Folkestone & Hythe District Council

Agenda

Meeting: **Overview and Scrutiny Committee**
Date: **1 June 2021**
Time: **7.00 pm**
Place: **Council Chamber - Civic Centre, Folkestone**

To: **All members of the Overview and Scrutiny Committee**

The committee will consider the matters, listed below, at the date, time and place shown above. The meeting will be open to the press and public.

Due to current social distancing guidelines, only 6 seats are available for members of the public at meetings in the Council Chamber. These seats are available on a first come, first served basis.

Members of the public are encouraged to view the meeting online as this meeting will be streamed live to the internet and can be viewed at: https://folkestone-hythe.public-i.tv/core/portal/home

Members of the committee, who wish to have information on any matter arising on the agenda, which is not fully covered in these papers, are requested to give notice, prior to the meeting, to the Chairman or appropriate officer.

1. **Appointment of Chairman**

2. **Appointment of Vice-Chairman**

3. **Apologies for Absence**

4. **Declarations of Interest (Pages 3 - 4)**

   Members of the committee should declare any interests which fall under the following categories:

   a) disclosable pecuniary interests (DPI);

Queries about the agenda? Need a different format?

Contact Kate Clark – Tel: 01303 853267
Email: committee@folkestone-hythe.gov.uk or download from our website www.folkestone-hythe.gov.uk

Date of Publication: Friday, 21 May 2021

b) other significant interests (OSI);
c) voluntary announcements of other interests.

5.   **Minutes (Pages 5 - 8)**

To consider and approve, as a correct record, the minutes of the meeting held on 30 March 2021.

6.   **Minutes of the Finance & Performance Scrutiny Sub-Committee (Pages 9 - 10)**

To consider and approve, as a correct record, the minutes of the Finance and Performance Scrutiny Sub-Committee on 27 April 2021.

7.   **Appointment of members and election of chairman to the Finance and Performance Scrutiny Sub-committee**

8.   **Customer Access Point**

A presentation to be given to members on the proposal to set up a Customer Access Point initially with the Civic Offices and subsequently moving to Folca.

9.   **Folkestone Town Centre Place Plan (Pages 11 - 54)**

Report OS/21/01 presents an update on progress to develop the Folkestone Town Centre Place Plan. The report sets out the context for this, engagement undertaken and the emerging key themes and interventions from which the plan will be developed.

10.   **Performance Management Framework (Pages 55 - 82)**

The Council's Performance Management Framework was originally created and approved in 2014, with minor amendments being approved by Cabinet in 2017. The Performance Management Framework has been reviewed and simplified to make it more meaningful and useful for officers, elected members and all those who are engaged in the Council's performance management.

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:
Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; 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. It should be emphasised that 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.

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Folkestone & Hythe District Council

Minutes

Overview and Scrutiny Committee

Held at: Remote meeting

Date   Tuesday, 30 March 2021

Present   Councillors Miss Susan Carey, Gary Fuller, Peter Gane, Michelle Keutenius   (Vice-Chair),   Connor McConville, Terence Mullard,   Rebecca Shoob   (Chairman)   and John Wing

Apologies for Absence   None

Officers Present: Andy Blaszkowicz (Director of Housing and Operations), Kate Clark (Case Officer - Committee Services), Holly Godwin (Case Officer - Corporate Services), Ewan Green (Director of Place), Amandeep Khroud (Assistant Director), Loren Paine (Tenant Liaison Specialist), Andrew Rush (Regulatory Services & Corporate Contracts Lead Specialist), Charlotte Spendley (Director of Corporate Services), Helen Sudbury (Housing Operations Lead Specialist), Jemma West (Committee Service Specialist) and Briony Williamson (Licensing Specialist)

Others Present: Gillian Jenkins (Shepway Tenants and Leaseholders Board)

39. **Declarations of Interest**

Councillor Gary Fuller made a voluntary announcement with regard to Agenda Item 7 (Tenant Engagement Strategy and Action Plan) as he is a housing tenant. Councillor Fuller did not take part in discussions on this item.

40. **Minutes**

The minutes of the meeting held on 16 February 2021 were submitted and agreed. The Chairman asked that her signature is added to the minutes showing approval.

41. **Annual report of the Overview and Scrutiny Committee 2020/21 and proposed amendment to the Committee's terms of reference**

Report OS/20/12 set out the work that the Overview and Scrutiny Committee and the Finance and Performance Scrutiny Sub-Committee had completed during 2020/21. The report also sought approval to review the terms of reference of the Committee, to bring these up to date and reflect the new way of working.

The Chairman presented this report and invited comments from members.

It was noted that the following point had been removed from the terms of reference; 'To contribute to, and review, the Council's performance plan and performance management system'. The Assistant Director – Governance and Law advised a response will be provided with reasons for its removal.

Proposed by Councillor Rebecca Shoob
Seconded by Councillor Michelle Keutenius; and

RESOLVED:
1. That report OS/20/12 is received and noted.
2. That recommendation is given to Full Council to adopt the revised Overview & Scrutiny terms of reference.

All in favour.

42. **Overview and Scrutiny Work Programme 2021/22**

Report OS/20/14 set out the proposed work programme for Overview and Scrutiny work for the municipal year 2021/22.

The Chairman presented the report and invited comments from members.

It was noted that relatively few members had responded to the request to score each item suggested, however they agreed it did reflect their views of the importance of topics and the subsequent list produced in the report.

The Chairman pointed out that the methodology used creates a wide range of topics for consideration with clear criteria. Topics that were not deemed a priority for this committee were still pertinent and could possibly be dealt with by speaking to officers directly.

Councillor Fuller suggested that a future topic for consideration could be cyber security, with a hope that this could become a regular item. As this potential item is possibly covered under Audit & Governance, the Assistant Director will check and come back to members with clarification.

Proposed by Councillor Rebecca Shoob
Seconded by Councillor Michelle Keutenius; and

RESOLVED:
1. That report OS/20/14 is received and noted.
2. That the Scrutiny Work Programme, as set out in paragraph 1.3 of the report, is adopted and implemented for the municipal year 2021/22.

All in favour.

43.   **Licensing Policy Review**

Report OS/20/15 presented an outline of the review of the Council's Statement of Licensing Policy. The report set out the context for this, the timetable for review and consultation and an overview of the key issues to be considered in the review.

Councillor David Monk introduced this item saying that there are many factors to consider when shaping this challenging policy.

The Director of Place pointed out key aspects of the report including timelines culminating in adoption of the policy by Full Council.

(Councillor Keutenius left the meeting and did not return, Councillor Mullard joined for the remainder of the meeting).

Members' comments included:

- Town centre must become vibrant and sustainable, however anti-social behaviour can cause problems for residents.
- Look to the future with the possibility of digital based entertainment; café culture.
- Consideration of a late night levy – the Licensing Specialist advised this is an additional charge to premises which are open later. The funds generated are then used to help with enforcement costs within the late night economy. Helpful to look to other Councils for comparisons.
- Use of security staff/doormen during late night opening.
- Town zoning plan to protect residential areas and encourage late night economy in non-residential areas.
- Licenced premises – landlords to be encouraged to maintain standards.
- In answer to a question regarding the number of licensed premises in the district, the Licensing Specialist estimated 500, however this figure would be checked.

Members were concerned that business failures could be through poor management or viability within an area, however they understood that competition is important, businesses need to survive and thrive especially as lockdown restrictions are eased.

Proposed by Councillor Rebecca Shoob
Seconded by Councillor John Wing; and

RESOLVED:

That report OS/20/15 is received and noted.

All in favour.

44. **Tenant Engagement Strategy and Action Plan**

Report OS/20/13 brought the draft Tenant Engagement Strategy for the Housing Service back to members, following a period of consultation with our tenants.

The Housing Operations Lead Specialist introduced this report and also mentioned a welcome to a representative of the Shepway Tenants and Leaseholders Board and the Tenant Liaison Specialist.

Members noted that just nine responses to the consultation had been received, however, all responses showed positive feedback. Members were also aware that people tend to only make contact if there is a problem. It was agreed that this is a very important strategy and for the benefit of tenants, who understandably need to be kept informed of current and proposed works.

The Tenant Liaison Specialist had been in touch with many residents with regard to the consultation on the stock condition survey. Residents indicated they would like more involvement with this and a core number of residents would like a higher level of involvement.

Proposed by Councillor Rebecca Shoob
Seconded by Councillor Peter Gane; and

RESOLVED:
That Report OS/20/13 is received and noted.

All in favour.

Folkestone & Hythe District Council

Minutes

Finance and Performance Scrutiny Sub-Committee

Held at:	Zoom - remote meeting
Date	Tuesday, 27 April 2021
Present	Councillors Peter Gane, Connor McConville (Chairman), Patricia Rolfe and Rebecca Shoob
Apologies for Absence	None
Officers Present:	Kate Clark (Case Officer - Committee Services), Gavin Edwards (Performance and Improvement Specialist), John Holman (Assistant Director of Housing), Susan Priest (Chief Executive) and Charlotte Spendley (Director of Corporate Services)
Others Present:	Councillor David Monk

13. **Declarations of interest**

    There were no declarations of interest.

14. **Quarter 3 Performance Report 2020/21**

    Report OS/20/16 provided an update on the Council's performance for the third quarter of 2020/21, covering 1 October 2020 to 31 December 2020. The report enables the Council to assess progress against the approved key performance indicators for each service area.

    The Performance & Improvement Specialist presented the report and mentioned that this would be the penultimate performance report under the 2017-2020 Corporate Plan as the new Corporate Plan 2021-30 has been adopted.

    Various comments and questions from members included:

    - The 8 FPNs issued in relation to the PSPO during Quarter 3 were in the Folkestone Town Centre Area, offences included alcohol, urinating and begging.

- Compliant air quality sites – 18 sites in the district, a suggestion that a percentage value could be provided.
- Recovery rate for PCNs issued to foreign vehicles can be challenging to recover although bailiff action is used.
- Homelessness approaches – remaining numbers after prevention/relief are dealt with as part of the Covid response. A mixture of private landlords; own stock and temporary B & Bs considered.
- A question was asked about whether sourcing accommodation for people in temporary housing was difficult and the reasons possibly being availability, unsuitability and costs. A fuller explanation will be provided on this point.
- Provision of Affordable housing – may struggle to recover the annual provision as these are also delivered by HA's, however the asset management strategy will give a clearer picture. Also, the Council's development of the Highview site is due to start which should provide an additional 30 affordable homes.
- Litter cleared within the district – members would like to know how this is assessed and monitored across the district.

Proposed by Councillor Connor McConville
Seconded by Councillor Patricia Rolfe; and

RESOLVED:
1. That report OS/20/16 is received and noted.
2. That the performance information for Quarter 3 2020/21 in Appendix 1 is noted.

Agreed by all.

Folkestone & Hythe
District Council

Report Number: **OS/21/01**

This Report will be made public on 21 May 2021

To:	**Overview and Scrutiny Committee**
Date:	**1 June 2021**
Status:	**Non Key**
Responsible Officer:	**Ewan Green, Director of Place**
Cabinet Member:	**Cllr David Wimble, Cabinet Member for the District Economy**

SUBJECT: **FOLKESTONE TOWN CENTRE PLACE PLAN**

SUMMARY: This reports presents an update on progress to develop the Folkestone Town Centre Place Plan. The report sets out the context for this, engagement undertaken and the emerging key themes and interventions from which the plan will be developed.

RECOMMENDATIONS:
1.   **To receive and note report OS/21/01.**
2.   **Overview and Scrutiny Committee are invited to comment on the report and to provide feedback on the engagement undertaken, key themes identified and the emerging interventions in order to inform the finalisation of the plan.**

1. BACKGROUND

1.1   Members will be aware that the Council Corporate Plan 2021-30 'Creating Together Tomorrow' recognises the need to reinvigorate all district town Centres, particularly investing in Folkestone town centre.

1.2   To achieve this the Council will work with partners and communities to develop a Folkestone Place Plan which will set out a vision and direction for Folkestone town centre including necessary infrastructure investment required to achieve sustainable change. Alongside physical interventions the plan will also consider future management and animation of the town centre.

1.3   The rationale underpinning development of the plan is to set an ambitious, medium to long-term direction of travel in order to ensure a successful and vibrant future for Folkestone's Town Centre

1.4   In order to progress the Place Plan a consultant team led by urban design specialists We Made That has been appointed to provide expert technical advice, undertake wide ranging engagement and develop the final plan and associated interventions and actions.

1.5   The objectives of the Place Plan are to:

- Create collective vision for the Council and wider stakeholders
- Key Investment/development opportunities - setting our ambition
- Establish a civic 'heart' & purpose - "One public estate"
- Create great animated public spaces for residents and visitors
- Create a broader leisure offer 'for all'
- Encourage Town Centre living as a vital component of a vibrant mixed use with a strong evening economy and meeting our housing need.
- Create an exemplar in sustainability and reap the benefits of compact growth
- Foster a dynamic/flexible employment environment transitioning away from a solely retail lead economy
- Deliver a shift in transport movements & maximise accessibility
- Future town centre animation, markets, management and maintenance
- Link to the "The Place Campaign" to promote Folkestone
- Identify the challenges, issues and the potential solutions
- Set out how the many different partners play a role in the future of the Town Centre.
- Review and test existing plans to ensure that impacts of COVID 19 and market trends are recognised
- Set an Action Plan for Folkestone Town Centre

1.6   In addition to the above, the development of the Place Plan will also include a review of the Council's current licensing policy in relation to the future of the town centre. This will then inform the review of the District wide policy which is being undertaken.

2.   PUBLIC AND STAKEHOLDER ENGAGEMENT

2.1   Public and stakeholder engagement is crucial to the development of the Place Plan. Members have previously considered the Stakeholder Engagement Strategy which was developed to ensure that as wide as possible a range of stakeholders and the community have the opportunity for meaningful engagement to inform the plan.

2.2   In summary, to date public engagement activity has included:

- 4 virtual workshops discuss priorities and ambitions, with 46 local organisations and community based groups
- 38 one to one conversations with key stakeholders
- 3 Youth focus groups completed with pupils from Folkestone Academy
- A public webinar event with 188 attendees

2.2   In addition the dedicated Place Plan web page is regularly updated and presents an opportunity for ongoing engagement via email or written submissions. Please refer to: https://www.folkestone-hythe.gov.uk/folkestoneplaceplan

2.3   It is planned to hold a further public webinar event on 10 June 2021. Further detail on engagement and feedback is contained in the Appendix.

3.   PLACE PLAN - EMERGING PRIORITIES AND INTERVENTIONS

3.1   The emerging Place Plan is based on a 'Grand Challenge' which has been set out as:

To overcome decline and challenge in Folkestone's Town Centre by embracing opportunity, celebrating what's great and bringing the town's communities together.

3.2   This has been developed further into the following 6 'Missions' which seek to distil key issues to be addressed in the plan:

1. Celebrate what's great Make the most of Folkestone's best assets - its coastline, its communities, its heritage and its creativity - to attract visitors and enhance the lives of residents.	**2. Town centre for the future** Reinvigorate the Town Centre core by identifying opportunities for a new range of uses, community services and employment opportunities.
3. A place for all voices Work with the people of Folkestone to develop proposals that are meaningful to all, now and into the future.	**4. Moving sustainably** Create an environment that better connects the town centre and surroundings and supports active movement and enables healthy lifestyles and wellbeing.

5. Access to opportunity	6. Deliver quality
Embed opportunities for support, skills and training to allow all residents of Folkestone to benefit from change.	Ensure that quality of delivery meets Folkestone's full potential and secure the support of all partners who will be needed to deliver on the ambitions of the Place Plan.

