

# Public Document Pack



## RUSHMOOR BOROUGH COUNCIL

### OVERVIEW AND SCRUTINY COMMITTEE

*at the Council Offices, Farnborough on  
Thursday, 20th July, 2023 at 7.00 pm*

**To:**

Cllr M.D. Smith (Chairman)  
Cllr Mrs. D.B. Bedford (Vice-Chairman)  
Cllr K. Dibble (Vice-Chairman)

Cllr A. Adeola  
Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Jules Crossley  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr Sophie Porter  
Cllr S. Trussler

**Standing Deputy**

Cllr Abe Allen  
Cllr Peter Cullum  
Cllr Nem Thapa  
Cllr Gareth Williams

Enquiries regarding this agenda should be referred to the Administrator, Adele Taylor, Democratic Services, Tel. (01252) 398831, Email. [adele.taylor@rushmoor.gov.uk](mailto:adele.taylor@rushmoor.gov.uk).

# **A G E N D A**

1. **MINUTES OF THE PREVIOUS MEETING –** (Pages 1 - 6)

To confirm the Minutes of the Meeting held on 15th June 2023 (copy attached).

2. **STAGECOACH –**

To receive a presentation for Aaron Hodgkiss, Stagecoach Operations Manager - Aldershot. The presentation will cover:

- Current Stagecoach services in and around the Borough
- Performance delivery and any challenges
- Summary of recent changes
- Any potential impact of funding changes to services

Members will then have the opportunity to discuss with Mr. Hodgkiss, matters of service delivery and issues for residents.

3. **COUNCIL BUSINESS PLAN - PERFORMANCE MONITORING –** (Pages 7 - 20)

The Assistant Chief Executive will report on progress made in delivering against the Council's performance management framework (copy attached). In addition, there will be a report on the delivery against the Council's Business Plan 2022-2025 as at the end of Quarter 4. Report number ACE2304 submitted to the Cabinet on 6 June 2023 can be found [here](#).

4. **WORK PLAN –** (Pages 21 - 28)

To consider the Work Plan for the 2022/23 Municipal Year (copy attached).

## **MEETING REPRESENTATION**

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Committee Administrator at the Council Offices, Farnborough by 5.00 pm two working days prior to the meeting.

Applications for items to be considered for the next meeting must be received in writing to the Committee Administrator fifteen working days prior to the meeting.

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# OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Thursday, 15th June, 2023 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr M.D. Smith (Chairman)  
Cllr Mrs. D.B. Bedford (Vice-Chairman)  
Cllr K. Dibble (Vice-Chairman)

Cllr A. Adeola  
Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Jules Crossley  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr S. Trussler

Apologies for absence were submitted on behalf of Cllr Sophie Porter.

Cllr Gareth Williams attended the meeting as Standing Deputy.

## 1. APPOINTMENT OF VICE - CHAIRMEN

**RESOLVED:** That Cllrs. Mrs D.B. Bedford and K. Dibble be appointed as Vice-Chairmen of the Committee for the 2023/24 Municipal Year.

## 2. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 30th March, 2023 were agreed as a correct record.

## 3. REGISTERED PROVIDERS TASK AND FINISH GROUP - ANNUAL REPORT 2022/23

The Committee welcomed Tim Mills, Executive Head of Property and Growth, and Sarah Clark, Strategic Housing Officer, who were in attendance at the meeting to provide Report No. PG2307 on the work of the Registered Providers Task and Finish Group during the 2022/23 Municipal Year.

It was advised that three Registered Providers (RP) had been reviewed during 2022/23, these included:

- (1) **SOUTHERN HOUSING GROUP** – key points noted from the review included, a planned Hardship Fund budget of £250,000 for 2023/24 , a new rent management system to help monitor residents arrears, that 93% of emergency repairs were completed within target, London and Quadrant

housing stock to be transferred to Southern would be added to the planned maintenance programme and antisocial behaviour (ASB) complaints were now triaged dependant of risk level

- (2) **GRAINGER TRUST** – key points noted from the review included, that Grainger did not currently have a damp and mould policy, a further 821 properties were in the development pipeline, support services had been invested in to deal with increasing rent arrears and plans for a permanent play area and community centre would be submitted in 2023.
- (3) **VIVID HOMES** - key points noted from the review included, that all rent increases would be capped at 7%, the specialist Damp and Mould team would be expanded in 2023/24, acknowledgment had been given that the repairs services had not been performing well for residents – a plan had been in place to increase staffing levels in 2023/24 with an aim to get all backlogged repairs completed by September 2023 and a Decarbonisation Fund had been secured to improve 550 properties, of which the majority would be in Farnborough.

In addition to the report, it was advised that a proposal had been made to invite Vivo/Pinnacle (property/repairs management for MOD Properties) to be reviewed every year due to the size and concerns over the condition of the stock portfolio.

