

Corporate Scrutiny Committee

Agenda

Date:	Monday, 7th December, 2009
Time:	2.00 pm
Venue:	The Capesthorne Room - Town Hall, Macclesfield SK10 1DX

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Minutes of Previous Meeting** (Pages 1 - 4)
3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any personal and/or prejudicial interests and for members to declare the existence of a party whip in relation to any item on the agenda.

4. **Public Speaking Time/Open Session**

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee.

Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Note: In order for officers to undertake any background research, it would be helpful if members of the public contacted the Scrutiny officer listed at the foot of the agenda, at least one working day before the meeting to provide brief details of the matter to be covered.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Mark Nedderman
Tel: 01270 529640
E-Mail: mark.nedderman@cheshireeast.gov.uk

5. **Presentation on Customer Relation Management Solution (CRM)**

To receive a presentation from the Customer Services Manager.

6. **ICT Harmonisation**

To receive a presentation from the ICT Manager

7. **Half Year Performance Report** (Pages 5 - 12)

To consider a report from the Head of Policy and Performance.

CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Corporate Scrutiny Committee**
held on Monday, 9th November, 2009 at Committee Suite 1,2 & 3, Westfields,
Middlewich Road, Sandbach CW11 1HZ

PRESENT

Councillor A Thwaite (Chairman)
Councillor J Narraway (Vice-Chairman)

Councillors A Arnold, G Barton, G Baxendale, S Conquest, J Crockatt,
M Davies, P Edwards, S Wilkinson and Rachel Bailey

Apologies

Councillors D Bebbington, D Stockton and D Topping

1 OFFICERS PRESENT

David Job - County Land Agent
Mark Nedderman – Senior Scrutiny Officer
Diane Moulson – Member Development Officer

2 ALSO PRESENT

Councillor P H Mason - Procurement, Assets and Shared Services Portfolio
Holder

3 MINUTES OF PREVIOUS MEETINGS

RESOLVED – That the minutes of the meetings held on 1 September and 14
September 2009 be approved as correct records.

4 DECLARATIONS OF INTEREST

There were no declarations of interest, or imposition of a party whip.

5 PUBLIC SPEAKING TIME/OPEN SESSION

There were no statements from Members of the Public.

6 COUNCIL OWNED FARMS

David Job County Land Agent attended the meeting and gave a presentation on
the review of the farms estate being undertaken across Cheshire.

In Cheshire, there were currently 79 farms consisting of 10,000 acres of land, of which 5,181 acres were located within Cheshire East. The farms were largely let to tenants and consisted mainly of land holding with some rented cottages.

The draft Capital Programme for 2010-13. had identified capital receipts of approximately £1.2 million per annum, to be realised through the sale of properties on farms.

Work was underway currently to assess the valuation of properties located on the Council owned farms and the capital receipts to be expected from sales, against the benefits of retention. Any sales would involve in the main, residential properties with small parcels of land and other ancillary buildings. Indications suggested that the market for such premises was still relatively strong.

RESOLVED – That David Job be thanked for his presentation, and a copy of the projected financial analysis of the farm disposals be forwarded to members of the Committee for information.

7 WORK PROGRAMME PROGRESS REPORT

The committee considered the work programme 2009/2010 which had been reviewed at a Mid-point meeting held on 20 October 2009.

The Chairman informed members that, unfortunately, little progress had been made in connection with the Voluntary Sector Task and Finish group.

In addition Members expressed the view that the original Budget Consultation timetable approved by the Committee on 13 July 2009 had not been adhered to and therefore suggested that an additional meeting of the Committee should be held in December to receive a progress report from the Borough Treasurer and Resources Portfolio Holder.

The Committee also requested progress reports on the Harmonisation of ICT systems and procurement of the Customer Relation Management Solution (CRM) at its next meeting.

RESOLVED –

- (a) That the revised work programme as produced at the Mid point meeting held on 20 October 2009 be approved;
- (b) That the Committee's dissatisfaction about the lack of progress in connection with the Voluntary Sector Task Group be formally noted;
- (c) That a special meeting of the Committee be convened in December 2009 to receive an update from the Borough Treasurer and Resources Portfolio Holder on the Budget preparations for 2010/2011;
- (d) That the ICT Manager be requested to give a presentation on the Harmonisation of ICT systems and Customer Services Manager be requested to give a presentation on the CRM at the Special Meeting to be held in December 2009.

8 FORWARD PLAN - EXTRACTS

The Committee considered the items currently on the Forward Plan that related to the Corporate Scrutiny Committee.

RESOLVED –

- (a) That the Forward Plan be noted;
- (b) That the Borough Solicitor be requested to amend the format of the Forward plan to include in the 'Consultation' Column in respect of each item, reference to the relevant Overview and Scrutiny Committee and to also include an explanation as to why details have changed since the original publication date, on each occasion that details have been amended.

