CORPORATE PERFORMANCE COMMITTEE – 20 NOVEMBER 2014

A meeting of the Corporate Performance Committee will be held at 5.30pm on Thursday 20 November 2014 in Committee Room 1 at the Town Hall, Rugby.

Councillor Mistry
Chairman of Corporate Performance Committee

A G E N D A

PART 1 – PUBLIC BUSINESS

1. Minutes.
   To approve the minutes of the meeting held on 17 September 2014.

2. Apologies.
   To receive apologies for absence from the meeting.

3. Declarations of Interest.
   To receive declarations of –

   (a) non-pecuniary interests as defined by the Council’s Code of Conduct for Councillors;

   (b) pecuniary interests as defined by the Council’s Code of Conduct for Councillors; and

   (c) notice under Section 106 Local Government Finance Act 1992 – non-payment of Community Charge or Council Tax.

Note: Members are reminded that they should declare the existence and nature of their non-pecuniary interests at the commencement of the meeting (or as soon as the interest becomes apparent). If that interest is a pecuniary interest the Member must withdraw from the room unless one of the exceptions applies.

Membership of Warwickshire County Council or any Parish Council is classed as a non-pecuniary interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration.
4. Call-Ins
   To receive any Call-Ins from Cabinet
5. Performance Reports
   Portfolio: Sustainable Inclusive Communities
6. Finance and Performance Monitoring 2014/15 Quarter 2
7. Systems Thinking – What Next? One-page strategy
8. Overview and Scrutiny Review Action Plans
9. Committee Work Programme

PART 2 – EXEMPT INFORMATION

There is no business involving exempt information to be transacted.

Any additional papers for this meeting can be accessed via the website.

Membership of the Committee:

Councillors Mistry (Chairman), H Avis, Ellis, Gillias, Lewis, Pacey-Day, H Roberts, Mrs Simpson-Vince, plus one conservative member

If you have any general queries with regard to this agenda please contact Veronika Beckova, Democratic and Scrutiny Services Officer (01788 533523 or e-mail veronika.beckova@rugby.gov.uk). Any specific queries concerning reports should be directed to the listed contact officer.

If you wish to attend the meeting and have any special requirements for access please contact the Democratic and Scrutiny Services Officer named above.
<table>
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<tr>
<th><strong>AGENDA MANAGEMENT SHEET</strong></th>
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<td><strong>Name of Meeting</strong></td>
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<td><strong>Summary</strong></td>
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<td><strong>Legal Implications</strong></td>
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<td><strong>Equality and Diversity</strong></td>
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</tbody>
</table>
Summary
The committee is asked to consider progress in the Sustainable Inclusive Communities portfolio.

The Portfolio Holder will be present at the meeting to report on progress and answer questions.

The committee is also asked to appraise the suitability of the dashboard view for monitoring performance.

1. PERFORMANCE MONITORING REPORTS

For the last four years, the committee has, at each of four of its meetings each year, scrutinised performance in one of the four strategic areas of the corporate strategy and in one of the portfolios. This has involved the production of Covalent reports on high level actions grouped by strategic area and by portfolio. These reports have listed high level actions but they have still been quite long and. In practice, their contents have not generally been the subject of discussion at committee meetings. Moreover, the reports could be quite difficult to understand without information on subsidiary actions, the inclusion of which would make the reports unfeasibly long.

Also the production of one set of reports for an area of the corporate strategy and another for the associated portfolio has made sense in theory but it is debatable whether it has provided any insights for scrutiny.

In practice, the performance reports have tended to be skipped over at committee meetings and the meetings have focused on discussion with the guest portfolio holder on a range of matters not usually directly related to the performance reports.

2. STREAMLINING

At the last meeting, the committee received a streamlined version of the reports, the main aim being to eliminate duplication of information and to provide a manageable quantity of data to enable members to draw conclusions about the council’s performance.
At this meeting, the committee is asked to try a further-streamlined approach entirely based on the Covalent dashboard for the portfolio; in this case Sustainable Inclusive Communities (appended). The printed version of this is undeniably difficult to read. However, this is a feasible way of presenting the performance information now that the projection screen in Committee Room 1 has been replaced by a large format interactive panel display.

At the meeting, the Sustainable Inclusive Communities dashboard will be displayed, and the functions of the display screen will be demonstrated: in particular the ability to display more detail if required. Although the committee will continue to maintain a high level overview, it will be possible at the meeting to solve problems of interpretation that have in the past arisen from having no background detail.

Moreover, the information on screen will be live and up-to-date. It may therefore provide evidence of progress made since the printed dashboard was generated.

This use of the interactive screen will also demonstrate to committee members how it is now quite simple to use the dashboard view on their own computers to monitor performance between meetings.

