

CORPORATE IMPROVEMENT BOARD

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Monday, 20 February 2006

Time: 9.30 a.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency
3. Minutes of the previous meeting held on 19th December, 2005 (herewith) (Pages 1 - 3)
4. Children and Young People's Focus (Senior Executive Director, Children and Young People's Services to report)
5. Communications Issues (presentation by the Head of Communications)
6. Corporate Assessment Preparations - Update (Assistant Chief Executive to report)
7. Corporate Assessment Initial Document Request (papers herewith) (Pages 4 - 9)
8. Corporate Assessment Interviewee List (papers herewith) (Pages 10 - 12)
9. Performance Clinics (report herewith) (Pages 13 - 21)
10. Agenda Items for Next Meeting - to consider

CORPORATE IMPROVEMENT BOARD
19th December, 2005

Present:- Councillor Sharman (in the Chair) and Councillor Wyatt.

1. MINUTES

Resolved:- That the minutes of the meeting held on 28th November, 2005 be approved as a correct record.

2. TERMS OF REFERENCE

Further to Minute No. 2 of the previous meeting held on 28th November, 2005, the amended terms of reference were received.

3. CORPORATE IMPROVEMENT PLAN 2005-2008

Lee Adams presented the submitted report indicating that the Corporate Improvement Plan had been developed to help focus the Council on its capacity to ensure it could deliver its corporate priorities and provide the best possible services to the public. It also took account of the new CPA framework.

The report provided an update on the progress made to date on each of the actions within the Plan. Overall, good progress had been made as reflected in the recent audit and inspection letter for 2005.

The report provided an overview of the key tasks to complete prior to the corporate assessment. Overall, there was strong evidence that the Council was addressing many of the recommendations. However, there was evidence of slippage and areas of risk and these were highlighted.

The Board considered the themes and areas of focus and particular discussion related to :-

- communication about the work of the partnership with communities and Council staff
- awareness raising of governance issues
- ensuring effective reporting of risk management and registers
- procurement strategy
- strengthening area assemblies
- integrating financial reporting into performance reporting
- monitoring of performance indicators in the lower and middle CPA thresholds

- PDR evaluation and compliance
- ongoing Gershon savings
- complaints system
- needs assessment : Children and Young People's Services

Resolved:- (1) That the information be noted.

(2) That further reports be submitted on :-

(a) communications in general, including issues relating to the Local Strategic Partnership

(b) political leadership and management

(c) Gershon savings

(3) That Councillor S. Wright (Cabinet Member) and Sonia Sharp (Senior Executive Director) of Children and Young People's Services be invited to the next meeting of the Board to discuss areas of focus relating to the Service.

4. CORPORATE ASSESSMENT

Lee Adams submitted a draft proposed structure in preparation for dealing with the corporate assessment.

Suggestions were made regarding the membership in respect of the Internal Challenge Lead/Member Interface. It was noted that the draft structure would be considered by Corporate Management Team after Christmas.

Also submitted was a task chart and timescales grouped into areas of work covering:-

- self assessment stage
- evidence stage
- communications
- logistics
- Inspection

It was noted that the Inspection would be taking place in June 2006 although the exact dates were unknown. The Corporate Assessment would last two weeks and JAR would last longer.

Discussion ensued on likely interviewees.

Lee Adams submitted two further documents :

(a) CPA 2005 Key Lines of Enquiry for Corporate Assessment

It was noted that this would be used as a working document and was structured around the themes.

(b) Learning from Corporate Assessment – The Harder Test

Lee Adams summarised briefly the submitted paper on lessons learnt from recent corporate assessment experiences covering :

- preparation phase
- pre on site phase
- on site
- writing up
- general preparation on how to conduct ourselves
- what shape are we in for corporate assessment
- recommended actions for the Council

Resolved:- That this matter be considered further at the next meeting.

