

<b>22 March 2012</b>	<b>ITEM 6</b>
<b>Corporate Overview and Scrutiny Committee</b>	
<b>Corporate Overview and Scrutiny Working Group – Performance Management</b>	
<b>Portfolio Holder:</b> Councillor P Smith; Portfolio Holder for Central Services	
<b>Wards and communities affected:</b> N/A	<b>Key Decision:</b> N/A
<b>Accountable Head of Service:</b> Chris Stephenson, Corporate Performance Manager	
<b>Accountable Director:</b> Richard Waterhouse, Director of Transformation	
<b>This report is Public</b>	
<b>Purpose of Report:</b> To update the Committee on the progress of the Working Group	

## **EXECUTIVE SUMMARY**

The inaugural meeting of the Corporate O&S Performance Management Working Group took place on the 15 February 2012 set up to review performance reporting to the Public. This report confirms the terms of reference and scope of the Group (attached at Appendix 1) and outlines the phased approach agreed for engaging with residents around performance reporting.

### **1. RECOMMENDATIONS:**

**That Corporate Overview and Scrutiny Committee:**

#### **1.1 Notes progress so far and agrees to receive quarterly updates on progress at each future meeting**

### **2.0 INTRODUCTION AND BACKGROUND:**

#### **2.1 The Corporate Overview and Scrutiny Committee set up a working group to engage with local people to:**

- understand what they regard as important measures of performance for services that deliver the Council's priorities
- act on this feedback and develop a set of appropriate performance measures – including how they are measured - that are useful to improve services and are understandable to the public so that they can hold the Council to account for its performance
- understand how and in what format residents would want to be kept informed of how well the Council is performing against these measures

- understand residents' willingness to be involved in the ongoing performance management of the Council

### **3.0 Membership**

3.1 The working group has a cross party membership and is comprised of:

Councillor Rob Gledhill (Chair)  
 Councillor Phil Anderson (sent apologies to the meeting)  
 Councillor Yash Gupta  
 Councillor Martin Healy  
 Councillor Shane Hebb

3.2 Officers in attendance at the first meeting were Richard Waterhouse, Chris Stephenson and Sarah Welton, and it is anticipated that at future meetings there will also be officer representatives from other services.

### **4.0 Intended Outcomes of working group**

4.1 The outcomes the working group want to achieve are:

- Local people feel involved and engaged in the performance management and service delivery of their key public services
- Local people are better informed about the Council's performance against the things that matter to them
- Council's reputation with residents and key users is enhanced
- More people become involved and engaged in the democratic process

### **5.0 The first meeting of Working Group**

The first meeting of the working group was held on 15 February 2012. The Terms of Reference attached at Appendix 1 were agreed and Councillor Rob Gledhill was elected as Chair. A discussion was held as to how best to undertake the review and deliver the desired outcomes. It was agreed that the review will be held in phases.

#### **5.1 Phase 1**

Phase 1 will be about understanding resident perceptions of the service areas that they are concerned about. This will primarily be through a survey questionnaire that will be:

- included in the Council Tax bills issued in March (see Section 6.0 for update)
- included in Member surgeries
- on the web via the consultation portal
- reception desks
- libraries
- public meeting type events

- 'vox pop' type video messages (option of a video booth in public buildings to be explored)

This will give a view of the issues that are most important to residents

## 5.2 Phase 2

Phase 2 will involve analysis of the findings from phase 1 with a view to developing a set of local performance indicators that will complement the Corporate and other Scorecards. Phase 2 will also seek to develop a mechanism for reporting back to the public our success against the performance indicators.

## 6.0 Post- meeting Update:

- 6.1 After the meeting on 15 February, work commenced on the design and development of the questionnaire. During this period pre election advice was issued by the Monitoring Officer which gave clear guidance about initiating and undertaking consultation activity during the 'purdah' period.
- 6.2 After seeking clarification with the Deputy Monitoring Officer it was clear that undertaking a high profile and wide ranging consultation immediately before and during purdah would not now be appropriate.
- 6.3 The original intention had been to include the questionnaire in the Council Tax bill distribution as a low cost mechanism that would reach a large number of potential respondents. This is not now an option and a revised programme of engagement is under development with the Corporate Communications Service.
- 6.4 As a result of purdah the public consultation will now start after the local elections.

## 7.0 IMPACT ON CORPORATE POLICIES, PRIORITIES, PERFORMANCE AND COMMUNITY IMPACT

- 7.1 The purpose of the working group is to learn from the members and the public what performance issues are of key concern to them so that a resident focussed set of indicators can be developed based on this feedback. This directly links in with the transparency agenda and community engagement.

## 8.0 IMPLICATIONS

### 8.1 Financial

Implications verified by: **Funke Nana**  
 Telephone and email: **01375 652451 [fnana@thurrock.gov.uk](mailto:fnana@thurrock.gov.uk)**

There may be some financial implications involved in the activities associated

with the working group, particularly around the communication and engagement methods agreed. This has yet to be determined but it is anticipated that in most cases this will be met by existing budgets.

## 8.2 Legal

Implications verified by: **Daniel Toohey**  
Telephone and email: **01375 652049** [dtoohey@thurrock.gov.uk](mailto:dtoohey@thurrock.gov.uk)

There are no direct legal implications arising from this, other than the restrictions on the timing of the consultation work to be undertaken surrounding purdah as detailed in Section 6.

