

THE OVERVIEW AND SCRUTINY COMMITTEE

17 FEBRUARY 2014

PERFORMANCE MANAGEMENT FRAMEWORK

REPORT OF HEAD OF POLICY

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REFERENCES:

[OS44](#) – Local and National Performance Indicators and their Value to the Council
Informal Scrutiny Group – 18 June 2012

[OS64](#) - Performance Monitoring – Online Performance Indicators and Changes to
Monitoring Cycles - 18 March 2013.

[CAB2512](#) – Outcome of the Council's Corporate Peer Challenge – 11 September
2013

[CL90](#) – Adoption of Revised Winchester District Community Strategy 2010-2020 –
Approval of Portfolio Plans 2014/15 – 8 January 2014

EXECUTIVE SUMMARY:

This report presents the updated Performance Management Framework for the Council following the recent adoption of the Community Strategy and Portfolio Plans 2014/15.

The Framework includes proposed arrangements for the monitoring of progress against the priority outcomes included in the Community Strategy and the projects included in the Portfolio Plans.

The report also includes a suite of performance indicators that will be used to measure the progress the Council is making in achieving the four outcomes Active Communities, Economic Prosperity, High Quality Environment and Efficient and Effective Council together with a reporting timetable.

RECOMMENDATIONS:

1. That the Committee notes the performance monitoring and reporting arrangements as set out in the Performance Management Framework in

Appendix 1.

2. That the Committee notes the proposed performance indicators that are to be used to measure the progress the Council is making in achieving the outcomes included in the Community Strategy.
3. That the Committee considers whether there are any additional performance indicators that should be added to the set of performance indicators shown in Appendix 2 and monitored and reported during the year.

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REPORT OF HEAD OF POLICY

1 Introduction

- 1.1 This report provides details of the proposed arrangements for the Council to monitor and report the progress made against the priority outcomes included in the recently adopted and refreshed Community Strategy (Report CL90 refers).
- 1.2 Also approved at that meeting was a Portfolio Plan for each Portfolio Holder which set out a range of projects and programmes that will deliver the Community Strategy.
- 1.3 Arising from the recent Corporate Peer Challenge it was suggested that an area for consideration for the Council was to build on the programme and project management approach and capacity to monitor and challenge progress of change. Performance management must be SMART and outcome focussed.
- 1.4 A performance management framework is necessary for the Council to follow ensuring that good governance is maintained and progress is monitored.
- 1.5 The report also includes an update on the proposed performance indicators that will provide evidence as to the progress the Council is making in achieving the four priority outcomes included in the Community Strategy.

2. Performance Management Framework

- 2.1 Attached as Appendix 1 is the draft Performance Management Framework which sets out the arrangements for the Council for the monitoring and reporting of progress against the four priority outcomes included in the Community Strategy and the objectives included in Portfolio Plans.
- 2.2 The purpose of the Framework is to simplify the corporate planning process and give clarity for staff and members on the progress being achieved along with a timetable for the reporting of performance information.
- 2.3 The timetable for the reporting of performance monitoring information is broadly similar to that of the current year with the exception that Portfolio Plans have replaced Change Plans. Also included in the timetable is schedule for the budget cycle.

3. Performance Indicators

- 3.1 Included in Appendix 2 are the proposed performance indicators that will be monitored and reported to provide the evidence that the Council is achieving its four priority outcomes but also the underlying objectives.
- 3.2 There are numerous potential performance indicators that are available to the Council and it has been necessary to choose those that reflect matters that are important to the Winchester District. It is also important to include performance indicators that are manageable in terms of the total number and where data is available at District level. Furthermore having performance indicators where data is available for other areas and authorities will enable comparison and benchmarking with data for Winchester.
- 3.3 These performance indicators have been selected so as to provide an approximate measure and overview on the progress achieved against the four priority outcomes included in the Community Strategy.
- 3.4 For the most part data is only available for the performance indicators on an annual basis and for this reason updates will be reported at the same time as outturn information to The Overview and Scrutiny Committee in July and included in an Annual Performance Statement that will also be uploaded onto the Council's website.
- 3.5 Data for other local authorities is available for a number of these performance indicators and will be reported alongside the data for Winchester.
- 3.6 Following approval of the set of performance indicators in Appendix 2, base line data will be established which will enable the setting of targets for future years that will be agreed with the relevant portfolio holder and published on the website as part of the Government's Open Data and Transparency agenda.
- 3.7 Regular reviews of the performance indicators will be undertaken to ensure that they remain relevant to the Council's priority outcomes and objectives.

OTHER CONSIDERATIONS:

4. COMMUNITY STRATEGY AND PORTFOLIO PLANS (RELEVANCE TO)

- 4.1 The monitoring of progress against actions in Portfolio Plans is critical to the good governance and management of the services provided by the Council. 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 priority outcomes included in the Community Strategy.