3.3   A range of Action Areas have then been developed which outline potential interventions from which an Action Plan will be developed as part of the finalised plan. The Appendix provides further detail on this.

3.4   Committee are invited to provide feedback on the engagement activity undertaken, key themes identified and the emerging interventions in order to inform the finalisation of the plan.

4.   RISK MANAGEMENT ISSUES

4.1   There are no perceived risks.

5.   LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

5.1   **Legal Officer's Comments**

There are no legal implications in this report.

5.2   **Finance Officer's Comments**

There are no financial implications in this report.

5.3   **Diversities and Equalities Implications**

The Place Plan will consider the needs of all residents regardless of whether or not they have a protected characteristic. The differing needs of people, including those with different protected characteristics, will be considered during the review as it progresses.

The final draft Place Plan will be the subject of an Equalities Impact Assessment Screening.

6.   CONTACT OFFICERS AND BACKGROUND DOCUMENTS

Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Ewan Green, Director of Place
Telephone: 07783659864
Email: ewan.green@folkestone-hythe.gov.uk

The following background documents have been relied upon in the preparation of this report:

None

Appendix: Place Plan Update Report

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PLACE PLAN

HELP SHAPE THE FUTURE OF FOLKESTONE TOWN CENTRE

WE MADE THAT

Folkestone & Hythe
District Council

FOLKESTONE AND HYTHE

prd

fletcher priest architects
london + köln + riga

steer

NTIA | NIGHT TIME
INDUSTRIES ASSOCIATION

Agenda

1.0 Welcome & introductions

2.0 Programme overview & our work so far

3.0 Place Plan & Missions

4.0 Presentation of Action Areas

5.0 Public engagement

6.0 Next steps & questions (15 min)

Programme overview

Urban appraisal

Engagement

- 1-2-1 conversations
- Workshops
- School focus groups
- Public events
- Licensing workshop

Strategy & proposals

Licensing policy review & draft

Today

January

July
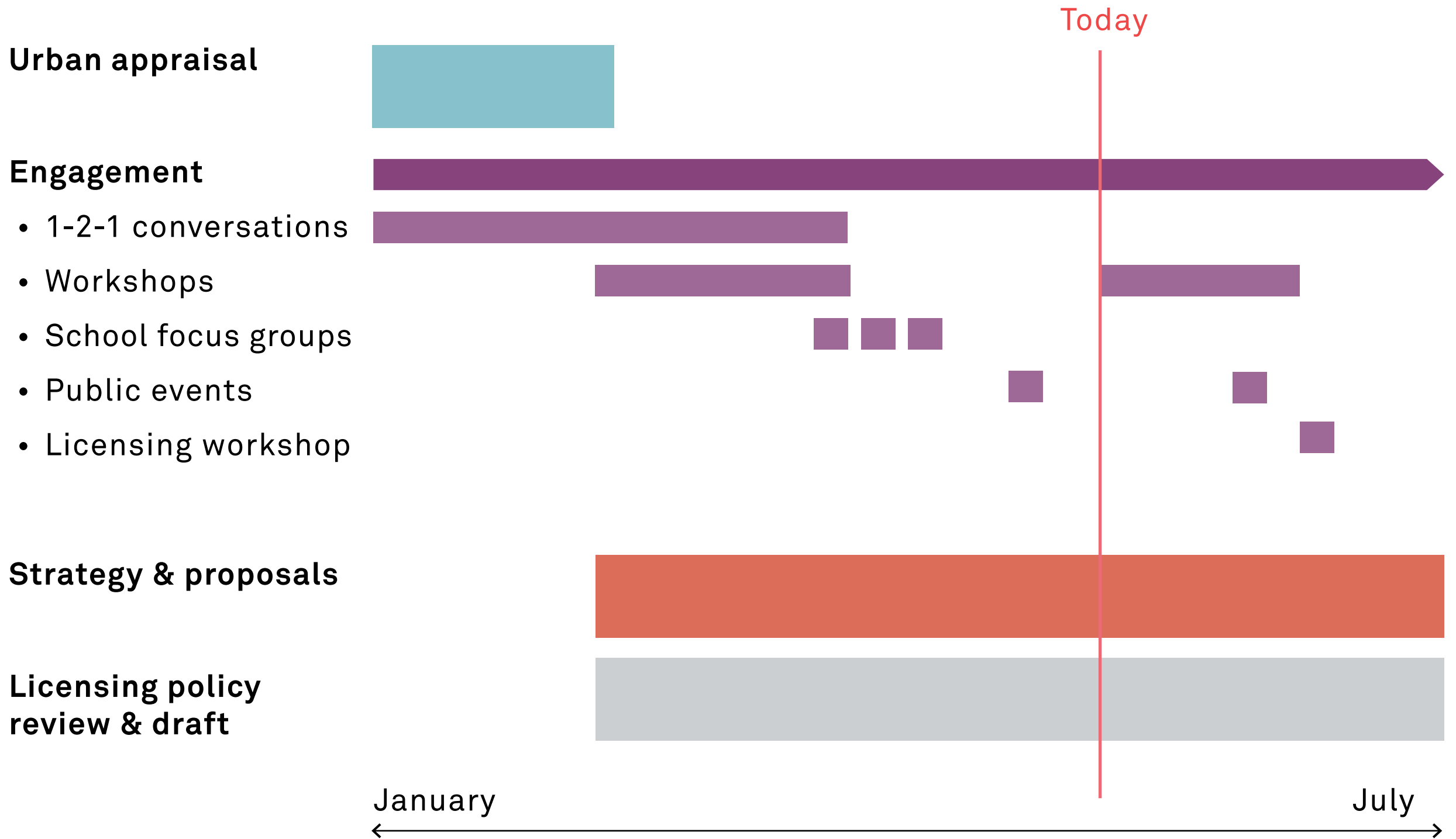
Community engagement process
## Involvement so far

38 one-to-one conversations with key stakeholders

4 virtual workshops held to discuss priorities & ambitions

46 workshop attendees - local organisations, community groups and stakeholders

4 workshops planned with Working Group, Officers Working Group, Leadership team & all Members

188 attendees with **243** questions asked at public event

Public event 02 and further workshops TBC
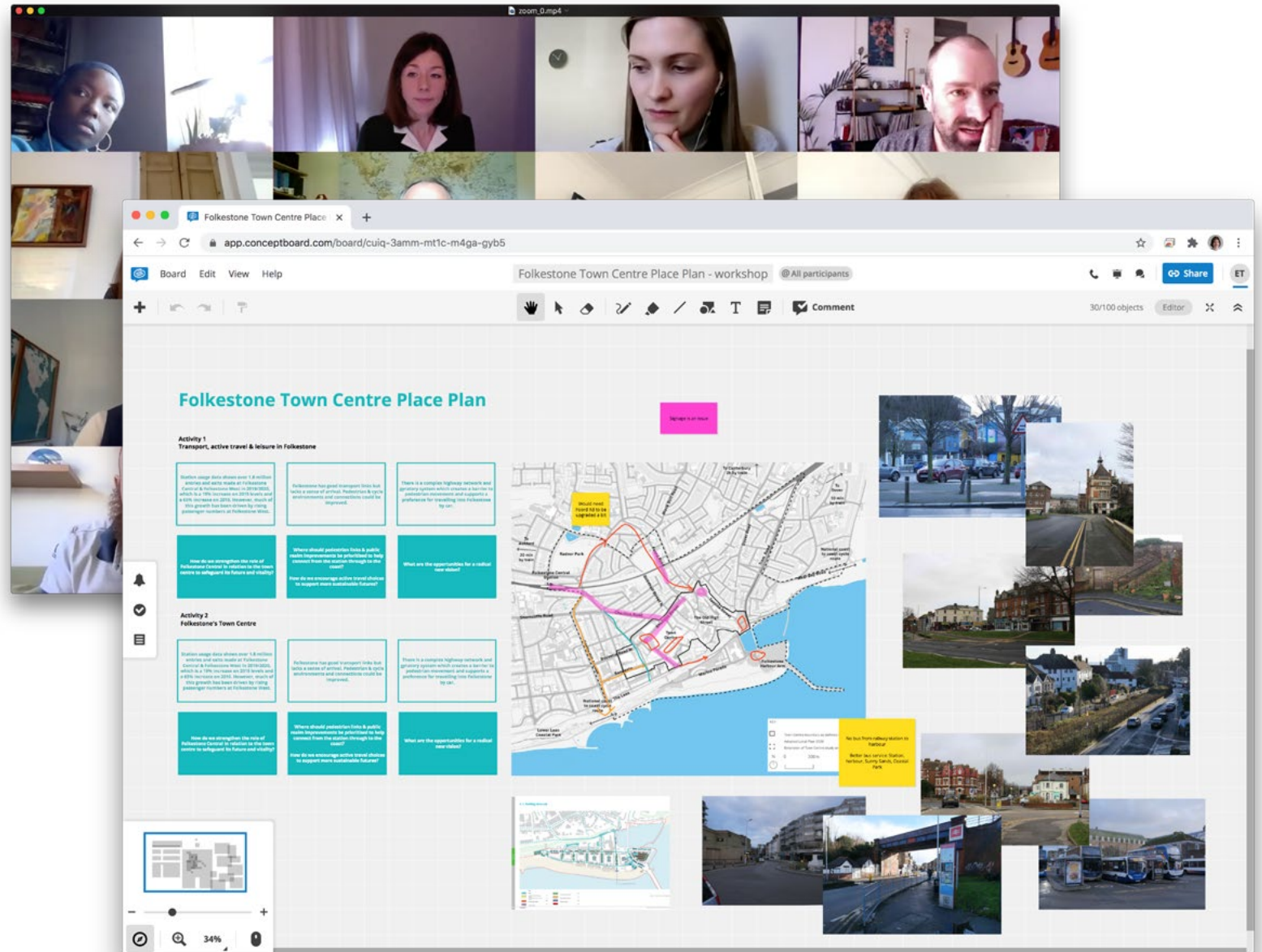
PLACE PLAN & MISSIONS

Project overview
Study area

The Place Plan is focused on a core of the Town Centre, with a wider area of context under consideration. We welcome feedback on the extent of this area of context.
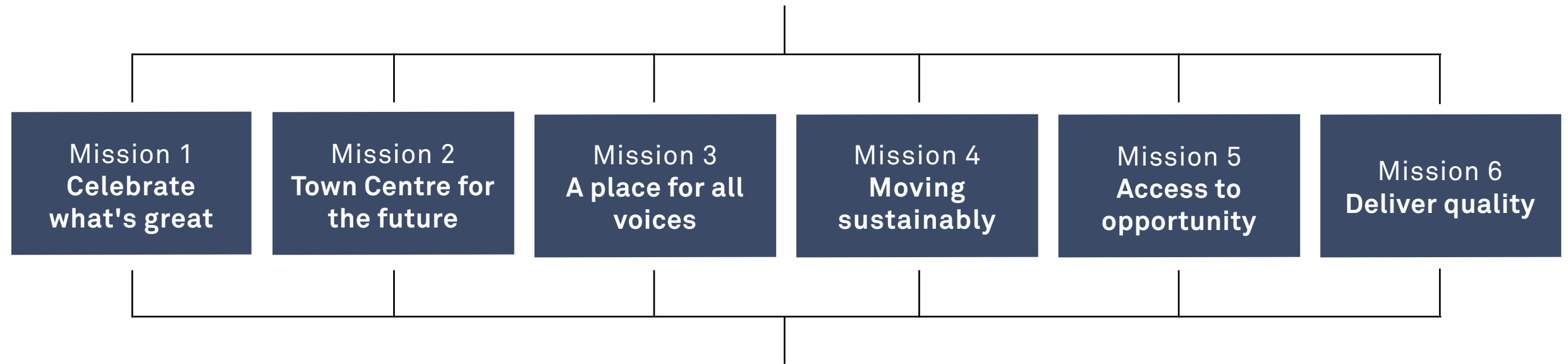
KEY

☐ Town Centre boundary as defined in the Adopted Local Plan 2020

⌞ ⌟ Extension of Town Centre study area

N   0   200m

To Canterbury
2h by train

To Dover
10 min by train

To Ashford
20 min by train

Radnor Park

Folkestone Central Station

Black Bull Road

Foord Road

Dover Road

Tram Road

National coast to coast cycle route

Wear Bay Road

Guildhall Street N

Cheriton Road

Shorncliffe Road

Shellons Street

Tontine Street

The Old High Street

Town Centre

Castle Hill Avenue

Bouverie Road West

Sandgate Road West

The Leas

National coast to coast cycle route

Lower Leas Coastal Park

Marine Parade

Folkestone Harbour Arm

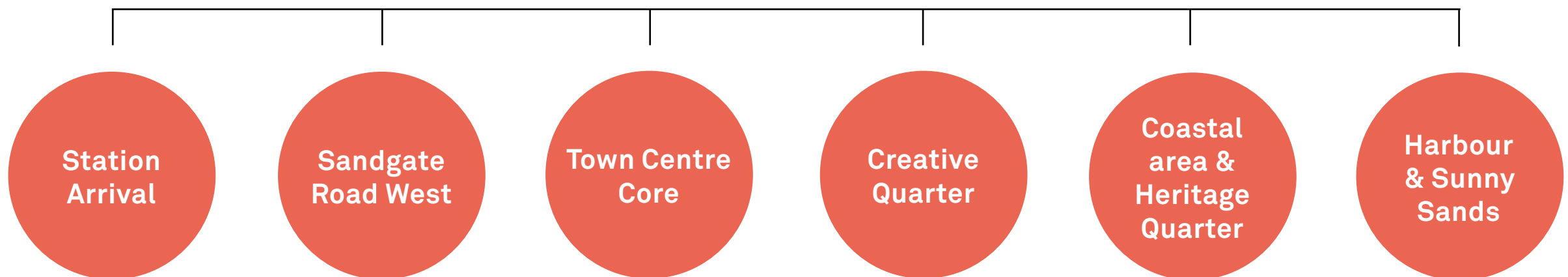# Our approach to the Place Plan

The Grand Challenge
To overcome decline and challenge in Folkestone's Town Centre by embracing opportunity, celebrating what's great and bringing the town's communities together.

Mission 1
Celebrate what's great

Mission 2
Town Centre for the future

Mission 3
A place for all voices

Mission 4
Moving sustainably

Mission 5
Access to opportunity

Mission 6
Deliver quality

Actions to deliver the Missions

Action Areas

Station Arrival

Sandgate Road West

Town Centre Core

Creative Quarter

Coastal area & Heritage Quarter

Harbour & Sunny Sands

Our approach to the Place Plan
Missions

The Grand Challenge
To overcome decline and challenge in Folkestone's Town Centre by embracing opportunity, celebrating what's great and bringing the town's communities together.

