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Council

WEST DEVON OVERVIEW AND SCRUTINY COMMITTEE - TUESDAY, 12TH JUNE, 2012

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Agenda Letter** (Pages 1 - 8)

2. **Reports**
 Reports to O&S:
 - a) Item 5 - Committee Performance Report (Pages 9 - 18)
 - b) Item 6 - Performance Indicator Review (Pages 19 - 30)

3. **Minutes** (Pages 31 - 34)

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Agenda Item 1

AGENDA – OVERVIEW & SCRUTINY COMMITTEE – 12th JUNE 2012

PART ONE - OPEN COMMITTEE

1. **Apologies for absence**

2. **Declarations of Interest**

Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests they may have in any items to be considered at this meeting.

If Councillors have any questions relating to predetermination, bias or interests in items on this Agenda, then please contact the Monitoring Officer in advance of the meeting.

3. **Items Requiring Urgent Attention**

To consider those items which, in the opinion of the Chairman, should be considered by the Meeting as matters of urgency.

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4. **Confirmation of Minutes**

Meeting held on 20th March 2012 (previously circulated)

5. **Committee Performance Report**

Report of the Corporate Improvement Officer

7

6. **Performance Indicator Review**

Report of the Corporate Improvement Officer

14

7. **Regulation of Investigatory Powers Act 2000: Report on Inspection and Authorisation**

Members to note that there have been no requests to use the powers under RIPA during the last quarter

PART TWO ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PUBLIC AND PRESS ON THE GROUNDS THAT EXEMPT INFORMATION IS LIKELY TO BE DISCLOSED

The Committee is recommended to pass the following resolution:-

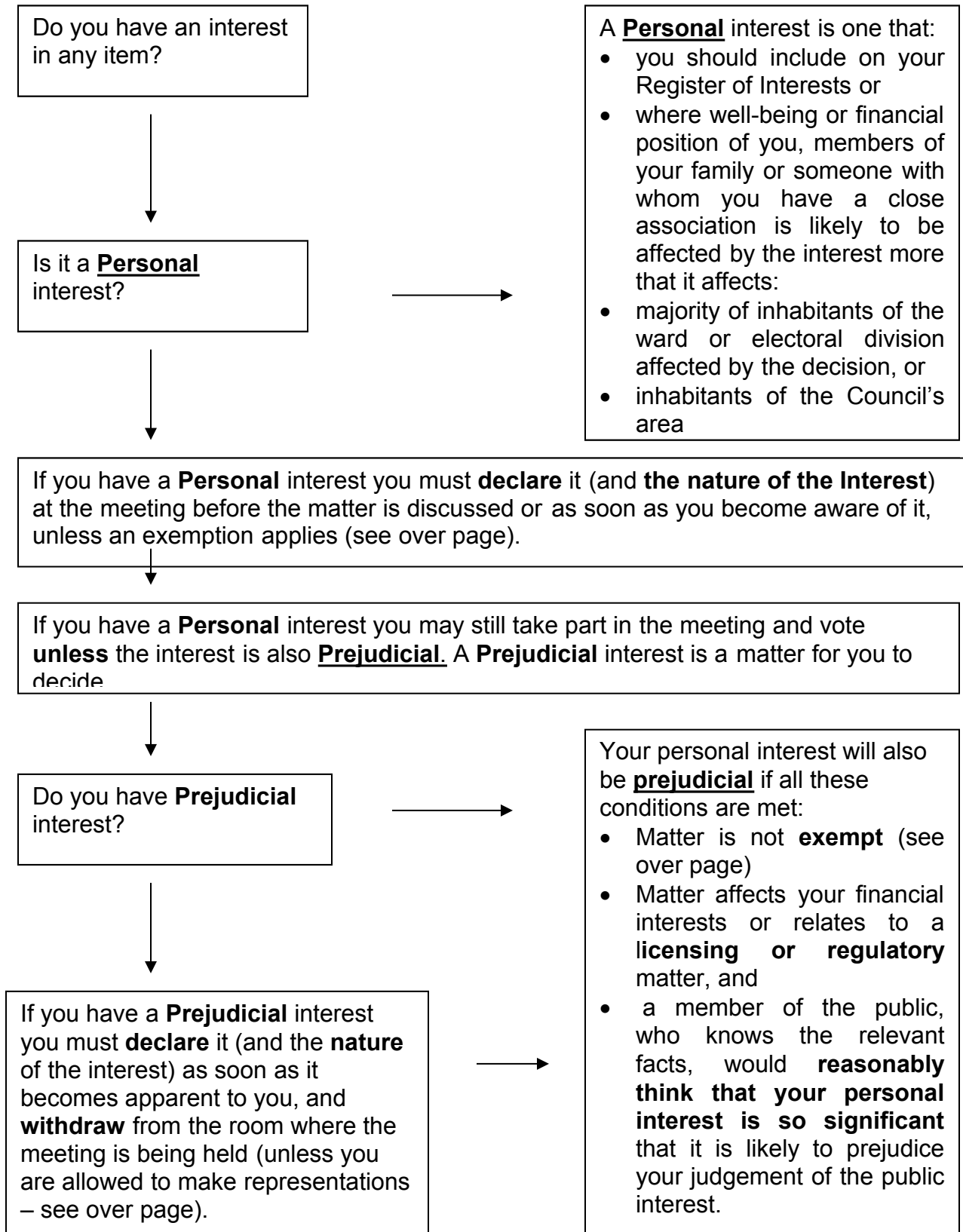
“**RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the under-mentioned item of business on the grounds that exempt information may be disclosed as defined in the paragraph given in brackets below from Part I of Schedule 12A to the Act”.

