

Report to: Audit and Best Value Scrutiny Committee
Date: 8 July 2009
Title of report: Scrutiny and Performance Management
By: Directors of Law and Personnel / Policy and Communications
Purpose of report: To consider scrutiny's role in performance management

RECOMMENDATIONS: The Scrutiny Committee is recommended to

1. To highlight those performance results in appendix 2 that are of particular interest and ensure scrutiny of these is programmed.
 2. To continue to monitor quarterly performance reports and for Members to try to identify issues of interest in advance of committee meetings to enable the attendance of appropriate witnesses.
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1. Financial implications

1.1 There are no financial implications directly associated with this report.

2. Background

2.1 The County Council measures its performance using a large number of performance indicators covering almost every aspect of Council activity. Some indicators are set nationally and measuring our achievement against these targets will, over time, enable us to compare our performance with other councils. Many other indicators are measured only locally and help to check that the Council is on track to make the improvements it deems are important for East Sussex. Primary responsibility for monitoring the County Council's performance, and taking appropriate remedial action where necessary, lies with the Cabinet/Leader.

2.2 The scrutiny committees in East Sussex receive Cabinet-endorsed quarterly performance monitoring reports covering the indicators within their remit. These take the form of exception reports which list only those performance indicators that are perceived to be *amber* (where there is concern about the likelihood of achieving the performance measure by the end of the year) or *red* (where the performance measure is assessed as inappropriate or unachievable) are reported. Each *amber* or *red* indicator is accompanied by a brief explanation of the problem and intended remedial action.

2.3 The debate at scrutiny committees on performance reports has been, in general, very limited with very few scrutiny recommendations emerging from those discussions. This is because there are usually several disparate issues reported and the associated explanations for underperformance appear to leave little scope for scrutiny Members to 'get under the surface' – both the 'problems' and the proposed solutions are contained concisely within the reports. To enable the scrutiny committee to go into further detail would require the attendance of managers who are directly responsible for the indicators. However it would not be an efficient use of staff resources to have all affected managers in attendance on the off chance that they may be questioned by the scrutiny committee.

2.4 The best way for scrutiny to use performance management information is:

- in association with in-depth scrutiny reviews and when performance information correlates with Members' experience elsewhere,
- when examining the policy steers as part of the Reconciling Policy and Resources process (to be introduced in the September scrutiny committees)

- as a background when commenting on future targets in draft portfolio and Council Plans.

2.5 It is also recommended that scrutiny committees continue to receive the quarterly performance monitoring reports but Members are asked to check them at the Cabinet stage and to highlight any issues for discussion at scrutiny in advance so that relevant witnesses can be requested.

3. Extended powers for Local Area Agreement scrutiny

3.1 Recent legislation has extended scrutiny's powers in relation to a particular set of performance indicators contained within what is known as the Local Area Agreement (LAA). The LAA is a partnership agreement between the County and district/borough councils, other public services and the government. Over 42 performance targets are included in the agreement which is designed to take forward the longer term aims set out in the Sustainable Community Strategy. The new powers enable scrutiny to scrutinise LAA targets by requiring information from partner organisations signed up to them and to require these organisations to *have regard* to scrutiny recommendations which relate to relevant LAA targets.

3.3 A list of partner organisations which can be called upon to provide information is included at appendix 1. In two tier local authority areas, only county councils currently hold the full powers of the legislation. Some two-tier areas have established single, standing joint LAA scrutiny committees comprising scrutiny Members from districts and County. However, this approach is inefficient and ineffective. In East Sussex it is proposed to build on current arrangements by improving the coordination of potentially overlapping scrutiny activities of the County Council and districts/boroughs. This can be done by better sharing of evidence, careful scrutiny work programming and, as the need arises, establishing scrutiny reviews with district/borough and County Council membership. Scrutiny findings can be provided to the East Sussex Strategic Partnership to complement its scrutiny function.

3.4 East Sussex scrutiny has for many years had excellent relations with external partners when involving them in scrutiny projects. This success has been due to our emphasis on scrutinising *issues* and *involving* partners in scrutiny as expert witnesses, in contrast to scrutinising individuals or organisations directly. It is therefore proposed that East Sussex scrutiny continues to work to this issue-based approach.

4. Performance against key service targets

4.1 Appendix 2 provides an overview of all the performance indicators, including the LAA set, that fall within the remit of this scrutiny committee together with the end of year (2008/09) outcomes.

5. Recommendations

5.1 To highlight those performance results, from all the relevant indicators available, that are of particular interest and ensure scrutiny of these is programmed if necessary.

