

Title of Report:	Actions from previous meetings
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21 May 2013

Purpose of Report: To advise the Commission of the actions arising from previous meetings

Recommended Action: To note the report

Overview and Scrutiny Management Commission Chairman	
Name & Telephone No.:	Chairman of the Overview and Scrutiny Management Commission
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Executive Report

1. Introduction

- 1.1 This report provides the Overview and Scrutiny Management Commission with an update on the actions arising from its previous meeting.

2. Resolutions

- 2.1 **Resolution:** David Lowe would ensure that the progress of the Housing Allocations Policy was correctly reflected in the Council's Forward Plan;

Action / response: This action is complete.

- 2.2 **Resolution:** The Head of Highways to provide a date by which the annual road survey would be available;

Action / response: The Head of Highways has advised that the highway survey has now been completed. The results show that:

4% of Principal Roads (A Roads) are in poor overall condition and are likely to require planned maintenance soon (i.e. within a year or so) on a "worst first" basis (although there may be justification for postponing major repairs, and only carrying out minor repairs to keep the road safe and serviceable, in order to minimise whole life costs i.e. "economic prioritisation"). This shows a year on year improvement against a target of no more than 5%

6% of Non-Principal Roads (B and C Roads) are in poor overall condition and are likely to require planned maintenance soon (i.e. within a year or so) on a "worst first" basis (although there may be justification for postponing major repairs, and only carrying out minor repairs to keep the road safe and serviceable, in order to minimise whole life costs i.e. "economic prioritisation"). "). This shows a year on year improvement against a target of no more than 10%

- 2.3 **Resolution:** Jason Teal to provide information to clarify whether the reduction in the numbers of library visits was reflective of national trends;

Action / response: The Library Service Manager has provided the following data:

Comparator authority	Change 2011-12	Change 2012-13
Bracknell	-4%	-10%
Windsor & Maidenhead	No data	-4.2%
Reading	-1.4%	-7%
Brighton & Hove	-0.1%	-4.8%
Medway	+0.1%	+1.7%
West Berkshire	-3.4%	-9%

The 9% drop in footfall in 2012-13 was in line with the reduction in library open hours. The other main reason was the reduction in the Stock Fund over the past few years. The budget for this was reduced to £150K in 2012-13 and remains the same for 2013-14. Because books and other library resources are bought for a shelf life of several years, reductions in the Stock Fund are cumulative, so borrowers tend to be put off using the library by the reducing purchasing power.

Medway is the only authority out of the five comparators to report an increase in visitors, and they put this down to an increase in promotional events in libraries. West Berkshire is already looking to expand this aspect of the service with more small scale author visits, rhyme times etc. A staff training workshop is scheduled for later this month at which a marketing campaign will be planned.

- 2.4 **Resolution:** The Head of Housing to clarify whether the figures provided for the number of empty homes brought back into use was cumulative, and what reason could be given for the significant increase in 2012/13;

Action / response: The Housing Strategy and Operations Manager has confirmed that the numbers provided were not cumulative. The year on year increase in the number of empty homes brought back into use is the result of extensive work with owners; and it can take several years for a positive outcome to transpire.

- 2.5 **Resolution:** The Head of Housing to provide information to illustrate the net number of empty homes brought back into use;

Action / response: It is not possible to provide data from the Council Tax records – the most accessible information held by the Council – about the net number of long term empty properties brought back into use. This is because there are a number of different forms of discount and exemption which apply to empty properties and which may follow one another during the “empty” life of the property.

The Council Tax system will hold details of the current state of a property in an accessible form for bulk queries but it has not been possible to identify a route whereby bulk historic data may be accessed in order to track back through the “empty life” of a property and to extract candidates for the required summary. At an individual property level this information is readily available from the history display screens in the council Tax system.

- 2.6 **Resolution:** Jason Teal to provide information as to the practices of other local authorities in making performance information available for scrutiny;

Action / response: See report at Appendix A

- 2.7 **Resolution:** Information be circulated to Members to clarify the content of the next Member Development session;

Action / response: This action is complete.

