

To: Scrutiny Committee

Date: 28 February 2017

Report of: Head of Business Improvement

Title of Report: Response to Scrutiny Committee comments on the Q2 performance report

Summary

Purpose of report: To respond to the comments of the Scrutiny Committee on the Q2 performance report (December 2016)

Key Decision: No

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Appendices

Appendix 1: Response to specific performance summaries cited as examples of weakness of monitoring procedures in Q2 Scrutiny report

Background

The Scrutiny Committee have expressed concerns regarding the tracking and accountability in the setting of performance targets and that the monitoring of outcomes were not given proper care and attention. Specific performance summaries were cited as examples of weakness of current monitoring procedures. The Committee also highlighted that the presentation and content of the scrutiny report was not adequately accessible given that this document was in the public domain and asked for confirmation that red indicators are highlighted to Board members.

Response to Scrutiny Committee comments

1. We collate and present performance indicator (PI) metrics to the Corporate Management team (CMT) and the City Executive Board (CEB) in the form of a Corporate Dashboard report and an Integrated Performance report respectively. The Corporate Dashboard report is reported to CMT on a monthly basis and the Integrated Performance report is presented to CEB on a quarterly basis.
2. Each PI metric has an identified responsible person (typically the Head of Service) as the owner, its own individual definition and a performance formula in

accordance with Council guidelines. The owner of the metric is required to review all information received both through internal and external providers. The updater is required to input the information into the Corvu system monthly. It was noted that the use of 'council-speak' and acronyms could reduce the ease in which a member of the public could understand the report. To ensure the report is more accessible acronyms will be avoided in future.

3. Subsequently, the owner is required to calculate the metric using the agreed formulae and conduct a trend analysis to identify any significant variances on the results produced and add commentary.
4. Each measure has a year-end target, a monthly target with agreed tolerances for targets (or intervention levels in Corvu). Where they are not specified by the service they are set at 10% below target for the first 6 months and 5% below target for the next 5 months. The final for the year has no tolerance in order to ascertain if the target was achieved or not achieved at year end. This determines the Red, Amber, Green status.
5. As part of the annual service planning process, we will work with council services to set meaningful performance measures with robust targets that will be captured and monitored via CorVu and in adherence with our Performance Management Framework.
6. Based on the Internal Budgetary Control and Performance Management audit report and recommendations made in March 2016, the Business Development team are putting in place a programme of in-house data quality audits verifying three metrics per month in order to provide assurance on the quality of data being monitored, and also to seek improvements to the way they are captured or reported. This will commence in April 2017.
7. Heads of Service will review our performance reporting through the Corporate Dashboard as part of the service planning process to ensure that it provides robust challenge and is an effective tool in monitoring how we are performing against our corporate priorities.
8. The Integrated report that goes to CEB on a quarterly basis highlights and reflects on corporate PIs with a Red or Amber status. Service and team measures would be the responsibility of the Heads of Service to highlight to Board Members.

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List of background papers: None

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