

PERFORMANCE MONITORING

Performance and Governance Committee – 12 June 2012

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 March 2012.

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

Portfolio Holder 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 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 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 March 2011/12

- 5 The following table summarises the performance levels at the end of the 2011/12 financial year.

Red	Amber	Green
<i>10% or more below target</i>	<i>Less than 10% below target</i>	<i>At or above target</i>
14	12	59
17%	14%	69%

- 6 The last report received by the Committee provided an update on performance to the end of January 2012 and included information on 11 'Red' indicators. The following points provide Members with a short update on progress in those areas in the period to the end of March 2012:

- LPI CLEAN 002 – Performance levels improved in both February and March, but average performance across the year remains 'Red'. A full commentary is provided at Appendix 1 to this report;
- LPI DS 002 – The total trading account position remains 'Red'. Finance Advisory Group reviewed the position against this budget at its meeting on 28th March;
- LPI FS 003 – The value of debt outstanding over 61 days has fallen to £20,215 against a target level of £20,000 and is now 'Amber'. The Council continues to pursue all outstanding debt and aims to minimise the level that is overdue;
- Benefits performance has remained steady since January but remains 'Red'. Performance was reported to Services Select Committee in November 2011 at the request of this Committee. However workload is now 70% higher than one year ago and when combined with difficulties in recruitment the extent to which performance can be improved is limited;
- LPI HR 003 – The number of days lost to long term sickness absence remains above the target level and is 'Red'. A high proportion of time was lost to operations and recovery in the last two months of the year;
- LPI Waste 005 – The number of missed green waste collection remains 'Red'. Performance improved markedly in both February and March. However poor performance in the first quarter of the year and again in January has meant that the number of missed collections has exceeded the target level;
- LPI EQ 003 – 7 of 31 equality impact assessments were overdue at the end of March 2012, meaning the target of 90% complete has been missed. Performance remains 'Red' but progress has been made since March to ensure that all required impact assessments are being completed; and

- LPI SL 003 – The accident rate at Sencio Leisure Centres has decreased since January but remains marginally above target for the year. There have been no significant, reportable accidents only minor falls and scrapes.

7 Set out at Appendix 1 are details of each of the 14 ‘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.

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
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. Formal performance reports to Management Team, Performance and Governance Committee and Cabinet. Service Review processes in place.	Low. Risk Adequately Controlled

Sources of Information:

Covalent Performance Management Software

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