9 SCRUTINY BRIEFING MEETINGS

The Committee considered the benefits of holding briefing meetings prior to the Main committee meetings on future occasions. Some members of the Committee questioned the transparency of cross party briefing, mid point meetings and meetings of the Scrutiny Chairs Group, all of which were currently held on an informal basis and did not admit the public and press

The Chairman undertook to consider the matter further and report back to the Committee at a future meeting

10 MEMBER TRAINING

The Committee considered the training needs of Overview and Scrutiny Members.

The North West Employers Organisation had been contacted about the possibility of that organisation providing bespoke training in relation to the following topics:

- The delivery of Work Programmes
- Scoping
- Questioning techniques.

The Member Development Officer outlined options available from two training facilitators to provide more advanced training on the many emerging issues in the field of Overview and Scrutiny.

RESOLVED-

- (a) That the Member Development Officer be requested to make arrangements with North West Employers organisation to provide training sessions on :
 - The delivery of Work Programmes
 - Scoping
 - Questioning techniques

- (b) That the Senior Scrutiny Officer be requested to obtain further details from the two training facilitators referred to, in connection with content of advanced courses available on emerging Overview and Scrutiny issues.

11 REFERRAL OF MATTERS TO SCRUTINY FROM COUNCIL AND OTHER SOURCES

The Committee considered the need for a consistent and co-ordinated approach for dealing with requests to deal with matters referred from Council and other sources. The Scrutiny Chairs Group (SCG) at its meeting held on 26 October had suggested that any referrals should in the first instance be considered by the (SCG) prior to the matter being forwarded to the appropriate committee.

RESOLVED – That in future, any matters referred to Scrutiny from Council and other sources be assessed against the Overview and Scrutiny criteria for selecting items and then added, when appropriate, to the relevant committee's work programme.

12 CONSULTATIONS FROM CABINET

There were no consultations from Cabinet.

13 WAIVER OF CALL INS

The had been no requests to waive of call-ins since the previous meeting.

The meeting commenced at 2.00 pm and concluded at 4.15 pm

Councillor A Thwaite (Chairman)

CHESHIRE EAST COUNCIL

REPORT TO: CORPORATE SCRUTINY

7 December 2009

Date of Meeting:

Report of:

Head of Policy and Performance

Subject/Title:

Mid Year Performance

Portfolio Holder:

Councillor David Brown

1.0 Report Summary

1.1 This purpose report provides Cabinet members with an overview of 2009 – 2010 mid year performance for Cheshire East Council.

2.0 Decision Requested

2.1 Note the overview of performance detailed and consider issues raised in the report in relation to potential underperformance against targets and how these will be addressed.

2.2 Note the need to further develop local performance targets identified by the Audit Commission in the Council's provisional Organisational Assessment.

3.0 Reasons for Recommendations

3.1 To ensure that the Cabinet has a clear view of performance across the Council and the local area and that issues of underperformance are addressed, particularly in respect of targets included in the Local Area Agreement. Cabinet also needs to make sure that the National Indicator Set is appropriately performance managed through the setting of local targets against which performance can be developed and assessed.

4.0 Wards Affected

4.1 All

5.0 Local Ward Members

5.1 All

6.0 Policy Implications including - Climate change - Health

6.1 Performance management supports delivery of all key council policies including climate change and health.

7.0 Financial Implications for Transition Costs (Authorised by the Borough Treasurer)

7.1 None

8.0 Financial Implications 2009/10 and beyond (Authorised by the Borough Treasurer)

8.1 There are no direct financial implications from this report.

9.0 Legal Implications (Authorised by the Borough Solicitor)

9.1 The Council is required to report to Government on its performance against measures in the National indicator Set.

10.0 Risk Management

10.1 Services are required to carry out risk assessments as part of their performance planning.

11.0 Background and Options

The local government performance framework

11.1 A new performance framework for local government was introduced in April 2008. It comprises some 190 indicators, including ten statutory education indicators. New statutory arrangements for Local Area Agreements (LAAS) were introduced at the same time and LAAs were agreed for the County Council and each District. These were modified in April 2009 to reflect the new unitary structures.

11.2 The performance framework for local authorities and local authority partnerships focuses on outcomes delivered through partnership working. The full set of national indicators is reported for every Local Strategic Partnership. Through the LAA each Local Strategic Partnership sets up to thirty-five targets against indicators from the national set, plus statutory education targets which are negotiated with Government and which form the basis of a performance agreement. Targets are set to deliver locally identified and agreed priorities. Cheshire East LSP has agreed thirty-four targets. These are three-year outcome targets with annual progress measures. Partnerships are also able to agree national indicator set local targets to complement agreed targets to deliver priorities. These do not form part of the LAA negotiation and monitoring but equally commit partners to deliver. Cheshire East has set eleven local targets.