5.2 To continue to monitor quarterly performance reports and for Members to aim to identify issues they wish to scrutinise in advance of the meetings to enable the attendance of appropriate witnesses.

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Local Member: All

BACKGROUND DOCUMENTS

None

Appendix 1: List of external partners which scrutiny can call upon for evidence in relation to LAA indicators and targets

- District councils
- The Environment Agency
- Natural England
- Fire and rescue authorities
- Jobcentre Plus
- The Health and Safety Executive
- The Broads Authority
- National Park Authorities
- Youth Offending Teams
- Police authorities
- Transport for London
- Chief Officer of Police
- Local Probation Boards
- Probation Trusts and other providers of probation services
- Primary Care Trusts
- National Health Service Trusts
- NHS Foundation Trusts
- Joint Waste Authorities
- Joint Waste Disposal Authorities
- Regional Development Agencies
- The Learning and Skills Council
- Sport England
- English Heritage
- Arts Council
- Museums, Libraries and Archives Council
- Highways Agency
- Metropolitan Passenger Transport Authorities
- Homes and Communities Agency
- Others could be added by Secretary of State (by Order)

Council Plan 2008/09

*Summary of Performance:
(Strategic Management, Economic
Development & Corporate Resources)*

Achievement status key

....ACHIEVED	The 2008/09 target has been achieved.
....NOT ACHIEVED	The 2008/09 target has not been achieved. This indicator will appear in the exception report (Appendix 3).
....EXTERNAL FACTORS	The 2008/09 target has not been achieved due to factors beyond our control. This indicator will appear in the exception report (Appendix 3).
....NOT EXPECTED	No outturn was expected for 2008/09. Where possible, the outturn for 2007/08 is compared with the outturn for 2006/07 to give the most recent trend information.
....CARRY OVER TO Q1 2008/09	The 2008/09 outturn will be reported in Q1 of 2009/10. This indicator will appear in the Q1 carry over report (Appendix 4).
MET MORE CHALLENGING TARGET	A target of 10% or more increase from 2007/08 has been met or exceeded.
EXCEEDED MORE CHALLENGING TARGET	
EXCEEDED	The target for 2008/09 was exceeded by 10% or more.

Where 'n/a (new indicator)' is used in the 'Improved since 2007/08?' column, this means that the indicator was new to the Council Plan for 2008/09. It does not necessarily mean that the indicator was not being used in another plan previous to 2008/09 (e.g. departmental business plan, team plan etc.).

'n/a (new indicator)' could also mean that there has been a definition change since 2007/08, so it may be that indicators look the same, but outturns are not comparable due to a change in the definition e.g. 4.2d: Proportion of adults and older people receiving Direct Payments.

Strategic Management and Economic Development

Policy Steer 1.1 Raise the prosperity of East Sussex through improved work force skills, enterprise creation, access to funding and increased investment in infrastructure.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.1a	Support the continued regeneration work in Hastings through the Task Force, Hastings and Bexhill Renaissance Limited (HBRL) and the development of the Bexhill and Hastings Link Road. (BHLR). ... ACHIEVED	Provide support to Councillors on Task Force, HBRL and BHLR	Achieved	n/a (new indicator)
1.1b	Support and influence the continued regeneration of Newhaven, the Port and the implementation of the economic aspects of the area's Masterplan. ... ACHIEVED	Produce a detailed physical vision with partners for Newhaven. Complete Phase 2 of the transport modelling.	Achieved	n/a (new indicator)
1.1c	Lead the economic development aspects of the work to create a strategic plan for the Hailsham/North Eastbourne area. ... ACHIEVED	Detailed Master Plan for the area agreed	Achieved	n/a (new indicator)

Policy Steer 1.2 To make positive progress towards tackling climate change in East Sussex, both in the County Council's own activities and through work with partners, to influence the behaviour of others.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.2a	Develop a climate change strategy by March 2009 (CA Afl) ... ACHIEVED	Achieved	Achieved	n/a (new indicator)

Policy Steer 1.3 Create sustainable communities by providing strategic leadership, empowering people, delivering locally and making sure the three tiers of local authorities in East Sussex work, commission and deliver services together effectively.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.3a	Participation in the Sussex Improvement Project (SIP), including leading on the identification of areas for development of shared services across public bodies in East Sussex. ... ACHIEVED	Depending on funding becoming available from the Region, and a positive outcome from the feasibility studies, move to implementation of the joint projects	Achieved	n/a (new indicator)
1.3b	Percentage of people who feel that they can influence decisions in their locality (NI 4) LAA2 ... ACHIEVED	Establish baseline (place survey data)	27.4%	n/a (new indicator)

