

## NORTH YORKSHIRE COUNTY COUNCIL

## Corporate and Partnerships Overview and Scrutiny Committee

28 APRIL 2014

## REVIEW OF THE Q PERFORMANCE REPORTS IMPLEMENTED IN 2013/14

## Report of the Corporate Director – Strategic Resources

**1.0 PURPOSE OF THE REPORT**

- 1.1 To present the findings of the review of the new performance reporting implemented for the quarterly performance reports to the Executive.
- 1.2 To seek views of the Committee and feedback any matters for inclusion in the shaping of future reporting.

**2.0 BACKGROUND**

- 2.1 As part of action to further develop the County Council's Corporate Performance Management Framework (the Framework), a review was undertaken in 2012 of both the content and presentation of performance monitoring information. This review included contributions from Cabinet, Scrutiny Board and Management Board.
- 2.2 As a result previous Key Performance Indicators (KPIs) are no longer reported in the same way. A number of services have been identified as benefiting from focussed in-depth analysis, these being
- Waste Management (BES)
  - Highways Maintenance (including the winter service) (BES)
  - Residential and Community Services (HAS)
  - Looked After Children (CYPS)
  - Safeguarding (CYPS)
  - Pupil Attainments and Schools (CYPS)
- 2.3 Certain previous KPIs and performance in relation to other services not covered in the in-depth analysis will be reported to the Executive in Quarter 4 as part of an annual round up of performance on those activities. For the Quarter 4 report for this year, those services are:
- Public Health (HAS)
  - Public Rights of Way (BES)
  - Libraries (CSD)
  - Customer Services Centre (CSD)
  - Finance (CSD)

2.4 The purpose of this report is to review the first year of operation to date and make recommendations for future development.

### **3.0 PERFORMANCE REPORTING: CONTEXT AND PURPOSE**

3.1 Whilst an important element of performance management, reporting must be seen as part of an overall performance framework and not something which operates in isolation.

3.2 Given the changing context that the County Council is operating in the current Performance Management Framework (PMF) is in review. As such the principles outlined in this report are an integral part of that review. The Committee is invited to make comment that will help shape the outcome.

3.2 To help illustrate this **Appendix A** sets out an illustration of a basic performance management cycle within which reporting sits. Reporting is designed to help:

- A. Clarify and communicate organisational goals and directions;
- B. Monitor progress and support evidence based decision making that contributes to continuous improvement at all levels in the organisation;
- C. Support budgeting and resource allocation decisions;
- D. Provide information to the organisation, Members and the public on the work of the organisation;
- E. Continued stimulating discussion on performance at all levels in the organisation.

3.3 Performance reports should therefore be clear, focussed, address the right areas and be engaging for Members.

### **4.0 REVIEW METHOD AND FINDINGS**

4.1 To complete the review, research was undertaken both in terms of exploring suggested best practice, case studies, a workshop with the Corporate Performance Management Group and discussions with Corporate Directors, Assistant Chief Executive and a number of Assistant Directors.

4.2 **Appendix B** sets out a summary of the points made during the review.

4.3 A number of areas for potential improvement were identified including ideas to ensure that performance reporting is robust, relevant and fresh so as to continue to prompt stimulating discussion and effective learning and decision making. The key actions from this review are listed in the table below:

<b>Area for Improvement</b>	<b>Intended Action</b>
Further clarity could be given on the exact purpose of the performance reports.	Provide a full explanation of purpose as part of the PMF.
The Q performance reports could potentially include more organisation wide indicators of performance (currently includes	Organisation wide performance indicators are being considered as part of the review of the PMF, noting that directorate performance issues are also organisation issues. Aspects being explored include

