

**REPORT TO:** Executive Board

**DATE:** 13 March 2014

**REPORTING OFFICER:** Strategic Director - Policy & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Directorate Performance Overview Reports for Quarter 3 2013/14

## **1.0 PURPOSE OF REPORT**

**1.1** To report the Council's performance for the third quarter period to 31<sup>st</sup> December 2013. The report details progress against key objectives/ milestones and performance targets, and describes factors affecting each of the three Directorates.

## **2.0 RECOMMENDED: That**

- 1) Executive Board note the information contained in the report; and**
- 2) consider the progress and performance information and raise any questions or points for clarification.**

## **3.0 SUPPORTING INFORMATION**

### **Background and Context**

#### **3.1 Revised Performance Framework from 2012/13**

**3.2** A review of the Council's existing performance management and monitoring arrangements was undertaken in 2011, based upon an agreed set of principles (agreed by Corporate PPB), based around the better management of performance information in terms of both strategic focus and volume, which involved:

- Capturing the views of Lead and Senior Officers and Elected Members in a number of forums;
- A review of adopted practice elsewhere e.g. in other neighbouring Councils, Primary Care Trusts and best practice in Local Government and the Private sector;
- Consideration of the potential requirements and expectations of local authority self-regulation; and
- The on-going need to ensure that available resources are being deployed to best effect in addressing strategic priorities of the Council.

- 3.3 As a result of these review findings it was approved that the authority develops an approach to the future use of performance information that is, as far as possible, focussed primarily upon the needs of the receiving audience as opposed to being determined by the existing organisational structure. This also reflected a transition away from Local Authorities being performance managed by central government and toward being held to account at a local level through the transparent provision of accessible performance data.
- 3.4 In addition, it is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.
- 3.5 The Directorate Performance Overview Report provides a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council's performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.
- 3.6 Information for each of the Council's Directorates is contained within the following appendices:
- Appendix 1 - Children and Enterprise  
Appendix 2 - Communities  
Appendix 3 - Policy & Resources
- 3.7 Directorate Risk registers are presently being reviewed and refreshed in conjunction with the development of Directorate Business Plans 2014 – 17 and the monitoring of high risks will be reported to the Board in due course.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.
- 6.1 The introduction of Directorate Overview Reports for Executive Board, reporting key objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

## **7.0 RISK ANALYSIS**

7.1 The new revised performance framework for 2012/13 and beyond will allow the authority to both align its activities to the delivery of organisation and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the “transparency agenda”. Performance Indicators are used by external agencies and the public at large in informing any judgement they make as to how the authority is currently performing.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Minority and disadvantaged groups and geographic areas are involved with and taken into account in all stages of performance management, including planning, data collection and analysis, service delivery, policy and service development and the impact of policies.

## **9.0 LIST OF BACKGROUND PAPERS UNDER SECTIONS 100D OF THE LOCAL GOVERNMENT ACT 1972**

9.1 There are no background papers under the meaning of the Act.