

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Overview & Scrutiny Coordinating Group

**Date of Committee** 25<sup>th</sup> April 2007

**Report Title** Reporting Performance to Overview & Scrutiny Committees

**Summary** This report takes forward action identified in the Scrutiny Review Action plan in relation to Performance reporting to Overview & Scrutiny Committees. It provides context on the revised reporting framework and sets out presentational options for consideration by the Group.

**For further information please contact:**

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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** 'Implementing the Outcomes of the Scrutiny Review' - OSCG 17/01/07

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  .....
- Other Elected Members  .....
- Cabinet Member  .....
- Chief Executive  .....
- Legal  .....
- Finance  .....
- Other Chief Officers  David Carter
- District Councils  .....

- Health Authority  .....
- Police  .....
- Other Bodies/Individuals  .....

**FINAL DECISION YES**

**SUGGESTED NEXT STEPS:**

Details to be specified

- Further consideration by this Committee  .....
- To Council  .....
- To Cabinet  .....
- To an O & S Committee  .....
- To an Area Committee  .....
- Further Consultation  .....

## Agenda No

### Overview & Scrutiny Coordinating Group - 25 April 2007.

#### Reporting Performance to Overview & Scrutiny Committees

#### Report of the Strategic Director Performance & Development

##### Recommendation

It is recommended that:

- The Group consider the proposed approach to Performance reporting to Overview & Scrutiny Committees and identify any initial requirements for 2007/08

### 1.0 Background

- 1.1 Following joint Cabinet and SDMT endorsement of a Report Card system at Corporate and Directorate levels in September 2006, work has been progressing to create a Corporate Report Card which is supported by six Directorate Reports Cards by 1<sup>st</sup> April 2007.
- 1.2 These Directorate Report Cards will form the basis for performance reporting to O&S Committees
- 1.3 The Report Card system presents a significant 'step-change' from previous performance management approaches by presenting the key organisational issues and performance areas at a given point in time, within the following quadrants and subjecting this to in-year review:
  - Performance results
  - Corporate Health
  - Customers
  - People
- 1.4 The selection of a set of priority measures for the Corporate Report Card has been made with reference to the following criteria:
  - The area is a Corporate priority area
  - The area is one where performance is poor
  - The area is considered important by the public
  - The area is part of CPA, LAA or another national assessment

- 1.5 Directorate Report Cards will comprise all indicators that contribute to the Corporate Report Card, either as component-parts or in their own right) and it is expected that this rationale outlined above will also be applied to the Directorate Report Cards when identifying Directorate-specific measures.
- 1.6 The system is the first of a series of refinements to the existing Performance Management Framework and is designed to facilitate fluidity and movement between organisational levels of the performance measures within them, to support:
- Focused analysis
  - Increased self-awareness of strengths and areas for improvement
  - Exception reporting
  - Consolidated planning and performance information
  - Evidence-based decision making
  - Challenging and evidence-based target setting

**NB.** This structure is set out in Appendix 1.

- 1.7 In addition, the successful implementation of the Report Card system will inject pace into the organisation and contribute significantly to our goal of achieving 4\* status in the Councils CPA assessment by February 2009.
- 1.8 The purpose of this report is therefore to present the OSCG with initial proposals to the schedule, frequency, content and format of Directorate Performance reports to O&S Committees, based upon the new Report Card system.

## 2.0 Reporting schedule

- 2.1 Supporting the integrated process for the Medium Term Financial Strategy and Corporate Business Plan in 2008/09 the performance and financial reporting timetables will be fully aligned in 2007/08. The Corporate Report Card will therefore be submitted to Cabinet on a quarterly basis at the same time as the Finance reports, as set out in the table below:

Reporting period	Cabinet meeting date
April 07-June 07	6 <sup>th</sup> September 07
July 07 – Sept 07	15 <sup>th</sup> November 07
Oct 07 – Jan 08	31 <sup>st</sup> January 08
Jan 08 – March 08	June 08

- 2.2 It is proposed that Directorate Report Cards will be considered by the respective/lead O&S Committees on a 6 monthly basis this year (as set out in the table below), with a view to moving to quarterly reporting in 2008/09.

