

BUDGET AND PERFORMANCE PANEL

Performance monitoring and reporting

11th July 2017

Report of Chief Officer (Environmental Services) and Organisational Development Manager

PURPOSE OF REPORT

To inform Budget and Performance Panel of the work carried out to establish a portfolio of management performance indicators and projects that are focused on core service delivery and the achievement of corporate outcomes and priorities. The report also sets out a proposal for a new approach for reporting corporate performance and provides a review of performance against corporate plan priorities and outcomes in 2016 – 2017

This report is public

RECOMMENDATIONS

- (1) That Budget and Performance Panel considers the draft Review of the Year 2016/17 (Appendix A) setting out progress against the Corporate Plan 2016 -2020 priorities and outcomes**
- (2) That Budget and Performance Panel considers the style and layout of the portfolio of corporate performance indicators (Appendix B) and key projects (Appendix C) for monitoring in 2017 -2018**
- (3) That Budget and Performance Panel considers the style and layout of the proposed corporate performance monitoring report (Appendix D) to be presented to future meetings of the Panel**

1 Review of the Year 2016 – 2017

- 1.1 Members will be aware that the Corporate Plan sets out the Council's *Core Purpose* and *Vision* for the district and the priorities that the Council is focusing on. It sets the direction for the delivery of our services and, together with the Medium Term Financial Strategy (MTFS) and other strategies, drives the allocation of resources as part of the council's Policy Framework.
- 1.2 The Council is committed to providing high quality value for money services to our residents and local businesses and throughout the year we monitor the overall performance of the key activities that we aim to deliver over the period of the Corporate Plan.
- 1.3 The document attached as Appendix A is part of the performance monitoring process, setting out our achievements in 2016 -2017 with progress being aligned to the corporate priorities and outcomes set out in the Corporate Plan 2016 - 2020.
- 1.4 The Review of the Year 2016/17 is a draft document for discussion by Budget and Performance Panel.

2 Portfolio of Performance Indicators and Projects

- 2.1 The ability to manage the performance of the Council is critical to its success. It enables Members and officers to assess whether we are
- achieving what we set out to do;
 - delivering value for money, and;
 - making life better for our citizens.
- 2.2 The measurement of performance provides the foundation upon which all other elements of performance management is built. It can ensure that we are focussed on our key priorities and outcomes and that areas of under (and over) performance is questioned and improved.
- 2.3 The basic approach to performance management should provide an overview of the activities, systems and culture by which the Council manages, monitors and improves its performance and achieves delivery of its core services, corporate priorities and outcomes. In other words, it should be able to show not just how well services and activities are performing but why performance is at the level it is.
- 2.4 To be really effective, performance management needs to be set within a culture of improvement where everyone in the Council is determined to improve services and outcomes.
- 2.5 However performance management alone does not guarantee improvement. This comes through process redesign, innovation and other forms of continuous improvement and, most essentially, the attitude, creativity, commitment and dedication of the people delivering services.
- 2.6 As a result, Organisational Development have been working closely with senior managers and Management Team to put together a portfolio of corporate performance indicators and projects. The appendices attached to this report are the culmination of the work providing a portfolio of core corporate indicators of performance (both quantitative and qualitative) (Appendix B) and our key projects (Appendix C).
- 2.7 This forms part of the Budget and Policy framework 2017 - 2021 that was considered by Cabinet and the Budget and Performance Panel at the end of January. This was subsequently updated and reported to Cabinet in February where they resolved that in light of the two-phased budget approach and the forthcoming strategic review of the Council's services and priorities there would be no refresh of the Corporate Plan in 2017 – 2018 but that corporate performance information during 2017 -2018 will inform new Corporate Plan proposals from 2018 – 2019 onwards.
- 2.8 The range of quantitative indicators now include measures that cover:
- a general **overview of the Council**;
 - **productivity** – the amount produced in a defined period;
 - **utilisation and demand** – the extent to which our services are, or have the potential to be, used;
 - **time** – the amount of time taken to carry out pieces of work or reach project milestones

2.9 Qualitative indicators also contribute to effective performance. In monitoring how well we are doing, there is no substitute to asking the people that matter – our residents - what they think. Work is underway to bring together existing, and to create new customer satisfaction surveys to make the most of this useful form of information.

2.10 The ‘*overview of the Council*’ and qualitative indicators now incorporated into the performance portfolio will also provide the sort of key performance information that the Budget and Performance Panel requested at their meeting in February (Minute 33 refers). To make most effective use of management information from the corporate indicators and key projects work has tried to ensure that they:

- are fully **aligned to purpose** and core activity;
- are **embedded within the work** that we do;
- provide for perspectives on the **experience of our citizens** as well as our own effectiveness;
- go beyond preventing failure to **encouraging continuous improvement** and **building capability**;
- are **focused on delivering outcomes**, not just completing tasks;
- provide **insight and evidence** to support judgements and decisions;
- demonstrate **control of the work** and **clear lines of accountability**

2.11 In addition all the performance indicators are SMART measures of performance – that is to say that they are:

Specific	simply and clearly stated so that there is little risk of confusion
Measurable	data and information is readily available and easy to collect
Achievable	based on realistic standard and targets – not wishful thinking
Relevant	related to purpose and our core activity
Timely	data and information is available soon enough and often enough

2.12 The portfolio of performance indicators and projects are draft for comment. It is proposed that future reports to Budget and Performance Panel will contain monitoring information and progress updates.

3 Performance Reporting

- 3.1 Previously, Members have been presented with a significant volume of performance information. The revised portfolio contains a number of key indicators and projects, with the intention of representing the Council's key measures.
- 3.2 Much of the performance information can be produced in a variety of formats to suit the Panel's needs and preferences. The monitoring report attached at Appendix D is a 'mock up' of a proposed reporting format for the Panel's information and comment. **Please note that the data shown here is for presentational purposes only.**
- 3.3 Using this format the monitoring report will provide a visual and easy to understand overview of actual corporate performance against agreed targets for each indicator using a 'traffic light' system where Green is '*On or above Target*'; Amber is '*Near target*' and Red is '*Under Target*'.
- 3.4 The revised report will also identify the '*Direction of Travel*' of each indicator over a period of time providing a trend analysis of the key indicators and an easy to understand visual representation of whether or not performance is improving.
- 3.5 Using this, or a similar format, for presenting performance information and data will enable the Panel to probe areas of interest and challenge activities where performance looks to be better or worse than predicated.
- 3.6 Budget and Performance Panel will continue to receive financial monitoring reports alongside the refreshed performance reporting. Planning Committee will also continue to receive information on planning performance, some of which is also included in the portfolio of corporate measures.

CONCLUSION OF IMPACT ASSESSMENT

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

No direct implications arising from this report

LEGAL IMPLICATIONS

No direct implications arising from this report

FINANCIAL IMPLICATIONS

No direct implications arising from this report

OTHER RESOURCE IMPLICATIONS

Human Resources/Information Services/Property/Open Spaces:

No direct implications arising from this report

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no comment to make.

MONITORING OFFICER'S COMMENTS

The Monitoring Officer was unavailable to comment on the report at the time of publication.

BACKGROUND PAPERS

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