National indicators – measuring and monitoring performance

11.3 The new national indicator set takes forward some measures that had previously been developed as Best Value Indicators or as part of other

performance management frameworks. For these measures baseline data against which to set performance has been available. Some measures are new and setting baselines has involved more complicated calculation. Establishment of the new unitary councils has required re-compilation of a full dataset: bringing together performance data from the three predecessor districts and weighting this to reflect different levels of activity, and re-calculating Cheshire County Council data for Cheshire East and West. In this way baseline performance for 2008-09 has been established for a large proportion of indicators.

Sound performance management has three components:

- Understanding each performance issue and its drivers in order to analyse the basis of performance
- Tracking and comparing performance over time to complement this detailed understanding of performance drivers and set targets
- Benchmarking performance with others in order to challenge and compare performance.

11.4 The new national data set followed by LGR in 2009 has created some discontinuities for performance monitoring. In particular trends over time and benchmarking comparisons have been disrupted. In respect of benchmarking many external comparison arrangements have not yet been updated to include the new unitary organisations. The Council has subscribed to a benchmarking 'club' managed on behalf of almost 100 councils by Price Waterhouse Coopers (PWC). Quarterly performance data are entered into a data collection system and quality assured and checked by PWC who then compile ranked performance analyses and statistical comparisons. These are available during the quarter following submission. This provides a quick and ongoing source of comparison, controlled by the councils that own the data. Relative quartile performance derived from this PWC benchmarking for 2008-09 out-turn has been used to support this mid year performance review. It has not been possible to use first quarter comparison data since the council did not submit sufficient data for comparison. Full data will be submitted in future for all quarters.

11.5 A number of different benchmarking frameworks are available for different services. These offer more refined benchmarks based on specific characteristics of councils. In order to create our own benchmarking sub-set within the PWC system the Performance team will be reviewing benchmarking comparisons over the coming period.

11.6 Some further issues in relation to the new national indicator set that impact performance monitoring include:

- The NI set collects outcomes for the whole local area across all public services. This includes collection of data from a number of partner organisations. The Council is the lead authority and is responsible for ensuring that information is collected and compiled. There are some gaps in the data collected at mid year where data come from partner organisations. Partner performance management arrangements are being

strengthened to ensure that local performance management is effective and that information is gathered, analysed and used in a timely way.

- Some indicators are based on information supplied by government departments. Much of this data is slow in arriving. In particular, a number of measures are to be based on the outcomes of national surveys (eg Tell Us survey of young people). These data are not yet available and in some cases there is no information about when surveys will be undertaken.
- The calculation of some measures has yet to be agreed by the relevant government departments.
- There are different reporting and collection arrangements for some measures, including quarterly and annual reporting. Measures need to be reviewed to determine the appropriate timeframe for reporting for Cheshire East and data availability for those indicators where government requires only an annual return. Similarly we need to decide where monthly reporting is needed for our own management purposes and put those arrangements in place.

Local indicators

11.7 National indicators are not the only, nor always the best means of monitoring our own performance. Performance indicators need to be established by services to match their own delivery priorities and effectively monitor them. Across the council services have begun to develop their own measures, but more needs to be done. A number of former Best Value Indicators that have been well designed and are well understood have been retained as local indicators to support performance management, particularly around corporate functions. Outcomes on some of these measures are included in this report. There will be more work in the coming period to develop relevant local indicators and it is intended that business plans for 2010-2011 will be fully supported by local performance management arrangements.

2009-2010 Mid year performance

11.8 Mid year performance data has been received for 78 indicators. This includes 21 out of 34 designated LAA targets. Many measures are not available at mid year because they are collected on an annual basis. There is a strong focus on collecting all available information.

11.9 Overall performance for the 78 returns is reasonably good. 47 have reached or exceeded their target although 31 have underperformed. Some areas of particularly good achievement include:

- ✓ Achievement of 5 or more A* - C grades at GCSE or equivalent, including maths and English – 58% (national average 2008 = 48%)
- ✓ Percentage of vulnerable adults achieving independent living (Supporting People) – 83.5 % increased from 55%
- ✓ Percentage of household waste sent for re-use, recycling and composting – 52% increased from 42.6%

- ✓ Number of households living in temporary accommodation – reduced from 18 to 11
- ✓ Satisfaction of business with local authority regulatory services – increased from 76% to 89%
- ✓ Deliberate primary fires – 202 in 2008-09; 79 2009-10 mid year.
- ✓ First time entrants to Youth Justice System – 518 in 2008-09; 72 in first quarter 2009-10.