Mission 1
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Mission 2
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Mission 3
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Mission 4
Moving sustainably

Mission 5
Access to opportunity

Mission 6
Deliver quality

ACTIONS AGAINST MISSIONS

Action areas
Overall location

Ship Street site

STATION ARRIVAL

CREATIVE QUARTER

TOWN CENTRE CORE

HARBOUR & SUNNY SANDS

SANDGATE ROAD WEST

COASTAL & HERITAGE QUARTER

Action areas
Station arrival

Mission 1: Celebrate what's great

1.1 Public realm upgrades and new public spaces: around train station with a potential for a small public square.

Mission 3: A place for all voices

3.1 Explore potential for community uses within and alongside the train station, such as a community garden

Mission 4: Moving sustainably

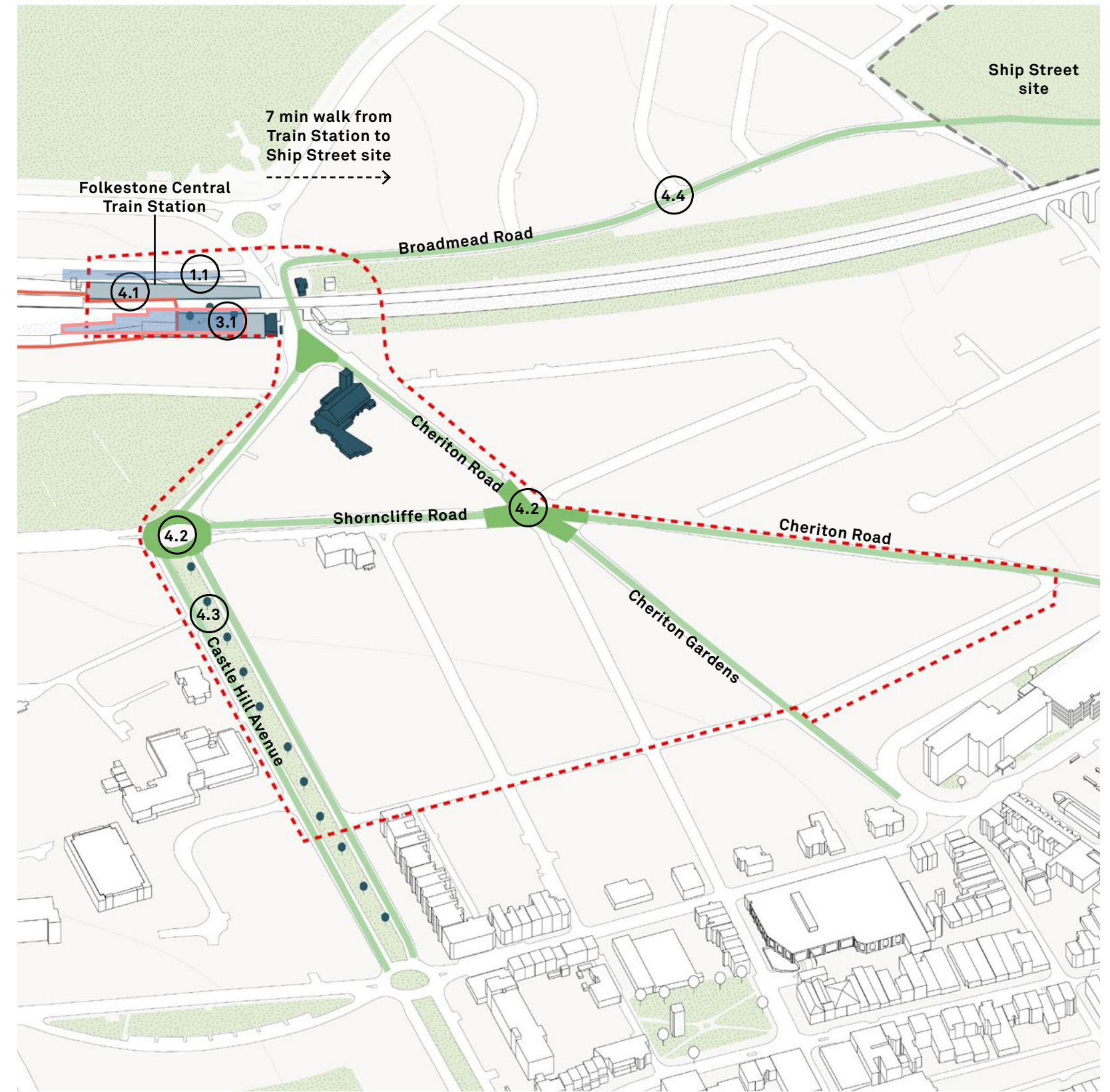4.1 Mobility hub alongside train station: bike hire and other supporting uses

4.2 Overhaul of the legacy highway system: Cheriton Grdns and Cheriton Road, redesign of junction to enable all directions of travel from this point.

4.3 Wayfinding and enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue

4.4 New and improved routes: Broadmead Rd and through Ship Steet site (this could include provision for skateboarding)

4.5 Work with other organisations, such as Cycling UK, to support and encourage sustainable and active travel.

Ship Street site

7 min walk from Train Station to Ship Street site

Folkestone Central Train Station

Broadmead Road

Cheriton Road

Shorncliffe Road

Cheriton Road

Cheriton Gardens
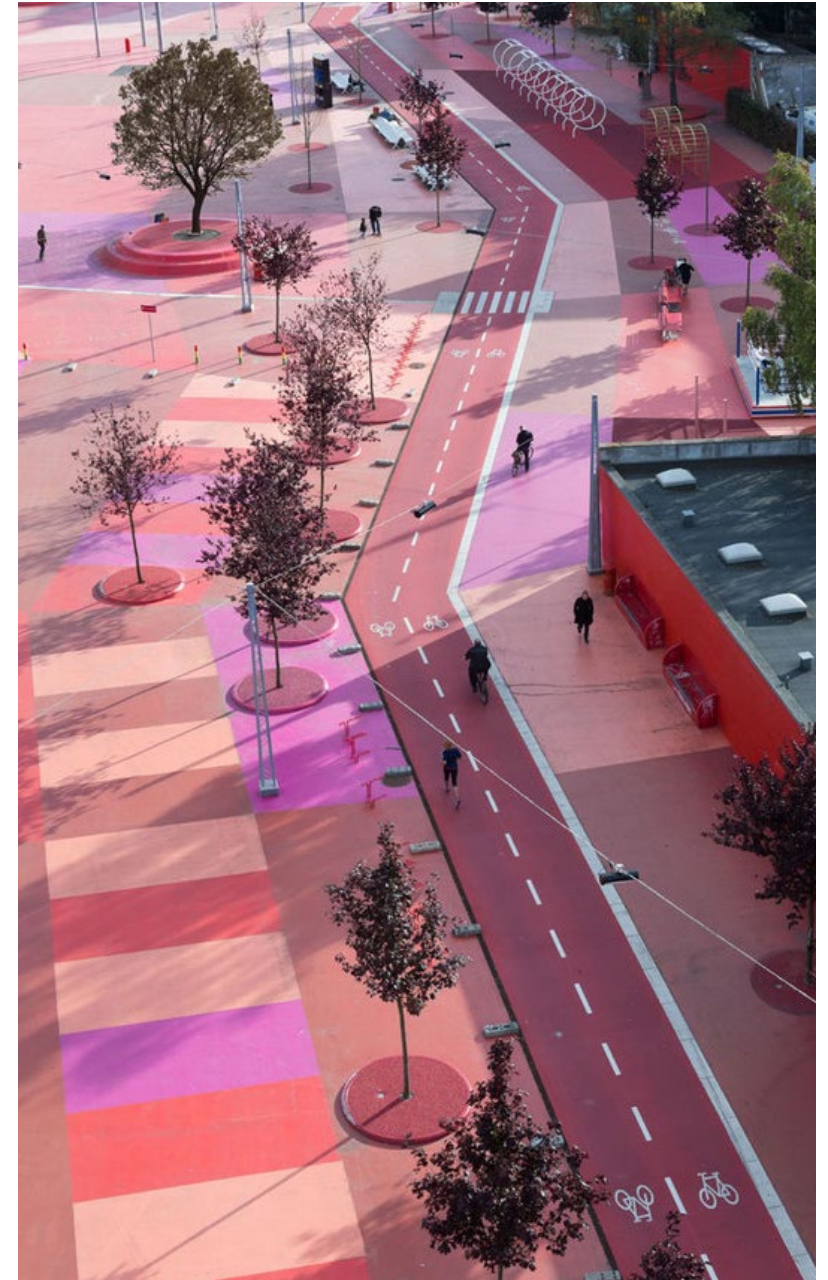
Castle Hill Avenue

Action areas
Precedents

↑ Bike path and public realm improvements
Gautier + Conquer Architects, Lyon

↑ Seville, Spain: Seville has prioritised sustainable transport, shared spaces and tree planting in a historic setting.

↑ Bike path and public realm improvements
Sopron Castle District Revitalisation, Hetedik Müterem, Hungary

↑ Wayfinding & signage
Ascot

↑ Bike path and public realm improvements
Superkilen, Copenhagen

Action areas
Station arrival

■ Mission 1: Celebrate what's great

1.1 Public realm upgrades and new public spaces: around train station with a potential for a small public square.

■ Mission 3: A place for all voices

3.1 Explore potential for community uses within and alongside the train station, such as a community garden

■ Mission 4: Moving sustainably

4.1 Mobility hub alongside train station: bike hire and other supporting uses

4.3 Wayfinding and enhancing the cycling and walking experience: Cheriton Road, Cheriton Gardens and Castle Hill Avenue

4.4 New and improved routes: Broadmead Rd and through Ship Steet site (this could include provision for skateboarding)

4.5 Work with other organisations, such as Cycling UK, to support and encourage sustainable and active travel.

↑ Portland, USA: New Columbia Cycle Hub.

↑ West Yorkshire: Community planting at stations in the region.

Radnor Park

Radnor Park Road

Cheriton Road

Folkestone Station Road

↓ Wayfinding & signage Ascot

Broadmead Road

↑ Seville, Spain: Seville has prioritised sustainable transport, shared spaces and tree planting in a historic setting.

Castle Hill Avenue

Cheriton Road

↑ Bike path and public realm improvements Superkilen, Copenhagen

↑ Bike path and public realm improvements Gautier + Conquer Architects, Lyon

Action areas
Sandgate Road West

Mission 1: Celebrate what's great
1.2 Public realm upgrades and new public spaces: Public realm improvements along Sandgate Rd West

Mission 2: Town Centre for the Future
2.1 Testing new uses within units along Sandgate Rd West
2.2 Other development opportunities bringing new uses and housing

Mission 3: A place for all voices
3.2 Community involvement in choosing/testing uses
3.3 Populate vacant retail units

Mission 4: Moving sustainably
4.6 Seamless connection through from the station to the coast: around Leas Cliff Hall
4.7 A better public transport route around the Town Centre
4.8 Improved cycle parking provision

Mission 5: Access to opportunity
5.1 Encourage local businesses to set up training programmes to develop business sectors, such as The Chambers
5.2 Enterprise facilitation and participation programmes with deprived communities

Action areas
Precedents

↑Van Gogh Walk, London.
Image credit: People for Public Spaces website

↑ Community Plus Kirklees: a programme run by the council supporting individuals and community groups. It provides tailored one to one, short term support to people that would like to have a more connected, happy, independent and healthier life.

↑ Street furniture & public realm improvements
Hassell, Nicholson Street Mall, Melbourne

↑ Wayfinding & signage
We Made That, Black Horse Lane, London

↑ SHARE Frome; Library of Things was set up as a partnership between Frome Town/Parish Council, CICs and social enterprises

↑ Housing development
Sandberg Architects, Copenhagen

Action areas
Town Centre Core

■ Mission 1: Celebrate what's great
1.3 Public realm improvements along Shellons Street
1.4 Upgrades to Guildhall Street, supporting the food market
1.5 Public realm upgrades to Sandgate Road
1.6 Reinstating Bouverie Square
1.7 'Guildhall Square' as a new civic square
1.8 New Silver Screen signage
1.9 External promotion of Folkestone as a place to work and
    do business

■ Mission 2: Town Centre for the Future
2.3 Folkestone Town Centre as a 'lab' to test new uses,
    experiment and try new ideas.
2.4 ReBorn Furniture Project building* used for workspace for
    start-ups and scale-ups
2.5 Relocate FHDC offices into the TC
2.6 Create/combine/scale a single business network
2.7 Folca building* used for medical provision/residential/
    leisure/commercial

■ Mission 4: Moving sustainably
4.9 Improved gateway to the Town Centre: Guildhall/
    Shellons St junction and Middelburg Square, including a
    new bus station layout.
4.10 Parking review
4.11 'Mobility Hub' with cycle hire & storage (NCP carpark*)
4.12 Explore options to integrate cycling and skateboarding
   in the Town Centre (specially sanctioned skate areas)

■ Mission 5: Access to opportunity
5.3 Skills hub: work with educational institutions & businesses
5.4 Create a town centre business launchpad programme
5.5 Explore opportunities for more diverse community
    ownership of assets

■ Mission 6: Deliver quality
6.1 Reviews of town centre housing policy and licensing to
    address poor quality housing
6.2 Market improvement programme
6.3 Place Plan developed to become adopted planning policy
6.4 Town Centre design review panel, including community
    representatives

* Development sites proposed for future studies
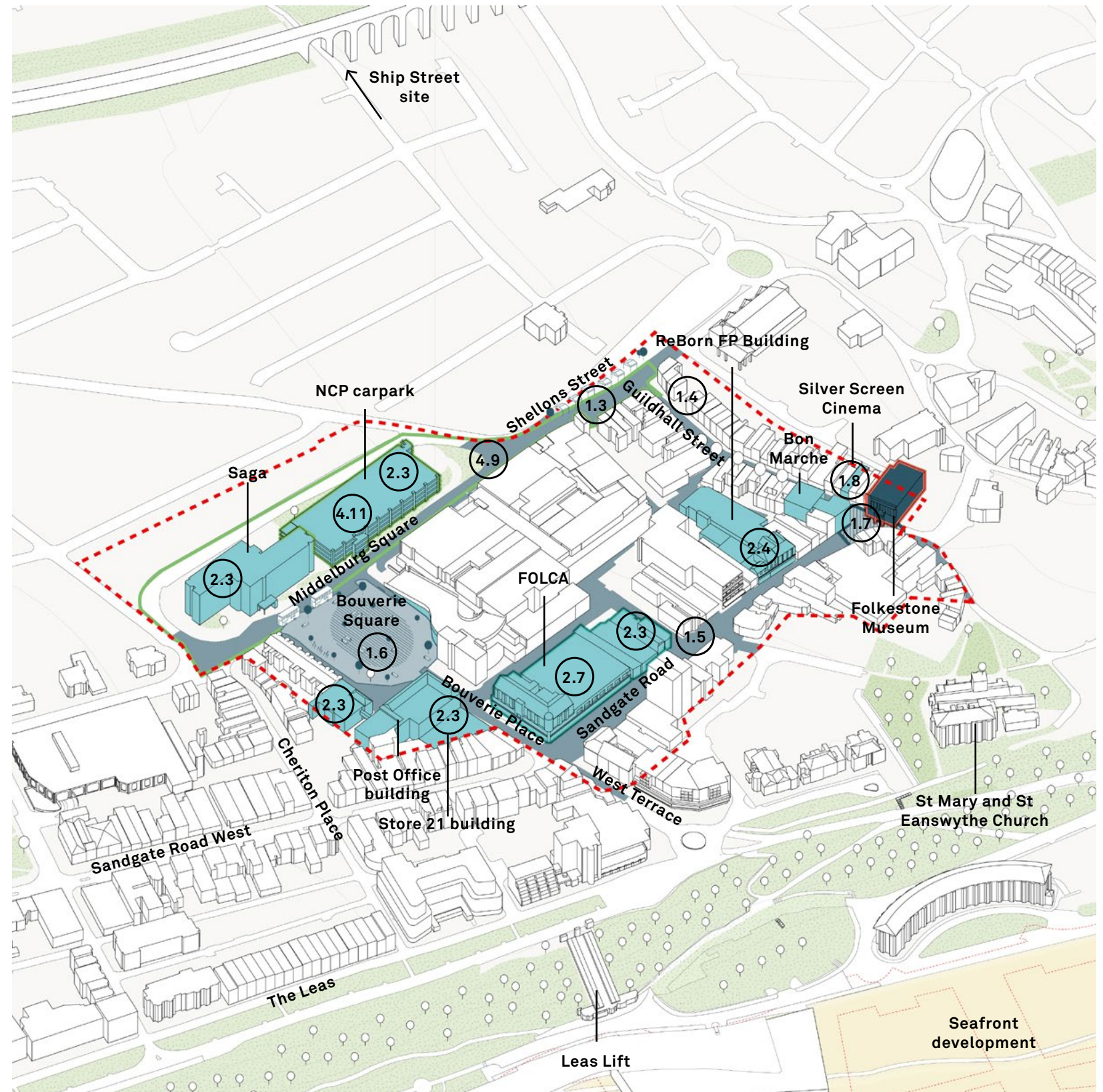
Action areas
Precedents

↑ Town Centre Gateway: signage
We Made That, Enfield, London

↑ Creative repurposing of Bikini, Berlin
A repurposed shopping centre providing space for local creative business and retail incubation. It is a small shopping centre offering a unique combination of shopping, work, cinema, as well as a hotel.


