

Approach to Corporate Performance Management



Operating Manual Document:

- Review period: every three years (or as required)
- Last updated: July 2021
- Responsible Officer: Head of Governance, Performance and Risk

Performance Management



‘Effective performance management works best in a culture in which individuals and groups take responsibility for the continuous improvement of services, and are prepared to be open with each other. In an open culture, it is also possible to learn from mistakes..... a good way to approach performance indicators is to be “curious” rather than judgemental’

(LGA,

https://www.local.gov.uk/sites/default/files/documents/Performance%20must%20know_0.pdf)

Overview



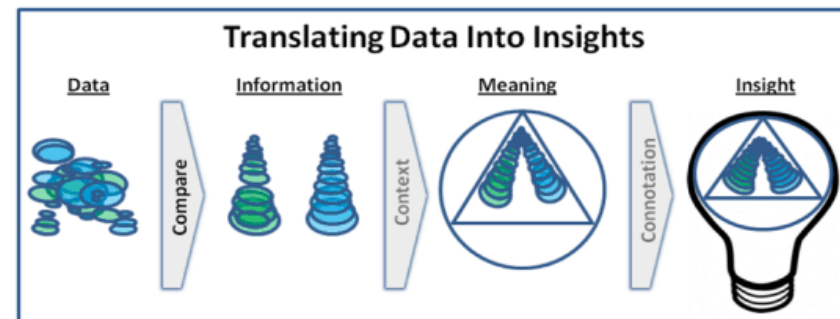
- Principles of performance management
- Overall Performance and Accountability System
- How we monitor and report on performance
- How we approach target setting
- How we identify performance issues
- How we understand and resolve performance issues

Performance Management principles



Our aim is to support a culture of organisational performance that:

- promotes curiosity – how much we did? how well we did it? and are people better off?
- derives insight from data
- benefits from collaboration/learning from others
- is clear, transparent and accessible
- encourages ownership and accountability
- is supported by business planning and risk management
- Is based on valid and reliable data

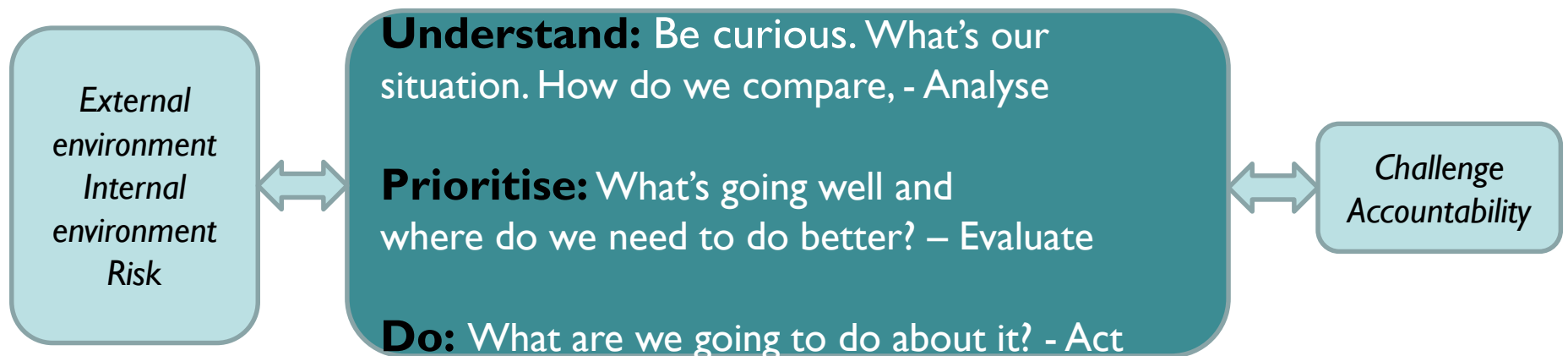


Performance and Accountability System (I)