Policy Steer 1.4 Support the delivery of the Council's policy steers and improvement of services through effective policy development and performance management.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.4a	Overall star rating in CPA ... ACHIEVED	3 stars	4 star	Better
1.4b	The opinion of our arrangements for securing data quality from the external auditor. ... ACHIEVED	To receive a positive opinion	Achieved	Same

Policy Steer 1.5 Further improve the quality of services through effective scrutiny and legal support for Councillors.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.5a	Implement the outcomes from the Local Government and Public Involvement in Health Act 2007. ... ACHIEVED	Consult on new executive arrangement options and report to Council by end of December 2008	Achieved	n/a (new indicator)
1.5b	Deliver effective induction following elections in 2009 as measured by the satisfaction survey of Councillors following their induction in 2005. ... ACHIEVED	Prepare induction pack and programme	Achieved	n/a (new indicator)
1.5c	Raise awareness of the 2009 elections including the development of pre-election packs for prospective candidates. ... ACHIEVED	Prepare pre-election packs for prospective candidates	Achieved	n/a (new indicator)

Policy Steer 1.6 Provide a consistently high quality Personnel and Training service, recruiting, retaining and developing the highest quality staff to their full potential in order to achieve the Council's objectives.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.6a	The percentage of new employees completing the online induction package. ... ACHIEVED	90%	91%	Better
1.6b	The number of working days lost due to sickness absence. ... NOT ACHIEVED	7.69	7.91	Better

Policy Steer 1.7 Continue to improve equity and equality of opportunity for all through our service delivery and as an employer.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.7a	Improve our approach to diversity and understanding of needs by thorough data gathering and analysis. (CA Afl) ... ACHIEVED	Pilot community profiling tool	Achieved	n/a (new indicator)
1.7b	Improve integration of equality issues into our business planning processes. ... NOT ACHIEVED	Rolling programme of Equality Impact Assessments (EIA) agreed for all services and actions systematically built into performance management systems	Not achieved	n/a (new indicator)
1.7c	Representation of the local community in the workforce; the percentage of the workforce with a disability. ... NOT ACHIEVED	3.92% - 4.25%	3.38%	Worse (2007/08: 3.57%)
1.7d	Representation of the local community in the workforce; the percentage of the workforce from Black and Minority Ethnic (BME) Groups. ... ACHIEVED	2.15% - 2.5%	2.25%	Better

Policy Steer 1.8 Improve the County Council's reputation by explaining our policies and decisions clearly and ensuring consistent information and messages using the full range of communication methods.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.8a	Ratings for 'useful content' in 'Your County' magazine (established via survey in spring edition). ... CARRY OVER TO Q1 2009/10	80% - 88%	Data not available until Q1 of 2009/10	n/a (data not available)
1.8b	Ratings for 'value for money' in 'Your County' magazine (established via survey in spring edition). ... CARRY OVER TO Q1 2009/10	76% - 84%	Data not available until Q1 of 2009/10	n/a (data not available)
1.8c	The number of online forms, documents and feedback submitted or downloaded through the ESCC website. EXCEEDED	53,000 – 57,000	64,974	Better

Policy Steer 1.9 Involve local communities by ensuring residents have well informed expectations and their views about services, policies and priorities are taken into account.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.9a	Ensure that findings through the Reconciling Policy and Resources process and other major consultations are used to inform decision-making. ... ACHIEVED	2-4 findings	5 findings	n/a (new indicator)
1.9b	Development of Consultation Management System (CMS)* (CA Afl) ... ACHIEVED	System implemented and being used by departments	Achieved	n/a (new indicator)

Policy Steer 1.10 Maintain an effective emergency planning service.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
1.10a	Review, revise and exercise the flood response plan for high risk flood areas at the rate of two areas per year. ... CARRY OVER TO Q1 2009/10	Flood Response Plans for Pevensey Bay and Lewes	1	n/a (carry over)
1.10b	Awareness of civil protection arrangements in the local area (NI 37) ... ACHIEVED	Establish baseline (place survey data)	16.7%	n/a (new indicator)

Corporate Resources

Policy Steer 2.1 Deliver the lowest level of council tax consistent with the Council's core priorities in line with the Council's policy steers.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
2.1a	Delivery of target council tax rise. ... ACHIEVED	3.9%	3.9%	Better
2.1b	Core services delivered within agreed budgets. ... ACHIEVED	Achieved	Achieved	Same