↑ Everyone Everyday, Barking: long-term (5-10 year) approach to community participation and capacity building based around local projects, the team support local people to start and scale community projects which focus on sharing skills, bringing the community together.

↑ Blaenau Gwent Effect – Community Focused Enterprise
Set up by the local borough council to offer free and confidential business support and practical advice to local people, start-up ventures, existing businesses and social enterprises.

↑ Dudley CoLab: Social Lab based on the highstreet running social experiments encouraging activism and community participation with a focus on understanding the importance of social infrastructure on the high street.
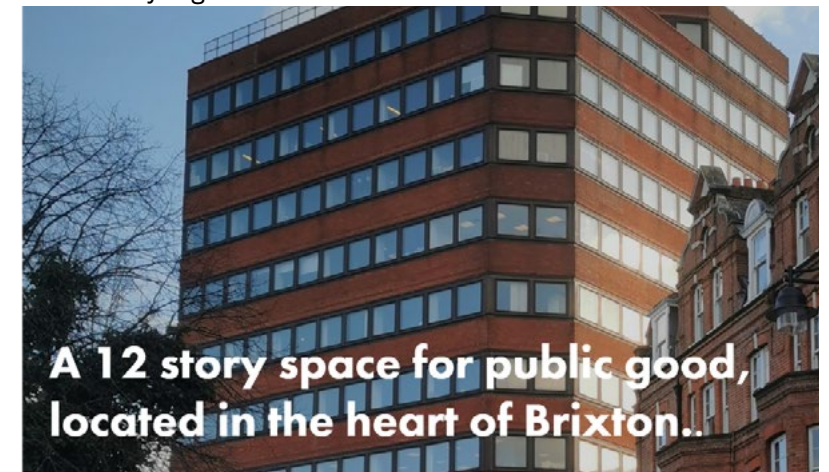
↑ International House Brixton: Meanwhile use of an empty council-owned building for office space in Brixton operating under the BUY GIVE WORK model: for every space rented by a business, space is given for free to a local non-profit or youth start-up

Action areas
Creative Quarter area

Mission 1: Celebrate what's great
1.10 Public realm upgrades: The Cube, F51, and Payers' Park
1.11 Build on and expand social initiatives
1.12 Public art programmes in the Creative Quarter

Mission 2: Town Centre for the Future
2.8 Explore potential for comprehensive development: Lidl site*
2.9 Licensing policy review along with a set of principles for the evening economy to direct what it looks like and what it needs to achieve: Programme of evening events to test new uses & operating hours
2.10 Hub of potential uses around Payer's Park

Mission 3: A place for all voices
3.4 Support Shepway Youth Hub with larger spaces

Mission 4: Moving sustainably
4.13 Localised improvement of lanes and paths in historic core
4.14 Redesign of junction to enable all directions of travel from this point
4.15 Embracing of future transport technologies: 'on demand' public transport for off-peak times to support evening and night time uses.
4.16 Promote 'leisure loop' and other active routes as circuits around wider area.

Mission 5: Access to opportunity
5.6 Expand on the offer of The Cube adult education centre
5.7 Continuation of the Folkestone Community Works programme

* Development sites proposed for future studies

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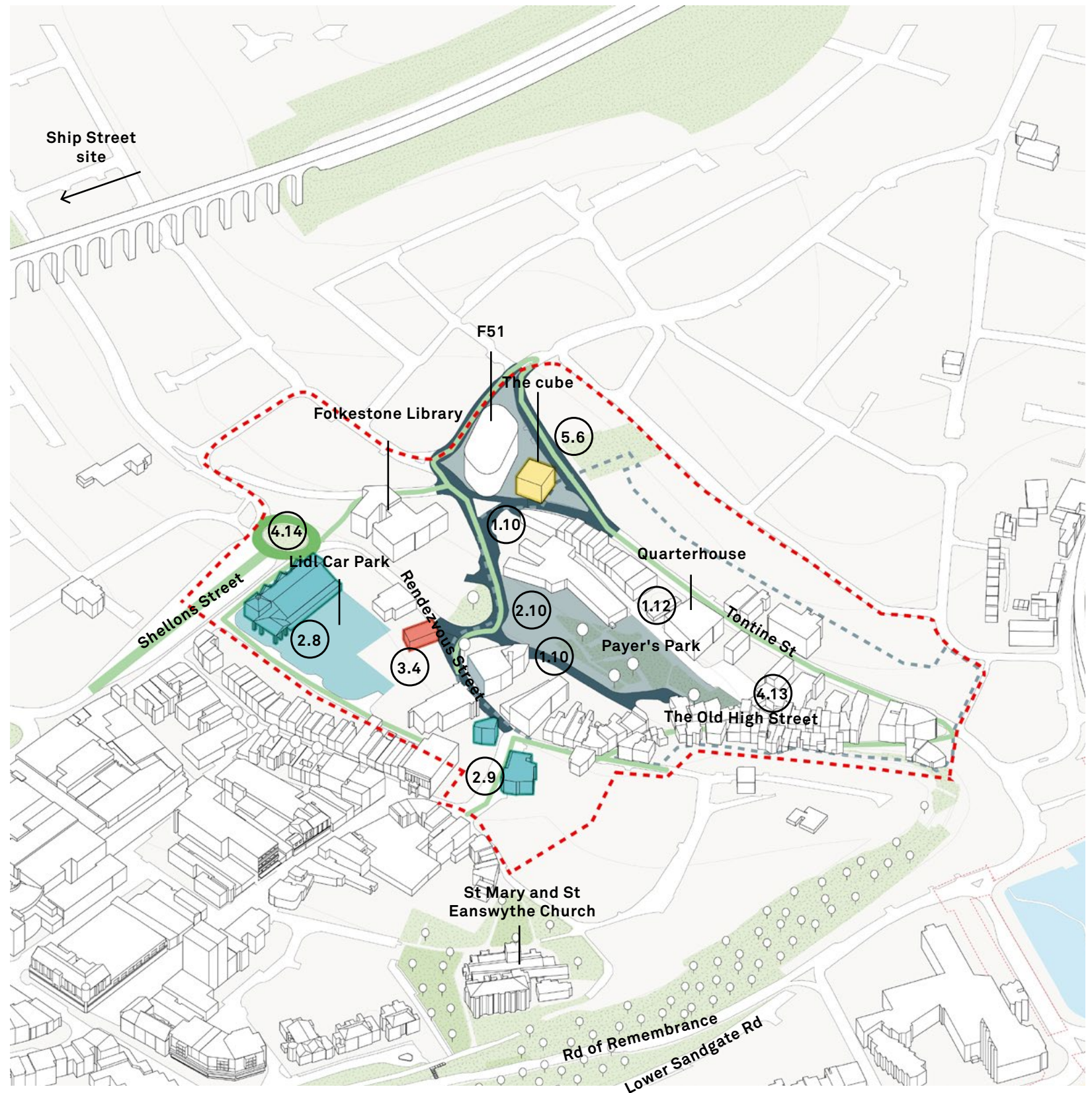
Action areas
Precedents

↑ Mixed-use development
Neat Architect, Folkestone

↑ Impact hub Birmingham: provides space for entrepreneurs with social and sustainable missions.

↑ Skate Street
Malmo, Sweden

↑ Renew Newcastle, Australia: Business launchpad programme connecting local people with vacant spaces to support local creative entrepreneurs.

↑ Meanwhile uses & activities: outdoor cinema
Rundle Mall, Adelaide

↑ Plaza, public realm & street furniture
Karavan landskapsarkitekter, Sweden

Action areas
Coastal area & Heritage Quarter

■ **Mission 1: Celebrate what's great**
1.13 Public realm upgrades to Road of Remembrance
1.14 Improvements to area around Remembrance Statue
1.15 Improved connections and better visibility of St. Eanswythe Church

■ **Mission 2: Town Centre for the Future**
2.11 Aspen House* facade improvements
2.12 Iceland building & car park*: explore development options.

■ **Mission 4: Moving sustainably**
4.17 Seamless connection through from the station to the coast and between the coast and Heritage Quarter
4.18 Reinstate Leas Lift
4.19 Provide other vertical transport system alongside Leas Lift.

Heritage Quarter

St Mary and St Eanswythe Church

Aspen House

Iceland building & car park

West Terrace

2.11

2.12

1.15

1.15

4.19

Grand Burstin Hotel

Road of Remembrance

1.13

1.14

4.17

The Leas

4.18

Remembrance Statue

Marine Parade

Seafront development

Leas Lift

Action areas
Precedents

↑ Public realm & street furniture
Living Innovation Zones, San Francisco

↑ Public space & street furniture
Hull City Centre

↑ Facade Improvements, visual identity & signage
One Hoe Street, Waltham Forest, London

↑ Good Hotel, Royal Docks London
A hotel and social business who reinvest their profits in training and supporting local people. They run a bespoke hospitality training programme which includes teaching, paid work experience and the opportunity of a full-time job at the hotel.

↑ Green Rooms Arts Hotel, London:
An Arts hotel and social enterprise that offers affordable accommodation and events spaces for hire. The café has space for rotating street food vendors who can use the space for free and get business training whilst in residence.

↑ Facade Improvements, visual identity & signage
Wood Street, London

Action areas
Harbour & Sunny Sands

Mission 1: Celebrate what's great
1.16 Public realm upgrades to Harbour Street and exploring options for Harbour Way car park to become a key public space
1.17 Heritage renewal and strategy: Sunny Sands Pavillion
1.18 Seek UNESCO heritage funding for Kent Downs/The Warren

Mission 2: Town Centre for the Future
2.13 Connecting the station to the harbour area through the Town Centre

Mission 3: A place for all voices
3.5 Expand public toilet & shower offer at Sunny Sands to ensure beach is accessible to all.

Mission 4: Moving sustainably
4.19 Harbour Line/Tram Road improvements
4.20 Wellbeing and sports activities supported along the coast (Sunny Sands): water sports, kayaking etc.
4.21 Tidal pool

Mission 5: Access to opportunity
5.8 Potential for 'summer jobs' for young people alongside recreational offer, as well as training opportunities

Wear Bay Road

Tram Road

North Street

Harbour Way Car Park

Sunny Sands

The Stade

Grand Burstin Hotel

Marine Parade

Seafront development

Harbour Arm

Action areas
Precedents

↑ Barking Bathhouse, Barking Town Centre

↑ Kayaking club, France

↑ Multi-functional public space for swimming & sunbathing
Canal Swimmer's Club, Bruges

↑ The Floating Cinema, London

↑ Eleanor Boathouse at Park 571, Chicago

↑ Boat repair Facilities , Eel Pie Boatyard, London

PUBLIC ENGAGEMENT

Public engagement outcome
Town Centre uses

Key themes
- There is a desire to see uses in the Town Centre to diversify while reflecting the needs of the community
- There is a need for low cost spaces for charities in the Town Centre.
- The Town Centre should include more green spaces, including safe play areas for children

Considerations for the Place Plan
- Testing a range of uses and integrating community spaces within the town centre
- Onwards engagement to identify possible new uses for the town centre area
- Provision of green spaces in the Town centre, enhancement of existing ones
- Reinstating Bouverie Square as a key public space with possible provision of play spaces

"It would be great if spaces on the high street that are multi functional, can be community spaces, pop-up shops and can change simply to what the needs are of the community."

"Many shops have, or will, close now due to the pandemic. How can the Council encourage new uses rather than more of the same? "

"Are you going to try to get more green areas in the Town centre ? I mean tree and plants as it is so much a concrete area and that is depressing"

"Will children be able to play in the Central area?"

Public webinar outcome
Heritage, culture & leisure

Key themes
- There is a perceived discrepancy between offer and demand when it comes to evening and night time uses
- Due to lack of/ limited evening offer in the town centre, people are travelling to near-by towns with better offer such as Canterbury
- Desire to recognise St.Eanswhythe as on of Folkestone's key assets

Considerations for the Place Plan
- Continuing to develop strategy to encourage evening uses and over-night stays
- Improving connections to and from St. Eanswhythe and the town centre
- Provision of spaces for young people in the town centre, including improved facilities for Shepway Youth

"There is an untapped market of people who want to go out in town at night but are forced to go to Canterbury for lack of facilities here."

"There has been recent (2020) international interest in St Eanswythe, but it is not clear that awareness of this unique aspect of Folkestone's heritage has really made it into the plan so far."

"Despite this agenda focussing on the Town Centre, we should also find a place for young peoples club / night-time entertainment outside the Town Centre, specifically on the massive empty spaces on The Park Farm Industrial Retail site."

"I think we should focus developments on supporting younger people - they have always been left behind. We need to ensure we offer opportunities, including places to meet"

Public webinar outcome
Business & skills

Key themes
- Skills & training for young people as a way of addressing the economic disparities within the town
- The adult education offer is seen as insufficient
- Pioneering & testing alternative approaches
- Ongoing support for start-ups and availability of work spaces as a way of retaining the skilled workforce
- Reasonable rent levels and rent relief as to encourage businesses to take on and retain spaces in the Town Centre

Considerations for the Place Plan
- Opportunities for youth enterprise
- Expanding the educational offer of "the Cube"
- Using Folca and vacant units as 'hubs' for testing new uses

"Folkestone has 2 of the poorest wards in the country. The community need to address the needs of the children from those wards and it would be good if the town centre space could be used to help upskill the young people there."

"Very limited adult education courses available in the evenings. Would really appreciate craft/ hobby skills courses."

"Could we have a vision to be one of the leading towns of the future, pioneering and testing alternative approaches for the UK? We could attract and create jobs to improve environmental performance and reduce social inequality."

"Good ideas to help start up businesses, but once they have started what then? To keep and develop a skilled work force based in the town, work places need to be available, otherwise the town will just be a dormitory"

Public engagement outcome
Accessibility, safety and cleanliness

Key themes
- The lack of certain facilities such as Changing Place toilets make the town centre inaccessible to certain groups
- Lack of adequate lighting makes certain areas feel unsafe
- Cleanliness of the town centre is a recurring theme adding to the perceived neglect and lack of safety

Considerations for the Place Plan
- Provision of Changing Place Toilets, in the town centre and harbour area
- Public realm enhancements along with improvements to street lighting
- Continuing to work with Steer to improve safety for pedestrians
- Populating vacant units in the town centre to address the perceived sense of neglect

"Street lighting is poor from Central station to town centre after dark. If we want walkable streets we need to address safety and visible routes. Have you addressed this?"

"Can the development of the town centre include provision of Changing Place toilets for people who require hoist transfers and a changing bed, and are unable to use standard accessible toilets? "

"Some of Folkestone's problems are not helped by the general air of neglect, rubbish, etc. It is not very welcoming to walk around and see the obvious neglect, spanning over the years."

"Around the town centre the speed of the traffic is extremely dangerous for people on foot to cross them."