The Committee discussed the report and raised a number of queries, these included:

- The lack of a Damp and Mould Policy at Grainger - it was requested that the Group discuss this with Grainger representatives and strongly recommend that they implement a policy to address this matter directly
- VIVID response times – The Committee expressed concern regarding the waiting times for residents in gaining a response to their issues following reports being made, it was noted that the minimum residents should expect is a timely response to, at least, acknowledge the reported issue
- Decarbonisation – it was proposed that a question regarding RP investment for decarbonisation schemes could be asked as part of the review process

**ACTION:**

<b>What</b>	<b>By Whom</b>	<b>When</b>
VIVID's commitment to ensure all backlogged repairs completed by September 2023 – A request was made to follow up on this and report back to the Committee post September 2023 regarding the situation	Strategic Housing Team	September 2023

The Committee **ENDORSED** the programme of work carried out in 2022/23 and authorised the Group to prepare a programme of reviews for 2023/24.

The Chairman thanked the Strategic Housing Team and the Registered Providers Task and Finish Group Members for their work during 2022/23.

#### 4. **CUSTOMER SERVICES CONTACT INDICATORS - UPDATE**

The Committee welcomed Marybeth Quintmere, Service Manager – Customer Services and Mary Timmins, Customer Service Team Leader, who were in attendance to provide an update on contact indicators within the Customer Services Unit (CSU) since the meeting in July 2022, following a number of changes within the service and the implications thereof.

Cllr Jonathan Canty, Customer Experience, Transformation and Corporate Portfolio Holder was also in attendance to support the item.

The Committee reviewed the presentation and noted a number of key points:

- Call volumes had remains in line with the same period (January – May) in the previous year
- The rate of abandoned calls had increased to 11% in 2023, the same period last year had recorded a 4% abandoned call rate. Interactions had taken longer due to the changes within the service, these included, amongst others, the new Customer Relationship Management (CRM) system, extra workload (parking/annual billing) and a 1.5 reduction in staffing as a result of the Outcomes Based Budgeting (OBB).
- New CRM (8x8) – the Committee were advised of some of the capabilities of the new system, which had gone live in January 2023. It was noted that the system allowed for the creation of customer databases, to keep track of previous contact. It also provided work queues for email and webform contact and provided real time information to enable decisions to be made around work patterns within the team.
- Customer feedback – it was noted that customers were given the opportunity to provide feedback after their phone call. The rating system was one to five (one the lowest – five the highest) and comments could be left if customers had scored one to four. It was noted that 188 out of 20,701 customer had chosen to leave feedback and consideration would be given to improving this number.
- Reception – Since 1st April, 2023, it was noted that the reception area had reduced its opening hours to between 09:00 and 14:00. The Committee were advised that the Council was still open to customers, by appointment, between 08:30 – 17:00 (Mon-Thurs) and 08:30 – 16:30 (Fri). In addition, a Nepali speaking telephone line had been opened for residents. Customer demand times had followed the same patterns as when open from 08:30 to 17:00 pre April 2023, with the peak remaining at about 10:00. Overall demand had not seen any significant change following the new opening hours with casual callers presenting in the highest numbers both before and after the change. It was advised that a doorbell was currently used for out of hours

callers, should the bell ring a CSU Officer would go and speak with the customer and deal with their concerns. An intercom system would be fitted shortly to replace the doorbell.

- Dedicated Nepali speaking phone - It was noted that there were three Nepali speakers within the CSU team. Demand was gradually increasing and a wider range of enquiries had been received. The team were currently considering how best to promote the new service.

The Committee discussed the presentation, in particular, call waiting times. It was noted that the transition period with the new CRM, changes to the service provision and reductions in staff had meant that calls were taking longer. However, through time, staff had become more familiar with the changes to the ways in which they were working, staff were no longer just taking payments, but discussing challenges with customers, which took more time.

It was noted that a meeting had been arranged with the telephony consultant to look at improving the messages customers heard whilst waiting to remove repetition and direct them to online services.

It was also noted that when the reception area closed, the staff members were re-deployed to undertake back office work, such as post room duties and answering email queries and webforms.

A request had been made for a further update in the Autumn.

**ACTION:**

<b>What</b>	<b>By Whom</b>	<b>When</b>
Data on call waiting times and email interactions to be share	Mary Timmins, Customer Service Team leader	July , 2023
Attend Progress Group in Late Autumn to provide an update	Marybeth Quaintmere, Service Manager - Customer Services	October/November 2023

The Chairman thanked Ms' Quaintmere and Timmins for their presentation.

5. **APPOINTMENTS 2023/24**

**RESOLVED:** That the following Members be appointed to serve on the following Groups for the 2023/24 Municipal Year:

### **Overview and Scrutiny Progress Group**

Chairman	Cllr M.D. Smith
Vice-Chairmen	Cllr Mrs D.B. Bedford Cllr K. Dibble
Conservative Group	Cllr S.J. Masterson Cllr S. Trussler
Labour Group	Cllr Gaynor Austin

### **Council Tax Support Task and Finish Group**

Chairman	Cllr M.D. Smith
Vice-Chairman	Cllr Mrs D.B. Bedford
Conservative Group	Cllr S. J. Masterson Cllr S. Trussler
Labour Group	Cllr Christine Guinness Cllr M.J. Roberts

### **Farnborough Airport Task and Finish Group**

Vice-Chairmen	Cllr Mrs D.B. Bedford
Conservative Group	Cllr Jess Auton Cllr Mara Makunura Cllr Calum Stewart
Labour Group	Cllr Gaynor Austin Cllr Jules Crossley

### **Review of Registered Providers Task and Finish Group**

Chairman	Cllr M.D. Smith
Vice-Chairman	Cllr Mrs D.B. Bedford
Conservative Group	Cllr Ade Adeola Cllr S.J. Masterson
Labour Group	Cllr K. Dibble Cllr Sophie Porter

## **6. WORK PLAN**

It was advised that the next meeting of the Committee was scheduled for 20th July, 2023. A date for the first Progress Group would therefore be set in early July, 2023.