5. RESOURCE IMPLICATIONS

5.1 There are no additional resource implications arising from this report.

6. RISK MANAGEMENT ISSUES

6.1 Scrutiny of the progress against the outcomes included in the Community Strategy and the actions in 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 priorities. The Council's project management system requires a full risk assessment at commencement of each major project, providing further controls over risks associated with Portfolio Plan activities.

BACKGROUND DOCUMENTS

Files held by the Policy Team.

APPENDICES

Appendix 1 Performance Management Framework.

Appendix 2 Proposed Performance Indicators

Winchester City Council Performance Management Framework

Introduction

This document sets out the Council's arrangements for the monitoring and reporting of progress against the priority outcomes included in the Community Strategy and the objectives included in Portfolio Plans that were both adopted by Council in January 2014.

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 and efficient management and working practice in every area of the Council. To support this there are formal processes 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.

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.

The approach to good performance management 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.

Good planning is an essential element of comprehensive 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 delivering quality services.

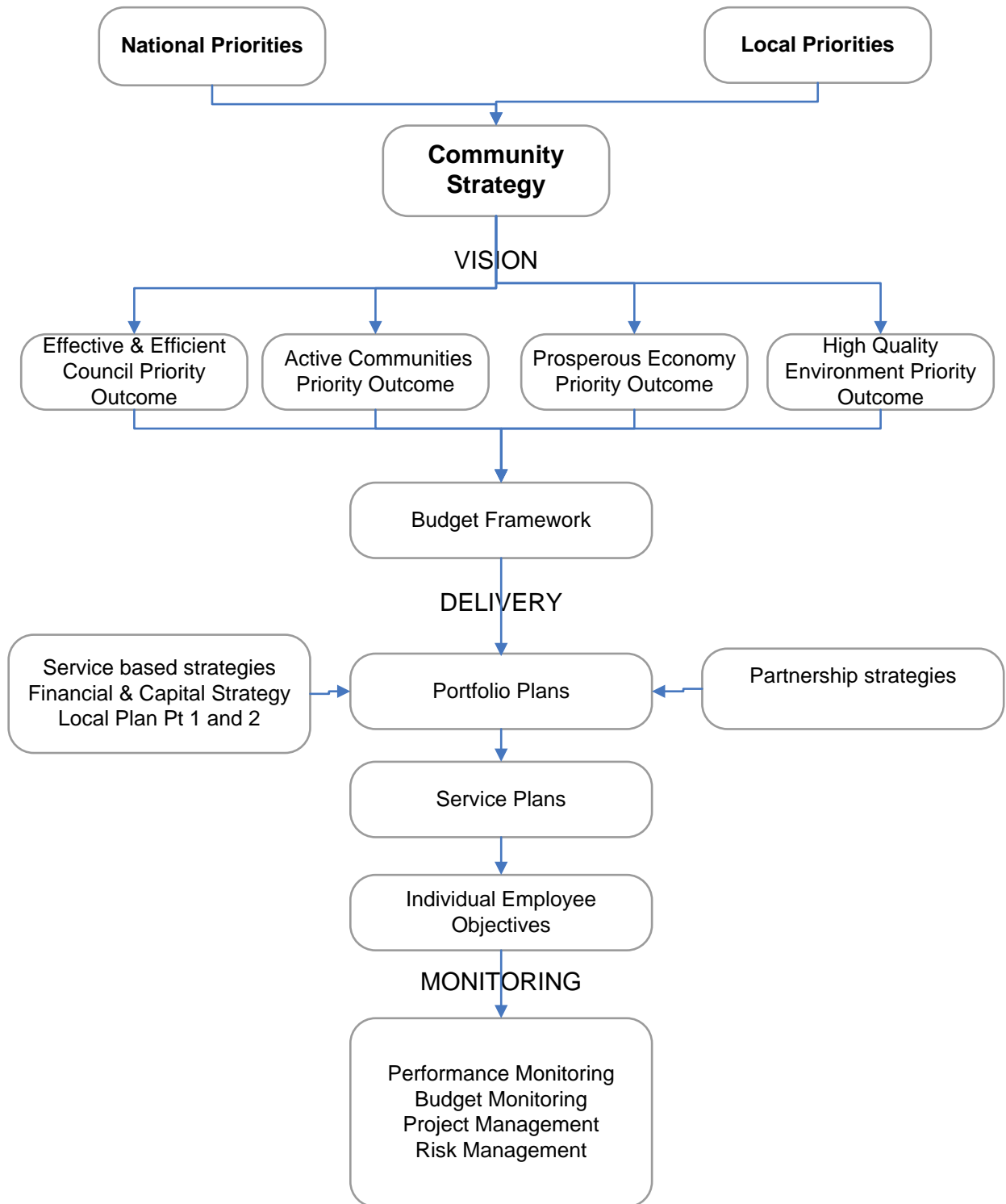
"Golden Thread"

The "Golden Thread" is the name given to the joining up of the key strategies and policies that the Council has and is led by:-

- **Community Strategy** – This is 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. It also seeks to identify the issues we want to address to help make this vision a reality – barriers, threats and opportunities alike.