## 8.3 Diversity and Equality

Implications verified by: **Samson DeAlyn**  
Telephone and email: **01375 652472** [sdealyn@thurrock.gov.uk](mailto:sdealyn@thurrock.gov.uk)

The consultation work will aim to get feedback from all sections of the community.

## 8.4 Other implications (where significant) – i.e. Section 17, Risk Assessment, Health Impact Assessment, Sustainability, IT, Environmental

There are no other relevant implications.

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# **CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

## **Review of performance reporting to the public**

### **Terms of Reference**

#### **Introduction**

The Corporate Overview and Scrutiny Committee agreed to set up a task and finish group to examine how the public are engaged in the performance management of the Council.

Specifically the Committee want to learn from the public what performance issues are of key concern to them so that a resident focussed set of indicators can be developed based on this feedback

The Committee acknowledges the existence of other key performance data sets that the Council uses to manage the organisation. It is the intention that any new set of performance measures that are developed, as a result of this review, complements existing performance management activity and are used to help the public better understand how well their Council is performing against the things that matter most to them.

#### **Membership**

The task and finish group will consist of 6 members allocated on a political proportionality basis

#### **Aims of the Review**

To engage with local people to:

1. understand what they regard as important measures of performance for services that deliver the Council's priorities
2. act on this feedback and develop a set of appropriate performance measures – including how they are measured - that are useful to improve services and are understandable to the public so that they can hold the Council to account for its performance
3. understand how and in what format residents would want to be kept informed of how well the Council is performing against these measures
4. understand residents' willingness to be involved in the ongoing performance management of the Council

### **Intended Outcomes**

- Local people feel involved and engaged in the performance management and service delivery of their key public services
- Local people are better informed about the Council's performance against the things that matter to them
- Council's reputation with residents and key users is enhanced
- More people become involved and engaged in the democratic process

<b>REVIEW SCOPE</b>	
<b>Review body:</b> Corporate Overview & Scrutiny Committee	<b>Date:</b>
<b>Review Title:</b> Review of Performance Reporting to the Public	
<p><b>Summary of enquiry:</b></p> <p>To engage with local people to:</p> <ol style="list-style-type: none"> <li>1. understand what they regard as important measures of performance for services that deliver the Council's priorities</li> <li>2. act on this feedback and develop a set of appropriate performance measures that are useful to improve services and are understandable to the public so that they can hold the Council to account for its performance</li> <li>3. understand how and in what format residents would want to be kept informed of how well the Council is performing against these measures</li> <li>4. understand residents' willingness to be involved in the ongoing performance management of the Council</li> </ol>	
<p><b>Potential outcome/s:</b></p> <ul style="list-style-type: none"> <li>• Local people feel involved and engaged in the performance management and service delivery of their key public services</li> <li>• Local people are better informed about the Council's performance against the things that matter to them</li> <li>• Council's reputation with residents and key users is enhanced</li> <li>• More people become involved and engaged in the democratic process</li> </ul>	
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• The new set of public facing performance measures may be seen to subsume or compete with other key data sets that are important for the sound management of the Council</li> <li>• Engaging residents in the design of performance measures may raise their expectations as to levels of performance that can be achieved</li> <li>• The new data set may be resource intensive to record and publicise</li> </ul>	
<b>Terms of Reference:</b> - See page 1	
<b>Out of Scope:</b>	

- The wider performance management framework and processes
- The existing Corporate Scorecard and service scorecards
- Other data sets which are important for the good management of the organisation

**Brief outline of how review will be conducted:**

- The review will last approximately 3 months and will be split into 2 phases:
  - Phase 1 will be 'discovery', i.e. to understand the current situation - policy landscape around PM, emerging thinking around public involvement in PM, what other organisations are doing around stakeholder involvement, local people's views for and against involvement in PM, what is important to local people
  - Phase 2 will be about acting on the findings of Phase 1, designing potential solutions and making recommendations
- Review will call on desk top analysis of existing approaches and targeted engagement with residents – face to face interviews, web based questionnaires, targeted questionnaires to user groups. Evidence will also be drawn from portfolio holders, witness interviews and statements etc

**Documents/information required:**

- Current PM research papers
- Previous consultation data regarding public involvement attitudes in Thurrock

**Witnesses:**

Residents, portfolio holders, non cabinet members, service managers, external professionals,

**Site visits:**

Each of the 4 town centres of Thurrock for face to face interviews with residents, Community Fora, meetings with service user groups

**Consultation/research:**

- Research sector best practice with LGID, Centre for Public Scrutiny, Consultation Institute
- General web based research
- Consultation exercise to be shaped by inhouse expert resource

**Meeting dates & venues to be used for meetings/evidence gathering:**

- Report to be received at meeting of Committee in new municipal year
- Site visits and interview dates to be determined

**Officer support and other resources:**

Officer Support Team to be:

Chris Stephenson - Corporate Performance Manager



Sarah Welton / Andy Owen – Performance and Risk Officers

Phil McCusker – Communications Team – as and when

Leroy Richards – Consultation and Engagement – as and when

Service based performance reps

**Timescale/milestones (start and completion date, report date to committee:**

Kick off meeting in February 2012

Report to be submitted to Corporate Overview and Scrutiny Committee early in new municipal year

**Publicity (e.g. of recommendations)**

To be agreed with Communications Manager