

Approach to Performance Management - Briefing



Performance, Finance and Customer Focus Overview and Scrutiny Committee

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Aim of briefing



- Explain the principles and framework we use for organisational performance management
- The role of the Performance and Risk team
- Types of performance reports
- How targets are set
- How performance issues are identified
- How performance issues are understood and resolved
- Next steps



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‘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)

Performance Management principles



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

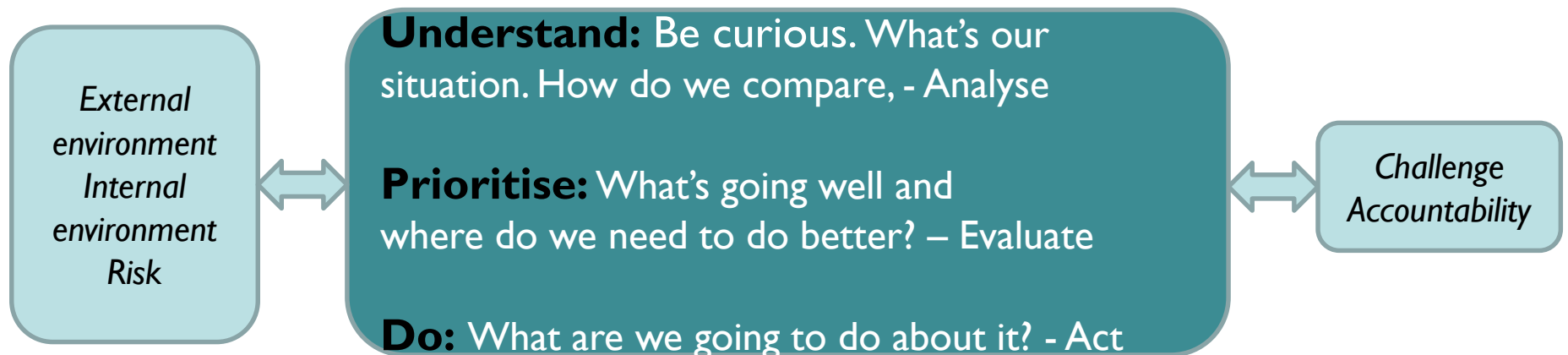
- promotes curiosity
- derives insight from data
- benefits from collaboration/learning from others
- is clear, transparent and accessible
- encourages ownership and accountability
- is supported by business planning and risk management
- Is based on valid and reliable data

Performance and Accountability System (I)

