

AGENDA ITEM:

REPORT TO EXECUTIVE

SCRUTINY COMMITTEE

9 MAY 2006

**REPORT OF ASSISTANT
CHIEF EXECUTIVE**

REPORTING PERFORMANCE TO SCRUTINY COMMITTEES

Summary

This report sets out options for reporting performance information to Executive Scrutiny Committee, and linked reporting to Thematic Select Committees on performance.

Background

1. The review of scrutiny places responsibility for monitoring and challenging performance with the Executive Scrutiny Committee which may also choose to delegate further scrutiny of specific performance issues to a thematic scrutiny committee. The Committees terms of reference include:

“Maintain an overview of, and to monitor performance information to inform the scrutiny work programme.”

2. In the past this role was performed by Performance Review and Audit Select Committee which received quarterly performance reports throughout the year. Over time, these reports developed to be thematic and to more clearly highlight exceptions in performance.
3. The Executive Scrutiny Committee’s focus will be particularly on using performance information to inform the overall scrutiny review programme. It is therefore timely to review the approach taken to reporting to ensure that it is fit for purpose for the new committee’s role. In particular, it is vital that reporting is in a format which is easy to interpret and allows members to easily pull out the key performance issues.

Performance Information available

4. There is a wide range of performance information available about all the council’s activities. This includes:
 - Corporate basket - Key measures such as Best Value Performance Indicators (BVPIs) and Local Public Service Agreement (LPSA) measures are included in a “corporate basket”. In 2005-06 the corporate basket was made up of 85 performance indicators and each of these was reported quarterly to Performance Review and Audit Select Committee, alongside financial information. The corporate basket is currently being reviewed to ensure that it continues to include the key measures for the council.

- Local Area Agreement – over 100 targets are included in the LAA. Lead responsibility for some targets sits with partner organisations and some targets are medium or long term. Progress against targets is monitored by Government Office twice a year
- Council Plan targets – the Council Plan includes a range of actions with targets to deliver against each priority area. Progress is monitored twice a year
- Service Improvement Plan targets – each service improvement plan includes targets for the relevant corporate basket performance indicators and progress targets for each action. Progress against action targets is monitored twice a year
- Feedback from residents and service users – this includes results from major surveys such as the biennial residents survey and the triennial BVPI User surveys as well as the results from surveys of the ViewPoint Residents Panel (both adult and youth).
- Self assessments and external assessments for Comprehensive Performance Assessment – each year the Council must complete a value for money assessment and a direction of travel assessment. In addition a corporate assessment self assessment will need to be completed prior to the Audit Commission’s inspection in 2007-8.

Reporting options

5. There are numerous combinations of information and different levels of detail that could be reported to Members for scrutiny. Key factors to consider are:
 - Frequency of reporting – is quarterly about right in terms of informing scrutiny work programming?
 - Content of reporting – see list of available information above.
 - Layout of reporting – is an exception report all that is required highlighting details of underperformance? Is an overall summary of performance across the board important? Does full detail of achievement on all PIs/ Council Plan / Service Plan objectives need to be available?
 - What should be reported to Executive Scrutiny and what considered by individual Thematic Selects?
6. Reporting to Executive scrutiny
Option 1 – a quarterly report which outlines the Council’s overall performance against the corporate basket plus more detail on an ‘exception’ basis. The report would include:
 - An overview of overall performance on indicators and targets setting out where targets are being met by whole basket and by community strategy theme
 - An “exception” analysis of performance where this is either under or over achieving. Criteria for those areas highlighted could be developed.
 - Financial performance information e.g. performance against Medium Term Financial Plan
 - Analysis of service user and resident feedback including the results of resident surveys
 - A more in depth analysis of specific issues at the request of Members
7. Sample reports, based on the third quarter of 2005/06 are attached to enable Members to see what this option might look like in practice. Steps have been taken to make the way that performance is reported more user friendly and a series of

graphs have been developed. These graphs enable performance trends and performance against targets to be easily identified.

8. Option 2 – a fully detailed report of performance against all indicators, all Council Plan targets, financial performance and full details of service user and resident feedback.

At the end of each municipal year, an additional analysis of whether services are providing value for money could be provided in both options.