7. **Leisure Management Task & Finish Group – Update – (Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information))**
Report of the Leisure Management Task & Finish Group **To follow**

This document can be made available in large print, Braille, tape format, other languages or alternative format upon request. Please contact the Committee section on 01822 813662 or email arose@westdevon.gov.uk

**West Devon Borough Council Members' Code of Conduct
Declarations of interest**

If you are in any doubt about what to do, please seek advice



West Devon Borough Council Members' Code of Conduct (see part 5 of the Constitution)

Personal Interests - You will have a personal interest in a matter if:

- anything that you should have mentioned in your Register and/or
- the well-being or financial position of you, members of your family, or people with whom you have a close association

is likely to be affected by the business of the Council more than it would affect the majority of the inhabitants of the ward or electoral division affected by the decision, or the inhabitants of the Council's area.

Exemption - An exemption applies where your personal interest arises solely from your membership (or position of control/management) on any body to which you were appointed/nominated by the Council or any other body exercising functions of a public nature. In such cases (unless you have a prejudicial interest) you only need to declare your interest if and when you speak on a matter.

Personal Interests include:

- Your membership/position of control/management in bodies to which the Council appointed/nominated you, or any bodies exercising functions of a public nature, directed to charitable purposes or whose principal purposes include influence of public opinion or policy, including any political party or trade union;
- Your job(s) or business(es), and the name of your employer;
- Name of any person who has made a payment towards your election expenses or expenses you have incurred in carrying out your duties;
- The name of any person, company/other body which has a place of business/land in the Council's area and in which you have a share of more than £25,000/stake of more than 1/100th of the share capital of the company;
- Any contracts with the Council between you, your firm or a company (of which you a paid director) for goods, services or works.
- Any gift/hospitality estimated to > £25 and the name of the person who gave it to you;
- Any land/property in the Council's area in which you have a beneficial interest (or a licence to occupy) including the land and house you live in, any allotments you own or use.

Definitions

- "Well-being" - condition of happiness and contentedness. Anything that could affect your quality of life, either positively or negatively, is likely to affect your well-being.
- "Member of your family" means a partner (i.e. your spouse/civil partner/someone you live with in a similar capacity), parent/parent-in-law, son/daughter, step-son/step-daughter, child of partner, brother/sister, grandparent/grandchild, uncle/aunt, nephew/niece, or the partners of any of these persons.
- Person with whom you have a "close association" means someone with whom you are in close regular contact over a period of time who is more than an acquaintance. It is someone a reasonable member of the public might think you would be prepared to favour/ disadvantage when discussing a matter which affects them. It may be a friend, a colleague, a business associate or someone you know through general social contacts.

Prejudicial Interests - your personal interest will also be prejudicial if you meet conditions set out overleaf.

Exempt categories - you will not have a Prejudicial interest in a matter if it relates to:

(a) any tenancy/lease you hold with the Council (unless relating to your particular tenancy/lease); (b) Schools (meals/transport/travelling expenses): if parent/guardian of child in full time education or parent governor (unless relating to the school your child attends); (c) if you are receiving/entitled to statutory sick pay; (d) An allowance/payment/indemnity for members; (e) ceremonial honour given to members and (f) setting the council tax or precept.

Making representations - if you have a Prejudicial interest, you must declare that you have an interest and the nature of that interest as soon as the interest becomes apparent. You should leave the room unless members of the public are allowed to make representations, give evidence, or answer questions about the matter. If that is the case, then you can also attend the meeting for that purpose. However you must leave the room immediately you have finished and you cannot take part in the debate or vote.