Relying entirely on the dashboard is a new departure, and it will be for the committee to decide whether to continue with it, or whether any of the customary paperwork should be reinstated in future.
Name of Meeting: Corporate Performance Committee

Date of Meeting: 20 November 2014

Subject Matter: Performance – Sustainable Inclusive Communities

There are no background papers relating to this item.
Appendix

Sustainable Inclusive Communities Performance Dashboard
Generated on 28 October 2014

**Outstanding actions within the CCIP**

- **173** Actions on this dashboard
- **18** Overdue Actions on this dashboard
- **109** Due in the next 12 months

**Traffic Light**

- Red
- Amber
- Green

**Current Action Statuses**

- Not Started
- Unassigned
- Newited
- Assigned
- In Progress
- Check Progress
- Overdue
- Completed
- Cancelled

**Upcoming Due Dates**

- October
- November
- December
- January
- February
- March
- May
- June
- July
- August
- September
Actions that lie outside the CCIP

- 293 Actions on this dashboard
- 125 Completed in the last 12 months
- 28 Overdue Actions on this dashboard
- 133 Due in the next 12 months
- 2 Cancelled Actions on this dashboard

Traffic Light

- 250
- 125
- 0
- Red
- Amber
- Green

Current Action Statuses

- Not Started
- Unassigned
- Neglected
- Assigned
- In Progress
- Check Progress
- Overdue
- Completed
- Cancelled

Recently Completed

- Nov
- Dec
- Jan
- Feb
- Mar
- Apr
- May
- Jun
- Jul
- Aug
- Sep
- Oct

Upcoming Due Dates

- Oct
- Nov
- Dec
- Jan
- Feb
- Mar
- Apr
- May
- Jun
- Jul
- Aug
- Sep
### Related performance indicators

<table>
<thead>
<tr>
<th>FIs at Red</th>
<th>FIs at Amber</th>
<th>FIs at Green</th>
<th>Total number of FIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>5</td>
<td>3</td>
<td>14</td>
</tr>
</tbody>
</table>

#### Current FI statuses

- **Red**: 13
- **Amber**: 5
- **Green**: 3
- **Unknown**: 14

#### Improving (FIs)

<table>
<thead>
<tr>
<th>FIs</th>
<th>Description</th>
<th>Value</th>
<th>Target History</th>
</tr>
</thead>
<tbody>
<tr>
<td>LI 214b</td>
<td>Number of homelessness prevention made by Cl...</td>
<td>51</td>
<td></td>
</tr>
<tr>
<td>LI 051</td>
<td>Achieve a 60% satisfaction rating of 8 out of 1...</td>
<td>100%</td>
<td>60%</td>
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<tr>
<td>LI 063 (ex-3V 066a) Rent Collection and Areas Recov...</td>
<td>90.11%</td>
<td>99.00%</td>
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<tr>
<td>LI 061 (ex-3V 063) Energy Efficiency of Housing Stock</td>
<td>67</td>
<td>65</td>
<td></td>
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<tr>
<td>LI 025</td>
<td>Number of households in receipt of benefits</td>
<td>7,423</td>
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#### Deteriorating (FIs)

<table>
<thead>
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<th>Description</th>
<th>Value</th>
<th>Target History</th>
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<tbody>
<tr>
<td>LI 108</td>
<td>Average end-to-end time of Housing Repairs</td>
<td>15.43</td>
<td></td>
</tr>
<tr>
<td>LI 201 (ex-SDL 007-04) Households with mortgage def...</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LI 214a Number of homeless prevention made by Rus...</td>
<td>26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LI 233</td>
<td>The number of homeless acceptances made ea...</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>LI 052</td>
<td>Install one landscaped &quot;green&quot; play park per ...</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>LI 232</td>
<td>The number of homeless decisions made each ...</td>
<td>52</td>
<td></td>
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<tr>
<td>LI 107</td>
<td>Average void period in days</td>
<td>44</td>
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<tr>
<td>LI 200</td>
<td>Percentage of properties with a gas appliance ...</td>
<td>99.77</td>
<td>100</td>
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Appendix

Strategic risks and linked actions

Heat Map (current)

Current Risk statuses

Red  Amber  Green

Likelihood

Impact

Highest Score (Overall)

Lowest Score (Overall)

Recent Assessments

Scheduled Reviews

Current Linked Action statuses

Risk statuses

Red  Amber  Green

Worst Performing

Due Date  Progress

- SRA-03.1.1 Working with the Carbon Trust  31/03/13  90%
- SRA-03.2 Actions to mitigate an increased demand and financi...  22/04/15  35%
- SRA-04.1 Local Strategic Partnership, regeneration strategy...  31/06/13  90%
- SRA-03.2.1 - Flooding Pathfinder project including developin...  31/05/14  70%
- SRA-01.1.1 Different preparation to be put into place depend...  31/03/13  100%
Appendix

Operational risks and linked actions

Heat Map (current)

Highest Score (Overall)
- EM-R14.01 Loss of Orbit/Bremford floating support services: 32
- HCDT-R14.12 Lack of funding for improving the thermal...: 32
- HCDT-R14.12 Having to return Right To Buy receipts to Gov.: 32
- HR-R14.14 Risks to staff involved with lone working: 9
- HR-01.12 Information security: 9

Lowest Score (Overall)
- HOT-R14.19 Too few applicants on the waiting list: 1
- HMT-R14.12 Up to 30% of items identified on housing estates are...: 2
- HMT-R14.14 Failure to successfully procure the right contr...: 2
- HMT-R14.15 failure by contractors/WSU to adhere to the c...: 2
- HOT-R14.16 Non-compliance with health and safety regul...: 2

Recent Assessments
- 6 Risks have not had an assessment in the previous 12 months.