9. Reporting to thematic scrutiny committees on performance
Where the Executive Scrutiny Committee decides to refer a performance issue to a thematic select committee for closer scrutiny or a Thematic Select needs details of performance, a report detailing the appropriate measures could be provided using the same performance graphs as would be used for Executive Scrutiny.
10. All Members
Performance against all corporate basket performance indicators can be placed on the intranet quarterly according to the following schedule. All measures will have a commentary and contact details of the relevant Head of Service for Members to contact with any queries.
Quarter 1 data
Quarter 2 data
Quarter 3 data
Quarter 4 data
11. Service and performance officers from service groupings would be available to attend the appropriate committee to discuss issues and to enable Members to challenge performance issues.
12. It is anticipated that Cabinet will receive performance information quarterly and that this will take the form of a report similar to that outlined as option 1 for Executive Scrutiny.

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Sample Performance Reports – Quarter 3, 2005/06

Summary

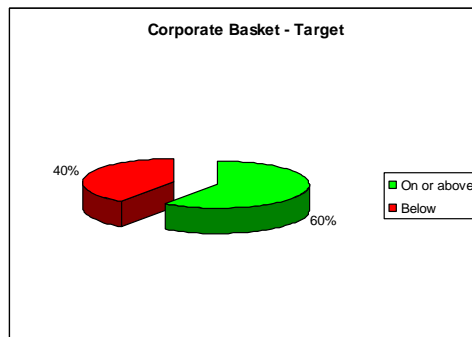
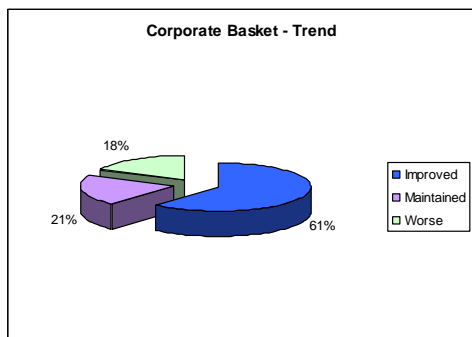
This report outlines the council's performance during the third quarter of 2005/06 (October – December), providing detail of performance against targets and improvement trends.

Recommendations

XXXXXXXXXXXXXXXX

Performance against the corporate basket [include each quarter]

The Corporate Basket holds 85 of the council's key measures, including Best Value Performance Indicators and targets for our local agreements (the Local Area Agreement and the Local Public Service Agreement). The charts below show the council's performance against the targets in the basket and its improvement trend. Overall performance against the basket is good and is better than at this point last year.



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Appendix 1 provides a further breakdown by theme and full detail of each performance measure in the basket can be found on the Council's website at www.stockton.gov.uk/xxxxxxx. Key issues arising this quarter are detailed below.

Performance is exceeding expectation (i.e. is above target) in several key areas including:

- [detail here key measures that re performing better than target stating briefly the reasons why]

Performance is below target in several key areas including:

- [detail here key measures where performance is below target, stating briefly the reasons and the action being taken]

