

## PERFORMANCE MONITORING

### Performance and Governance Committee – 12 March 2013

Report of the: Chief Executive Designate

Status: For Consideration

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**Executive Summary:** This report provides the Committee with a summary of Council performance and through the exceptions report details of all 'Red' performance indicators for the period to the end of January 2013.

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**This report supports the Key Aim of Corporate Performance Plan “Effective Management of Council Resources”**

**Portfolio Holder** Cllr. Mrs. Davison

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**Recommendation:** It be RESOLVED that Members:

- (a) Note the contents of this report, and
  - (b) Where appropriate, refer areas of concern to the Finance Advisory Group or the appropriate Select Committee for further action.
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**Reason for recommendation:** To ensure that Council services that are deemed to be underperforming are subject to appropriate scrutiny and with the support of Members develop action plans for improvement where it is appropriate to do so.

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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 The Committee has agreed that the performance monitoring report will show only the 'Red' indicators, separated in to the responsibilities of each Select Committee, allowing for a strong focus on areas of underperformance.

- 4 Performance reports provide Members with the most up to date information accompanied by management commentaries on the reasons for underperformance and the actions being taken to improve the service.
- 5 At the meeting of the Performance & Governance Committee in November 2012 it was agreed that this Committee would review targets immediately prior to Cabinet approving targets for the year, with a view to lowering any targets that were considered to be unrealistic and unachievable.
- 6 Officers are currently reviewing the performance indicators they collect and proposing their draft targets for the coming year. It is therefore expected that a report on performance indicators and targets for 2013/14 will come to this Committee at their next meeting.

### **Performance Overview – April to January 2012/13**

- 7 The following table summarises the performance levels to the end of January 2013.

<b>Red</b>	<b>Amber</b>	<b>Green</b>
<i>10% or more below target</i>	<i>Less than 10% below target</i>	<i>At or above target</i>
5	12	40
9%	21%	70%

- 8 Set out at Appendix 1 are details of each of the 5 'Red' performance indicators categorised by the Select Committee which holds responsibility for scrutinising that service's performance. Alongside the performance data is a trend chart, showing all performance for the year and a commentary provided by the manager of the service. Commentaries include additional context 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 Since the last report to Members there has been improved performance against 6 indicators which are no longer red but performance against one indicator (LPI DC 007b) has declined and has therefore been added to the report. As a result, between September 2012 and January 2013 the number of red indicators has reduced from 10 to 5.
- 10 In summary improved performance has been delivered against:
  - LPI DC 009 - The percentage of appeals against planning application refusal dismissed has increased from 65% in September to 70% in January and is now 'Amber'.
  - LPI FS 003 - The value of debts outstanding more than 61 days has reduced from £27,798 in September to £21,480 at the end of January and is now 'Amber'.

- LPI HB 001 – The average number of days to process new benefits claims has reduced significantly since the start of the year. In June 2012 performance deteriorated to 58 days. After a review of processes and a small increase in staff resources relative to the work load the department has faced, performance fell to 43 days at the end of September and is now at 30 days and ‘Green’.
- LPI HP 001 – At the end of September 5 dwellings vacant for more than six months had been returned to occupation or demolished. During quarter three a further 5 dwellings were returned to use and with cumulative performance now at 10 dwellings for the year performance is ‘Amber’.
- LPI Waste 004 & LPI Waste 005 – At the Performance & Governance Committee meeting in November 2012 Members requested that performance for the remainder of the year was reported based on current performance for the number of missed green waste collections and the percentage of those missed collections corrected by the next working day. This adjustment in the monitoring of the data has been made.

It is pleasing to report that the interventions and improvements made within the garden waste collection service are having a positive impact. New crews are gaining a better understanding of the rounds and alongside less use of agency staff, close supervision and the production of detailed route plans, only 7 collections were missed in January and 100% of those missed were collected the next working day and performance is ‘Green’.

- 11 In any further instances where the Performance and Governance Committee is dissatisfied with the performance level and the plans for improvement it is recommended that they refer the issue to the Finance Advisory Group or the relevant Select Committee for scrutiny. Where performance concerns are referred for scrutiny 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 Cabinet.

## **Key Implications**

### Financial

- 12 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

- 13 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.

- 14 None

## Resource (non-financial)

15 None

## Value For Money

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

## Equality Impacts

<b>Consideration of impacts under the Public Sector Equality Duty:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation / Evidence</b>
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The recommendation is concerned with the performance of the service and not concerned with the way in which the service is designed to meet the needs of the community. Impact assessments for each of the Council's services are undertaken separately to ensure potential impacts are understood and evaluated.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No mitigating steps are required.

## **RISK ASSESSMENT STATEMENT**

<b>Risk</b>	<b>Impact</b>	<b>Control</b>	<b>Residual Risk</b>
1. Inaccurate data could be used in the assessment of performance	High	Robust data collection arrangements in place. Annual data quality audit is carried out by Internal Audit.	Low. Risk Adequately Controlled
2. Poor performance might not be identified	High	Performance indicators are 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 addressed	High	Performance management is embedded in the organisation with robust performance review and monitoring arrangements in place. Covalent updated monthly with data and made available to officers and Members to review.	Low. Risk Adequately Controlled

		Formal performance reports to Management Team, Performance and Governance Committee and Cabinet. Service Review processes in place.	
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**Sources of Information:** Covalent Performance Management Software

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**Chief Executive Designate**