

Committee: Scrutiny Committee 1 – Community and Housing

Date: 17 September 2003

Agenda Item: 4

Title: Performance Management System – Draft Targets

Author: Ian Orton (01799) 510 402

Summary

- 1 The authority introduced a limited form of Performance Management two years ago based on the quarterly reporting of sixteen Best Value Performance Indicators to Corporate Management Team. This approach made a lot of sense at the time because it used data that the authority was already collecting.
- 2 However as part of the audit of the Best Value Performance Plan for 2001/02 the District Auditor requested the council to:
Consider whether quarterly monitoring of performance information is providing a comprehensive picture of progress.
- 3 In addition the CPA Corporate Self Assessment asks:
Do Members and managers have the right mechanism and information to enable them to both manage and measure effectively?
- 4 To meet the above the authority needs to strengthen the range of Performance Information and report this on a regular basis to both Members and managers.

Background

- 5 To achieve this a comprehensive performance system has been developed using around 60 performance indicators that are already collected within the authority. A copy of these indicators is attached at Appendix A. The revised system builds on existing good practice but has been extended to include all the sections within Uttlesford District Council.
- 6 Members will note that the system provides a snap shop of both the service and corporate health of the council. In addition the system will measure the requirements for our Public Service Agreements with Essex County Council. The performance information will be reported quarterly to Members via Scrutiny One and Two and to managers via Corporate Management and Service Management Team. Information will also be shared throughout the council and with our partners via our monthly Policy & Performance Newsletter.
- 7 The format for reporting the performance information is important. To keep the process simple and straightforward it is recommended that the reporting of

Performance is linked to a Traffic Light System. All performance measures will have a quarterly target and the reporting will be based:

Green for On Target to achieve agreed Performance Target

Amber for 10% slippage from agreed Performance Target

Red for more than 10% from agreed Performance Target

- 8 This report is being circulated to all Committee's of the council so that both the Policy and Scrutiny processes have the opportunity to comment on the Targets, Traffic Light System and methodology for the future. The report is linked to the piloting of the process and a further report outlining any changes to the process will be brought back to all Committees in the early New Year. The next stage of the Performance Management system will outline making use of the data to improve performance within the authority.

RECOMMENDED that:

- 9 The comments of Members are sought on the Range of Performance Measures, Performance Targets and use of a Traffic Light System
- 10 Note that comments from Committees will be incorporated into a report on Performance Management for 2004/05. This report will be referred to all Committees in the early New Year.

Committee: Scrutiny 1 – Community & Housing
Date: 17 September 2003
Agenda Item No: 5
Title: BEST VALUE REVIEW - DAY CENTRES
Author: Sarah McLagan/Alex Stewart (01799) 510560

MEMBER REFERENCE GROUP: Councillor D Gregory (Chairman),
Councillor E Abrahams, Councillor H Baker
and Councillor C Downs, Mrs D Cornell
(Critical Friend)

Summary

- 1 This report details the progress made to date with the Best Value Review of Day Centre services. It seeks comments from the Committee on whether the Review is progressing satisfactorily and recommends that the Scrutiny Committee note the progress made, the draft Improvement Plan and advises on what else needs to be considered.

Progress to Date

- 2 At the last meeting of the Scrutiny Committee Members were advised that the Member Reference Group (MRG) had met with representatives of the Day Centre Management Committees. It was agreed that a consultation exercise should take place which would inform the Challenge Events to be held in July. In addition, Officers were to contact other Local Authorities to compare the services offered.
- 3 Officers have not found one authority within the Daventry Group which provide similar services. As a result, Officers wrote an open letter to a national local government magazine – “First” – requesting information from any authority that may offer similar services. To date the only received has been from Harlow DC which provides the Leah Manning Centre at a cost of £332,710 per annum. The centre provides for clients with a high level of dependency, thereby making it impossible to make a direct comparison.

The Consultation Exercise

- 4 Four separate questionnaires were circulated and distributed to hirers, daily users, statutory agencies/town & parish councils/UDC Members to seek opinions about Day Centre services. In addition, Officers and representatives of the MRG undertook non-user surveys in each of the five towns/villages with Day Centres and with relevant clubs and organisations in the district. The surveys included questions about transport and access to the Day Centres,

knowledge about the services that are available, and improvements that could be made to the services.

- 5 850 surveys were circulated and 439 replies were received - a response rate of 52%. The results of the surveys indicated
- The Day Centres were regarded as well used facilities by local people
 - There could be greater use made of them by other people/groups in the community.
 - Some of the non-users surveyed were unaware of the existence of the Day Centres or considered they were too “young” to utilise such a facility.
 - Others were unable to access the Day Centres due to lack of suitable transport.