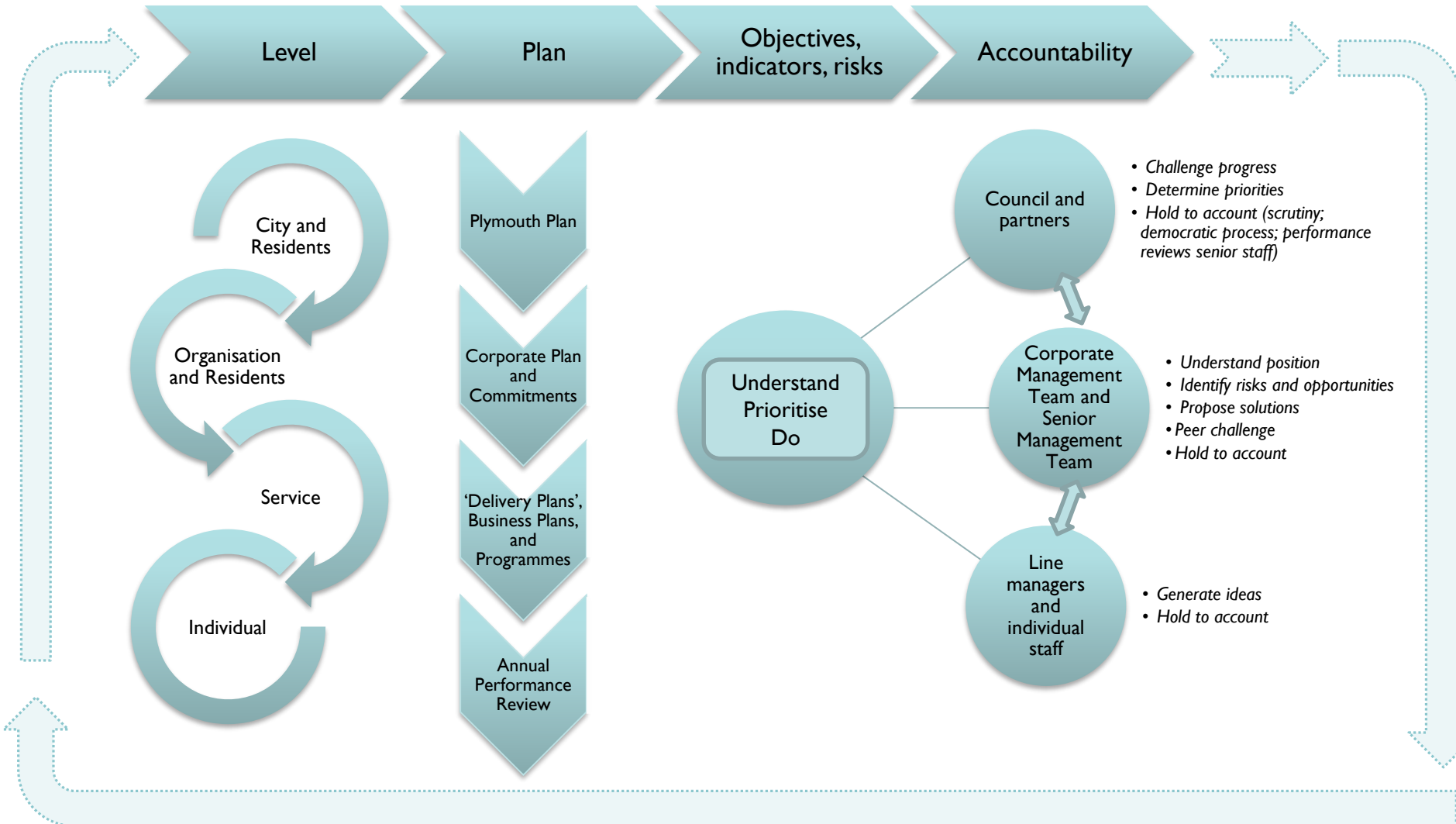


Our Performance and Accountability System helps us **understand** our organisation and city, so that we can **prioritise** the things we need to **do** better for the people of Plymouth.