- 2.8 **Resolution:** The Head of Adult Social Care clarify the information provided in relation to the number of people who manage their own personal budget.

Action / response: Confirmation has been received that the number of service users receiving a personal budget is a total number and does not reference new clients. The total is reported on a rolling 12 month basis and includes one-off and

on-going personal budget clients in the reporting period and recognises that the cohort changes as clients are reviewed, their needs change or they pass away.

There was a drop between Q4 2011/12 and Q1 2012/13 due to one-off Direct Payment and personal budget payment/services ending. For example, we currently have 514 on-going Direct Payment/personal budget users but are reporting 687 Direct Payment/personal budget users for 2012/13 as this includes one-off and on-going services.

2.9 **Resolution:** The Portfolio Holder for Housing be invited to comment on activities being undertaken to manage the 13% increase in people presenting as homeless.

Action / response: The Portfolio Holder for Housing has agreed to attend a future meeting of the Commission for the purpose of discussing this.

Appendices

Appendix A – Comparison of other Berkshire Unitary Authorities presentation of performance outturns

Appendix A

Title of Report:	Comparison of other Berkshire UAs presentation of performance outturns
Report to be considered by:	Overview and Scrutiny Management Commission
Date of Meeting:	21st May 2013

Purpose of Report: To provide an overview of how other Berkshire councils make performance information available for scrutiny

Recommended Action: To review the span / presentation of performance material considered by OSMCs in other Berkshire UAs

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Name:	Jason Teal
Job Title:	Research, Consultation and Performance Manager
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Executive Summary

3. Introduction

- 3.1 At the last OSMC meeting on the 16th April, a task was assigned to investigate how other councils make performance information available for scrutiny.
- 3.2 This report summarises information provided by the 5 other Berkshire UAs.

Reading BC

- 3.3 Have a dedicated performance webpage (<http://www.reading.gov.uk/council/performance-and-spending/performance/>) although the last report available is labelled 'Corporate Performance Overview Q1: 2012/13'.
- 3.4 This is essentially high-level, one page summary, listing revenue budget, staff FTE, whether progress towards core priorities are on track (single flag for each of the four priorities), whether progress towards six significant projects are on track (e.g. station upgrade, improving quality of safeguarding children, customer management service development), as well as top three achievements / issues / actions needed. This is provided in appendix A.
- 3.5 It is not obvious from the previous scrutiny minutes / agenda the type of performance information considered by the committee.

Bracknell Forest

- 3.6 Have a dedicated performance webpage (<http://www.bracknell-forest.gov.uk/council/performance>). This lists a CExec's overview of performance: this is a high level narrative of key performance issues and successes as well as an overview of external inspections, audit and scrutiny and strategic risks.
- 3.7 Quarterly outturns are provided on an individual directorate-by-directorate and a service-by service basis, rather than pulled together into a composite whole. These are fairly detailed reports, providing general metrics on finance, complaints, customer services, FoI etc as well as outturns for the quarter in question. These are compared to the previous quarter only. The report also provides progress on key actions (or projects) within the service. See appendix B for an example.
- 3.8 The number of measures / activities are relatively extensive – for example, the Adult Social Care alone reports progress against on 32 measures and 72 activities.
- 3.9 Q3 reports were considered by the OSMC on 28th March.

Wokingham

- 3.10 Could not locate a dedicated performance space on the main part of Wokingham's website.
- 3.11 However, OSMC receive updates on a composite 'scorecard' or basket of measures of key aspects of service delivery reporting progress against themes generally. See

<http://www.wokingham.gov.uk/EasysiteWeb/getresource.axd?AssetID=221285&type=full&servicetype=Attachment> – example provided in appendix C.

- 3.12 This provides a summary of progress against a set of 7 composite indicators, assessing the council's effectiveness in relation to (e.g.) internet usage, children's safeguarding, narrowing the gap, organisational health etc.
- 3.13 It is not immediately clear however which / how many measures are compiled within each of these composite indicators although more detailed data is provided a further small set of 8 'core' metrics relating to revenue / capital budget over/underspend, average time to process benefit claims, average time to re-let void council housing, nos people killed seriously injured.
- 3.14 Q3 balanced scorecard considered by OSMC 20th Mar 2013.