5. NEXT MEETING

Resolved:- (1) That the next meeting be held on Monday, 6th February, 2006 commencing at 9.00 a.m.

(2) That the agenda for the meeting to be held on 6th February, 2006, shall include Children and Young People's Services, communication issues and possible interviewees.

Single tier and county council corporate assessment 2005-08

INITIAL DOCUMENT REQUEST

Notes relating to this document request

The documents identified in this list are the initial key documents that the inspection team will need. Many of these documents will provide the supporting evidence for your self-assessment but there may be other evidence referred to in your self-assessment which you will want to provide to the inspection team. Please review the list and make sure you have provided us with the key corporate documents relating to each of the corporate assessment themes.

List any additional documents on the document form and identify which CA theme they relate to. Please make sure you have given the CA team the current, most up-to-date versions of your key documents. It may be useful to put the issue date in the index.

It is easier for the CA team if you can provide electronic versions of your documents – preferably on a CD with a clear index.

Documents should be provided as early as possible prior to the on-site inspection work, and no later than **[PSO to insert return date]**. This will help the team to shape the focus of their inspection activity.

[NOTE to PSO – make sure you have discussed this list with the team leader before sending it to the council.]

Ref No.	Documents requested	Corporate assessment theme	Enclosed - in what format (electronic, CD Rom or hard copy)	Date document to be sent if not enclosed	Notes	For Office Use		
						Rec'd	Team	ROE
1.	Self assessment	All						
2.	Council structures – political and managerial	All						
3.	Partnership information – LSP members, other key partnerships	All						
4.	Annual report/BVPP	All						
5.	Minutes for last six months for LSP, cabinet, scrutiny and corporate management team	All						
6.	Community Strategy	Ambition/all						
7.	Corporate strategy/business plan	Ambition/all						
8.	Consultation strategy or note on consultation arrangements with citizens and service users	Ambition						
9.	Social Inclusion Strategy/statement on community engagement	Ambition						
10.	Voluntary sector agreement/compact (if any)	Ambition						
11.	Any other key documents providing strong evidence in support of the KLOE for ambition or referred to in your self assessment. <i>Please specify and allocate a reference number eg 11.1</i>	Ambition						
12.	Communication strategy	Prioritisation						

Ref No.	Documents requested	Corporate assessment theme	Enclosed - in what format (electronic, CD Rom or hard copy)	Date document to be sent if not enclosed	Notes	For Office Use		
						Rec'd	Team	ROE
13.	Examples of communications with the staff and public eg council newsletters	Prioritisation						
14.	Any other key documents providing strong evidence in support of the KLOE for prioritisation or referred to in your self assessment. <i>Please specify and allocate a reference number eg 14.1</i>	Prioritisation						
15.	Capital programme	Capacity						
16.	Medium term financial plan	Capacity						
17.	Procurement strategy	Capacity						
18.	Asset management plan	Capacity						
19.	Human Resources strategy, including workforce plan	Capacity						
20.	Training and development policies and plans for councillors and staff	Capacity						
21.	Race Equality Scheme and equalities/diversity policies	Capacity						
22.	Ethical framework – supporting documents	Capacity						
23.	IEG Statement	Capacity						
24.	Any other key documents providing strong evidence in support of the KLOE for capacity or referred to in your self assessment. <i>Please specify and allocate a reference number eg 24.1</i>	Capacity						
25.	Performance management framework or approach	Performance management						

Ref No.	Documents requested	Corporate assessment theme	Enclosed - in what format (electronic, CD Rom or hard copy)	Date document to be sent if not enclosed	Notes	For Office Use		
						Rec'd	Team	ROE
26.	Staff appraisal scheme	Performance management						
27.	Risk management strategy	Performance management						
28.	Any other key documents providing strong evidence in support of the KLOE for performance management or referred to in your self assessment. <i>Please specify and allocate a reference number eg 28.1</i>	Performance management						
29.	Economic Development/ Regeneration Strategy	Sustainable communities and transport						
30.	Local Plan (and any alterations or intended alterations and any timetable for revision)	Sustainable communities and transport						
31.	A list of current pre-application guidance and supplementary planning guidance produced by the council and date approved by	Sustainable communities and transport						
32.	Copy of any adopted procedures relating to the handling and monitoring of Section 106 agreements and obligations.	Sustainable communities and transport						
33.	Housing strategy	Sustainable communities and transport						
34.	Local transport plan	Sustainable communities and transport						