11.10 A number of underperforming areas have been identified.

Management teams, CMT and Portfolio holders have reviewed and assessed these areas to determine underlying issues and address them. Some areas for improvement include:

- Residual household waste per household. The total KG was slightly higher than the target set for quarter 1 (annual target = 594 kg, quarter 1 target = 142kg; Q1 = 155Kg). The measure was in the top quartile PWC benchmarked performance in 2008-09.
 - *Seasonal adjustments now indicate that this is now back on target. Alternate weekly collections and free garden waste collection have reduced the residual waste figure. Quarter-on-quarter reductions are now anticipated.*
- Processing of major planning applications. Performance is 48.39% against a target of 60%. Aspects of Planning performance had been flagged as needing improvement in predecessor councils.
 - *Backlogs of major applications have been brought forward from legacy systems of predecessor councils and are delayed completing legal agreements. The Planning Service are implementing a new single system and tackling some inherited system problems. They are also introducing additional performance measures that will help track over-running applications and ensure that all applications are dealt with in a timely manner.*
- People killed or seriously injured in road traffic accidents – 2008-09 number was 311; target 2009-10 – reduce to 233. Mid year number is 134.
 - *An action plan has made good progress to deliver : Driver Engagement Days, Rider Engagement Days, Drive Survive Courses, Community Speed Watch, Occupational Road User events, School Education Visits, Enforcement activities and public engagement at various events. Scrutiny is reviewing the statistics and causes.*
- Working age people claiming out of work benefits in the worst performing neighbourhoods. Target to reduce percentage by 0.33% in 2009-10. There has been an increase from 26.30% to 27.3% year-on-year and the latest quarter shows 29.9% (provisional).
 - *This is one of a number of indicators that are showing adverse response to the recession. Others include young people not in employment, education or training, especially those in Council care or in contact with the Youth Justice System. In response Cheshire East has been part of a successful*

bid in which 200 jobs are to be created for 18-24 year olds by end of 2011. Jobs commenced in October and the first review will take place in December. This provides, for appropriate 18-24 year olds reaching 6month+ claim stage, referral to Future Jobs Fund jobs within all areas of JCP. Referral of 25+ year old customers at 6m+ claim stage who have significant barriers to employment, is made at adviser's discretion. Other actions include:

Day One Offer

Support for those customers under threat of redundancy or newly redundant. There have been 514 referrals (last update 11/9/09)

6 Month Offer

Opportunities of employment, enhancement of skills via short courses/voluntary work & advice & guidance on self employment to all 25+ year customers at 6m+stage. There have been 1,999 referrals (last updated 11/9/09)

- Repeat incidents of domestic violence. The domestic abuse team are flagging up that their repeat incidence level has been steadily increasing over the last six months. They are not sure of the causes, which may include better reporting or a real increase.
- *A Steering Group is in place which is addressing a detailed analysis of repeat incidents to identify learning and action points. As the repeat target is a rolling previous 12 months figure the impact of actions will not be seen for some time. For example we know there was a reduction in police repeats in September but the steady rise in repeat rate will not be influenced by such changes for some time.*
They have also organised a training event on 30/11 to ensure criminal and civil justice sectors as well as services for victims are aware of the potential for enhanced safety through Section 12 implementation – the provision of protection orders even where an alleged offender is found not guilty.
- Achieving independence for older people through rehabilitation and intermediate care. Against a target of 74% performance was 70%. This measure was in the PWC benchmarking third quartile for 2008-09.
- *The plans to address this area relate to the developments in enhancing the current intermediate care and rehabilitation services. Joint Commissioning arrangements for intermediate services have been established and three work streams developed focusing on bed based services, homes based services and the hub. This project will report to the newly formed Joint Commissioning Group for older people which in turn reports to the Health and Well Being Thematic Partnership of the LSP. A project plan has been agreed and mapping of existing services has commenced*
- Timeliness of social care assessments for adults. A target of 70% has been set against which mid year performance is 66.5%. This indicator is in the PWC benchmarking bottom quartile.

- *Work to improve performance is being carried out through client record reports being made available to team managers. The reports have highlighted areas where action can be taken to improve performance.*
- Top 5% of earners with a disability (target of 3.3%, mid year performance 1.7%) and overall percentage of employees with a disability (Target 1.6%, mid year performance, 0.98%).
- *This issue has been identified for early action in newly adopted Council Single Equality Scheme.*

11.11 Scrutiny Committees are taking an oversight of performance. For the third quarter they will focus their attention on underperforming areas and how improvement is being implemented. They will challenge service portfolio holders and the portfolio holder for Performance and Capacity on the actions being taken forward and future plans for improvement.

12.0 Access to Information

The background papers relating to this report can be inspected by contacting the report writer:

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