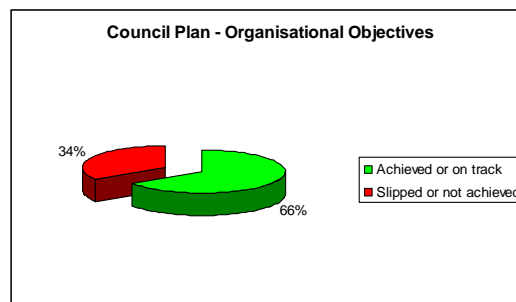
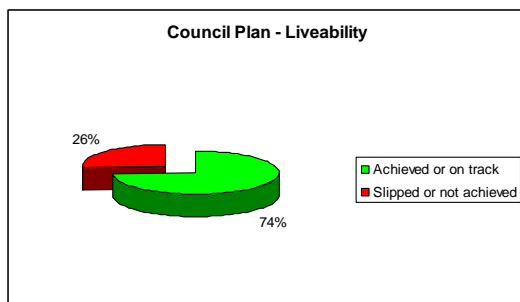
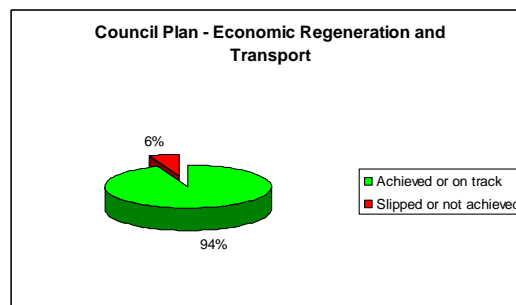
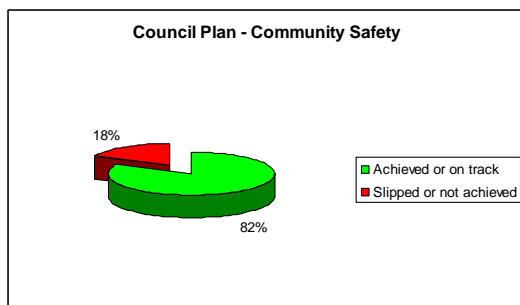
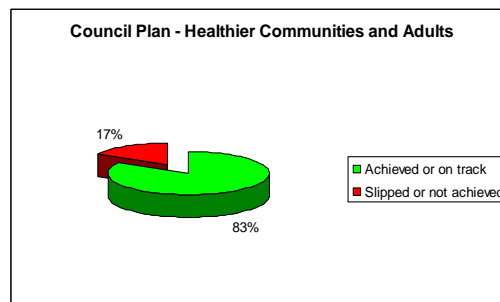
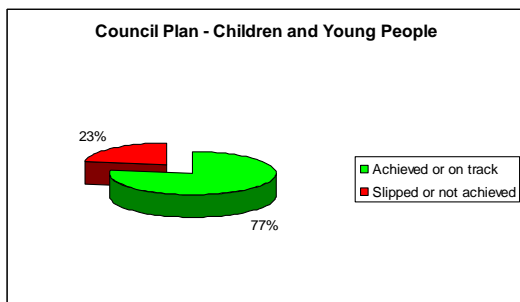
Performance against the Medium Term Financial Plan [include every quarter]

[detail here the overarching MTFP position for the quarter, highlighting significant over and underspends, changes to the MTFP etc]

Progress against the Council Plan [include in quarter 2 and quarter 4]

The Council Plan acts as the authority's business plan and includes the actions that the Council is taking to achieve its priorities. The plan is published each year and is available at www.stockton.gov.uk/xxxxxxx

The charts below show the proportion of actions that have been achieved within the agreed timescale, are on track to be achieved or have slipped, for each theme in the Plan.



Performance for the half year is good in most areas. Key achievements include:

- 926 childcare places created of which 569 are in disadvantaged areas.
- 94.8 per 1,000 population of older people aged 65+helped to live at home.
- Increased participation in the Stockton International Riverside Festival carnival and parade.
- SPARK (children's art centre) achieves 90% user satisfaction rating in year 1.
- A total of 3,149 consumer products have been tested
- Maintained days taken to clear fly-tipping at upper quartile levels (less than 1 day).
- Action plan implemented to support the extended enforcement scheme.
- Draft Access to services Strategy developed.

There is slower progress than anticipated in some areas including: [detail areas which are slipping including a brief reason why they have slipped and what is being done to deliver]

- Increasing the number of young people who are engaged in citizenship and democracy groups that are supported by the Youth service. The C&D team have organised several groups throughout the summer, including 3 international exchanges. On going work includes the development of the Youth Assembly and the Youth Management Committee.
- Numbers of pupils visiting museums is predicted to be below target level. However, the appointment of 2 existing education vacancies, plus 1 additional post and increased levels of activity are anticipated to meet targets.
- Reducing the percentage total annual crime in 2005/06 – performance behind schedule. The main crime types, which Stockton has been under performing in, are volume crimes including criminal damage and violent crimes especially common assault. Initiatives are under way to identify those individuals responsible for a large percentage of these crimes, and to seek ASBO's to prevent further offending

Feedback from residents and service users [include every quarter]

