

PERFORMANCE AND GOVERNANCE COMMITTEE – 27 SEPTEMBER 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 July 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 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 At the last meeting of the Committee it was agreed that the performance monitoring report would show only the "Red" indicators, separated in to the responsibilities of each Select Committee. Members also requested a number of improvements to the reporting process. These are set out below with the details of the actions taken by Officers in response to each request.

- **Members requested the latest available performance information be reported to the Committee** – The performance report provides Members with data to the end of July 2011. This data is the most recent available at the time reports are required to be submitted to Members. However to ensure the most recent available data is provided to Members at the time of the meeting the exceptions report (Appendix A) showing data for August will be tabled at the meeting.
- **Members requested that commentary is provided more frequently than each quarter** – Commentaries are now collected for all Red indicators for the month to which the data relates. Therefore in addition to quarterly commentaries Members have in this report commentary on the July data and commentary on August’s data will be tabled at the meeting.
- **Members requested additional information in performance reports to enable them to see and assess trends** – Members performance reports now include a trend chart showing the data and target for each month from the beginning of the 2011/12 financial year.
- **Members requested more contextual information about the number of cases or the number of people taking sickness absence be included in reports** – Where data is available the commentaries for each performance indicator will provide data about the caseload or number of people taking sickness absence. The Policy and Performance team will continue to work with Officers across the Council to make more contextual data available.

Performance Overview – April to July 2011/12

- 4 The following table summarises the performance levels to the end of July 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>
11	15	60
13%	17%	70%

- 5 Set out at Appendix A are details of each of the 11 “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.

- 6 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 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 Cabinet.

Key Implications

Financial

- 7 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

- 8 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.

- 9 None

Resource (non-financial)

- 10 None

Value For Money

- 11 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	Low. Risk Adequately Controlled

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		appropriately monitored. Members focus on exceptions in their performance reporting.	
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 quarterly 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

Contact Officer(s): Lee Banks, Policy and Performance Manager.
Ext 7161

Dr. Pav Ramewal
Deputy Chief Executive and Director of Corporate Resources