Sensitive information

You may be exempt from having to declare sensitive information on your Register of interests in which case, although you must declare that you have an interest, you don't have to give any details about that interest on the register or to the meeting (please speak to the Monitoring Officer about this first).

Revised May 2007

Overview and Scrutiny Committee

General role

Within its terms of reference, the Overview and Scrutiny Committee will:

- (i) review and/or scrutinise decisions made or actions taken in connection with the discharge of any of the Council's functions;
- (ii) make reports and/or recommendations to the Council and any committee or joint committee in connection with the discharge of any functions;
- (iii) consider any matter affecting the area or its inhabitants; and
- (iv) make reports and/or recommendations to the Council and/or its Committees and/or any joint committee on matters which affect the Council's area or the inhabitants of that area.

Specific functions

(a) Policy development and review

The Overview and Scrutiny Committee may:

- (i) review existing policy and recommend changes to such policy or the creation of new policy;
- (ii) assist the Council in the development of its Budget and Policy Framework by in-depth analysis of policy issues;
- (iii) conduct research, involve the community and carry out other consultation in the analysis of policy issues and possible options;
- (iv) consider and implement ways to encourage and enhance community participation in the development of policy options;
- (v) question members of committees and senior officers about their views on issues and proposals affecting the area; and
- (vi) liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.
- (vii) Regulation of Investigatory Powers – to review the Council's RIPA Policy and its use annually
- (viii) Consider internal reports on the use of RIPA on a quarterly basis.

(b) Scrutiny

The Overview and Scrutiny Committee may:

- (i) review and scrutinise the performance of committees and Council officers and decisions made both in relation to individual decisions and over time;

- (ii) review and scrutinise the performance of the Council in relation to its policy objectives, performance targets and/or particular service areas;
- (iii) question members of committees and senior officers about their decisions and performance, whether generally in comparison with service plans and targets over a period of time, or in relation to particular decisions, initiatives or projects when necessary;
- (iv) exercise the right to call-in, for re-consideration, decisions made but not yet implemented by any committee, where appropriate;
- (v) make recommendations to the appropriate committee and/or Council arising from the outcome of the scrutiny process;
- (vi) review and scrutinise, with or without others, the performance and activities of other public bodies in the area on any relevant, general or specific issue; and
- (ix) question and gather evidence from any person (with their consent) when necessary.
- (x) Scrutinise the work of the Crime & Disorder Reduction Partnership (and the partners who comprise it, insofar as their activities relate to the Partnership)
- (xi) Scrutinise and investigate matters referred to O&S by any Member on Crime & Disorder issues of local concern raised under Councillor Call for Action

(c) **Performance Management**

The Overview & Scrutiny Committee shall be responsible for overseeing performance management of the Council, including the process of continuous improvement.

The Overview and Scrutiny Committee may:

- (i) oversee the co-ordination and conduct of the Best Value process in accordance with Section 5 of the Local Government Act 1999;
- (ii) take an overview of the performance monitoring throughout the authority and make recommendations;
- (viii) where appropriate, make recommendations to the relevant committee or to Council;

but the responsibility for service performance rests with individual committees.

Partnership arrangements

The Overview & Scrutiny Committee shall be responsible for the monitoring of partnership arrangements in accordance with the Council's Partnership Policy.

(e) **Finance**

The Overview and Scrutiny Committee shall exercise overall responsibility for the finances made available to it.

(f) **Annual report**

The Overview and Scrutiny Committee shall report annually to Council on its workings and make recommendations for future work programmes and amended working methods if appropriate.

Proceedings of Overview and Scrutiny Committees

The Overview and Scrutiny Committee will conduct its proceedings in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution.

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NAME OF COMMITTEE	Overview & Scrutiny
DATE	7th June 2012
REPORT TITLE	Committee Performance Report
Report of	Corporate Improvement Officer
WARDS AFFECTED	All Wards

Summary of report:

To provide Members with information on those key indicators where performance was 10% or more below target at the end of quarter 4 2011-12.

Financial implications:

The financial implications in this report relate to the key performance indicators where income has been at least ten per cent below target as detailed in section 2.3 and Appendix B.

RECOMMENDATIONS:

Members note the key performance indicators for quarter 4 that were significantly below target and decide if any areas should be reviewed.

Officer contact:

Jim Davis, Corporate Improvement Officer. jdavis@westdevon.gov.uk

1. BACKGROUND

- 1.1 The Council's key projects and performance targets are set out each year in its corporate planning documents and these are monitored quarterly by the four frontline Committees using Committee Performance Reports.
- 1.2 Where poor performance is identified, this is also reported to the Overview & Scrutiny Committee who may wish to review the performance of these indicators with the relevant Committee chair.