Scheduled Reviews
- 59 Risks do not have an assessment scheduled in the next 12 months.

Current Linked Action statuses

Worst Performing
- HOT-14.01.2 Continue referrals and accurately record these: 30/08/14 (90%)
- HCDT-14.01.12 Get agreement in principle ref sale of garage site...: 02/07/14 (100%)
- HCDT-14.01.13 Investigate how the existing portfolio of loans a...: 31/07/14 (100%)
- HCDT-14.01.14 Registered Providers have been challenged to t...: 31/08/14 (100%)
- HCDT-14.01.4 In process of assessing Proval software to help i...: 31/07/14 (100%)
AGENDA MANAGEMENT SHEET

Name of Meeting  Corporate Performance Committee

Date of Meeting  20 November 2014

Report Title  Finance and Performance Monitoring 2014/15 Quarter 2

Ward Relevance  All

Contact Officer  Paul Ansell, Scrutiny and Policy Officer  (01788) 533591

Summary  This report provides an overview of the council's spending and performance position. It concentrates on indicators that were underperforming during the second quarter of 2014/15. Additional information may be found in the Finance and Performance Monitoring Report to Cabinet on 17 November 2014.

Financial Implications  As detailed in the report

Risk Management Implications  None

Environmental Implications  None

Legal Implications  None

Equality and Diversity  No new or existing policy or procedure has been recommended.
Summary

This report provides an overview of the council's spending and performance position. It concentrates on indicators that were underperforming during the second quarter of 2014/15. Additional information may be found in the Finance and Performance Monitoring Report to Cabinet on 17 November 2014.

1. BACKGROUND

The Acting Head of Resources will give an introduction at the meeting, concentrating on the financial indicators that have been consistently red and providing additional detail where requested. A full report on the financial indicators and performance indicators is on the agenda of Cabinet on 17 November 2014, and members may refer to that report for additional details.

2. FINANCIAL PERFORMANCE

A report of general fund revenue financial performance to the end of Quarter 2 is attached at Appendix 1. The report is an exception report showing all those budget headings that are showing red; in other words, where there is a variance from the target of more than £10,000. Budget headings are included in the report if they were showing as red at the end of Quarter 2 or are projected to be red at the end of the year. The column indicating the percentage variance from projected expenditure helps the understanding of occasions when a £10,000 variance has, for valid reasons of financial control, triggered the red signal, even though the variance may be of little significance in comparison with the total budget. The reasons for variances are attached at Appendix 1A.

3. PERFORMANCE INDICATORS

The table of underperforming performance indicators is attached at Appendix 2. Appendix 3 contains graphs showing this quarter’s performance in the context of past performance, together with the reasons for underperformance and the prospects for recovery.
Name of Meeting: Corporate Performance Committee
Date of Meeting: 20 November 2014
Subject Matter: Finance and Performance Monitoring 2014/15 Quarter 2

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.
## Summary Financial Performance Data - Quarter 2 2014/15

Indicators currently 'red' (over £10,000 variance from target at end of Quarter 2) or projected to be red at year end

