

# Report to Community Overview & Scrutiny Panel

Agenda  
Item:  
**A.6**

Meeting Date: 16 February 2017  
Portfolio: Finance, Governance and Resources  
Key Decision: No  
Within Policy and Budget Framework YES  
Public / Private Public

Title: Performance Monitoring Options  
Report of: Policy and Communications Manager  
Report Number: PC 01/17

## Purpose / Summary:

The purpose of this report is to explore the options for the future presentation of performance information to the Panel.

## Recommendations:

1. The Panel consider a workshop, open to all Scrutiny Members, to look at the detail in the proposals presented in this report

## Tracking

Executive:	N/A
Overview and Scrutiny:	Community Overview & Scrutiny 9/2/17
Council:	N/A

## 1. BACKGROUND

At the last Community Overview & Scrutiny Panel members discussed, in some detail, the usefulness of the performance report in its current format. They considered how the report had previously been presented, what information the Panel wanted in future reports and how it should tie in with the Carlisle Plan. It was suggested that Performance Management be moved into the remit of one Panel who then identified any exceptions which the other Panels should scrutinise or have the Audit Committee perform that role. Members discussed the option and felt that each panel should be responsible for the performance monitoring within their own remits.

It was resolved that officers be asked to prepare options for the future presentation of performance information to Overview and Scrutiny and present these to the next meeting of the Panel.

### Best Practice

Best practice in Overview and Scrutiny (Centre for Public Scrutiny) advocates the following:

- Prioritisation in what comes to Scrutiny (quality rather than quantity)
- Greater involvement in the Council's biggest challenges and priorities
- Greater scrutiny of critical issues
- Be more outcome focussed

### Performance Management

The approach to Performance Management is under review by SMT and the new Business Management & Development Sub-Group. This group will look at the following key areas:

- Reports for members
- Reports for the public
- Reports for management

The initial meeting on Performance Management is arranged for 21 February and the main group will meet monthly. Feedback from this meeting and the Scrutiny Chair's meeting on 9 February will form part of the agenda for the meeting on 21 February.

### Carlisle Plan Key Actions and Projects

The finalisation of the Carlisle Plan actions (Plan on a Page) has completed the corporate planning cycle, which in turn enables a refresh of our performance

reporting. A suggested mapping of the 43 key actions and projects to the current Panels, based on remits, is presented in the Quarter 3 Performance Report (PC02/17).

### Smarter Service Delivery 2 Board (SSD2) and PowerBI tool

Alongside the cycle of corporate planning, work has been progressing on a new approach to management information. The success of the SSD2 programme now means that customer data is automatically linked through to the Microsoft PowerBI (Business Intelligence) tool. In addition, the data for the fiveservice standards has been migrated across to PowerBI. This now enables an exception approach to performance reporting based on agreed thresholds and triggers. Although in its infancy, this approach will grow with the shift of services into the Salesforce Customer Relationship Management System; additional data connectors and data migration. This will build a bigger, more complete picture of demand and fulfilment across all the Council's services. It will also remove the current two tier system of service standards and management information by introducing a consistent set of measures to assess a wider range of customer calls for service.

## **2. PROPOSALS**

**The Panel consider a workshop, open to all Scrutiny Members, to look at the detail in the proposals presented below.**

It is proposed that a simpler, clearer approach to performance information is taken based on the following principles:

1. A clear programme of work is presented to the Panels for consideration so that they can select some items for the Panels' work programmes, to include:
  - a. Carlisle Plan actions
  - b. A schedule of policies and strategies to be introduced or reviewed
  - c. Budgetary Framework
2. Overview & Scrutiny focuses on strategy and policy. Any operational issues are dealt with outside of the meeting by contacting service managers or directors directly.
3. Overview & Scrutiny consider service standards only by exception.

This approach will reduce the quantity of reports being scrutinised and shift the overview to the performance of policies and strategies. There will still be an overview role to fulfil in service standard indicators but only through exception. An exception report will include the interventions made to bring the performance back into line with the accepted standard.

It is also proposed that:

To improve the performance content of reports presented at O&S, report authors will be sent a series of performance questions and key lines of enquiry as soon as the item is added to the work programme. The performance questions will be drafted by Policy and Performance Officers and then reviewed by the Scrutiny Officer and O&S Chair. These questions will be sent to the Portfolio Holder, Senior Manager and lead officer. This approach will ensure that each report contains a clear section on how the item under scrutiny is performing, the context for this performance and the role the Council has played in generating these outputs and outcomes.

### **3. CONSULTATION**

A report on a draft performance framework was reviewed by the Senior Management Team on 31 January 2017 and presented at Management Briefing on 2 February 2017.

### **4. CONCLUSION AND REASONS FOR RECOMMENDATIONS**

In conclusion, the current approach to performance has been in place for over 5 years, since the introduction of the selected Service Standards and the Carlisle Plan. The proposals will focus the performance conversation on policy and strategy. It will broaden the set of standards and filter the reporting based on agreed exceptions.

### **5. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES**

The new approach to Overview & Scrutiny is designed to enable a greater role for members in the policy development through performance monitoring.

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**Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers: None**