2. ISSUES FOR CONSIDERATION

- 2.1 Appendix A gives a snapshot of performance against all key indicators for quarter 4.
- 2.2 Appendix B sets out in more detail those key indicators where performance for the quarter was ten percent or more below the target. For each indicator the following information is made available:

- Actual performance for West Devon for 10-11
- Performance for months in Q4 and Q1-4 performance
- Comments on the performance from the Officer responsible for the indicator

2.3 There are six indicators that are now 10% or more below target:

- Time taken to process Housing/Council Tax benefits
- Processing of planning applications: Minor applications
- Working days lost to sickness (% of sickness that is long term is included for context)
- Percentage of calls answered on 20 seconds
- Income from Land Charges
- Investment Income

3. LEGAL IMPLICATIONS

3.1 Within the Constitution, the Overview & Scrutiny Committee oversees performance management at the authority to ensure that poor and deteriorating performance is addressed.

4. FINANCIAL IMPLICATIONS

4.1 The financial implications in this report relate to the key performance indicators where income has been at least ten per cent below target as detailed in section 2.3 and Appendix B.

5. RISK MANAGEMENT

5.1 The risk management implications are:

Opportunities	Benefits
Accurate performance management information enables the authority to effectively manage its services and meets its targets for service delivery.	Reporting of performance against targets means that the authority can ensure that resources are targeted towards key priority areas and that projects are completed.
Issues/Obstacles/Threats	Control measures/mitigation
There can be delays with the collation of performance information as certain performance indicators due to their nature take time to compile.	Information is made available as soon as it is collated. The Senior Management Team monitor key performance indicators on a quarterly basis to ensure that they are on track to meet their target.
There may be factors which result in projects not being completed on schedule or delayed until the following financial year.	The reports include responsible Officer comments and these should detail the reasons behind any delay or changes to the projects.

6. OTHER IMPLICATIONS







Corporate priorities engaged:	Community Economy Environment Housing
Statutory powers:	Local Government Act 2000
Considerations of equality and human rights:	There are no equality implications as a result of this report.
Biodiversity considerations:	There are no biodiversity implications as a result of this report.
Sustainability considerations:	There are no sustainability implications as a result of this report
Crime and disorder implications:	There are no crime and disorder implications as a result of this report.
Background papers:	
Appendices attached:	Appendix A – Balanced Scorecard- Quarter 4 Appendix B – Performance Exception Report- Quarter 4

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Corporate Balanced Scorecard

West Devon Borough Council



CUSTOMER FIRST

	NI 157a % of major planning app's determined within 13 weeks
	NI 157b % of minor planning app's determined within 8 weeks
	NI 157c % of other planning app's determined within 8 weeks
	BV 204 % of planning appeals allowed
	NI 181 Days for processing HB /CTB claims avg (new + change of circs)
	NI 181 ii Number of Benefit claims




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COUNCIL PRIORITIES




Environment

	NI 192 % of household waste sent for reuse, recycling and composting
	NI 191 Residual household waste per household







Homes

	NI 156 No. of households living in temp accommodation
	NI 155 No. of affordable homes delivered
	BV 213 No. of households where homelessness prevented






Community Life

	CST 3 No. of visitors to Outreach
	CST 5 % of calls answered in 20 seconds
	CST 4 % of calls answered

THE ORGANISATION

	BV 12 Working days lost due to sickness absence
	PP5 % staff turnover
	BV 8 % invoices paid on time
	BV 9 % of Council tax collected
	BV 10 % of NNDR collected
	BV 12d % of sickness that is long term

FINANCE

	Income Collected- Car Parks (cumulative)
	Income (Actual) Employment Estates
	Income Collected - Land Charges
	Income Collected - Applications and Appeals
-	Income Collected - Building Control (Not available at time of report)
	Investment Income

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Quarterly PI Report – O & S Committee

Quarter 4





Theme 02. Benefits

PI Code & Short Name	Managed By	2010/11	January 2012	February 2012	March 2012	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12		Note	Status
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Target		
NI181 i Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Paul Eells	10.1	28.7	14.6	9.9	14.9	13.6	14.8	17.6	15.3	13.0	Although performance has improved during the quarter, poor results in January still meant finishing the quarter below target. Processing resources were also directed elsewhere during the quarter to deal with subsidy claims and year end work.	
NI181 ii Number of benefit claims	Paul Eells	12,954	1,265	785	1,523	3,318	3,143	2,963	3,573	12,997	-		


