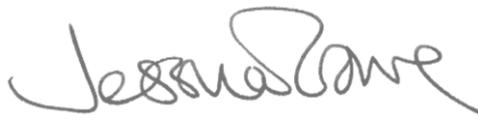




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|--|---|--------------|--------------|
| Report to: | Environment and Neighbourhood Committee | Date: | 27 June 2016 |
| Report title: | Performance Challenge Session | | |
| Report from: | Jessica Crowe, Executive Head of Customers Commissioning & Governance | | |
| Ward/Areas affected: | Borough wide | | |
| Chair of Committee/Lead Member: | Councillor Jill Whitehead | | |
| Author(s)/Contact Number(s): | Sam Barker, Head of Commissioning Support, 020 8770 5141 and Alexa Coates, Head of Committee and Management Support, 020 8770 5094 | | |
| Corporate Plan Priorities: | <ul style="list-style-type: none"> • An Open Council • A Green Council • A Fair Council • A Smart Council | | |
| Open/Exempt: | Open | | |
| Signed: |  | Date: | 14 June 2016 |

1. Summary

- 1.1 This is a covering report to present performance data to committees, each committee will be presented with a score card report generated in 'real time' from the Council's performance management system (Covalent).

2. Recommendations

That the Environment and Neighbourhood Committee:

- 2.1 Consider the performance dashboard relevant to the standing committee.

3. Background

- 3.1 In order to enhance the scrutiny work of standing committees, members are asked to consider a performance dashboard covering performance within the areas of responsibility for their committee. This information will be presented 'live' at committee meetings. Members will be able to explore performance issues, ask questions of officers and seek assurance as to what mitigation is being put in place to rectify issues.
- 3.2 The performance dashboard will include key aspects of financial performance including major variations against budgets. This will enable Members to consider how financial and non-financial aspects of performance are related.



3.3 Issues

Format for meetings

- 3.4 Each committee will be presented with performance data no more than 3 times a year. Committees are invited to select a performance lead councillor who, supported by an officer from Commissioning and Governance, will lead the Performance challenge sessions, including determining the main areas of focus for each session.
- 3.5 Committees may wish to discuss how they plan to handle these performance sessions, for example, do they wish to focus only on the 'red' rated areas of performance, do they wish to choose particular service areas to investigate in depth. The performance lead councillor will play an important role in liaising between members and officers in advance of the meeting to ensure the right officers are present at the meeting to answer any in-depth questions that may come up on areas of focus.

Scope of performance sessions

- 3.6 It is important to remember that these sessions are about performance, not policy, and are not in and of themselves opportunities to review or change Council policy. As the Legal implications section below sets out, these sessions are non-decision-making. However, they are important to enhance Council transparency and accountability, and it is hoped will support Members to be more fully informed about issues around council performance and service delivery, which can obviously inform any future decisions on policy direction.

4. Options Considered

- 4.1 In considering performance data members may be satisfied with explanations given by officers where performance issues exist. In other circumstances members may wish further investigation of issues. In the event that a task and finish panel is desired as a way of carrying out this investigation, clear objectives for the panel must be agreed as well as the resource implications of such a panel.
- 4.2 Given that there are resource implications from setting up a task and finish panel, members are invited to consider alternative ways of seeking further detail where they require it to satisfy themselves that appropriate action is being taken to bring performance back on track. For example inviting the performance lead member to attend a Chair's briefing on that particular topic to ask further in-depth questions, asking for a more detailed report to come back to the next committee meeting, agreeing to focus on that issue at the next meeting, or referring the issue to the Overview and Scrutiny Committee to consider for an in-depth review.
- 4.3 The initial list of performance indicators covers each of the key areas within with responsibility of the Housing Economy and Business Committee.



- 4.4 Appendix One sets out current performance against each indicator (as at 9 June 2016) an update on any changes (if new data has become available) will be given at the meeting itself.

