
TITLE: FORWARD PLANNING FOR PERFORMANCE MANAGEMENT REPORTING

To: Regulatory and Support Services Committee

Date: 4th April 2016

From: Hetty Thornton (Performance Management Officer and Programme Manager)

[Q237]

1.0 Issue

- 1.1 The current reporting timescales within the performance management arrangements do not tie in with the business planning cycle.
- 1.2 As a consequence of the reporting cycle being misaligned it is challenging for Service Delivery Leads to ensure their Service Plans tie in with the budget setting process and any emerging service specific priorities set by Members.
- 1.3 By aligning performance management arrangements with the financial year, so that plans are in place by 1st April, it will tie in more with our business planning cycle.
- 1.4 The reporting process means that where there are a number of services under each Committee e.g. Regulatory and Support Services, there can be up to 7 services updating Members, so the agendas are mostly focussed on performance updates. This makes it difficult to add additional agenda items on. A more streamlined approach to performance reporting is therefore required.

2.0 Recommendations

- 2.1 To request that Members highlight priorities on a service level in addition to high level priorities identified in the Corporate Plan and filter these through the Service Delivery Champion.
- 2.2 Regulatory and Support Services Committee are asked to agree that at the six month reporting stage the Service Delivery Champion will review the performance report by the Service Delivery Lead and comment on the performance which will then be passed to Committee. Any variances of 10% either positively or negatively, will be particularly highlighted.
- 2.3 Members are asked to agree that a new template for reporting back will be streamlined, (please see Appendix B) where an additional column from the original Service Delivery Plan will be used to report on performance. In the case of the six month report the Service Delivery Champion will add comments at the bottom of the update report. The one page six month performance report will then go to Committee for noting.
- 2.4 To support this transition with Service Delivery Leads it will be easier to take a phased approach. Therefore, it is recommended Members agree that within the financial year 2016/2017 service planning workshops are to take place between February and early March in order to take their new plans to committee between May and June (dependant on when the committee meeting dates are planned for) with a proposal for the next financial year to start planning the sessions between October and November 2016 for the 2017/2018 period.
- 2.5 Members of Regulatory and Support Services Committee are also asked to recommend to Full Council that these proposed processes are adopted across the authority.

3.0 Argument and conclusion

- 3.1 Realignment of performance management dates to tie in with business planning cycles will help support effective partnership working with Financial Services.
- 3.2 By highlighting service level priorities it will enable Service Delivery Leads to focus on the priorities from Members which aren't necessarily shown within the Corporate Plan. By reviewing service level priorities it will also provide Service Delivery Leads with additional guidance on what areas to focus their performance measures on (although it should be noted that some performance measures will be statutory and must be recorded).
- 3.3 By phasing the date changes over a 2 year period it will enable Service Delivery Leads to forward plan their work and factor in service planning workshops to start earlier in the financial year.
- 3.4 By enabling Service Delivery Champions the opportunity to be more directly involved in performance reporting it will engender more effective working practices and continue to build upon relationships with Service Delivery Leads and teams. It therefore becomes imperative that Service Delivery Leads and Service Delivery Champions meet on a regular basis (at least every quarter) to ensure that there is a consistent approach to performance reporting.
- 3.5 The re-profiled dates will allow new Service Delivery Plans to factor in any service level Member priorities, any additional higher level priorities (shown within the Corporate Plan), set new targets and help ensure that forward financial budgeting is effectively forecast.
- 3.6 The cumulative yearend figures for each service will be presented to committee by the Service Delivery Lead at the end of the performance reporting cycle. Any additional information e.g. explanation of variances, will be presented in the "notes" section for further comment.
- 3.7 Adoption of the new processes across the Council will provide a consistent approach to performance management reporting.

4.0 Financial Implications

- 4.1 There are no financial implications other than officer time attributed to this report.

5.0 Equality Impact Assessment

- 5.1 There is no requirement for an Equality Impact Assessment for this report.

6.0 Appendices

Appendix A- Performance Management Framework Calendar
Appendix B- Example of the proposed new reporting template

7.0 Background documents- None

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