Theme 04. Planning

PI Code & Short Name	Managed By	2010/11	January 2012	February 2012	March 2012	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12		Note	Status
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Target		
BV109b NI 157b Processing of planning applications: Minor apps	Malcom Elliot	72.20 %	73.33 %	43.75 %	-	60.87 %	56.36 %	55.56 %	58.07 %	57.71 %	65.00 %	Data for March not currently available – Will be presented at Committee	



Theme 08. Personnel

PI Code & Short Name	Managed By	2010/11	January 2012	February 2012	March 2012	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12		Note	Status
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Target		
BV12 Working Days Lost Due to Sickness Absence (average days per full-time equivalents)	Jan Montague	4.38	Measured for Quarters			2.38	2.12	1.97	2.06	8.58	6.50	Equivalent to 229.5 days Short term = 120.5days 35 staff with 39 instances Long term = 109days 3 cases Although the final value is higher than our stretching target, it is still below the public sector average	
BV12d Percentage of sickness that is long term	Jan Montague	22.2%	Measured for Quarters			36.92%	30.14%	28.83%	47.5%	35.79%	-	Total for the year 1003 days of which 359 were long term	

Theme 09. Customer Services

PI Code & Short Name	Managed By	2010/11	January 2012	February 2012	March 2012	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	2011/12		Note	Status
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Target		
CST 5 Percentage calls answered in 20 seconds	Kate Hamp; Kay O'Flaherty	77.3%	51.0%	69.0%	67.0%	74.0%	68.0%	70.0%	69.0%	67.0%	80%	The target for this PI is to answer 80% of calls within 20 seconds. This is a target which we generally don't achieve apart from on the very quietest months and would consider anything above 70% to be a reasonable result. Performance was very good during the first half of February and we achieved a service level of over 70% most days, however a summons run mid month did affect performance.	

Theme 10. Financial Information for West Devon

			Actual	Quarter 4				
	PI Code & Short Name	Managed By	2010/11	Q3 2011/12		Variance		Note
			Value	Budget Expected Value	End of year value	£	% (+/-)	
	Income Collected - Land Charges	Lisa Buckle	£73,000	£93,000	£65,000	-£28,000	-30.1%	Expenses in these cost centre's have been closely monitored and restricted to compensate for the reduced income
	Investment Income	Lisa Buckle	£61,000	£65,000	£39,000	-£26,000	-40%	Expenses in these cost centre's have been closely monitored and restricted to compensate for the reduced income

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NAME OF COMMITTEE	Overview & Scrutiny
DATE	12th June 2012
REPORT TITLE	Performance Indicator Review
Report of	Corporate Improvement Officer
WARDS AFFECTED	All

Summary of report:

To provide Members with the results from the Review of Performance Indicators project and an updated reporting format for O & S with increased focus on reacting to negative performance.

Financial implications:

No additional cost to the council. The refocusing of performance measures onto what is important and relevant for the service areas and removing obsolete or dated Performance Indicators will reduce the ongoing resources required and boost performance.

RECOMMENDATIONS:

That Overview & Scrutiny approve the new Performance Indicators to be reported quarterly to the Committee

Officer contact: Jim Davis, Jdavis@westdevon.gov.uk

1. BACKGROUND

- 1.1 As part of the 2015 Transformational Programme, a review of the current performance indicators was identified as a project that should be undertaken within the first tranche.

- 1.2 The government has relaxed the data Councils are required to supply and no longer use this data to compare council performance. This gives use the opportunity to refocus our performance activity on what is important for the services locally or on improving specific issues within an area

- 1.3 Previous indicators relied heavily on explaining the level of our performance and were collected in such a way as to make it difficult to take corrective action when performance started to decrease. The focus of the new set of performance indicators will promote management action and reaction to failing performance.

- 1.4 A joint Task and Finish group was set up to look at what indicators Members would like to see reported to give a more transparent snapshot of the Council's performance. The group reported back through the Scrutiny and Committee structure and gained approval for its recommendations by Executive at South Hams and Strategies and Resources Committee at West Devon.
- 1.5 As well as the Task and Finish Group, each service has undergone training on performance management and from this have devised further internal measures that will help drive performance improvement within their services and provide additional information to Members, through information reports.

