THE OVERVIEW & SCRUTINY COMMITTEE

18 MARCH 2013

PERFORMANCE MONITORING - ONLINE PERFORMANCE INDICATORS & CHANGES TO MONITORING CYCLES

REPORT OF HEAD OF POLICY

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RECENT REFERENCES:

OS44   Local & National Performance Indicators and their value to the Council Informal Scrutiny Group, 18 June 2012

EXECUTIVE SUMMARY:

This report updates Members on work that has been undertaken to improve the Council's performance monitoring system over the past few months.

A key driver for this has been the Government's Open Data Agenda which encourages councils to improve their transparency to residents by providing information about the Council in a more accessible format. The focus of this work has been on providing performance indicator information on the website in a clear and easy to understand format, linking in with a review of how performance information is provided to Members both formally and informally.

Appendix 1 lists the proposed key performance indicators put forward by Heads of Service, which will be monitored throughout the year and have details available on the website.

Appendix 2 shows a screen shot of how the key performance indicators will be displayed on the Council's website, along with further details of how this information complies with the Open Data Agenda.

RECOMMENDATIONS:

1. That the Committee notes the changes to the performance monitoring cycle for 2013/14 and raises with the Leader any concerns it has over these arrangements,

2. That the Committee notes the proposed performance indicators that are to be included on the Council's website and with Portfolio Plans,

3. That the Committee considers whether there are any additional performance indicators that should be added to the set of Key Performance Indicators shown in Appendix 1 and monitored during 2013/14.

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REPORT OF HEAD OF POLICY

1   Introduction

1.1   As part of Government's Open Data Agenda which seeks to improve councils' transparency, there is a call for Local Authorities to make information more readily available to the public. The Council already publishes a range of information on its website according to guidance provided by DCLG in the form of *The Code of Recommended Practice for Local Authorities on Data Transparency*. This Code has recently been subject to a consultation as to whether it should become statutory and the results of this are awaited.

1.2   One of data topics that the Code recommends councils publish in an accessible format is performance data. This was prioritised as an area for development as improved information in this area can benefit Members in their scrutiny function as well as improving the transparency of the Council for members of the public. Performance indicators can currently be found on the website, however these will be in monitoring reports sent to formal Committees and are not necessarily easy to find for a resident interested in how the Council is performing.

1.3   The Council's key performance indicators therefore have been reviewed and updated to ensure they reflect the Council's priorities in 2013/14, as well as monitoring the ongoing performance of key services. The Committee is asked to consider these indicators as part of its role in holding Portfolio Holders to account and monitoring the performance of the Council.

1.4   As the Council moves forward by making more performance information available on its website, this gives rise to an opportunity to review the performance information that is reported to The Overview and Scrutiny Committee and Cabinet

2   Proposed Key Performance Indicators – Appendix 1

2.1   The indicators listed in Appendix 1 have been put forward by Heads of Service and agreed in consultation with the relevant Portfolio Holders. The majority of these indicators were suggested in the report OS44 by the Performance Indicator Informal Scrutiny Group (ISG).

2.2   Heads of Service already update Covalent (the Council's performance management system) with the relevant performance data and accompanying

comments, in order to track progress against Portfolio Plans. There is no additional work required of them, although Heads of Service must recognise the importance of updating the data on time in Covalent to ensure the content online is also up-to-date. The frequency of update for the indicators is either monthly, quarterly or annually depending on how often the data is collected. As soon as the information is available it will be copied over from Covalent to the web by the Corporate Business Manager.

3   Performance Data Online – Appendix 2

3.1   The key performance indictors will fall under the heading *Performance Measures* in the *Data* section of the Council's website, and will go live on the web for early April. As seen in Appendix 2 the aim is to provide informative performance information that is clear, well presented, and set in context of the Council's relevant priorities, service targets and national standards. The importance of having a consistent and clear format was recognised by the Performance Indicator ISG to ensure the data is easy to understand for all audiences. Each indicator is also assigned to the responsible Portfolio Holder.

3.2   These web pages will allow members to access quantitative performance information throughout the year. In order to achieve a balance as recommended by last year's Performance Indicator ISG, qualitative performance feedback, for example through customer satisfaction surveys as they occur, will also be linked to the relevant performance indicators. This provides a 'self service portal' that enables Members to monitor performance throughout the year, and raise any concerns with Heads of Service in the first instance, escalating to Portfolio Holder, or to the attention of The Overview and Scrutiny Committee if necessary.

3.3   These web pages on performance data will essentially replicate what information is on Covalent, as Members will also be able to access Changes Plans and relate indicators back to the Council's planned progress. Nonetheless, as recommended by the Performance Indicator ISG, there will be an opportunity for some Members to have access and training on Covalent in the new financial year.