Following discussion it was noted that an item would be scheduled for a further Customer Contact Indicator – update, in late Autumn/early Winter 2023.

Additional items to be considered at the Progress Group, included:

- Community Safety and the Police
- Business Plan Monitoring

- Climate Change
- Communications – consultation responses
- Arts and Culture
- Communication links with Local County Councillors

The Committee noted the current Work Plan.

The meeting closed at 9.12 pm.

CLLR M.D. SMITH (CHAIRMAN)

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# Performance Management Framework – revised June 2023

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## 1. Overview

The Council's Performance Management Framework has been developed to act as a tool to strengthen performance management within the authority and to ensure that the Council is delivering against its priorities.

The framework is designed to provide a consistent approach to the way performance and quality is managed, monitored, reviewed and reported at all levels in the organisation. This framework should help to strengthen and ensure a consistent approach to performance management across the organisation

This is the first revision of the framework which originally was adopted in April 2020.

## 2. What is performance management?

Performance management is not solely concerned with the monitoring of outputs or performance indicators (PIs) but is a tool to drive improvement on performance across the authority. It involves people management, communications, cultures and behaviours within the organisation.

Performance management is not something separate from the day-to-day management of the Council and it is not just one activity – it is made up of planning, reviewing and revising cycles over different timescales and at different levels in the organisation. For example, a longer term cycle that sets and reviews council strategy, annual service planning and target setting, and quarterly collection and review of performance information.

### Why is performance management important?

Effective performance management:

- helps to ensure that the Council is achieving what it set out to do and giving good value for money – without measuring results it is difficult to tell success from failure
- it enables the understanding of “how the Council is doing”
- helps to identify success (so that it can be rewarded and learnt from) and to identify failure (so that it can be corrected and learnt from)
- is linked to good political decision making - using information about how things are now in order to make decisions about how to make them better
- helps to ensure decisions have been carried through
- is at the heart of good management

### What makes effective performance management?

- A clear vision and purpose and a focus on outcomes
- Good planning - clear identification of priorities, allocation of resources, setting of targets and development of action plans
- Some means of assessing if plans have been achieved (performance measures and indicators)

- Information reaching the right people at the right time (performance reporting) so informed decisions are made and actions taken.
- The data provided meets the needs of the audience

### 3. Context: The Vision, the Council Plan and the Regenerating Rushmoor Programme

#### Your future, your place – a vision for Aldershot and Farnborough 2030

The long-term [vision](#) sets out the Aldershot and Farnborough that residents, businesses and the council would like to see by 2030. The vision was developed following widespread consultation and engagement with residents, businesses, councillors and local organisations and our Council approved it in July 2019.

The vision sets out six major ambitions for the future of Aldershot and Farnborough, identified as being most important to all. Each ambition also includes details of the things agreed as being key to realising the 2030 vision.

#### **Vision at a glance**

- Vibrant and distinctive town centres
- Housing for every stage of life
- Strong communities, proud of our area
- Healthy and green lifestyles
- A growing local economy - kind to the environment
- Opportunities for everyone - quality education and a skilled local workforce

#### Council Plan

The [Council Plan](#) sets out what the Council is committed to do over the next three years. The Council Plan includes those actions and areas of activity that warrant “extra attention”. The Plan is a working document and is reviewed each year to establish new actions required to progress towards achieving the longer-term objectives.

The performance management framework’s purpose is to ensure these commitments are delivered.

#### Regenerating Rushmoor Programme

This programme was established in June 2018 to enable delivery of the Council’s regeneration ambitions. The programme delivery is a partner co-ordinated approach addressing economic and place-making challenges and opportunities across the Borough. The programme is now called the Capital programme Board.

Activities with this programme are key to delivering many of the priorities in the Council Plan and the vision for Aldershot and Farnborough

