



12 March 2018

Agenda Item: 7

**REPORT OF THE CORPORATE DIRECTOR RESOURCES
COUNCIL PLAN AND DEPARTMENTAL STRATEGIES – PROCESS FOR
MANAGING PERFORMANCE**

Purpose of the Report

1. This report seeks the agreement of the Improvement and Change Sub-Committee to revised arrangements for performance management reporting.

Information

2. The Council's Planning and Performance Framework was agreed by Policy Committee on 21 June 2017 and sets out the approach the Council will take to planning and managing its performance.
3. As part of the Framework, the measurement of the Council's performance is to be set out through core data sets in the Council Plan and Departmental Strategies with the monitoring, evaluation and benchmarking of progress managed through a Business Intelligence Hub.
4. The approach and format for performance reporting falls to the Improvement and Change Sub-Committee to determine. Following the agreement of the Council Plan and the Departmental Strategies at Policy Committee in January 2018 the following arrangements are proposed for introduction for performance reporting in 2018-19, commencing with the reports for Quarter 1.

The Council Plan

5. The terms of reference of the Improvement and Change Sub-Committee include responsibility for monitoring performance of the Council Plan. It is proposed that reports to the Sub-Committee should:
 - include an overview of activity and key measures for each of the 12 commitments in the Council Plan as set out in the Departmental Strategies
 - be presented as a dashboard bringing together the narrative and numerical content in a visual way, focusing on performance highlights and exceptions.
 - be reported to the Improvement and Change Sub-Committee twice a year.

Departmental Strategies

6. The Council has four Departmental Strategies which set out the
 - Priorities and Key Activities that support the delivery of the Council Plan
 - Department Improvement and Change Portfolio
 - Department Core Dataset
7. It is proposed that a report on the implementation of the Departmental Strategy be provided to each relevant committee twice a year. The report would include a narrative summary of progress against the key activities and the trend of key measures of success during the period.
8. The Improvement and Change Portfolio details the projects and programmes being undertaken in each department. It is proposed that some improvements be made to the way that this information is presented and that it continue to be reported four times a year to each relevant committee. This report would continue to provide a summary of progress towards savings targets.
9. A whole Council view across all four portfolios and the savings across the Council will be provided to the Improvement and Change Sub-Committee quarterly.

Core Datasets

10. The Council's four Departmental Strategies each include a Core Dataset of key performance measures for Service Delivery. Reporting of these measures will be provided to the Committee responsible for each service. It is proposed that Core Datasets be reported on quarterly in a consistent format across all committees. This will be based on a dashboard of performance measures and a narrative report setting out progress and/or matters contributing to service performance.

Reporting Cycle

11. To support the timely provision of these reports to committee it is proposed to adopt a single council timetable for services and managers to prepare information on performance during a reporting period. The cycle will support the management of performance through leadership teams, committees and the Improvement and Change Sub-Committee.
12. The cycle will be aligned to the reporting timeframes that managers are already familiar with for budget forecasting and supported through the performance and intelligence function to provide consistency across the information being presented to committee.

Other Options Considered

13. The arrangements set out in the report are intended to provide effective and proportionate performance management reporting to committees as required by the Constitution.

Reason/s for Recommendation/s

14. The Council's Constitution requires each Committee to review performance in relation to the services provided on a regular basis. The Planning and Performance Framework identified the performance to be reviewed in the core data sets in the Council Plan and Departmental Strategies. The recommendation sets out the arrangements for fulfilling these requirements.

Statutory and Policy Implications

15. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

Financial Implications

16. There are no financial implications arising directly from this report.

RECOMMENDATION/S

1) The Improvement and Change Sub-Committee agree the arrangements for performance management reporting.

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Corporate Director Resources

For any enquiries about this report please contact:

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Matthew Garrard, Performance, Intelligence and Policy Team Manager

Constitutional Comments ([SLB 28/02/2018])

17. Improvement and Change Sub-Committee is the appropriate body to consider the content of the report.

Financial Comments ([CSB 01/03/2018])

18. The financial implications are set out in paragraph 16 of the report.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

Electoral Division(s) and Member(s) Affected

- All

**Appendix 1
Summary of Performance Reporting to Committees 2018-19**

Report on	Purpose	Reported to	Frequency	Format
Council Plan				
Key activities that support the delivery of the Council Plan and key measures of success	Overview of performance across all four Departmental Strategies contributing to the Council Plan	Improvement and Change Sub-Committee	Twice yearly	Narrative summary of progress and trend of key measures
Departmental Strategies				
Key activities that support the delivery of the Departmental Strategies and key measures of success	Overview of delivery of the Departmental Strategy	Relevant Committee	Twice yearly	Narrative summary of progress and trend of key measures
Council Improvement and Change Portfolio	Oversight of delivery of Improvement and Change projects and programmes across the Council and progress towards savings	Improvement and Change Sub-Committee	Quarterly	Narrative alongside key measures and savings
Department Improvement and Change Portfolio	Oversight of delivery of projects and programmes the Departmental Strategy and progress towards savings	Relevant Committee	Quarterly	Narrative alongside key measures and savings
Service Delivery				
Department Core Dataset	Performance Management of Key Measures of Service Delivery	Relevant Committee	Quarterly	Dashboard of performance measures