

Performance Forward Plan

SUMMARY

- 1.1 In May 2015, the Corporate Scrutiny and Governance Board took over responsibilities for monitoring performance and discussing general performance issues as and when they may arise. The Board also has powers to determine whether further action should be taken to resolve issues through performance surgeries or further reviews and reporting to the topic specific Scrutiny Boards.
- 1.2 The Board will receive a presentation from members of the Performance and Intelligence team regarding the performance framework and future items for Scrutiny consideration.
- 1.3 This report also allows for officers to present performance information on the area of 'New jobs created through Council intervention'.

RECOMMENDATIONS

- 2.1 To approve the Forward Plan for Performance as shown in Appendix 2.
- 2.2 To note the Performance Framework and Performance Surgery guidance as shown in Appendices 3 and 4.
- 2.3 To discuss performance around the area of 'New jobs created through Council intervention' and make any relevant comments or recommendations.

REASON FOR RECOMMENDATIONS

- 3.1 To ensure robust performance monitoring and challenge enable the Corporate Scrutiny and Governance Board to take remedial or further investigative action supporting improvements in priority areas.
- 3.2 To allow the Board to discuss specific issues around performance and make relevant comments, recommendations and suggestions for future actions to resolve issues around performance.

SUPPORTING INFORMATION

- 4.1 Officers from the Improvement team will regularly attend meetings to support the Board by highlighting any performance issues and providing performance updates. A number of performance surgeries will be scheduled for the remainder of the municipal year and utilised as and when required.

4.2 Background documents have been included and will be referred to during the presentation...

- Forward Plan for 2016/17 – Appendix 2.
- Performance Framework for Scrutiny – Appendix 3.
- Performance Surgery guidance – Appendix 4.

4.3 It should be noted that the Forward Plan is based on the Council Scorecard 2016/17.

OTHER OPTIONS CONSIDERED

5.1 None.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Service Director(s) Other(s)	N/A N/A N/A N/A Director of Strategic Services and Organisational Development
For more information contact: Background papers: List of appendices:	Heather Greenan 01332 643462 heather.greenan@derby.gov.uk None Appendix 1 – Implications Appendix 2 – Forward Plan for Performance 2016/17 Appendix 3 – Performance Framework for Scrutiny Appendix 4 – Performance Surgery Guidance

IMPLICATIONS

Financial and Value for Money

- 1.1 None directly arising from this report although the performance framework does support the evidencing of outcomes and value for money.

Legal

- 2.1 None directly arising from this report.

Personnel

- 3.1 None directly arising from this report

IT

- 4.1 None directly arising from this report.

Equalities Impact

- 5.1 Effective scrutiny benefits all Derby people and the very nature of the Board ensures that it looks in depth at equality in all its investigations.

Health and Safety

- 6.1 None directly arising from this report.

Environmental Sustainability

- 7.1 None directly arising from this report.

Property and Asset Management

- 8.1 None directly arising from this report.

Risk Management

- 9.1 None directly arising from this report.

Corporate objectives and priorities for change

- 10.1 Our aim is to work together towards achieving our partnership vision of Derby 2030: safe, strong and ambitious city. The performance framework monitors the implementation of the Council Plan 2015-18 and the 8 priority outcomes which underpin our vision.