Public webinar outcome
Transport & connectivity

Key themes
- Desire to see a strategy for transition to electric vehicles and low carbon transportation systems
- Concerns about further limiting the provision of parking spaces within the town centre
- Traffic is perceived as having a negative impact on pedestrian experience and access to the coast
- Parts of the town are pleasant to cycle through but there is a desire to see that extended to other areas

Considerations for the Place Plan
- Proposals to ensure that the environment of those roads are more conducive to safe walking and safe cycling
- Park and ride scheme and a mobility hubs at the station and harbour area
- New vertical connection between the Old Town and the harbour

"Really love the idea of a low carbon transportation system throughout the town...where are we with the harbour line, park and ride and community transport?"

"Turning Tontine Street into a one way Road in the 1960 sealed its fate. Would two-way working in Tontine Street with direct access to the Harbour and the beach rekindle the need for visitor shopping and family dining."

"The experience of cycling along the coastline is lovely but this should be more consistent - from the moment you arrive in Folsktone and across the town centre."

"Has a Park and Ride scheme been considered? Would land at the old Folkestone East railway station be suitable?"

Public webinar outcome
Further work and ongoing engagement

Key themes
- Desire to further develop sustainability strategy and Folkestone's Net Zero agenda
- Creating a young person Shadow Council
- Desire to see ongoing involvement from the council in some of the initiatives

Considerations for the Place Plan
- Creating a long term strategy to ensure youth involvement in the Place Plan and in the development of the town going forward
- Re-evaluating Missions 2 & 4 with a bolder approach to sustainability
- Making recommendations for long term engagement strategies

"Could our ambition for town centre and Missions 2 and 4 be bolder when it comes to sustainability/ Net Zero?"

"A stronger Net Zero agenda for Folkestone could stimulate new green jobs? Help unlock new green public and private finance?"

" Could we create a young person shadow council or a board to insure that meets their needs?"

"Delivering quality should include residential liveability, health and noise as well as environmental sustainability."

"Are there plans to bridge the gap between implementing sustanably-minded solutions and engaging people in them / teaching people how to use them. I.e. cycle lanes - will the local authority then offer schools and community organisations funding for cycle lessons"

DO YOU HAVE ANY QUESTIONS?

Next steps

Licensing Policy workshops

Further Place Plan workshops

Public event 02

Further workshops TBC

Survey launched & content up online

Place Plan development until July 2021
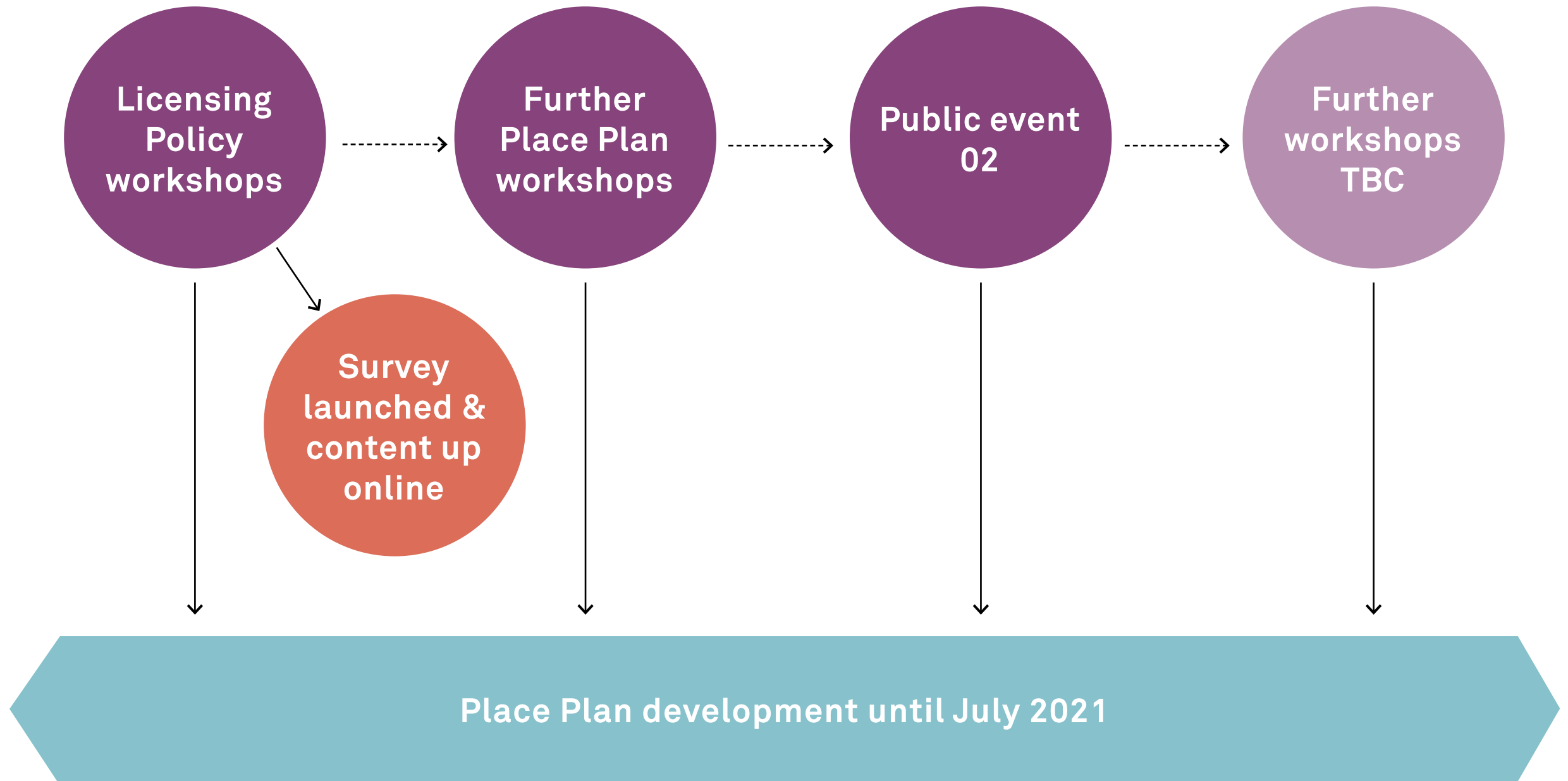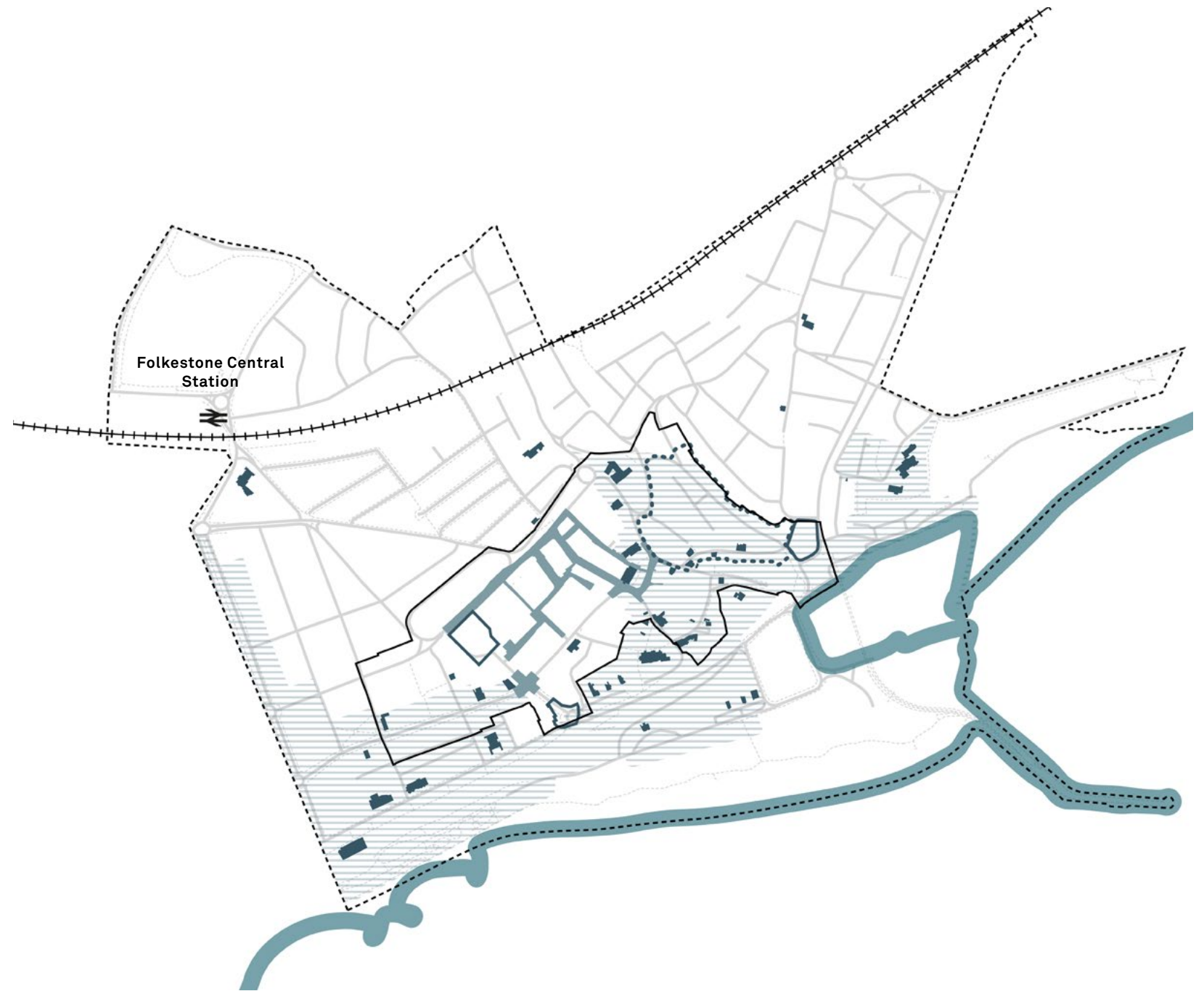
Missions for the Folkestone Place Plan

Mission 1
Celebrate what's great

Make the most of Folkestone's best assets - its coastline, its communities, its heritage and its creativity - to attract visitors and enhance the lives of residents.

Folkestone Central Station

KEY

- Conservation area
- Listed Buildings
- Key public spaces

- Public realm improvements
- Creative quarter
- Coastline

- Study area boundary
- Town Centre boundary

Missions for the Folkestone Place Plan

Mission 2
Town centre for the future

Reinvigorate the Town Centre core by identifying opportunities for a new range of uses, community services and employment opportunities.

Folkestone Central Station

KEY

- Opportunity buildings
- FOLCA (opportunity)
- Vacant units
- FHDC offices

- Study area boundary
- Town Centre boundary

Missions for the Folkestone Place Plan

Mission 3
A place for all voices

Work with the people of Folkestone to develop proposals that are meaningful to all, now and into the future.

Folkestone Central Station

KEY

● Community infrastructure

Participation in actions captured in other Missions:
■ Key public spaces
↔ Key connections
— Ring road re-work

⬚ Study area boundary
□ Town Centre boundary

Missions for the Folkestone Place Plan

Mission 4
Moving sustainably

Create an environment that better connects the town centre and surroundings and supports active movement and enables healthy lifestyles and wellbeing.

KEY

- ● Sports and leisure facilities
- ↔ Primary connections improvements
- ▬ Green grid: existing connections
- ▬ ▬ Green grid: improved connections
- ↔ Connections to the coast
- ▬ National cycle route
- ▨ Car parks

- ⬚ Study area boundary
- ▢ Town Centre boundary

Folkestone Central Station

Missions for the Folkestone Place Plan

Mission 5
Access to opportunity

Embed opportunities for support, skills and training to allow all residents of Folkestone to benefit from change.

Folkestone Central
Station
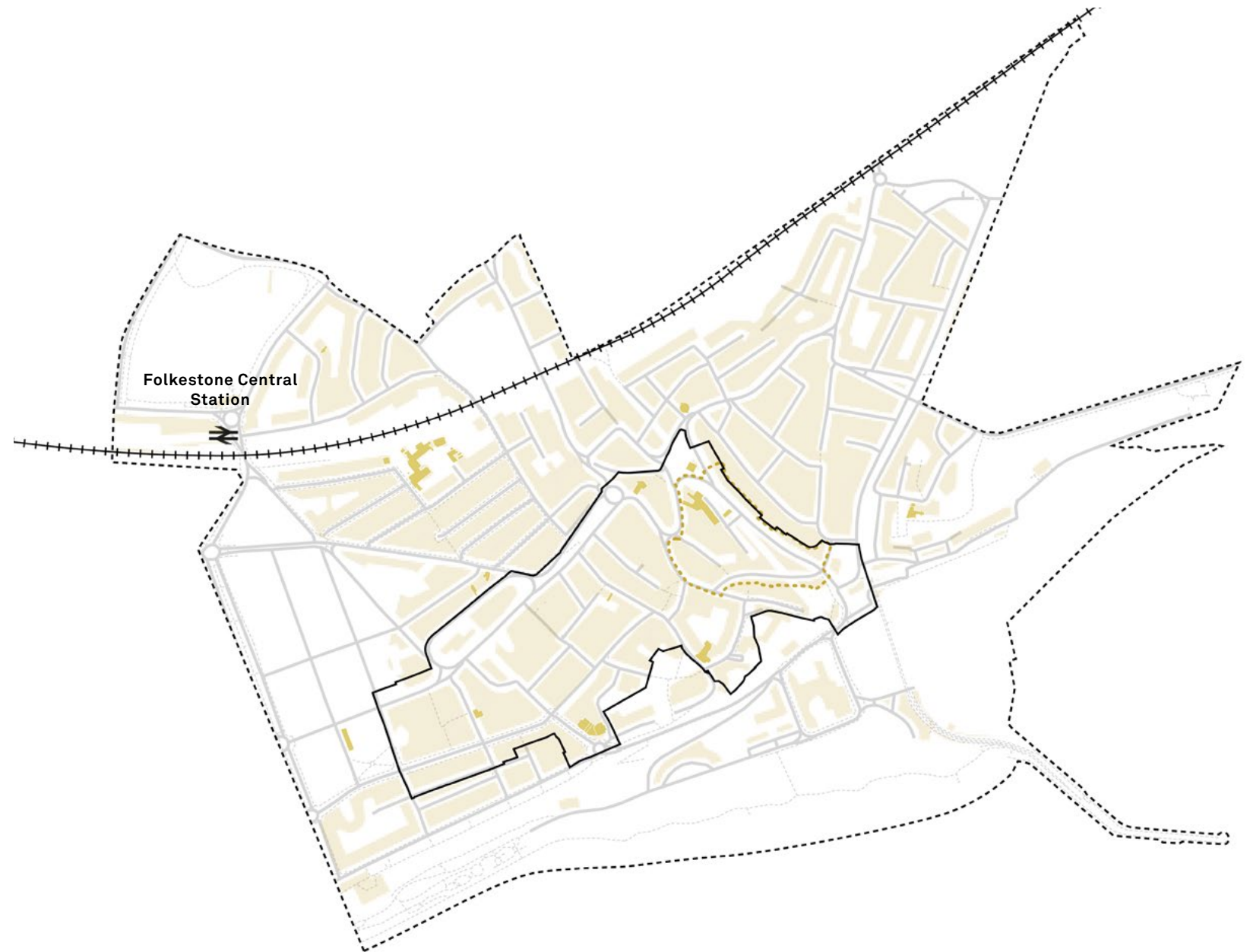
KEY

Creative quarter

Schools and other education facilities

IMD: 10% most deprived in the country

Study area boundary

Town Centre boundary

Missions for the Folkestone Place Plan

Mission 6
Deliver quality

Ensure that quality of delivery meets Folkestone's full potential and secure the support of all partners who will be needed to deliver on the ambitions of the Place Plan.