Ref No.	Documents requested	Corporate assessment theme	Enclosed - in what format (electronic, CD Rom or hard copy)	Date document to be sent if not enclosed	Notes	For Office Use		
						Rec'd	Team	ROE
35.	Local agenda 21/environmental strategy	Sustainable communities and transport						
36.	Any other key documents providing strong evidence in support of the KLOE for sustainable communities and transport or referred to in your self assessment. <i>Please specify and allocate a reference number eg 36.1</i>	Sustainable communities and transport						
37.	Crime and disorder strategy	Safer and stronger communities						
38.	Town centre management strategies	Safer and stronger communities						
39.	Anti-social behaviour strategy	Safer and stronger communities						
40.	Substance misuse treatment plans	Safer and stronger communities						
41.	Emergency plans/business continuity plans	Safer and stronger communities						

Ref No.	Documents requested	Corporate assessment theme	Enclosed - in what format (electronic, CD Rom or hard copy)	Date document to be sent if not enclosed	Notes	For Office Use		
						Rec'd	Team	ROE
42.	Any other key documents providing strong evidence in support of the KLOE for safer & stronger communities or referred to in your self assessment. <i>Please specify and allocate a reference number eg 42.1</i>	Safer and stronger communities						
43.	Healthier communities strategy	Healthier communities						
44.	Any other key documents providing strong evidence in support of the KLOE for healthier communities or referred to in your self assessment. <i>Please specify and allocate a reference number eg 44.1</i>	Healthier communities						
45.	Older people strategy	Older people						
46.	Supporting people strategies	Older people						
47.	Any other key documents providing strong evidence in support of the KLOE for older people or referred to in your self assessment. <i>Please specify and allocate a reference number eg 44.1</i>	Older people						
48.								
49.								
50.								

Single tier and county council corporate assessment 2005-08**INDICATIVE LIST OF ON-SITE ACTIVITIES****Interviews**

This is a suggested list of people to interview. It should be amended as appropriate to local circumstances.

Leader of council – Cllr Roger Stone
Leader of opposition – Michael Clarke
Executive members as appropriate, particularly those responsible for: <ul style="list-style-type: none"> ◆ Sustainable communities and transport ◆ Environment and housing ◆ Community safety ◆ Health ◆ Older people
Chair(s) of relevant scrutiny committees (interview as a group)
Chief executive – Mike Cuff
Director of finance – Andrew Bedford
Other directors as appropriate Carol Mills Sonia Sharp Adam Wilkinson Tom Cray David Hamilton
Monitoring officer – Tim Mumford
Head of human resources – Alan Swann
Service heads as appropriate
Trade union representatives

Focus groups

Focus groups should be arranged as appropriate to local circumstances. Suggestions are:

- ◆ Key strategic partners (representatives from the local strategic partnership including the police, PCT, learning and skills council, business)
- ◆ Community representatives including the voluntary sector, council for racial equality
- ◆ Middle managers
- ◆ Front-line staff

Other stakeholders

The CA team may also arrange to contact:

- ◆ Government Office for the region
- ◆ Regional Development Agency
- ◆ MPs
- ◆ District councils (county councils only)
- ◆ Local media representatives

Meetings to observe

The choice of meetings that the team observes will depend upon what meetings are planned to take place prior to and during the on-site fieldwork. The following is a suggested list of the key meetings to observe. It should be amended as appropriate to local circumstances.

