Performance management and reporting

Overview and Scrutiny Committee – 27 July 2015

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Principles

- Our **vision** is for anyone to be able to access and scrutinise up-to-date information on our progress to deliver the corporate plan, plus see how well the Council is running itself

- Guiding principles for performance management:
  - **Transparency** – we proactively publish our performance data, with the same information provided to different audiences (e.g. members, the public, overview and scrutiny committee)
  - **Accountability** – to the public and members through greater transparency
  - **Accessibility** – enabling anyone to access performance information when they want to see it (e.g. via our website)
  - **Clarity** – a clear format that shows our past, present and future performance (i.e. targets) via 'trajectories'
  - **Timeliness** – up-to-date information with minimal time-lag
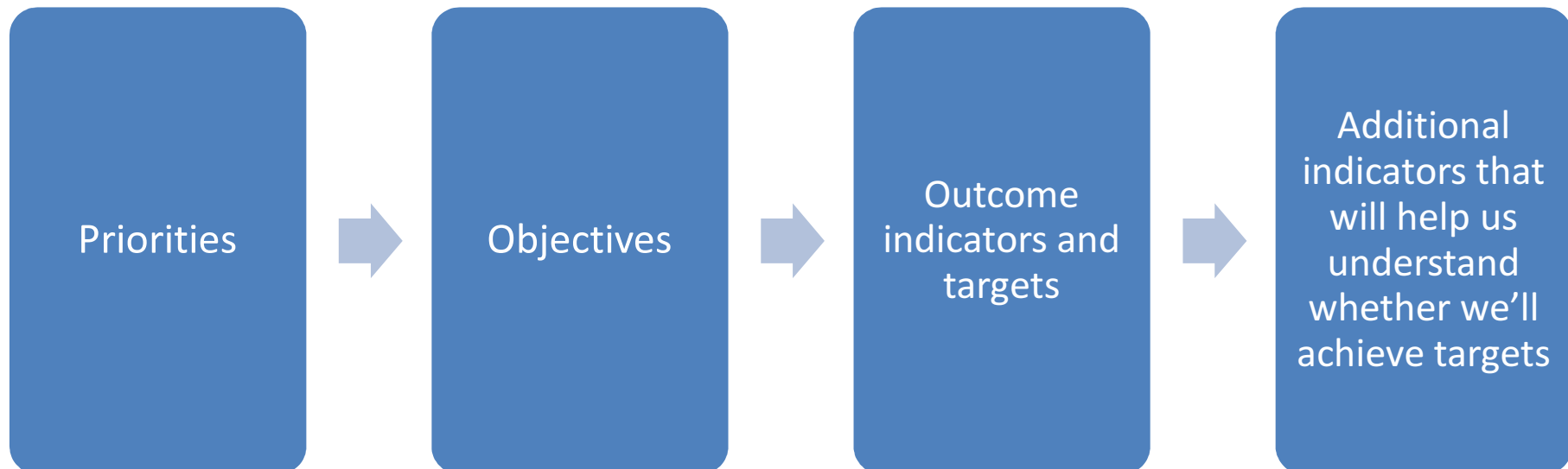
2 What have we been doing up to now?

- Produced a quarterly performance report, reporting data from previous 3 months (e.g. report to Cabinet in July showing January – March performance) plus an annual report

- Reported on 70+ key performance indicators – measuring process but not necessarily the impact we have on Haringey people and place

- Published as part of Cabinet report, with separate report to Scrutiny, but not in accessible format for the public

Performance management approach – measuring outcomes

- Each of the five priorities in the corporate plan now have a set of key performance indicators that measure the **outcomes** we are trying to achieve, which are defined underneath each objective:

Priorities		Objectives		Outcome indicators and targets		Additional indicators that will help us understand whether we'll achieve targets

Performance management approach – management information

- We are also deciding on a set of **management information** indicators that will help us understand our capability as an organisation to deliver the corporate plan outcomes. These apply to, and are owned by, all Assistant Directors s and are structured by:

  – Finance

  – People

  – Customer

  – Business-specific

Performance reporting format: understanding, accountability and action

- Each priority will have a performance pack, containing a **dashboard** on the front page which summarises performance through 'Red-Amber-Green' (RAG) ratings

- Each outcome indicator will be presented as a trajectory showing **past, present and future** performance, with analysis alongside the data to include:

  – Performance against agreed targets

  – Benchmarking with other local authorities and how we compare

  – Intelligence and insight from project work that affects the indicator, explaining how it will impact on our ability to achieve the target

