

CABINET – 13 OCTOBER 2011

PERFORMANCE MONITORING

Report of the: Deputy Chief Executive and Director of Corporate Resources

Status: For Consideration

Executive Summary: This report provides the Cabinet with a summary of Council performance and through the exceptions report details of all 'Red' performance indicators for the period to the end of August 2011.

This report supports the Key Aim of Corporate Performance Plan "Effective Management of Council Resources"

Portfolio Holders Cllr. Mrs. Davison

Recommendation: It be RESOLVED that Members:

- (a) Note the contents of this report, and
 - (b) Where appropriate, refer areas of concern to the appropriate Select Committee for further action.
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Background

- 1 The Council's performance management arrangements are supported by a software system which allows performance to be monitored using a simple traffic light system i.e. Green for good, Amber if caution is required and Red if the indicator requires attention. This allows the Council to both celebrate good practice and take early steps to rectify actual and potential problem areas. The system allows for the review of historical performance as well as tracking progress against performance targets.
- 2 The Council's performance management system, Covalent, is available to all Members via the Members Portal. All of the current performance indicators agreed by Members are available on the system and Members are encouraged to use this to access performance information across all service areas.

Performance Reporting

- 3 As agreed with the Portfolio Holder for Planning and Improvement it has been decided that to improve the Council's Performance Management Framework regular monitoring reports should be received by the Cabinet. It was agreed that the performance report should enable Members to scrutinise areas of under performance.

- 4 As a further improvement to the Performance Framework the Portfolio Holder for Planning and Improvement suggested that where areas of under performance are an area of concern to the Cabinet that they refer them to the appropriate Select Committee to review. It is recommended that this course of action is only taken where Members are of the opinion that the current actions set out by Officers in their commentaries were unlikely to bring on the level of improvement Members expect.
- 5 As a result Officers have developed a report layout that brings to Members attention all of those indicators that are 'Red'. That is to say they are missing target by 10% or more. The report groups each performance indicator by the Portfolio Holder that has responsibility for the service and also provides a summary chart setting out the overall performance within each Portfolio. All the performance data provided in the report is cumulative and shows the overall position for the year to date, in this case April to August 2011.
- 6 At the time of writing the report some of the data for August was unavailable. Where this is the case it has been identified within Appendix 1. To ensure Members have to most up to date information available to them an updated version of Appendix 1 will be tabled at the meeting.

Performance Overview – April to August 2011/12

- 7 The following table summarises the performance levels as at the end of August 2011/12.

Red	Amber	Green
<i>10% or more below target</i>	<i>Less than 10% below target</i>	<i>At or above target</i>
12	12	58
15%	15%	70%

- 8 Set out at Appendix 1 are details of each of the 12 'Red' performance indicators categorised by Portfolio Holder. Alongside the performance data is a trend chart, showing the performance for each month in the year and a commentary provided by the managers of the service. Commentaries include additional contextual data where it is available and explain the reason behind the performance and any actions that are planned or are currently being taken to improve performance.
- 9 In any instance where the Cabinet is dissatisfied with the performance level and the plans for improvement it is recommended that they refer the issue to the relevant Select Committee for scrutiny. Where performance concerns are referred to Select Committees the appropriate Head of Service or Service Manager would attend the Select Committee to provide further information and analysis and where relevant an improvement plan. Any recommendations

made by the Select Committee would also be referred to Performance and Governance Committee.

Key Implications

Financial

- 10 Effective performance management monitoring arrangements will assist the Council in diverting resources to areas or services where it is considered to be a greater priority.

Community Impact and Outcomes

- 11 Robust performance management arrangements ensure services continue to be measured against targets for improvement. Striving to meet these targets and developing action plans where performance needs to be improved helps to ensure the delivery of high quality services to the community.

Legal, Human Rights etc.

- 12 None

Resource (non-financial)

- 13 None

Value For Money

- 14 A strong performance culture and effective performance management monitoring arrangements contribute to improved services and ultimately more cost effective Value for Money services.

RISK ASSESSMENT STATEMENT

Risk	Impact	Control	Residual Risk
1. Inaccurate data could be used in the assessment of performance	High	Robust data collection arrangements in place. Annual data quality audit by both Internal and External Audit	Low. Risk Adequately Controlled
2. Poor performance might not be identified	High	Suite of performance indicators reviewed annually to ensure all key areas of service delivery are appropriately monitored. Members focus on exceptions in their performance reporting.	Low. Risk Adequately Controlled
3. Poor performance might not be	High	Performance management is embedded in the organisation with	Low. Risk Adequately

addressed		<p>robust performance review and monitoring arrangements in place.</p> <p>Covalent updated monthly with data and made available to officers and Members to review.</p> <p>Formal quarterly reports to Management Team, Performance and Governance Committee and Cabinet.</p> <p>Service Review processes in place.</p>	Controlled
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Sources of Information: Covalent, Performance Management Software

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