	REPORT TO CABINET TO BE HELD ON 13 OCTOBER 2015
This report contains exempt or confidential information in Appendix 2 which is excluded from this publication	Key Decision YES Forward Plan Ref No
Corporate Priority All	Cabinet Portfolio Cllr. A Jenkinson Holder

REPORT OF THE DIRECTOR (LD) – 15/282

WARDS AFFECTED: ALL

**SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK -
QUARTER 1 REPORT 2015/16**

RECOMMENDATIONS:

Members are asked to:

- (i) Note the results of the Performance Indicators for Quarter 1 2015/16
- (ii) Note the good/satisfactory levels of performance being achieved by services at the current time

REASON FOR RECOMMENDATIONS:

To provide information relating to Council performance for a rolling 12 month period to the end of the first quarter of 2015/16, including monitoring of Performance Indicators.

To ensure that the Council's Corporate Service and Business planning processes are effective.

In accordance with Government guidelines, details on the performance of the Council and its services must be made available through as many mechanisms as possible.

HIGHLIGHTED RISKS: There are risks in respect of performance matters, primarily in respect of poor performance. Through the monitoring procedures that are in place throughout the Council, these risks are mitigated. The publication of performance information meets with the Government's public data transparency agenda and non-publication could lead to an external challenge.

1. INTRODUCTION

- 1.1 The Council is committed to a performance management culture that underpins our focus on continuous improvement. Regular monitoring of the Council's top level performance is a key component of the performance management framework (PMF) and the Corporate Planning Process overall.
- 1.2 The current Corporate Planning process includes the publication of a Corporate Plan, which sets out the aims and priorities of the Council for a five year period, and an Annual Report and Improvement Plan (ARIP), which sets targets for the next 12 months. The publication of the ARIP is in line with best practice in publishing details of the Council's progress and Performance Management data, and complements other components of the Corporate Planning processes, such as Finance and Performance monitoring reports.
- 1.3 Quarterly reports on performance are presented to Cabinet, following which performance information is referred to a Scrutiny Committees for their consideration if deemed appropriate. This allows each Scrutiny Committee to focus on performance related to their areas of responsibility, to examine any areas where performance is shown to be downward and challenge the Services concerned with a view to identifying where performance can be improved. The process is about more than the monitoring of the performance, it ensures that Members are involved in the management of the Council's performance.
- 1.4 With the exception of a small number of performance indicators, there has been a change to assessing data over a rolling 12-month period. This is felt to be a more accurate means of assessing performance by removing elements of seasonality, smoothing out short-term fluctuations and highlighting longer-term trends or cycles.

2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

- 2.1 Performance Management is key in delivering and monitoring all the Council's aims and priorities.

3. BACKGROUND AND ISSUES

- 3.1 As stated previously, the Council operates a Performance Management Framework (PMF) which is used to monitor the performance of its services.

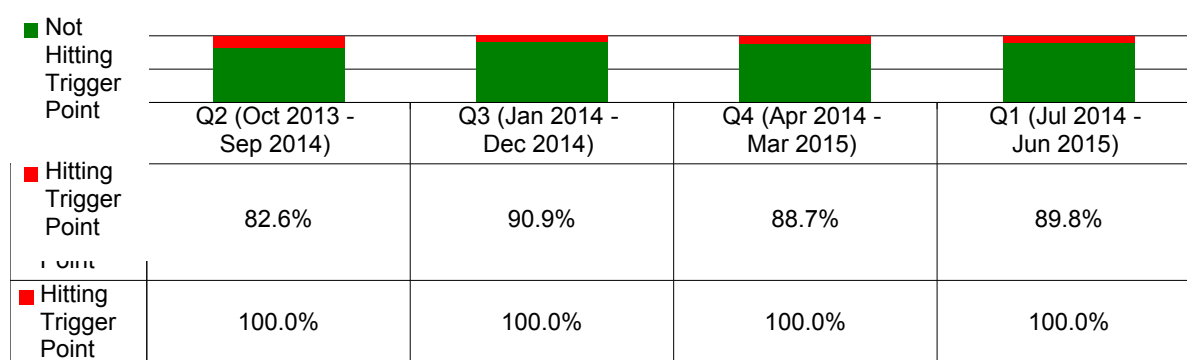
3.2 A wide range of Performance Indicators are currently monitored and reported on, to assist in managing the efficient and effective delivery of Council services and evidence how the Council is delivering against its priorities. This report sets out the results for the Performance Indicators for the period to the end of the first quarter for the 2015/16 financial year. As stated previously in this report, with the exception of a small number of performance indicators, there has been a change to assessing data over a rolling 12-month period. This means that data for the end of quarter 1 2015/16 covers the period from July 2014 to June 2015 inclusive.

