

Public Document Pack

Date of meeting Tuesday, 12th June, 2012
Time 7.00 pm
Venue Civic Offices, Merrial Street, Newcastle-under-Lyme, Staffs ST5 2AG
Contact Louise Stevenson ext 2250

Transformation and Resources Overview and Scrutiny Committee

AGENDA

PART 1– OPEN AGENDA

- 1 Apologies**
- 2 DECLARATIONS OF INTEREST**
To receive Declarations of Interest from Members on items included in the agenda
- 3 MINUTES OF PREVIOUS MEETINGS (Pages 1 - 4)**
To consider the minutes of the previous meeting of this Committee held on 23rd April 2012.
- 4 Budget Performance Monitoring Report period 201/12 Fourth Quarter (Pages 5 - 14)**
- 5 WORK PLAN (Pages 15 - 16)**
To discuss and update the work plan to reflect current scrutiny topics.
- 6 URGENT BUSINESS**
To consider any business which is urgent within the meaning of Section 100B (4) of the Local Government Act 1972.

Members: Councillors Burgess, Eastwood, A Fear, S Hambleton, T Hambleton, A Heames (Vice-Chair), A Howells, T Lawton, Peers, E Shenton (Chair), Stringer, P Waring and S White

'Members of the Council: If you identify any personal training / development requirements from the items included in this agenda or through issues raised during the meeting, please bring them to the attention of the Committee Clerk at the close of the meeting'

Officers will be in attendance prior to the meeting for informal discussions on agenda items.

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TRANSFORMATION AND RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Monday 23 April 2012

Present:- Councillor Mrs E Shenton – in the Chair

Councillors Mrs Beech, Blair, Snell, Miss Walklate, Waring and Wilkes

Also in attendance: Councillor Holland and Messrs Buttery and Duncan

Apologies were received from Councillor Mrs Bates, Mrs Burke and Taylor

1. DECLARATIONS OF INTEREST

No Declarations of Interest were stated.

2. MINUTES OF PREVIOUS MEETINGS

Resolved:- That the minutes of the meetings of this Committee, held on 18 and 25 January 2012 be agreed as correct records.

3. REVIEW OF THE CONSTITUTION

Members received a verbal update on the current position regarding the Council's constitution.

Work on this had commenced in the previous Municipal Year but had come to a halt. The process had been revisited this year and a large amount of work had been done, involving many people, for example Chairs of Committees, Councillor Jones – as the Portfolio Holder and the Chair of the Overview and Scrutiny Co-ordinating Committee.

The Employees Consultative Committee had now been incorporated into the Constitution.

There would be a final meeting of the Working Group next Monday prior to its going to Annual Council in May.

Members were advised that the new Constitution was easier to read and had been formatted throughout so that it was consistent.

A final version of the document would be forwarded to members of this Committee and to Councillor Jones. The Chair would be given delegated authority to report it to Annual Council. Work would continue, to be carried out on the Constitution.

The Constitution would also become interactive with hyper-links added where appropriate.

The issue of prayers was discussed and Members were advised that this was a matter for each Mayor but if it was not an official agenda item there was no legal requirement to have them.

- Resolved:-**
- (a) That the information be received.
 - (b) That the Chair be given delegated authority to report this matter to Annual Council.
 - (c) That a final version be forwarded to Members and this Committee and to Councillor Jones
 - (d) That work continues to be done on the Constitution.

4. PERFORMANCE MANAGEMENT REVIEW WORKING GROUP

Consideration was given to a report on the work carried out by the Performance Management Review Working Group.

Newcastle had adopted the National Framework and followed the inspection process. After May 2010 the National Framework was dismantled and local authorities were given a free hand.

Members' attention was brought to the priority outcomes which had been developed by the County Council. Newcastle had moved away from actively based priorities and gone towards outcomes.

A representative from Staffordshire County Council would come to a future meeting of this Committee and advise how they used their priorities. Some of them could be adopted by ourselves.

