

Report Title:	Council Performance Management Framework Quarter 3
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Simon Dudley, Leader of the Council and Chairman of Cabinet Councillor Ross McWilliams, Principal Member for Housing and Communications
Meeting and Date:	20 March 2018
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

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REPORT SUMMARY

- 1 The Council Plan 2017-2021 was approved in July 2017, identifying six strategic priorities. The delivery of the Plan is measured via 25 indicators bi-annually.
- 2 In addition to measuring performance against the 25 indicators, on 23 November 2017 Cabinet agreed a wider scrutiny of performance, in relation to key activity and outcomes that support the delivery of the strategic priorities. This is reported in 2.5 and Appendix 1.
- 3 As at 31 December 2017, 7 of the 13 indicators reported to the Culture and Communities Overview and Scrutiny Panel were performing at or above target, two indicators were just short of target and there were no indicators below target. Four measures are awaiting confirmed data, detailed in 2.6.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Culture and Communities Overview and Scrutiny Panel:

- i) Notes the progress towards meeting the council's strategic priorities in Appendix 1.
- ii) Requests the Managing Director, in conjunction with Lead and Principal Members, to progress improvement actions for indicators that are currently off target.

2 REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Council Plan

2.1 In July 2017, the Council Plan 2017-2021 was approved and set out the council's vision and six strategic priorities for delivery over the plan period:

- Healthy, skilled and independent residents.
- Safe and vibrant communities.
- Growing economy, affordable housing.
- Attractive and well-connected borough.
- Well-managed resources delivering value for money.
- An excellent customer experience.

Performance management framework

2.2 The council's performance management framework has been revised to include 25 measures, focusing strategically rather than operationally. The 25 indicators are reported half yearly to Cabinet and monitored by the Corporate Services Overview and Scrutiny Panel.

Wider scrutiny of performance

2.3 Wider scrutiny of aspects of performance through the service specific Overview and Scrutiny Panels takes place quarterly. The performance reports submitted to Overview and Scrutiny draw from a wider set of operational performance indicators, covering:

- Activity and outcomes.
- Quality of provision.
- Progress against agreed action plans.
- Resident feedback, including compliments and complaints.

2.4 The Quarter 3 2017/18 performance report for the Culture and Communities Overview and Scrutiny Panel is at appendix 1.

Quarter 3 performance of the Culture and Communities O&S Panel Dashboard

2.5 There are 13 measures reported to the Culture and Communities O&S Panel. As end of quarter 3, 31 December 2017, 7 indicators were performing at or above target, two indicators were just short of target and no indicators were below target. Table 1 provides a summary of the measures by strategic priority. Appendix 1 displays the Panel's Performance Dashboard including commentary, mitigating actions for measures which are just short of or off target and year to date performance graphs to illustrate cumulative performance.

2.6 A data scrutiny and audit exercise of the council's complaints and compliments system, JADU, is being undertaken to inform performance against measures 5.4.1b, 5.4.1e, 5.4.2d and 5.4.2e. Once this exercise is complete a full dashboard can be re-circulated to members electronically.

2.7 Performance of measures 2.4.1 and 2.5.1 whilst just short of target for this quarter are on target when performance over the 3 quarters are taken cumulatively. This is displayed in appendix 1. Both of these measures were on target in Q2. Commentary to explain the period performance is in the table at

appendix 1 but given the cumulative performance is on target formal action plans are not required for these measures.

- 2.8 Additional detail on the monthly breakdown of leisure centre attendances is provided in appendix 1, including the improved performance so far in quarter 4 for the months of January and February. Leisure centre attendance is routinely monitored on a monthly basis.

Table 1: Quarter 3 performance reported to the Culture and Communities O&S Panel

	Green	Amber	Red	N/A	Total
Safe and vibrant communities	4	2	0	2	8
Growing economy, affordable housing	3	0	0	2	5
Total	7	2	0	4	13

Table 2: Options

Option	Comments
Endorse the evolution of the performance management framework and performance culture focused on delivering the council's six strategic priorities. The recommended option.	The council's revised performance management framework provides residents and the council with more timely, accurate and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.
Continue with the old approach of performance reporting. Not the recommended option.	This approach does not secure sufficient focus on how performance measures are assisting the council to achieve its strategic priorities which could result in less focus on service improvement and reduced transparency, accountability and clarity for residents.

3 KEY IMPLICATIONS

- 3.1 The key implications of the report are set out in table 3.

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	Less than 100%	100% of strategic priorities on target	N/A	N/A	31 March 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from this report. Delivery of any mitigating actions in respect of performance will be met from existing budgets.

5 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report.

6 RISK MANAGEMENT

6.1 The risks and their control are set out in table 4.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services and effective and timely reporting.	LOW

7 POTENTIAL IMPACTS

7.1 An Equality Impact Assessment is not required for this report.

8 CONSULTATION

8.1 The comments from the Overview and Scrutiny Panel on 21 February 2018 will be reported to the relevant Director, Heads of Service and Lead / Principal Member.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The implementation timetable is at table 5.