It aims to help everyone, at all levels of Plymouth City Council:



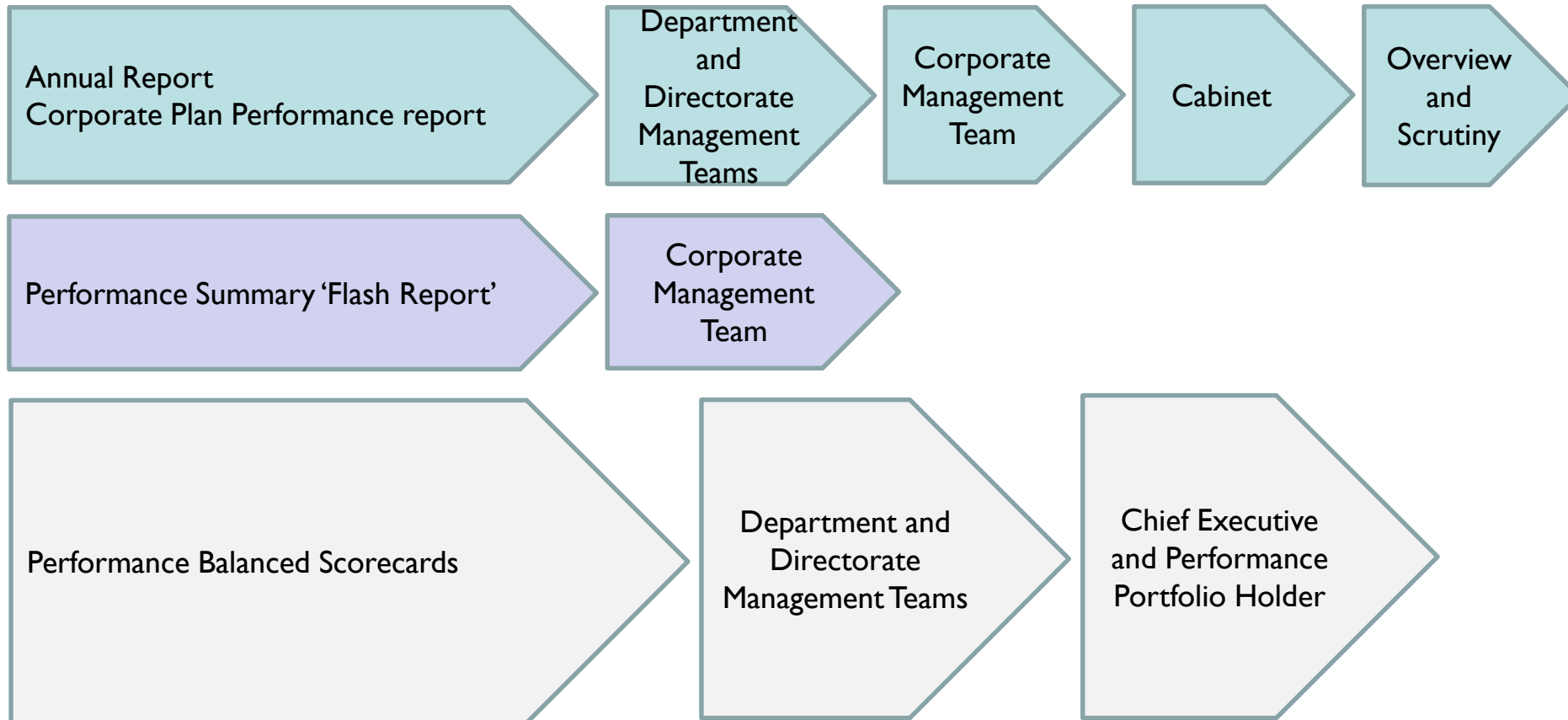
Performance and Accountability System (2)



How we monitor and report on performance (I)



There are lots of ways that performance information and analysis is circulated across the organisation, committees and partners.



How we monitor and report on performance (2)



Annual Report

- Overview of performance against the Corporate Plan across the previous financial year
- Draws on quarterly Corporate Plan Performance Reports
- Issued July each year (not completed in 2019 or 2020 due to COVID-19 Pandemic)

How we monitor and report on performance (3)



Corporate Plan Performance Report

- Strategic performance against Corporate Plan
- Reviewed each quarter by Cabinet and Scrutiny Committees

A clean and tidy city

Acceptable street cleansing audits	Apr/May	Jun/Jul	Aug/Sep	Oct/Nov	Dec/Jan	Feb/Mar	Direction of travel	Target
2019/20	75.0%	No audits	81.3%	85.7%	85.6%	No audits		87.0%
2020/21	83.1%	83.8%	81.9%	82.4%	81.9%	82.4%	▲	87.0%

Street cleanliness, grounds maintenance and hard surface weeds acceptable standard score



In 2020/21 as a whole, 82.4% of audits were graded as in an acceptable condition. Plymouth City Council was one of only 15 local authorities to submit inspection data to APSE for all six periods in 2020/21, highlighting the importance placed on this work even in light of the challenges presented by COVID-19.

