THE OVERVIEW AND SCRUTINY COMMITTEE

18 JUNE 2012

LOCAL AND NATIONAL PERFORMANCE INDICATORS AND THEIR VALUE TO THE COUNCIL INFORMAL SCRUTINY GROUP

REPORT OF CORPORATE BUSINESS MANAGER

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REFERENCES:

OS002 – Appointments to Informal Scrutiny Groups and External Bodies, 1 June 2011
OS012 – Appointments to Batch 1 and 2 Informal Scrutiny Groups 2011/12, 20 June 2011
OS028 – Informal Scrutiny Groups 2011/12 – Update, 23 January 2012

OS035 - Local and National Performance Indicators and their Value to the Council Informal Scrutiny Group – Interim Report - 19 March 2012.

EXECUTIVE SUMMARY:

This is the final report of the Informal Scrutiny Group (ISG) established to examine Local and National Performance Indicators and their value to the Council. The objective of the ISG was to scrutinise the set of local performance indicators that the Council is using, now that the number of statutory indicators has been significantly reduced by central government.

The ISG has met on seven occasions starting in January 2012, during which time it heard evidence from senior officers of the Council including the Chief Executive.
Further evidence was provided by way of a report from Covalent (the Council's performance management system) that included details of all the local performance indicators that were in place. The ISG produced an Interim report (Report OS35 refers) which was considered by The Overview and Scrutiny Committee at its meeting held on 19 March 2012.

From the evidence provided at these meetings, members of the ISG have agreed the following report and recommendations.

RECOMMENDATIONS:

1. That the Council adopts the identified qualities of a good performance indicator set out in the report at paragraph 7.2 of Appendix 1 to the report.

2. That the Council endorses Winchester City Council's Performance Management Guide included at Appendix 3.

3. That the Performance Indicator Check List shown in Appendix 2 be adopted as part of the WCC Performance Management Guide for Heads of Teams to deploy to test the usefulness and quality of each PI to establish its status in the Council's PI data set.

4. That the Chief Executive, in consultation with the Leader determines through the adoption of recommendations 1, 2 & 3 above, a set of draft key performance indicators given in Appendix 7 to show the degree to which services are performing using: output, efficiency and value for money (VFM) indicators; customer satisfaction with services; as well as relevant qualitative and quantitative (including 'sense of community') and outcome indicators alongside each other.

5. That officers investigate the feasibility of automating the integration of data from third party software systems used by the Council to the Covalent performance management system; starting with an inventory of data bases and systems used by the Council to record PI information, identifying those that can directly interface with Covalent and those that cannot.

6. That the Chief Executive in consultation with the Head of Policy and Head of Customer Services consider the different methods of obtaining qualitative performance data from the residents of the District and the users of Council services (for example through the resident's e-panel) so that it may monitor customer satisfaction levels.

7. That the proposed Performance Monitoring Cycle in Appendix 6 is implemented.

8. That consideration is given to the following designated Members having access to Covalent: Cabinet, The Overview and Scrutiny Committee, Personnel Committee and the residual members of this ISG.

OTHER CONSIDERATIONS:

1. COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO)

    The use of good quality performance indicators supports the Council in managing and improving the services that it provides to the residents of the District. Performance indicators also allow the Council to check the progress being made against the Change Plans.

2.   RESOURCE IMPLICATIONS

The resource implications relating to some of the recommendations have not yet been quantified and a financial appraisal would be required as part of the consideration before implementation. If proposals are approved for further investigation, it is unlikely that any of the recommendations would incur significant revenue costs, and for the most part, the recommendations relate to officer time, which can be met from existing resources.

3.   RISK MANAGEMENT ISSUES

There are no specific risks associated with the recommendations put forward in this report.

BACKGROUND DOCUMENTS

Files held in the Democratic Services Team, including minutes of ISG meetings.

APPENDICES

Appendix 1   Final report of the Informal Scrutiny Group.

Appendix 2   Performance Indicators' Algorithm.

Appendix 3   Winchester City Council Performance Management Guide, May 2012.

Appendix 4   Department for Communities and Local Government (DCLG) Single Data Set (extract only).

Appendix 5   Performance Management Team (PMT) PI Suite.

Appendix 6   Proposed Performance Monitoring Cycle for 2012/13.

Appendix 7   Proposed set of Key Performance Indicators for the Council to monitor corporately during 2012/13.

Winchester City Council

LOCAL AND NATIONAL PERFORMANCE INDICATORS AND THEIR VALUE TO THE COUNCIL - INFORMAL SCRUTINY GROUP

REPORT OF CORPORATE BUSINESS MANAGER

1.   Introduction

1.1   The effective use of performance indicators allows the Council to monitor, manage and improve the services that it provides to the residents of the District.

1.2   Up until the change in government in 2010, local authorities were required to submit a significant amount of data returns as part of the National Indicator Set.

1.3   The Government abolished the National Indicator Set and after April 2011 councils were no longer required to submit data returns for these performance indicators.

1.4   In place of the National Indicator Set, the Government introduced the Single Data List, which significantly reduced the burden on councils and the number of performance indicators that had to be reported.

1.5   With the abolition of the National Indicator Set, councils now have more freedom to select the performance indicators that they want to use to monitor their performance.

1.6   A revised Single Data List came into force from April 2011 and updated in March 2012. A summary of the requirements of the Single Data List is included at Appendix 4. The update of the list was the principal reason for the ISG needing to straddle the past municipal year's end and the start of the current year.

2.   Terms of Reference

2.1   At its first meeting on 18 January 2012, the ISG considered the following Terms of Reference:

- *What are the qualities of a useful measure of performance for the Council and how is a measure to be defined?*

- *What performance measures should be retained or revised from the previous performance monitoring regime and considered as effective and efficient in measuring progress against the Council's priorities?*

- *What new performance measures if any, should be derived in order to assist Members and residents in appraising the performance of the Council?*

3.   Meetings of the Informal Scrutiny Group

3.1   The ISG met on seven occasions over a period of five months from January to May 2012.

3.2   A summary of the first five meetings can be found in paper OS035 dated 19 March 2012.

3.3   The last two meetings were held to:

➢ *Receive final reports relating to outstanding Performance Indicator reviews by Heads of Team.* These Heads of Teams are continuing to review their performance indicators in light of recent organisational changes and will be completed shortly.

➢ *Receive the results of the revised Single Date List consultation.* The revised document has been received and is copied at Appendix 4.

➢ *Refine Performance Indicator Algorithm to be fit for purpose.* The completed algorithm is at Appendix 2.

➢ *Take into account steering from The Overview and Scrutiny Committee from its 19 March 2012 meeting.* See paragraph 4 below.

➢ *Take into account inputs received from individual members.* There were only a handful of inputs from members and they are summarised at paragraph 5.