The priorities would have to be clear and if challenging targets were set then some 'failure' would have to be accepted although targets did need to be achievable. In addition, it needed to be made clear why we were measuring what we were measuring.

- Resolved:-**
- (a) That the report be received.
 - (b) That the following recommendations from the Performance Management Working Group be agreed and be given further consideration by the Cabinet:
 - (i) To develop a Borough Plan (made up of inputs from all partner agencies), using the newly developed Newcastle Partnership structures and processes to establish a dialogue with partners and also ensuring that partners are included in the next corporate planning process due to get underway by Newcastle Borough Council in May 2012.
 - (ii) To work with Staffordshire County Council in order to better understand the processes they went through in developing priority outcomes and also in developing Outcome Plans.
 - (iii) Using the lessons learnt by the County Council (and also elsewhere) to develop a set of outcomes for the Borough Council, together with supporting planning, measurement and reporting processes.
 - (iv) To work towards a process of joint delivery planning with partners, but - recognising the difficulties inherent in this process – to seek to ensure that existing service plans link more effectively with corporate strategies and plans, and with corporate priorities and outcomes.

- (v) To continue to review the existing performance indicators and success measures collected, measured and reported by the Council with a view to ensuring that they measure and report outcomes, not activity.
- (vi) In reviewing these indicators and measures, to note work being done elsewhere in the Borough Council and also in partner organisations and to ensure that all work is co-ordinated.
- (vii) To request that, following completion of the 2012/13 service planning process, that a revised dashboard is developed which takes note of the points raised by the Working Group.
- (viii) To request that the corporate planning process for 2013/14 seeks to develop an outcome-based approach as outlined in this report and reflects this approach in the development of appropriate measures and indicators as outlined by the review process above.
- (ix) To instigate greater working with partners in the reporting of performance information, in order to reflect the benefits (and otherwise) of partnership working.
- (x) To work on a clear focus on outcomes and the impact of activity on these outcomes in reports produced on performance, including greater contextual information in performance reports.
- (xi) To request more timely reports on performance coming to scrutiny in the future, so as to avoid too great a gap in time between reports being considered by Cabinet and by Scrutiny Committees.

(c) That the continuation of the Working Group into the 2012/13 municipal year, reflecting the work already done and also the work still to do in implementing the recommendations of the original review be agreed.

5. REPORT OF THE MEMBERS REMUNERATION PANEL

Consideration was given to a report regarding Members' allowances. Two of the Panel members, Mr Buttery and Mr Duncan were in attendance to answer questions.

A review had been carried out of the previous years. The remuneration for employees had been taken into consideration.

Neighbouring authorities' allowances had been sought and Newcastle had been found to be behind several of the others.

The Panel were seeking authority from the Committee to carry out further research to review the whole system and firm up proposals at a future date or to find a method of calculation for increases.

It had been agreed by the panel that at present the allowance remain in line with that awarded to officers.

The Council's Chief Executive had suggested increasing the Panel by two or three members, bringing in people with HR experience. In addition, the Member Development Panel could give input into the process.

Resolved:- (a) That, at present the Members' allowances have no increase – in line with the officers' increase for this year.

(b) That the size of the Panel be increased.

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(c) That the Panel continues with its work on Members' Remuneration.

(d) That first class travel be removed from travel forms.

(e) That future decisions of this Panel be brought to this Committee for consideration.

**MRS E SHENTON
Chair**

1. FINANCIAL AND PERFORMANCE MANAGEMENT REPORT TO END OF QUARTER FOUR (MARCH) 2012

Submitted by: Head of Finance and Head of Business Improvement & Partnerships

Portfolio: Customer Service and Transformation; Resources and Efficiency

Wards Affected: All

Purpose

To provide Members with the Financial and Performance Review for the 2011/12 Fourth Quarter.

Recommendations

(a) That Members note the contents of the report and recommend that the Council continues to monitor and scrutinise performance alongside finances.

