

Report To: Policy and Resources Committee

Date: 30 March 2010

**Report By: Corporate Director
Improvement and Performance**

Report No: POL/08/10/PW/LF

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Subject: Review of Corporate and Directorate Performance Reporting

1.0 PURPOSE

1.1 The purpose of this report is to advise Committee that a review is being undertaken of the current arrangements for Directorate and Corporate Performance Reporting.

2.0 SUMMARY

2.1 As part of the Council's Strategic Planning and Performance Management Framework, the CMT agreed in November 2006 to introduce a consistent approach to performance reporting.

2.2 Since November 2006 a Corporate Performance Report has been produced for the CMT on a bi-monthly basis and to each meeting of the Policy and Resources Committee. The Corporate Performance Report provided both Members and the CMT with updates on corporate projects and key corporate "health check" indicators.

2.3 Each Directorate currently submits a performance report to every meeting of its respective committee outlining progress made in implementing its Directorate Plan and key performance indicators that provide an accurate overview of the performance of the Directorate.

2.4 The purpose of both the Corporate Performance Report and Directorate Performance Reports is to provide both Members and the CMT with the opportunity to make informed judgements in areas where performance is good, improving, or starting to decline, and highlight where intervention or resources maybe required in order to ensure continuous improvement.

2.5 The current approach to Corporate and Directorate Performance Reporting has now been operating for several years and is now being undertaken to evaluate both reports to ensure that the format and information provided enables Members and the CMT to effectively scrutinise performance.

2.6 The review will also take into account a number of new developments.

- New Management Structure

The implementation of the Council's new management structure will have significant implications for Corporate and Performance Reporting. Directorate Plans and Directorate Performance Reports in particular will have to take into account the new remits of Directorates and the review will address this issue. New Directorate Plans for 2010/11 will be submitted to the next Committee cycle.

- Single Outcome Agreement

The review will take into account performance management of the SOA. The revised audit methodology for Best Value / Community Planning will look to establish the degree of synergy between the outcomes detailed within the SOA and the Council's Corporate Plan and Directorate Plans. The review will therefore look at how best to incorporate performance reporting of the SOA into Corporate and Directorate Performance Reports.

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- Electronic Performance Management System

The Council has procured a performance management system which will have the capability to monitor outcomes and associated indicators and demonstrate the linkages and relationships between service and strategic priorities. The system will have enhanced reporting capabilities at service, directorate and corporate level and help to actively manage performance.

- 2.7 The review of Corporate and Directorate Performance Reporting will be reported to the next Committee and new performance management arrangements will be implemented after the recess in Autumn 2010. No further performance reports will be produced following this Committee until after the summer recess.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Committee:

- a. Note the content of this report and that a review of Corporate and Directorate Performance Reporting is being undertaken.
- b. Note that there will be no Corporate Performance Report or Directorate Performance Reports to the next cycle of Committees.
- c. Agree that new performance reporting arrangements are implemented in Autumn 2010.

Paul Wallace
Corporate Director
Improvement and Performance

4.0 BACKGROUND

- 4.1 Corporate and Directorate Performance Reporting was introduced in November 2006 as part of the Council's Strategic Planning and Performance Management Framework.
- 4.2 The Corporate Performance Report has been produced for CMT on a bi-monthly basis and for each meeting of the Policy and Resources Committee. The report was developed to provide information on how the Council is performing in relation to the Audit of Best Value and Community Planning and the key corporate outcomes contained within the Single Outcome Agreement, the Community Plan, Corporate Plan and Organisational Improvement Plan.
- 4.3 Each Directorate produces a Directorate Performance Report which is submitted to the appropriate committee on a regular basis. Directorate Performance Reports provide an update on progress that has been made in implementing Directorate Plans and contain key performance indicators that give an overview of the performance of the Directorate.
- 4.4 Corporate and Directorate Performance Reporting has not only equipped Members and the CMT with information that has enabled them to scrutinise performance but it has also led to consistency and comparability of reporting across the Council.
- 4.5 The progress the Council has been made in developing and implementing performance reporting was recognised in the Audit of Best Value and Community Planning Progress Report published in January 2009. Audit Scotland highlighted the good progress that has been made in developing a performance management framework and concluded that "performance reporting is now well established and is an integral part of how the Council now carries out its business."
- 4.6 It is important that the Council builds on the progress that has been made by undertaking a review of Corporate and Directorate Performance Reporting in order to further improve its approach to corporate and service performance.
- 4.7 Corporate and Directorate Performance Reports have now been in place for several years and have worked very well. However, a number of recent developments such as the procurement of an electronic performance management system, the need to develop performance management arrangements for the SOA and the implications of the new management structure will all have an impact on performance reporting arrangements. The review will take into account these new developments and look at how they can best be incorporated into Corporate and Directorate Performance Reporting.
- 4.8 The review will focus on:
- How we can improve the timeliness, accessibility and focus of performance reporting.
 - The type of performance information that will best enable Members and the CMT to effectively scrutinise and challenge performance.
 - How we can best use performance information to link corporate initiatives to service improvement, customer experience and the outcomes identified in the SOA.
- 4.9 The findings of the review will be reported to Policy and Resources Committee and the new performance reporting arrangements will be implemented after the recess in Autumn 2010.

5.0 IMPLICATIONS

- 5.1 Finance
None
- 5.2 Personnel
None
- 5.3 Legal
None
- 5.4 Equality and Diversity
None

6.0 CONSULTATION

6.1 All services and Directorates will be consulted as part of the review of Corporate and Directorate Performance reporting.

7.0 BACKGROUND PAPERS

7.1 None