Table 5: Implementation timetable

Date	Details
Ongoing	Managing Director and Executive Directors, in conjunction with Lead and Principal Members, continue to manage performance, particularly in relation to those indicators that are off target
February / March 2018	Performance reports to service specific Overview and Scrutiny Panels.
May 2018	Year end performance report considered by Cabinet.

9.2 Implementation date: Immediately

10 APPENDICES

10.1 There is one supporting appendix:

- Appendix 1: Culture and Communities O&S Panel Quarter 3 Performance Dashboard and exceptions year to date graphs.

11 BACKGROUND DOCUMENTS

11.1 Council Plan and performance management framework, Council 25 July 2017
http://rbwm.moderngov.co.uk/documents/s14958/meetings_170725_council_strategy_full.pdf

11.2 Council Performance Management Framework Quarters 1 and 2, Cabinet 23 November 2017
http://rbwm.moderngov.co.uk/documents/s16837/meetings_171123_cab_performance_full.pdf

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Simon Dudley	Leader of the Council and Chairman of Cabinet	13/02/18	13/02/18
Cllr Ross McWilliams	Principal Member for Housing and Communications	13/02/18	13/02/18
Cllr Samantha Rayner	Cabinet Member for Culture and Communities incl. Resident and Business Services	13/02/18	
Alison Alexander	Managing Director		
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Rob Stubbs	Section 151 Officer		
Hilary Hall	Deputy Director Strategy & Commissioning	09/02/18	11/02/18
Terry Baldwin	Head of HR		
Mary Kilner	Head of Law and Governance		
Louisa Dean	Communications and Marketing Manager		

REPORT HISTORY

Decision type: Key decision: No	Urgency item? No
Report Author: Anna Robinson, Strategy and Performance Manager, 01628 796264	

Culture & Communities Overview & Scrutiny Panel: Performance Monitoring Report

This scorecard sets out performance in relation to all measures for routine monitoring by the Culture & Communities Overview & Scrutiny Panel, including measures reported bi-annually to the Cabinet as part of the Council's Strategic Performance Management Framework 2017/18.

