

**PERFORMANCE MANAGEMENT: PROGRESS REPORT THREE 2015/16 AND PROVISIONAL TARGETS FOR 2016/17**

<u>Report of the:</u>	Chief Executive
<u>Contact:</u>	Frances Rutter/Adama Roberts
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
<u>Annexes/Appendices</u> (attached):	<u>Annexe 1</u> - Performance Management – Progress Report Three 2015/16 <u>Annexe 2</u> - Provisional Targets for 2016/17
<u>Other available papers</u> (not attached):	None

**REPORT SUMMARY**

**This report sets out performance against the Committee's actions for Progress Report Three 2015/16 and Provisional Targets for 2016/17.**




<b><u>RECOMMENDATION (S)</u></b>	<i>Notes</i>
<b>That the Committee:</b>  <b>(1) Receives Performance Management Progress Report Three 2015/16 and identifies any issues requiring action over and above that set out within it;</b>  <b>(2) Reviews and agrees targets for 2016/17 as detailed in Annexe 2 of this report and outlined in paragraph 3.1.</b>	

**1 Background and Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy**

- 1.1 In December 2011 the Council adopted the Corporate Plan for 2012/16. The Plan identifies the Council's Key Priorities and Core Values for the next four years. This is the last year of the life cycle of the current Corporate Plan.
- 1.2 As part of the service planning process to support delivery of the Council's Corporate Plan, actions have been agreed under the Service Plans for 2015/16.

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- 1.3 It was agreed that due to the volatile nature of the economic climate, actions will be reviewed and set annually rather than for a period of four years. This was deemed more productive because changes and decisions around actions set in our Service Plans could be taken promptly, in line with changing economic times.
- 1.4 The former Corporate Management Board also agreed to trial production of the Performance Management Report based on the Committee cycle rather than quarterly cycles in order to make the information reported more streamlined and up to date. This has proved to be more effective and evident in years two and three of the Council's Annual Service Plan monitoring.
- 1.5 As a result, progressive updates are given, the traffic lights system of reporting has been replaced with an 'Achieved', 'On Target', and 'Not Met', status update for Progress Reports one to three. However the same format as in the previous system of reporting has been maintained for year-end i.e. 'Achieved', 'Signed Off', 'Rolled Forward' and 'Deferred or Deleted'.

<b>Key to Reporting Progress Reports One to Three Format</b>	
<b>Achieved</b> 	<p>An action is achieved once all objectives specified have been completed.</p>
<b>On Target</b> 	<p>An action is on target at the time of reporting the progress if it's likely to be completed by year end. Actions that are reported as on target are closely monitored and evaluated throughout various performance phases to ensure they continue to be achievable by year end.</p> <p>Measures have been implemented to ensure Responsible Officers (ROs) promptly advise the Consultation &amp; Communication team of any change/s that is/are likely to impact on an action being achieved. This is then fed back to CMB and responsible committees.</p> <p>A risk analysis section has been introduced, for the first time in our performance reporting to pre-empt and facilitate the achieving of actions set within a given financial year. This enhances the review process embedded within our performance monitoring, because all actions that are reported as on target or not met have to be rigorously evaluated at each performance management phase - with further actions outlined to facilitate their achievement.</p>
<b>Not Met</b> 	<p>An action is reported as not met if it's likely to be unachievable at year end. The chances of achieving these actions within the reporting period are slim.</p> <p>All actions are continuously evaluated and where issues may occur, automatically highlighted to alert CMB and responsible committees in order to facilitate a prompt decision making process. This process usually involves the ROs, CMB and responsible committees.</p>

	However, for Data Quality purposes, committees have the final say as to whether an action will be deleted/deferred/tweaked or replaced with a new one depending on the evidence given by ROs or CMB.
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- 1.6 A risk analysis section has been incorporated into the Performance Management Framework as per audit and the former CMB recommendations. It facilitates the pre-empting and reviewing of any issues that may prevent an action being achieved within a specific timeframe.
- 1.7 The Council's performance management framework enables progress against each of the Service Plan action areas to be monitored on a committee cycle basis as explained above.
- 1.8 This report sets out performance against the Year 4 Service Plan actions and Progress Report Three 2015/16 actions for which the Committee is responsible.

## **2 Performance as at February 2016**

- 2.1 Annexe 1 to this report provides the Committee with an extract from the Progress Report Three 2015/16 covering all the Service Plan actions for which this Committee is responsible. The full Progress Report Three 2015/16 is available to councillors on the Council's Intranet, IRIS.
- 2.2 Overall, Strategy & Resources Committee has **15** actions for the financial year 2015/16. As at February, **six** (6) have been Achieved, **three** (3) are On Target, **five** (5) Not Met, and **one** (1) has been deleted as agreed at S&R call over - 'Undertake refurbishment at Horton Chapel'.

## **3 Provisional Targets for 2016/17**

- 3.1 The draft Corporate Plan 2016/20 will be submitted to S&R Committee and Full Council in April for approval following the consultation with residents, members and staff in February. Four key priorities have been proposed as part of the new Corporate Plan. As a result, provisional targets have been also been drafted for the committees.
- 3.2 The provisional targets address the concerns expressed by Members previously and have been developed in consultation with Committee Chairmen. The provisional targets are focused around the key priorities for 2016/17 and are not reliant upon third parties to deliver. Performance management arrangements will continue to develop throughout next year and it is important that Members maintain flexibility to modify targets where required. Members are asked to note that, if the draft Corporate Plan 2016 to 2020 is amended the proposed targets for 2016 to 2017 may change to reflect the amendments made to the Corporate Plan. Strategy & Resources Committee is asked to review and agree its targets for 2016/17 as outlined in Annexe 2.

#### **4 Financial and Manpower Implications**

- 4.1 Actions identified for 2015/16, at the time of agreeing the actions, were considered to be achievable within agreed budgets, including the reduced staffing budget.
- 4.2 There are no specific financial or manpower implications for the purpose of this report.
- 4.3 **Chief Finance Officer's comments:** Expenditure incurred for external parks accreditations will need to be met from existing revenue budgets.

#### **5 Legal Implications (including implications for matters relating to equality)**

- 5.1 There is the opportunity through the development and delivery of this Service Plan to secure significant benefits for residents.
- 5.2 There are no particular legal implications for the purpose of this report.
- 5.3 **Monitoring Officer's comments:** *None for the purposes of this report.*

#### **6 Sustainability Policy and Community Safety Implications**

- 6.1 Delivery of Year 4 of the Service Plan will assist the Council to create sustainable communities.
- 6.2 There are no particular community safety implications for the purpose of this report.

#### **7 Partnerships**

- 7.1 There are no particular partnership implications for the purpose of this report.

#### **8 Risk Assessment**

- 8.1 The creation of a Performance Management Framework mitigates against loss of focus and assists the organisation in ensuring that it has the financial capacity to deliver its objectives.

#### **9 Conclusion and Recommendations**

- 9.1 The implementation of a robust performance monitoring and management system is essential to ensure that the Committee's Service Plans, and ultimately, the Council's Key Priorities are delivered or any variances explained and decisions over future action made.
- 9.2 This report sets out performance information relating to the Service Plan for 2015/16 to date. In considering any action as a result of the information before them, Members must take into account the risks and implications of failing to meet a target or changing a target at some stage during the monitoring period.

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- 9.3 The Committee is asked to identify any issues requiring action over and above that set out in the Progress Report in Annexe 1.
- 9.4 The Committee is also requested to agree its targets for 2016/17 as set out in Annexe 2.

**WARD(S) AFFECTED: All**