though impacts for affordable housing completions were not felt until later - with a low point occurring in 2013. This position has since somewhat reversed.

During 2016 Cabinet approved a set of revised eligibility criteria to widen the scope of affordable housing delivery in the Borough to meet local housing needs. This will allow for a wider range of models to be considered in the future whilst maintaining quality development and management, opening up opportunities to explore alternative delivery models to boost supply where traditional forms of affordable housing delivery may not be viable.

### Temporary Accommodation



By the end of the quarter the average number of households in Bed & Breakfast (B&B) had increased to around 25, (although there was a similar increase at the same time last year).

In response, in October 2016 Cabinet agreed to incorporate the findings of a recent consultation to inform and approve a new Homelessness Strategy. This Strategy sets a 10-point action plan to address local challenges. These include not placing any 16 or 17 year olds in B&B accommodation and enhancing prevention work and engagement across the private and public sectors.

### House prices and the number of homes sold

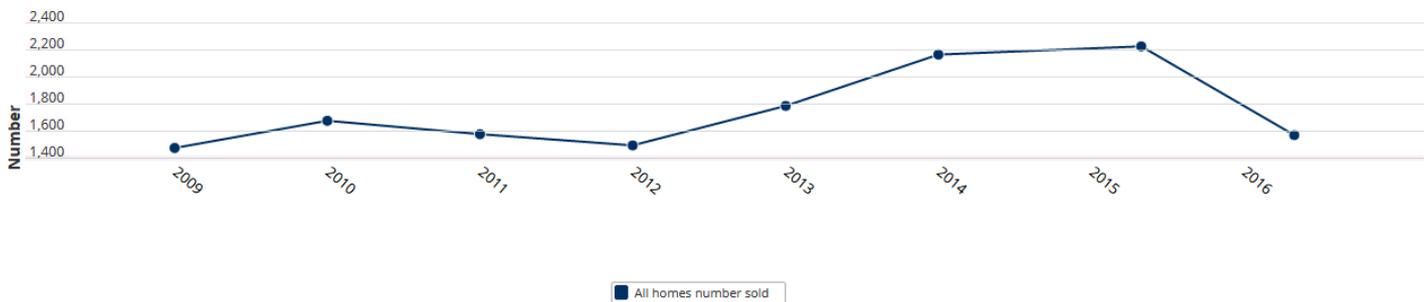
#### House Price



The average house price in Kent (KCC area) during 2016 was **£283,323**. The average price in Kent (KCC area) has increased for five consecutive years and is now **30%** higher than where they were in 2008.

There were **19,117** property transactions in Kent during the year, **28%** lower than in the year before and reflecting the fall in sales seen in Ashford.

#### Number of Houses Sold

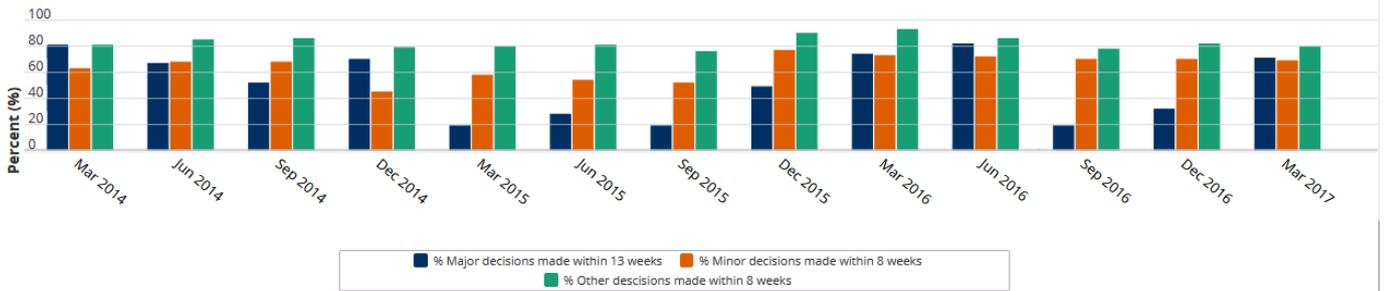


In April work commenced on the construction of 34 sheltered scheme apartments for local residents and 4 bungalows for private sale at Danemore, Tenterden – a £9m project to rebuild 34 dementia-friendly units set to be completed in summer 2018

## Planning



The number of planning applications considered by the council has remained relatively steady, whilst the last year has seen significant improvement in the percent of decisions made within target.