elements of workforce and complaints and compliments).	workforce, productivity, effectiveness, programme management and Council Plan priorities.
The Q reports focus on selected themes with an annual report on certain other services. More adaptability to reporting performance problems and risks would better represent sound reporting.	The review of the PMF is considering a more balanced report between a selected theme and by exception reporting on indicators that are not being achieved or at significant risk (also note the intention for incorporating progress monitoring for 2020 North Yorkshire above). This will also act to ensure the relevance and freshness of reporting.
Non-financial and financial information could be better and more comprehensively linked to more fully explain performance and also potentially to aid resource allocation decisions.	Work is underway to further align the budget process to performance management. A range of measures is being considered to develop this aspect of reporting more fully.
Although improving, the production of performance reports can be time consuming and significantly manual in nature. This is not efficient and can hinder effective performance management.	An option of a performance management system (PMS) is being considered. This will weigh up benefits to costs as part of a business case.
There are some differences in the nature of performance discussions within directorates and more productive discussions could be held at the Corporate Performance Management Group (CPMG) to aid challenge and performance improvement.	A model is being developed as part of the PMF review on what discussions and challenge should take place throughout the organisation and in what forums.
Some of the Q reports run into eight to twelve pages. This may be considered too long.	The content, including volume, of reports is part of the review of the PMF.

## 5.0 **RECOMMENDATIONS**

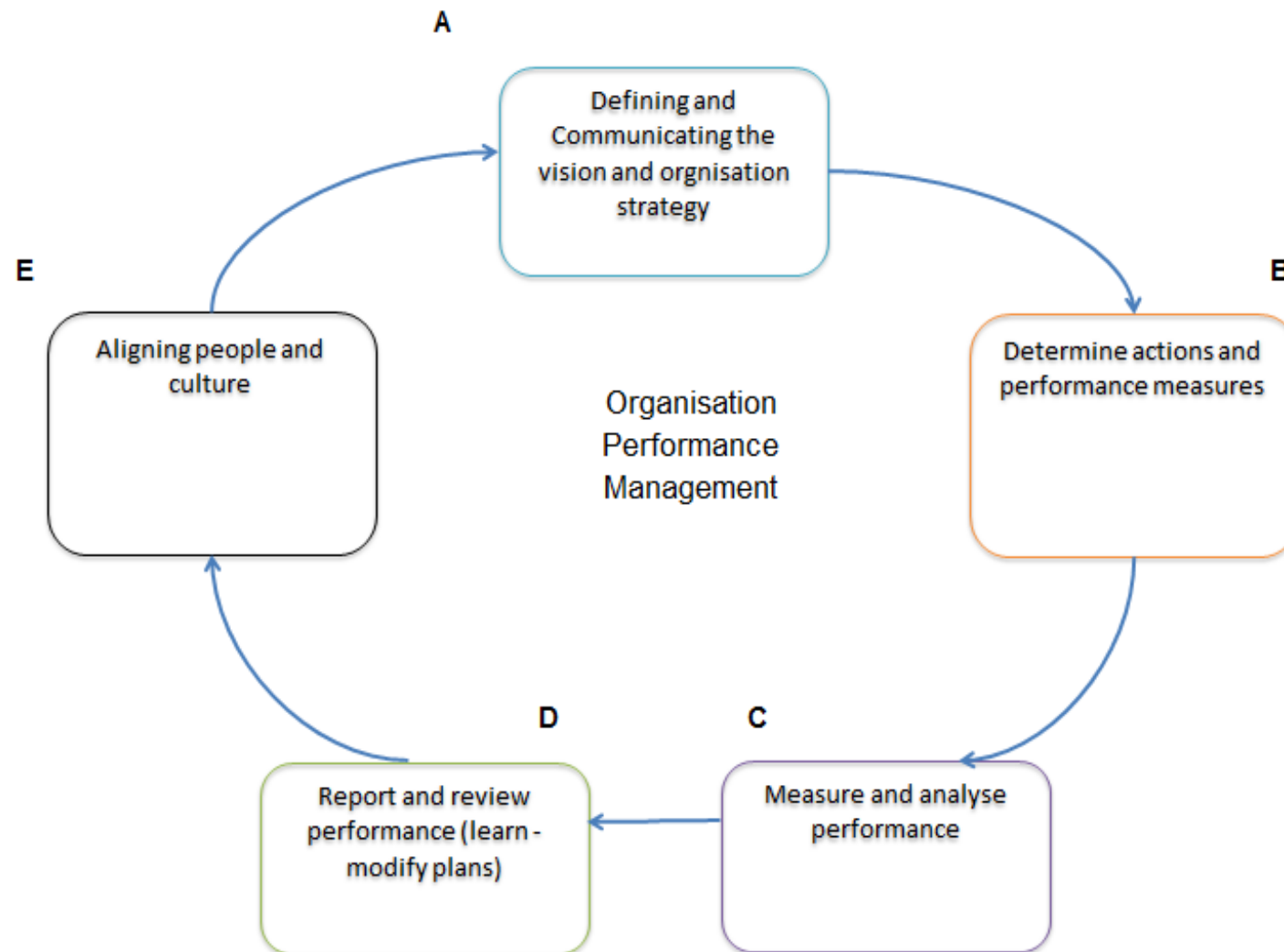
### 5.1 That the Committee:

- i) Note the review of the Q performance reports and the actions intended as set out in **Paragraph 4.3** and **Appendix B**;
- ii) Provide feedback and comment on the findings of the report.

GARY FIELDING  
Corporate Director – Strategic Resources  
16 April 2014

Report prepared by Trevor Clilverd, Assistant Director Strategic Resources

## APPENDIX A



- A** Set Council Plan vision, priorities and strategy.
- B** At all levels in the organisation, notably service planning.
- C** Measure actual performance against measures. How well we are delivering on the strategy. Analyse results to develop evidence base and to inform decision making.
- D** Translate insights from C into management reports and put review in place to act on the results. Evidenced based decision making facilitated by the performance review process.
- E** Ensure people, culture and leadership approach is focussed on performance improvement. Learning culture. Act on insights gained in the cycle.

## SUMMARY OF REVIEW FINDINGS

## APPENDIX B

Category / Description	Action
<b><u>Administrative</u></b>	
Recommendation to be placed after each performance section.	Implement for all future Q reports.
Include a separating page between sections with content list.	Implement for all future Q reports.
<b><u>Model</u></b>	
Need to define purpose of reports.	Outline purpose in this report and proposed Performance Management Framework (PMF).
Reports should focus on matters that are core to achieving Council aims	This is part of the review of the PMF.
Reports should pick up performance by exception where set performance levels are not being achieved or are at significant risk, not just on set themes.	This is part of the review of the PMF; implement a process to pick up exceptions to report.
The Q report should reflect the general performance view of the County Council as a whole with the ability to drill down.	This is part of the review of the PMF in terms of ensuring alignment of objectives and actions to County Council aims.
Reports should include corporate indicators and be built up from services based on exceptions and risks.	Develop organisation wide indicators as part of the review of the PMF.
Reports should clearly state how we are performing both in terms of effectiveness (outcomes) and productivity (ratio of activities undertaken to resources / inputs consumed).	Develop measures, where required, to demonstrate both productivity and effectiveness.
Financial and non-financial reporting should be integrated.	This is part of the review of the PMF, which seeks to ensure alignment between key management processes, including performance and budgeting.
Financial and performance information do not need not be together in every quarter reporting cycle.	Consider as part of the review of the PMF – a view also exists that they should be reported together each quarter.
Robust and challenging discussions, based on reports, should take place throughout the organisation.	This is part of the review of the PMF.
Collection of data should be efficient.	The option of a PMS is being explored.
<b><u>Content</u></b>	
Make better use of the summary section to outline key issues and learning / forward actions to be taken.	Review Q4 reports for immediate improvements and embed for 2014/15 reporting.
Volume is too high in some reports and can mask the key issues.	Review as part of the PMF.
Volume should be dictated by the issues and purpose of the reports and not limited to a set number of pages.	Review as part of the PMF.
The Q reports should pick up on major work programmes such as 2020 North Yorkshire.	This is part of the review of the PMF.