| Indicator | Description |
|--|--|
| Waste | |
| Percentage of household waste sent for reuse, recycling and composting | The indicator measures percentage of household waste arising which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. The Government expects local authorities to maximise the percentage of waste reused, recycled and composted. |
| Percentage of Collected Waste Going to Landfill | The definition of municipal waste is as for the Landfill Allowance Trading scheme. "Sent to landfill" includes both collected residual waste sent directly to landfill, waste collected for recycling but subsequently rejected to landfill and residual waste sent to landfill after an intermediate treatment (e.g. Mechanical Biological Treatment). |
| Cost of Collection per Household (Annual) | The annual cost of collection of all kerbside collection per household. |
| Cost of Disposal per Household (Annual) | The annual cost of disposal of all kerbside collection per household |
| Number of missed Bin collections per 100,000 excl Garden Waste | The monthly number of missed collections for the Refuse and Recycling Waste collection service shown as a percentage based on missed collections figure against the total collections (per 100,000). |
| Number of Garden Waste missed Bin collections per 100,000 | The monthly number of missed collections for the Green Garden Waste collection service shown as a percentage based on missed collections figure against the total collections (per 100,000). |
| Kgs per household of residual household waste collected (Annual) | The amount of residual household waste per household This is the amount of waste that is not sent for reuse, recycling or composting. It is calculated by deduction, i.e. it is total household waste minus household waste sent for reuse, recycling or composting |
| Streets | |
| Percentage of CRM complaints Offensive Graffiti Jobs Completed within 24 hours | Percentage of CRM complaints of Offensive Graffiti Jobs Completed within 24 hours |
| Category 1 defects (potholes) repaired within 24 hours | Carriageway and footway potholes that are priority orders and require repair within 24 hours |
| Number of columns identified for replacement through LED replacement programme | Total number of ongoing Local Implementation Plan (LIP) schemes. |



| | |
|--|--|
| Percentage of columns replaced through LED replacement programme | This is the % of the total number of ongoing Local Implementation Plan (LIP) schemes completed. |
| Faults as a percentage of street lighting stock | Percentage of street lighting stock that have a fault |
| Fixed Penalty Notices FPND - Failure to Remove Dog Faeces | Number of issued FPND's for failure to remove dog faeces |
| One Planet Sutton | |
| Percentage of road users who use public transport | <p>This is the figure taken from TFL's Travel in London Borough Local Implementation Plans (LIP) performance indicators. Whilst this data is provided annually, it is based on moving 3-year samples, the data to be used for monitoring performance towards achievement of targets will be for discrete (non-overlapping) three year blocks, in order to reduce statistical sampling error.</p> <p>For Percentage of road users who use public transport, this includes Rail, Underground/DLR, Bus/Tram and Taxi/Other figures.</p> |
| Percentage of road users who are pedestrians | <p>This is the figure taken from TFL's Travel in London Borough Local Implementation Plans (LIP) performance indicators. Whilst this data is provided annually, it is based on moving 3-year samples, the data to be used for monitoring performance towards achievement of targets will be for discrete (non-overlapping) three year blocks, in order to reduce statistical sampling error.</p> <p>For Percentage of road users who are pedestrians, this is listed as Walk.</p> |
| Percentage of road users who are cyclists | <p>This is the figure taken from TFL's Travel in London Borough Local Implementation Plans (LIP) performance indicators. Whilst this data is provided annually, it is based on moving 3-year samples, the data to be used for monitoring performance towards achievement of targets will be for discrete (non-overlapping) three year blocks, in order to reduce statistical sampling error.</p> <p>For Percentage of road users who are cyclists, this is listed as Cycle on the report.</p> |
| CO2 emissions in the borough | CO2 emissions in the borough (tonnes per capita) |
| Libraries and Heritage | |
| Physical visits to libraries | Measure of the amount of residents accessing the library in Sutton |
| Visits to Historic Houses | Measure of the amount of residents accessing historic houses in Sutton |
| Use of online resources (sessions) | The definition of Use of Online resources is the number of log-ins to the full range of library resources. |
| Number of volunteer hours in libraries and heritage | Volunteer hours recorded as a total who are providing support in libraries and in historic houses |



5. Impacts and Implications

Financial

- 5.1 There are no additional costs arising from the proposals in this report, other than the potential costs of setting up task and finish panels, which will need to be considered on a case by case basis. It is expected that these challenge sessions may benefit the efficiency and effectiveness of the Council's activities through providing greater transparency and public accountability for performance and encouraging and supporting measures to improve performance.

Legal

- 5.2 There are no legal implications arising directly from this report however it is important to note access to information requirements in terms of decisions of committee. The performance challenge sessions are information items, members can only take decisions when notice of an item has been given and an evidence based report is provided by officers.

6. Appendices and Background Documents

| Appendix letter | Title |
|-----------------|--|
| A | Headline Performance as at 9 June 2016 |

| Background documents |
|-----------------------------|
| Performance Data (Covalent) |

| Audit Trail | | |
|--|-------|-------------------|
| Version | Final | Date: 9 June 2016 |
| Consultation with other officers | | |
| Finance | No | N/A |
| Legal | No | N/A |
| Integrated Impact Assessment required? | No | N/A |

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