➢ *Take into account the operational overview as perceived by the Chief Executive.* See paragraph 6

4   The Overview & Scrutiny Committee's suggestions from its 19 March meeting.

4.1   It was suggested that the Council's performance indicators should be easy to understand and provide a basis for comparison over time and with other local authorities. It was resolved that the Terms of Reference and the progress of the Informal Scrutiny Group as set out in the Interim Report, be noted.

4.2   The Committee went on to suggest that officers:

➢ are encouraged to continue to review their local performance indicators held on the Covalent system annually with a view to deactivating or deleting indicators where data is no longer required or the indicator is no longer useful.

> investigate the feasibility of automating the integration of data from 3rd party software systems used by the Council to the Covalent performance management system.

> advise on the different methods of obtaining qualitative performance data from the residents of the District and the users of Council services so that it may monitor customer satisfaction levels.

5   Members' Inputs

5.1   There were nine submissions on Performance Indicators (PIs), other than the contributions of the ISG membership. The ISG was not resourced to examine/audit each PI in the Council's set of 700 plus, accordingly references to specific individual PIs have been avoided. The ISG aim was to concentrate on identifying the general principles of creating and maintaining an effective and efficient set of indicators for members' and officers' use. Members' inputs have been summarised as follows:

- Quantitative measures were easier to interpret in terms of whether or not the Council was doing a good job or whether resources were flexible enough to smooth peaks and troughs.
- More care needs to be taken in the presentation of PIs in that headings should be accurate and that there is clarity in stating what information is being provided, and what units are being used. More contextual and explanatory information is needed for full understanding from which to derive benefit the reported indicators.
- Presentation of comparative data from other local authorities for similar activities and operations would be useful.
- Many of the PIs seem to have an absence of an actual target. In the case where there is a target, should there not be an assessment of the damage that is done if it is not attained?
- Processes that are not crucial to the Council's business should not attract PIs.
- On the positive side a large number of PIs concern Landlord Services and Strategic Housing and these in the main have been found useful in monitoring performance of the services to maintain them at high levels.
- Consideration should be given to designated members having access to Covalent for monitoring purposes.
- Once the budget and the business (change) plans have been agreed then reports should concentrate only on the deviation or shortfall from those projections. These may be either financial or show lack of progress towards 'outcomes', or both. This will concentrate the minds of scrutiny and portfolio holders on the relevant matters.

5.2   A recent 'SurveyMonkey' entitled "Review of Scrutiny" has also generated a input germane to PIs and they are identified as follows:

- Action is in hand to make graphical presentations more relevant and easier to follow.

- The Council needs an agreed suite of PIs alongside reports from officers that do justice to the complexities and challenges of the issues being reported.
- Reports should be evidence based to demonstrate achievements, challenges, difficulties and delays
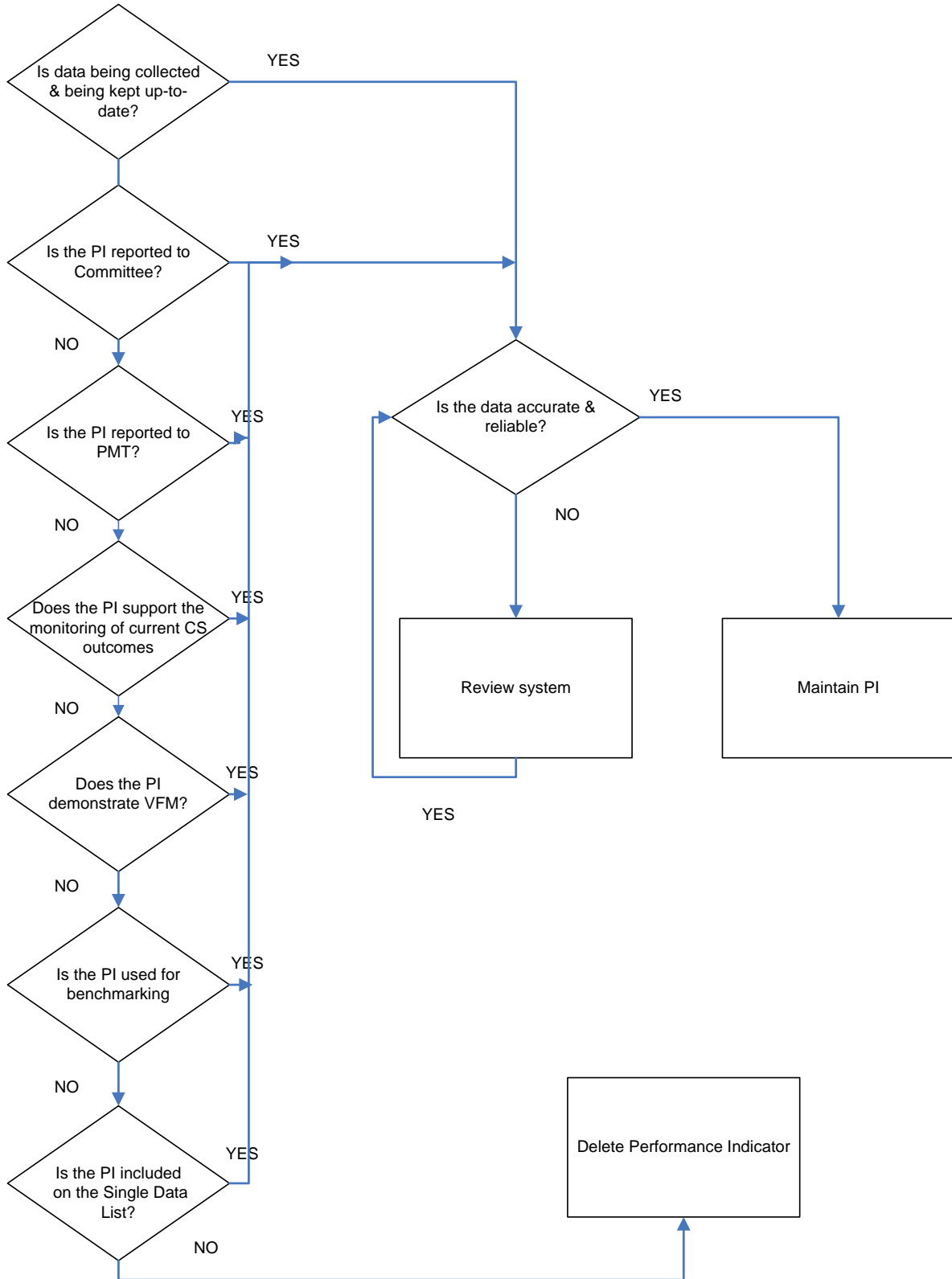
6   Chief Executive's Input

6.1   The Chief Executive related his input to 'The Golden Thread', a flow chart featured in WCC's Performance Management Guide (see Appendix 3) which shows how national and local priorities meld into the Sustainable Community Strategy and how in turn this generates the suite of change plans which percolate through 'project register', 'portfolio plans', 'service/team/plans' to individual employee objectives. Most of the PIs are linked to 'Service Delivery' as part of monitoring Individual Portfolio Plans and enabling managers' day-to-day monitoring. He stated that some matters were easier to set in context and measure as a percentage of a desired outcome and he agreed that it was important for there to be both qualitative and quantitative PIs.

