	<b>REPORT TO CABINET TO BE HELD ON 15 MARCH 2016</b>
<b>This report contains exempt or confidential information in Appendix 2 which is excluded from this publication</b>	<b>Key Decision</b> <b>No</b>  <b>Forward Plan Ref No</b>
<b>Corporate Priority</b>  <b>All</b>	<b>Cabinet Portfolio</b> <b>Cllr. A Jenkinson</b> <b>Holder</b>

**REPORT OF THE DIRECTOR (LD) – 16/71**

**WARDS AFFECTED: ALL**

**SUBJECT: PERFORMANCE MANAGEMENT FRAMEWORK -  
QUARTER 3 REPORT 2015/16**

**RECOMMENDATIONS:**

Members are recommended to note the contents of this report and in particular the good/satisfactory levels of performance being achieved by services at the current time and consequently not to refer any areas of performance to Overview and Scrutiny 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 third quarter of 2015/16, including monitoring of Performance Indicators, and Critical Success Factors.

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 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 performance, it ensures that Members are involved in the management of the Council's performance.
- 1.3 With the exception of a small number of performance indicators, data is assessed 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**

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

## **3. BACKGROUND AND ISSUES**

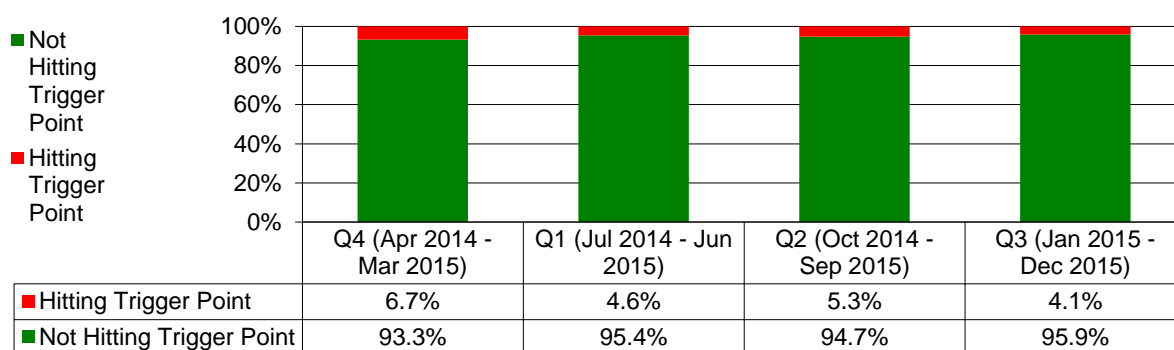
- 3.1 As stated previously, the Council operates a Performance Management Framework (PMF) which is used to monitor the performance of its services.
- 3.2 A wide range of Performance Indicators are currently monitored and reported on, to assist in managing the efficient and effective delivery of Council 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 third quarter for the 2015/16 financial year. As stated previously in this report, with the exception of a small number of performance indicators, data is assessed over a rolling 12-month period. This means that data for the end of quarter 3 2015/16 covers the period from January 2015 to December 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.

3.4 It is pleasing to note that the results of the exception reporting for the third 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. There has been a slight decrease in the number of indicators hitting the exception reporting trigger since the last quarter.



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

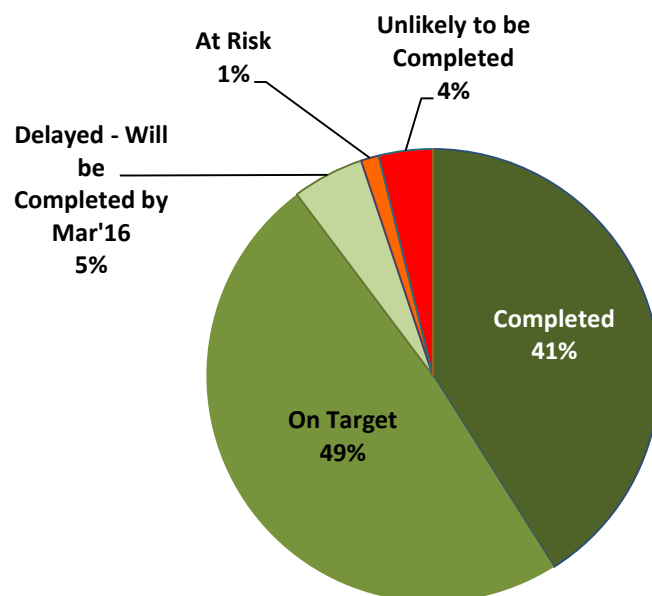
Number	Performance Indicator	Referred previously
	<b>Asset Management</b>	
PAS5	Percent of jobs completed within priority of that task	No
	<b>Planning</b>	
DM2a	% of valid minor and other applications acknowledged within 5 working days	Yes
	<b>Corporate Finance</b>	
HB1	To reduce the level of outstanding sundry debt to the amount outstanding at the end of the previous financial year less 5%	Yes
	<b>Choices4Energy</b>	
C4E1	Number of residents using Choices4Energy	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 Critical Success Factors