## 4. The Corporate Planning Process

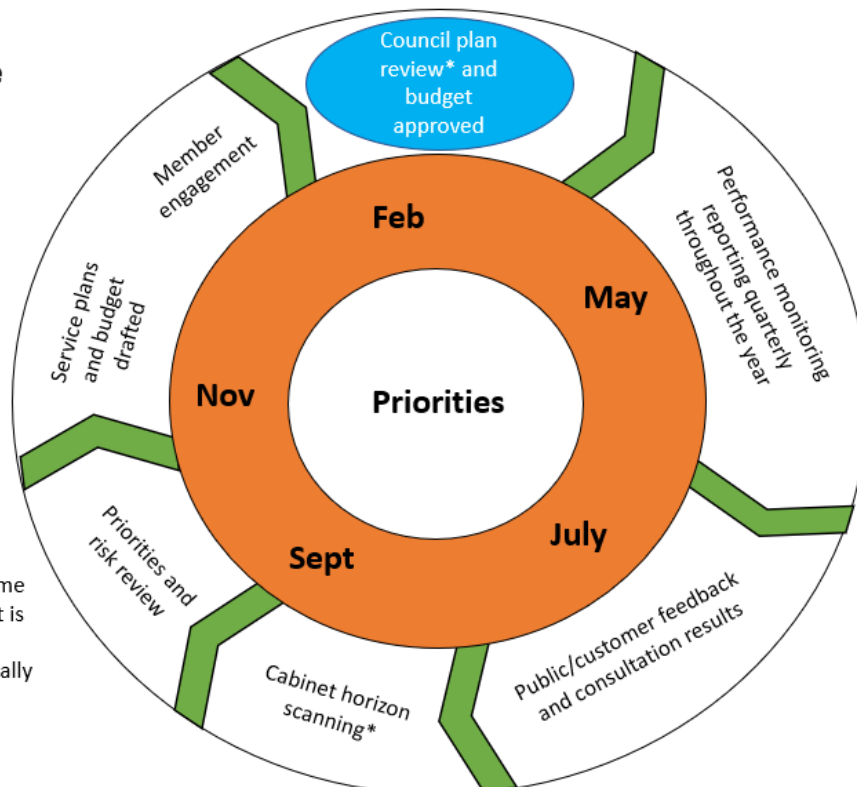
The Council’s priorities are delivered through specific activities and actions as detailed in the Council Plan. The Council Plan does not include all of the day to day business undertaken by the Council. These activities can be of fundamental importance to local residents, be they the collection of people’s rubbish and recycling, or providing housing and deciding planning applications. Each Council service therefore has its own Service Business Plan, which sets out operational commitments and service-specific activity.

Performance on delivering the priorities through key programmes and projects (including the Regeneration Programme, corporate and service projects) and day to day business is brought together and monitored through a detailed monitoring process that provides the base of the Council’s wider monitoring processes.

All of the Council’s plans should include a set of SMART actions (specific, measurable, achievable, realistic, timely) with targets that are approved by an Executive Director, Cabinet or Council. Each activity/action is assigned a lead officer who works with the relevant Portfolio Holder to agree the scope and deliverables.

The Council Plan is established in consultation with relevant Portfolio Holders and approved by Cabinet and Council as part of the policy framework. Service Business Plans are developed in consultation with employees responsible for delivering the service and approved by the relevant Portfolio Holder and Executive Director. The annual cycle for corporate planning is set out below:

### Example corporate planning cycle



\*The council plan has a three-year time horizon but it is reviewed by cabinet annually to ensure it remains "current"

## 5. Roles and responsibilities in the Performance Management Framework

Set out in this section are the key roles for each of the main individuals or groups involved in the corporate planning and performance process.

**Leader** – Provides overall political direction and has overall responsibility for the performance of the Council in delivering services to the community. Leads the Cabinet and Council through the development and delivery of the Council's Plan, major projects and strategic issues. Provides overall political direction and has overall responsibility for the performance of the Council in delivering services to the community.

**Cabinet** – The Cabinet is accountable for the delivery of the Council Plan and the best use of the Council's resources. It sets and reviews strategy with the Corporate Leadership Team and monitors key performance against action plans and targets quarterly. Key priorities are reviewed regularly and assessed.

**Portfolio Holders** – Each Portfolio Holder is responsible for their own specific area of the Council's service delivery. They approve narrative elements of the appropriate Service Business Plans undertake monitoring. They also keep Cabinet and other Councillors well informed, this can involve briefing the Overview and Scrutiny Committee.

**Cabinet Champions** – The role of the Champions is to progress work on a particular area or project that does not fall within an existing portfolio and would normally reflect priorities included in the Council Plan.

**Overview and Scrutiny Committee** – The Committee drives the scrutiny process by focussing on the performance of the Council on a quarterly basis and identifying specific issues for detailed scrutiny. Other roles are:

- Pre decision scrutiny of items of the Cabinet Work Programme
- Scrutiny of services provided by the Council and other organisations serving the Borough
- Holding the Cabinet to account

**Executive Leadership Team (ELT)** – Comprising the Chief Executive, Executive Directors, Assistant Chief Executive and Executive Heads of Service. ELT is responsible for providing strategic and policy development support to the Cabinet and is accountable for delivering the Council Plan for the Council. Critical activities for ELT include:

- Organisational Strategy
- Development and oversight of major programmes and projects
- Financial Strategy
- People Development
- Performance Management

**Corporate Management Team (CMT)** – Comprising the Chief Executive, Executive Directors, Assistant Chief Executive, Executive Heads of Services, Heads of Service and Corporate

Managers. CMT meets regularly to consider areas of importance in terms of corporate management, performance and operation.