6.2   The work of the Performance Management Team (PMT) and their use of a suite of PIs (see Appendix 5) were explained by the Chief Executive. The PIs are representative of key areas of Council work. In the past Performance Improvement Committees (PICs) received the majority of PIs. More recently the performance information produced for committees had been so reduced that there was a perception that there was possibly no longer the accountability that there was previously.

6.3   It was proposed that a suite of key PIs taken from the Change Plans and Portfolio Plans were to be re-introduced to both cycles of the Cabinet and the Overview & Scrutiny Committee to allow proper accountability by the relevant portfolio holder and by members. The Chief Executive "was concerned that previously, there had been too much scrutiny of the officers, as opposed to the portfolio holder". The proposed suite of performance indicators is included in Appendix 7.

6.4   The Chief Executive suggested that the majority of the Council's PIs remained true and relevant; however most of them were more use to officers managing the business than members monitoring performance, or of interest to residents. He recognised that the importance of the Council recording performance information that showed it was doing things well, in addition to ensuring that its business objectives remained on target. Work was ongoing to find methods of gaining the information previously achieved by the Place Surveys, for example Head of Policy's initiative to establish a residents' e-panel.

6.5   The ISG's discussion on qualitative measures and the e-panel were timely in that invitations for residents to contribute to a Council e-panel were included in the notices of Council Tax for the current year.

7   CONCLUSIONS

7.1   That the foregoing collected observations and evidence enable the ISG to re-affirm that performance indicators should be clearly defined measures that enable an organisation to demonstrate the achievement of an individual, team, service or an authority in meeting objectives or outcomes.

7.2   Qualities of a good performance indicator. That for a performance indicator to be useful and provide the information that the Council needs to measure how it is performing, performance indicators should have the following characteristics:

- **Dynamic** – performance indicators should be well managed, have responsibility and ownership assigned, tell the user something and have meaning and purpose,
- **Accurate** – all performance indicators should have accurate, reliable complete and timely data,
- **Simple** – ability to collect data regularly without increasing burden or cost to the Council,
- **Visual** – uncomplicated presentation with trends and variations easily spotted and understood,
- **Relevant** – relevant and appropriate to the outcome sought , objective or service provided,
- **Standard/Consistent Format** – easy to understand for all audiences that is consistent with all other performance indicators reported.

7.3   That no single performance indicator alone provides information as to how well the Council is doing. To give a rounded view of how well the Council is doing, it is helpful to have a collection of performance indicators to show the degree to which services are performing using output and efficiency indicators, customer satisfaction with services and relevant qualitative and outcome indicators alongside each other.

7.4   That given the magnitude of the Council's set of PIs and the resourcing of the ISG it was not possible, as originally envisaged by the terms of reference, to identify which performance measures should be retained or revised or whether new ones should be derived. Accordingly the ISG resolved to instigate the design of an algorithm to enable officers to determine for themselves, through heads of teams, the aims of the ISG.

7.5   That the Performance Indicator Algorithm shown in Appendix 2 should be adopted as part of the WCC Performance Management Guide. Heads of Teams should use the algorithm to test the usefulness and quality of each PI so as to establish its status in the Council's PI data set. That this ISG endorses WCC's Performance Management Guide.

7.6   That the ISG's findings are compatible with and complementary to WCC's Performance Management Guide.

7.7 That an inventory of data bases used in Council to record PI information is necessary to identify those that can directly interface with Covalent and those that cannot in order to reveal where separate manual data entry to Covalent is necessitated with consequential duplication of effort.

7.8 That the Proposed Performance Monitoring Cycle is feasible given the 'Golden Thread' flowchart.

Performance Indicators – Algorithm (Checklist)

Is data being collected & being kept up-to-date?

YES

Is the PI reported to Committee?

YES

NO

Is the PI reported to PMT?

YES

NO

Does the PI support the monitoring of current CS outcomes

YES

NO

Does the PI demonstrate VFM?

YES

NO

Is the PI used for benchmarking

YES

NO

Is the PI included on the Single Data List?

YES

NO

Is the data accurate & reliable?

YES

NO

YES

Review system

Maintain PI

Delete Performance Indicator

Winchester
City Council

PERFORMANCE MANAGEMENT GUIDE

MAY 2012

Winchester City Council Performance Management Guide

1. What do we mean by 'Performance Management'

Managing performance should not be seen as something over and above the day job. It is something that forms part of the everyday effective management and working practice in every area of the Council. To support this there are formal processes, which again should be seen as part our normal work activity. But Performance Management is not ultimately about process, it is an integral part of the day to day work of all those responsible for delivering services to the public.

2. Why does performance management matter?

Management of performance is at the heart of service delivery – it is also what drives service improvement. It provides us with the information to assess:
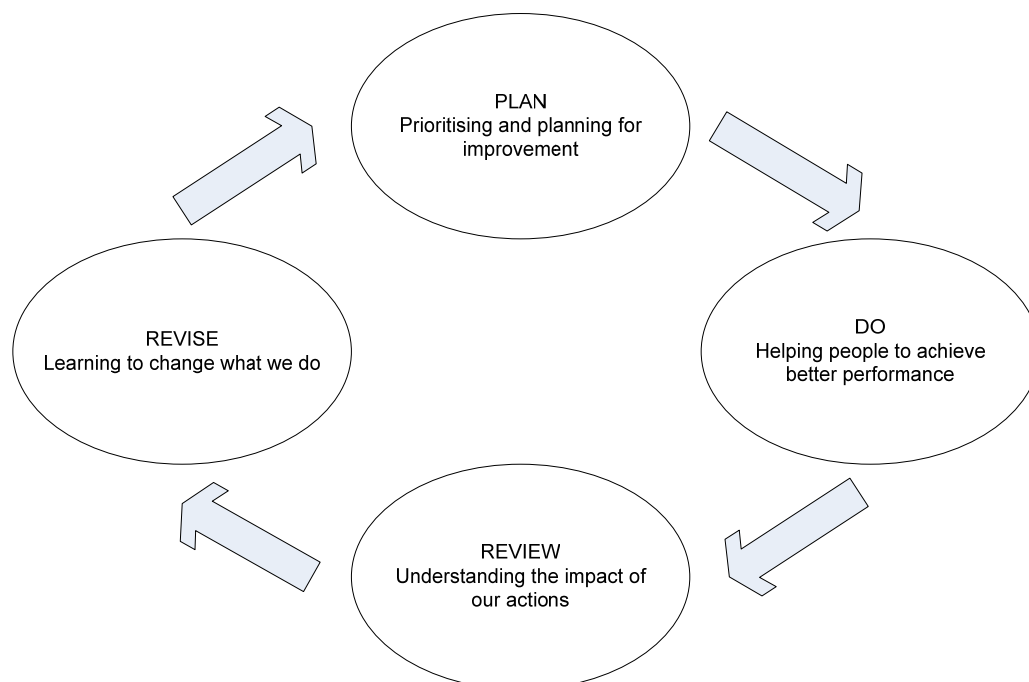
- How well are we doing?
- What do we want to do / not to do?
- What will we do next?
- Whether we are efficient?