How we monitor and report on performance (4)



Flash Report

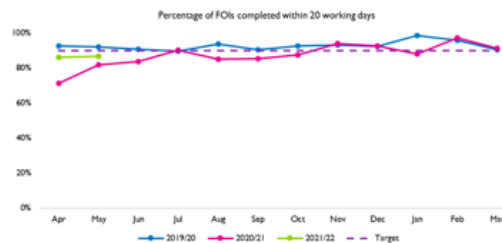
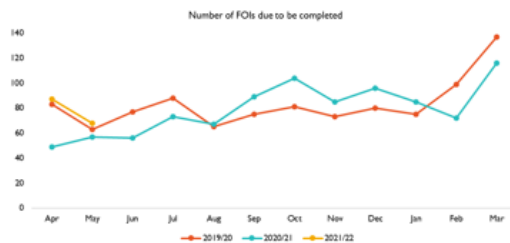
- Operational performance against key elements of service delivery
- Issued twice a year at quarters one and three for review by Cabinet Planning; monitored monthly by the Corporate Management Team

Flash Report for: May 2021

Corporate Performance Indicators: Freedom of Information (FOI) requests

Performance Indicators

Year	KPI	February	March	April	May	Direction	TARGET
2021	Number of FOIs due for completion	72	116	87	68	▼	-
	Percentage of FOIs completed within 20 working days	97.2%	91.4%	86.2%	86.8%	▲	> 90%
2020	Number of FOIs due for completion	99	137	49	57	▲	-
	Percentage of FOIs completed within 20 working days	96.0%	90.5%	71.4%	83.0%	▲	> 90%



Performance Insights

In May, a total of 68 FOI requests were due to be responded to across the council, which is a decrease of 19 from April and is below the monthly average due last year (79).

Performance against the timeliness indicator improved to 86.8%, with 59 of 68 FOIs answered within expected timescales.

Several departments have maintained good performance: Strategic Co-operative Commissioning; Children, Young People and Families Service; Education Participation and Skills; Office of the Director of Public Health; Economic Development; Service Centre; Customer Services; and Human Resources and Organisational Development all responded in time to 100% of the FOIs due for the department.

How we monitor and report on performance (5)



Balanced Scorecards.

- Departmental operational performance providing information on a range of key performance indicators (KPI's) within service areas
- Organised by four (balanced) “quadrants”, Customer, Process, Learning & Growth and Finance
- Issued monthly to departments and monitored by Portfolio Holders, the Chief Executive and Service and Strategic Directors

Ref	Process or Outcome	Indicator Definition (Monthly)	Previous Year							Previous Actuals			Current Period		2019/20 Target	Narrative	
			2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	Eng.	SN	Quartile	Feb-19	Mar-19	Apr-19	May-19			Direction of Travel
CKPI8	Process	Number of FOI's due in month			-	67	67	-	-		4	4	6	9	▲	Monitor Only	CKPI7&8 : FOI performance was 100% in May with 9 FOI Replies within the 20 day timescale. Overall performance is at 100% for SPI which is above the Directorate average of 91% and the council average of 92%.
CKPI7	Process	% of FOI's completed within timescales			89.1%	96.0%	96.0%	-	-		100.0%	100.0%	100.0%	100.0%	▶	100.00%	
Ref	Process or Outcome	Indicator Definition (quarterly)	2016/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2018/19 Actual	Eng.	SN	Quartile	Q2 2018/19	Q3 2018/19	Q4 2018/19	Q1 2019/20	Direction of Travel	2019/20 Target	SPKPI-4 : Planning application performance remains strong against both national standards, thus avoiding potential designation, and locally set more challenging targets. Performance saw a drop in minor applications in month. Other planning timescales improved Outum Performance for 18/19 Major 98.25% Minors 95.24% Others 91.94% <small>Source: 0.00% (estimated actual)</small>
SPKPI1	Process	% of Major developments determined with within time (75%)	94.7%	100.0%	100.0%	98.3%		85.9%			100.0%	100.0%	100.0%	▲▼	75.00%		
SPKPI2	Process	% of Minor developments determined with within target (65%)	90.0%	93.0%	91.8%	95.2%					96.3%	95.2%	84.6%	▼	65.00%		
SPKPI3	Process	% of other developments determined within time (80%)	96.8%	91.1%	93.4%	91.9%					91.9%	91.9%	97.4%	▲	80.00%		
SPKPI4	Process	% of Major planning applications overturned at appeal	5.0%	3.7%	awaiting publication	awaiting publication		2.0%			0.0%	0.0%	0.0%	▲▼	10.00%		

