

Overview and Scrutiny Management Board

11 March 2019



Report of: Tim Borrett, Director: Policy, Strategy and Partnerships

Title: Draft 2019/20 Performance Framework

Ward: All

Officer Presenting Report: Mark Wakefield, Head of Insight, Performance & Intelligence

Contact Telephone Number: 0117 922 4738

Recommendation

- 1) That OSMB comment on the principles and high level products for scrutiny
- 2) That OSMB comment on the proposed 'BCP' performance indicators, which are the set it will receive quarterly throughout the coming year.
- 3) That OSMB comment on the proposals for the EDM and directorate scrutiny report KPIs with respect to directorate scrutiny commissions carrying out their role.

The significant issues in the report are:

To ensure OSMB is aware and comments on the purpose and structure of the high level performance framework – demonstrating the impact on citizens of the council's Corporate Strategy 2018-2023 and annual Business Plan.

To ensure OSMB is able to comment on the Key Performance Indicators (KPI) set to be used at Scrutiny Commissions in carrying out their role.

Summary

The Performance Framework is the council's key central process for measuring performance and outcomes against its Corporate Strategy 2018 – 2023. This draft of the 2019/20 version of the framework enables members of scrutiny to comment before it is adopted.

Context:

The Council's annual Business Plan for 2019/20 is being finalised and the performance indicators sit aside this and the Corporate Strategy, helping to measure the impact on citizens in a way which prioritises outcomes and is proportionate to the level of resource available. These measures need to be agreed in the same timescale as the Business Plan, ready for publication at Cabinet in April 2019.

To ensure the right balance between detail and overview, the performance framework products will be seen at Corporate Leadership Board/Overview and Scrutiny Management Board (for the highest level organisational measures) and at Executive Director Meetings/Scrutiny Commissions (for the more detailed directorate level view).

A diagram in **appendix A** shows the process flow and was previously reviewed by OSMB in October 2018.

The principles upon which it is based are as follows:

- The 'BCP' indicators are designed to evidence noticeable outcomes for citizens where possible, not inputs. These are arranged by Corporate Strategy theme.
- Additional KPIs which measure progress and inputs, providing contextual and in-year updates are arranged by directorate for management purposes.
- Officers, Cabinet Members and Scrutiny Commissions see the same sets of indicators relevant to their roles to ensure transparency and appropriate support and challenge.

The full list of KPIs and commentary will have a covering 'dashboard' that summarises the overall position, highlighting the most noteworthy KPIs that quarter – giving the opportunity to ensure that the annual indicators are given due prominence only when they are known. (**Appendix B**).

Recommendation: That OSMB comment on the principles and high level products for scrutiny.

The Strategic Intelligence & Performance Team have been reviewing the KPIs throughout the Business Plan development process. Engagement from management teams has taken place to ensure they are valid, and supported by the more detailed measures that enable them to manage their services. A workshop with scrutiny and other members has contributed to the proposals for the Business Plan and the KPI set. Not all comments have yet been incorporated into this draft but they are being considered for inclusion before the Framework is formally approved by the Corporate Leadership Board.

There are currently 88 KPIs in the proposed BCP set which would be seen by OSMB (and CLB/Cabinet).

Appendix C sets out the specific KPIs which will be used to provide a quarterly assessment of the impact on citizens of our progress delivering the Corporate Strategy. At this stage targets have not been finalised as the 2018/19 full year outturn is not known. A supplementary product setting out the 2018/19 outcomes, and the subsequent 2019/20 target, will be accessible alongside the Business Plan on the council's website and will be sent to all Members when it is available.

All BCPs are designed to demonstrate our progress towards the Corporate Strategy (2018/23). It should be noted that because of this they reflect outcomes for citizens and are not explicitly, causally aligned to every detailed action listed in the annual Business Plan.

Recommendation: That OSMB comment on the proposed ‘BCP’ performance indicators, which are the set it will receive quarterly throughout the coming year.

Part of the performance cycle includes discussion, support and challenge at management team meetings, culminating in the Executive Director Meeting report where the position on improvement measures and commentary is finalised to report to members and Corporate Leadership Board. These EDM reports are shared with the relevant Cabinet leads and directorate scrutiny commissions. These contain additional KPIs to support the management process and a level of detail designed for those audiences.

The KPI set for each EDM is listed in **Appendix D**.

Recommendation: That OSMB comment on the proposals for the EDM and directorate scrutiny report KPIs with respect to directorate scrutiny commissions carrying out their role.

Consultation Details: Department Management Teams (Directors and Heads of Service), Executive Director Meetings (Executive Directors and Directors) and both Cabinet members have contributed to the proposals. The various views have been considered and judgement applied to find the right balance. A scrutiny workshop has commented on the KPIs, and all ongoing consultation is iteratively being included in later drafts.

Appendix A – Further essential background / detail on the proposal

- Appendix A: Performance Cycle
- Appendix B: Dashboard example
- Appendix C: OSMB KPI set
- Appendix D: Directorate Scrutiny Commission’s KPI sets.