  – Policy or legislative changes affecting performance

  – Key stakeholders and their contribution

  – An overall assessment of whether we expect to meet the target

Example trajectory – Priority 3

Priority 3: A clean, well-maintained borough where people are proud to live and work
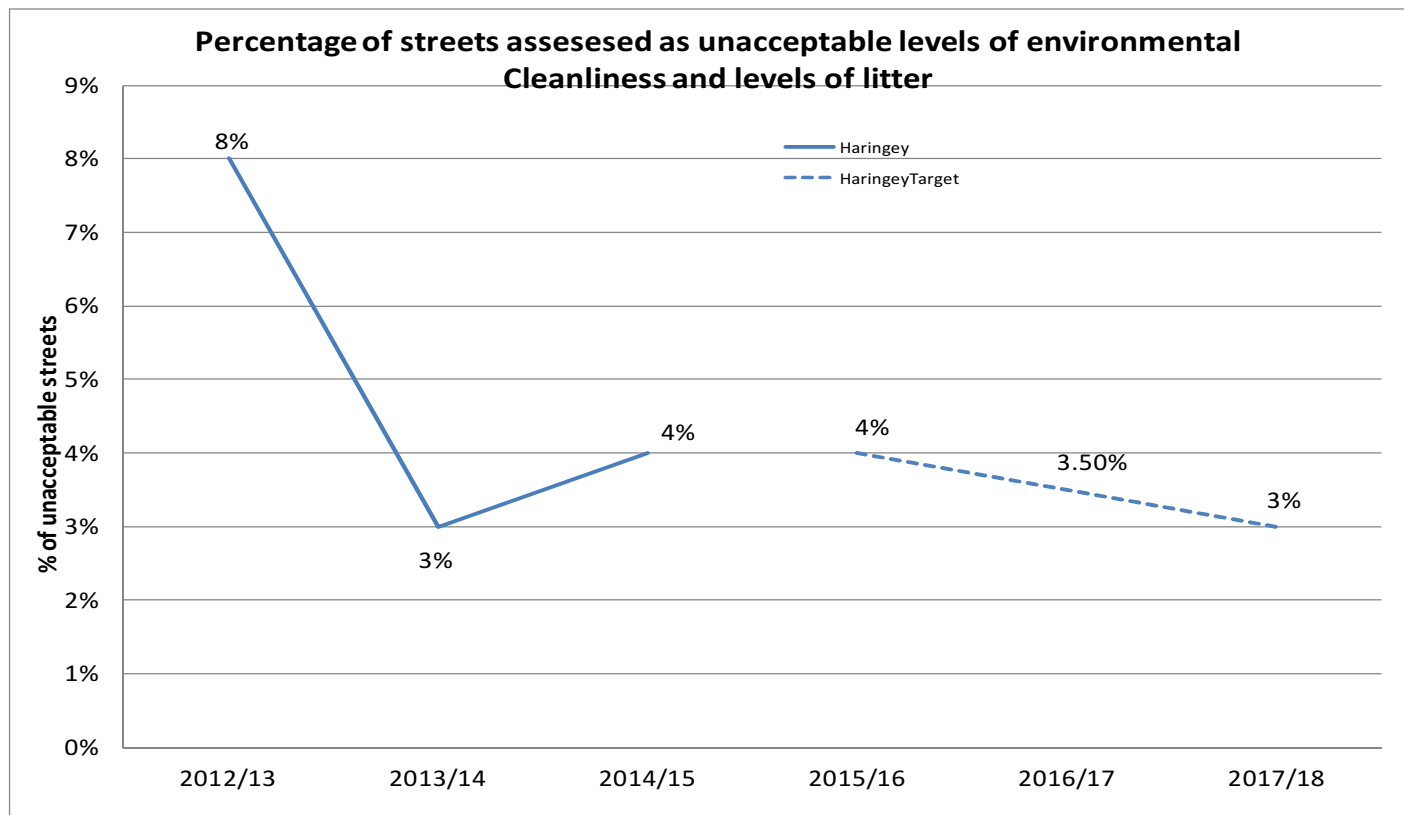
Objective 2: To make our streets, parks and estates clean, well maintained and safe

Outcome indicator: Improved street and environmental cleanliness and low levels of litter

Target: Reduction in levels of litter to 3% by 2018

Percentage of streets assesesed as unacceptable levels of environmental Cleanliness and levels of litter