The Challenge Event

- 6 Two Challenge Events were held at the Dunmow Day Centre, one in the afternoon and one in the evening in mid July. Over 100 people were invited representing hirers, users, statutory agencies, town/parish council etc. 65 people attended the combined events. The Events sought to address the fundamental and specific questions posed in the Terms of Reference and sought suggestions as to how the service can be improved.
- 7 The results of the survey were used to inform the Challenge Event and the MRG considered that there were 5 themes that needed to be both considered and challenged by participants:
- Publicity – what is being undertaken at present, what is working, who should be responsible for what?
 - Who should run the Day Centres – another body, e.g., Town or Parish Council, should we enter into partnership arrangements or seek sponsorship, should staff be employed to manage or should the Day Centres be sold off?
 - Who currently use the Day Centres – how should they be made better use of and how should people from outlying villages be encouraged to use them?
 - What are the Day Centres used for – who should have priority use and what types of activities should be run from Day Centres?
 - What improvements could be made to Day Centres – in terms of the way in which they are managed and/or physically?

The MRG facilitated the discussion groups and gathered feedback and impressions about the Day Centre services.

Emerging Improvement Plan

- 8 The Challenge Event provided the MRG with sufficient information to concentrate on 4 key themes that had emerged during the day:
- To improve the image of all Day Centres
 - To improve the publicity of all Day Centres
 - To be inclusive and prevent social exclusion from all Day Centres
 - To revise all Constitutions and Management Agreements to ensure some consistency between Day Centres
- 9 There was overwhelming support that the Volunteer Management Committees should continue to act as the conduit between users and the Council and that the Council should recognise volunteers as being an asset to UDC, both in terms of time and value for money. The Appendix shows the draft Improvement Plan that has resulted from the Challenge Event.

Further Work to be Done

- 10 Work will be carried out to consider whether the services could be provided more competitively/effectively by/in partnership with other organisations or agencies and the MRG will re-convene to consider whether or not all the fundamental questions posed at the outset of the Review have been dealt with satisfactorily.
- 11 Members will be aware that there is a feasibility study being undertaken into the possibility of converting the Vicarage Mead complex in Thaxted into a Part 3 Residential Unit. The Housing Associations involved has also expressed an interest in providing a new Day Centre facility. Officers will be working with Housing colleagues and representatives from the Day Centre Management Committee to pursue the feasibility of this concept.

Recommended that the Committee note the progress made, the draft Improvement Plan and advise on what else needs to be considered.

Background Papers: Best Value Review of Leisure & Cultural Services File
(held by Sarah McLagan)

Committee: **Scrutiny Committee 1 – Community And Housing**
Date: **17 September 2003**
Agenda Item No: **6**
Title: **Call In Process for Scrutiny**
Author: **Ian Orton (01799) 510402**

Summary

- 1 This report contains details of the Call In Process for Scrutiny Committees.

Background

- 2 During the 18th June 2003 meeting of Scrutiny Committee 1 Committee Members asked for details of the Call In Process that is linked to scrutinising work of the authority.
- 3 Attached at Appendix A are details of the Call In Process. Members may wish comment on the process.

RECOMMENDED that the Call in Process as outlined at Appendix is noted.

Appendix A

Call In Process

Process or Action	Time Scale
Policy Committee(s)/Task Group(s) make a Decision or instigate an Action	Should be published not later than two working days of the date of the meeting
Decision/Action can be <i>Called In</i> at the request of any three Members – but none of these Members should be on the relevant Policy Committee. The <i>Call In request</i> should be in writing to the Lead Officer for the relevant Scrutiny Committee with a copy to the Lead Officer of the Policy Committee or Task Group concerned	Call in within five working days after the date of the meeting where the Decision or Action was taken
Members have to indicate in writing the reason(s) for the Call In	Within five working days of the decision
The relevant Scrutiny Committee shall consider the decision at its next available meeting and may refer the decision: <ul style="list-style-type: none"> • Back to the Policy Committee or Task Group • Refer the decision to Full Council • Take no further Action Reasons for the decision to be set out in writing	A special meeting of the relevant Scrutiny Committee can be called
If the decision is referred back to the Policy Committee or Task Group, a special meeting of the Committee/Task Group shall be held within ten working days after the meeting of Scrutiny Committee. At the special meeting the Committee/Task Group will decide whether to: <ul style="list-style-type: none"> • Amend the decision • Implement it in the original form • Abandon it 	Within ten working days of Scrutiny Committee
A special meeting of the Policy Committee/Task Group need not be held if the Chairmen of the Policy Committee/Task Group and Scrutiny Committee agreed that it is in the best interests of the Community/Council if the issue is considered at the next ordinary meeting of the Policy Committee/Task Group	Next ordinary meeting

If a decision is not called in it takes effect on the sixth working date of the meeting at which it was taken	Six working days
If Scrutiny Committee do not refer a decision back it takes effect on the day after Scrutiny Committee	Following day
If a decision is referred to Council but Council raises no objections it will take effect on the day after Council	Following day
Call in does not apply to urgent items. A decision is urgent when any delay caused by the call in procedure would prejudice the Council's or public's interest. A notice setting out a decision or action should state why it is urgent and therefore not subject to call in.	Urgent items
A decision may only be called in once.	Once only
Ian Orton	30 June 2003

Committee: Scrutiny Committee 1 – Community And Housing

Date: 17TH September 2003

Agenda Item No: 8

Title: Work Programme for Scrutiny 1 Committee 03/04

Author: Ian Orton (01799) 510402

Summary

- 1 This report contains details of the Work Programme for Scrutiny 1 Committee during 2003/2004. The Work Programme was suggested at the 18 June 2003 meeting of Scrutiny 1 Committee and has been split into sections to be considered during the three meetings of Scrutiny 1 Committee during 2003/20
- 2 **Background**

During the 18 June 2003 meeting of Scrutiny Committee 1 Committee Members were asked to develop a Work Programme of issues that Scrutiny 1 Committee should consider during the municipal year.
- 3 The following areas were requested to be included during the Work Programme Three meetings of Scrutiny Committee 1 remain during 2003/2004 and details of which meeting will consider which items from the Work Programme is included below.