Where key elements of performance management are weak, or not in place, the basis for decision making is often unclear and compromised.

This Performance Management Guide sets out all the elements for the Council to achieve good performance management. The approach is based on the 'Plan-Do-Review-Revise' cycle, which takes place at all levels of the organisation and at different times of the year.

3. The Plan-Do-Review-Revise cycle

The Plan-Do-Review-Revise cycle is commonly used in organisations and a simple way of managing performance. The cycle is shown in the diagram below:

PLAN
Prioritising and planning for improvement

DO
Helping people to achieve better performance

REVIEW
Understanding the impact of our actions

REVISE
Learning to change what we do

The following sections of this Guide outline how the Council manages its performance using this assessment tool and the Plan Review-Revise principles.

4. PLAN

Good planning is an essential element of performance management at all levels; it acts as a tool for making critical and rational decisions about Council risks, priorities and resource allocation. Good plans assist individual teams and services to stay focussed on delivery quality services.

4.1 The Planning Framework

A logical planning framework enables the Council to cascade high level priorities and outcomes into team plans and objectives for individual members of staff. This is commonly known by Council's as 'The Golden Thread' – see diagram on page 15.

There is a strong relationship between performance management and financial management. Setting our service priorities determines how we allocate resources available to us, including money and staff. The annual planning cycle determines which priorities can be achieved, and to what level, within the envelope of available resources.

4.2 Risk Management

Updating the Council's Risk Assessment is integral to good planning and Corporate Governance. A realistic assessment helps to identify risks early; ensuring plans are not over engineered and are fit for purpose. The Risk Management Policy and Statement of Practice provides further guidance for officers and Members assessment of the Council's strategic and operational risks.
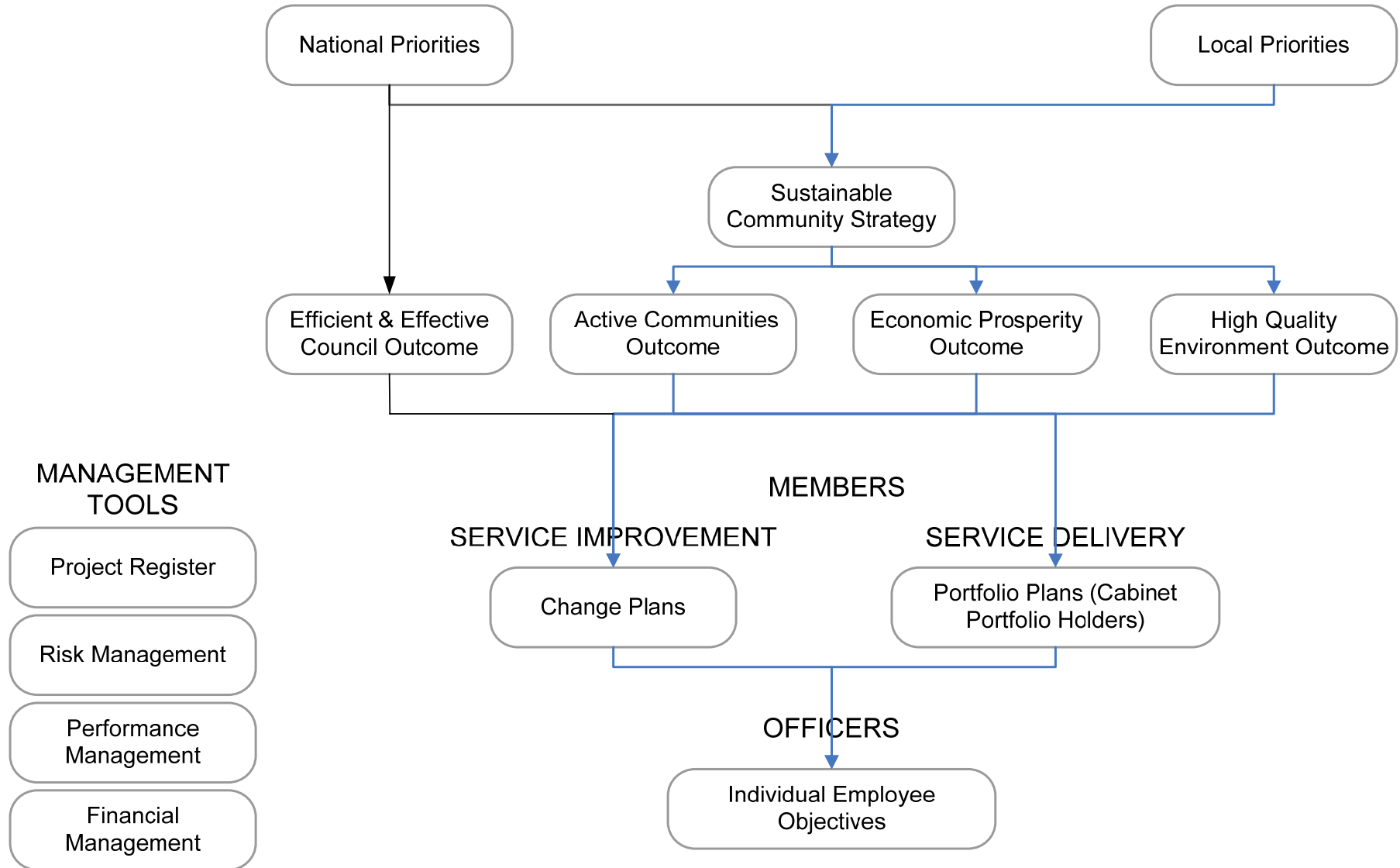
4.3 The elements of the Golden Thread explained

- **Sustainable Community Strategy** - The Strategy that sets out the way that Winchester City Council, its partners and the local community would like the Winchester District to change for the better over the next decade. It also seeks to identify the issues we want to address to help make this vision a reality – barriers, threats and opportunities alike.

- **Winchester District Change Plans** - The delivery plans for the Winchester District Community Strategy are know as Change Plans, and there is one Change Plan for each of the priority outcomes identified in the Community Strategy. These Plans are developed after discussion with partner organisations, businesses, voluntary groups, local authority colleagues and others who have a professional or personal involvement in the outcomes. They capture the major programmes and projects important for making a positive improvement in the District, and so help realise those outcomes. We also have an additional change plan – "An Efficient and Effective Council" which is specific to the City Council.

- **Project Register** – contains details of the major projects that the Council is undertaking that deliver change arranged by significance (gold, silver and bronze with gold being the most significant). All projects scored as gold should appear in relevant Change Plans. To determine whether the project is gold, silver or bronze, each project is scored against twelve

criteria included in the Project Scoring Guide. A score of 1 to 4 is given for each criterion and the projects that score above 36 are assessed as gold projects.