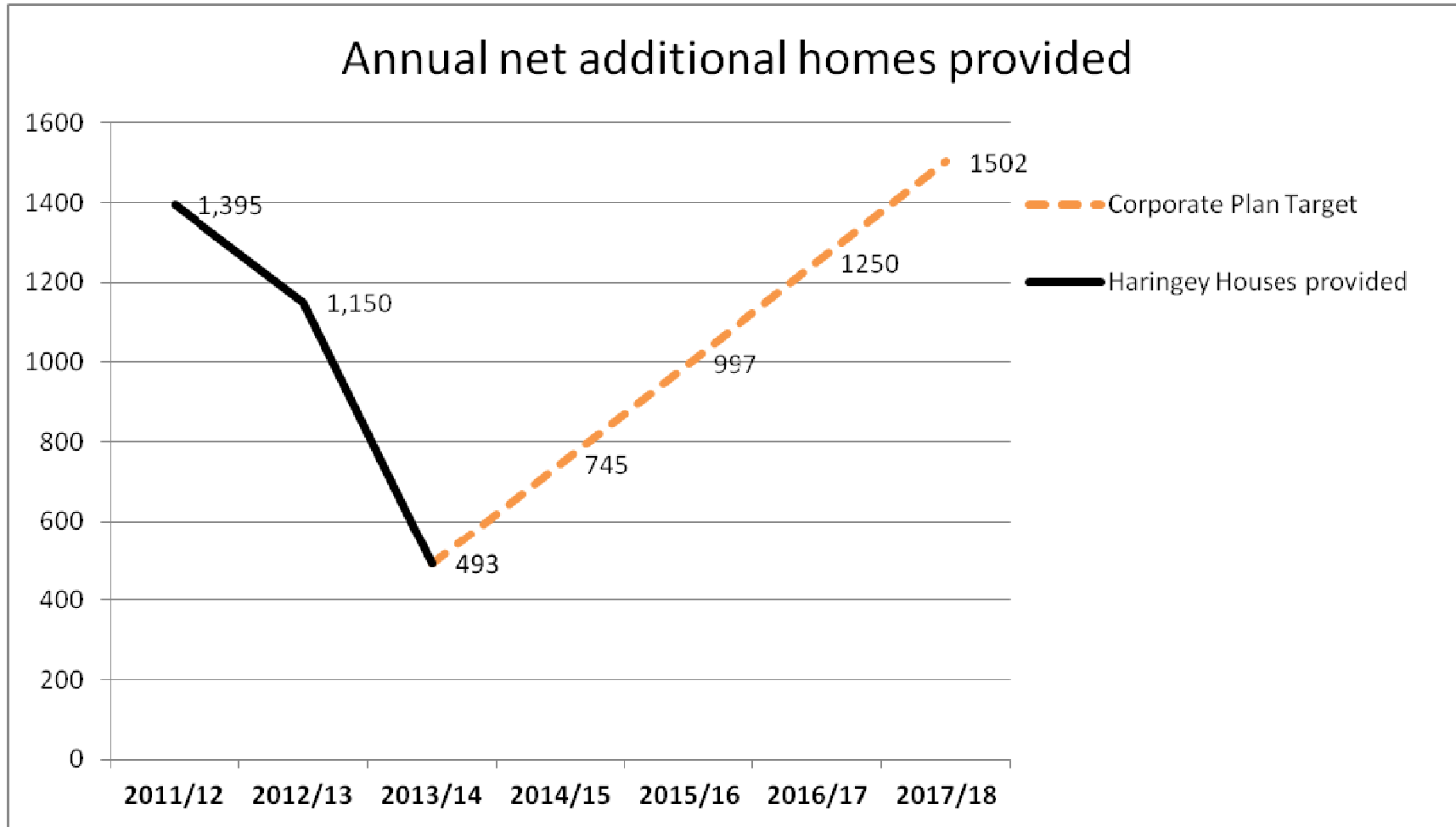**Priority 4:** Drive growth and employment from which everyone can benefit ➡ **Objective 1:** Achieve a step change in the number of new homes built ➡ **Outcome indicator:** Net additional homes provided ➡ **Target:** To get to 1502 by 2018

Annual net additional homes provided

- Corporate Plan Target (orange dashed line)
- Haringey Houses provided (black solid line)