- **Portfolio Plans** – are the delivery plans for the Winchester District Community Strategy and there is one Plan for each Portfolio Holder. They capture the major programmes and projects important for making a positive improvement in the District, and so help realise the four outcomes included in the Community Strategy.
- **Service/Team Plans** – add detail to the actions identified in Portfolio Plans at team level. Also included are significant actions and projects for each team that are not included in portfolio plans. Not all teams will have a service plan, in particular where all the relevant significant actions are included in Portfolio Plans.
- **Individual Employee Objectives** –agreed at the time of staff annual appraisals, these translate the team’s actions into objectives for individual staff members who are then responsible for the delivery.

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



Measuring Performance

To ensure that the Council is delivering its priorities, performance against agreed indicators is regularly monitored, reviewed and reported as per the following performance cycle that also link to the budget and business planning cycle.

Managing Risk

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.

Reports that give an update on the progress of treating or mitigating the risks that are included on the Council's Corporate Risk register are regularly presented to the Council's Audit Committee.

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:

- **Accuracy:** data should be sufficiently accurate for their intended purposes,
- **Validity:** data should be recorded and used in compliance with relevant requirements and definitions to ensure consistency between periods and with other organisations,
- **Reliability:** data collection processes should be stable and consistent across collection points and over time,
- **Timeliness:** data should be captured as quickly as possible after the event or activity and must be available within a reasonable time period,
- **Relevance:** data captured should be relevant to the purpose for which they are used,
- **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](#) which describes the Council's strategy for managing and improving the data used to support decision making and performance management.

Budget and Performance Timetable

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Approval of Portfolio Plans - Council									Review of corporate priorities - Cabinet		
Consultation summary for GF revenue budget – O&S, Cabinet									Scrutiny of Cabinet preliminary view of budget – O&S		
	Budget & Council Tax approved - Council				Revenue & Capital Outturn – Cabinet, O&S			Financial Strategy & Capital Strategy – Cabinet	Budget considerations - Cabinet		
	Staff Annual Appraisals								Mid Year Staff Appraisals		
Quarterly Portfolio Plan monitoring			Quarterly Portfolio Plan monitoring			Quarterly Portfolio Plan monitoring			Quarterly Portfolio Plan monitoring		
						Performance Outturn – O&S			Performance Mid Year Report – O&S		
		Risk Management Policy update – Audit Committee									

Proposed Performance Reporting Timetable

What	Who To	Why
Monthly		
Corporate Performance Monitoring Dashboard	Performance Management Team	To review progress against corporate standards and performance indicators.
Revenue, Capital, Treasury Management & HRA monitoring report	Performance Management Team Leaders Board	To assess the Council's financial position and identify areas of concern
Corporate Projects Monitoring Report	Performance Management Team Leaders Board	To review progress against the Council's major projects and identify areas of concern.
Performance Data and Open Data	WCC Website	Published performance data as part of Governments open data and transparency agenda.
Quarterly		
Personnel monitoring information report	Personnel Committee	To identify and address any workforce or organisational issues.
Portfolio Plan monitoring reports	Portfolio Holders	To review the progress against the projects included in the Portfolio Plans.
Annual Governance Statement and Corporate Risk Register monitoring report	Audit Committee	To assess the Council 's progress to mitigate identified corporate risks and governance issues.
Internal Audit progress reports	Audit Committee	To assess the effectiveness of the controls in place across the Council and to ensure corrective actions are being implemented.
Annually		
Portfolio Plan outturn report	The Overview and Scrutiny Committee	To review the progress against the projects included in the Portfolio Plans.
Staff appraisals – followed by a mid-year review	All staff	To review staff progress and identify future objectives and training needs.
Annual Performance Statement	The Overview and Scrutiny Committee WCC Website	To review progress against agreed performance indicators.

Draft List of Performance Indicators

Active Communities

- Number of new affordable homes completed
- Households living in temporary accommodation
- Adult participation in sport and active recreation
- Crime – violence against the person – with injury
- Food Safety – Percentage of food establishments that are broadly compliant with food hygiene

High Quality Environment

- Percentage annual change in CO₂ emissions for the Council
- Percentage of household waste recycled and composted
- O₂ emissions for the District - Total per capita
- Number of Buildings at Risk
- Percentage usage of Park & Ride
- Number of Community Plans (Parish Plans, VDS) in place or at preparation stage

Prosperous Economy

- Number and value of grants awarded by the Economic Development Team
- Number of WCC apprentices.
- Unemployment claimant count of 18-24 year olds as a percentage of working age population.
- Percentage pupils achieving 5+ A*-C GCSEs or equivalent including English & Maths GCSEs
- Visitors & Spend & overnight stays

Effective and Efficient Council

- Percentage of undisputed invoices paid within 15 & 30 days
- Working days lost due to sickness absence
- Number of 1team transfers per year
- Percentage of calls to Customer Service Centre rated as satisfactory or highly satisfactory and website feedback
- Percentage of householder planning applications determined within 7 and 9 weeks
- Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
- Percentage collection rate for Council Tax and NNDR