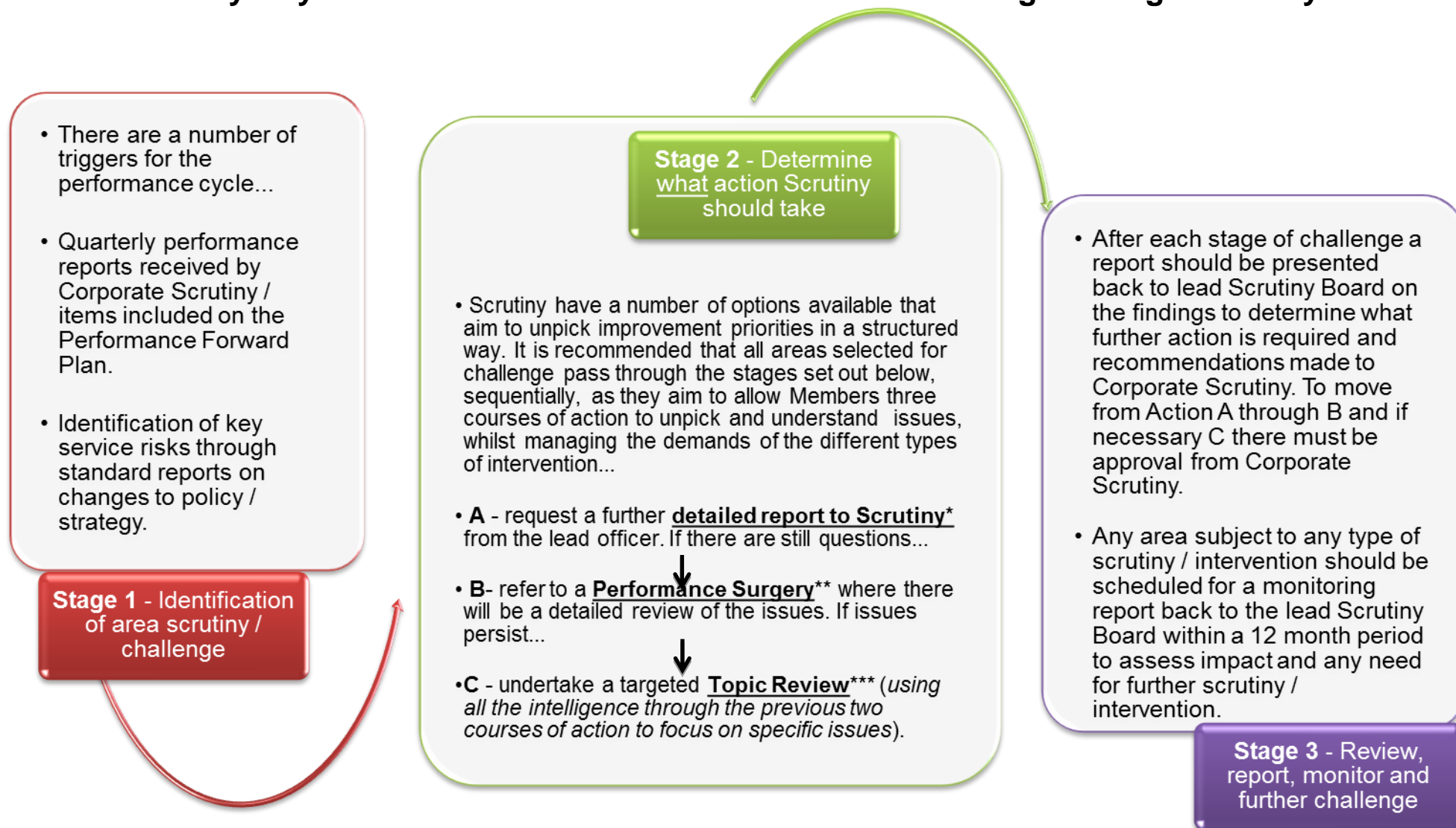
Corporate Scrutiny & Governance Board - Draft Forward Plan for Performance 2016/17 (Version 1.2 – 25 August 2016)

The performance forward plan is focused on indicators within the Council Scorecard 2016/17. Members can identify items for discussion and review throughout the year. The plan will be subject to regular review.

Meeting	Items	Format	Lead officer
12 July 2016	2015/16 Year-end performance report	Cabinet Report	Heather Greenan
	2016/17 Council Scorecard (including targets)	Cabinet Report	Heather Greenan
6 September 2016	Q1 Performance report (covering period April to June 2016)	Cabinet Report	Heather Greenan
	New jobs created through Council Intervention	Presentation	Alan Smith / Chris Pook
4 October 2016	Annual Report 2015/16	Cabinet Report	Sarah Walker / Heather Greenan
	Overview of Inspections and Assessments	Presentation	Sarah Walker
8 November 2016	Q2 Performance report (covering period July to September 2016 and mid-year review of targets)	Cabinet Report	Heather Greenan
	Update on homelessness	Presentation	Clare Mehrbani
6 December 2016	Food safety / regulatory services	Presentation	John Tomlinson
	Complaints and customer feedback	Report	Bernard Fenton
17 January 2017	Adult social care – residential admissions / safeguarding	Presentation	Perveez Sadiq / Kirsty Everson
	Update on CYP Performance Surgeries – Social Care	Report	Sarah Walker / Maureen Darbon
7 February 2017	Q3 Performance report (covering period October to December 2016)	Cabinet Report	Heather Greenan

Meeting	Items	Format	Lead officer
	Staff health and wellbeing	Presentation	David Cox / Wendy Johnson
14 March 2017	New Homes	Presentation	Ian Fullagar / Andrew McNeil
	Health and wellbeing	Report	Cate Edwynn
11 April 2017	Council Scorecard for 2017/18	Cabinet Report	Heather Greenan
	Council Tax and Business Rate collection	Presentation	John Massey

Derby City Council's Performance Framework for challenge through Scrutiny



Notes

* Detailed report is prepared by the service and presented to the relevant lead Scrutiny Board.