<table>
<thead>
<tr>
<th>Responsible Officer*</th>
<th>Revised Net Budget 2014/15 £</th>
<th>Profiled budget to end of Q2 £</th>
<th>Spend to end of Q2 £</th>
<th>Variance from profile to end of Q2 £</th>
<th>Traffic light at end of Q2</th>
<th>Projection to outturn 2014/15 £</th>
<th>Projected variance from revised budget £</th>
<th>Projected traffic light at year end 2014/15 %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Economy, Development and Culture</strong></td>
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<tr>
<td>Art Gallery &amp; Museum</td>
<td>HCIS</td>
<td>781,640</td>
<td>418,080</td>
<td>436,310</td>
<td>18,230</td>
<td>RED</td>
<td>801,520</td>
<td>19,880</td>
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<tr>
<td>Building Control Services</td>
<td>HPR</td>
<td>125,640</td>
<td>68,460</td>
<td>7,780</td>
<td>-65,880</td>
<td>RED</td>
<td>87,020</td>
<td>-38,620</td>
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<tr>
<td>Car Parks &amp; Parking</td>
<td>HES</td>
<td>-183,360</td>
<td>-95,430</td>
<td>-107,520</td>
<td>-12,090</td>
<td>RED</td>
<td>-199,060</td>
<td>-15,700</td>
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<td>Planning Services</td>
<td>HPR</td>
<td>560,550</td>
<td>283,630</td>
<td>163,740</td>
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<td>RED</td>
<td>486,970</td>
<td>-73,580</td>
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<tr>
<td>Sports &amp; Recreation</td>
<td>HPR</td>
<td>298,750</td>
<td>179,840</td>
<td>180,670</td>
<td>830</td>
<td>GREEN</td>
<td>285,040</td>
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<td><strong>Resources and Corporate Governance</strong></td>
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<tr>
<td>Corporate Property Services</td>
<td>HHP</td>
<td>-150</td>
<td>-12,190</td>
<td>-37,190</td>
<td>-25,000</td>
<td>RED</td>
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<td>-11,810 -7,873</td>
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<td>Council Tax &amp; NDR Collection</td>
<td>HoR</td>
<td>605,120</td>
<td>471,090</td>
<td>464,070</td>
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<td>AMBER</td>
<td>590,940</td>
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<td>HoR</td>
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<td>6,950</td>
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<td>Land Charges</td>
<td>HPR</td>
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<td>-14,220</td>
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<td>Resources</td>
<td>HoR</td>
<td>-16,130</td>
<td>-22,680</td>
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<td>-10,530</td>
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<td>1,290</td>
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<td>43,480</td>
<td>44,650</td>
<td>1,170</td>
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<td>Works Services Unit &amp; Depot</td>
<td>HES</td>
<td>-276,820</td>
<td>325,440</td>
<td>715,350</td>
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<td>Crematorium</td>
<td>HES</td>
<td>-178,650</td>
<td>-75,020</td>
<td>-28,570</td>
<td>46,450</td>
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<td>Parks, Recreation Grounds &amp; Open Spaces</td>
<td>HES</td>
<td>1,324,400</td>
<td>684,550</td>
<td>690,580</td>
<td>6,030</td>
<td>AMBER</td>
<td>1,335,260</td>
<td>10,860</td>
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<td>HES</td>
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<td>495,360</td>
<td>499,440</td>
<td>4,080</td>
<td>GREEN</td>
<td>1,026,310</td>
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<td><strong>Sustainable Inclusive Communities</strong></td>
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<td></td>
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<tr>
<td>Community Grants</td>
<td>HHP</td>
<td>253,350</td>
<td>160,990</td>
<td>150,380</td>
<td>-10,610</td>
<td>RED</td>
<td>253,350</td>
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<td>Housing Benefits Administration</td>
<td>HoR</td>
<td>758,430</td>
<td>381,010</td>
<td>370,140</td>
<td>-10,870</td>
<td>RED</td>
<td>761,610</td>
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<td>Housing Benefits Payments</td>
<td>HoR</td>
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<td>11,776,560</td>
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<td>3,770</td>
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<td>Welfare Services</td>
<td>HHP</td>
<td>-19,140</td>
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<td>RED</td>
<td>-28,870</td>
<td>-9,730 -51</td>
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*Key to Responsible Officers*

HBT Head of Business Transformation
HCIS Head of Customer and Information Services
HES Head of Environmental Services
HHP Head of Housing and Property
HoR Head of Resources
HPR Head of Planning and Recreation
Main reasons for financial variances as reported by budget holders to Cabinet, 17 November 2014

Economy, Development and Culture

Art Gallery & Museum – The variance is due to a larger than anticipated bill for the Business rates at the Rugby Art Gallery & Museum

Building Control Services – Due to an uplift in the economy more staff time and resources are being spent on fee-earning "Building Regulations Chargeable" activities which are being funded from additional income being received by the service. Consequently there is an underspend across the whole of the service as less staff time is spent on non-fee earning "Other Building Control" activities.

Car Parks and Parking – Anticipated additional income from off-street car parking charges is anticipated.

Planning Services – The variance to period relates to an over achievement of income from planning application fees (£46,840) and reimbursement of legal fees (£68,670). The variance at outturn relates to the reimbursement of legal fees and a salary savings due to a vacant post.

Sports & Recreation – The variance at year-end relates to various minor underspends.

Resources and Corporate Governance

Corporate Property Services – The variance at Quarter 2 is mainly due to an underspend on centralised utilities which may be offset by increased charges during the winter months. The variance to year end is due salary savings from the Property Manager post that is now shared with Housing.

Council Tax & NDR Collection – The variance to Quarter 2 and year-end is due to salary savings from a vacant post which may be required for maternity cover.

General Financial Services – The variance to Quarter 2 and at year-end relates to a reimbursement of audit fees from 2012/13.

Land Charges – Variance to date relates to an overachievement of income on Land Charges, this will be offset by year end with an increase in salaries resulting from a temporary increase in hours.

Resources – The variance at Quarter 2 is mainly due to a vacant post.