**Executive Directors** – Executive Directors are accountable for the operational performance of their group of services and their contribution to delivering the Council Plan. They will challenge and sign off Service Business Plans from a corporate perspective and they ensure regular monitoring of performance. They identify and address poor performance in their service areas. Executive Directors also act as a conduit between the ELT, Cabinet and, where appropriate, Portfolio Holders.

**Executive Heads of Service, Heads of Service and Corporate Managers** –The majority of the services valued by residents or essential to the operation of the Council are managed by the Council’s Executive Heads of Service, Heads of Service and Corporate Managers. Executive Heads of Service, Heads of Service and Corporate Managers are responsible for the operational performance of their service areas and the contribution they make to the delivery of the Council Plan. Executive Heads of Service, Heads of Service and Corporate Managers must ensure Portfolio Holders are kept well advised and that there is ownership of the Service Business Plan throughout their service areas and that everyone is fully aware how they contribute to the delivery of the Council’s priorities. They also have a responsibility to identify and address poor performance in their service areas.

**Service Managers-** Service Managers support the team to work effectively through the implementation of effective performance management. They set clear expectations, give regular developmental feedback to individuals on how their work contributes to the Service and Council Plan and celebrate successes. Service Managers should utilise and analyse data to monitor and manage performance, identify trends, spot future opportunities/risk and drive continuous improvement, and seek out a range of information that represents different perspectives.

**Individual Employees** - Employees have a responsibility to manage their own performance and to deliver against actions identified as part of their annual appraisal. Progress made against individual targets is regularly reviewed. However, employees have a responsibility to ‘flag up’ any areas of concern that impact on performance. Team meetings are used as a mechanism to engage employees in a two-way feedback on performance as a team unit so employees are required to attend their meetings. Employees should be involved in the setting of key objectives and targets in the Service Business Plan and any personal action plans and should always be involved in the review process and recommendations for any changes.

## 6. The performance monitoring process

Measuring, reporting and reviewing performance are fundamental to the performance management system. Each of the Council’s activities in the corporate planning process contains a number of outcome measures, actions and milestones. These need to be monitored and improvements need to be identified where performance is lacking.

Performance monitoring relies on effective performance information being available in a timely fashion at the right level, this means:

- well designed actions and targets that are SMART (specific, measurable, achievable, realistic, timely)
- well designed performance measures (relevant, clear, meaningful)
- identified outputs, outcomes and milestones
- sound and accurate data (data quality)

Performance reporting needs to be appropriate for different levels in the organisation – whilst a significant amount of data needs to be collected not all of this detail can or should be considered at every level. Reporting is tailored to meet the needs of identified audiences at different levels of the organisation to make the information relevant and accessible.

An overview of the Council’s performance management arrangements is given in the table below.

### Monitoring Council Plan, programmes, projects, actions and key service measures

On a quarterly basis, the lead officer (usually an Executive Head of Service, Heads of Service or Corporate Manager) for a project or activity area completes a progress report providing an update showing performance against plans. The lead officer is responsible for meeting with the relevant Portfolio Holder to discuss progress.

High level quarterly performance reports are provided for ELT, CMT, Cabinet and the Overview and Scrutiny Committee based on the key priorities and activities listed in the Council Plan and the key service measures.

The reports to Cabinet are published on the Council’s website. The quarterly performance report uses a BRAG system (blue, red, amber, green) to identify overall performance. BRAG is defined as follows:

<b>Blue</b>	The activity has been completed
<b>Red</b>	Shows that we have not been able to achieve or achieve elements of the activity
<b>Amber</b>	Flags up that achieving the activity is in question
<b>Green</b>	Indicates that the activity is on course

### An overview of the Council’s performance monitoring arrangements

Document	Performance information	Timescales	Reported to	Responsibility	Accountability
<b>Council Plan</b>	Key projects and actions	Quarterly	Portfolio Holders / CMT / Cabinet / Scrutiny	Cabinet	Council



	Outcome Measures	Annually	CMT / Cabinet Scrutiny		
	Deliverables	On-going basis	Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors
<b>Key service measures / performance indicators</b>	Key projects and actions	Quarterly	Portfolio Holders /CMT Cabinet / Scrutiny	Executive Heads of Service / Heads of Service / Corporate Managers	Cabinet / Portfolio Holders
	Outcome Measures	Annually			
	Deliverables	On-going basis			
<b>Capital Programme Board</b>	Key performance measures, targets and update reporting	6-Weekly Board Meeting	Portfolio Holder / CMT / Cabinet / Scrutiny	Executive Director / Executive Head of Property and Growth / Head of Regeneration and Development	Cabinet
<b>Strategic Risk Register</b>	Strategic risks	Monthly	Executive Heads of Service / Heads of Service / Corporate Managers	CMT / Cabinet	Council
		Quarterly	CMT / Cabinet /Scrutiny		
<b>Key strategies and plans</b>	Achievements	Twice a year (Q1 and Q3)	Portfolio Holders / CMT Cabinet / Scrutiny	Executive Heads of Service / Heads of Service / Corporate Managers	Portfolio Holders / Cabinet / Council
<b>Programmes and Projects</b>	Outcome Measures	Annually	Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Portfolio Holders
	Deliverables	On-going basis			