Reporting period	O&S meeting date
April 07-Sept 07	Oct/Nov 07
Sept 07 – March 08	June 08

- 2.4 On consideration of the Directorate Report Cards in 2007/08, Overview & Scrutiny Committees will also be asked to indicate any issues which they feel need to be monitored more frequently.
- 2.3 The application of quarterly reporting to Cabinet and the use of Performance Plus as the main tool for data collation has the potential to provide more speed and flexibility to the consideration of performance data by O&S Committees by making the mid and full year reports to O&S as close to the final month as possible.

### **3.0 Reporting format**

- 3.1 Rather than a basic overview of performance Directorate Report Cards will in essence become a high level exception-based, health monitor, sourced from across the Directorate and focusing on critical issues for both the Directorate and WCC.
- 3.2 Detailed reporting (to Cabinet and O&S) will be on an exception basis using a 'Zero tolerance' status. This means that most indicators will be either 'below target' (red) or 'above target' (green) and only those actually 'on target' will be blue. It is envisaged that the status of all Report Card indicators, with performance figures will be reported, but that more detailed commentary will only be required for 'RED' indicators.
- 3.3 The Corporate Performance Management System (Performance Plus) will be used to consolidate and manage all the performance data within the Corporate and Directorate Report Cards and to generate management information accordingly.
- 3.4 The consideration of performance information by Members has a crucial part to play in developing a performance culture with the organisation and the presentational style of this information and content of performance reports will impact upon Members' decision making ability.
- 3.5 To maintain consistency of approach the Corporate Planning & Performance Team has historically produced templates for the Directorate performance reports to O&S Committees. It is proposed that this approach is continued, but enhanced by the identification of the needs of the Members who will consume the information.
- 3.6 To support this process it is therefore proposed that OSCG identify the generic reporting requirements for the 2007/08 performance reports to Overview & Scrutiny Committees in relation to both format and content. As a starting point an outline proposal for Directorate reporting is set out for consideration overleaf:

## **Directorate performance reporting outline for comment**

### **1. Introductory section**

- Directorates summarise and explain the key points arising from their analysis of the last 6 months performance

### **2. Report Card**

- Analysis of performance based upon all measures within the Directorate Report Card

### **3. Detailed exception reporting**

- Explanation of all measures showing red OR an explanation of measures showing red as required by the O&S Committees at a previous meeting
- Progress with action plans for improvement where the O&S Committee requested that these be submitted

## **4.0 Consolidation of performance information and improvement planning**

- 4.1 Across the spectrum of Overview & Scrutiny a wide variety of both general and service-specific performance information is already considered by the respective Committees. It is envisaged that in future this will be added to further as we draw closer to the Corporate CPA inspection in 2008/09; launch of the LAA in April 2007; and move forward with the PWC Benchmarking tool.
- 4.2 Additionally the availability of Performance Plus and the PWC Benchmarking tool in Group rooms; the publishing of Performance Plus briefing books on the Intranet; and the submission of quarterly reports on the Corporate Report Card to Cabinet will provide much greater access and exposure to performance data.
- 4.3 To avoid Members' being overloaded with an uncoordinated supply of performance information it is important that a holistic and streamlined approach is taken to performance reporting.
- 4.4 With this in mind Overview & Scrutiny Committees should be recognised as the main conduit for performance analysis at Directorate level and the tool for this will be the Directorate Report Cards.
- 4.5 In 2007/08 the consideration of other sources of information eg Complaints reports, Inspection reports and ongoing improvement plans will therefore need to be made within the context of the Report Card system and will ideally be considered on the same agenda.

- 4.6 This will potentially create an issue in the early part of the year where commitment to reporting to O&S has already been established but it is suggested that the work plans of each Committee are re-visited within appropriate timescales to ensure that the performance management elements are streamlined, integrated and coordinated.
- 4.7 It is further suggested that in time this could potentially develop into 6 monthly meetings which were devoted entirely to the scrutiny of service performance utilising the Report Card, Complaints, Benchmarking, Consultation and Improvement Planning activity as separate agenda items.