Folkestone Central Station
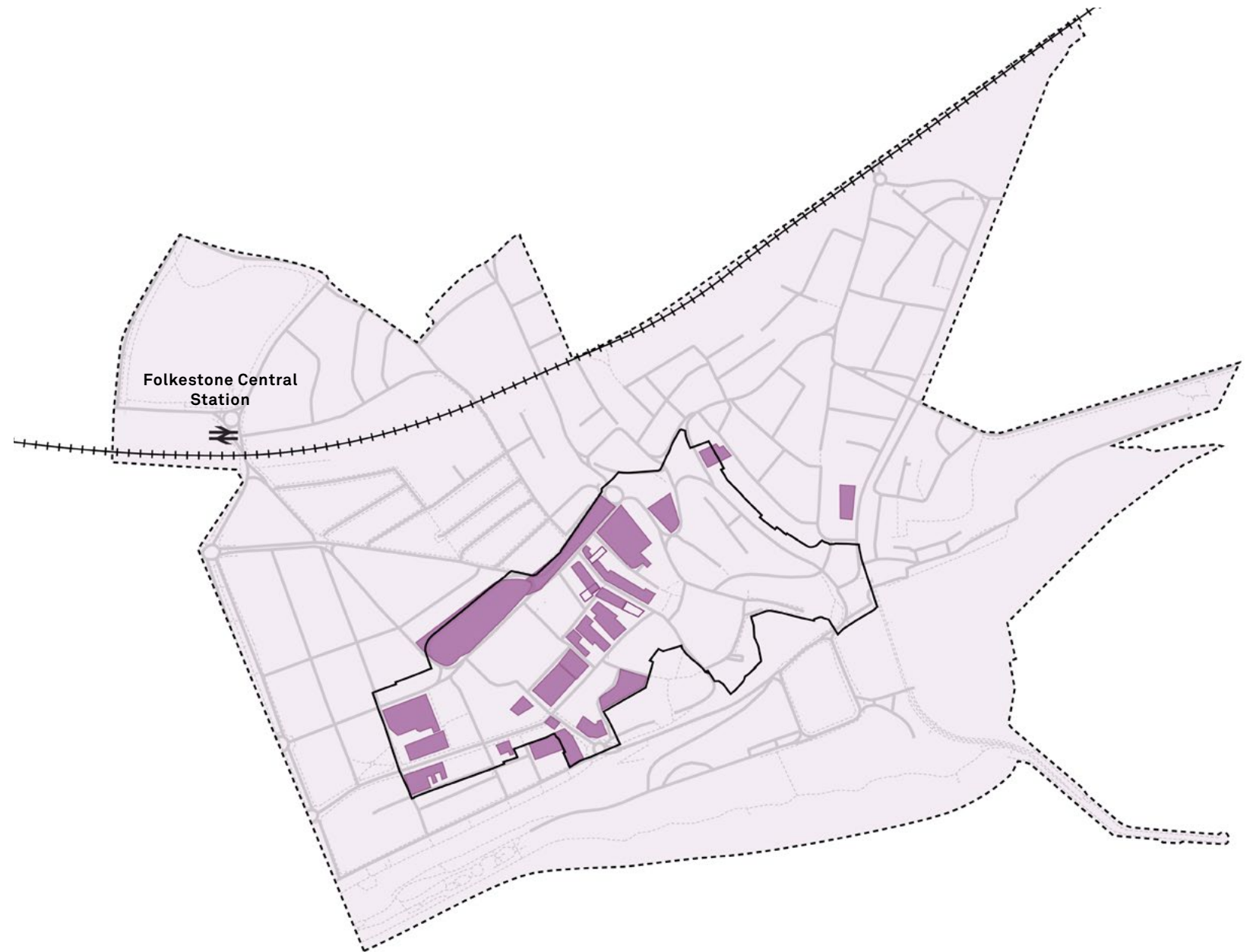
KEY

Opportunity sites

Vacant units

Study area boundary

Town Centre boundary

This Report will be made public on 21 May 2021

Folkestone & Hythe
District Council

Report Number **OS/21/02**

To:	**Overview and Scrutiny Committee**
Date:	**1st June 2021**
Director:	**Charlotte Spendley – Director of Corporate Services**
Cabinet Member:	**Cllr David Monk – Leader of the Council**

SUBJECT: **Performance Management Framework**

SUMMARY: The Council's Performance Management Framework was originally created and approved in 2014, with minor amendments being approved by Cabinet in 2017. The Performance Management Framework has been reviewed and simplified to make it more meaningful and useful for officers, elected members and all those who are engaged in the Council's performance management.

REASONS FOR RECOMMENDATIONS:
a) Effective performance management is critical to the success of the Council.
b) The Council is committed to managing its performance against corporate plan priorities to ensure progress and improvement is maintained.

RECOMMENDATIONS:
1. **To receive and note report OS/21/02.**
2. **To provide feedback on the revised Performance Management Framework (Appendix 1 to this report)**.

1. BACKGROUND

1.1 The last major review of the Council's Performance Management Framework was in 2017.

1.2 Since the framework was adopted by Cabinet in 2017, the Council has made fundamental changes to the ways in which services are provided in response mainly to the diminishing resources and increasing demands for services. This means that the current framework does not quite reflect all that the Council actually does and includes areas of work that the council no longer undertakes. The Council is also working harder to identify additional resources, working closely with our partners on joint projects. There is also a need to simplify the framework, particularly in light of the Council's recent transformation programme, to make it more meaningful and useful for officers, elected members and all those who are engaged in the Council's performance management.

1.3 The framework sets out the Council's performance management approach, the systematic plan-measure-report-review cycle; introduces the notion of "golden thread"; defines processes and procedures for performance management; and identifies responsibility and accountability for each stage of performance management.

1.4 The framework also includes updated references to the Council's new corporate plan '**Creating Tomorrow Together'** as well as expectations around the style and behaviour of managers.

1.5 While the Council's Overview and Scrutiny Committee holds Cabinet to account and supports the delivery of Council priorities and core services, the ultimate responsibility for performance management lies with Cabinet.

1.6 The Performance Management Framework has been reviewed and simplified to reflect the Council's current practice and make it more meaningful for the users. The revised framework is attached as Appendix 1 to this report.

1.7 Specifically, the revised Framework:

- Clearly defines why performance management is important to the Council;
- Introduces a systematic approach to performance management, the plan-measure-report-review cycle;
- Succinctly describes the levels at which the plan-measure-report-review approach applies;
- Brings the Medium-Term Financial Strategy and Project/Programme management into the framework;
- Strengthens the need for performance management arrangements when the Council works with partners and commissions services; and
- Sets out responsibility and accountability for performance management.

1.8 The Data Quality Strategy was last reviewed in 2017 and continues to reflect current working practices. Therefore, no changes have been made, with

exception of job titles. The Data Quality Strategy is provided for information as Appendix 2 to this report.

2.   RISK MANAGEMENT ISSUES

Perceived risk	Seriousness	Likelihood	Preventative action
The Council's strategic objectives and priorities are not met.	High	Medium	Monitoring performance against the strategic objectives and priorities outlined in the Corporate Plan.

3.   LEGAL/FINANCIAL AND OTHER CONTROLS/POLICY MATTERS

3.1   **Legal (NM)** - There are no legal implications arising directly from this report.

3.2   **Finance (LW) -** There are no financial implications arising directly from this report.

3.3   **Human Resources (RB)** - There are no direct Human Resource implications emanating from this report. The council has a People Strategy in place to support the corporate plan. Associated people management activities to monitor, manage and enable performance and continuous improvement are noted in the body of the Performance Management Framework.

3.4   **Equalities (GE)** - There are no equalities implications arising from this report.

3.5   **Communications (JW) -** There are no external communications implications arising out of this report.

4. **CONTACT OFFICERS AND BACKGROUND DOCUMENTS**
Councillors with any questions arising out of this report should contact the following officer prior to the meeting

Gavin Edwards
Policy and Improvement Officer
Tel: 01303 85 3436
gavin.edwards@folkestone-hythe.gov.uk

Appendices
Appendix 1:   Draft Performance Management Framework
Appendix 2:   Data Quality Strategy

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Performance Management Framework (Draft)

May 2021

Folkestone
& Hythe

District Council

Contents

1. Introduction

1.1 In the current context of financial pressures, rising demand and increasing expectations, it is more important than ever that the Council knows that what we spend and what we do is having an impact on outcomes, and that we 'know and manage our business' effectively, collectively and at service level.

1.2 This document sets out the Council's approach to monitoring and managing the performance of the Council's services. The aim of this Performance Management Framework (PMF) is to keep the Council on track and focused on delivery of its key priorities, by providing elected members, managers and staff with the information and tools they need to deliver high-quality and high-performing services which help to achieve good outcomes for residents.

1.3 This framework also demonstrates this commitment to our customers, residents, businesses and other stakeholders, helping to meet one of the new Corporate Plan's guiding principles of transparency, stability, accountability and accessibility (see Section 2).

2. Scope

1.1 In February 2021, the Council introduced its new Corporate Plan 'Creating Tomorrow Together' (2021-2030), setting out its ambitions over the next nine years to make Folkestone & Hythe district an even better place to live, work and visit. The plan is designed to ensure the council focuses its resources on what matters and that our residents can hold us accountable. In the face of challenges brought about by the COVID-19 pandemic, the plan is also designed to focus on priorities over the next three year period that will help contribute to building a sustainable recovery for the district.

1.2 The plan outlines four service ambitions that set out key priority areas for action and six guiding principles that will guide the work we do. Figure one set out on the right provides an overview of how the plan's components link together.

Figure 1: Corporate Plan 2020-31 Vision, Service Ambitions and Guiding Principles

2.2 The culture of our organisation is influenced by the style and behaviours staff at all levels adopt. These standards give a clear indication of the behaviours which are expected of staff and underpin our core values. Our core values set out in Figure 2 below strengthen delivery of this performance framework, by encouraging staff to examine their own performance, the performance of their teams and the wider service, and how their work contributes to the overall performance of the organisation.

Figure 2: Our Core Values

2.3 Performance management encompasses everything the Council does and it is everyone's job. This framework applies to all employees. In these times of reducing budgets and increasing demand for Council services, the need for effective performance management has never been greater, as this allows us to:

- Help improve the services and outcomes for our citizens and customers
- Prioritise our goals and allocate our diminishing resources effectively, while identifying opportunities to secure additional resources, particularly working in partnership with other organisations
- Ensure everyone is clear about their role and accountable for delivering the principles and priorities set out in the Corporate Plan.
- Ensure value for money
- Motivate and engage staff
- Work more effectively with other parties, e.g. partners and contractors
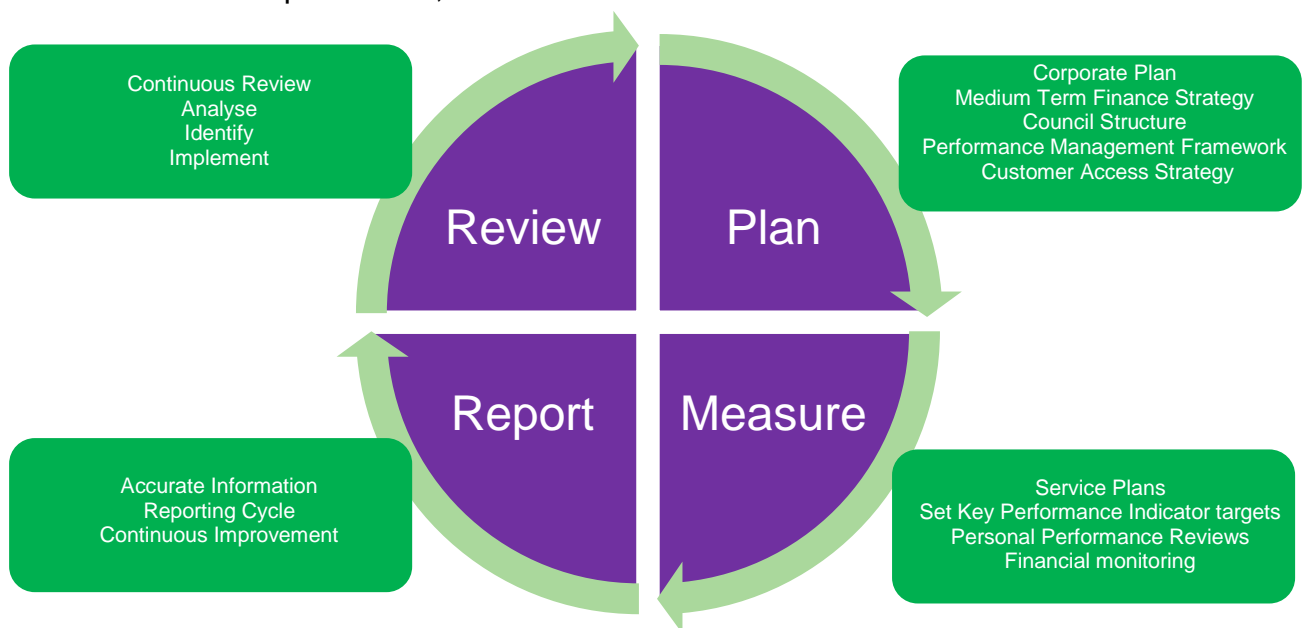
2.4 Effective performance management requires:

- Strong leadership at all levels which is consistent and fair and challenges 'blame culture'
- Commitment to the accountability that has been assigned to individuals
- The right information reaching the right people at the right time so that decisions are made and actions are taken

- Ongoing evaluation, review and learning to help improve future performance
- The ability to identify and commit to rectify poor performance at an early stage
- An understanding of the difference between data and intelligence, information and analysis
- Comprehensive, but not complicated, intelligence and analysis to inform improvement actions.

3. Design

3.1 Monitoring performance helps the Council demonstrate that it is making the best use of resources to deliver efficient and effective services to the community.

3.2 For the PMF to be effective it must reflect the Council's priorities and be fully integrated into business and service planning. Put simply, if the Corporate Plan outlines *what* we will deliver, this framework explains *how* we will deliver.

3.3 The key elements of performance management draw together work that the Council is already engaged in, in such a way that elected members and senior management can see the progress being made towards achieving the Council's priorities.

3.4 Performance management in the Council comprises the systems, processes, information and governance which enable Councillors, managers and staff to identify, assess, challenge and intervene to address problems with performance. Effective performance management enables and prompts action to be taken to help deliver the Council's key priorities and the outcomes we want to achieve.

3.5 The process, illustrated in the diagram below, is based on a cycle of continuous review and Improvement, which this PMF aims to describe.

Continuous Review
Analyse
Identify
Implement

Corporate Plan
Medium Term Finance Strategy
Council Structure
Performance Management Framework
Customer Access Strategy

Review

Plan

Report

Measure

Accurate Information
Reporting Cycle
Continuous Improvement

Service Plans
Set Key Performance Indicator targets
Personal Performance Reviews
Financial monitoring

4. Plan

4.1 Corporate Plan

The Corporate Plan 'Creating Tomorrow Together' 2021-30 sets out the Council's vision over the next nine years to make Folkestone and Hythe an even better place to live, work and visit. For each of the plan's four service ambitions, the Council has committed to a number of priorities that it will work towards over the next three years to deliver a sustainable recovery for the district in the wake of the COVID-19 pandemic (see Figure 3 below). The Corporate Plan's vision, service ambitions and priorities have been developed by Members and officers and have been amended through consultation with residents, local groups, partner organisations and other stakeholders.