3.3 The Council's approach is based on exception reporting, and detailed information is only provided for those indicators which are deemed to be 'at risk', ie., where targets are not being achieved and performance is in a downward direction of travel. Tolerance limits have also been set for all indicators; these have been established so that minor fluctuations in performance and achievement of targets can be disregarded. This ensures that the focus is firmly on areas of concern. Data for all Performance indicators maintained by the Council is published on the website.

3.4 It is pleasing to note that the results of the exception reporting for the first quarter of 2015/16 have identified only a small number of PIs that meet the criteria for 'at risk', with good or satisfactory performance being achieved in most areas.

3.5 **Direction of Travel - % of Performance Indicators hitting exception reporting trigger point**

3.6 The Chart below compares the position re number of indicators where performance is hitting the exception reporting trigger point, and it is pleasing to note that there has been a decline in the number of indicators hitting the trigger since the last quarter.



3.7 A small number of Key performance indicators are highlighted as 'at risk' at quarter one of 2015/16 Financial Year and these are as follows:

Number	Performance Indicator	Referred previously
	Sickness	
HR3	Working days lost due to sickness absence	Yes
	Planning	
DM2a	% of valid minor and other applications acknowledged within 5 working days	No
	Projects	
PM2	Percent of projects that are completed +/- 10% of agreed timescale	No
	Customer Services	
CF2	Percent of calls answered within 20 seconds	Yes
CF6	Percent of abandoned calls	Yes

3.8 A proforma is completed for indicators which are identified as 'at risk', to provide further information concerned as to reasons for the current levels of performance. Comparisons to the previous year's data for the same period are shown where information is available. The proforma also includes a trend chart which shows details of performance for each indicator on a monthly or quarterly basis. Services are also required to complete an action plan which will be monitored and progress reported to Cabinet. Proforma for the Performance Indicators listed above are attached at appendix 1. It should be noted that there were in addition a small number of other Performance Indicators found to meet the criteria of 'at risk', however, these were found to be within acceptable tolerance levels.

3.9 Areas where Performance has improved

One area which is showing strong performance overall is the Benefits Service. A number of indicators are maintained relating to the speed of processing claims for different type of benefit and at the current time 4 out of 6 indicators are showing improving performance with targets being exceeded.

4.0 RECOMMENDATIONS

4.1 As stated previously, results of the exception reporting analysis have identified only a small number of performance indicators to be 'at risk'. Overall, the Council's services have been assessed to be performing well or satisfactorily.

4.2 Sickness

A detailed table in relation to sickness absence is provided at appendix 2. This details sickness by service and further information has been provided by each Service Unit Manager where the level of sickness absence meets the exception criteria of not meeting target, and performance is worse than the same time period last year.

4.3 The results of a benchmarking exercise carried out into sickness through the Local Government workforce and earnings data survey has recently been published and the results are attached as appendix 3. Whilst the data is for the period 2013/14, it clearly shows that Scarborough Borough Council performed very highly, being in the top 4 out of 47 authorities for sickness absence at this time. Whilst there has been an increase in levels of sickness absence since this time, the Council still performs comparatively well, with below average levels of sickness absence. Details show that whilst nationally there was little change in rates of sickness absence between 2011-12 to 2013-14, the levels of sickness absence for SBC fell significantly over this period.