- o **Portfolio Plans** – These plans include programmes and projects not included in Change Plans, and may also encompass day to day service delivery. As the name suggests the actions are arranged by portfolio and there is one plan for each Portfolio Holder.

- o **Service/Team Plans** – identify the actions identified in change plans or portfolio plans which a team is accountable for delivering (alone or working with others).

- o **Individual Employee Objectives** –agreed at the time of staff annual appraisals, these and translates the team's actions into objectives for which individual staff members are accountable.

The following page shows the 'Golden Thread' diagram and how the various elements fit together.

The Golden Thread

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┌──────────────────────┐                    ┌──────────────────────┐
│  National Priorities  │                    │   Local Priorities    │
└──────────────────────┘                    └──────────────────────┘
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┌──────────────────────┐
│      Sustainable       │
│  Community Strategy    │
└──────────────────────┘
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┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐  ┌──────────────────┐
│ Efficient &       │  │ Active Communities│  │ Economic Prosperity│ │ High Quality      │
│ Effective         │  │ Outcome           │  │ Outcome            │ │ Environment       │
│ Council Outcome   │  │                   │  │                    │ │ Outcome           │
└──────────────────┘  └──────────────────┘  └──────────────────┘  └──────────────────┘
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MANAGEMENT TOOLS

MEMBERS

- Project Register

SERVICE IMPROVEMENT

SERVICE DELIVERY

- Risk Management

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┌──────────────────┐        ┌──────────────────────┐
│   Change Plans    │        │ Portfolio Plans (Cabinet│
│                   │        │ Portfolio Holders)     │
└──────────────────┘        └──────────────────────┘
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- Performance Management

- Financial Management

OFFICERS

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┌──────────────────────┐
│ Individual Employee    │
│ Objectives             │
└──────────────────────┘
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5. DO

5.1 The doing stage of performance management is about ensuring that there are proper systems and processes in place to enable us to achieve our objectives. It is also about ensuring that staff use these systems and processes effectively.

5.2 Delivering Outcomes

Outcomes are changes experienced by the community. Measuring progress is done through setting of relevant targets or performance standards.

All service areas must set targets and/or standards against which success or failure can be determined – you must know what provides the best measure of whether you are achieving real change.

- o A target is a specific level of future achievement for a performance indicator which directly or indirectly relates to the outcomes that we seek and included in the Sustainable Community Strategy,

- o A standard is a level of performance which offers a measure of quality of service or quality of life you aim to achieve.

An example of an *outcome* included in the High Quality Environment Change Plan is to reduce waste arisings and improve recycling rates for the District. A *target* for this outcome would the level of recycling that we would hope to reach to achieve this outcome and the *standard* would focus on measuring the quality of the recycling service.

Targets help to drive improvement in a number of ways. They:

- o Prioritise – initiate a discussion as to the priorities for the authority or service,

- o Help to define an agreed direction – they show more precisely where an authority is trying to get to. It can then be made clear to staff, Members and the public what is expected,

- o Focus attention and resources on achieving the target and therefore a priority,

- o Motivate staff – if they are challenging but realistic, and there is a sense of ownership of them, they can be motivating.

There are a number of sources of performance indicators that are used by the Council and these are.

- o **Single Data List** – the Single Data List is a catalogue of all the performance information that local government must submit to central government in a given year. Included within the List are a small number of performance indicators for which the Council must submit data from April 2011.

- o **Local Performance Indicators** – These are indicators that have been agreed by officers as a good measure of performance in any given service area not covered by the Single Data List.

Whenever practical, all performance indicators should have some form of quantifiable measure of performance (*a target represents the level of performance that an organisation aims to achieve fro a particular activity….Such targets should be consistent with the 'SMART' criteria[1]*) against which actual performance can be assessed. Targets should be challenging but also realistic, and must take into account the resources available to deliver the service.

5.3   Systems and processes to support performance management

The Council uses the Covalent Corporate Performance Management Software to record and monitor its performance.

All senior officers of the Council have access to Covalent along with a number of other officers who have the need to either enter data for performance indicators or update actions for which they have been assigned responsibility.

Performance information reported to Members at Cabinet, The Overview & Scrutiny Committee or elsewhere is usually drawn from Covalent.

5.4   Managing risk and opportunity

Risk management is the process of identifying and managing those things that could prevent the Council from achieving its strategic and operational objectives, evaluating their potential consequences and implementing the most effective way of managing and monitoring them.

Managers will consider and manage the risks which could prevent a project or programme being delivered on a day to day basis – risk management is not a separate activity from service delivery. The Council has in place an agreed Risk Management Statement of Practice 2011 which sets out the Council's Risk Management arrangements and describes how it is integrated with corporate governance and performance management.

Supporting the Statement of Practice is the Council's own Risk Management Policy which provides an overview of the principles, benefits, framework and process along with roles and responsibilities. Our Corporate Risk Register identifies those most significant risks which require specific management action.

6.   REVIEW

The monitoring and reviewing of performance is fundamental to performance management. It identifies whether we are on course to deliver our objectives and targets. Effective monitoring arrangements identify good progress towards objectives; enable the celebration of success and incident of slippage.

6.1   Performance Review arrangements at the Council

The Council has a number of formal arrangements in place to monitor and manage its performance both at elected member and officer level, all drawing

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[1] Source: Choosing the Right Fabric (Government and Audit Commission), March 2001

on data from the Covalent performance management system. Briefly the arrangements are as follows:

- o **Performance Management Team (Officers)** – meets monthly and receives a scorecard report giving an update on the progress against the four Change Plans. Also receives an update on progress on the projects included on the Project Register and an update on progress against a basket of performance indicators intended to allow monitoring of priority activities. In the event of poor performance PMT may seek further reports on actions taken,

- o **Corporate Governance Group** (Officers) – proposes to CMT and Cabinet the Annual Governance Statement, and identifies underlying actions necessary to delivery its objectives. Receives a quarterly update on progress against the Statement and on the Council's management of Corporate Risks.

- o **Cabinet** – are collectively accountable for monitoring progress against Change Plans. For 2012/13, it is proposed that Cabinet receives a monitoring report at its July and November meetings showing progress against Change Plans following consideration of the report by The Overview and Scrutiny Committee. Cabinet will also receive a further report at the same meetings that gives an update on performance against an agreed set of key performance indicators.

- o **Cabinet Portfolio Holders -** are individually accountable for the progress against Portfolio Plans. Monitoring reports showing progress against the actions included in Portfolio Plans are made available to all Members and the public via the Council's web site. Individual members can raise questions on performance issues arising from these reports with the relevant Portfolio Holder at The Overview and Scrutiny Committee, Cabinet or Council.

- o **The Overview & Scrutiny Committee** (Members) - review on a regular basis progress against Change Plans and performance.