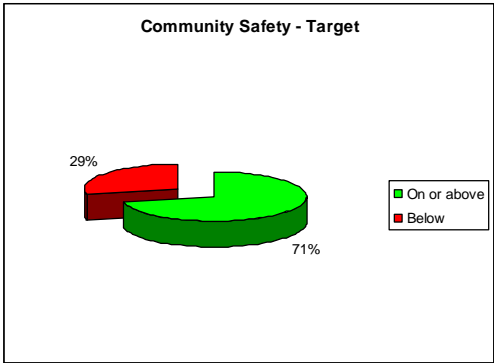
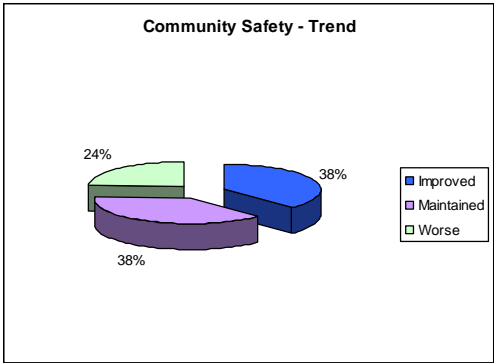
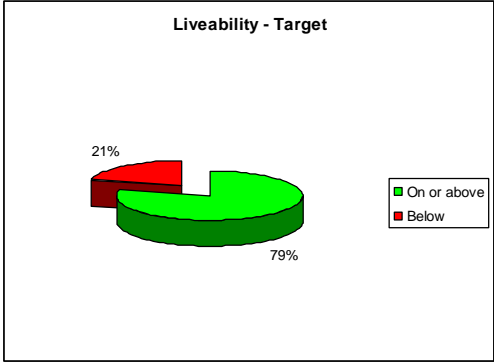
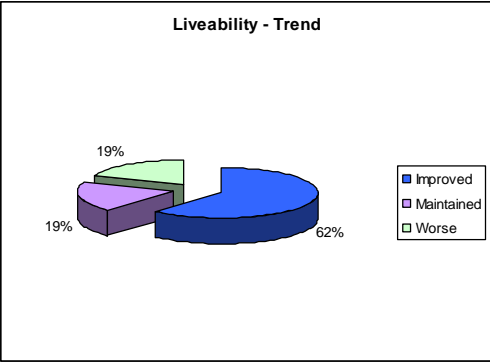
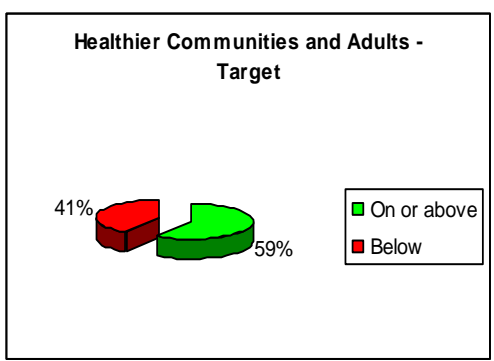
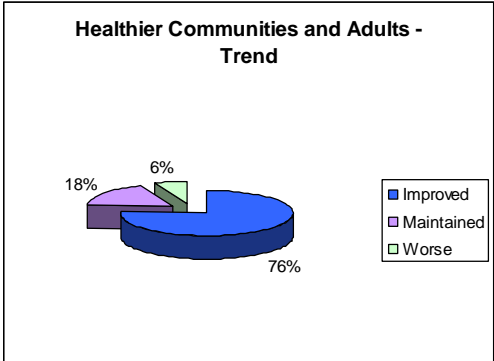
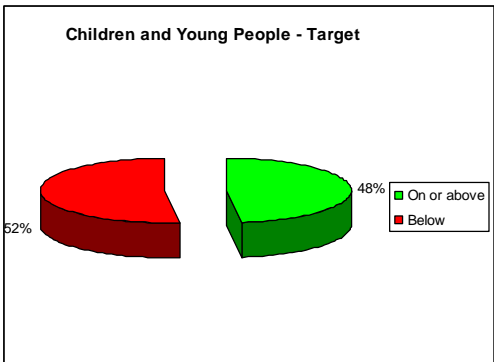
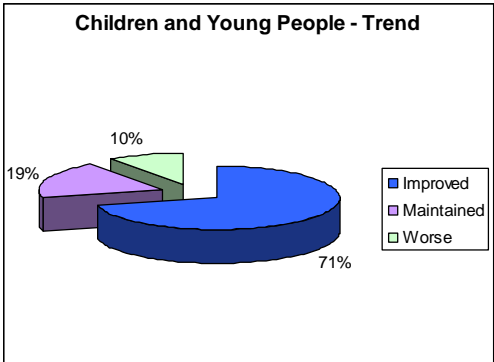
The Council receives feedback about its services in a variety of ways. These include complaints and commendations and resident surveys e.g. through the ViewPoint panel. Overall feedback this quarter has been positive. In total the council received 202 complaints (728 to end of quarter 3) of which 20% were regarding children's and adults' social care services and 5% about refuse collection. A total of 377 commendations (1,262 to end of quarter 3) were received with 37% regarding direct services, which includes street cleaning, customer and horticultural services. A full breakdown of complaints and commendations by service area is attached at appendix 2.

