

# CABINET

## Delivering Our Ambitions: Performance, Projects and Resources Quarter 4 and End of Year 2018-19 6 August 2019

### Report of Chief Executive

#### PURPOSE OF REPORT

To provide a summary of performance against key indicators during 2018-19, and to set out arrangements for future reporting on progress towards achieving the council's Ambitions for 2018-22, covering

- Performance against key indicators
- Progress of strategic projects
- Use of organisational resources

Key Decision

Non-Key Decision

X

Referral from Cabinet  
Member

This report is public

#### OFFICER RECOMMENDATIONS

- (1) That Cabinet agree the proposed arrangements for reporting on performance, projects and resources during 2019-20.
- (2) That Cabinet note the update on performance against key indicators for 2018-19.

#### 1.0 Delivering Our Ambitions

- 1.1 Delivering Lancaster City Council's ambitious plans for 2018-22 and beyond, as set out in its Council Plan and policy framework, requires strong alignment between strategy, resource allocation and operational activity.
- 1.2 Regular consideration by members of timely, relevant and evidence-based information is essential to strategic decision-making.
- 1.3 In practice, the information that reflects this strategic alignment can be categorised in three ways:
  - *Performance against key indicators*; to provide an evidential view of the real-world impact of the council's activities.
  - *Progress of corporate projects*; to provide assurance that ongoing initiatives are coordinated and on track.
  - *Use of organisational resources*; to monitor the adequate and appropriate allocation and expenditure of finance and other resources in pursuing the council's goals.

## **2.0 Proposed Reporting Approach**

- 2.1 In previous years, this information has been provided to members via distinct, specific reporting on a quarterly basis, particularly around finance and performance. Major project updates have been provided on an ad hoc basis only, primarily where a member decision was required.
- 2.2 Providing meaningful information across the three categories described in 1.3 above will require a more integrated approach to reporting, drawing together the key information around performance, projects and resources, and exploring the relationship between these disciplines.
- 2.3 It is therefore proposed to trial an integrated quarterly '*Delivering Our Ambitions: Performance, Projects and Resources*' report from quarter 1 (April-June 2019) onwards.
- 2.4 As the organisation develops enhanced 'business intelligence' capabilities using technological solutions, a greater level of real-time information will be available to members through interactive dashboards and other resources. Members will be better able to discuss live issues as they arise through the availability of this information.
- 2.5 The quarterly '*Delivering Our Ambitions*' report will then build on the information available through these channels by providing a level of insight and analysis from across the organisation relative to the specific period covered by the report.

## **3.0 Categories and Content**

- 3.1 In order to ensure meaningful alignment of performance, project and resource information, it is proposed that the information is categorised according to the council's four Ambitions for 2018-22:
  - A Thriving and Prosperous Economy
  - Clean, Green and Safe Neighbourhoods
  - Healthy and Happy Communities
  - A Smart and Forward-Thinking Council
- 3.2 Some development of the corporate performance measures is required to ensure Cabinet's priorities are reflected in the key indicators of success. It is proposed that measures be reviewed incrementally and updated where appropriate in between quarterly updates.
- 3.3 It is also proposed that in order to provide clear accountability, each measure and corporate project will be allocated to a Portfolio Holder for monitoring.
- 3.4 The corporate reporting of performance and projects will use a 'Red', 'Amber' or 'Green' status to show each projects progress. For any project not reporting a 'Green' status, brief notes of why this is the case will be included on the report.

**RELATIONSHIP TO POLICY FRAMEWORK**

Performance, project and resource monitoring provides a link between the Council Plan and operational achievement, by providing regular updates on the impact of operational initiatives against strategic aims.

**CONCLUSION OF IMPACT ASSESSMENT**

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

The content of this report has no impact in itself.

**LEGAL IMPLICATIONS**

No legal implications directly arising from this report.

**FINANCIAL IMPLICATIONS**

No financial implications directly arising from this report.

**OTHER RESOURCE IMPLICATIONS, such as Human Resources, Information Services, Property, Open Spaces:**

No other implications directly arising from this report.

**SECTION 151 OFFICER'S COMMENTS**

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

**MONITORING OFFICER'S COMMENTS**

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

**BACKGROUND PAPERS**

N/A

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