- ◆ Cabinet/executive
- ◆ Senior management team/directors' board
- ◆ Leader's briefing
- ◆ Scrutiny
- ◆ Public meetings/forums
- ◆ Area committees

If the inspectors are on site week commencing 12th June 2006 for two weeks the following meetings will be:

Monday 12 th June	CMT
Monday 12 th June	Group Executive
Tuesday 13 th June	Council Seminar
Tuesday 13 th June	Labour
Wednesday 14 th June	Licensing Board
Wednesday 14 th June	Council Meeting
Wednesday 14 th June	Regeneration and Asset Board
Thursday 15 th June	Adoption Panel
Thursday 15 th June	Members Training and Development Panel
Thursday 15 th June	Sustainable Communities Scrutiny Panel
Friday 16 th June	PSOC
Monday 19 th June	CMT
Monday 19 th June	Economic Regeneration & Development services
Monday 19 th June	Cabinet Member and Advisers
Monday 19 th June	Education and Looked After Children
Monday 19 th June	Neighbourhoods Cabinet Member and Advisors
Tuesday 20 th June	Children and Young Peoples Services
Tuesday 20 th June	Cabinet Member and Advisors
Tuesday 20 th June	Lifelong Learning Cabinet Member and Advisors
Wednesday 21 st June	Cabinet
Wednesday 21 st June	SACRE
Thursday 22 nd June	Planning Board
Friday 23 rd June	Local Development Framework Steering Group

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1.	Meeting:	Corporate Improvement Board
2.	Date:	6th February 2006
3.	Title:	Performance Clinics
4.	Programme Area:	Chief Executive's Department

5. Summary

Over the last year Corporate Performance Clinics have been introduced to the authority to drive up performance in areas identified as being of concern through the quarterly reporting process.

Performance Clinics have been held for the following measures in 2005:

- BV 12 – Sickness Absence
- BV 99 – Number of Road Accident Casualties
- BV 106 – New homes built on previously developed land
- BV 156 – Building Accessibility
- BV 163 – Number of Adoptions

This report provides an overall update on the action/outcomes resulting from the performance clinics and also makes recommendations for future performance clinics to be held in early 2006.

6. Recommendations

Corporate Improvement Board approve the report and approve that the recommended performance clinics are arranged accordingly.

7. Proposals and Details

CMT and Cabinet discussed the performance clinics as part of their consideration of the quarter 2 performance reports. It was agreed that a specific report on the outcomes of previous performance clinics, and suggested future performance clinics would be produced.

Performance Clinics Update

Throughout 2005 the following performance clinics have been held to drive performance in the following areas:

- BV 12 – Sickness Absence
- BV 99 – Number of road accident casualties
- BV 106 – New homes built on previously developed land
- BV 156 – Building Accessibility
- BV 163 – No. of Adoptions

Action taken following performance clinics and the impact the clinics have had on performance is detailed in Appendix A.

Suggested Performance Clinics

The table below highlights the performance measures that CEX P&Q Team recommend are subject to a performance clinic in January/February 2006. These have been identified through analysing the CPA threshold position (Appendix B) or at the request of programme areas.

It is recommended that clinics are held in the following areas with the relevant Executive Director, Cabinet Member, Deputy Leader, PI Manager, Performance Officer)

- Environment
- Housing
- Culture
- Community Safety

BVPI Reference	Reason for Performance Clinic
<u>Housing</u>	
H11 (BV 63) – SAP Rating	Close to lower threshold
H6 (BV 66a) – Rent collection and arrears	Q2 performance below lower threshold
<u>Environment</u>	
E2 (BV 109) – Planning Applications	Requested by EDS due to Q2 performance
E18 - BV 187- Condition of surface footway	Well below lower threshold
E33 – Trading standards, levels of business compliance H/M/L risk premises	Not currently reported corporately and in lower threshold
<u>Culture</u>	
C13 – Cost per visit (libraries)	Not currently reported corporately

<u>Community Safety</u>	
H20 (BV 176) – Domestic Violence Refuge Places	Close to lower threshold

8. Finance

No specific implications for the recommended performance clinics.

