

| Scrutiny Committee | |
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| Meeting Date | 21 July 2015 |
| Report Title | Performance Monitoring – 2014/15 Quarter 4 |
| Cabinet Member | Cllr Wilcox, Performance |
| SMT Lead | Abdool Kara, Chief Executive |
| Head of Service | David Clifford, Policy and Performance Manager |
| Lead Officer | David Clifford, Policy and Performance Manager |
| Key Decision | No |
| Classification | Open |

1 Purpose of Report and Executive Summary

- 1.1 This report presents the quarterly portfolio-based balanced scorecard performance reports for the fourth quarter of 2014/15 (January-March 2015). The scorecards seek to provide a holistic overview of council performance on each portfolio from a range of perspectives. A3 copies of the scorecards will be tabled at the meeting.

2 Background

- 2.1 Strategic performance monitoring by cabinet and the scrutiny committee has been primarily through portfolio balanced scorecards since 2011. The scorecards seek to deal with 'performance' in the broadest sense, rather than focusing only on traditional measures such as output indicators.

3 Proposal

- 3.1 Appendix I provides a scorecard for each cabinet portfolio, plus one covering 'corporate health'. This latter includes information which is only relevant from a cross-organisational perspective, together with an aggregated summary of some of the information which is included in more detail on individual portfolio scorecards.
- 3.2 With the exception of 'corporate health', each scorecard also includes a separate list of 'exceptions', providing more information on items shown as red on the scorecards.
- 3.3 Items may show as red for a number of reasons (e.g. failure to meet target, deterioration from the same quarter last year, etc), and the fact that a scorecard contains some red items does not necessarily imply that there is a problem. More detail on red items can generally be found in the summaries and/or the exception reports.

4 Alternative Options

- 4.1 Although national performance reporting burdens have reduced considerably over the last five years, regular monitoring of organisational performance both by members and by senior officers is widely regarded as essential to a well-governed, self-aware and effective council. The option of dispensing with performance reporting to members is therefore not recommended.

5 Consultation Undertaken or Proposed

- 5.1 The scorecards are largely based on information provided either through Covalent or other council systems by senior officers, and have been circulated to SMT and heads of service for comment or corrections prior to being forwarded to members.

6 Implications

| Issue | Implications |
|---------------------------------------|---|
| Corporate Plan | The balanced scorecards provide the primary mechanism for members to monitor, and hold officers to account for, progress towards achieving the corporate plan. |
| Financial, Resource and Property | The balanced scorecards provide summary in-year budget information which is available in more detail in the quarterly budget monitoring reports produced by Finance. |
| Legal and Statutory | Few direct implications, as with very few exceptions the Council is no longer under an obligation to manage its performance against an externally-specified set of indicators. |
| Crime and Disorder | No direct implications, although the local area perception survey data includes a perception indicator on antisocial behaviour. |
| Sustainability | No direct implications. |
| Health and Wellbeing | No direct implications, although several measures included in either the council's corporate indicator set or the local area perception survey have a significant bearing on the health and wellbeing of residents. |
| Risk Management and Health and Safety | The scorecards include summary information on both strategic and operational risks. No direct health and safety implications. |
| Equality and Diversity | No direct implications. |

7 Appendices

7.1 The following documents are to be published with this report and form part of the report:

- Appendix I: Scorecard reports for 2014/15 Quarter 4.

8 Background Papers

- Year-end financial outturn report for 2014/15:
<http://services.swale.gov.uk/meetings/documents/s3188/Report.pdf>
- Quarterly complaints report [available from the Customer Service team]
- Internal audit reports [available from Internal Audit]