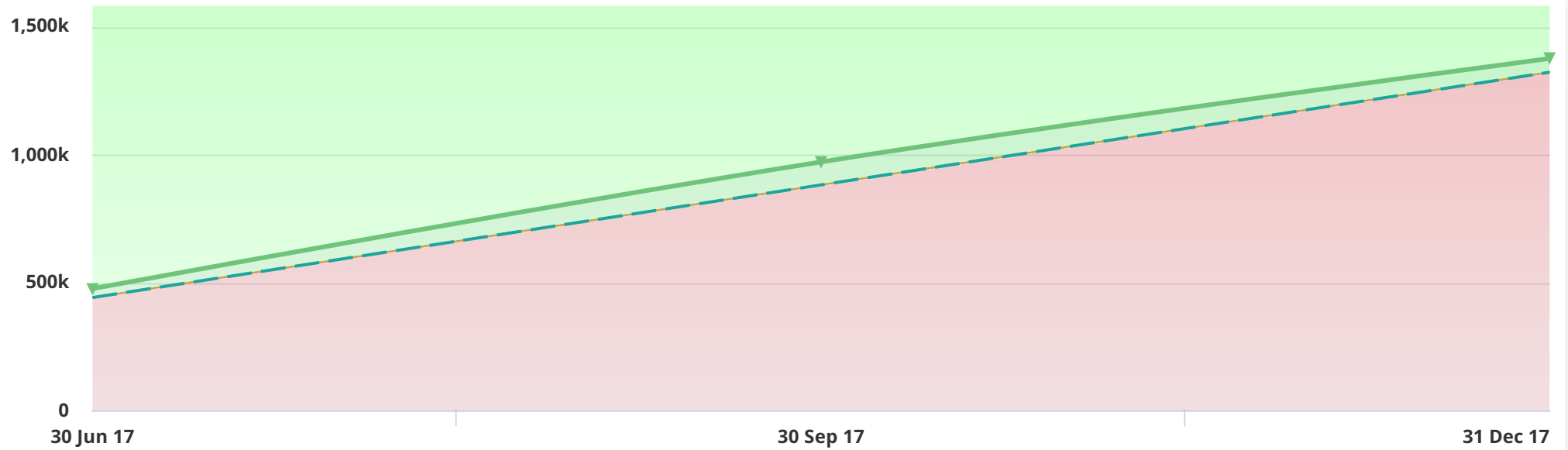
Culture & Communities Summary Dashboard

	Q3 Actual	Q3 Target	RAG rating	Direction of Travel	Previous Period Actual	Previous Period Target	Comments
(2.2.1) Percentage of flood schemes delivered or on track for delivery by the target date	100.0	85.0	★	➡	100.0	85.0	
(2.3.1) Number of volunteers supporting council services	5,263	5,250	★	➡	5,216	5,000	
(2.4.1) Number of attendances at leisure centres	415,307	441,000	●	➡	496,124	441,000	Q3 Commentary Q3 is a normally quieter period of the year and in Q4 an increase will be experienced due to New Year Resolutions encouraging membership update, the February Half Term School Holiday and this year the first week of the Easter break will be the last week of March and will impact the figures. Additionally Windsor's Leisure Pool had a week closedown in Dec 2017 for maintenance and deep clean. This is therefore considered to be a minor profiling issue and outturn is expected to be closer to the annual target.
(2.4.2) Number of visits (physical and virtual) to libraries	242,907	220,000	★	➡	287,092	220,000	
(2.4.3) Number of visits (physical and virtual) to museums	12,797	8,750	★	➡	25,920	20,750	
(2.5.1) Number of third-sector organisations supported by grant funding	20	25	●	➡	31	25	Q3 Commentary Although the overall funding for Community Grants has been increased in 2017/18, there has been a different mix of size and numbers of applications received compared to the previous year, which the current year target was based upon. The Borough has increased the overall support to local good causes significantly, although the number of different organisations is marginally down on the target.

	Q3 Actual	Q3 Target	RAG rating	Direction of Travel	Previous Period Actual	Previous Period Target	Comments
(3.1.1) Footfall in town centres	3,677,817	3,586,896	★	↘	4,110,491	3,586,896	
(3.2.1) Percentage of shops, offices, commercial spaces vacant	12.3	13.0	★	↗	12.4	13.0	
(3.3.1) Number of apprenticeships offered by the council	6	6	★	→	4	4	
(5.4.1b) Number of council complaints received relating to business development & town centre mgmt			?	?			
(5.4.1e) Number of council complaints received relating to leisure services, libraries and museums			?	?			
(5.4.2b) Number of compliments received relating to business development & town centre management			?	?			
(5.4.2e) Number of compliments received relating to leisure services, libraries and museums			?	?			

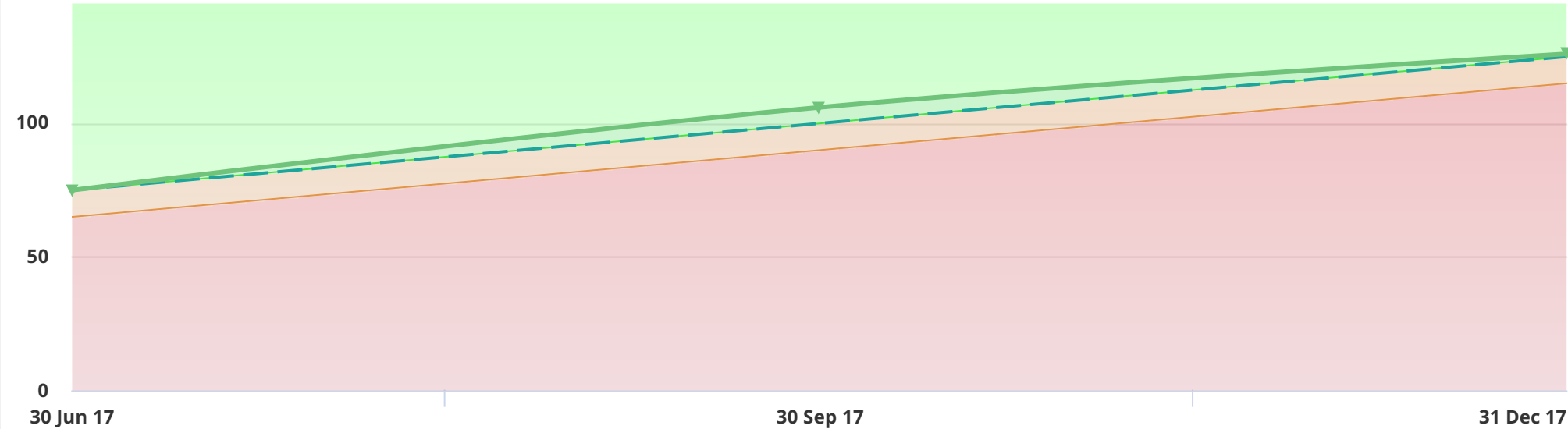
(2.4.1) Year To Date Performance

		30 Jun 17	30 Sep 17	31 Dec 17
(2.4.1) Number of attendances at leisure centres	Actual	475,696	496,124	404,787
	Target	441,000	441,000	441,000



(2.5.1) Year To Date Performance

		30 Jun 17	30 Sep 17	31 Dec 17
(2.5.1) Number of third-sector organisations supported by grant funding	Actual	75	31	20
	Target	75	25	25



Leisure Centres - Total Attendances

Leisure Centre

All 6 selected