9. Risks and Uncertainties

Performance management is key to the effective delivery and provision of services. It is also a specific area within the CPA framework. The performance clinics are recommended as the measures are at risk of affecting the CPA service block scores.

10. Policy and Performance Agenda Implications

CPA is fundamental to this area of work. The framework will have a significant impact upon the council's policy, performance and service improvement agenda.

The clinics recommended feature CPA related performance.

11. Background Papers and Consultation

Corporate Plan 2005-10

CPA Framework 2005

Performance Management Framework 2004

Contact Name :

Matthew Gladstone, Head of Performance and Quality, ext 2791

Tim Littlewood, Principal Officer, Performance Management, ext 2766

Lorna Kelly, Performance Management Officer, ext 2764

Darren Merriman, Performanceplus Officer, ext 2764

Appendix A – Performance Clinic Summary

BVPI Reference	Reason for Clinic	Date of Clinic	Update	Outcome
BV 12 – Sickness Absence	Sickness Absence was in bottom quartile and is a key CPA indicator	Neighbourhoods 12 th May 2005 Social Services 5 th July 2005	<p>Performance Clinics held specifically for Neighbourhoods and Social Services which were the two programme areas where sickness absence was highest to determine reasons for absence and the actions being taken to improve position. Improvements introduced include:</p> <ul style="list-style-type: none"> ▪ Improved reporting mechanisms, and trigger letters ▪ Service specific sickness statistics and trigger letters ▪ Introduction of manager briefing sessions ▪ Absence manager post in Social Services advertised ▪ Face to Face Counselling service established ▪ Met with Derbyshire County Council who have one of the lowest rates in Country to learn from best practice ▪ Redeployment activity – 12 employees moving jobs that could have resulted in longer 	<p>Current year end projection shows an improvement at 10.79 days compared to 11.88 days last year.</p> <p>04/05 Actual = 11.88 days 05/06 Qtr 2 = 5.54 days 05/06 Projected Actual = 10.79 days</p>
BV 99 – Number of road accident casualties	To look at the Best Value Performance Indicator performance which was showing a decline in	15 th November 2005	<p>The various factors which are affecting the performance of this measure including:</p> <ul style="list-style-type: none"> ▪ Road design and highway layout ▪ Maintenance standards and 	<ul style="list-style-type: none"> ▪ It was agreed that the Transportation Unit would draft a report which detailed a case for additional funding to further improve Road

BVPI Reference	Reason for Clinic	Date of Clinic	Update	Outcome
	<p>performance and the LPSA performance data showing an improvement in performance.</p>		<p>maintenance budgets</p> <ul style="list-style-type: none"> ▪ Current vehicle designs can reduce severity of incidents ▪ Police enforcement ▪ Human behaviour – responsible for 65% of road traffic accidents and a factor in 95% of all accidents ▪ In Rotherham approximately 15% of accidents occur on the motorway network where the Council have no direct jurisdiction ▪ One-off accidents where any intervention is unlikely to have prevented it. Accidents by their nature are random events <p>Analysis of road accident statistics demonstrates that a large number of casualties occurred within the 17-24 year old age group, particularly motorcyclists.</p>	<p>Safety with a particular focus on joint working with education to raise road safety awareness with young people. This would then be considered by the Rotherham Partnership as a potential allocation from the joint improvement fund to be created from any LPSA Reward Grant.</p>
<p>BV 106 – Brownfield Land Development</p>	<p>Quarter 1 Performance results which highlighted that BV106 was showing a decline in performance. This indicator is one of the CPA service</p>	<p>21st November 2005</p>	<p>Performance has improved as due to the encouragement by the council developers are becoming more amenable to developing Brownfield sites.</p> <p>It is proposed that there should be a moratorium on the granting of planning</p>	<p>Improvement plan to be produced together with a progress report for this indicator by March 2006.</p> <p>04/05 Actual = 46.87 05/06 Qtr 2 = 50.36 05/06 Projected Actual = 50.0</p>