Reasons

These monitoring reports provide information about the performance of individual council services, alongside financial information.

1. Background, issues and options

- 1.1 This report provides Members with a detailed update on how the Council has performed during the Third Quarter of 2011/12 by presenting performance data set in a financial context.
- 1.2 The Council approved a General Fund Revenue Budget of £15,258,700 on 23 February 2011. The actual position compared to this budget is continuously monitored by managers in order to detect any significant variances of expenditure or income from the approved amounts contained in the budget. Regular reports are made available to members by the Portfolio Holder for Resources and Efficiency informing them of the current position, highlighting any significant factors giving rise to variances.
- 1.3 A Capital Programme totalling £21,638,800, covering the two years 2010/11 to 2011/12, was approved at the same Council meeting. Of this total, £10,374,500 was estimated to be spent in 2011/12.
- 1.4 This report also provides detailed analysis of performance in the third quarter, focusing on key performance indicators.
- 1.5 A summary of the overall picture is presented in section 4 of this report. This is a promising start, with the majority of targets currently met.

2. Revenue Budget and Capital Programme Outturn

- 2.1 The precise out-turn is not yet available because, although the 2011/12 accounts now include all the payments that have actually been made and all of the cash actually received up to and including 31 March 2012, there are still a number of adjustments and accounting entries which remain to be made in order to complete the year's accounts. These adjustments will be finalised over the next few weeks.

- 2.2 Current indications are that the final revenue budget outturn will be similar to the position reported to members via the monthly briefings provided by the Resources and Efficiency Cabinet Portfolio Holder, which is that there is likely to be a moderate adverse variance from the budget allocated for the year. Details of the year's final out-turn in respect of both the revenue budget and the capital programme will be reported to the Audit and Risk Committee when it considers the draft 2010/11 Statement of Accounts at its meeting on 18 July.

3. Investment Counterparties

- 3.1 Investment counterparties with whom money is invested, as at 1 June 2012 are as follows (with the parent company shown in brackets, where applicable):

Nationwide Building Society
Halifax Bank of Scotland (*Lloyds Banking Group*)
Heritable Bank (*Landsbanki*)
Royal Bank of Scotland (*Royal Bank of Scotland Group*)

- 3.2 With regard to the Council's frozen investment in Heritable Bank, two further payments amounting to £178,496 have been received from the Bank's Administrator. This brings the total amount repaid to some £1,798,000, which is around 72% of the total that was frozen. The Administrators current prediction is that at least 90% of the £2,500,000 invested will be repaid.

4 Performance

- 4.1 The Corporate Performance ('dashboard') report is attached as Appendix ***.
- 4.2 The information is presented in sections for each portfolio holder.
- 4.3 There are measures detailing progress against our objectives and the number of quarterly indicators is 24. This is in line with a longer term aim – to identify and focus on key measures that we consider to be of a cross cutting nature. These measures have been designed to relate to areas of work that have an impact on a number of the council's responsibilities.
- 4.4 The appendix comments on individual indicators where they raise an issue or where either a target has been met, or the direction of travel is not positive.
- 4.5 The proportion of indicators on target, based on data at the time of compiling this report, was 90%.
- 4.6 Positive performance can be seen in a range of services although it must be borne in mind that that the results later in the year can be different and that some services have seasonal factors.
- 4.7 There are a very small number of areas listed in this report which are not on target, though none causes concern at present. In all cases, the management of the service is aware of the issues and are taking steps to deal with the situation. Further updates will be provided for Members in future reports.

5. Outcomes Linked to Sustainable Community Strategy and Corporate Priorities

- 5.1 All of these indicators link to corporate priorities. They are ordered by portfolio as in the Corporate Plan.

6. Legal and Statutory Implications

- 6.1 The Council has a duty to set targets for performance of a range of functions and needs to monitor these closely.

7. Equality Impact Implications

- 7.1 There are no differential equality issues.

