

Report Title:	2021/22 Q3 Interim Data & Performance Report and Corporate Plan Performance Monitoring
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 4 April 2022
Responsible Officer(s):	Rebecca Hatch, Head of Strategy
Wards affected:	All

## **REPORT SUMMARY**

1. *The report acknowledges the new performance reporting arrangements agreed by Cabinet on 16 December 2021 following the adoption of the new Corporate Plan 2021-26 by Full Council on 23 November 2021. It provides an update in relation to progress on implementation of these arrangements and an opportunity to discuss with Officers the public-facing Citizens' Portal and the practicalities of the new arrangements going forward.*
2. *In the interests of transparency, this report also sets out Q3 performance against the metrics reported to the Panel under the "former" PMF, acknowledging that Q3 (Oct-Dec-21) constitutes a period of transition from the Interim Council Strategy to the new Corporate Plan.*

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Corporate Overview and Scrutiny Panel notes the report and:

- i) **Notes the new performance management arrangements and the progress made since publication of the Corporate Plan; and considers the future role of Corporate Overview and Scrutiny in monitoring performance.**
- ii) **Provides feedback on the new public-facing dashboard, 'the Citizen's Portal'.**
- iii) **Notes the Q3 Performance Summary (October-December 2021).**

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

### Options

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Accept the recommendations in this report. <b>This is the recommended option</b>	This will allow continuing insight into the council's transition to agreed new performance arrangements.
Not accept the recommendations in the report.	The failure to use relevant performance information to understand delivery against the council's agreed priorities impedes the council's ability to make informed decisions and seek continuous improvement.

### Background

- 2.1 Full Council formally adopted a new Corporate Plan on 23 November 2021. The Plan sets out clear objectives for the period 2021-26 and 50 specific goals for achievement over this 5-year period.
- 2.2 During the period January-March 2022, Officers have been developing the plans for delivering each of the Corporate Plan goals, and the metrics and milestones by which to manage performance and progress. In parallel, officers have been developing a new performance management framework (PMF) to report against the Corporate Plan, including the build of an online public-facing Citizen's Portal.
- 2.3 As agreed at Cabinet in December 2021, the new performance management arrangements shift the focus of performance reporting from an emphasis on operational performance to a focus on the achievement of the agreed Corporate Plan goals. These goals are primarily outward-facing, focused on outcomes to be achieved in the borough. The "A council trusted to deliver its promises" objective contains a smaller number of goals, focused on strengthening the organisation.
- 2.4 The role of Scrutiny is to hold the council to account for delivering the Corporate Plan, to identify and explore delivery challenges, and to make recommendations for improving performance, where appropriate. Cabinet has agreed that the Corporate Overview and Scrutiny Panel should take overarching responsibility for reviewing the council's performance against the Corporate Plan. This will enable scrutiny of the council's performance as a whole, thereby providing greater strategic oversight of overall performance and preventing a siloed approach.
- 2.5 To enable the Corporate Overview and Scrutiny Panel to fulfil this role, the Panel will receive quarterly reports as a standing agenda item. Reporting will be by exception, focusing the Panel's attention on areas where there are challenges, or where there has been significant progress. These reports will be published and available to all Scrutiny Panels.

- 2.6 In addition, Panel members will be encouraged to review the data on the Citizen's Portal. This new, public-facing, dashboard will share performance information across all goals, major programmes and key operational performance metrics, and will enable Members and the public to review progress and identify issues independently.
- 2.7 Using this information, the Corporate Overview and Scrutiny Panel will be supported to discuss the council's performance and to identify areas where there are challenges. Where there are performance issues in specific areas, it is expected that the Corporate Overview and Scrutiny Panel will make a recommendation to the relevant Scrutiny Panel, suggesting that they undertake an in-depth review. For example, an issue with delivery of a major transport programme would be referred to the Infrastructure Overview and Scrutiny Panel, or concerns with performance on Early Help would be referred to Adult's, Children and Health Overview and Scrutiny Panel, in accordance with their specialism and remit. The Corporate Overview and Scrutiny Panel will continue to take the lead on corporate issues, which are included within the Plan under the "A council trusted to deliver its promises" objective.
- 2.8 Where a Panel decides to look at an issue in more depth, officers will provide further data and support for their review. These reviews will delve into the data, explore performance challenges and make recommendations for improvements.
- 2.9 The new performance management arrangements will help to ensure that Scrutiny's work programme is informed by evidence and focused on improving the council's performance. The work programme of all Scrutiny Panels will be Member-led and guided by data. This is part of the wider development of the Scrutiny function to increase value and impact.

### **Citizens Portal**

- 2.10 The Citizens' Portal is being developed using the InPhase application. This online dashboard is designed to improve transparency and accountability to Elected Members, the public and stakeholders, on delivery against the Corporate Plan goals, ongoing service delivery performance and delivery of major programmes.
- 2.11 The Citizen's Portal will go live during the first week of April 2022 and will be shared with Panel Members during this meeting. The information shown on the Citizen's Portal will be strengthened as more data becomes available and as plans and strategies are developed. The Panel is invited to provide feedback on the Citizen's Portal to inform its future development.

### **Transitional performance reporting arrangements: Q3 performance summary**

- 2.12 It is acknowledged that Q3 (Oct – Dec-21) marks the council's formal transition from agreed strategic priorities set out in the Interim Council Strategy – and related PMF – to the priorities set out in the new Corporate Plan and new emerging PMF. In the interests of good governance and transparency, continuing visibility of council performance is essential. Table 2 sets out Q3

performance of all metrics within the now “former” PMF which have previously been reported to the Panel. For ease of reference these metrics have been organised in Table 2 by their respective RAG status at the close of Q3 (31 Dec-21). A summary of exceptions (Red and Amber status) key performance points is provided at 2.13-2.14.