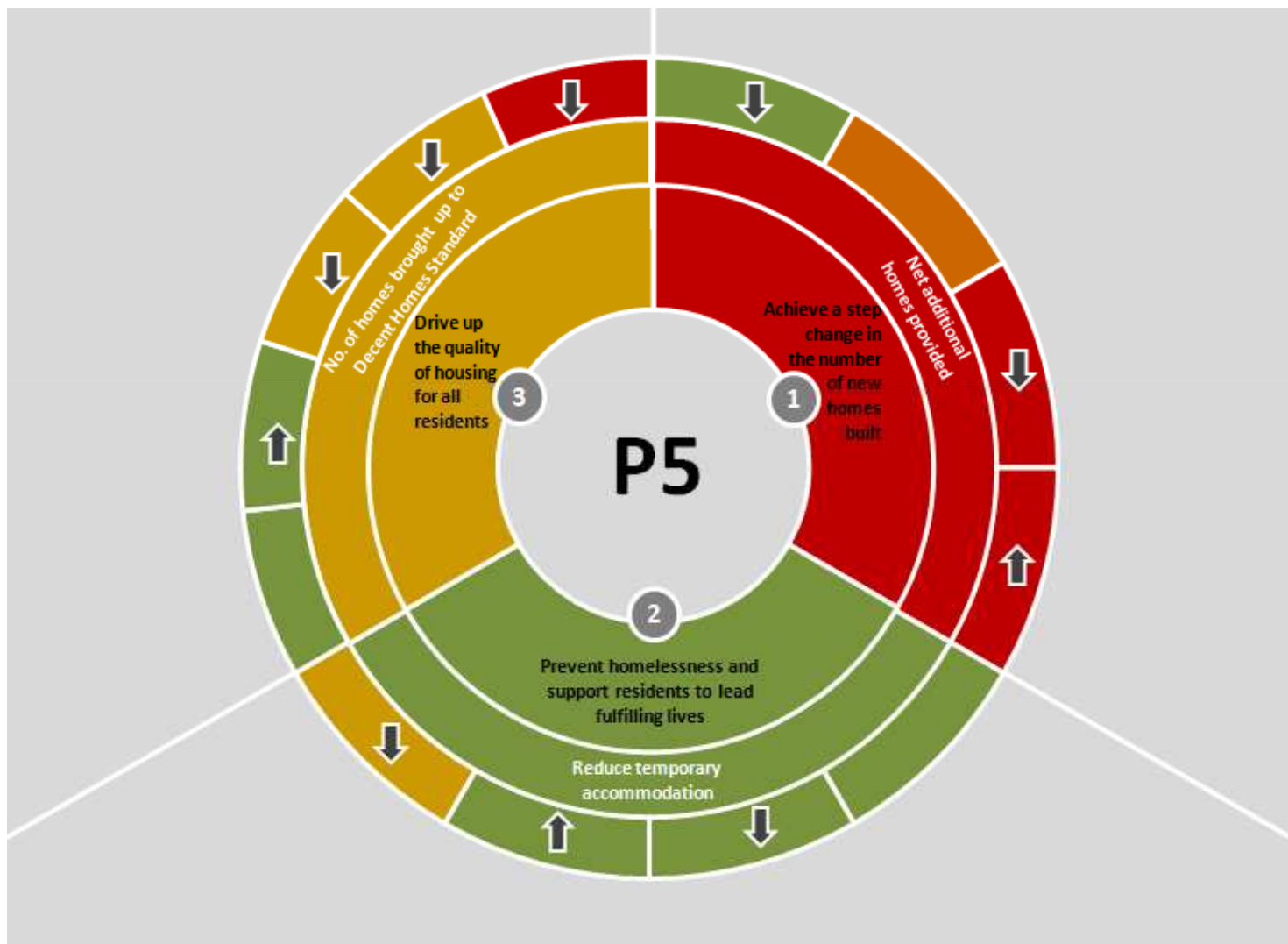Data points: 1,395 (2011/12), 1,150 (2012/13), 493 (2013/14), 745, 997, 1250, 1502 (2017/18)