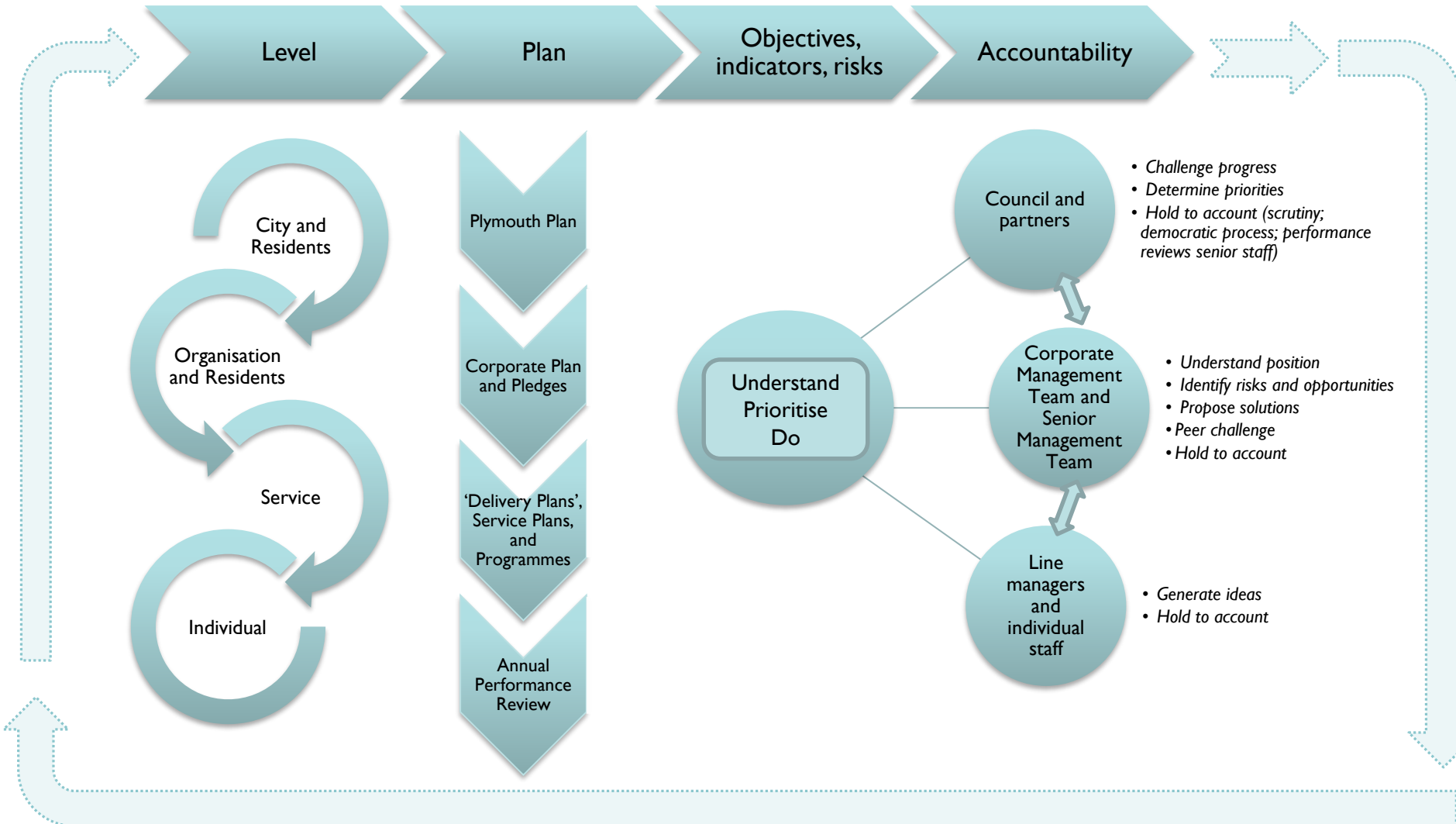


Our Performance and Accountability System helps us **understand** our organisation and city, so that we can **prioritise** the things we need to **do** better for the people of Plymouth.

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



Performance and Accountability System (2)



Performance Reports - Overview



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

Key performance reports include:

- Corporate Plan Performance Report
- CMT Performance Summary
- Balanced Scorecards
- Bespoke, issue specific performance reports in service

Performance Reports (I)



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Corporate Plan Performance Report

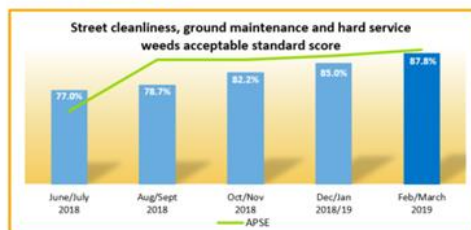
A performance report that provides information on how we are performing against the Corporate Plan. It is created with the help of services and is available to Cabinet and Scrutiny Committees.

A clean and tidy city

Cleanliness Index inspected areas judged as good or acceptable

What we measure: The cleanliness and condition of streets using the Land Audit Management System (LAMS). This means that we can compare ourselves to other members of the Association for Public Service Excellence (APSE) performance network who use the same method. It consists of three main elements: street cleanliness, ground maintenance conditions, and the presence of hard surface weeds. These are graded on a scale of A to D, with grades A and B indicating an 'acceptable' standard, whilst C and D indicate an 'unacceptable' standard.

Why we measure it: The cleanliness of our streets can affect residents' quality of life and how attractive our city is for tourists and businesses.



How have we done? 87.8%

87.8% of the inspections undertaken in February and March 2019 resulted in achieving an acceptable standard based on the LAMS assessment criteria, which is an increase of 2.8 percentage points.

Trend rating: **Green**

Target for 2018/19: Baseline year

Inspections undertaken this year will form a baseline year and used to inform target setting for the 2019/20 financial year.

Target rating: **N/A**

What's working well? In the latest audit round (February and March), 94.2% of audits relating to litter and detritus were graded as in an acceptable condition. This is higher than the APSE average of 89.6% and is an improvement on the previous audit round (90.9%). Work to enable the service to respond to unacceptable gradings more efficiently through the online portal ([Firmstep](#)) has now been established. Trials to understand the best method to tackle weeds were completed in January 2019 and we have been undertaking a focused work programme to tackle weeds in the city since mid-February. A consistent weeding schedule is now in place and we should be able to see the impacts of this next quarter.

What are we worried about? The hard surface weeds audit category resulted in 76.9% of audits being graded as in an acceptable condition. Whilst this is an improved figure from previous rounds (71.8% in December/January), it remains significantly below the APSE average of 86.6%.

What needs to happen? Focused efforts on weed management will continue with the procurement of new equipment throughout quarter one 2019/20. In addition, we will be trialling all electric road sweepers in different areas of the city so that we can make informed decisions on the best available options for keeping our streets clean. We are also working with the Mayflower Ready Team to prepare ourselves for the Mayflower 2020 celebrations, which will increase the number of apprenticeships that we will be able to offer and therefore increase staff capacity.

Performance Reports (2)



CMT Performance Summary

A performance report that provides summarised information on how services are performing across the council. Provided to the Corporate Management Team this enables oversight of key service and corporate indicators.

Sickness	February	March	April	May	Month on month change		Target
					▲		
Customer and Corporate Services	4.43	4.46	4.86	5.27	▲	0.41	Individual targets set per dept.
Office of the Director for Public Health	4.95	4.62	4.59	5.47	▲	0.88	
Finance	6.56	6.81	7.10	7.61	▲	0.51	
Council Wide Average	7.65	7.67	7.69	8.01	▲	0.32	7.40
Children's	7.63	7.56	7.73	8.02	▲	0.29	
Assistant Chief Execs	8.53	8.75	8.93	8.77	▼	-0.16	
Place	8.81	8.80	8.40	8.80	▲	0.40	
People	10.11	10.20	10.24	10.12	▼	-0.12	

Performance Reports (3)



Balanced Scorecards.