<b>Service Business Plans</b>	Key priorities and actions	Quarterly	Executive Directors Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors
	Achievements	Quarterly	Executive Heads of Service / Heads of Service / Corporate Managers	Service Managers / Individual staff	Executive Heads of Service / Heads of Service / Corporate Managers
	Key performance measures and targets	Quarterly	Executive Directors Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors
	Financial and Risk Management	Quarterly	Executive Directors Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors / Executive Heads of Service / Heads of Service / Corporate Managers
<b>Individual Work Plans</b>	Individual objectives/targets	Quarterly	Executive Heads of Service / Heads of Service / Corporate Managers / Service Managers	Individual staff	Executive Heads of Service / Heads of Service / Corporate Managers / Service Managers

## Monitoring service plans and performance indicators

Executive Heads of Service, Heads of Service and Corporate Managers, with their Executive Director and Portfolio Holder, must identify and agree SMART operational performance measures and targets in their Service Business Plans. These are essential to monitor the efficiency and effectiveness of the Council's day to day business and will be used in monthly and quarterly reviews. If performance monitoring is not done well it can result in:

- resource decisions being made without taking existing performance into account

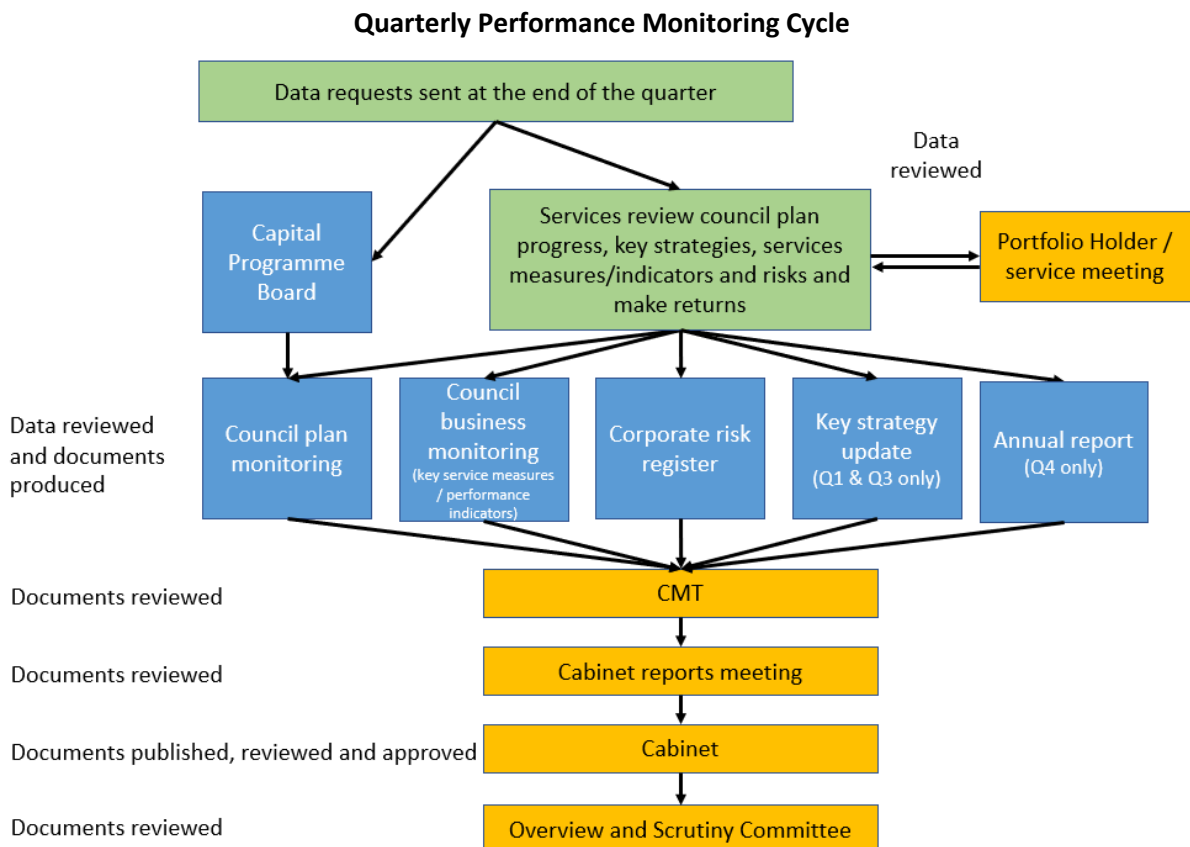
- standards and productivity slipping due to a lack of management monitoring and visibility
- an inconsistent approach to collecting performance information and in turn responsibility and accountability for performance
- potential missed opportunity to utilise performance measures as a motivational tool

Staff should report data in line with the councils revised data quality policy (annex A).

Executive Directors are responsible for meeting with Executive Heads of Service, Heads of Service and Corporate Managers on a regular basis to monitor and review performance based on agreed activities, actions and performance indicators as set out in Service Business Plans.