In June Cabinet noted that in the 2016-17 financial year £3.3m of s106 money had been spent by Ashford Borough and Kent County Council (KCC). This includes £705,000 that has been spent by KCC on new schools, libraries, adult social services and funding the local primary care trust. Projects that have either been funded by, or made possible as a result of s106 agreements include a range of affordable housing schemes in rural areas (The Spires, in St Michael's Tenterden and Quarry House in Aldington) as well as Kestrel Park, which is a play facility in south Ashford that opened in June and is already proving hugely popular.



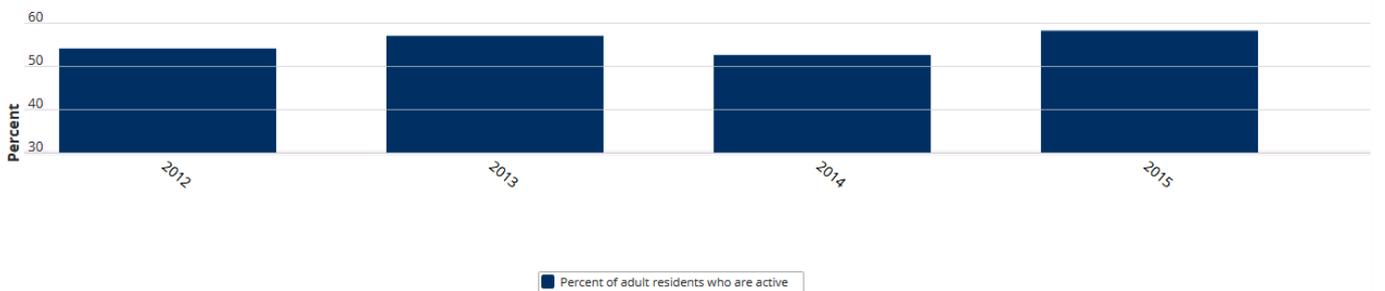
ASHFORD  
BOROUGH COUNCIL

## Ashford Borough Council Performance Dashboard

### Headline Report

### Active and Creative Ashford

#### Healthy Lives and Active Living



### Sport and Health

In May two draft sports strategies were agreed by Cabinet, with a focus on protecting, enhancing and extending local pitches, sports halls and buildings. The draft strategies set out a variety of short and long term projects that aim to be delivered through partnership working – and following consultation will receive full adoption in September

In June the OneYou Health Shop has been given the go-ahead to continue for a further two years following a successful initial trial.

## Supporting Culture and Creativity

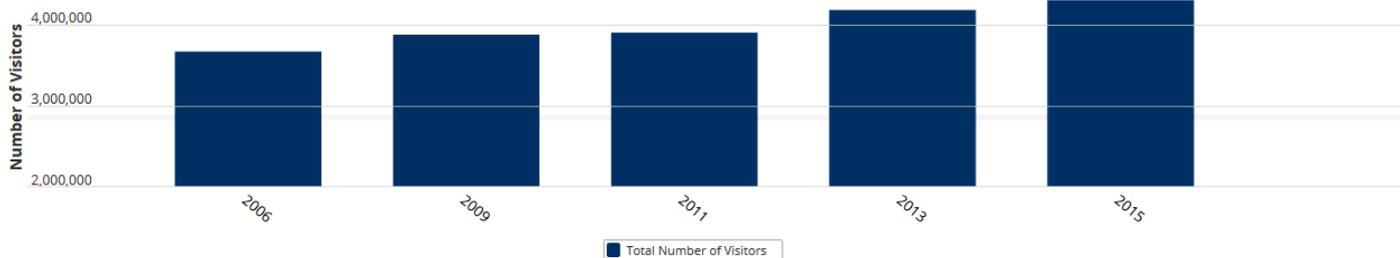
### Create Festival

In May the Create Music Festival scooped Cultural Event of the Year at the 2017 Kent Creative Awards