RBWM

- 3.15 Could not find any dedicated performance space on the main part of Slough's website.
- 3.16 However OSMC receive an quarterly, integrated performance monitoring report describing progress against a number of core metrics related to the council's priorities. See [http://www.rbwm.gov.uk/minsys3.nsf/d9c360870262e3708025765d004cf06a/7cb44f7de9c9e0a680257b260058ac4d/\\$FILE/meetings_130314_csosp_ipmr.pdf](http://www.rbwm.gov.uk/minsys3.nsf/d9c360870262e3708025765d004cf06a/7cb44f7de9c9e0a680257b260058ac4d/$FILE/meetings_130314_csosp_ipmr.pdf). An example is provided in appendix D.
- 3.17 This is a very detailed, lengthy report incorporating aspects of finance, HR and risk management.
- 3.18 Within the report, progress against 23 primary performance measures are captured with a substantial amount of longitudinal data contextualising the current outturns. In addition, a secondary set of 14 measures are reported in lesser detail where 'monitoring of performance is important and where reporting may become necessary at a particular point in time (for instance underperformance over consecutive quarters)'.
3.19 Q3 Integrated Performance Monitoring Report considered by OSMC 14th March.


Slough

- 3.20 Could not find any dedicated performance space on the main part of Slough's website.
- 3.21 However OSMC receive qtrly updates on a composite 'scorecard' as well as updates on progress amongst the Council's 'Gold Projects'.
- 3.22 The format to the scorecard is similar to ours. See <http://www.slough.gov.uk/moderngov/documents/s27531/Appendix.pdf> – example provided in appendix E.
- 3.23 Progress is reported against a list of 37 performance indicators, banded together by strategic themes: customer focus, economy and skills, health and well being etc.

The data itself is simply provided for the quarterly outturn (presuming this is YTD) and compares this to the target, rather than providing any further longitudinal data.

3.24 Q3 reports were considered by OSMC on 7th February.

Appendix A. Reading BC, example corporate performance overview

Corporate DRAFT			
 Reading Performance Overview 2012/13 First Quarter			
Revenue Budget actual variance £000 £580 (0.2%) Total Budget £120,1M	Staff Staff Numbers 3132.30 FTE (Incl Schools)		
Core Priorities			
<ul style="list-style-type: none"> Keeping Children & Adults Safe Developing early intervention and prevention for children & Adults Budget - in year monitoring and issues plus planning for future years and delivering VFM. Living within the approved budget for 2012/13 Customer management & Community engagement improve service to residents 	On Track On Track On Track On Track		
Significant Projects			
Transfer of Public Health Consultation Reading Station upgrade Manage the delivery of the £150m Dee Park Regeneration Scheme with full community engagement Ongoing work to improve the quality of safeguarding children Developing Early Intervention & prevention services for children & adults Customer Management Service development	RAG GREEN GREEN GREEN GREEN GREEN	Commentary	
Top 3 Achievements			
<ul style="list-style-type: none"> The Call Centre and Customer hub at the Civic have been awarded the Customer Service Excellence Award and Contact Centre Accreditation Improved Early Years results Secured 20.7m from 'green' transport bid (LSTF) 	Top 3 Issues		
	<ul style="list-style-type: none"> Ongoing delivery of budget and savings and identification of further savings Ensuring sufficient school places for Reading's children Integration of Public Health into Local Authorities 	Top 3 Actions Needed	
		<ul style="list-style-type: none"> Planning to address the implications of the Local Government Resource Review Work with communities to establish the most effective way to meet the sustained level of demand for school places Continue to implement the transition plan to enable successful integration of Public Health into the Council 	

Appendix B. Bracknell Forest, example service performance card.