Safety & Resilience – The variance at Quarter 2 is mainly due to the vacant student placement post.

Works Services Unit & Depot – The variance at Quarter 2 is mainly due to shortfall in Housing Maintenance income due to delays in the processing of jobs.
This is expected to be resolved by year-end. The forecast budget deficit is due to a number of overspends across the WSU that may be met from the WSU operational reserve at year-end.

**Sustainable Environment**

**Crematorium** – The variance at Quarter 2 relates to additional security required at the site, this has now ceased and it is anticipated this will be largely recovered through additional income.

**Parks, Recreation Grounds and Open Spaces** – The variance at year-end relates to various minor underspends.

**Regulatory Services** – The variance at year-end relates to an underspend on salaries due to staff sickness

**Sustainable Inclusive Communities**

**Community Grants** – Income received from Public Heath has not yet been allocated as grant payments. However, these grants are anticipated to be awarded by year-end.

**Housing Benefits Payments** – The variance at year-end is due to an increase in Housing Benefit claimants for third sector supported accommodation following the deregistration of care homes by Warwickshire County Council. These levels of rents are not eligible for full government subsidy and are only partly reimbursed at 60%.

**Welfare Services** – Anticipated additional income from the Lifeline service. This will be offset by a higher contribution to the HRA for the running of the service.
### Economy, Development and Culture

<table>
<thead>
<tr>
<th>PI Code</th>
<th>Short name</th>
<th>Last update</th>
<th>Current value</th>
<th>% target achieved</th>
<th>% gap to target</th>
<th>Status</th>
<th>Responsible officer</th>
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<tr>
<td>LI 070</td>
<td>(ex-BV 170b) Museums &amp; galleries - Visits in Person (per 1,000 population)</td>
<td>Q2 2014/15</td>
<td>156</td>
<td></td>
<td></td>
<td>↓ ↓</td>
<td>Rachel Coldicott; Sally Godden</td>
</tr>
<tr>
<td>LI 092</td>
<td>(ex-LI 069) Museums &amp; Galleries - Enquiries &amp; Presentations (per 1,000 population)</td>
<td>Q2 2014/15</td>
<td>160</td>
<td></td>
<td></td>
<td>↓ ↓</td>
<td>Rachel Coldicott; Sally Godden</td>
</tr>
<tr>
<td>LI 123</td>
<td>Leisure Centre Visits</td>
<td>Sep-14</td>
<td>47,658</td>
<td></td>
<td></td>
<td>↓ ↓</td>
<td>Caroline Johnson</td>
</tr>
<tr>
<td>LI 124</td>
<td>Quarterly footfall in Rugby Town Centre</td>
<td>Q2 2014/15</td>
<td>-1.30%</td>
<td></td>
<td></td>
<td>↓ ↓</td>
<td>Michael Beirne</td>
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### Resources and Corporate Governance

<table>
<thead>
<tr>
<th>PI Code</th>
<th>Short name</th>
<th>Last update</th>
<th>Current value</th>
<th>% target achieved</th>
<th>% gap to target</th>
<th>Status</th>
<th>Responsible officer</th>
</tr>
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<tbody>
<tr>
<td>LI 058</td>
<td>(ex- BV 012) Working Days Lost Due to Sickness Absence</td>
<td>Q2 2014/15</td>
<td>4.88</td>
<td></td>
<td></td>
<td>↑ ↓</td>
<td>Cathy Denton</td>
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<tr>
<td>LI 060</td>
<td>(ex-BV 017a) Ethnic Minority representation in the workforce - employees</td>
<td>Q2 2014/15</td>
<td>9.60%</td>
<td></td>
<td></td>
<td>↓ ↓</td>
<td>Cathy Denton</td>
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</table>
Sustainable Environment

No negative trends or missed targets

**Sustainable Inclusive Communities**

<table>
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<th>PI Code</th>
<th>Short name</th>
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<th>Current value</th>
<th>Current target</th>
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<th>% gap to target</th>
<th>Status</th>
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<tbody>
<tr>
<td>LI 107</td>
<td>Average void period in days</td>
<td>Sep-14</td>
<td>44</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Martin Cregg; Holly Reid</td>
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</tbody>
</table>
Non-financial performance indicators Q2 2014/15 – explanations of red-performing indicators and adverse trends

The text below is from managers’ Covalent notes reported to Cabinet on 17 November 2014. The charts are from Covalent as at the end of Quarter 2.

Economy, Development and Culture

LI 070 – (ex-BV 170b) Museums & galleries - Visits in Person (per 1,000 population)

Reason for adverse trend: Art Gallery closed for three weeks for changeover of the exhibition. This therefore has a knock-on effect on the Museum.

What remedial action is being taken? None

When do you anticipate this trend will be corrected? Anticipated this will rise next quarter due to no exhibition changeover and Big Draw event and October Half Term.