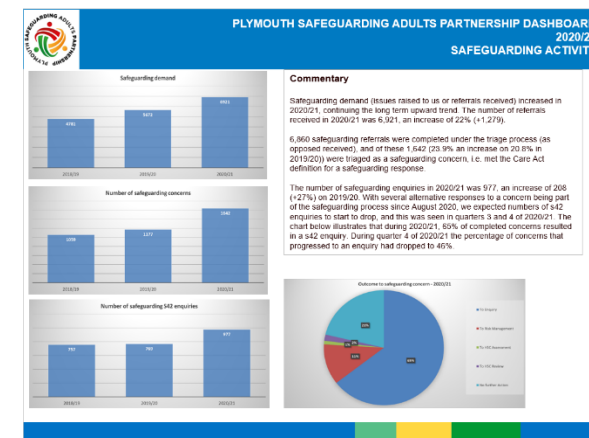
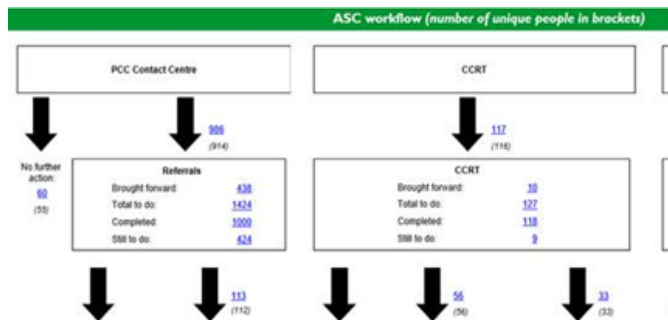
How we monitor and report on performance (6)



Service Performance Reports

- Contain key performance indicators, performance indicators and activity to allow services to manage their own performance.

Bespoke reports by need



How we set performance targets



- Benchmarking against comparators/national datasets as part of business planning process
- Targets go through CMT and then agreed with Portfolio Holders; not changed in year (unless in exceptional circumstances)
- 15% threshold applied to determine red/amber/green ratings – based on similar practice with other local authorities – does not change in-year (unless in exceptional circumstances)

How we identify performance issues



- Performance and Risk Team identify and escalate to relevant managers
- Report into management teams e.g. Corporate or departmental
- Report to committees such as Cabinet and Scrutiny
- Inspections and Reviews (e.g. Oftsed, CQC)
- Peer reviews (e.g. LGA)
- Regional groups and national networks
- Discussions with partners
- Feedback from our customers e.g. consultations, Surveys, complaints and compliments.

How we understand and resolve performance issues



- From teams and individuals owning their performance and striving to improve
- Detailed data analysis to identify patterns and trends
- Formalised performance improvement plans
- Delivery of Action Plans against Corporate Plan priorities
- Delivery of Service Business Plans
- Direction and recommendations from committees, external reviewers and management teams

How we identify, understand and resolve performance issues - visualisation



Summary

Our approach to corporate performance management supports challenge, accountability and learning through:

- clear, transparent and accessible performance reporting through layers of governance including Cabinet, Scrutiny, Corporate Management Team, Departmental Management Teams, and individual APRs
- insight generated from timely, reliable and valid data
- collaboration and learning from others
- robust business planning and risk management