- o **Audit Committee** (Members) - reviews progress on aspects of financial management and governance, including Internal Audit reports'

- o **Personnel Committee** (Members) – receives a quarterly update on the progress made against Organisational Development actions along with an update on a number of staffing and personnel performance indicators,

- o **Informal Scrutiny Groups (ISGs)** – consider specific topics of concern to Members or the general public and recommend changes.

6.2   Staff performance appraisals

The staff appraisal is an annual process with an individual review of previous year's performance and a setting of individual objectives before the new year commences and a mid-year review of performance against those objectives. Generally appraisals start with the senior managers at the Council. Individual objectives at all levels are driven by the Change Plans and Portfolio Plans

previously agreed by Members, with specific contributions and accountabilities being agreed.

The importance of staff appraisals should not be underestimated; they are an important element of the performance management framework for the Council.

6.3   Data Quality and Accuracy

Timely and accurate information is crucial to effective decision making and performance management. It is the responsibility of all public authorities to ensure that adequate arrangements are in place to 'monitor and review performance, including arrangements to ensure data quality'.

The following are features of good quality data:

- o **Accuracy**: data should be sufficiently accurate for their intended purposes,

- o **Validity**: data should be recorded and used in compliance with relevant requirements and definitions to ensure consistency between periods and with other organisations,

- o **Reliability**: data collection processes should be stable and consistent across collection points and over time,

- o **Timeliness**: data should be captured as quickly as possible after the event or activity and must be available within a reasonable time period,

- o **Relevance**: data captured should be relevant to the purpose for which they are used,

- o **Completeness**: data requirements should be clearly specified based on the information needs of the body

The Council has in place its own Data Quality Policy Guidance which describes the Council's strategy for managing and improving the quality of data that are used to support decision making and performance management by the Council.

7.   REVISE

7.1   The revise stage is about using the information that has been learned from the review stage – and specifically through monitoring performance - and acting upon it to correct failings and drive further improvement. This stage is fundamental to developing an organisational culture of performance, requiring us to gather and understand information about what has been achieved and where are we under-performing. It is also about recognising and celebrating good performance and seeing if good practice can be used in other areas.

Where performance is falling behind what is expected, a plan of actions should be developed to address this, which can include a re-alignment of resources, additional investment, revised plans and delivery timescales or revision to the original target.

There are two sorts of actions that can be used at the revise stage. The first is where immediate action is required to correct failings and drive improvement and can take the form of an Improvement Plan (see para 7.3

below). The second is where there is less urgency to introduce corrective action and the planned actions follow the corporate planning cycle (see para 4.)

7.2   Analysing the Information

During the revise stage, information should be considered from a number of sources. These can include:

- Changes to national or local priorities
- Performance indicator data,
- Monitoring reports (e.g. Overview and Scrutiny Change Plan monitoring reports, Informal Scrutiny Groups),
- Risk Assessment,
- Complaints and customer feedback,
- External assessment or inspection/ internal audit,
- Benchmarking with other local authorities or organisations.

7.3   Improvement Plans

Where an area of significant under performance has been identified at the review stage, an Improvement Plan should be produced and involve those who are closest to the service area concerned. The aim of the Improvement Plan is to address the areas of weakness or poor performance and recommend changes to procedures and processes that will bring about an improvement in the level of performance. An action plan is usually included in the Improvement Plan.

8.   Who does what? – the roles and responsibilities of managing performance

8.1   Everyone in the Council, including elected Members, has responsibility to ensure that performance management delivers high levels of service and value for money.

However, there are certain roles within the Council that more directly contribute to ensuring effective performance management and improving data quality.

The following table provides a brief summary of the roles and responsibilities within the Council with regard to performance management.

Who does it	What they do
Council	Agrees the budget and policy framework for the Council.
Portfolio Holders & Cabinet	Full details of the specific accountabilities of Cabinet members can be found on the Council's website. In managing performance Cabinet 's individual and collective role is to: • Recommends the Sustainable Community Strategy to Council; • Recommends an annual budget to Council sufficient to

Who does it	What they do
	deliver improvements identified in Change Plans and Portfolio Plans; • Approves Change Plans, taking into account the resources available to the Council; • Approves annual Portfolio Plans by way of Portfolio Holder Decision Notice • Monitors the progress of the programmes and projects included in the Council's Change Plans and Portfolio Plans, and • Is held accountable for their portfolio's performance when presented to the Overview & Scrutiny Committee meetings.
The Overview and Scrutiny Committee	• Maintains an overview of the discharge of the Council's executive functions and has the right to scrutinise any executive decision made by the Cabinet, Portfolio Holders or Council Officers, or to review the Council's policy making or decision making processes. • Takes an overview of performance and use of resources in respect of the Council's functions including but not restricted to, the implementation of change plans, portfolio plans and individual projects and programmes, monitor performance against national and local performance indicators, monitor the management of corporate risks, including action taken to mitigate those risks. • Monitors and scrutinises the work of any relevant partnership. • Considers and recommends to Cabinet improvements resulting from the work of ISGs.
Audit Committee	• Considers reports prepared by the Internal Audit Service that deal with the management and performance of the various aspects of the Council. • Monitors the effective development and operation of risk management and corporate governance in the Council.
Personnel Committee	• Takes an overview of budgetary control and performance in respect of the personnel issues covered by the Committee, in relation to national and local key performance indicators, and responsibility for monitoring the action plan arising from best value reviews, and determine any issues there from.
CMT	• The Corporate Management Team leads strategic and organisational management, sets the framework for service delivery, and as such has overall responsibility for monitoring the Council's performance. CMT also has

Who does it	What they do
	responsibility for the overall management of the Council.
Performance Management Team	• Meets monthly and receives a scorecard report giving an update on the progress against the four Change Plans. Also receives an update on progress on the projects included on the Project Register and an update on progress against a basket of performance indicators intended to allow monitoring of priority activities. In the event of poor performance PMT may seek further reports on actions taken,
Assistant Directors	• The Assistant Directors are accountable for securing the delivery of the outcomes set out within the Sustainable Community Strategy (SCS). They are also responsible for monitoring and reporting on the progress that has been made against the outcomes in the SCS.
Senior Management Team meeting	• The Forum's role is for sharing information and agreeing actions on a range of corporate management matters, including governance, risk and performance. This meeting comprises all the Heads of Teams, CMT and Assistant Directors.
Head of Team	The Head of Team's role is as follows: • Manage the delivery of activities within their remit, in accordance with agreed budget and service priorities. Take full account of all aspects of risk in doing so. Take action to correct underperformance. • Setting of annual, quarterly or monthly performance targets and ensuring that they are entered into Covalent, • Adding explanations to Covalent for significant variations for actual performance when compared to target, • Liaise with relevant Portfolio Holder and make them aware of significant performance issues, • Creating an annual business plan that sets out the key actions for the division for the coming year which highlights the links between the individual actions and the SCS outcomes, • Inputting all Business Plan actions with appropriate milestones, related links with performance indicators and risks into Covalent, • Updating progress against Change Plan and Portfolio Plan actions, • Maintaining data quality for all areas of their service by ensuring that the key data quality principles are applied.