Performance is also monitored through 'Critical Success Factors' which are the projects and performance measures which each service will deliver in the year ahead, as their contribution to the Council's aims and priorities as set out in the Corporate Plan.

3.10 Monitoring of Critical Success Factors (CSFs) shows that at the current time 5% of CSFs are at risk or unlikely to be completed by the end of the Financial Year.



3.11 The following sets out details of those CSFs designated as 'at risk' and 'unlikely to be completed' at the current time.

Description	Current Position	Comments	Referred previously?
<b>Harbours</b>			
Develop a draft Ports Strategy ready for consultation by March 2016	At Risk	Awaiting formulation of Ports Development Group	Yes
<b>Human Resources</b>			
Consult and implement revised car allowance scheme	Unlikely to be Completed	Initial consultation has been completed and revised proposal prepared which were approved by Members in December 2015. Now to commence consultation on the revised proposals with the staff affected and the Trade Unions. Once this has been completed the changes can be implemented.	No
<b>Project Management</b>			
Obtain planning permission for Church Street, Whitby Flood Alleviation Works	Unlikely to be Completed	Consultation appointed.	Yes
Select contractor for Whitby Piers refurbishment	Unlikely to be Completed	OJEU PQQ process in progress.	No

### 3.12 Sickness Absence Monitoring

3.13 It is pleasing to note that there has been a decrease in the level of sickness absence since the last quarter, from 8.41 days per FTE to 7.98 days per FTE (rolling 12 month average). 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, and there has been no improvement since the previous quarter.

## 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 Planning

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

The Service has recently been involved in implementing a new Electronic Document and Records Management System (EDRM) which has adversely affected the ability to undertake the further work necessary to improve systems and process which should result in an improvement in performance.

#### 4.4 Corporate Finance

- To reduce the level of outstanding sundry debt to the amount outstanding at the end of the previous financial year less 5%

A detailed explanation for these indicators is provided in appendix 1.

This use of this indicator has been reviewed and whilst it provides useful management information it is not felt to be an effective measure of the performance of the service. Its use as a Performance Indicator will therefore be discontinued from April 2016.

#### 4.6 Choices4Energy

- Number of residents using Choices4Energy.

There have been changes to Government funding available, combined with relocation of the service, which has resulted in a reduction in the number of residents using the service. The Service has now been transferred to the Home Improvements Agency and work is being refocused. It is important to note that the future direction of this service is shifting in future years to home visits and holistic assessment of the needs of the more vulnerable, therefore it is anticipated that numbers may reduce further. Whilst this information will still be recorded for management purposes, it is not proposed to report footfall as a PI from April 2016.

#### 4.7 Asset & Risk Management

- Percent of jobs completed within priority of that task.

NO INFORMATION RECEIVED FROM SERVICE – 18/2/16

- 4.8 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**

#### **Policy**

- 5.1 No specific implications

#### **Financial**

- 5.2 There are no direct financial consequences

## **Legal**

5.3 No direct legal implications identified.

## **Sustainability**

5.4 There are no sustainability issues identified at this time

## **Equalities and Diversity**

5.5 No specific implications

## **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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**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](mailto:petra.jackson@scarborough.gov.uk)

## Risk Matrix

<b>Risk Ref</b>	<b>Date</b>	<b>Risk</b>	<b>Consequences</b>	<b>Mitigation</b>	<b>Current Risk Score</b>	<b>Target Score</b>	<b>Service Unit Manager/ Responsible Officer</b>	<b>Action Plan</b>
1	February 2016	Performance Management arrangements are not responsive and effective	Poor service performance External auditor criticism	Performance Management Framework	A3	A3	Performance and Admin Manager	None
2	February 2016	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	Performance and Admin Manager	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