8. Financial and Resource Implications

- 8.1 Any positive variance for the full year on the General Fund Revenue Account will enable that amount to be transferred to reserves and will be available in future years for use as the Council considers appropriate. Conversely, if there is an adverse variance, the amount required to cover this will have to be met from reserves. To the extent that spending on the capital programme falls short of that planned, there will be a short term benefit, in terms of interest income, because resources to meet capital expenditure have not been used up as rapidly as anticipated.

9. Major Risks

- 9.1 The current economic situation represents the greatest risk to the revenue budget, particularly with regard to the impact it may have upon income receivable in relation to services where customers may chose whether or not to use Council facilities, such as car parking and other areas directly affected by the economic downturn, such as land charges and planning applications. The situation will continue to be monitored through the normal budget monitoring procedures.
- 9.2 The capital programme will require regular monitoring to identify any projects which are falling behind their planned completion dates. This will be carried out by the Capital Programme Review Group, which meets on a monthly basis together with quarterly reports to Cabinet.
- 9.3 The above represents a high level view of risk. There are detailed risk registers available if members wish to see them.

10. List of Appendices

Corporate Performance ('dashboard') report is attached as Appendix

11. Background Papers

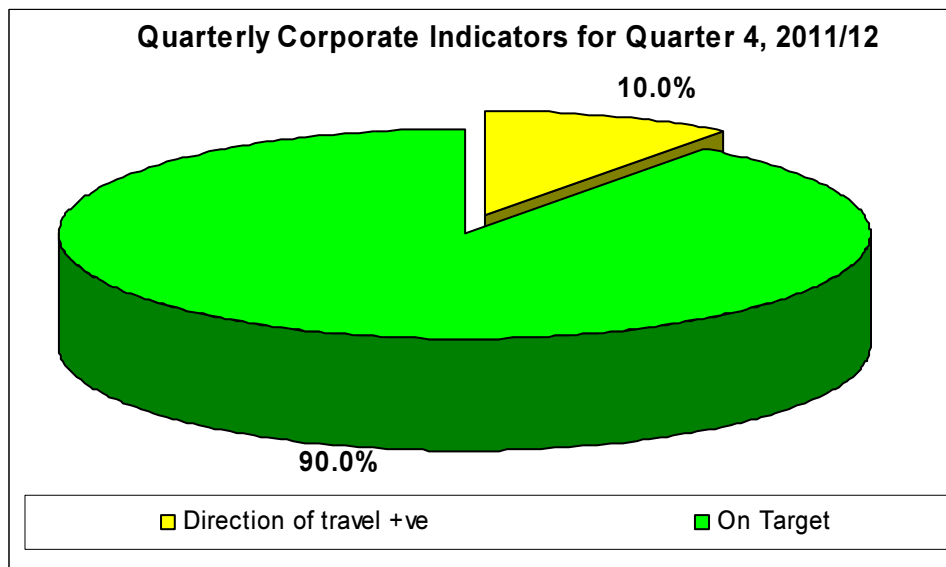
Working papers held by officers responsible for calculating indicators.

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Cabinet Performance Monitoring Report Quarter 4 2011-12

Overall position

In quarter 4, 90% of the indicators with targets are now achieving or exceeding their target. There are 24 indicators and the result is good, showing an improvement of indicators on target since quarter 3. The result for one indicator is unavailable at this time and will be reported at a later date. Three others are collected by partners and have no targets set, so performance for these indicators is compared to the results in 2010-11.