2. ISSUES FOR CONSIDERATION

- 2.1 The existing Balanced Scorecard Report will continue to be used for the new indicators (appendix A). This gives a high level overview of all indicators that are target based. They are a combination of the internal measures developed in conjunction with the Task and Finish group and the measures that services have devised. It uses the Red-Amber-Green approach to visually show targets that have been met, are within a tolerance, or have not been met.
- 2.2 Appendix B is a background report that contains information and data to supplement the Balances Scorecard. It also shows performance data that is not target based.
- 2.3 The main changes to the reporting format for O & S are two fold:
- Performance Indicators that have not been met will have the Red-Amber-Green status for the previous quarter included and an action response from the Middle Manager responsible. This is to emphasise the reaction to falling performance rather than just explaining or noting it.
 - Performance Indicators that have not been met for two consecutive quarters will provoke a minuted response from O & S on the action response proposed by the Middle Manager.
- 2.4 Responses from O & S could include, but not limited to:

	Response	Result	Consequences for response (inc resourcing issues, etc)
1	Agree with Action response	Trust that Middle Managers interpretation of situation and response will rectify falling performance over time	No additional resource above effort proposed by Middle manager
2	Query Action response	Agree with interpretation of situation but express concern over the level of the response	No additional resource above effort proposed by Middle manager
3	Request further	Assessment of management	Middle manager resources

	details on the action responses undertaken so far	responses taken so far and their effectiveness.	required, will pull form operational management time. HoS resources also required
4	Request report on ongoing issues	Deeper understanding of the causes of falling performance	Middle manager resources required, from operational management time. Additional support from Business Development Team where capacity allows
5	Set up Task & Finish Group	T&F group organised with clear goals and timescales	Large resource requirement from both Cllrs and Officers. Longer lead time for results but useful for reframing goals of service area
6	Request Service Review	Systems review process becomes high priority and scheduled to commence as soon as current review schedule allows	Large resource requirement both in Business Development Team and service area undergoing review. Need for robust understanding of problem to be resolved. Longer lead time for results. Schedule agreed by SMT

2.5 The Committee should note that the additional resource requirements for options 3-6, especially options 5 & 6, will impact on service level and performance themselves so should only be undertaken when a clear need is identified.

3. LEGAL IMPLICATIONS

3.1 No legal implications

4. FINANCIAL IMPLICATIONS

4.1 No financial implications, performance indicators chosen for ease of collection and reporting so any additional resource requirement should be minimal. Responses to falling performance should limit additional costs produce by poor performance by reallocating resource to the optimum area.

5. RISK MANAGEMENT

5.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

Corporate priorities engaged:	All priorities considered when designing PI's
Statutory powers:	None

Considerations of equality and human rights:	There are no equality and human rights issues related to this report.
Biodiversity considerations:	There are no Biodiversity issues
Sustainability considerations:	Improved performance should provide efficiencies.
Crime and disorder implications:	There are no Crime and disorder implications.
Background papers:	Previous O & S reports
Appendices attached:	A: Example Balanced Scorecard Report B: Example Background Report

STRATEGIC RISKS TEMPLATE

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
G11-05	Poor performance leading to poor service delivery and damage to Council's reputation	Failure to adequately calculate and report on BVPIs and Local Performance Indicators. Managers not accepting/paying lip service only to best practice and improvement initiatives or failure to engender an improvement and performance management culture will increase the risk to the Council and it's reputation.	3	2	6	↔	Recommendations within the report will increase oversight and focus effort onto resolving any temporary performance issues. Strengthening of O & S's role should increase accountability and drive a stronger performance culture	SMT
G11-06	Failure to effectively manage change	There will be a need to ensure that any change within the organisation (whether imposed internally or externally) is effectively managed.	4	2	8	↔	Review of improvements and management actions in response to failing performance should increase the effectiveness of change management within the organization. More visible responsiveness to failing performance should reduce the resistance to change making management easier.	SMT
CX1 1-03	Leadership & Management	Ineffective Leadership and management	2	1	2	↔	Emphasis placed on middle managers responding to operational issues and drive performance whilst Heads of Service focus on more strategic issues	CX & SMT

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Appendix A








Corporate Balanced Scorecard West Devon Borough Council

Community/Customer

	ES: Car parking tickets sold (Yearly comparison)
	ES: Car parking season tickets sold (Yearly comparison)
	ES: Overall Recycling rate %
	ES: Overall waste arising
	ICT & CS: Average call answer time
	ICT & CS: % of calls experiencing long wait time
	ICT & CS: % of enquiries resolved at first point of contact







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Financial




	Assets: Employment estates Income (Cumulative)
	PEC: Total income collected: Pre-Apps, Apps, appeals, etc
	ES: Car parking Income (Quarterly target: non-cumulative)
	FA: % invoices paid on time
	ICT & CS: Council Tax arrears
	Assets: Income Collected – Building Control
	PEC: Income Collected – Land Charges