Additional resources required: None
LI 092 – (ex-LI 069) Museums & Galleries - Enquiries & Presentations (per 1,000 population)

**Reason for adverse trend:** Art Gallery closed for three weeks during exhibition changeover.

**What remedial action is being taken?** None

**When do you anticipate this trend will be corrected?** Half term week and lots of events and workshops coming up in October. Art Gallery has reopened.

**Additional resources required:** None
LI 123 – Leisure Centre visits

**Reason for adverse trend:** Throughput through leisure facilities is always seasonal therefore you will not always see a month on month increase. In August we ran school holiday activities. These do not take place in term time. There were 1795 children attending the playscheme in August. If you discounted the playscheme numbers, throughput in September would have been 1345 up on August. August also sees the highest casual swim numbers, again because it is in school holidays. Likewise numbers will dip in December because of Christmas holidays.

**What remedial action is being taken?** None

**When do you anticipate this trend will be corrected?** The best way to compare these figures is to look at the year as a whole. So in April 2015 we would compare with April 2014 to see if there was an increase. If we found that 2015 numbers were below 2014 numbers then we would need remedial action.

**Additional resources required:** None
LI 124 – Quarterly footfall in Rugby town centre

**Reason for adverse trend:** Large number of vacancies on High Street and Sheep Street near the footfall counters.

**What remedial action is being taken?** RBC continue to work in partnership with Rugby First to promote events and a moving in grants scheme.

**When do you anticipate this trend will be corrected?** Footfall is expected to increase towards the Christmas period.

**Additional resources required:** None
This graph shows quarterly cumulative totals.

**Reason for Underperformance:** In this quarter we have had a total of 24 people on long term sickness absence (+30 days) totalling 1404.5 days. Taking this total out the average number of days per employee would reduce to 2.28 days. Of those 24 people 16 have returned to work.

**What remedial action is being taken?** Managers continue to work within the parameters of the Absence Management Policy. Early referrals to Occupational Health are offered for employees absent through musculoskeletal problems, stress or following surgery. Managers are also receiving absence management training as part of The Way We Manage Programme.

**When will this be back on target?** It is hoped that as the year progresses absence will be maintained or reduced.

**Additional Resources Required:** None at this stage
LI 060: (ex-BV 017a) Ethnic minority representation in the workforce – employees

Reason for Underperformance: In this quarter we have had an employee from one of the ethnic groups leave the Council.

What remedial action is being taken? Recruitment to various posts within the Council is currently ongoing and therefore it is possible that this may increase during the next quarter.

When will this be back on target? It is hoped that as the year progresses this will be increased or maintained.

Additional Resources Required: None at this stage

Sustainable Environment

None
Sustainable Inclusive Communities

LI 107: Average void period in days

Reason for adverse trend: Number of void properties coming back in poor state of repair (requiring major works), increased number of evictions, flea infestations during the period (preventing commencement of void works until fleas cleared), staff vacancy

What remedial action is being taken? Increased number of trades staff taken on by WSU, vacancy in Voids & Lettings being filled, external specialist pest contractor sourced and now used for voids

When do you anticipate this trend will be corrected? November 2014

Additional resources required: Sourced
**Name of Meeting**
Corporate Performance Committee

**Date of Meeting**
20 November 2014

**Report Title**
Systems Thinking – What Next? One-page strategy

**Ward Relevance**
All

**Contact Officer**
Paul Ansell, Scrutiny and Policy Officer
(01788) 533591

**Summary**
The Overview and Scrutiny Management Board placed a review entitled “Systems Thinking – What Next?” in the current year’s work programme. The committee is asked to consider the review’s one-page strategy.

**Financial Implications**
The review may be expected to have financial implications.

**Risk Management Implications**
There are no risk management implications arising from this report.

**Environmental Implications**
There are no environmental implications arising from this report.

**Legal Implications**
There are no legal implications arising from this report.

**Equality and Diversity**
No new or existing policy or procedure has been recommended.
Summary

The Overview and Scrutiny Management Board placed a review entitled “Systems Thinking – What Next?” in the current year’s work programme. The committee is asked to consider the review’s one-page strategy.

1. ONE-PAGE STRATEGY

The proposed one-page strategy for this review is appended.

The original stimulus for placing the review in the work programme was the report of the LGA peer review, which raised questions regarding customer focus and the uneven application of systems thinking across the council.

It was reported to the Board in March that work was in progress to address the issue of patchy adoption of systems thinking, and that it was doubtful whether a scrutiny review would add much value to this. Instead, the review would concentrate on matters relating to responsiveness to customer need.

However, since then, there appears in practice to have been little or no change in the number of services that have carried out full systems thinking reviews or have made a commitment to do so. Systems thinking will not work if the staff carrying out the review do not embrace the concept but this review will aim to find ways of encouraging such services to adopt systems thinking. All services need to be included in the scope of the scrutiny review in order to compare those services that are operating under systems thinking principles with those that are not.

