

# CABINET

## 2017 – 2018 Performance Monitoring Quarter 1

05 September 2017

### Report of Chief Officer (Environment)

PURPOSE OF REPORT			
To inform Cabinet of the work carried out to establish a portfolio of key performance indicators that are focused on core service delivery and the achievement of corporate outcomes and priorities. The report also sets out the new approach for reporting corporate performance and provides a review of performance against corporate plan priorities and outcomes in the first quarter of 2017 – 2018.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	<input checked="" type="checkbox"/> Referral from Cabinet Member
Date of notice of forthcoming key decision	N/a		
This report is public			

#### RECOMMENDATIONS OF EILEEN BLAMIRE, LEADER OF THE COUNCIL

- (1) That Cabinet notes the work that has been done to establish a portfolio of management performance indicators and the revised reporting format for monitoring performance as recommended by the Budget and Performance Panel at its meeting of 11 July 2017.
- (2) That Cabinet notes for comment the performance of key indicators at the end of Quarter 1 2017 – 2018 (30 June 2017)

#### 1. PORTFOLIO OF PERFORMANCE INDICATORS

- 1.1 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.
- 1.2 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.
- 1.3 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.
- 1.4 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.

- 1.5 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.
- 1.6 As a result, Organisational Development have been working closely with senior managers and Management Team to put together a portfolio of corporate performance indicators.
- 1.7 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.
- 1.8 The range of quantitative indicators now include measures that cover:
- the 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 achieve milestones
- 1.9 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, corporate questionnaires and customer satisfaction surveys to make the most of this useful form of information.
- 1.10 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**

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

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

## **2. PERFORMANCE REPORTING**

- 2.1 Previously, Members have been presented with a significant volume performance information. The revised portfolio contains a number of key indicators with the intention of representing the Council's key priorities and outcomes.
- 2.2 Much of the performance information can be produced in a variety of formats to suit Members needs and preferences. The monitoring report attached at Appendix A sets out the performance of key indicators for Quarter 1 and is presented in the reporting format recommended by the Budget and Performance Panel at its meeting of 11 July.
- 2.3 Using this format the monitoring report provides 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 'Within Target' and Red is 'Under Target'. New measures for 2017/18, of which there are a number, that are set with a *Baseline* target for 2017/18 only are coloured brown.
- 2.4 The revised report will also identify the '*Direction of Travel*' of each indicator that, over a period of time, will provide a useful trend analysis of the key indicators and an easy to understand visual representation of whether or not performance is improving.
- 2.5 Using this format for presenting performance information and data will enable Members to probe areas of interest and challenge activities where performance looks to be better or worse than predicated.

## **3. PERFORMANCE QUARTER 1 - 2017-18**

- 3.1 Performance for the first quarter of 2017 – 18 indicates that overall there has been reasonable progress made against the indicators and related corporate outcomes and priorities.
- 3.2 In the first quarter, **eleven** indicators are performing on or above target (Green); **three** are within 10% or less of the expected target (Amber) where performance is being monitored and **five** are currently underperforming against target (Red) where action is planned or is already in progress to improve performance and get back on track. Improved performance should be reflected in subsequent quarterly reporting.
- 3.3 There are a further **ten** measures that are being reported for the first time in 2017–18 and a *Baseline* target has been set for this year. The performance trends for these indicators will be monitored throughout the year with a view to robust targets being set ahead of 2018 -2019 and subsequently monitored.

- 3.4 There are a number of other indicators in the performance portfolio that have been set with either a half yearly or yearly reporting frequency where performance will be reported as at the end of September 2017 and / or March 2018.

#### **4. CONCLUSION**

- 4.1 This report sets out the work that has been carried out to establish a portfolio of key performance indicators and a revised reporting format that will provide a simpler and more visual indicator of performance of core service delivery and the achievement of corporate outcomes and priorities.
- 4.2 Monitoring key indicators throughout the year will provide a meaningful overview of performance and provide Members with an opportunity to further probe areas of interest and challenge areas where performance looks to be better or worse than expected in a proactive way that is more likely to draw meaningful conclusions and enhances the potential for improvement.

#### **RELATIONSHIP TO POLICY FRAMEWORK**

This report is a requirement of the council's Performance Management Framework in support of the delivery of key priorities and outcomes as set out in the overall policy framework and specifically in the Corporate Plan 2016 – 2020 and the revised and approved performance indicators for 2017 – 18.

#### **CONCLUSION OF IMPACT ASSESSMENT**

**(including Health & Safety, Equality & Diversity, Human Rights, Community Safety, HR, 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:**

None directly arising from this report

#### **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**

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