Processes



PEC

			PEC: Average time for completion (Major/Minor/Other)
			PEC: Average time for completion for 'pre-App' applications (Major/Minor/Other)






Environmental Health

		EH: Time taken to process Disabled Facilities Grant (Complex/Framework)
		EH: Avg Time to serve notice or close complaints

ICT & CS

	ICT & CS: Benefits: Avg End to End time (New Claims)
	ICT & CS: Benefits: Avg End to End time (Change of circumstances)

Performance

	EH: % of nuisance complaints resolved at informal stage
	ICT & CS: 'Confirmation of advice' letters sent within 7 days
	ICT & CS: Level of temporary accommodation use (Avg over the month)
	Assets: Employment Estate Occupancy Level
	CS: Avg days sickness/FTE

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Appendix B – O & S Report - EXAMPLE



Example report: all performance information, numbers and responses are **fictional**.

Information Report

Non-targeted (data-only) performance measures that will be reported every quarter to provide context and background information – not suitable for the Balanced Scorecard page as no targets applicable or relevant


PI Code & Short Name	Managed By	2010/11	April 2011	May 2011	June 2011	Q1 2011/12	2011/12	Action Response (If Applicable)
		Value	Value	Value	Value	Value	Value	
EH: Volume of nuisance complaints (Justified/Non-justified)	Ian Luscombe	-	12:12	12:16	8:3	32:31		
EH: Ageing profile of Disabled Facilities Grants	Drew Powell	49	46	42	43	43.5		
PEC: Ageing profile of planning Applications	Malcolm Elliott	-	8.4	8.2	8.1			
PEC: Active Applications (at start of month)	Justine Gosling	1653	120	47	62	239	239	
PEC: Complaints (Justified/Non-Justified split)	Malcolm Elliott	-	2:12	3:25	6:14	11:51		
PEC: Justified Complaint Type (Process: Statutory Procedure: Person: Communication)	Malcolm Elliott	-	1:0:0:1	2:0:0:1	0:0:4:2	3:0:4:4	-	Increase in complaints against individual officers
PEC: Enforcement action: Cases raised vs Enforcement response	Malcolm Elliott	-	16:2:8:6	12:4:6:2	12:3:8:1	40:9:20:9	-	
ES: PCN's: issued vs cancelled	Cathy Aubertin	-	256:4	249:6	125:12	630:22	-	
ICT & CS: No. of benefit applications	Paul Eells	29,400	1,904	1,892	2,332	6,128	8,077	Increasing claims number trend expected to continue, resourcing in service altered to cope with increasing demand levels

PI Code & Short Name	Managed By	2010/11	April 2011	May 2011	June 2011	Q1 2011/12	2011/12	Action Response (If Applicable)
		Value	Value	Value	Value	Value	Value	
ICT & CS: Ageing profile of benefit applications (days)	Paul Eells	16	12	13.2	14	13.1		
All: No. of complaints logged centrally (Service Area)	-	-	ES:5 PEC:6 CS:1 etc	ES:3 PEC:4 CS:0 etc	ES:6 PEC:1 CS:4 etc	-	-	
CS: Long term sickness	Andy Wilson	1625	Measured for Quarters			302		Higher than normal levels, Roger Adams implementing action plan to bring levels down over the next 3-6 months
CS: Short term sickness	Andy Wilson	633	Measured for Quarters			145		
ICT & CS: Top 5 call types	Kate Hamp	-	1. Council Tax 2. Bin Rounds 3. Recycling 4. Dog Waste 5. Planning Applications			-	-	
ICT & CS: Top 5 Failure demand call types	Kate Hamp	-	1. ... 2. ... 3. ... 4. ... 5. ...			-	-	
ICT & CS: Top 5 website views/trend	Kate Hamp	-	1. Olympic Torch 2. New bin rounds 3. . 4. . 5. .			-	-	

Exception Report

All PI's at 'Red' status will appear in the Exception Report with corresponding Action Response from the Middle Manager responsible.