Work Programme 2003/04	Date of Committee 1	Comments
Community Plan	12 th November 2003	
Partnership Process		
Comprehensive Performance Assessment Process		
Port Health – Including Site Visit		
Community Safety	21 st January 2004	
Budget Monitoring Process		
Council House Repairs		
Service & Financial Planning Process		
Community Support Officers	10 th March 2004	

Best Value Process		
Contract Management		
Leisure & Cultural Strategy		

4 This is a balanced Work Programme and will give Scrutiny 1 Committee the opportunity to scrutinise both policy and service delivery within the authority.

RECOMMENDED that the Work Programme set out in paragraph 3 of the report is agreed.

Committee: Scrutiny 1 – Community & Housing
Date: 17 September 2003
Agenda Item No: 9
Title: Leisure Services Best Value Review - Update
Author: Sarah McLagan (01799) 510560

Summary

- 1 this report provides the Committee with an update on progress being made towards the implementation of the Improvement and Action Plans resulting from the Best Value Review of Leisure & Cultural Services. It recommends progress is considered and noted.

Background

- 2 During 2002/03, a Best Value Review of Leisure & Cultural Services was undertaken. It resulted in the production of an Improvement Plan and a detailed Action Plan for the Museum Service.
- 3 Members will be aware that Audit Commission Inspectors inspected the Leisure & Cultural Service in March this year. A report and recommendations was produced. As a result an Action Plan was developed and this was presented to the Community & Leisure Committee on 2 September 2003. Progress on achievement of the Action Plan will be reported to this Committee on a 6 Monthly basis.

Progress

- 4 Attached to this report are details of progress made against objectives and comments, where appropriate.
- 5 Members are asked to consider and note the progress that has been made.

Recommended that the progress made towards the Improvement and Action Plans from the Best Value Review of Leisure & Cultural Services be considered and noted.

Background Papers: Best Value Review Reports during 2002/03
Best Value Inspectors Report, June 2003

Committee: Scrutiny 1 – Community & Housing
Date: 17 September 2003
Agenda Item No: 10
Title: PFI - Update
Author: Sarah McLagan/David Demery(01799) 510560/520

Summary

- 1 This report provides an update on the progress of the PFI Project.

Background

- 2 The Scrutiny Committee have received updates on the progress of the project starting with a verbal report on 12 June 2002 and written reports to the following meetings.

Building Update

- 3 Twelve capital payments have been made by the Council amounting to £4,741,125 in accordance with the agreed Payment Mechanism. The final payment will be due at the end of September 2003. the contract payments have matched the budget plan and there is a similar expectation associated with the final payment
- 4 Completion of the work and availability for use by the public has complied with the contract programme requirements at all three sites:-
 - The Lord Butler Fitness and Leisure Centre was completed on 9 June 2003 and fully available on the 10 June
 - The Mountfitchet Romeera Leisure Centre was completed on 18 August 2003 and fully available on 19 August
 - The Great Dunmow Leisure Centre was completed on 25 August 2003 and fully available on 26 August.
- 5 The quality of workmanship at all sites has been good.

Operational Update

- 6 The short transition period between the closure of the Dunmow Sports & Fitness Centre and the opening of the new Leisure Centre was affected by the loss of the hot water and pool heating boilers during the weekend prior to closure on Thursday 21 August. The Swimming Pool remained open until the temperature dropped below an acceptable level. The facility was handed over to the Helena Romanes School once all equipment, chemicals and the Swimming Pool water had been removed on 26 August 2003.

- 7 The adverse publicity regarding the price of Swimming Lessons at the new Leisure Centre has been addressed by Leisure Connection through a letter of explanation and an offer to accept staged payments for the lesson fees. Swimming lesson re-enrolment has not been affected by the situation as anticipated levels of re-enrolment have been attained.
- 8 Usage at the Mountfitchet Romeera Leisure Centre is beginning to build momentum from a slow start. Both Schools return for the new term on 4 September when they will begin to take up their predetermined allocation of use at the centres. Officers will be meetings with both Schools in the autumn to consider any issues and opportunities that need to be addressed.
- 9 The IPS is currently confirming arrangements for the public and official opening ceremonies. The public ceremonies will consist of an open day at a weekend in late September/early October at the two new centres (the Lord Butler had one in July). The Official opening will take place on 30 October 2003 and it is anticipated that more detailed information will be available very soon.

For Information