3.4   Within the Open Data Agenda, there are other data categories besides performance that the Council is recommended to publish, such as key financial information, senior employee salaries, councillor allowances & expenses. If the Code on transparency does become statutory, the Council will need to improve these areas and could replicate the performance layout in Appendix 2 to make key information easier to find and clearly presented.

3.5   Further to providing data on the website relating to performance indicators it is the intention to also publish quarterly monitoring reports showing the progress against the actions in the Change Plans on the web. The availability of these reports will allow the public and Members to monitor the progress against the priorities set out in the Change Plans.

4   Performance Monitoring Cycle

4.1   The final report of the Performance Indicator ISG included the WCC
         Performance Management Guide which set out the performance monitoring
         arrangements for the Council.

4.2   Previous Change Plan monitoring reports were lengthy in part due to the
         number of actions included in Change Plans and the amount of detail included
         in the reports. As part of the drive to reduce the length and number of
         committee reports consideration has been given to alternative ways of
         presenting performance monitoring information. By opening up our data and
         making available on the website to the public, the information is also available
         to Members to view and use.

4.3   At the Committee's meeting on 23 January 2013 while considering the
         Change Plans for 2013/14, Members requested that where possible,
         improvements be made to the presentation of performance information in
         Portfolio Plans related to the progress of projects, to allow the Committee to
         measure success over time.

4.4   Members will be able to view the progress against the projects included in
         Portfolio Plans either via quarterly update reports available on the Intranet or
         directly in Covalent. Progress will be able to be monitored via the milestones
         against each project. The monitoring of the success of the project will be
         possible via related performance indicators and these will be available to view
         either on the website or directly in Covalent.

4.5   As previously explained in the report, from April 2013 monitoring information
         for key performance measures will be available on the WCC website. This will
         enable the public and Members to access performance information. This
         online information will compliment the information included in each of the
         performance monitoring reports that are presented to the Committee as per
         the cycle explained in the next paragraph. The first monitoring report to be
         presented in September will include details of exceptions only. The full range
         of performance monitoring information will be available from the website.

4.6   Proposed Changes to 2013/14 Performance Monitoring Cycle:

         CHANGE PLANS
         • Two reports a year to The Overview and Scrutiny Committee,
         • Exceptions report to the Committee in September,
         • Complete outturn report to the Committee in April,
         • Report to be presented to Performance Management Team first, then
           The Overview and Scrutiny Committee,
         • Quarterly progress reports available on the Intranet,
         • Monitoring of actions included in the Change Plans available on
           Covalent.

Proposed Dates:

September 2013 cycle:
Performance Management Team   17 September 2013
The Overview & Scrutiny Committee   23 September 2013

May 2014 cycle:
Performance Management Team   22 April 2014
The Overview & Scrutiny Committee   19 May 2014

PORTFOLIO PLANS

- Monitoring reports available quarterly on the Intranet,

- Monitoring of actions included in the Portfolio Plans available on Covalent.

PERFORMANCE MEASURES

- Progress against performance indicators available on Covalent and the website,

- Quarterly update reports available on the Intranet,

- Reported to Committee twice a year.

OTHER CONSIDERATIONS:

5   SUSTAINABLE COMMUNITY STRATEGY AND CHANGE PLANS (RELEVANCE TO):

5.1   The monitoring of progress against actions in Change Plans and Portfolio Plans, along with performance indicators, is critical to the good governance and management of the services provided by the Council.

6   RESOURCE IMPLICATIONS:

6.1   There are no direct additional resource implications arising from this report.

7   RISK MANAGEMENT ISSUES

7.1   Scrutiny of the progress against Change Plans and Portfolio Plans forms part of the wider corporate approach to risk management, by enabling Members to identify and explore areas where performance is below acceptable levels or difficulties which are preventing progress in delivering important projects. The Council's project management process requires a full risk assessment, providing further controls over risks associated with Change Plan activities.

BACKGROUND DOCUMENTS:

The Code of Recommended Practice for Local Authorities on Data Transparency, 2011, Department Communities Local Government.

APPENDICES:

Appendix 1   List of Proposed Key Performance Indicators.

Appendix 2   Screen shot of Performance Indicators presented on the website.