4.4 The Human Resources Service continue to be actively involved with services in monitoring and managing cases of sickness.

4.5 Planning

- % of valid minor and other applications acknowledged within 5 working days.

Analysis of the reasons for the downturn in performance has identified log jams in the process, partly explained by rising workloads. This is being addressed by a combination of capacity and systems changes that should see performance return to target levels.

4.6 Projects

- Percent of projects that are completed +/- 10% of agreed timescale

The variance is due to the fact that only three projects were completed in 2015/16. Two were outside tolerance due to circumstances beyond the Council's control and due to the small data set this has a significant impact on the statistics. Both of these schemes and the reasons for delay have been reported to the Environment and Economy Scrutiny Committee.

4.7 Customer Services

- Percent of calls answered within 20 seconds
- Percent of abandoned calls

A detailed explanation is provided in appendix 1 together with an action plan to resolve the issue. Work is on-going to review performance indicators for the service to ensure they remain relevant and appropriate.

4.8 It is recommended that Cabinet do not refer any areas to scrutiny at the current time. Whilst levels of sickness absence have increased, there has been an unusual number of cases of long term sickness absence which have adversely affected the current levels of performance. Benchmarking data shows that levels of sickness absence continue to be less than the national average.

4.9 In all cases, performance will continue to be monitored and reported to Cabinet as part of the quarterly performance monitoring reports, and if performance does not improve, Cabinet may wish to refer the matter to Scrutiny at a later date.

5. IMPLICATIONS

i. Policy

5.1 No specific implications

ii. Financial

5.2 There are no direct financial consequences

iii. Legal

5.3 No direct legal implications identified.

iv. Sustainability

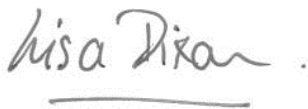
5.4 There are no sustainability issues identified at this time

v. Equalities and Diversity

5.5 No specific implications

vi. Others

5.6 I have considered whether there are any Staffing, Planning, Crime and Disorder, Health and Safety, and Environmental implications arising from this report and am satisfied that there is no identified implication that will arise from this decision.



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Director

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Background Papers: None

IF YOU HAVE ANY QUERIES ABOUT THIS REPORT OR WISH TO INSPECT ANY OF THE BACKGROUND PAPERS, PLEASE CONTACT PETRA JACKSON 01723 383528, e-mail petra.jackson@scarborough.gov.uk

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	October 2015	Performance Management arrangements are not responsive and effective	Poor service performance External auditor criticism	Performance Management Framework	A3	A3	Senior Performance and Governance Officer	None
2	October 2015	Performance information is not made available to the public	This is against the Government's guidelines and the Council could be challenged	Publication of information via the web site, Annual report and news articles	A3	A3	Senior Performance and Governance Officer	None
3	October 2015	The performance of the Council's Significant Partnerships is not monitored	Failure of a partnership could lead to failure to deliver a key service/project, reputational issues	Development and implementation of new system for monitoring Significant Partnerships	C3	A3	Senior Performance and Governance Officer	None

Glossary of Terms

Risk

An event which may prevent the Council achieving its objectives

Consequences

The outcome if the risk materialised

Mitigation

The processes and procedures that are in place to reduce the risk

Current Risk Score

The likelihood and impact score with the current mitigation measures in place

Corporate Objectives

An assessment of the Corporate Objectives that are affected by the risk identified.

Target Risk Score

The likelihood and impact score that the Council is aiming to achieve

Service Unit Manager

The Service Unit or Officer responsible for managing the risk

Action Plan

The proposed actions to be implemented in order to reduce the risk to the target score

Risk Scoring

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

Likelihood:

A = Very Low

B = Not Likely

C = Likely

D = Very Likely

E = Almost Certain

Impact

1 = Low

2 = Minor

3 = Medium

4 = Major

5 = Disaster