The priorities set out in the corporate plan will be supported by an action plan that sets out specific high level actions and activities to measure as well as identifies what the council will achieve by the time the plan is comprehensively reviewed in 2024. An annual progress report will be presented to Corporate Leadership Team and Members on delivery against corporate service ambitions, alongside half yearly performance reporting.

Figure 3: Corporate Plan 2020-31 service ambitions, three year priorities and guiding principles

Creating Tomorrow Together: Corporate Plan 2021-30

Service ambition 1: Positive community leadership
Priorities in the next three years
- Improve physical and mental health & wellbeing
- Safer communities
- Supporting & empowering our communities

Service ambition 2: A thriving environment
Priorities in the next three years
- Ensure an excellent environment for everyone
- Grow the circular economy & reduce waste
- Increase our resilience to climate change

Service ambition 3: A vibrant economy
Priorities in the next three years
- Reinvigorate the high streets
- Support a vibrant & diverse business community
- Help people access jobs & opportunity
- Grow the skills we need for the future

Service ambition 4: Quality homes and infrastructure
Priorities in the next three years
- Improve outcomes & support for homeless people
- Deliver sustainable, affordable housing
- Deliver a safe, accountable housing service
- Digital inclusion & connectivity
- Deliver a sustainable new development at Otterpool Park

In everything we do we will follow these guiding principles:

Sustainable recovery
We will do all we can to ensure a strong recovery for the district from the effects of COVID.

Locally distinctive
We will protect the special distinctive and diverse nature of our district - working with our key partners to enhance it.

Greener Folkestone & Hythe
We will encourage and create a more sustainable district consuming fewer natural resources.

Transparent, stable, accountable and accessible
We will be financially sustainable and communicate effectively with our communities in an accessible way.

Working effectively with partners
We will engage with partners to understand the vital role they play and work collaboratively with them to ensure the best outcomes for our residents.

Continuous improvement
We will embed a culture of continuous improvement, seeking feedback and being innovative and creative to find new ways to deliver services.

Folkestone & Hythe District Council

As well as providing an update on progress, reporting aims to provide senior managers and councillors with key information, in particular with regard to:

- Setting out what future activity is planned to deliver the priorities.
- Being clear about whether the Council will hit, miss or exceed its priorities.
- Highlighting where the Council may fail to meet its priorities and the reasons why.

4.2   Medium Term Finance Strategy (MTFS)

The financial management of the organisation is well developed and is well integrated with the wider performance management framework. This is done in the following ways:

- The MTFS is the council's key financial planning document and is closely linked to the Corporate Plan. It outlines the financial perspective on the council's Corporate Plan objectives and priorities. The MTFS is a key element of sound corporate governance and financial management.
- An annual review is undertaken of the MTFS which is agreed by senior management and members.
- There is an annual budget strategy which is approved by Cabinet each year and feeds into the detailed budget approval process. The budget strategy sets out the timetable for preparing the budget, gives an overview of current financial difficulties facing the council and includes proposed actions to help mitigate them. General fund revenue growth and savings are put forward for approval, as part of the budget strategy.
- The annual budget and council tax precept are approved by Full Council in February each year.

4.3   Council structure - roles and responsibilities

The structure of the Council supports delivery of the Corporate Plan at every level. Elected members, Corporate Leadership Team and Senior Managers have a key role to play in leading performance management, holding managers and staff to account, and driving improvements in performance.
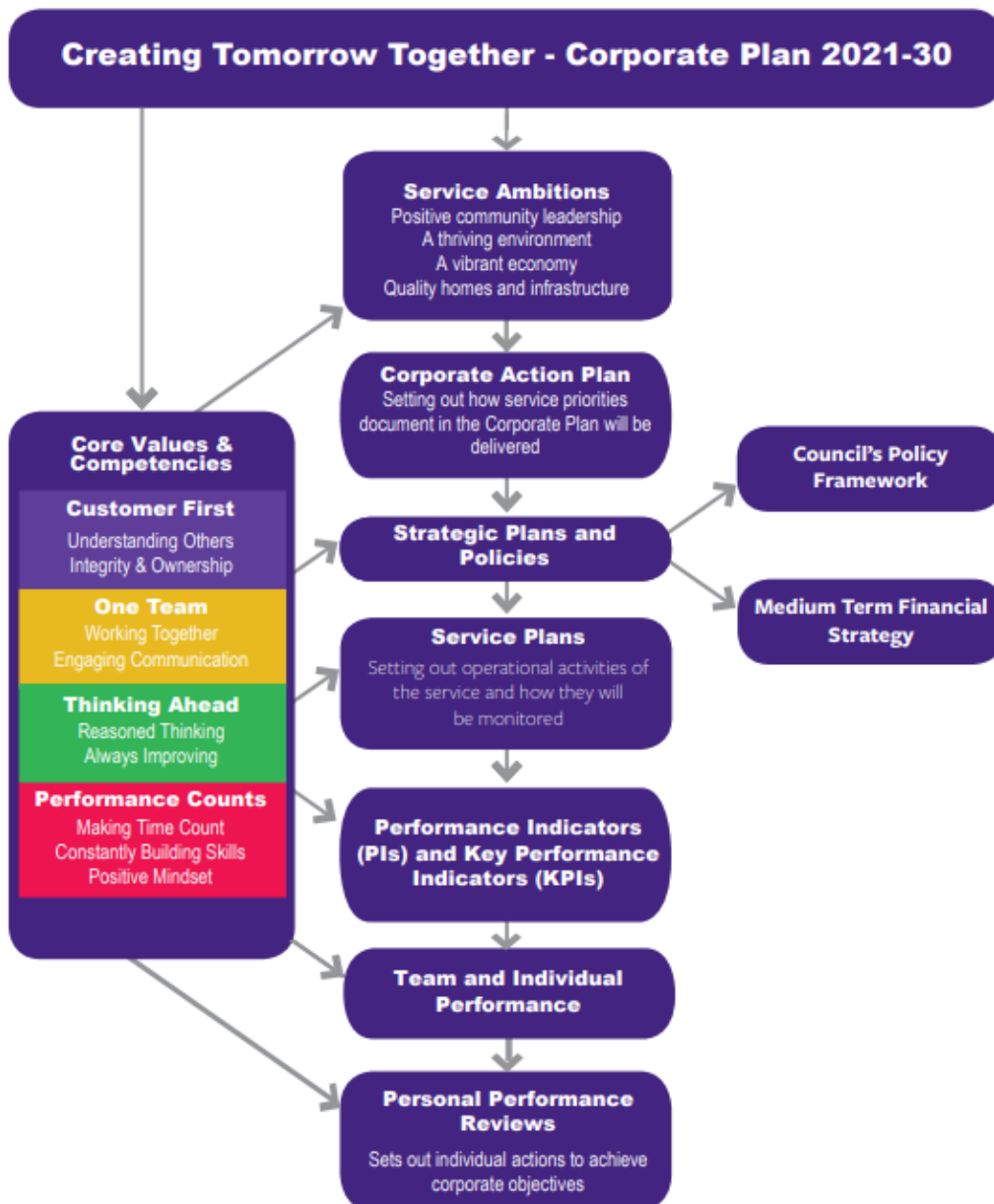
Elected Members	- Elected members are ultimately accountable to residents for the overall performance of Council services. - Cabinet determine the policies, priorities and projects that will be undertaken by Services each year. - Portfolio Holders are actively involved in reviewing performance in relation to their portfolio. - Each Finance & Performance Sub Committee takes regular reports on performance. Committee Members challenge Lead Members and Officers and may request further in-depth information on specific topics.

Corporate Leadership Team (CLT)	• CLT advise Members regarding the setting of strategic direction and performance priorities. • Approve the Performance Management Framework for the Council and arrangements for implementation. • Receive and consider regular reports on performance of services across the Council against key priorities. • Consider and agree actions and interventions required to address key performance issues.
Assistant Directors / Chief Officers	• Assistant Directors/Chief Officers set targets and standards for performance within their areas of responsibility in consultation with the Portfolio Lead Member, and identify and manage strategic and operational performance issues and opportunities facing the Council. • Performance is regularly discussed and challenged with Managers and Team Leaders. • Responsibility for ensuring that their Directorate has effective data processes for monitoring performance indicators and ensuring that operational responsibilities for data quality have been delegated to individuals.
Managers	• Managers are responsible for the overall operational performance of their service and for the contribution it makes. They are responsible for contributing to the integration of performance management into their area and for ensuring the quality of the data that is recorded and reported within their areas of responsibility. • Where performance targets/standards are not achieved, Managers are required to explain this and provide time bound remedial actions. • Managers are required to provide assurance on the effectiveness of controls in place to mitigate/reduce poor performance in their service and ensure the involvement of staff in setting relevant and appropriate targets through the annual service planning and appraisal process.
Team Leaders	• All levels of staff with managerial responsibility are responsible for the operational performance of their team and for the two-way communication of corporate initiatives and performance issues. • Team Leaders are responsible for ensuring their staff have regular appraisals and review of the training and skills needed to carry out their jobs. They should also ensure that their staff have access to and are familiar with corporate and service area policies and procedures on performance management and data quality.
Individual staff	• All staff have a responsibility to manage their own performance. A new competency framework was introduced in 2018 and outlines a set of behaviours which support the Council's Core Values. • Each member of staff will be set specific targets as part of their appraisal each year including review of relevant training / personal development needs. Appraisals are subject to a six month review. • Formal procedures exist to address continual and serious cases of under-performance.

Residents and the community	• Local people are able to monitor and review the Council's services performance by accessing published performance information on Council services. • Data is publically available providing residents, businesses and the local community the opportunity to hold the Council to account for its performance.
Corporate contracts	• The Corporate Contracts team ensure best value in procurement activities and monitor the delivery of the Council contracted services.
Project Sponsors and Project Managers	• For major corporate projects, the Council appoints a senior manager to act as Project Sponsor and an officer to act as Project Manager. • The role of the Project Sponsor is to provide strategic direction and resolve major issues as they arise. • The Project Sponsor is also accountable for the success of the project. • The Project Manager oversees the day to day work on the project including the input of different team members and ensures the appropriate documentation is maintained.
Strategy, Policy and Performance	• The Strategy, Policy and Performance team provides performance management and data quality within the Council by co-ordinating the corporate approach to performance management and business planning. • The team provides support and guidance to Corporate Leadership Team, Assistant Directors, Chief Officers, Managers and Team Leaders in delivering the Performance Management Framework, and on elements such as performance indicators, project tracking, monitoring of achievement against corporate priorities, benchmarking, insight research, statutory returns and inspection requirements. • Responsible for reviewing the Council's corporate performance management framework. • Ensures corporate performance information is regularly reported to senior management and councillors. • Publishes performance reports so the information can be scrutinised by members of the public

4.4   Performance Management Framework

To understand how performance management works at the Council, it helps to see how the Council's corporate priorities for the district are cascaded throughout the organisation (see our **'golden thread'** below). Through all the Council's work there is the continuous presence of our core values and staff competencies. These ensure all staff work towards delivering the corporate objectives.

FHDC Performance Management Framework – Golden Thread

Creating Tomorrow Together - Corporate Plan 2021-30

Service Ambitions
Positive community leadership
A thriving environment
A vibrant economy
Quality homes and infrastructure

Corporate Action Plan
Setting out how service priorities
document in the Corporate Plan will be
delivered

Council's Policy Framework

Core Values & Competencies

Customer First
Understanding Others
Integrity & Ownership

One Team
Working Together
Engaging Communication

Thinking Ahead
Reasoned Thinking
Always Improving

Performance Counts
Making Time Count
Constantly Building Skills
Positive Mindset

Strategic Plans and Policies

Medium Term Financial Strategy

Service Plans
Setting out operational activities of
the service and how they will
be monitored

Performance Indicators (PIs) and Key Performance Indicators (KPIs)

Team and Individual Performance

Personal Performance Reviews
Sets out individual actions to achieve
corporate objectives

4.5   Customer Access Strategy

The Customer Access Strategy focuses on the ways both internal and external customers' access and transfer information. The strategy takes into consideration customers' feedback to develop and implement plans to improve the way in which the Council delivers and receives day to day information about the services it provides. A key focus of the strategy is to utilise resources effectively to deal with the more complex cases and the more vulnerable customers who need our help. The strategy also sets out the council's principles in delivering customer service for its residents.

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The Council manages the performance of its customer service in the following ways:

Customer Service Excellence Accreditation	• Customer Service Excellence (CSE) is an accreditation tool to drive customer focused improvement in service delivery. It does this by assessing an organisation's service delivery to both external and internal customers. The council has retained this accreditation since 2013. • As part of the accreditation all council services have been assessed and have achieved the CSE award and compliance plus for 15 areas. . Each accreditation period is for three years and services are reassessed every 12 months to provide an opportunity for continuous improvement. The CSE Accreditation is is due to be reviewed again in September 2021.
Customer Satisfaction	• A number of service areas across the Council monitor customer satisfaction levels. Some particularly customer-focussed services have specific requirements set out in regulation e.g. in Central Government's Social Housing 'White Paper'. Where this is the case, these are reflected in our Corporate Plan.
Customer Feedback and Complaints	• The Council uses general customer feedback as well as formal complaints to identify areas for improvement. Formal feedback and complaints received by the Council are logged centrally and where relevant appropriate action is taken to address any issues or concerns. • There is a process in place for dealing with formal complaints. The first stage is a local investigation by the manager of the relevant service area; and the second stage is a formal investigation by an independent manager. If the complainant is not satisfied with the response, then at this stage there is the opportunity to take the complaint to the Local Government Ombudsman or Housing Ombudsman Service. The Customer Feedback and Complaints policy is available on the Council's website.

5. Measure

5.1 Service Plans

It is vital that the objectives and priorities in the Corporate Plan are effectively communicated through the organisation. To achieve this each service area develops an annual service plan which includes:

- Service priorities
- Performance Indicators (PIs) that will be monitored to deliver each service priority.

Service plans are reviewed every 6 months to monitor progress against the service priorities.

Service plans are linked to individual work plans and targets through the formal appraisal process. This process relates to all posts in the Council. This assists in ensuring that the achievement of targets by individuals is monitored and appraised regularly.

5.2   Set Key Performance Indicator targets

Being able to measure performance is key to managing performance, as only by devising appropriate measures can we properly monitor progress. The Council has two types of indicators; Key Performance Indicators (KPIs), which directly relate to the strategic objectives set out in the Corporate Plan, and Performance Indicators (PIs) which are operational or service specific.

KPI monitoring happens at Corporate Leadership Team, Finance & Performance SubCommittee, Cabinet and at service level where KPIs are devised that will be used to assess achievement, by indicating how a particular objective is progressing towards defined targets.

When determining which indicators to monitor and the target levels of performance required, the Council takes the following into account:

- Impact of service delivery on customers and residents.
- The state of the economy and likely impact on demand for services.
- The Corporate Plan, strategic direction and matters arising from its review.

Targets can take many forms; they may be statistical such as a specific number, value or weight, have a clear time frame or completion date, or relate to a recognised industry standard of excellence, Government guidance or legislative requirement.

Most importantly, the target must be both relevant to the indicator being measured and achievable. Targets set too high will result in apparent under-performance, whilst targets set too low undermine the monitoring process. Historical data may be of use to benchmark against for future results, but only in the context of the current environment. Last year's results are not necessarily any guide to future outputs.

5.3   Personal Performance Reviews

An important part of the Council's Performance Management Framework is people management – attracting and developing staff with the right skills, knowledge and core competencies to deliver excellent services.