Key Performance Indicators

Communities, Culture & Sport

Tackling Anti-Social Behaviour
Tackling Violence – Assault with injury
Total number of visitors to Museums in person
Total number of Museum volunteers (1/2 days)
Exercise Referrals in deprived areas (%)
Passport to Leisure users from deprived areas (%)
Throughput of attendances across the District's Health Walks scheme

Corporate Services

Number of customer complaints recorded on corporate complaints system
Calls to customer service centre rated as satisfactory or highly satisfactory (%)
Return of annual electoral canvass forms (%)
Council owned property currently unoccupied (%)
Average number of working days lost due to sickness absence
Staff turnover rate (%)

Economic Development & Tourism

Number of unemployed claimants (18-24) as a % of working population
Footfall on the lower high street
Number of new start-up businesses
Total number of VAT registered businesses
Total number of customers who visit the Tourist Information Centre

Environment

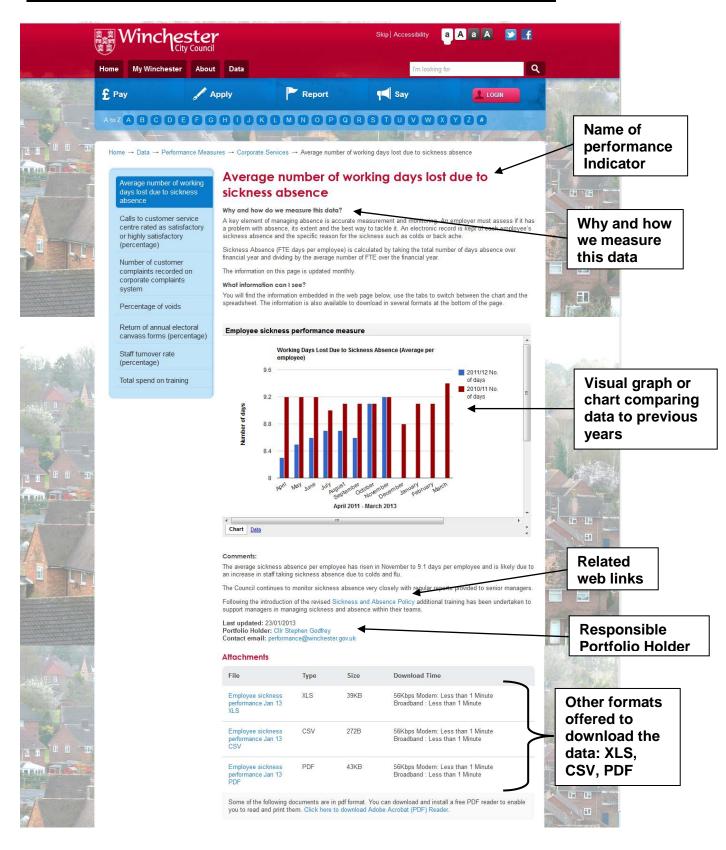| |
|---|
| Household waste composted (%) |
| Household waste recycled (%) |
| Completed conservation consultations within 2 weeks (%) |
| Fly tip enforcement |

Housing*

Demonstrating a 5-year supply of available housing land
Meeting the programme for producing documents within the Local Development Framework
Number of dwellings completed each year

Planning & Transport

Major planning applications decided within 13 weeks (%)
Minor planning applications decided within 8 weeks (%)
Other planning applications decided within 8 weeks (%)
All planning applications decided within 26 weeks (%)
Major planning applications approval/permission rate
Minor planning applications approval/permission rate
Other planning applications approval/permission rate
Planning appeals allowed (%)
Park & Ride: The average number of daily tickets sold for car parks
Parking adjudications decided in the council's favour (%)

The Council's Housing Team already monitors and publishes more detailed performance data, specifically related to Council housing and tenants, through Housemark Benchmarking. Therefore there will be a link in this section to the Housing web pages.

Performance Indicators Displayed on the Council's Website

<u>Further Comments:</u>

- The 'why and how we measure this data?' is put together by the relevant Head of Service to explain why this performance measure is important and how we calculate the data. This is to maximise understanding and avoid misinterpretation of the data.

- Where appropriate performance indicators will also have service targets so that Members and the public can see if service levels are falling short or excelling above performance standards.

- The 'Comments' section will be updated regularly alongside the data. This is where the Head of Service explains the current trend shown by the data and exemplifies how the service is improving or maintaining current performance levels.

- One element of the Open Data Agenda aims for the data to be reusable in other web and mobile phone applications. By providing the data in XLS, CSV, and PDF downloads the Council meets the three star rating *** as outlined by the *Code of Recommended Practise for Local Authorities on Open Transparency*.

- Some of the performance indicators will not have historic data available because they are new and data collection will only start in April 2013.

- The next stage will be to gather comparative data for the indicators likely to be used by other Local Authorities. This will allow elected Members and the public to see how Winchester City Council is performing in relation to neighbouring and/or similar District Councils.