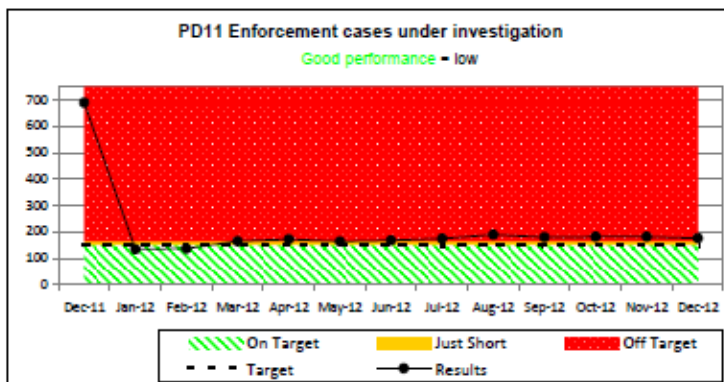
Adult Social Care

Ind Ref	Short Description	Previous Figure Q2 2012/13	Current Figure Q3 2012/13	Current Target	Current Status	Comparison to same period in previous year
NI132	Waiting times for assessments (Quarterly)	90.8%	92.5%	90.0%		
NI133	Waiting times for services (Quarterly)	85.3%	87.8%	90.0%		
NI135	Carers receiving needs assessment or review and a specific carer's service, or advice and information (Quarterly)	24.6%	35.3%	26.0%		
OF2a.1	Adults aged 18-64 admitted on a permanent basis to residential or nursing care per 100,000 population (Quarterly)	2.70	4.10	6.70		
OF2a.2	Older people admitted on a permanent basis to residential or nursing care per 100,000 population (Quarterly)	280.40	567.7	545.2		
L137	Number in residential care (quarterly)	176.00	169.00	150.00		
L138	Number in nursing care (Quarterly)	111.00	117.00	141.00		
L159	People receiving Self-Directed Support as a percentage of Eligible People (Quarterly)	90.5%	97.6%	90.0%		
L172	Timeliness of financial assessments (Quarterly)	44.00%	61.40%	95.00%		Previous data not available

Appendix C. Wokingham BC, example performance 'scorecard'.

Appendix A - KEY PERFORMANCE INDICATORS REPORTING 2012-13												
Part 1 - Baskets of Indicators												
Basket of Indicators - An explanation												
Each basket is made up of several individual indicators. These indicators are awarded a score based on performance.		<table border="1"> <tr> <td>Green</td> <td>The basket has an overall percentage equal to or greater than 75%</td> </tr> <tr> <td>Amber</td> <td>The basket has an overall percentage between 50% and 75%</td> </tr> <tr> <td>Red</td> <td>The basket has an overall percentage of less than 50%</td> </tr> </table>					Green	The basket has an overall percentage equal to or greater than 75%	Amber	The basket has an overall percentage between 50% and 75%	Red	The basket has an overall percentage of less than 50%
Green	The basket has an overall percentage equal to or greater than 75%											
Amber	The basket has an overall percentage between 50% and 75%											
Red	The basket has an overall percentage of less than 50%											
The scoring system works as follows:												
- An indicator meeting or exceeding the target is given a score of 1												
- An indicator missing the target by less than 10% is given a score of 0.5												
- An indicator missing the target by more than 10% is given a score of 0.												
The total score is then aggregated and calculated as an overall percentage, based on the number of indicators within the basket. This percentage is used as a year to date score for the basket, and the traffic light is based on this following the key to the right.												
Ref	Basket description	January 2013	Year to Date (April 2012 to January 2013)		Direction of travel	Notes						
		Breakdown of traffic lights	Previous Traffic Light	Current Traffic Light								
CS1	Children's Safeguarding		Amber	Green	↑	Core Assessments completed within timescales is set as amber for performance against target for year to date. The remaining two indicators in the basket are set as green for performance against target.						
CS2	Narrowing the gap		Green	Green	↔	All indicators in the basket are set as green for performance against target.						
BS1	Organisational Health		Green	Green	↔	<p>The chart shows ongoing performance for the indicator - complaints resolved or responded to within 10 working days. This indicator has performed well for most of the year but monthly performance deteriorated in January. Most of the late responses were complaints received by Tenant Services.</p>						
CC1	Choice & Control		Green	Green	↔	Wokingham Borough is performing well in comparison to the National Averages for indicators contained within the baskets.						
CC2	Health & Wellbeing		Green	Green	↔							
PP1	Determination of Planning Applications		Red	Red	↓	Major and Minor Planning Applications determined in timescales are both set as red for year to date performance, however Major Planning Applications are set as green for performance in January 2013. Planning appeals is set as amber for year to date performance and green for performance in January 2013. An action plan is included in Appendix B for the indicators set as red.						

