

PERFORMANCE AND GOVERNANCE COMMITTEE – 15 NOVEMBER 2011

PERFORMANCE MONITORING

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

Status: For Consideration

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 September 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 concerns to the Finance Advisory Group or 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 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 a for a strong focus on areas of underperformance.

- 4 Performance reports will always 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.

Performance Overview – April to September 2011/12

- 5 The following table summarises the performance levels to the end of September 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>
10	13	58
12%	16%	72%

- 6 The last report received by the Committee provided an update on performance to the end of August 2011. In the period to the end of September:

- LPI DC 004 – The percentage of planning appeals allowed has improved from 27.7% to 23.15% and is now ‘Green’;
- LPI LIC 001 – The number of licensing enforcement visits due that were undertaken has improved from 124 to 153 and is now ‘Amber’;
- LPI FS 003 – Debts outstanding more than 61 days was ‘Amber’ but is now ‘Red’. Details are included in Appendix 1 to this report;
- Benefits performance has been reported to Services Select Committee. An update from the Select Committee will be provided elsewhere on the agenda for this meeting; and
- The position of the Direct Services trading account has been reported to Finance Advisory Group. An update from the Group will be provided elsewhere on the agenda for this meeting.

- 7 Set out at Appendix A are details of each of the 10 ‘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 managers 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.

- 8 In any instance 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

- 9 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

- 10 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.

- 11 None

Resource (non-financial)

- 12 None

Value For Money

- 13 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

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<p>3. Poor performance might not be addressed</p>	<p>High</p>	<p>Performance management is embedded in the organisation with 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 performance reports to Management Team, Performance and Governance Committee and Cabinet.</p> <p>Service Review processes in place.</p>	<p>Low. Risk Adequately Controlled</p>
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Sources of Information: Covalent Performance Management Software

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