Key service measures and performance indicators that have significance for the overall performance of the organisation and that need corporate visibility (e.g. sickness absence figures, council tax collection, recycling rates) are included as part of the quarterly monitoring and reported to Executive Directors, CMT, the relevant Portfolio Holder, Cabinet and Overview and Scrutiny Committee. In addition, the corporate risk register is reported quarterly and updates on the Councils key strategies and plans are reported twice a year. An annual report is produced at the end of the year.

The process of the core quarterly performance cycle is illustrated below:



## Further information

For any further information on performance management please contact the Sharon Sullivan in the Policy and Performance Team

# Data Quality Policy

## 1. Introduction

1.1 The purpose of this policy is to outline the Council's approach to maintaining and improving data quality across the Council.

1.2 The quality of the data used by the Council is important because it:

- Informs and supports decisions about service delivery
- Measures performance and progress
- Enables comparisons
- Forms part of the Council’s annual external assessments.

1.3 The Council’s data quality is subject to scrutiny by inspection and audit and needs to be:

- Accurate
- Valid
- Reliable and consistent
- Timely
- Relevant
- Complete
- Held securely and, where appropriate, confidentially

## 2. Responsibility

2.1 Overall responsibility for the Council’s data quality rests with the Executive Directors. Data quality is a key element of good performance management and the lead member for data quality is the Customer Experience, Transformation and Corporate portfolio holder.

2.2 Executive Heads of Service, Heads of Service and Corporate Managers are accountable for the data produced by their service and they will need to:

- Ensure that data production and quality is incorporated into their service management arrangements.
- Ensure written procedures of the calculation method are available and used.
- Ensure the appropriate staff resources to deliver data quality.

- Carry out checks as part of their service management for the accuracy and validity of the data for their service.

### 3. Training and Support

- 3.1 Awareness training for staff on data quality will be provided by a learning module.
- 3.2 Executive Heads of Service, Heads of Service and Corporate Managers are responsible for ensuring their staff have the necessary skills and training to input and report on data as required by their job roles.
- 3.3 Services requiring advice or assistance on data quality should contact Assistant Chief Executive service.

### 4. Validation

- 4.1 The Executive Leadership Team will review the application of this policy.
- 4.2 Internal Audit will incorporate checks on data quality as part of their Audit of individual services.
- 4.3 The Performance Team will incorporate checks on data quality as part of the quarterly monitoring process.

### 5. Actions

- 5.1 Assistant Chief Executive service to arrange awareness of Data Quality Policy and in conjunction with the online training module.
- 5.2 Executive Heads of Service, Heads of Service and Corporate Managers to ensure procedures for calculation methods are properly documented.
- 5.3 Executive Heads of Service, Heads of Service and Corporate Managers to incorporate data quality into service management arrangements and identify training needs.
- 5.4 Executive Heads of Service, Heads of Service and Corporate Managers to put in place arrangements to ensure that data is checked appropriately

**Date agreed – July 2008**

**Date reviewed - June 2023**

# OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN

The purpose of the work plan is to plan, manage and co-ordinate the ongoing activity and progress of the Council's Overview and Scrutiny Committee. It will be updated regularly and presented to each meeting of the Committee. It will include issues that are currently being actioned as well as those that will be subject to future work.

The Committees Terms of Reference are as follows:

- to perform all overview and scrutiny functions on behalf of the Council;
- to appoint such formal sub-committees and informal task and finish groups as it considers necessary to assist it in discharging its functions;
- to prepare and approve the overview and scrutiny work programme so as to ensure that the Committee's time is effectively and efficiently utilised;
- to undertake investigations into such matters relating to the Council's functions and powers as:
  - (1) may be referred by the Council, Committees, the Cabinet, or the Leader; or
  - (2) the Committee may consider appropriate; or
  - (3) have been referred to the Committee pursuant to the "call-in" procedure set out in the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution. (These can be decisions taken by the Cabinet, a Cabinet Member, key decisions taken by an officer or under joint arrangements).
- to monitor and review the performance of the Council and services against relevant performance indicators and adopted plans;

- to review and/or scrutinise decisions proposed to be made (pre-decision scrutiny) or actions taken in connection with the discharge of any of the Council's functions;
- to review existing policy and strategy with a view to securing continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness;
- to make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any functions;
- to review and/or scrutinise any matter affecting the area or its inhabitants;
- to discuss initiatives put forward for consideration by individual members of the Committee and any relevant 'call-for-action' in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution; and
- to consider petitions referred to the Overview and Scrutiny Committee in accordance with provisions set out in the Petition Scheme set out in Part 4 of this Constitution.



**(A) ISSUES CURRENTLY BEING PROGRESSED BY THE OVERVIEW AND SCRUTINY COMMITTEE TASK AND FINISH GROUPS**

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (MEMBERSHIP 2022/23)	CURRENT WORK
To monitor the performance and activities of <b>Registered Providers</b> working in the Borough.	Chairman of the Overview and Scrutiny Committee (Cllr Mike Smith, Vice Chairmen of the Overview and Scrutiny Committee (Cllrs Diane Bedford and Keith Dibble and Cllrs Ade Adeola, S.J Masterson and Sophie Porter	The Annual Report for 2022/23 was presented at the June 2023 meeting.
To review the <b>Council Tax Support</b> Scheme	Chairman of the Overview and Scrutiny Committee (Cllr Mike Smith, Vice Chairman of the Overview and Scrutiny Committee (Cllr Diane Bedford) and Cllrs Christine Guinness, S.J. Masterson, M.J. Roberts and S. Trussler,	Dates to be circulated to Members following the June, 2023 meeting.

