

PERFORMANCE MONITORING

Cabinet – 9 July 2013

Report of the: Chief Executive Designate

Status: For Consideration

Key Decision: No

Portfolio Holder Cllr. Fleming

Recommendation to Cabinet:

- (a) Note the contents of this report, and
 - (b) Where appropriate, refer areas of concern to the appropriate Advisory Committee for review.
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Reason for recommendation: To ensure that the performance of Council services is subject to regular review by Members and that those services that are deemed to be underperforming are subject to appropriate review and, with the support of Members, action plans for improvement are developed where it is appropriate to do so.

Introduction

- 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 For 2012-13 performance Members agreed that the monitoring report will show only the 'Red' indicators, separated in to the responsibilities of each Portfolio Holder, 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 The views of Members are invited on the information that they would wish to see included in monitoring reports for 2013-14 and future years.

Performance Overview – April to March 2012/13

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

Red	Amber	Green
<i>10% or more below target</i>	<i>Less than 10% below target</i>	<i>At or above target</i>
7	10	43
11%	17%	72%

- 7 Set out at Appendix 1 are details of each of the 7 'Red' performance indicators categorised by the Advisory Committee which holds responsibility for that service's policy development. 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.

Other Options Considered and/or Rejected

None

Key Implications

Financial

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

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.

None

Resource (non-financial)

None

Value For Money

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

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
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.

Conclusions

Monitoring data is provided for Members information to enable the effective monitoring of service performance. Where Members identify areas of significant concern Cabinet are recommended to refer that issue to the relevant Advisory Committee to develop responses to.

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. Regular 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	Low. Risk Adequately Controlled

		review. Formal performance reports to Management Team and Cabinet. Service Review processes in place.	
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Appendices

Appendix A – Exceptions Report

Background Papers:

Covalent Performance Management Software

Contact Officer(s):

Lee Banks, Policy and Performance Manager.
Ext 7161

Dr. Pav Ramewal
Chief Executive Designate