BVPI Reference	Reason for Clinic	Date of Clinic	Update	Outcome
BV 156 – Building Accessibility	assessment indicators and is also a Corporate Plan indicator. This measure was subject to a performance clinic as performance had been reported as 0% for 2 consecutive years	12 th April 2005	<p>Performance and Quality team identified issues with this indicator during preparations for access to services inspection – October 2004.</p> <p>EDS Working group established Dec 2004 – to look at progress etc on the indicator and works needed.</p> <p>Current position: 21.5% plus £200k 2004/05</p> <p>The Performance Clinic identified that:</p> <ul style="list-style-type: none"> • Capital programme £200k+ each year and works profile will be agreed asap. • Improvement plan will be agreed and presented by Alan Platt/Stuart Carr – profile of planned improvements. 	<p>Performance improved from 0% to 46% in 2004/05.</p> <p>However as at Qtr 2 05/06 performance remains reported at 46%. In Qtr 3 an update will need to be provided on how well we will meet our 05/06 target of 52%.</p> <p>04/05 Actual = 46% 05/06 Qtr 2 = 46% 05/06 Projected Actual = 52%</p>
BV 163 – No. of Adoptions	Quarter Performance results	29 th November 2005	At this stage of the year there is not going to be any further impact on the	Progress report to be completed with improvement

BVPI Reference	Reason for Clinic	Date of Clinic	Update	Outcome
	<p>which highlighted that BV163 and the LPSA adoptions target was showing a decline in performance. This indicator is also a Corporate Plan and LPSA indicator.</p>		<p>Update maximum number of adoptions within 2005/06 as due to the processing timescales the cut off date for children in the adoptions system is the end of December. The improvement plan will now be focussed on 2006/07. The proposal being to continue with the weekly management meetings devoted to adoptions which monitor progress, track children's position within the adoption process and remove any potential blockages in the system.</p>	<p>Outcome recommendations by March 2006. A joint seminar to be held for elected members and officers covering the new adoptions legislation. This would focus on the key actions we need to take to ensure the council is adopting an effective approach to the requirements of the legislation itself and to clarify the impact on the roles of members and officers.</p> <p>04/05 Actual = 7.62 05/06 Qtr 2 = 7.30 05/06 Projected Actual = 14.20</p>

Appendix B - CPA Indicators Position

CPA Block	Measure	Current Reported CPA Position	Current CPA Threshold Position	How the measure is assessed	Lower Threshold	Upper Threshold	Position as at Qtr 2
Environment	E18 - BV 187 - Condition of footways (EDS)	49	Lower	Smaller is better	Two year average greater than or equal to 38%	Two year average less than or equal to 18%	49.73%
	E33 – Trading Standards, levels of business compliance, high, medium and low risk (Neighbourhoods)	79.8	Lower	Bigger is better	50% of visited businesses found complaint in ant one risk category	95% of visited businesses found compliant in all risk categories	Not currently reported corporately
Culture	C13 - Cost per visit (libraries)	£3.32	Lower	Smaller is better	£3.29	£2.40	Not currently reported corporately
Housing	H11 – BV 63 SAP rating (Neighbourhoods)	59	Middle	Bigger is better	57	65	59
	H20 – BV 176 Domestic Refuge places (Community Safety)	0.130		Bigger is better	0	0.77	0.04
Housing	H6 (BV 66a) – Rent collection and	98.6%	Upper	Bigger is better	96.18%	98.2%	95.63%

CPA Block	Measure	Current Reported CPA Position	Current CPA Threshold Position	How the measure is assessed	Lower Threshold	Upper Threshold	Position as at Qtr 2
	arrears (Neighbourhoods)						