** Performance Surgery is coordinated with support from Performance and Intelligence and attended by Lead Member and Chair and Vice Chair of the relevant Scrutiny Board

*** Topic Review is completed by the lead Scrutiny Review Board

Performance Surgery Guidance

The purpose of this document is to provide a high-level guide to Derby City Council's Performance Surgeries.

What are Performance Surgeries?

Performance Surgeries are Member led meetings on areas of either under-performance or high-risk (i.e. budget pressure areas / reputational risks / inspected services) that allow an open, honest and transparent challenge / conversation between Members and Officers.

Surgeries have a number of key objectives:

- to enhance the role of Members and managers in driving improvement and the management of key performance areas
- to reinforce accountability of managers and staff in achieving continuous improvement
- to assess and remedy poor performance, resulting in action plan revisions, requests for more frequent updates, shifts in resources and additional support installed
- to provide a vehicle for driving improvement to deliver our Council priorities
- to create ownership and accountability for performance management and service improvement
- to brief / support Members on risk related issues (i.e. inspections).

Who attends Performance Surgeries?

Performance Surgeries are **led by Scrutiny Chairs and Vice Chairs** and **must** be attended by service leads (i.e. Accountable Officers) for the identified area of review. Additional invites will be circulated as follows:

- Cabinet Portfolio Holder
- Shadow Portfolio Holder
- Strategic and / or Service Director
- Partner organisation representatives
- Additional subject matter experts / advisors
- An appropriate representative from Performance and Intelligence
- An appropriate representative from Democratic Services.

Triggers for a Performance Surgery

As a Member led process the approval of items for review through a Performance Surgery **must be approved** through the Corporate Scrutiny and Governance Board, which meet on a monthly basis to support the work programme of the Council Cabinet.

The Corporate Scrutiny and Governance Board will receive at least four Corporate Performance Reports per year, which will contain Officer recommendations on areas to be considered through a Surgery. In addition to this, Performance and Intelligence and Democratic Services may report on an ad hoc basis to the Board on emerging risks outside of the standard performance reporting cycle, seeking approval for a Surgery.

A number of factors will be considered when making recommendations for Surgeries...

- Targets are not being met and / or there is a deteriorating direction of travel, which is deemed to be outside of the 'tolerable' level.
- There are inspection risks to 'low' performance or performance that is below comparator / national averages.
- There are data quality concerns.
- The performance output / service area is linked to an area of significant budget pressure.
- Partners are not delivering against their commitments resulting in a dip in performance.

Members of the Corporate Scrutiny and Governance Board can also refer an item for a Surgery, which has not been identified through either a standard performance report or an ad hoc Officer led report, but which they feel is a risk from other items they consider in their standard business. Any Member recommendations must however hit at least one of the triggers set out above.

There will not be more than eight Performance Surgeries in any 12-month period unless an area is identified that hits more than three of the triggers set out above and has also been subject to internal service review and intervention prior to a Surgery request.

No area will be reviewed through a Surgery more than once in an 18-month period.

Roles and responsibilities

Corporate Governance and Scrutiny Board – will approve / recommend items for review through a Performance Surgery

Democratic Services – will schedule dates, coordinate room books, invites, agendas and actions agreed. They will also make sure that Scrutiny work plans incorporate update reports from service leads on items reviewed through Performance Surgeries (dates agreed at the Surgery).

Performance and Intelligence – will support preparations for Surgeries including the preparation of context information and if appropriate; Turning the Curve summaries.

Service Leads / Accountable Officers - will contribute to the preparation of information to support the Surgery and will be responsible for presenting Members with an action plan to review and challenge at the Surgery.

Strategic Directors / Service Directors / Heads of Service – must take strategic ownership for any areas within their portfolio referred to Surgery including; reviewing and approving support papers and prioritising attendance at the meeting.

What happens after a Performance Surgery?

The Accountable Officer / Service Lead will be required to provide an update report to the Corporate Scrutiny and Governance Board of progress being made, with the date of this agreed at the end of the Performance Surgery.

Author: Sarah Walker – Policy and Improvement Manager

Date: June 2015 (reviewed in August 2016)

Approved: Corporate Scrutiny and Governance Board (September 2016)