Policy Steer 2.2 Maintain and improve high standards of resources management across the County Council.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
2.2a	Targeted CPA score for Use of Resources achieved. ... ACHIEVED	At least 3 out of 4	4 out of 4	Same
2.2b	Invoices paid within agreed terms. ... NOT ACHIEVED	93%	90%	Worse (2007/08: 91%)
2.2c	Unqualified audit opinion on the annual Statement of Accounts. ... ACHIEVED	Achieved	Achieved	Same
2.2d	Final revenue outturn for each department within tolerances of their budget allocation. ... ACHIEVED	Between +1 / - 2.5%	Achieved (all departments between +1 / -2.5%)	Same

Policy Steer 2.3 Maintain and improve high standards of governance, internal control and risk management.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
2.3a	CPA internal control score. ... ACHIEVED	At least 3 out of 4	4 out of 4	Same
2.3b	CPA risk management score. ... ACHIEVED	At least 3 out of 4	4 out of 4	Same

2.3c	Maintain the 'positive' opinion received in 2006/07 on internal audit from external audit in the annual governance report. ... ACHIEVED	Achieved	Achieved	Same
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Policy Steer 2.4 Drive, in partnership, improvements in efficiency, productivity and procurement to maximise value for money.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
2.4a	Efficiency targets achieved for the whole Council and progress regularly reported. ... ACHIEVED	Achieved	Achieved	n/a (new indicator)
2.4b	Deliver the targets for improvement set out in the Council's Procurement Strategy. ... ACHIEVED	Achieved	Achieved	n/a (new indicator)
2.4c	New corporate arrangements for agency staff in place and targeted savings achieved. ... NOT ACHIEVED	Achieved	Not achieved	n/a (new indicator)
2.4d	Sustainable Procurement Policy and action plan in place. ... ACHIEVED	Achieved	Achieved	n/a (new indicator)

Policy Steer 2.5 Manage risk and uncertainties in future resourcing through realistic planning and maximising lobbying and influencing opportunities for a fairer grant settlement for ESCC.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
2.5a	Ongoing improvements to the Reconciling Policy & Resources process with annual timetable introduced. ... ACHIEVED	Achieved	Achieved	Same

Policy Steer 2.6 Maximise the efficiency of the property portfolio on behalf of the Council.		Target 2008/09	Outturn 2008/09	Improved since 2007/08?
2.6a	Achieve disposals targets in line with the Council's Asset Management Plan. EXCEEDED	£0.75m	£0.98m	n/a (not comparable over time)
2.6b	Review Asset Management Plan and Capital Strategy and submit to Cabinet	September	Achieved	n/a (new)

	for adoption. ... ACHIEVED			indicator)
2.6c	Reduction in number of county offices. ... ACHIEVED	-1	-1	n/a (not comparable over time)
2.6d	Annual reduction of carbon emission by 0.5% each year in line with the Council's Carbon Plan targets. EXCEEDED	13.5% reduction from 2001/02	>19.7% reduction from 2001/02	Better
2.6e	Per capita CO2 emissions in the local authority area (NI 186 – LAA2) ...NOT POSSIBLE TO ASSESS ACHIEVEMENT AGAINST TARGET (national methodology and baseline change during 2008/09) (NB in 2009/10 this indicator sits under the strategic management and economic development portfolio as part of the climate change policy steer)	3% reduction (6.3 tonnes per capita)	6.2 tonnes per capita (2006 calendar year)	n/a
2.6f	Percentage of capital building projects completed within +/-5% of agreed timescale. EXCEEDED MORE CHALLENGING TARGET	78%	83%	Better

* Glossary:

CA Afl – referenced indicators are those that demonstrate how we are taking action to improve on areas identified as requiring improvement in the 2007 Corporate Assessment

DfT – Department for Transport

ESSP – East Sussex Strategic Partnership – established in 2000 to help organisations and individuals work together in a co-ordinated way to plan local services; it brings together public services, local businesses, community groups, voluntary sector organisations and local people.

NIS – National Indicator Set – was developed as part of the Comprehensive Spending Review 2007 designed to reflect the Government's national priorities. Performance against each of the 198 indicators is reported nationally for every single tier and county council Local Strategic Partnership.

LAA – Local Area Agreement: In each area, targets against the set of national indicators have been negotiated through new Local Area Agreements (LAAs). The LAA includes 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.