Appendix D. RBWM, detail on metric from performance overview.



Lead Officer:	Simon Hurrell	Lead Member:	Cllr Saunders
Why is this important?			
Closing enforcement cases indicate the resolution of a problem that impacted on adjoining residents or the wider community.			
Strategic Priority: Delivering Together			
Good performance: Improved performance is typified by a lower number			
Last year's data: 165 (Mar 2012)			
Current data: 176 (Dec 12) 2012/13 Target: 150			
Note: This is a new indicator for 2012/13 which shows the scale and size of the caseload the Enforcement Team are dealing with.			
Comments:			
The figure has dropped significantly during January 2012 as the system audit had over 500 cases closed due to the fact that they are no longer live. This indicator is currently running at 176 cases for December which is 17% above the target.			
The pressure on resources for the Council's Enforcement team has impacted the team's ability to clear the backlog. The team is working to reduce the backlog of cases. In the last Quarter, the team has dealt with 2 public enquiries relating to enforcement notices served and were successful in prosecuting persistent breaches of planning control on 7 cases. This took a significant amount of resources. Over the Christmas period, the Council has commenced a further review of the outstanding cases and expect to close a significant number of duplicate and old cases. In addition, the team are preparing for the need to enforce compliance with the Enforcement Notice against the Traveller Community at Shurlock Road. The team are currently investigating the robustness of the data, cleaning the data and then will be able to break down the 'open cases' into categories.			

Appendix E. Slough BC, example performance 'scorecard'.

Safer Communities							
Performance Indicator	Date updated	Baseline	2012-13 target	Actual	Direction of travel	RAG rating	Comments
% of Initial Assessments completed and authorised within 10 working days (in month)	Dec-12	60.1% [2011-12 year]	above 80%	71% [in month of Dec-12]	↑	Red	Performance in the month of December improved on previous month and has returned to a value that is better than baseline. Sustained remedial actions are being implemented to improve compliance further and achieve target.
% of Core Assessments completed and authorised within 35 working days (in month)	Dec-12	56.6% [2011-12 year]	above 80%	77% [in month of Dec-12]	↑	Amber	Performance in December rose but remains below the 80% target. Improvement activities are being implemented.
Children looked after by the council at month end (excluding respite care arrangements) (a) Number (b) rate per 10,000 local children.	Dec-12	172 54.3 [March-12]	rate below last England average	189 50.5 [Dec-12]	↓	Green	The Council is legally obliged to accommodate children when this is necessary to ensure their safety. This month saw an overall increase of 5 children.
Children subject to Child Protection Plans at month end (a) Number (b) rate per 10,000 local children.	Dec-12	209 55.9 [March-12]	rate within +/- 15% of last England average	171 45.7 [Dec-12]	↑	Green	The number of children subject to a child protection plan has decreased slightly since last report, but remains within tolerance zone of the target. At current knowledge of comparison values, a range of between 134 to 181 children represents appropriate safeguarding practice.
% of children looked after adopted from care or granted a special guardianship order (in year to date)	Dec-12	27.6% [March-12]	above 8%	15.1% [yr to Dec-12]	↓	Green	Current performance represents 19 children who have secured permanent family homes due to adoption or special guardianship arrangements in the past 12 months. Whilst latest value is a reduction on the baseline value, this follows a period of significant success; we are now returning to a more sustainable rate that remains in excess of comparators.