

Report Title:	<b>Council Performance Management Framework Quarters 1 and 2</b>
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:	Cabinet – 23 November 2017
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 will be measured via 25 indicators. This report provides performance data, covering quarters 1 and 2 in 2017/18, against the 25 indicators, see Appendix 1.
- 2 In addition to measuring performance against the 25 indicators, a wider scrutiny of performance, in relation to key activity and outcomes that support the delivery of the strategic priorities, will take place by the service specific Overview and Scrutiny Panels, see Appendix 2.
- 3 As at 30 September 2017, 16 of the 25 indicators were performing at or above target, eight indicators were just short of target and one indicator was below target. A summary of the mitigating actions which are in place to improve performance in these areas is included in the report at Appendix 3.

## 1 DETAILS OF RECOMMENDATION(S)

### RECOMMENDATION: That Cabinet:

- i) Notes the progress towards meeting the council's strategic priorities.
- ii) Requests the Managing Director provides progress reports of key activity and outcomes to the service specific scrutiny panel, in line with appendix 2.
- iii) 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. The Plan sets out the 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 focus on a set of key strategic indicators, moving away from operational indicators, that will effectively measure performance against delivery of the six priorities.

2.3 The framework includes 25 measures, compared with the previous 69, see appendix 1. The criteria for including a measure in the framework is based on it either providing a clear contribution to a strategic priority, linking to a new policy or due to previous reported under performance. The 25 indicators will be reported half yearly to Cabinet and monitored by the Corporate Services Overview and Scrutiny Panel.

2.4 An additional measure for resident satisfaction is being developed reflecting significant changes to the council's operating model this year. The survey will be developed with an external provider with expertise in measuring residents' satisfaction. This will include baselining satisfaction and establishing a target for improvement during the next financial year.

2.5 Cabinet recognise that a small set of indicators alone does not provide sufficient assurance around performance and consequently there will be a wider scrutiny of aspects of performance through the service specific Overview and Scrutiny Panel, see appendix 2. The performance reports submitted quarterly to Overview and Scrutiny will 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.

### **Half year performance of strategic priorities**

2.6 As end of quarter 2, 30 September 2017, 16 indicators, 64%, were performing at or above target, eight indicators, 32%, were just short of target and one indicator, 4%, was below target, see table 1 and appendix 1 for the full schedule. Commentary and mitigation actions in relation to the 9 indicators that are currently short of, or below, target is at appendix 3.

**Table 1: Performance against strategic priorities**

	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>Total</b>
Healthy, skilled and independent residents	4	3	0	7
Safe and vibrant communities	2	2	0	4
Growing economy, affordable housing	4	0	0	4
Attractive and well-connected borough	2	1	1	4
An excellent customer experience	2	2	0	4
Well-managed resources delivering value for money	2	0	0	2
<b>Total</b>	<b>16</b>	<b>8</b>	<b>1</b>	<b>25</b>

**Table 2: Options**

<b>Option</b>	<b>Comments</b>
Endorse the evolution of the performance management framework focused on measuring delivery of the council's six strategic priorities.  <b>The recommended option.</b>	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.  <b>Not the recommended option.</b>	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 4.

**Table 4: Key implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
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, see table 5. 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 5.

**Table 5: Impact of risk and mitigation**

<b>Risks</b>	<b>Uncontrolled Risk</b>	<b>Controls</b>	<b>Controlled Risk</b>
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 report will be considered by Corporate Services Overview and Scrutiny Panel on 16 November 2017 and comments will be reported to Cabinet.

## 9 TIMETABLE FOR IMPLEMENTATION

9.1 The implementation timetable is at table 76

**Table 6: Implementation timetable**

<b>Date</b>	<b>Details</b>
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
December 2017	Performance reports to service specific Overview and Scrutiny Panels.
March 2018	Performance reports to service specific Overview and Scrutiny Panels.
May 2018	Year end performance report considered by Cabinet.

9.2 Implementation date if not called in: Immediately

## 10 APPENDICES

10.1 There are four supporting appendices:

- Appendix 1: Quarters 1 and 2, 2017-2018, performance report against all strategic priorities.

- Appendix 2: Scrutiny of performance by service specific Overview and Scrutiny Panels.
- Appendix 3: Commentary and mitigation actions in respect of indicators are short of target.
- Appendix 4: Council performance indicators infographics.

## 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](http://rbwm.moderngov.co.uk/documents/s14958/meetings_170725_council_strategy_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	20/10/17	23/10/17
Cllr Ross McWilliams	Principal Member for Housing and Communications	18/10/17 20/10/17	23/10/17
Alison Alexander	Managing Director	18/10/17 20/10/17	18/10/17
Russell O'Keefe	Executive Director	20/10/17	
Andy Jeffs	Executive Director	20/10/17	
Rob Stubbs	Section 151 Officer	20/10/17	
Terry Baldwin	Head of HR	20/10/17	
Mary Kilner	Head of Law and Governance	20/10/17	
Louisa Dean	Communications and Marketing Manager	20/10/17	

## REPORT HISTORY

<b>Decision type:</b> Key decision: No	<b>Urgency item?</b> No
Report Author: Hilary Hall, Deputy Director Strategy and Commissioning, 01628 683893	