Who does it	What they do
	(Click here to view the Data Quality Policy)

Single list of central government data requirements from local government March 2012 (extract - including only those returns from the City Council)		New	Rev.	Ref
Central government departments	Dept.			
House Building Return (P2a)	DCLG			002-00
Housing Flows Reconciliation Form (HFR)	DCLG			003-00
Housing Strategy Statistical Appendix (HSSA)	DCLG		Y	004-00
HRA Business Plan Statistical Appendix (BPSA)	DCLG		Y	005-00
CORE (Continuous Recording) of lettings by local authorities	DCLG			065-00
Mortgage Rescue Scheme return	DCLG			007-00
Housing Monitoring (P1B)	DCLG		Y	008-00
Local Authority activity under the homelessness provisions of the 1996 Housing Act (P1E)	DCLG			009-00
Rough sleepers - Local Authority Form	DCLG			010-00
Count of gypsy and traveller caravans	DCLG			013-00
HRA Subsidy Claim form - advance final (FINAL COLLECTION IN 2012/13)	DCLG			016-00
HRA Subsidy Claim form - auditor final (FINAL COLLECTION IN 2012/13)	DCLG			017-00
Housing Capital Receipts pooling - LOGASNet collection	DCLG			167-00
Housing Capital Receipts pooling - signed paper return	DCLG			168-00
Annual Green Belt (AGB1) return	DCLG			020-00
PSF General Development Control statistical returns	DCLG			021-00
CPS1/2 General Development Control statistical returns	DCLG			022-00
County Matters Planning Fees statistical returns (FEE 2)	DCLG			184-00
Revenue Summary (RS)	DCLG			026-00
Revenue Grants (RG)	DCLG			027-00
Revenue Outturn (RO)	DCLG			028-00
Trading Services Return (TSR)	DCLG			029-00
Subjective Analysis Return (SAR)	DCLG			030-00
Business Improvement Districts Outturn (BIDO)	DCLG		Y	031-00
Revenue Account budget (RA)	DCLG			032-00
Revenue Account Specific and Special Grants (SG)	DCLG			033-00
Business Improvement Districts (BID) Revenue Account	DCLG		Y	034-00
Capital Outturn Return (COR) 1/2	DCLG			035-00
Capital Outturn Return (COR) 3	DCLG			036-00
Capital Outturn Return (COR) 4	DCLG			037-00
Capital Outturn Return (COR) 5: supplementary return	DCLG			038-00
Capital Forecast Return (CFR)	DCLG			039-00
Capital Estimates Return (CER)	DCLG			040-00
Capital Payments and Receipts (CPR1 to CPR 4)	DCLG			041-00
DCLG			Y	042-00
Quarterly Return of Council Taxes and Non-domestic rates (QRC1 to QRC3)	DCLG			043-00
Quarterly Return of Council Taxes and Non-domestic rates (QRC4)	DCLG			166-00
Quarterly Revenue Outturn (QRO)	DCLG			044-00
Council Tax Base (CTB)	DCLG			045-00
National Non-domestic Rates Return (NNDR) 1	DCLG			046-00
National Non-domestic Rates Return (NNDR) 2: downward calculation	DCLG			047-00
National Non-domestic Rates Return (NNDR) 3	DCLG			048-00
Monthly Borrowing and Lending Inquiry	DCLG			051-00
Quarterly Borrowing and Lending Inquiry	DCLG			052-00

Single list of central government data requirements from local government March 2012 (extract only)	New	Rev.	Ref
Central government departments	Dept.		
Public Contracts Regulations 2006	DCLG			213-00
Quarterly Return of Wages and Salaries (QRW)	DCLG		Y	053-00
Emissions from local authority own estate and operations (former NI 185)	DECC			067-00
Animal Welfare: during transport	DEFRA			069-00
Animal Movement Licensing System (AMLS)	DEFRA			070-00
Animal Health & Welfare Management and Enforcement System (AMES)	DEFRA			071-00
Return of expenditure incurred and prosecutions undertaken under the Animal Health Act 1981 and incidences of disease in imported animals	DEFRA			073-00
Local Pollution Control Statistical Survey (LPCSS)	DEFRA		Y	075-00
Incidents under the Environmental Damage Regulations 2009	DEFRA			078-00
Fly-tipping incidents (Flycapture)	DEFRA		Y	079-00
WasteDataFlow - LA waste management statistics	DEFRA		Y	082-00
Local Authority Private Water Supplies Data submission	DEFRA			083-00
Civil Parking Enforcement Survey	DfT		Y	128-00
Single Housing Benefit Extract (SHBE)	DWP			146-00
Housing Benefits Recoveries and Fraud Return (HBRF)	DWP		Y	147-00
Returns on outcome of DWP data-matching referrals on HB & CTB claims	DWP			148-00
Returns on individual HB & CTB related prosecutions and sanctions	DWP			149-00
Housing Benefit (HB) & Council Tax Benefit (CTB) subsidy estimates and claims	DWP			150-00
Discretionary Housing Payment (DHP) estimates and claims	DWP			151-00
Whole of Government Accounts (WGA)	HMT DCLG			183-00
Alcohol and Late Night Refreshment Licensing	HO		Y	163-00
Central government's arm's length bodies	ALB			
National Fraud Initiative (NFI)	DCLG/AC			170-00
Fraud and Corruption Survey	DCLG/AC			242-00
Gambling Licensing Authority Returns	DCMS/GC			207-00
Developments in flood risk areas	DEFRA/EA			243-00
Flood risk management capacity	DEFRA/EA	Y	Y	244-00
Strategic Overview of Flood and Coastal Erosion risk	DEFRA/EA	Y	Y	245-00
Reporting on EU Flood Risk Regulations	DEFRA/EA			246-00
Food Hygiene (LAEMS)	FSA			190-00
Food Standards (LAEMS)	FSA			191-00
Imported Food (LAEMS)	FSA			192-00
Central Lists of Feed Business Establishments	FSA			193-00
Approved Food Premises	FSA			194-00
Food Hygiene Rating Scheme (FHRS)	FSA			197-00
Electoral Statistics	ONS			215-00
Quarterly Public Sector Employment Survey - local authority data collection	ONS			054-00
Other public bodies NOT part of the Single Data List (x)	Other (x)			
Performance Standards for Electoral Registration Officers	EC			227-00
Electoral Registration supporting data	EC			249-00
Performance Standards for Returning Officers	EC			228-00
Return of statistical information relating to conduct of elections	EC			232-00

Single list of central government data requirements from local government March 2012 (extract only)		New	Rev.	Ref
Statement of results	EC			250-00
Statement of Postal Ballot Papers	EC			229-00
Annual Financial Information return	EC			230-00
Electoral administration plans	EC			231-00

(x) Collections by the Electoral Commission are included here for completeness. The Commission is a body entirely independent from Government, and these returns are not subject to the normal arrangements for the single data list.

New = Planned new or extended data collection for 2012/13.