Already performing well

- RP1 % of investment portfolio (NBC owned) which is vacant.
- RP2 Number of cases where positive action was successful in preventing homelessness
- RP3, 4 & 5 % of Major, Minor and other Planning Applications determined within time
- RE1 Number of days lost, per employee, to the Council through sickness
- ER2 % of household waste sent for reuse, recycling and composting
- ER4 % category A+ B food businesses inspections completed in time
- ER1 Residual household waste per household -yearly target 450kgs
- CST1 % requests resolved at first point of contact
- CST2 % Unmet demand (number of calls not answered as a % of total call handling volume)
- CST5 Time taken to process Housing Benefit/Council Tax new claims and change events
- RE2 Percentage of invoices paid on time (within 30 days)






Improvement made

- ER6 % of licensed premises inspected per annum from work plan.
- CA1 Number of people accessing leisure and recreational facilities
- ER5 % of LAPC (Pollution) inspections carried out per annum from work plan






Safer and Stronger Communities

Ref	What did we measure?	Qtr 4 Actual	Qtr 4 Target	How did we do in Quarter 4?	Achieved Target
SSC1	Violence with injury	222	TBC	At the end of 2011-12, the figures for the year shows improvement of 2.6% down on the previous year, 2010-11.	n/a
SSC2	Anti-social behaviour	1004	TBC	At the end of 2011-12, the figures for the year shows improvement of 18.4% down on the previous year, 2010-11.	n/a
SSC3	Serious acquisitive crime	185	TBC	At the end of 2011-12, the figures for the year shows improvement of 16% down on the previous year, 2010-11.	n/a



Regeneration & Planning

Ref	What did we measure?	Qtr 4 Actual	Qtr 4 Target	How did we do in Quarter 4?	Achieved Target
RP1	% of investment portfolio (NBC owned) which is vacant.	11.7	15	The result remains within target in quarter 4 and there are 180 investment properties, which includes any land that is let out on a commercial basis, and 21 are currently vacant.	
RP2	Number of cases where positive action was successful in preventing homelessness (from the P1E)	198	75	The target for preventing homelessness has exceeded the target this quarter. Additional work being undertaken by the team which was formerly not recorded has now been captured, following advice from the Department for Communities and Local Government (CLG). The target will be increased for 2012-13 to 500 cases.	
RP3	NI 157a Percentage of Major Planning Applications determined within time	81.8	75 (60)	The performance for major and minor planning applications have met the targets, For the category of "other" (NI 157c) the performance for this quarter was marginally below the target and demonstrates that a relatively small number of decisions issued out of time (3 in total) can have an adverse affect when the target is set as high as it is. The national target for NI 157c set by government is 80%. Performance has improved and the target was met by performance in quarter 4, with a result of 96.2%, however over the quarter the cumulative result is 94.8%. For the sake of clarity the national performance targets have been shown in brackets against our locally set targets. This demonstrates the Council's priority of aiming for excellence.	
RP4	NI 157b Percentage of Minor Planning Applications determined within time	91.9	85 (65)		
RP5	NI 157c Percentage of Other Planning Applications determined within time	94.8	95 (80)		







Customer Service and Transformation

Ref	What did we measure?	Qtr 4 Actual	Qtr 4 Target	How did we do in Quarter 4?	Achieved Target
CST1	% requests resolved at first point of contact	97.82	70	Our performance continues to be well above target.	
CST2	% Unmet demand (number of calls not answered as a % of total call handling volume)	6.9	10	Our performance is well above target. This is a reflection of the improved service now being provided since the recent telephony and process enhancements and the new departmental structure being in place.	
CST3	Percentage of Council Tax Collected (Cumulative)	97	97.5	Slightly below target. Collection habitually falls off towards year end. This has been exacerbated this year by the change in legislation and discounts with regard to empty properties.	
CST4	Percentage of NNDR collected	95.7	96		
CST5	Time taken to process Housing Benefit/Council Tax new claims and change events	10.77	13	In Qtr 4 performance for this indicator has continued to improve reducing the time taken from 15.13 days for Qtr 1 to less than 11 days by March 2012.	