It must be stressed that the title of the review Systems Thinking – What Next? does not imply that any departure from systems thinking is under consideration. The opposite is in fact the case, and the council is committed to systems thinking.

2. TIMETABLE

It is proposed that the review should begin after one of the Fees and Charges or Hackney Carriage Stands reviews completes. This is likely to be in the New Year. In the meantime, recruitment to the task group will take place.
Name of Meeting: Corporate Performance Committee

Date of Meeting: 20 November 2014

Subject Matter: Systems Thinking – What Next? One-page strategy

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.
DRAFT ONE-PAGE STRATEGY

SYSTEMS THINKING – WHAT NEXT?

What is the broad topic area?

Application of systems thinking principles to support: (a) the identification of customer needs and (b) the delivery of services in response to these.

This review will build on the successes of systems thinking and will not duplicate the work of the scrutiny review of systems thinking in 2010.

What is the specific topic area?

Answering the questions:

- How do we know what matters to our customers? – being careful to distinguish between what the customer appears to want and what really matters to the customer.
- How well do we deliver in response to customer demand? – looking at measures of performance that evidence the council’s response.

These questions could be applied to any service, regardless of whether it has been the subject of a systems thinking review.

What is the ambition of the review?

To validate systems thinking as a means of delivering tangible, customer-focused benefits in a consistent and visible way.

Also, to encourage evidence-based improvement of services to customers.

How well do we perform at the moment?

Our LGA peer reviewers told us:

“We have used the phrase “Systems Thinking PLUS” to emphasise that your adoption of systems thinking has delivered clear and measurable benefits but in our view it is a means to an end and not the end itself. In truth it felt to us that sometimes it was seen as the latter not the former.

“In this area you pride yourself on your customer focus but you also need to demonstrate how all services contribute to that aim.”

The review will address these points.

Who shall we consult about the current service and about how we can improve it?

Head of Business Transformation, Change Officer

What other help do we need?

Selected officers who have led systems thinking reviews.

How long should it take?

Approximately 3–4 months, depending on the level of detail pursued.
What will be the outcome?

1. Evidence of:
   - the routine use of a set of visible and appropriate performance measures
   - ability of teams to act on variation in the system
   - team members acting on information, not on opinion

2. If required, a set of recommendations on the establishment of measures of purpose and means of monitoring them.

3. Recommendations on encouraging the wider application of systems thinking.
**AGENDA MANAGEMENT SHEET**

<table>
<thead>
<tr>
<th><strong>Name of Meeting</strong></th>
<th>Corporate Performance Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of Meeting</strong></td>
<td>20 November 2014</td>
</tr>
<tr>
<td><strong>Report Title</strong></td>
<td>Overview and scrutiny review action plans</td>
</tr>
<tr>
<td><strong>Ward Relevance</strong></td>
<td>All</td>
</tr>
<tr>
<td><strong>Contact Officer</strong></td>
<td>Paul Ansell (01788) 533591</td>
</tr>
<tr>
<td><strong>Summary</strong></td>
<td>Scrutiny committees receive reports on scrutiny</td>
</tr>
<tr>
<td></td>
<td>review action plans under their remit twice each year,</td>
</tr>
<tr>
<td></td>
<td>in June or July and November.</td>
</tr>
<tr>
<td><strong>Financial Implications</strong></td>
<td>There are no financial implications arising from this report.</td>
</tr>
<tr>
<td><strong>Risk Management Implications</strong></td>
<td>There are no risk management implications arising from this report.</td>
</tr>
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<td><strong>Environmental Implications</strong></td>
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<td><strong>Legal Implications</strong></td>
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</tr>
<tr>
<td><strong>Equality and Diversity</strong></td>
<td>No new or existing policy or procedure has been recommended.</td>
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</table>
Corporate Performance Committee

20 November 2014

Overview and scrutiny review action plans

Summary

Scrutiny committees receive reports on scrutiny review action plans under their remit twice each year, in June or July and November.

1. BACKGROUND

It is the responsibility of the scrutiny committees to monitor progress against the scrutiny review action plans arising from reviews for which they were responsible. This is now routinely scheduled to take place twice a year, in June (or thereabouts) and November. The Overview and Scrutiny Management Board normally receives an exception report on all overdue actions from scrutiny reviews in August and January, and refers to the relevant committee any particular areas of concern for further investigation.

2. REVIEW ACTION PLANS

The committee has asked that completed actions be removed from the report, leaving only outstanding items.

This leaves just the Employee Wellbeing review with outstanding items.

The Covalent report showing outstanding items in the review is appended.

This review was recently discussed by OSMB on 13 October, because the item had been deferred from an earlier meeting. The then-overdue actions were reported on as follows:

“Review terms and conditions including consideration of tailoring our ‘package’ better to provide benefits that staff value.”