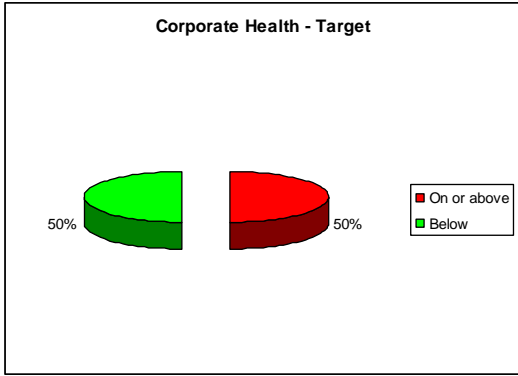
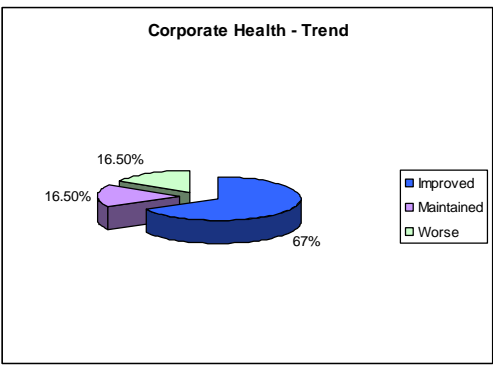
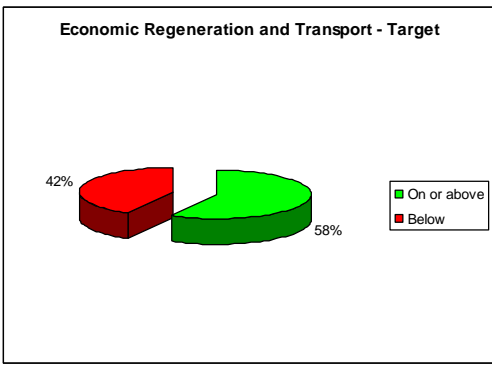
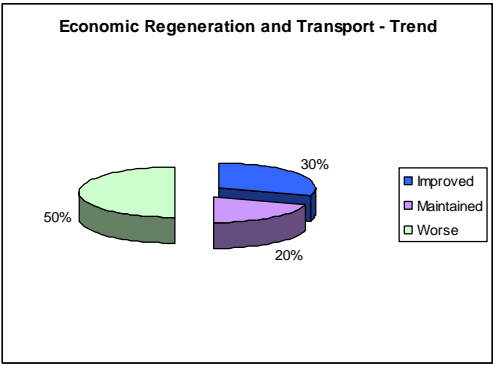
A range of surveys and focus groups have taken place over the last quarter including xxxxxxxxxxxxxxxxxxxxxxxx. The headline results are:

- [insert headlines]

More detailed results can be found on the Council's website at www.stockton.gov.uk/xxxxxxx

Corporate basket performance by theme





Summary of complaints and commendations

Quarters 1, 2 & 3 covering the 9 months to 31.12.05

<i>Complaints Received</i>	Number received						Number received (in % terms)					
	Q1	Q2	Q3	Q4	This Year to Date	Last Year's Total	Q1	Q2	Q3	Q4	This Year to Date	Last Year's Total
	Children, Education & Social Care	68	82	60	0	210	329	26.5%	30.5%	29.7%	-	28.8%
Development & Neighbourhood Services	63	80	50		193	196	24.5%	29.7%	24.8%	-	26.5%	21.4%
Law & Democracy	27	0	1		28	7	10.5%	0.0%	0.5%	-	3.8%	0.8%
Policy, Performance & Communications	0	0	2		2	0	0.0%	0.0%	1.0%	-	0.3%	0.0%
Resources	7	5	4		16	56	2.7%	1.9%	2.0%	-	2.2%	6.1%
Tees Active	31	54	33		118	30	12.1%	20.1%	16.3%	-	16.2%	3.3%
Tristar (Housing)	61	48	52		161	300	23.7%	17.8%	25.7%	-	22.1%	32.7%
Total	257	269	202	0	728	918						
CESC - Culture & Education	31	30	19		80	145	12.1%	11.2%	9.4%	-	11.0%	15.8%
CESC - Health & Social Care	37	52	41		130	184	14.4%	19.3%	20.3%	-	17.9%	20.0%