Resources & Efficiency

Ref	What did we measure?	Qtr 4 Actual	Qtr 4 Target	How did we do in Quarter 4?	Achieved Target
RE1	Average number of days lost, per employee, to the Council through sickness	6.73	7.10	The outturn for the year for this indicator is within the target and shows consistent improvement over recent years.	
RE2	Percentage of invoices paid on time(within 30 days)	97.10	97	Due to continued hard work and chasing of outstanding invoices, the percentage is above the target set for the year.	
RE3	% projected variance against full year council budget	N/A	No variance	2011/12 accounts in process of being closed and results will be reported to Audit & Risk Committee in July.	N/A

Environment and Recycling

Ref	What did we measure?	Qtr 4 Actual	Qtr 4 Target	How did we do in Quarter 4?	Achieved Target
ER1	Residual household waste per household -yearly target 450kgs	434.3 (107.48)	450 kg (112.5)kg	The figures are only estimates at this time as we are still awaiting some tonnage figures for March The figures in () show the actual results for quarter, other figure is for year to date and yearly target.	
ER2	% of household waste sent for reuse, recycling and composting	51.02% {46.33%}	52%		
ER3	% improvement in street and environment cleanliness			This is a very good result for the final survey of 2011-12 and we have achieved our targets for litter, graffiti and fly-posting and narrowly missed out on detritus by 0.32%. The areas to focus on for the coming year ahead have been identified from the surveys and delivered in the work plans for the service.	
	a) litter	6.79	9		
	b)detritus	9.32	9		
	c)graffiti	2.65	3		
	d) fly posting	0.83	1		
ER4	% category A+ B food businesses inspections completed in time.	100	100	Planned inspections for 2011-12 were completed as planned by Environmental Health.	
ER5	% of LAPC (Pollution) inspections carried out per annum from work plan.	100	100		
ER6	% of licensed premises inspected per annum from work plan.	100	100		

Culture and Active Communities

Ref	What did we measure?	Qtr 4 Actual	Qtr 4 Target	How did we do in Quarter 4?	Achieved Target
CA1	Number of people accessing leisure and recreational facilities	449502	540000	Figures are for the year to date and have been impacted on during the year by a combination of factors including the closure of Kidsgrove Sports Centre Pools (since October 2011) due to a structural building fault, two short term closures of the Sports Hall due to roof damage and the gradual wind down and closure of Jubilee Pool and Knutton Recreation Centre prior to their decommissioning from 9 th December 2011. The cumulative total for Qtr 4 is not on target however the result for Qtr 4 was 125, 838 attendances. These visits were generated by the opening of Jubilee2, which has attracted an average of 10,000 visitors a week. This has increased on the Qtr 3 result of 85,370 by 40,468 users (47.4 % increase) and shows positive improvement.	
CA2	Number of people visiting the museum	63309	63000	The target for this indicator has been met for 2011-12 and the number of visitors to the museum in Qtr 4 was 10,610. Profiled targets are to be introduced in 2012-13.	
Key	Performance information not available at this time	n/a			
	Performance is not on target but direction of travel is positive				
	Performance is not on target where targets have been set				
	Performance is on or above target.				

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TRANSFORMATION AND RESOURCES

Title	Action	Method of Scrutiny and Way Forward
Flexible Working for Borough Council Employees	Scrutiny Brief prepared	This item would be left for the body of the Committee to receive regular updates
Review of the Constitution	Scrutiny Brief prepared Meetings of the Working Group were ongoing. Additional meeting to be held on 23rd April 2012	This matter had commenced in the previous Municipal Year and Members queried whether the work already undertaken could be carried forward. It was confirmed that any Working Group set up would continue with what had been done previously and in addition, the independent members who were involved previously could be invited back.
Performance Management Review	Presentation from Head of Business Improvement and Partnerships at meeting on 25th January 2012. Review ongoing and a more detailed report would be provided at the next meeting of the Committee. Additional meeting to be held on 23rd April 2012 Meetings of the working group to continue.	That a working Group be set up including Cllr Mrs Beech, Cllr Fear, Cllr Mrs Shenton and Cllr Snell, Working Group set up and progressing well.

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