

STRATEGY & RESOURCES COMMITTEE
24 JUNE 2015

PERFORMANCE MANAGEMENT: PROGRESS REPORT FOUR 2014/15

Report of the: Chief Executive
Contact: Frances Rutter/Adama Roberts
Urgent Decision?(yes/no) No
If yes, reason urgent decision required: N/A
Annexes/Appendices (attached): Performance Management – Progress Report Four 2014/15
Other available papers (not attached): None

REPORT SUMMARY

This report sets out performance against the Committee's actions for Progress Report Four 2014/2015.

<u>RECOMMENDATION (S)</u>	<i>Notes</i>
(1) That the Committee receives Performance Management Progress Report Four, 2014/2015.	
(2) That the Committee identifies any issues requiring action.	
(3) Notes that the two deferred actions set out in paragraph 2.3 will be reviewed and, if still relevant included in the new Corporate Plan 2016 – 20.	

1 Background

- 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.
- 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 2014/15 and 2015/16 which is the last year of the life cycle of the current Corporate Plan.
- 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 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.

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- 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'.

Key to Reporting Year End Progress	
Achieved	An action is achieved once all objectives specified have been completed
Signed Off	<p>An action is signed off for one of three reasons:</p> <ul style="list-style-type: none"> (1) Because a similar/same target has been set within the next financial year (as it's an ongoing target); (2) Because it is nearly completed (98% of measures have been implemented and it's likely to be completed within the next couple of months) and does not warrant being carried forward to the next financial year; (3) Because initiatives cannot be taken any further due to lack of resources/funding or changes in legislation/policy. <p>Please note that signed off actions continue to be monitored and subsequently achieved by the responsible officers. Officers are expected to keep a review list of all signed off actions and can be contacted for further information. This also enhances the data quality procedures in terms of accountability.</p>
Rolled Forward	An action is rolled forward to the next financial year, if it is considered to be of utmost significance and still relevant to priorities set. Rolled forward actions are expected to be achieved within the first reporting cycle of the Progress Report.
Deferred/Deleted	An action is deferred to the next financial year or deleted due to lack of resources or action being no longer feasible to implement. This can be done through an officer/ Corporate Management Board recommendation to the responsible committee, who then make the final decision as to whether to approve the recommendation/s given.

- 1.6 A risk analysis section has been incorporated into the Performance Management Framework as per audit and 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 3 Service Plan actions and Progress Report Four 2014/15 actions for which the Committee is responsible.

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2 Performance as at March 2015

- 2.1 Annexe 1 to this report provides the Committee with an extract from the Progress Report Four 2014/15 covering all the Service Plan actions for which this Committee is responsible. The full Progress Report Four 2014/15 is available to councillors on the Council's Intranet, IRIS.
- 2.2 Overall, Strategy & Resources Committee has **25 actions** for the financial year 2014/15. As at year end, of the 25 actions, **10** have been 'Achieved', **seven (7)** 'Signed off', **three (3)** 'Deleted' and **three (3)** 'Deferred'.
- 2.3 The Committee at its meeting on 23 September 2014 agreed to defer two of its actions 2016/17 listed below to:

"Communicate and implement transfer of new working age claims to Universal Credit October 2013 (subject to confirmation from Department of Works and Pensions ie DWP)".

"Manage the transfer of legacy housing benefits claims to Universal Credit to the timetable set by the DWP"

- 2.4 The Committee is asked to note that the life cycle of the current Corporate Plan will end at March 2016. The two actions above will be reviewed and if still relevant included in the new Corporate Plan 2016/20.

3 Implications for the Council's Key Priorities, Service Plans and Community Strategy

- 3.1 There are no implications for the Sustainable Community Strategy.

4 Financial and Manpower Implications

- 4.1 There are no specific financial or manpower implications for the purpose of this report.
- 4.2 Actions identified for 2014/15, at the time of agreeing the actions, were considered to be achievable within agreed resources, including the reduced staffing budget.
- 4.3 **Chief Finance Officer's comments:** None for the purposes of this report.

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 3 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.

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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 2014/15 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.

WARD(S) AFFECTED: N/A