## **5.0 Recommendations**

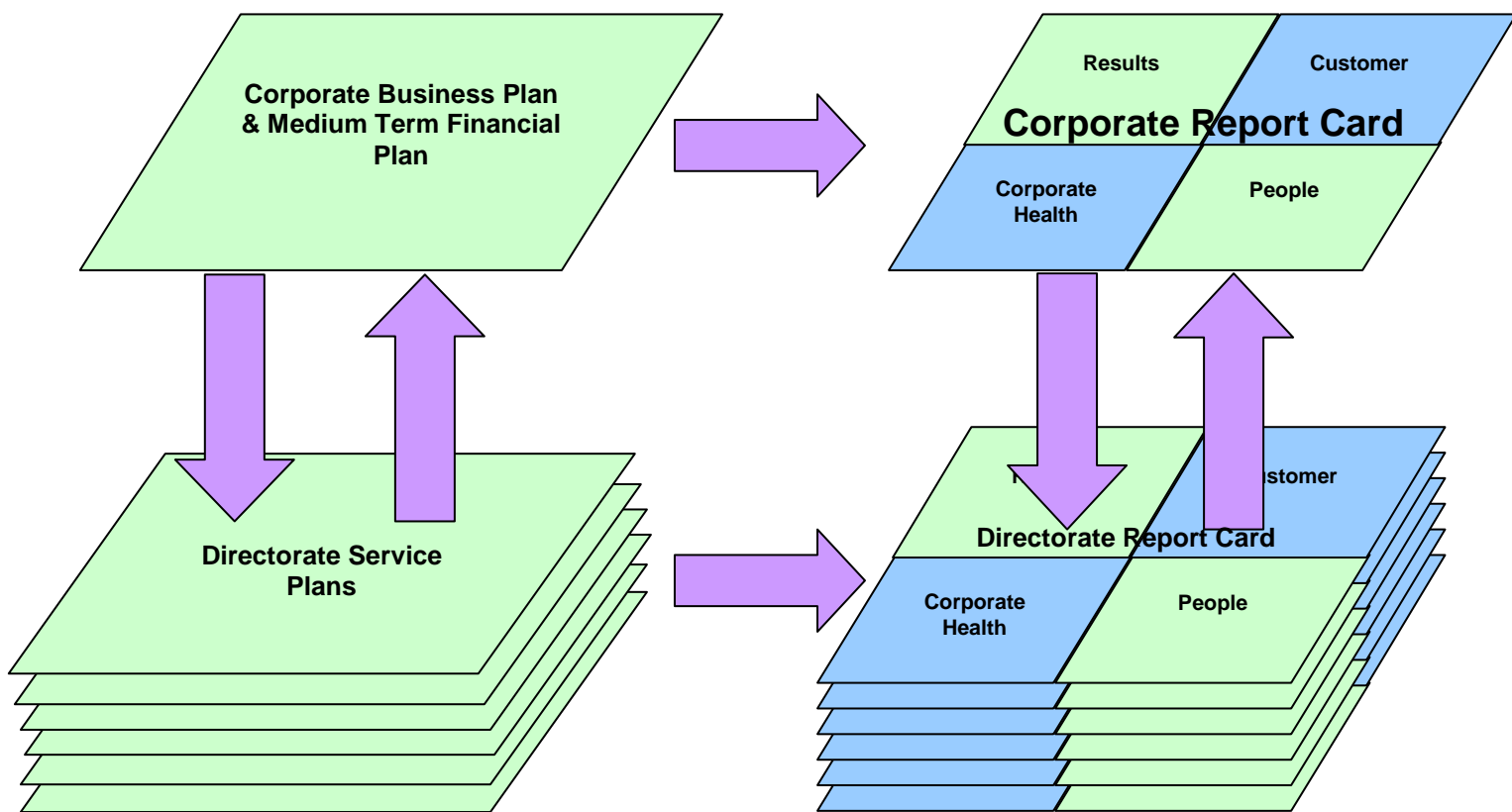
It is recommended that:

- The Group consider the proposed approach to Performance reporting to Overview & Scrutiny Committees and identify any initial requirements for 2007/08

DAVID CARTER  
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Shire Hall  
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25 April 2007

## Appendix 1 - The relationship between the Corporate Business Plan and the Report Card System



### Corporate Business Plan 2007-10

- **Purpose** – Outlining the activity which is critical to the performance of WCC and informing Directorate Service Plans
- **Owners** - Council & SDMT

### Directorate Service Plans 2007/08

- **Purpose** – Outlining Directorate contributions to the Corporate Business plan **AND** activity which is critical to the performance of the Directorate
- **Owners** – Portfolio holders and DMTs

### Corporate Report Card 2007/08

- **Purpose** – Monitoring the achievement/progress of activity which is considered critical to the performance of WCC
- **Owners** - Cabinet & SDMT

### Directorate Report Cards 2007/08

- **Purpose** - Monitoring the achievement/progress of activity which is considered critical to the performance of WCC **AND** the Directorate
- **Owners** - O&S Committees & DMTs