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| NAME OF COMMITTEE | Overview and Scrutiny Committee |
| DATE | 27 January 2015 |
| REPORT TITLE | Performance Report |
| Report of | Executive Director (Resources) |
| WARDS AFFECTED | All Wards |

Summary of report:

To provide Members with information on Key Performance Indicators at the end of quarter 2 for 2014-15. The information is set out with the Balanced Scorecard showing broad performance levels. Further information for those indicators at 'red' status is provided along with a standard information report giving background information and context to workload.

Financial implications:

There are no financial implications directly related to this report.

RECOMMENDATIONS:

1. That Members note the Key Performance Indicators for Quarter 2 and consider the action detailed to improve future performance.
2. That Members consider any appropriate action for Indicators at 'Red' status for two consecutive quarters as detailed in 2.4 of this report.

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1. BACKGROUND

- 1.1 The current set of indicators came from a review of all performance indicators, which was undertaken by a Task and Finish Group in 2011/12. Since then changes have been made by both Members and Officers to ensure that the indicators are meaningful and useful.

2. ISSUES FOR CONSIDERATION

- 2.1 Appendix A contains the Balanced Scorecard Report to display the high level performance information.

- 2.2 Appendix B relates to data only performance indicators and is the background report that contains the information that sits behind the Balanced Scorecard for context.
- 2.3 The exception report towards the end of appendix B shows all indicators currently 'Red' and also the performance status for the last quarter along with the management response to explain the current level of performance.
- 2.4 There are three indicators that are 10% or more below target.

One of these has been red for two or more consecutive quarters, therefore requiring a minuted response of the action required:

- ICT & CS: Average call answer time

- 2.5 To assist Members with actions that may be required to address performance of the above, Appendix C provides a list of suggested responses. This list is not exhaustive and merely provides examples for reference.
- 2.6 As requested by Members, Appendix D shows the Balanced Scorecard for the same period at South Hams.

3. LEGAL IMPLICATIONS

- 3.1 Within the Constitution, the Overview and Scrutiny Panel oversees performance management at the authority to ensure that poor and deteriorating performance is addressed.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications directly related to this report.

5. RISK MANAGEMENT

- 5.1 The Risk Management implications are shown at the end of this report in the Strategic Risks Template.

6. OTHER IMPLICATIONS

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| Corporate priorities engaged: | Community; Economy; Environment; Housing |
| Statutory powers: | Local Government Act 2000 |
| Considerations of equality and human rights: | There are no equality implications as a result of this report. |
| Biodiversity considerations: | There are no biodiversity implications as a result of this report. |
| Sustainability considerations: | There are no sustainability implications as a result of this report |
| Crime and disorder | There are no crime and disorder implications as a result of this report. |

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| implications: | |
| Background papers: | |
| Appendices attached: | Appendix A – Balanced Scorecard Appendix B – Background and Exception Report Appendix C – Actions available to address performance |

| No | Risk Title | Risk/Opportunity Description | Inherent risk status | | | | Mitigating & Management actions | Ownership |
|------------|--|---|----------------------------|----------------------------|------------------------------------|---|--|-----------|
| | | | Impact of negative outcome | Chance of negative outcome | Risk score and direction of travel | | | |
| G11-05 | Poor performance leading to poor service delivery and damage to Council's reputation | Failure to adequately monitor and report on Local Performance Indicators. Managers not accepting/paying lip service only to best practice and improvement initiatives or failure to engender an improvement and performance management culture will increase the risk to the Council and it's reputation. | 3 | 2 | 6 | ↔ | Performance monitored by senior management and actions taken to address poor performance and react to downward trends. | SMT |
| G11-06 | Failure to effectively manage change | There will be a need to ensure that any change within the organisation (whether imposed internally or externally) is effectively managed. | 4 | 2 | 8 | ↔ | Review of improvements and management actions in response to failing performance should increase the effectiveness of change management within the organization. More visible responsiveness to failing performance should reduce the resistance to change making management easier. | SMT |
| CX1 1 - 03 | Leadership & Management | Ineffective Leadership and management | 2 | 1 | 2 | ↔ | Emphasis placed on middle managers responding to operational issues and drive performance whilst Heads of Service monitor and take action when needed | CX & SMT |

