

**SUBJECT: NEW STRATEGIC PERFORMANCE MEASURES**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY**

## **1. Purpose of Report**

1.1 To present to Performance Scrutiny Committee the new strategic performance measure set for information following approval by CMT and Portfolio Holders.

1.2 The measures included within this set are to be reported to CMT, Performance Scrutiny Committee and Executive on a quarterly basis from Quarter 1 2019/20, and will replace the existing measure set reported through these routes over the past few years.

## **Executive Summary**

### **2.**

2.1 The current performance system (IMPS) which provides information for the corporate reports to CMT and Members is unlikely to be supported in the near future by the software suppliers and by our internal IT system, thus work is ongoing to develop a new in house performance system.

2.2 In line with the development of the new system, officers from the Policy Team have been working with Service Managers, Assistant Directors and Directors to review the existing measure set reported through the above route. This work has helped to ensure the performance measures included in this set continue to be the right measures to report moving forwards.

2.3 As part of this work, all measures within the new strategic measure set, which consists of a mix of new and existing measures, have had both high and low targets allocated to them with the exception of those considered to be volumetric.

2.4 From Quarter 1 2019/20, measure results will be compared against their high and low targets to produce a status outturn (RAG). This is a change to monitoring performance in recent years where performance measures have been primarily monitored on a trend/tolerance basis to produce a RAG status.

## **3. Background**

3.1 As a performance driven council following the Lincoln Performance Management Framework, we have in place a number of processes for reporting performance outputs and outcomes at various tiers:

3.2 Tier One - A holistic view of the city across all agencies which identifies areas of concern and facilitates the prioritisation of resources. Reported through:– Lincoln City Profile (Policy Unit) and the Lincoln Annual Monitoring Report (Planning).

3.3 Tier Two – Reporting of results and outcomes of strategic activity by the council – reported through annual reports from each Vision Group together with a summary in the form of the council’s Annual Report.

3.4 Tier Three - Provides a view of the council’s operational performance, measuring service performance against past performance trends and for defined key measures against agreed targets. This to date has been reported through quarterly reports driven by the IMPS performance system.

3.5 This report presents the new strategic measure set and targets linked to Tier Three, and follows a comprehensive review of the measures and their targets reported to CMT, Performance Scrutiny Committee and Executive on a quarterly basis.

3.6 The new strategic measure set and targets were approved by CMT and Portfolio Holders in April 2019.

#### 4. **New Strategic Performance Measures**

4.1 Between January and March 2019, officers from the Policy Team met with Service Managers, Assistant Directors and Directors to review the existing strategic performance measures, which are reported to CMT, Performance Scrutiny Committee and Executive on a quarterly basis.

Key questions considered during this review included:

- Are the current measures still the right ones to report?
- Are the right services covered in the strategic measure set?
- Should any measures be removed/any new ones to add?

4.2 Following agreement of the proposed new measures, Service Managers, Assistant Directors and Directors were asked to set high and low targets for these measures which were then agreed by Portfolio Holders. Where targets were already set for some measures continuing in the new set, confirmation was sought as to whether these targets continue to be suitable.

4.3 Following formal approval of the new measures and their targets by CMT and Portfolio Holders in April 2019, work is now underway to build the agreed measures and their targets into the new performance system.

4.4 Appendices A-C show the new set of strategic performance measures with targets split by directorate and by quarterly/annual collection.

4.5 All Corporate measures will continue to be collected, however the presentation of these measures will change as they will be reported through the new system.

4.6 The new measure set is formed of:

- **68** targeted measures
- **17** volumetric measures
- **6** corporate measures

4.7

4.8 For each measure full back data will be built into the system (where available), followed by full testing before Quarter 1 2019/20 data collection which is due to start in July 2019.

4.9 For Performance Scrutiny member information, Appendix D provides a list of the performance measures which have been removed from the strategic measure set during the review and the reasons for their removal. It should be noted that whilst these measures are no longer collected in the strategic performance measure set, a number of these measures are likely to be collected by services as part of their operational measure set. A review of the operational measures is due to start in the near future in phase two of this project.

5. Appendix E shows where existing targets have been revised for those measures which previously had targets allocated and have been carried forward into the new measure set.

### 5.1 **Strategic Priorities**

Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place

6. This report does not directly affect any of the strategic priorities, but it will help to effectively report on progress of business as usual activities within services supporting them.

### 6.1 **Organisational Impacts**

6.2 Finance (including whole life costs where applicable) – No financial impact.

6.3 Legal Implications including Procurement Rules – No legal impact.

7 Equality, Diversity and Human Rights – No equality, diversity and human rights impact.

### 7.1 **Risk Implications**

8. There are no risk implications linked to the new measures.

### 8.1 **Recommendation**

Performance Scrutiny Committee members familiarise themselves with the proposed new strategic performance measure set and allocated targets, in advance of the measures being presented to Executive for final approval (24<sup>th</sup> June 2019) and in advance of Q1 2019/20 performance reporting.

**Is this a key decision?** No

**Do the exempt information categories apply?** No

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?**

No

**How many appendices does the report contain?**

Five

**List of Background Papers:**

None

**Lead Officer:**

Graham Rose, Strategic Senior Policy Officer  
Telephone (01522) 873658