

# **BUDGET AND PERFORMANCE PANEL**

## **2017 – 2018 Performance Monitoring Quarter 1**

**12 September 2017**

### **Report of Chief Officer (Environment)**

#### **PURPOSE OF REPORT**

This report provides a review of performance against corporate plan priorities and outcomes in the first quarter of 2017 – 2018 and sets out an update on actions taken since the last meeting of the Panel.

**This report is public**

#### **OFFICER RECOMMENDATIONS**

- (1) **That Budget and Performance Panel considers the Cabinet Report dated 05 September 2017 and the performance of key indicators at the end of Quarter 1.**
- (2) **That Budget and Performance Panel note for comment the update on actions and recommendations made at the last meeting of the Panel.**

#### **1. PERFORMANCE QUARTER 1 – 2017 - 2018**

- 1.1. The attached report and appendix, presented to Cabinet on 05 September 2017, provides a summary of the Quarter 1 performance and progress towards the achievement of the corporate priorities and outcomes.
- 1.2. Budget and Performance Panel are asked to consider the Cabinet report and attachment in line with their Terms of Reference within the Constitution relating to the monitoring and review of the council's performance.

#### **2. UPDATE ON ACTIONS SINCE LAST MEETING**

- 2.1. Since the last meeting of Budget and Performance Panel held on 11<sup>th</sup> July 2017 action has been taken to address a number of recommendations made, including:

**Inclusion of, and revision to, additional Key Performance Indicators** – work is in progress to provide new indicators around the suggested areas of Air Quality Action Zones; renewable energy generated and energy usage; CO2 emissions and commercial property. It is expected that a number of these will be reported as part of the Quarter 2 (as at 30 September 2017) monitoring report.

Whilst progress has been made in identifying relevant, meaningful and measureable indicators and meaningful targets it is recognised that a number are in the early stages of development and will be subject to further iterations and revisions. This will inevitably include amendments to the frequency of reporting; changes to wording and alternative / replacement indicators that are considered to be a better gauge of performance (in terms of both corporate and financial performance).

Open dialogue by both officers and Members in determining good performance indicators is expected and very much welcomed as an essential and continuous part of establishing an effective and robust performance management system.

From Quarter 2 and every quarter thereafter, there will also be reporting on the performance of our key projects.

**Direction of Travel and Trending Reports** - Members welcomed the proposed style and format for the reporting of corporate performance monitoring. As requested this has been used to present performance in Quarter 1 and will continue throughout the year, with the addition, in subsequent Quarters of an indication of the *Direction of Travel* of the key performance indicators and a trend analysis compared to previous performance.

**Benchmarking** – Across the Council, there is already a commitment to supporting the development and capability across all Services to get the most from available data, business intelligence and performance benchmarking.

This is demonstrated to a degree by the published [Getting to Know our Communities](#) published on the Council's website setting out a key information about the Lancaster district. The information is accurate as at March 2017 and will be reviewed annually. It has been gathered from a number of different sources such as census records, Office for National Statistics (ONS) research and estimates and Lancashire County Council's Lancaster district profile.

Work is also underway to develop and publish a rolling perception / residents survey (second draft due to be considered by Management Team in the next few weeks) which is based on the Local Government Association 'Are you being served?' *Benchmarking resident satisfaction data*, incorporating core benchmarking questions for comparison with other council's and the regular national survey that the LGA conduct.

In addition, the Council is a member of a number of benchmarking groups including the:

- *CIPFA Nearest Neighbour Model* (revised in 2014) - providing financial and non-financial benchmarking with other councils with similar characteristic, traditions and practices;
- *LG Inform* – an online tool that brings together in one place a range of key performance data alongside contextual and financial information and data (over 4,000 data sets) for comparison with other councils, or groups of councils;
- *Association of Public Service Excellence (APSE)* – allows comparison of performance of front line services on cost, quality, productivity and outcomes. Services covered include; Building cleaning/maintenance; Cemeteries; Environmental Health; Parks and Open Spaces; Refuse Collection; Street Cleansing; Transport and Vehicle Maintenance, and; Sports and Leisure Facility Management
- *HouseMark* – providing perception-based and transactional comparisons of strategic cost and operational performance data for social housing

In future performance monitoring reports, where applicable and appropriate, reference will be made to how the Council's performance compares with the performance of other relevant authorities and service areas.

In the meantime, Organisational Development will work with Services to develop proposals - for consideration later in the year - for a structured approach to benchmarking that provides meaningful and easy to understand insights that can help the Council to evolve, be more innovative and improve its Services.

**CONCLUSION OF IMPACT ASSESSMENT**

(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None directly arising from this report

**LEGAL IMPLICATIONS**

None directly arising from this report

**FINANCIAL IMPLICATIONS**

None directly arising from this report

**OTHER RESOURCE IMPLICATIONS**

**Human Resources / Information Services / Property / Open Spaces:** As set out in the relevant appendix

**SECTION 151 OFFICER'S COMMENTS**

The Section 151 Officer has been consulted and has no further comments to add.

**MONITORING OFFICER'S COMMENTS**

The Monitoring Officer has been consulted and has no further comments to add.

**BACKGROUND PAPERS**

**Cabinet Report 05/08/17**

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