### Heritage

In June Cabinet approved (for consultation) a Heritage Strategy. The strategy outlines the aspirations of the council and stakeholders, including local historic and community groups, Parish Councils and statutory bodies, to strengthen the local heritage offer and support the tourism potential that heritage can provide. The strategy was produced with significant stakeholder engagement, including a series of workshops and exhibitions

### Tourism



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## Ashford Borough Council Performance Dashboard

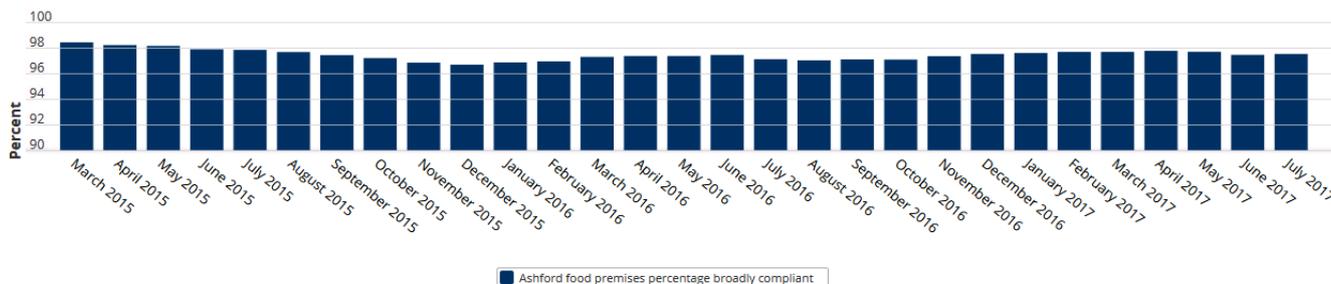
### Headline Report

### Attractive Ashford

### Quality Across the Borough

#### Food Business Hygiene

There are almost 1,300 registered food businesses within the Borough. All are inspected on a regular basis according to their risk category.



This graph shows the percentage of businesses that are broadly compliant with food hygiene standards. Any business found to be non-compliant either receives a formal letter or a revisit. The percentage compliant upon inspected has remained within a half percent range during the last six months.

Guidance is provided to food businesses in the first instance and notices are service if conditions do not improve. Food businesses are also given a food hygiene rating which can view at <http://www.ashford.gov.uk/food-hygiene-rating-scheme>.

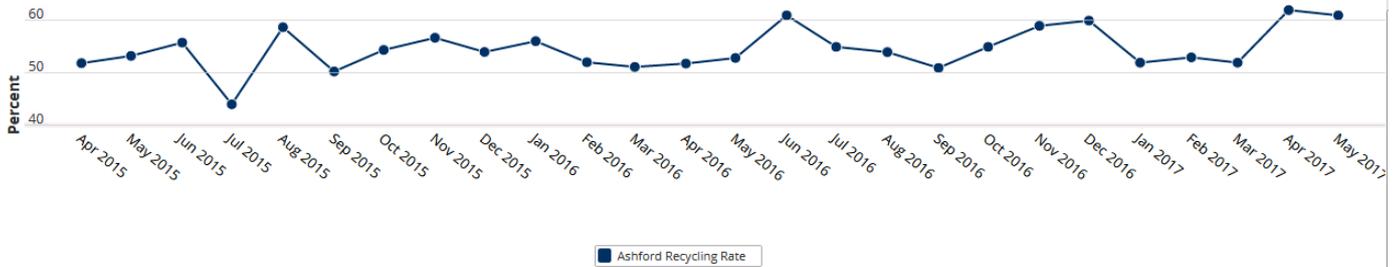
In September 2016 the Council approved a revised Food Safety Policy, which ensures a consistent approach to food safety inspections, enforcement and food sampling in line with current nationally accepted standards.

### Other Measures to Improve Ashford

Cabinet agreed to continue to maintain the electric vehicle charging points across Ashford and Tenterden. This will retain the five double electric vehicle charging points in the borough for another three years, with no additional charge for the electricity consumed. Further review of charging arrangements will happen every three years, in line with the overall review of parking charges.

In the same month Cabinet adopted an Energy Efficiency Strategy which will see further reductions in the use of energy and carbon emissions.