Indicator(s) that will provide additional insight:
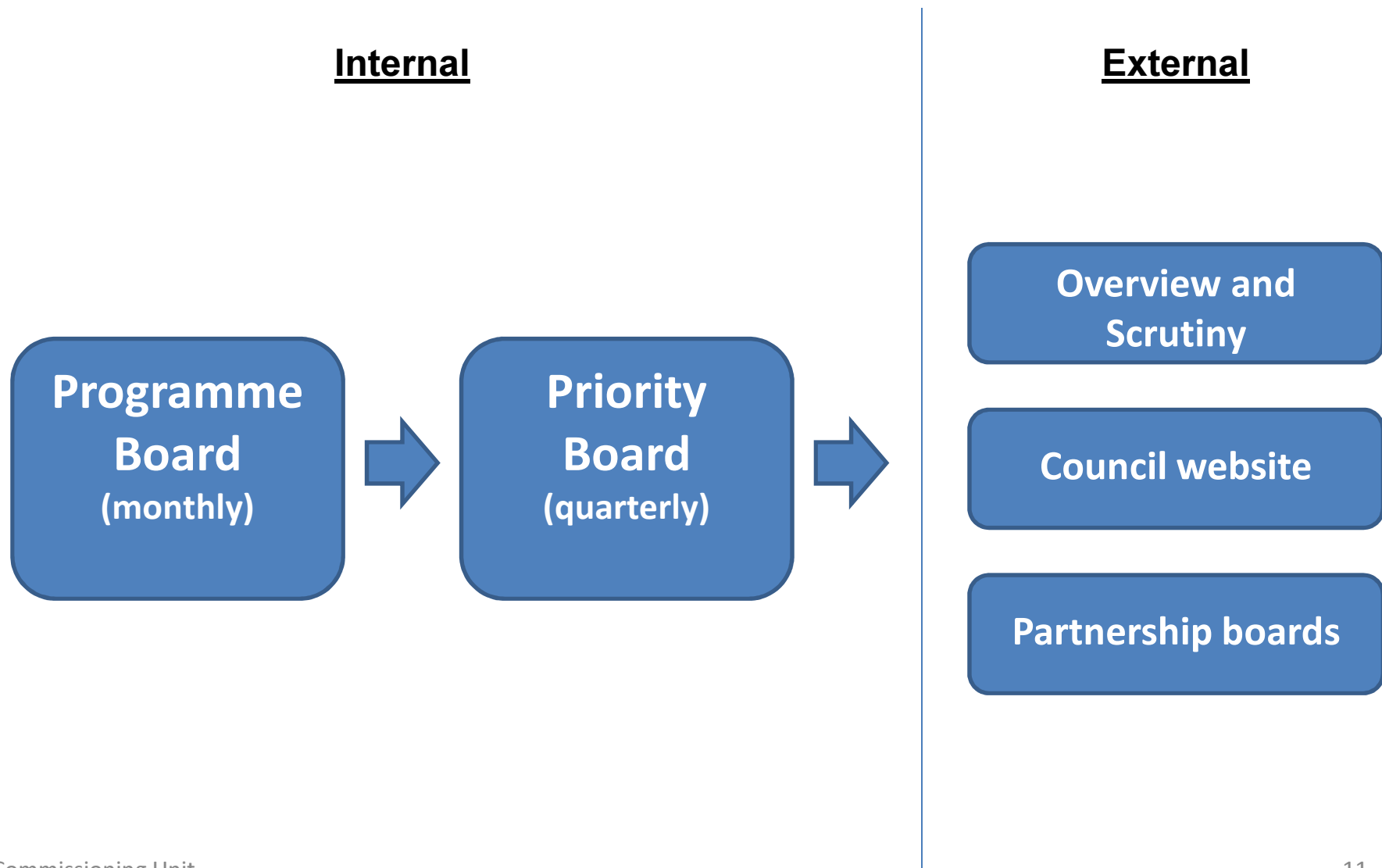• Affordable housing as a % of net housing provided each year

A **dashboard** would sit on the front of each priority pack, with RAG ratings reflecting up-to-date performance (example below – not real data)

Performance packs will be published after each priority board meeting, will be **up-to-date**, with **minimal time-lag**

Internal

External

Programme Board (monthly)

Priority Board (quarterly)

Overview and Scrutiny

Council website

Partnership boards

Benefits for Overview and Scrutiny

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- **Outcome-focused data** enables focus on what we are trying to achieve for Haringey people and place

- **Up-to-date intelligence** on how current project work will affect outcomes and whether we are likely to meet targets

- **RAG ratings** across all indicators in all priorities could at a glance determine the focus for OSC and Panels

- Individual **Panels** can focus on specific priorities:
  - Children and Young People Panel (Priority 1 pack)
  - Adults and Health Panel (Priority 2 pack)
  - Environment and Community Safety Panel (Priority 3 pack)
  - Housing and Regeneration Panel (Priorities 4 and 5 packs)

- **Transparency** of data could facilitate more direct resident and community engagement in performance of the Council

- **Work programmes for OSC and Panels** could be shaped in response to data and evidence

- First round of performance data available in **September 2015** after Priority Boards have met

- We will initially publish performance packs as presented at Priority Boards, but will be developing a better publishing format and tool in future

- Overview and Scrutiny Committee and Panels can use September 2015 published packs, then continue to use data published after Priority Boards, on a quarterly basis

- Scope to publish more data in future, e.g. our statutory returns