Rev. = Existing data collection which is being reviewed, has been reviewed or proposed for deletion.

Ref = Unique reference number for the collection, corresponding to the relevant entry in the detailed list.

Dept.	Central government departments
DCLG	Department for Communities and Local Government
DECC	Department of Energy and Climate Change
DEFRA	Department for Environment, Food and Rural Affairs
DfE	Department for Education
DfT	Department for Transport
DH	Department of Health
DWP	Department for Work and Pensions
HMT(DCLG)	HM Treasury (via DCLG)
HO	Home Office
ALB	**Central government's arm's length bodies**
BIS/NMO	Department for Business, Innovation and Skills - National Measurement Office
BIS/OS	Department for Business, Innovation and Skills - Ordnance Survey
BIS/SFA	Department for Business, Innovation and Skills - Skills Funding Agency
DCLG/AC	Department for Communities and Local Government - Audit Commission
DCLG/HCA	Department for Communities and Local Government - Homes & Communities Agency
DCLG/TSA	Department for Communities and Local Government - Tenant Services Authority
DCMS/GC	Department for Culture, Media and Sport - Gambling Commission
DEFRA/EA	Department for Environment, Food and Rural Affairs - Environment Agency
DfE/GTC	Department for Education - General Teaching Council
DfE/Ofsted	Department for Education - Office for Standards in Education, Children's Services and Skills
DfE/PfS	Department for Education - Partnerships for Schools
DfE/YPLA	Department for Education - Young Persons' Learning Academy
DfT/TC	Department for Transport - Traffic Commissioners
DfT/ORR	Department for Transport - Office of Rail Regulation
DH/HPA	Department of Health - Health Protection Agency
DH/HSCIC	Department of Health - The Health and Social Care Information Centre
DWP/HSE	Department for Work and Pensions - Health and Safety Executive
HMRC/VOA	HM Revenue & Customs - Valuation Office Agency
MoJ/YJB	Ministry of Justice - Youth Justice Board
Other	**Other independent public bodies**
FSA	Food Standards Agency
ONS	Office for National Statistics
Other x	**Other public bodies NOT part of the Single Data List (x)**
EC	Electoral Commission

(x) Collections by the Electoral Commission are included here for completeness. The Commission is a body entirely independent from Government, and these returns are not subject to the normal arrangements for the single data list.

Note:

The full Single Data List is a list of all data returns that central government requires from local government.
The above table includes only those returns required of the City Council. .
The list does not cover:
- Data returns which local authorities complete voluntarily;
- Data which local authorities may be required to provide in the course of applying for, or as a condition of receiving or participating in, a specific grant, project or programme;
- Returns not directly relating to their role as local authorities – for example because they are employers;
- Ad hoc requests for information; and
- Data that councils are required to publish locally to facilitate local accountability but which are not required to be submitted to central government – for example data provided under the Local Government Transparency Code of Recommended Practice.

Department for Communities and Local Government
March 2012

Current Corporate Key Performance Indicators

PMT Monthly Indicators

Active Communities
Average re-let time for Older Persons properties (days)
Average re-let time for Older Persons properties – CUMULATIVE (days)
Rent & charges lost through vacant dwellings (percentage)
CBL - Total Number on the Housing Waiting List (WCC Applicants)
CBL - Number of New Registrations (WCC Applicants)
CBL - Properties advertised sub-regionally (per month)
CBL - Properties advertised by WCC area (per month)

Economic Prosperity
DWP Unemployed Claimant Count – Winchester District
DWP Unemployed Claimant Percentage – Winchester District

High Quality Environment
Processing of planning applications: Major applications within 13 wks
Processing of planning applications: Minor applications within 8 wks
Processing of planning applications: Other applications within 8 wks
Average Daily Tickets Sold - Cars Parked in Park and Ride
% of Household Waste Recycled
% of Household Waste Composted

Efficient & Effective Council
Working Days Lost Due to Sickness Absence (Average per employee)
Quality assessments - percentage of assessments rated good or excellent
Customer Satisfaction - percentage of calls sampled rated as satisfactory or highly satisfactory
Percentage of telephone calls answered within 45 seconds
Cumulative number of Customer Complaints recorded on corporate complaints system year to date.
% of Council Tax collected (cumulative)
% of Non-domestic Rates Collected (cumulative)
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (days)
Number of website visits (cumulative)
Number of Absolute Unique Visitors to the website
Winchester Facebook Likes (Cumulative)
Number of Twitter followers
Voids as a percentage of properties to let

2012/13 Proposed Performance Monitoring Cycle

CHANGE PLANS

- One combined monitoring report, twice a year,

- To include an update on all actions included in Change Plans,

- Report to be presented to Performance Management Team first, then Cabinet, then The Overview and Scrutiny Committee,

- Reported to the July and November cycles of committee meetings.

Proposed dates:

July cycle
PMT   19 June 2012
Cabinet   4 July 2012
Overview & Scrutiny   9 July 2012

November cycle
PMT   16 October 2012
Cabinet   14 November 2012
Overview & Scrutiny   19 November 2012

DASHBOARD of KEY PERFORMANCE INDICATORS

- Dashboard to include key performance indicators and are agreed by Cabinet (draft set included in Appendix 7),

- Smaller set than currently reported to Performance Management Team,

- Reported to the same meetings as the Change Plan monitoring report,

- Report to be presented to PMT first, then Cabinet, then The Overview and Scrutiny Committee

PORTFOLIO PLANS

- Portfolio Plan monitoring reports to be made available to all Members at the end of June and October.

- Reports accessed from an area of the Intranet

- Similar format to that of the Change Plan monitoring reports

Draft List of Monthly Key Performance Indicators

Active Communities

- Average wait time - Band 3 (months)   1 Bedroom House/Flat

    2 Bedroom House/Flat

    3 Bedroom House/Flat

- Total number on the Housing Waiting List (Bands 1 & 2) WCC area only

- CBL: Number of properties allocated (WCC area only)

- Average length of stay living in temporary accommodation

- River Park Leisure Centre – throughput

- Meadowside Leisure Centre – throughput

High Quality Environment

- Number of missed bins collections per 10,000 collections of household waste

- Percentage of household waste recycled

- Percentage of household waste composted

- Number of instances of reported fly-tipping

- Number of instances of graffiti dealt with

- Street cleanliness (currently being checked as to the availability of data)

- Average time taken to resolve/close planning enforcement cases

An Efficient and Effective Council

- Percentage of undisputed invoices paid within 15 & 30 days

- Working days lost due to sickness absence

- Percentage of calls to Customer Service Centre rated as satisfactory or highly satisfactory

- Processing of planning applications: Major Applications % within 13 weeks

    Minor Applications % within 8 weeks

- Average number of days taken to determine householder planning applications

- Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

- Number of customer complaints recorded on corporate complaints system

Economic Prosperity

- Number of new and ceased businesses in the District per month.

- Unemployment claimant count of 18-24 year olds as a percentage of working age population.

- Winchester City Centre footfall.