Last quarter's performance is displayed as 'RAG' status, PI's with two consecutive quarters of failing performance (i.e. red last quarter as well) with prompt response from Scrutiny

Code and Name	Managed by	Last Qtr	April 2012	May 2012	June 2012	Q1 2012		Action Response
		Q4	Value	Value	Value	Value	Target	
PEC: Average time for completion (Major) weeks	Malcolm Elliott		16	15.5	12.8	14.8	12	Reallocate Case profile of Officers to restrict major applications to subset of staff. Apply standard wording to s.106 application forms to reduce the time taken for paperwork to transit the Legal department
PEC: Average time for completion (Minor) weeks	Malcolm Elliott		9.6	7.9	8.2	8.6	8	Different Officers allocated different shaped applications to allow them to optimise their work planning o the type of application they are dealing with
CS: Sickness Absence (average days per full-time equivalents)	Jan Montague		Measured for quarters only			1.9	1.6	Stretching self imposed target negatively impacted by high seasonal flu levels straddling both quarters. Performance levels just variation in the system and no management action deemed necessary at this time
ACT & CS: % of calls experiencing long wait times	Darren Cole		8%	6%	3%	5.6%	5%	Levels dropped to issues with bin rounds over the winter, mitigating action taken and not deemed to be an ongoing issue with the system. Performance expected to revert to normal level during next quarter

All information strictly for demonstration purposes only

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The Chairman concluded by noting that the Committee also needed to be mindful of topics that the other two Committees may wish to be taken forward.

***O&S 04 CONFIRMATION OF MINUTES**

The Minutes of the Meeting held on 20th March 2012, were confirmed and signed by the Chairman as a correct record.

***O&S 05 COMMITTEE PERFORMANCE REPORT**

The Committee received and noted the Performance Report as presented by the Corporate Improvement Officer (page 7 to the Agenda) who noted that only a small number of the indicators were red.

Members discussed the red Performance Indicators, in particular the matter of sickness absence of staff. Members were concerned about the impact on the remaining members of a team when long term sickness occurred. The Corporate Director advised that a number of steps were in place to monitor sickness absence, and to fulfil the duty of care to remaining staff. Members also noted that as the organisation reduced in size, the impact of sickness absence would increase.

In terms of investment income, Members asked if the projected figures could be amended once it became apparent that they were optimistic. The Corporate Director responded that the figures were in the budget book and therefore could not be amended. The Corporate Improvement Officer added that, in future, some income would be expressed on a quarterly basis rather than an annual basis, to take seasonal variations into account.

Finally, a Member asked for an explanation of the indicator relating to call response times. In response, the Corporate Director advised that this related only to calls into, and which remained within, the switchboard. The Member noted that whilst an initial call was often swiftly answered, being put through to the appropriate member of staff often took some time. The Corporate Improvement Officer added that the new reporting of Performance Indicators included data that was more relevant in this instance.

It was **RESOLVED** that the key performance indicators for quarter 4 that were significantly below target be noted.

***O&S 6 PERFORMANCE INDICATOR REVIEW**

The Committee received and noted the Performance Indicator Review Report as presented by the Corporate Improvement Officer (page 14 to the Agenda), and he outlined the background to the new way of reporting Performance Indicators. The Indicators themselves had been selected by

a Task and Finish Group of Members, and also by Heads of Service. The Indicators would be for the current year only, as it would be important to review the indicators to ensure that only relevant information was reported.

The Corporate Improvement Officer then explained how the report would be set out in future, and assured Members that an explanatory key would be included. He also drew Members attention to the table on pages 15 and 16 of the agenda report, which outlined possible responses that Overview and Scrutiny could make when an indicator had not been met for two consecutive quarters.

Following a slight amendment to the recommendation, it was **RESOLVED** that the Overview and Scrutiny Committee approve the new Performance Indicators for 2012/13 to be reported quarterly to the Committee.

***O&S 7 REGULATION OF INVESTIGATORY POWERS ACT 2000: REPORT ON INSPECTION AND AUTHORISATION**

As a standing item on the agenda, Members noted that there had been no requests to use the powers under RIPA during the last quarter.

***O&S 8 LOCAL GOVERNMENT ACT 1972, SECTION 100(A)(4)**

It was **RESOLVED** that under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the Meeting for the under-mentioned item of business on the grounds that exempt information may be disclosed as defined in the paragraph given in brackets below from Part I of Schedule 12A to the Act.

***O&S 9 LEISURE MANAGEMENT TASK & FINISH GROUP – UPDATE – (PARAGRAPH 3 – INFORMATION RELATING TO THE FINANCIAL OR BUSINESS AFFAIRS OF ANY PARTICULAR PERSON (INCLUDING THE AUTHORITY HOLDING THAT INFORMATION))**

The Committee received a report from the Task and Finish Group, which included a number of conclusions and recommendations. Cllr Baldwin took Members through the key points of the report.

Following a discussion, Members agreed that the report should be taken to the next meeting of Council on 31 July 2012, for debate amongst the wider membership.

(The Meeting terminated at 3.15 pm)