<i>Stage 1/2 Complaints Response Times</i>	Number responded to within timescales						% responded to within timescales					
	Q1	Q2	Q3	Q4	This Year to Date	Last Year's Total	Q1	Q2	Q3	Q4	This Year to Date	Last Year's Total
	Children, Education & Social Care	47	50	40	0	137	242	74.3%	71.0%	78.8%	0.0%	0.0%
Development & Neighbourhood Services	56	71	44		171	153	88.9%	88.8%	88.0%			78.0%
Law & Democracy	26	n/a	1		27	7	96.3%	n/a	100.0%			100.0%
Policy, Performance & Communications	n/a	n/a	2		2		n/a	n/a	100.0%			n/a
Resources	7	5	4		16	56	100.0%	100.0%	100.0%			100.0%
Tees Active	31	54	33		118	30	n/a	100.0%	100.0%			n/a
Tristar (Housing)	43	38	42		123	225	70.5%	79.2%	80.8%			75.0%
Total	210	218	166	0	594	713						
CESC - Culture & Education	30	25	17		72	128	100.0%	92.9%	100.0%			91.0%
CESC - Health & Social Care	17	25	23		65	114	48.6%	49.0%	57.5%			62.0%

All Stage 1/2 complaints should be responded to within 10 working days, with the exception of CESC - Health & Social Care (28 days)

<i>Commendations</i>	Number received						Number received (in % terms)					
	Q1	Q2	Q3	Q4	This Year to Date	Last Year's Total	Q1	Q2	Q3	Q4	This Year to Date	Last Year's Total
	Children, Education & Social Care	80	73	84	0	237	0	21.6%	14.2%	22.3%	-	18.8%
Development & Neighbourhood Services	215	294	216		725		58.0%	57.2%	57.3%	-	57.4%	-
Law & Democracy	14	9	14		37		3.8%	1.8%	3.7%	-	2.9%	-
Policy, Performance & Communications	3	0	8		11		0.8%	0.0%	2.1%	-	0.9%	-
Resources	48	120	20		188		12.9%	23.3%	5.3%	-	14.9%	-
Tees Active	6	13	16		35		1.6%	2.5%	4.2%	-	2.8%	-
Tristar (Housing)	5	5	19		29		1.3%	1.0%	5.0%	-	2.3%	-
Total	371	514	377	0	1262	0						
CESC - Culture & Education	31	24	29		84		8.4%	4.7%	7.7%	-	6.7%	-
CESC - Health & Social Care	49	49	55		153		13.2%	9.5%	14.6%	-	12.1%	-

Main areas of complaint and commendation in quarter 3

Complaints

Service Grouping	Q3 total	Main area(s)	Number
CESC	60		
Education & Culture	19	community education	4
		libraries & information services	8
Children & Adults' Social Care	41	children & young people's services	16
		adults' services	9
		service development team	7
DNS	50		
Business Development	6	grave maintenance	2
Community Protection	10	anti-social behaviour	6
Direct Services	10	refuse collection	2
Engineering & Transportation	8	car parking	4
Housing	13	unhappy with letter	8
Planning & Environment	3	planning application	3
Regeneration	0		
Property	0		
Law & Democracy	1	Members Services	1
PPC	2	Stockton News	1
		consultation	1
Resources	4	Taxation - procedural problems	4
Tees Active	33	about another customer	4
Tristar	52	poor communication	8
		work not completed in timescale	12
Total	202		

Commendations

Service Grouping	Q3 total	Main area(s)	Number
CESC	84		
Education & Culture	29	adult education	3
		museum's service	4
		parks & countryside	7
		sports development	9
Children & Adults' Social Care	55	adults' services	27
		support services	5
DNS	216		
Business Development	22	marriage ceremonies	7
		family research	7
Community Protection	21	service received	20
Direct Services	138	street cleaning	21
		customer services	20
		horticultural services	44
		highway maintenance	17
Engineering & Transportation	1	staff commendation	1
Housing	29	helpfulness of staff	13
		workmanship/ service	12
Planning & Environment	2	professional approach/ website	2
Regeneration	3	staff commendation	3
Property	0		
Law & Democracy	14	conveyancing	5
PPC	8	consultation	8
Resources	20	helpfulness of staff	11
		staff performing duties outside their role	5
Tees Active	16	swimming lessons	5
		staff politeness	2
Tristar	19	thanks to individual staff members	8
		thanks to R&M team	8
Total	377		