**Table 2: Summary KPI Q3 2021-22**

**Corporate Overview and Scrutiny Panel interests: PMF metrics aligned to the former Interim Council Strategy**

<b>Red (Needs improvement)</b>	<b>Year to date</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Percentage of Non-Domestic Rates (Business Rates) collected	Actual	27.57%	51.01%	76.83%
	Target	31.00%	58.00%	83.50%
<b>Amber (Near target)</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Percentage of Council Tax collected	Actual	30.34%	57.68%	85.22%
	Target	30.60%	58.20%	85.70%
<b>Green (Succeeding or Achieved)</b>		<b>Q1</b>	<b>Q2</b>	<b>Q3</b>
Number of visits (physical and virtual) to libraries	Actual	128,527	290,060	462,532
	Target	128,000	254,000	354,000
Average number of days to process changes in circumstances (Housing Benefits)	Actual	6.00	4.70	4.98
	Target	5.00	5.00	5.00
Average number of days to process new claims (Housing Benefits)	Actual	9.33	8.98	9.94
	Target	12.00	12.00	12.00
Percentage of online forms submitted by customers/residents	Actual	76.9%	77.2%	77.7%
	Target	75.0%	75.0%	75.0%
Percentage voluntary turnover	Actual	4.55%	7.76%	11.82%
	Target	3.23%	6.45%	9.68%
Percentage of calls answered within 60 seconds	Actual	67.7%	-	-
	Target	80%	-	-
Percentage calls answered within 2 minutes	Actual	-	78.6%	81.3%
	Target	-	80.0%	80.0%
Percentage of calls abandoned after 5 seconds	Actual	3.7%	3.5%	3.9%
	Target	4.0%	4.0%	4.0%

**Summary of exceptions (Red and Amber status at the close of Q3)**

2.13 **Collection rates for Non Domestic Rates (NDR)** in Q3 is showing as behind target and outside of agreed tolerance thresholds (76.83%, £50,498,965 /

£65,724,065). This metric is significantly affected by a number of national relief schemes that were announced in March 2021 after measures had been agreed which, in some cases, required businesses to be rebilled part way through the financial year to comply with national requirements. This means comparative performance to prior years and the anticipated profile of business rate collection will be different this year. For some businesses, this will have meant that they had not had to make any payments towards business rates since April 2020 but will be expected to now make payments from 1 July, albeit at a lower rate than pre-pandemic. They are now expected to make payments whilst still recovering from the impacts of lockdown restrictions. The Revenues team will assist wherever possible with individual businesses around payment arrangements but our focus still needs to be balanced with securing funds due, particularly given we don't retain a significant proportion of the funds ourselves. As an update, at the close of February 2022 the target is 95% and collection rates are at 92.43% (£59,355,713 / £64,216,814) which is an Amber RAG status. It is acknowledged that in monetary-terms, significantly more has been collected by end of February (£59,355,713) compared to end of February last year (£47,389,920). It is also noted that reported figures for 2021-22 will retrospectively change in early 2022/23 as a result of the Covid Additional Relief Fund (CARF), which will see approximately £5m business rate relief awarded.

- 2.14 **Collection rates for Council Tax** in Q3 is showing as behind target (85.70%) but within agreed tolerance thresholds at 85.22% (£86,082,434 / £101,011,959). As an update, at the close of February 2022 the target is 97% and performance currently stands at 96.4% (£97,608,434 / £101,006,322) which is an Amber RAG status. In monetary terms, more has been collected by end of February 2022 (£97,608,434) compared to the end of February 2021 (£92,036,732).

### 3. KEY IMPLICATIONS

- 3.1 The key implications of this 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 priorities	< 100% priorities on target	100% priorities on target			From 31 March 2022
The council uses performance and management information effectively to identify and resolve issues.	PMF not utilised effectively.	PMF used by services, leadership and Members to identify and resolve issues.			From 31 March 2022

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 There are no direct financial implications arising from the recommendations.

#### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from the recommendations.

#### **6. RISK MANAGEMENT**

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

**Table 4: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Poor performance management practices resulting in lack of progress towards the council's agreed strategic priorities and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.  Enhanced ability of Members to scrutinise performance issues through the new performance framework arrangements, leading to more effective challenge and greater impact.	LOW

#### **7. POTENTIAL IMPACTS**

7.1 There are no Equality Impact Assessments or Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

#### **8. CONSULTATION**

8.1 The Corporate Plan went out to public consultation in Summer 2021, and the consultation results informed the final Corporate Plan adopted by Full Council in November 2021. The new and interim performance reporting arrangements were approved by Cabinet on 16 December 2021 following discussion with Directors, Statutory Officers, the Corporate Leadership Team, the Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor, the Leader of the Council and the Chairs of each Overview and Scrutiny Panel.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in Table 5.

**Table 5: Implementation timetable**

Date	Details
April 2022	Citizen's Portal launched
June 2022	Corporate Overview and Scrutiny discusses Corporate Plan performance.

## 10. APPENDICES

10.1 There are no appendices to this report.

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- [Corporate Plan 2021-26](#)
- [Cabinet Proposals for future performance reporting arrangements](#)

## 12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	24.03.22	25.03.22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	24.03.22	25.03.22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive		
Hilary Hall	Executive Director of Adults, Health and Housing	24.03.22	24.03.22
<i>Heads of Service (where relevant)</i>			
Nikki Craig	Head of HR, Corporate Projects and IT		
Daniel Brookman	Head of Transformation		
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	24.03.22	24.03.22
<i>External (where relevant)</i>			
N/A			

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
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Non-key decision	No	No
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Performance and Insights