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (MEMBERSHIP 2022/23)	CURRENT WORK
To consider further the economical and environmental impacts of <b>Farnborough Airport</b> on the Borough.	Vice Chairman of the Overview and Scrutiny Committee (Cllr Diane Bedford) and Gaynor Austin, Jess Auton, Jules Crossley, Mara Makunura and Calum Stewart	Terms of Reference were review and agreed at the Progress Group (4th July, 2023) with meeting dates to be set following the meeting.

**(B) OTHER ISSUES CURRENTLY BEING PROGRESSED BY THE OVERVIEW AND SCRUTINY COMMITTEE**

<b>ISSUE</b>	<b>CURRENT WORK</b>	<b>STATUS</b>

## OVERVIEW AND SCRUTINY COMMITTEE

WORKFLOW – June 2023- March 2024

DATE	ITEMS
15th June 2023	<ul style="list-style-type: none"> <li>• Corporate Customer Contact Indicators (Session 2)</li> <li>• Registered Providers T&amp;F Annual Report</li> </ul>
20th July 2023	<ul style="list-style-type: none"> <li>• Stagecoach</li> <li>• Council Business Plan (Session 1)</li> </ul>
21st September 2023	<ul style="list-style-type: none"> <li>• Policing and Community Safety to incorporate the Notice of Motion on Youth Crime Prevention raised at Council (April 2023)</li> </ul>
9th November 2023	<ul style="list-style-type: none"> <li>•</li> </ul>
14th December 2023	<ul style="list-style-type: none"> <li>• Customer Service – Contact Indicators</li> </ul>
8th February 2024	<ul style="list-style-type: none"> <li>• Climate Change Strategy</li> </ul>
27th March 2024	<ul style="list-style-type: none"> <li>•</li> </ul>
Potential Future Items for Committee	<ul style="list-style-type: none"> <li>• Regeneration</li> <li>• Waste and Recycling</li> <li>• Charitable Support</li> <li>• Ward Grant – Review – winter 2023</li> <li>• Telecommunications Infrastructure</li> <li>• Asset Management – September 2023</li> <li>• County Councillors – Communications/Engagement (in particular, Highways Issues)</li> <li>• <b>Consultation Communications Response - PPAB</b></li> <li>• Arts and Culture (Cultural Compacts) - TM</li> <li>• Health Services (follow up from Spring 2022)</li> <li>• Gurkha Welfare Notice of Motion (separate meeting in early September to include Armed Forces and Veteran engagement (PPAB))</li> </ul>

## OVERVIEW AND SCRUTINY COMMITTEE

Progress Meetings 2023/24

**Membership:** Chairman (Cllr Mike Smith), Vice Chairmen (Cllrs Diane Bedford and Keith Dibble) and Cllrs Gaynor Austin, S.J.Masterson and S.Trussler

DATE	ITEM	NOTES
3 April 2023 Annual Review	<p>OSC Annual Report</p> <p>Cabinet Champions</p> <p>Private landlords</p> <p>June Meeting</p> <p>Info/Action follow up</p>	<p>Agreed with some suggested additions</p> <p>Going forward - hear from at PG throughout the year or regular written updates</p> <p>Scope option to have a private landlords T&amp;F group similar to the RP Group</p> <p>Customer Contact Indicators and RP Annual Report</p> <p>Produce a Work Tracker to monitor actions/requests for information at meetings</p>
4 July 2023	<p>Council Business Plan</p> <p>Highways issues/HCC Communications</p>	<p>RB attended to give a summary of a proposed item for the meeting on 20<sup>th</sup> July on the Council Business Plan performance monitoring.</p> <p>Cllr Abe Allen attended the meeting to raise an issue in Fernhill relating to Bunds which had been installed in Chapel Lane. The Bunds had been installed as a prevention measure by HCC but had caused concern amongst residents. It was agreed that this issue would be raised at a proposed future meeting with County Councillors regarding communication/engagement with the County Council.</p>

	<p>Stagecoach</p> <p>Farnborough Airport T&amp;F Group – ToR</p> <p>Cabinet Champions Priorities</p> <p>Youth Crime Prevention</p>	<p>A number of issues had been raised regarding changes and performance levels with local bus services. Contact had been made with Stagecoach who were available to attend the meeting on 20<sup>th</sup> July, 2023.</p> <p>The Terms of Reference were agreed at the meeting.</p> <p>The priorities for 2023/24 for the Cabinet Champion were endorsed at the meeting.</p> <p>Following the Notice of Motion to Council in April, 2023, it was agreed that the focus of the September meeting with the Community Safety Team and the Police would be on Youth Crime Prevention.</p>
4 September 2023		
18 October 2023		
27 November 2023	Customer Contact Indicators – Update	MBQ/MT invited to attend the meeting prior to 14 December Committee
18 January 2024		
4 March 2024		