### Recycling



The latest recycling figures demonstrated the excellent recycling achieved across the borough. The latest quarterly statistics from DEFRA confirmed that Ashford remains the best recycler in Kent- In October 2016 the recycling rate was 55% - a 1% rise on last year. November 2016 figures came in at 59% - a 2% increase compared to last year, and recycling rates for December 2016 were 60% - a 6% improvement on last year.

# Overview and Scrutiny Committee

## Report Tracker – 26 September 2017

Report Title	Date due to O&S	Head of Service/ Report Author	Lead O&S Member / Task Group	Scope of what is to be scrutinised	Further details / current position
Quarter 1 2017/18 Performance Report	September 2017	Senior Policy, Performance and Scrutiny Officer		Information on what the Council has achieved through its decision-making; key performance data; the wider borough picture.	Cabinet Requirement
Budget Scrutiny Task Group	September 2017	Policy and Performance	Budget Scrutiny Task Group	Agree the membership of the task group and identify training plans.	
<i>Budget Scrutiny Training</i>	<i>September 2017</i>	<i>Centre for Public Scrutiny</i>	<i>Budget Scrutiny Task Group</i>	<i>The Centre for Public Scrutiny (CfPS) have been engaged to deliver a training session for Members on effective Budget Scrutiny.</i>	
Overview of Priority Health Issues for Ashford	October 2017	Health, Parking and Community Safety		An overview of the priority health issues for the Borough and the work undertaken by the Health and Wellbeing Board	Agreed as part of annual work programme
Housing Framework Annual Report	October 2017	Housing Strategy Manager		Highlights work undertaken during 2016/17 to achieve the five priorities of the Framework and issues and opportunities presented over the last 12 months.	Cabinet requirement
Report of Air Quality Task Group	October 2017	Policy and Performance	Air Quality Task Group	Findings and final report of the Air Quality Task Group for Committee review and commendation to Cabinet.	Committee review required

Youth Engagement	November 2017	Cultural Services		Briefing report on the shift from youth centres to outreach workers and the impact of budget cuts on youth work in the Borough.	Agreed as part of annual work programme
Report of Budget Scrutiny Task Group on 2018/19 Budget	January 2018		Budget Scrutiny Task Group	Final report on the 2018/19 budget for Committee review and commendation to Full Council.	
Report of Budget Scrutiny Task Group on Universal Credit		Housing, Finance (Revenues and Benefits)		The O&S Committee wishes to have an update report on the roll out of Universal Credit.	

## Recommendation Tracker

Report		
Budget Scrutiny Task Group (2017/18 budget) – Cabinet minute 285/2/17 refers		
Recommendation	Responsibility for implementation	Achievement/Completed
(iii) Services be requested to include staff resource as a separate and individual risk within the risk register for each service	Heads of Service, Programme Manager	Where identified, staffing pressures will be highlighted as individual risks within budget scrutiny papers.
(iv) Consideration of staffing within the Strategic Risk Register be enhanced	Management Team	A revised Strategic Risk Register with an enhanced consideration of staffing was presented to and approved by the Audit Committee in March 2017
(v) The PID process be endorsed as a compulsory first step for determining the viability of all new and proposed Council projects	Cabinet, Programme Manager	All PIDs are considered by Management Team for viability and resource implications.
(vi) An overview of progress made in delivering the Council's project programme be added as a regular agenda item to the Cabinet and Overview and Scrutiny Committees' agendas	Programme Manager, Member Services	Update delivered to April 2017 Cabinet. To be presented to a future meeting of the O&S Committee

(vii) The need for further consideration of cross service and strategic interdependencies to be taken forward by Management Team in liaison with the Overview and Scrutiny Committee	Management Team	
(viii) The existing apprenticeship and graduate schemes in place across the Council be continued and extended where these were possible.	Head of HR and Customer Services	
<b>Report</b>		
Safeguarding Children and Adults at Risk – The Council’s Role and Partnership Working – Cabinet agreed 11/05/17		
<b>Recommendation</b>	<b>Responsibility for implementation</b>	<b>Achievement/Completed</b>
(i) Safeguarding training form part of the induction training package for new Councillors	Designated Safeguarding Officer, Member Training Panel	
(ii) Level 2 safeguarding training sessions are made available for Borough Councillors	Member Training Panel	
(iii) Consideration be given to making safeguarding training available to Parish Councillors	Designated Safeguarding Officer	