Balanced scorecards provide information on a range of key performance indicators (KPI's) within service areas, organised by four “quadrants”, Customer, Process, Learning & Growth and Finance.

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	-3	-2	-1	May-19			Direction of Travel
CKPI 8	Process	Number of FOI's due in month			-	67	67	-	-		4	4	6	9	▲	Monitor Only	CKPI7&18 : FOI performance was 100% in May with 9 FOI Responses 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%.
CKPI 7	Process	% of FOI's completed within timescales			89.1%	96.0%	96.0%	-	-		100.0%	100.0%	100.0%	100.0%	▶	100.0%	
Ref	Process or Outcome	Indicator Definition (quarterly)	2015/16 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 Outturn Performance for 18/19 Major 98.25% Minors 95.24% Others 91.94% <small>(includes 6 AM/ (outturn values)</small>
SPKPI 1	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%	
SPKPI 2	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%	
SPKPI 3	Process	% of other developments determined within time (80%)	96.8%	91.1%	93.4%	91.9%					91.9%	91.9%	97.4%		▲	80.00%	
SPKPI 4	Process	% of Major planning applications overturned at appeal	5.0%	3.7%	awaiting publish	awaiting published		2.0%			0.0%	0.0%	0.0%		▲▼	10.00%	

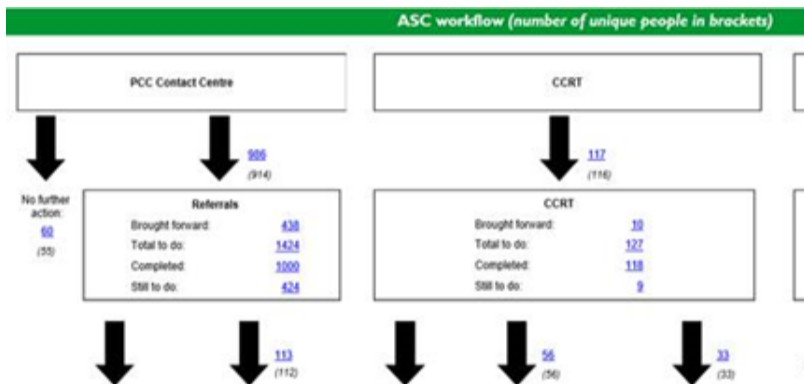
Performance Reports (4)



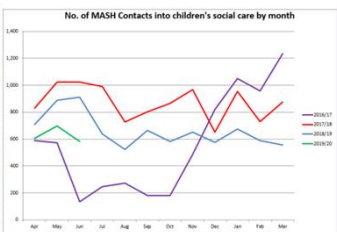
Service Performance Reports

Service specific reports contain key performance indicators, performance indicators and activity to allow services to manage their own performance.

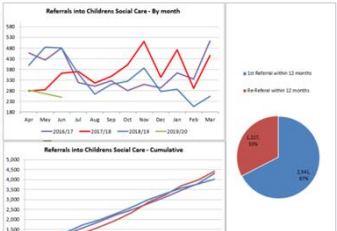
One size does not fit all.



Previously (K£)	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	638	524	660	591	651	576	675	599	505
2	989	726	802	895	909	650	954	752	874
3	246	274	182	181	468	619	1,049	956	1,239
4	1,377	669	1,408	1,640	1,263	615	527	471	442



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	360	263	309	324	387	277	286	205	253
2	376	315	347	400	810	342	472	290	444
3	317	300	326	291	309	294	363	334	512
4	667	821	815	813	861	861	937	844	901
5	941	775	821	831	849	793	811	855	761
6	893	824	949	951	981	953	972	945	904



YTD	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1	1,720	1,968	2,292	2,616	3,096	3,296	3,296	3,296	3,296
2	1,290	1,611	1,908	2,358	2,868	3,432	3,882	3,972	4,416
3	1,581	1,683	2,209	2,490	2,769	3,366	3,966	3,768	4,302
4	1,908	2,272	2,730	3,140	3,363	4,008	4,482	4,685	5,407

How are targets set?



- 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
- 15% threshold applied to determine red/amber/green ratings – based on similar practice with other local authorities – does not change in-year

How are issues identified? (I)



- Performance and Risk Team escalating to relevant managers
- Reporting to management teams e.g. Corporate or departmental
- Reporting 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 are issues identified? (2)



How are issues understood and resolved?



- From teams and individuals owning their performance and striving to improve
- Detailed 'dives' into data to identify patterns and trends
- Formalised improvement plans
- Delivery of Service Business Plans
- Direction and recommendations from committees and management teams

Next steps

- We are aiming to build on our existing approach to:
 - Generate greater insight from data (e.g. correlations/predictive modelling)
 - More proactively identify performance issues and undertake deep dive analyses to understand a problem
 - Further enhance our use of external datasets for benchmarking