The Executive Director informed members that an employee survey had taken place to understand the terms and conditions that employees value the most. This was followed by a review involving unions and a cross-section of staff that considered the various staff benefits and terms and conditions to produce a package that would appeal more to employees, preferably at a similar cost to the current package.
The costings of the key options/proposals for change should be completed soon with a view to bringing an initial report to a future Corporate Performance Committee.

[This action was signed off as complete on 13 October with the following note: “Feedback from the T&C project group – having received feedback from staff, is that there is no desire (amongst staff) to have the flexibility to tailor their T&Cs package. The only recommendation still in consideration that would allow staff to tailor their T&Cs package, is the ability to buy leave and for Refuse/recycling crews to sell leave.”]

“Carry out an employee survey every two years”

This action had since been updated to reflect the comments from LOT and the employee survey would be issued shortly. The outcomes would be tracked by Corporate Performance Committee.

The committee is asked to consider including the monitoring of further progress in its work programme.
Name of Meeting: Corporate Performance Committee
Date of Meeting: 20 November 2014
Subject Matter: Overview and scrutiny review action plans

LIST OF BACKGROUND PAPERS

There are no background papers relating to this item.
## Review of Employee Wellbeing

**Report Type:** Actions Report  
**Report Author:** Paul Ansell  
**Generated on:** 29 October 2014

<table>
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<tr>
<th>EW22</th>
<th>Carry out an employee survey every two years</th>
<th>Status</th>
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<th>Due Date</th>
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<td></td>
<td></td>
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<td>30-Apr-2014</td>
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**Responsible Officer**  
Suzanne Turner

**Manager**  
Mandip Ketley

**Latest Note**  
-LOT comments to be incorporated into the survey then it can be sent out to staff.
**AGENDA MANAGEMENT SHEET**

<table>
<thead>
<tr>
<th><strong>Name of Meeting</strong></th>
<th>Corporate Performance Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Date of Meeting</strong></td>
<td>20 November 2014</td>
</tr>
<tr>
<td><strong>Report Title</strong></td>
<td>Committee Work Programme</td>
</tr>
<tr>
<td><strong>Ward Relevance</strong></td>
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<tr>
<td><strong>Contact Officer</strong></td>
<td>Paul Ansell, Scrutiny and Policy Officer, Tel: (01788) 533 591</td>
</tr>
<tr>
<td><strong>Summary</strong></td>
<td>This paper provides details of the forward work programme for the committee’s scheduled meetings.</td>
</tr>
<tr>
<td><strong>Financial Implications</strong></td>
<td>A budget of £500 is available to the Overview and Scrutiny Management Board to spend on the delivery of the overview and scrutiny work programme.</td>
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<tr>
<td><strong>Risk Management Implications</strong></td>
<td>There are no risk management implications arising from this report.</td>
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<tr>
<td><strong>Equality and Diversity</strong></td>
<td>No new or existing policy or procedure has been recommended.</td>
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</table>
Summary
This paper provides details of the forward work programme for the committee’s scheduled meetings.

1. CURRENT SCRUTINY REVIEWS
Fees and Charges
The task group has held two meetings. It has drafted an outline fees and charges policy, which now needs to be tested through discussions with selected service managers. The next meeting is scheduled for 19 November. It is expected that the review will be completed in the New Year.

2. FUTURE SCRUTINY REVIEWS 2014/15
Systems thinking – what next?
The one-page strategy for this review is the subject of a separate agenda item.

3. COMMITTEE AGENDA ITEMS
An amended draft forward work programme is appended. Members are invited to suggest other items for the agenda.
Name of Meeting: Corporate Performance Committee
Date of Meeting: 20 November 2014
Subject Matter: Committee Work Programme

LIST OF BACKGROUND PAPERS

There are no background papers for this item.
### Corporate Performance Committee – Outline Work Programme

#### 20 November 2014

<table>
<thead>
<tr>
<th>Topic</th>
<th>Description</th>
<th>Who to involve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Report – Sustainable Inclusive Communities</td>
<td>Covalent reports</td>
<td>Head of Business Transformation</td>
</tr>
<tr>
<td>Finance and Performance Monitoring Q2 (Cabinet 17 Nov)</td>
<td></td>
<td>Head of Resources Head of Business Transformation</td>
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<tr>
<td>Systems Thinking – What Next?</td>
<td>Agreement of review’s one-page strategy</td>
<td>Head of Business Transformation</td>
</tr>
<tr>
<td>Review of action plan progress</td>
<td>To monitor progress in review action plans</td>
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#### 12 February 2015

<table>
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<th>Topic</th>
<th>Description</th>
<th>Who to involve</th>
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<tbody>
<tr>
<td>Performance report – Economy, Development and Culture Portfolio</td>
<td>Discussion of performance with the portfolio holder</td>
<td>Portfolio holder Head of Business Transformation</td>
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<tr>
<td>Finance and Performance Monitoring Q3 (Cabinet 2 Feb)</td>
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<td>Fees and Charges</td>
<td>Review Report</td>
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#### 16 April 2015

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