Personal Performance Reviews (PPRs) assist in ensuring that the achievement of targets by individuals is monitored and appraised regularly. The process incorporates:

- Achievements since the last PPR and comment on the extent to which the targets set have been achieved.
- A review of the skills, knowledge and experience required to do the job and the performance achieved in each of these areas. This should include reference to work quality, work quantity, interpersonal skills and

communication skills. This will assist in addressing any gaps in job knowledge that may be affecting performance.

- Competency and the way in which tasks and objectives are achieved.
- The training, learning and development needed to support progress.
- Priorities and goals for the next 12 months should be set out in an action plan, which should be reviewed every 6 months to ensure it is still relevant.

The activity and performance of individuals should be frequently reviewed with informal 1-2-1's with their line managers. This is an opportunity to discuss the work programme for the individual and address any concerns.

Excellent or poor performance within the organisation is identified and addressed in the following ways:

- Poor performance will be dealt with either by learning and development interventions, capability reviews or the disciplinary process.
- Excellent performance is recognised through the council's system of honorariums, accelerated progression through the salary scale or through the FHDC Recognition Scheme.

5.4   Financial Monitoring

The financial management of the organisation is well developed and is well integrated with the wider performance management framework. This is done in the following ways:

Medium Term Financial Strategy (MTFS)	- The MTFS is the council's key financial planning document and is closely linked to the Corporate Plan. It outlines the financial perspective on the council's Corporate Plan objectives and priorities. The MTFS is a key element of sound corporate governance and financial management. - An annual review is undertaken of the MTFS which is agreed by senior management and members.
Annual budget setting process	- There is an annual budget strategy which is approved by Cabinet each year, this feeds into the detailed budget approval process. The budget strategy sets out the timetable for preparing the budget, gives an overview of current financial issues facing the council each year and includes proposed actions to help mitigate them. General fund revenue growth and savings are put forward for approval, as part of the budget strategy. - The annual budget and council tax precept are approved by Full Council in February.
Quarterly monitoring and reporting	- Budget managers provide a monthly or quarterly forecast and they are responsible for ensuring that spending is on track and identifying potential savings. - CLT and Cabinet receive regular updates on the Council budget and challenge areas with significant level of anticipated under or overspend.

6. Report

6.1   Accurate Information

Councillors and senior management need performance information in order to:

- Tailor service provision to community needs
- Identify and address areas of concern
- Demonstrate improving value for money

The performance information reported must therefore be accurate. Equally, the best selection of performance measures is of little use if monitoring data is unreliable or not reported effectively. These factors are therefore crucial when reporting performance information:

- Constructing valid measures or KPIs
- Producing high quality data
- Reporting information in context
- Presenting information with insight and commentary

6.2   Reporting Cycle

The Council manages its performance on a regular basis to ensure continuous review and improvement. Performance information is collated into a report and reviewed on either a quarterly or half yearly basis alongside comparative performance information appropriate to the reporting period, in order to show performance progression and identify any improvements needed. Performance information is reported to the Corporate Leadership Team, Finance & Performance Sub Committee and Cabinet to ensure progress is continuously monitored and reported at every level of Council.

6.3   Continuous Improvement

Continuous improvement depends on staff at every level and in every department being fully engaged in the performance management process. This has been an important element of the Council-wide 'transformation' programme and has the added benefit of demonstrating to staff that the work that they do is important and valued.

It is the responsibility of the Service Manager to actively liaise with their teams regularly on all aspects of performance to ensure upward reporting is accurate. It also ensures the information and subsequent outcomes are properly cascaded to the front line staff whose job it is to deliver the services.

This circular approach is applied to all Council services including those which provide internal assistance to the Council itself such as Legal, ICT and HR. The work these departments undertake is equally important to the authority's success since without such effective internal mechanisms the outward facing customer-focused areas could not deliver essential community services.

7. Review

7.1 Continuous Review

This framework has been designed to ensure continuous review of performance at service level, through sequential upward reporting to senior management and Elected Members.

7.2 Analyse

Analysing of information provided in performance reports raises awareness to emerging issues and developing conditions, allowing forward planning to correct areas of weak performance.

It also enables management to properly target resources. Total resource needs, including staff, are never likely to be available. However, with regular performance monitoring resources that are available can be directed where they are most needed in order to maximise goal achievement.

7.3 Identify

Elected Members and officers rely upon good-quality performance information in order to identify areas of concern and respond through well-informed decisions. It would be impossible for the Council to properly function without knowing which areas need the most focus and support.

Once identified, areas of concern can be properly addressed in the most appropriate way in order to keep progress on track to meet the Council's aims. Performance information must therefore be accurate, timely and meaningful.

7.4 Implement

Having a highly developed PMF is not an end in itself. To be successful decision-makers take action based on what the performance information is telling them. The true value of a performance management process is generated by implementing its outcomes. For continuous improvement to occur the performance information reported must be acted upon in order to remedy poor performance, share good practice and allocate resources most effectively.

To assist with this, improvement plans will be developed where appropriate, with corresponding action plans to ensure these are delivered. Improvement plans need to clearly distinguish:

- The issues
- The action to be taken
- The timescales
- The resources required to implement the actions
- How progress will be monitored and by whom
- What the measure of success will be

The performance information gathered, revisions made, resources employed, targets set and outcomes accomplished through this process also inform future

Council aims and objectives. In this way, the Council is able to improve on past years and embed those improvements into the future work it undertakes.

8. Working with other organisations

8.1 Not all of the Council's services are delivered by staff directly employed by the organisation. The Council also works with other organisations to deliver its services and corporate priorities. These third party arrangements can be:

Contracted services – *services where there is a contractual agreement with a third party supplier.*	Contracts are managed by the responsible services in line with the council's Contract Standing Orders. The Corporate Contracts Manager manages the Council's major contracts by: • Regularly liaising with the contractors and having an appointed specialist officer who leads on monitoring the delivery of the contract. • Linking the monitoring of contracts closely to the performance standards set out in the contract. • Ensuring the governance arrangements set up in the contracts are observed (e.g. project boards and service level agreements) and these arrangements provide a robust mechanism to address areas of concern. • Regularly reporting on high profile council contracts (e.g. waste management) to CLT and members.
Shared services and other commissioned services – *services which are commissioned through a service level agreement, rather than a formal contract. This can include arrangements with community and voluntary sector organisations.*	• The Council's shared service arrangements are the responsibility of the relevant Assistant Director or Chief Officer. Shared service arrangements are usually managed through service level agreements and often incorporate Key Performance Indicators with which to judge the level of performance being delivered.

Partnerships – *services that are delivered by partners (including the Council) coming together to work towards mutual aims. These partnerships usually have a set of governing documents, which include stated aims, objectives and terms of reference.*	• The Council manages the performance of its strategic partnerships through its Partnership Policy overseen by the Corporate Contracts Manager. Within the policy, Corporate Partnerships are defined where they meet one or both of the following criteria:
	  • *The Council has a statutory duty to be involved in the partnership.*
	  • *The Council makes a financial contribution (£5,000 or more) towards the partnership.*
	• A partnership checklist must be completed by the lead officer and/or elected member. The checklist provides the key elements that all partnerships need to work to or have in place to enable the Council to determine if the partnership is one it wishes to enter or continue with. This policy does not apply to the Council's relationship with third party service providers or the wide range of organisations with which the Council has informal working relations, as part of its operational activities.

	• The Council publishes its Partnership Register online, providing details of joint initiatives the Council. This is maintained and administered by the Contract and Procurement Team.

9. Risk Management

9.1 The Council's Risk Management Policy effectively manages risk across the organisation and is an important part of performance management. By ensuring that the Council routinely identifies and mitigates risks across the organisation, it can ensure that the Council performs well and succeeds in delivering its strategic objectives.

The Council's Risk Management Policy identifies two categories of risk that the Council manages which will impact service performance:

- **Corporate risks –** these are risks that need to be taken into account when looking at the medium to long-term objectives of the Council as highlighted in the Corporate Plan. Risks are categorised as political, economic, social, technological, legislative, environmental, competitive, customer/citizen or reputation.

- **Operational/service risks –** these are risks that managers and staff will encounter in day to day operations. They are categorised as professional, financial, legal, physical, contractual, technological, environmental and human resources.

The Council use two types of risk register:

- **Corporate Risk Register** – this contains the most significant risks to the Council and is reported to CLT and Elected Members periodically.

- **Operational Risk Register** – this records the day to day risks for each Council service.

10. Open Data and Transparency

10.1 The Council recognises and supports the importance of making performance data available to the public as a means of ensuring the effective scrutiny of the performance of the organisation. This is reflected in the Corporate Plan's guiding principle of 'Transparent, stable, accountable and accessible'.

Data Quality Strategy

The Council's Data Quality Strategy (Appendix 2) outlines the approach to improving data quality across the Council and provides a co-ordinated approach to ensure that the highest standards are being met.

The strategy outlines the steps necessary to maintain the highest possible standards throughout the data collection process, from inputting data into individual information systems, to setting up performance indicators and transferring data from the information systems into the performance management software system, to the publication of a robust set of performance data that is accurate and fit for external scrutiny.

May 2021
Next review date: **May 2025**

Appendix 2:

Folkestone & Hythe District Council

Data Quality Strategy

Folkestone & Hythe
District Council

Introduction

The purpose of this strategy is to outline an approach to improving data quality across Folkestone and Hythe District Council and provide a co-ordinated approach to ensure that the highest standards are being met throughout the Council. Consistent, high-quality, timely and comprehensive information is vital to support good decision-making and improved service outcomes.

This strategy outlines the steps necessary to maintain the highest possible standards throughout the data collection process, from inputting data into individual information systems, to setting up performance indicators and transferring data from the information systems into the performance management software system, to the publication of a robust set of performance data that is accurate and fit for external scrutiny. This strategy is endorsed by senior management and it is made clear to all Service Managers concerning the ownership and responsibilities for accurate data input.

There are a number of principles that underpin good data quality. These are:

1. **Awareness and Ownership** – Everyone recognises the need for good data quality and how they can contribute. Officers are aware of their responsibilities for data quality within their service areas.

2. **Systems** – Systems are fit for purpose and staff have the expertise to get the best out of them. Systems are robust to ensure that data is backed-up and that there are no breaches of personal data. The council has adopted the Pentana software system for performance management.

3. **Definitions** – Everyone knows which performance indicators are produced from the information they input and how they are defined.

4. **Input** - Data inputted into information systems and the performance management software system is accurate.

5. **Verification** – There are verification procedures in place as close to the point of input as possible to allow officers to authenticate with confidence.

6. **Output** – Performance information is monitored regularly and efficiently for reporting and communicated quickly.

7. **Presentation** – Performance information is presented (with evidence) in such a way as to give an accurate picture of our performance to external auditors, Members, Senior Management and the public.

1. Awareness and Ownership

1.1 Data quality is the responsibility of every member of staff entering, verifying extracting or analysing data from any of the council's information systems and corporate performance management software system. Service Managers are clear about what actions and responsibilities are allocated to specific individuals and teams. Relevant officers are aware of their responsibilities with regard to data quality.

1.2 Responsibility for data quality is, where directly relevant, reflected in job profiles and the appraisal process. Services are encouraged to ensure that, where directly relevant, suitable appraisal targets are included.

1.3 The commitment to data quality is communicated clearly throughout the council.

2. Systems

2.1 **System Administration**: Responsibility for maintaining a robust control environment for information systems (both IT and manual) lies within individual services. The responsibility for Pentana lies with the Performance and Improvement Specialist.

The Performance and Improvement Specialist will ensure (for the corporate performance management software system) that:

- Users are adequately trained by having a formal training programme, which is periodically evaluated and adapted to respond to changing needs.
- There is security of access/amendment.
- Periodic tests of the integrity of data are undertaken.
- Information management and support is available to users.
- The system meets managers' information needs.
- Feedback from users is acted upon and the system can produce adequate audit trails.
- Actions recommended by systems reviews (e.g. by the external auditors) are implemented.

Given the increasingly demanding timescale for performance reporting, services must have procedures in place to manage both planned and unplanned absence in order to minimise missing data or late data submission.

2.2 **Improvement of system**: Where a system is used to produce performance data, the system administrators will need to periodically review the system to ensure it is fit for purpose. It is the responsibility of each service to evaluate the system and to identify any system weaknesses and/or gaps.

If such weaknesses exist, new systems and procedures can be designed, addressing any part of the performance information production process. This might involve a new verification procedure, new input controls, or improved training and communication, amongst many other things.

It is important that the necessary improvement measures are formulated in an action plan, and that progress against the plan is systematically monitored.

3.   Definitions

3.1   Where performance indicators are set, clear definitions are established and there are systems available to collect and report the data in an agreed format. This ensures that data is recorded consistently, allowing for comparison over time.

3.2   The Performance and Improvement Specialist is responsible for verifying and inputting all data submitted through Pentana. Each officer is aware of the latest definition and any recent changes that have taken place by checking the information within the performance management system.

3.3   All officers know how their day-to-day job contributes to the calculation of performance and our ability to manage performance effectively.

3.4   All officers have an understanding of how performance indicators are affected by the data they contribute.

4.   Input

4.1   System-produced figures are only as good as the data input into the system in the first place and there needs to be adequate controls over the input of data. The aim is 100% accuracy 100% of the time. Officers have clear guidelines and procedures for using systems and are properly trained to ensure that information is being entered consistently and correctly.

4.2   The system has the ability to record all relevant information and be able to identify any missing data and determine whether additional controls are necessary.

4.3   All officers are responsible for seeking ways to minimise the manual handling and inputting of data in order to reduce the opportunities for error.

5.   Verification

5.1   Even in complex systems, where there are strong controls over input, errors can creep in. Where it is needed, a verification procedure exists close to the point of data input. The frequency of verification checks is aligned with the frequency of data reporting.

5.2   When data is provided on a regular basis by external sources it is important to ensure that the data that they provide is accurate. When entering into contracts or service level agreements with other service providers it is essential that, wherever relevant, there is a requirement to provide timely and accurate performance information as well as an up to date Data Quality Strategy, which outlines the verification processes that data produced by that organisation would have been subjected to.

5.3   Responsibility for data verification will lie within individual service areas. The Performance and Improvement Specialist can offer advice and guidance about verification procedures. In some cases, it might become apparent that existing procedures are not sufficient to maintain a robust control environment.

6.   Output

6.1   Performance information is to be produced and communicated on a timetable that allows for management action. This means the provision of information is in line with the annual reporting timetable. Services need, therefore, to re-examine internal processes to ensure that they are always able to obtain output data in the shortest possible time without compromising data quality.

6.2   It is important that performance information is subject to scrutiny and challenge. This is done during the verification check on output reports or at a service or team meeting to discuss performance data. There must also be close internal scrutiny of externally audited data submissions by reviewers within individual services and centrally by the Strategy, Policy and Performance Team.

7.   Presentations

7.1   Reporting accurate information regularly leads to good decision making and improved performance. The Performance and Improvement Specialist will ensure that there are processes in place for stakeholders to have confidence in the information presented.

7.2   It is intended that external auditors will have no cause to make amendments to any of the council's performance figures as the data can be relied upon to be accurate. This is an important issue as it sends out a message to external stakeholders that the reported performance can be relied upon. An improvement in the quality of the submission will also result in a lower level of external audit scrutiny.

7.3   In order to ensure that audit work proceeds smoothly, during internal/external audits, there must be at least one officer within each service who is able to provide advice and information on that service's performance indicators. When information is presented for audit the working papers must be reviewed to confirm that the definition has been followed, the calculations are correct and the indicator is supported by a full audit trail.

7.4   The principles of fair and robust reporting outlined in this document apply equally to all the council's performance information.

May 2021
Next review date: **May 2025**

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