

REPORT TO: Scrutiny and Overview Committee 20th August 2019

LEAD CABINET MEMBER: Cllr Neil Gough

LEAD OFFICER: Director of Corporate Services

2019-20 Performance Reporting Arrangements and Quarter 1 Operational Key Performance Indicator Results

Executive Summary

1. This report provides Scrutiny and Overview Committee with details of proposed performance reporting arrangements for the 2019-20 financial year. It also presents the Council's Q1 position regarding its operational key performance indicators, for consideration, comment and onward submission to Cabinet.
2. These performance reporting arrangements have been designed in consultation with officers and members to allow effective performance monitoring and management to take place by providing opportunity to examine quality of service provision and progress towards Business Plan objectives, identify any areas of concern and decide on the appropriate action.
3. This is not a key decision.

Recommendations

4. Scrutiny and Overview Committee is invited to:
 - a) Note the approach to reporting to be adopted for the 2019-20 financial year, as set out at paragraph 7 and **Appendix A**.
 - b) Note the list of emerging Business Plan Indicators as set out and mapped against Business Plan focusses at **Appendix B** and currently being considered and shaped by CEMT for reporting at end of quarter 2.
 - c) Review the Operational Key Performance Indicator (OKPI) results and comments in this report at **Appendix C**, recommending, where appropriate, any actions, including redeployment of resources, required to address issues identified for consideration by Cabinet.

Reasons for Recommendations

5. These recommendations are required to enable senior management and members to understand the organisation's performance, both in terms of quality of service provision and progress towards Business Plan objectives. The information included within performance reports contributes to the evidence base for the ongoing review of priorities and enables, where appropriate, redirection of resources to reflect emerging priorities and address areas of concern.

Details

2019-20 Performance Reporting Arrangements

6. Work has been ongoing to undertake a review of performance reporting arrangements to ensure that these provide an effective method of managing both business-as-usual performance as well as progress towards the recently adopted 2019-24 Business Plan.
7. This has resulted in the identification of a structure for the monitoring of performance as set out at **Appendix A**. The structure includes four documents that will underpin performance monitoring arrangements for the 2019-20 financial year, made up of the following components:

Operational Key Performance Indicator (OKPI) report

Reporting on Operational Key Performance Indicators (OKPIs) that are aligned to the high level, business-as-usual activities that underpin the successful delivery of the Council's service plans. Reported monthly to CEMT and quarterly to Cabinet (in-full rather than by exception, unless otherwise indicated by Cabinet).

Current status – Quarter 1 OKPI report attached at Appendix C

Business Plan Indicator (BPI) report

Reporting on Business Plan Indicators (BPIs) identified to align as closely as possible to each of the focusses identified within the 2019-24 Business Plan. Reporting frequency to be confirmed.

Current status – the Business Plan Indicators listed at Appendix B are currently being considered and shaped by CEMT, to enable the Business Plan Indicator report to be submitted following the end of Quarter 2.

In-flight Project Tracker

Tracking and reporting on the progress of the various projects that are key to the delivery of the 2019-24 Business Plan, ensuring the delivery of specific actions by the deadlines outlined within the Business Plan.

Current status – the In-flight Project Tracker reports on the progress of projects being overseen by four new Cluster Boards. These have been set up and this method of

reporting will become established during the course of Quarter 1, with this element of the report to be submitted to Scrutiny and Overview Committee and Cabinet following the end of Quarter 2.

Business Plan Action Tracker

Tracking and reporting on the delivery of the various actions by the timescales set out within the 2019-24 Business Plan. This will set out owners, cluster boards and timescales for individual Business Plan actions. Whilst actions are in the process of being delivered, they will appear on the In-flight Project Tracker. Once delivered, the Business Plan Action Tracker will be updated to indicate this.

Current status – CEMT are currently considering and shaping the contents of this report, however the format will be based on the in-flight project tracker, which was submitted to Scrutiny and Overview Committee in the second half of the previous financial year.

Options

1. Recommend to Cabinet any action, including redeployment of resources, required to address issues identified within this report and its appendices.
2. Request clarification from performance indicator owners on any aspects relating to performance indicators, results and comments contained within this report and its appendices.
3. Commission more detailed performance reports from performance indicator owners that drill-down into specific areas relating to the one or more of the performance indicators, results and comments contained within this report and its appendices.

Implications

8. In the writing of this report, taking into account financial, legal, staffing, risk, equality and diversity, climate change, and any other key issues, the following implications have been considered:-

There are no significant implications beyond those raised by performance indicator owners within the comments section of the Operational Key Performance Indicator report.

Consultation responses

9. Multiple stakeholder groups have been and continue to be engaged as part of the process to review performance monitoring arrangements, including discussion at CEMT, plus discussions with Cabinet and now referral to Scrutiny and Overview Committee, plus further feedback from individual Cabinet members and discussions with several officers. These discussions have shaped the proposed performance monitoring arrangements detailed within the contents of this report.

10. All performance indicator results and commentaries are provided by or at the instruction of performance indicator owners.

Effect on Council Priority Areas

11. The proposed reporting structure has identified to provide an effective method of managing both business-as-usual performance as well as progress towards the recently adopted 2019-24 Business Plan, and the Council priority areas detailed within, including:

- Growing local businesses and economies
- Housing that is truly affordable for everyone to live in
- Being green to our core
- A modern and caring Council

Background Papers

SCDC Performance Management Framework – this document will be re-freshed to account for revised performance reporting methods to be adopted for the 2019-20 financial year and beyond.

Appendices

Appendix A: Proposed 2019/20 approach to Performance Reporting
Appendix B: Proposed Business Plan Indicators
Appendix C: Operational Key Performance Indicator Report

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