

Scrutiny Committee & Review Panel Scoping of Scrutiny Exercises

Preliminary Information	
Title of Exercise	Review of Corporate Performance Clinics
Lead Committee	Corporate Resources Scrutiny Committee
Chair of Review Panel	To be determined
Client Officer Support	Corporate Development and Improvement Manager
Aims and Objectives	
Terms of Reference Purpose of group/strategic objectives.	<ul style="list-style-type: none"> • To review the effectiveness of the Corporate Performance Clinics since they were established in June 2009 and to determine whether they should continue as a means of scrutinising performance of Council services.
Rational Key issues and/or reasons for doing the review.	<ul style="list-style-type: none"> • Establishing Corporate Performance Clinics is an agreed action within the Council's Performance Management Action Plan 2009/10, which is monitored by the Audit Commission (AC). The review will enable the Council to determine the effectiveness of this new means of scrutinising performance and its contribution to improving the Council's performance management arrangements. The review will also enable the Council to report its findings and proposed way forward to the AC. • The Council only scored 2 out of 4 for managing performance in the recent Organisational Assessment of the Comprehensive Area Assessment and therefore needs to proactively respond and review the implementation of its performance management arrangements to ensure we can evidence that we are providing high quality and cost effective services to our communities through effective performance management. • If the review concludes to continue the Clinics, the feedback gathered will enable the format and structure to be further improved. • It was formally agreed by the Corporate Resources Scrutiny Committee on 11th June 2009 that a review of the Corporate Performance Clinics would be undertaken in March 2010.

<p style="text-align: center;">Review Objectives Specify exactly what the review should achieve.</p>	<ol style="list-style-type: none"> 1. Is the structure and format of the Clinic effective for scrutinising the performance of Council services including: <ol style="list-style-type: none"> a) The criteria used in identifying which services should be 'called in' as underperforming or exceeding performance. b) The report and data that managers are required to compile on their service area for inclusion in the agenda and for presenting at the Clinic. c) The participation of the Panel and other Members in fully exploring and discussing with Directors/Managers the measures/intervention needed to support underperforming services and the timescale required to improve performance. d) Learning from poor practice and using good practice. Is this given sufficient discussion and does the Clinic agree how lessons learnt will be used across other service areas? e) The minutes of meetings. Do they effectively capture the detailed discussions on performance and would they be robust enough to demonstrate this when being externally audited? f) The understanding/perception of Directors and Managers as to the purpose of the Clinics. g) Are the Clinics operating in line with the agreed Terms of Reference or do they need to be revised to reflect their evolution since June? 2. What difference has the introduction of Corporate Performance Clinics made in improving the scrutiny of how Council services are performing, including: <ol style="list-style-type: none"> a) Has there been an improvement in those underperforming services that the Clinic has scrutinised? If not, what follow up action has the Panel taken? b) How has best practice / lessons learnt from high performing services been used by other service areas? c) Have lessons learnt from poor performing services being used? d) Since establishing the Clinics, do Members and Officers now have a better understanding of the role of performance management in supporting the council to provide high quality and cost effective services?
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<p>Barriers, Dangers and Risks Identify any weaknesses and potential pitfalls.</p>	<ul style="list-style-type: none"> • Three different Chief Executives have chaired the Clinics since June. It has therefore been difficult to establish a consistent approach to the level of scrutiny. • Two different Committee Officers have attended the Clinics since June to take the minutes. This has resulted in different levels of information being recorded. • It may be a little too early to be able to properly evidence how the Clinics have supported the improvement of underperforming services and how lessons learnt from higher performing services have been used. • The review will need to acknowledge that improvements to the format and structure of the Clinics have been implemented as and when issues have been identified over the course of the 5 Clinics held.
<p>Financial Implications How much money is needed and where will the money likely to come from?</p>	<p>Not applicable.</p>
<p>Methodology</p>	
<p>Approach What methods will be used to gather evidence and why?</p>	<ul style="list-style-type: none"> • Interview Corporate Performance Clinic Panel and Chairman of Corporate Resources Scrutiny Committee. • Provide a survey for completion by Cabinet Members, Members, Directors and Managers who have attended Clinics.
<p>Co-opted Members and Expert Witnesses Who will be able to inform the process and when?</p>	<p>The review panel may wish to call upon a range of witnesses including:</p> <ul style="list-style-type: none"> • Corporate Performance Clinic Panel (Chief Executive, Leader of Council and Leader of the Opposition). • Chairman of Corporate Resources Scrutiny Committee. • Cabinet Members, Members, Directors and Managers who have attended. • Corporate Development and Improvement Manager. • Policy and Performance Officer.
<p>Evidence Sources for Documents Could CfPS Review Library help?</p>	<p>Corporate Performance Clinic Terms of Reference (June 2009).</p>

	<p>Agenda and minutes of Corporate Performance Clinics held on:</p> <ul style="list-style-type: none"> • 16th June 2009 • 18th August 2009 • 22nd October 2009 • 17th December 2009 • 8th February 2010 <p>Organisational Assessment of the Comprehensive Area Assessment – 9th December 2009.</p> <p>Follow – up to Performance Management Report – Audit Commission 2009/10 – December 2009.</p>
<p>Specify if any sites visits are required? Where and when?</p>	<p>Not applicable.</p>
<p>Specify evidence sources for views of stakeholders Could the Councils Youth On-line facility be used? Could the County Council's Consultation Facility "Ask Me" be used?</p>	<p>Not applicable – review of an internal process.</p>
<p>Publicity Requirements What is needed – fliers, leaflets, radio broadcast, press-release etc.</p>	<p>Not applicable.</p>
<p>Deadlines</p>	
<p>Anticipated Start Date:</p>	<p>March 2010</p>
<p>Number of Meetings:</p>	<p>2</p>
<p>Feedback to Scrutiny:</p>	<p>15th April 2010</p>
<p>Projected Completion Date:</p>	<p>March 2010</p>