

Report for: Cabinet

Date of Meeting:	29 th June 2023
Subject:	Corporate Performance Scorecard 2023-24
Key Decision:	Yes – affects all wards and council services
Responsible Officer:	Jonathan Milbourn, Head of Customer Service and Business Support
Portfolio Holder:	Cllr Stephen Greek, Portfolio Holder for Performance, Communications and Customer Experience
Exempt:	No
Decision subject to Call-in:	Yes
Wards affected:	All wards
Enclosures:	Appendix 1 - Corporate Performance Scorecard 2023-24

Section 1 – Summary and Recommendations

This report sets out the Corporate Performance Scorecard for 2023-24 with performance indicators and targets from 2023-24 to 2025-26 (3 years). The scorecard supports the delivery of the Corporate Plan and Flagship Actions as adopted by Council in February 2023.

Recommendations:

Cabinet is requested to:

1. Approve the corporate performance indicators and targets for 2023 to 2026 as set out in Appendix 1.
2. Delegate authority to the Head of Customer Service and Business Support, following consultation with the Portfolio Holder for Performance, Communications and Customer Experience, to amend the indicators and targets throughout the period of the Corporate Plan 2023-26. Any such changes to be clearly identified as part of quarterly reporting to Cabinet.

Reason: (for recommendations)

To provide a transparent and robust performance management framework in line with the Corporate Plan.

Section 2 – Report

Introduction

The Corporate Plan for 2023-24 to 2025-26 was developed during the period after the May 2022 election and adopted by Council in February 2023. In support of this, officers, working with the relevant Portfolio Holders, have proposed performance indicators and targets for the purpose of monitoring performance against the Corporate Plan priorities.

Options considered

Status quo – continue to monitor performance at service and Directorate level, with further scrutiny at Corporate Leadership Team and Performance Boards, but with no Corporate level scorecard. This would not provide a suitable performance framework alongside the new Corporate Plan and could compromise the delivery of the Council's Priorities and Flagship Actions

Develop a Corporate Scorecard – this option is recommended by officers and supported by the Leader and Cabinet. This will be an important part of tracking performance and providing accountability for delivery of the plan.

Background

The Corporate Plan adopted by Council in February 2023 is structured in line with the 3 Priorities

- 1. A council that puts residents first**
- 2. A borough that is clean and safe**
- 3. A place where those in need are supported**

There are targeted actions and workstreams under each priority and officers have identified performance indicators relevant to each of these, and also to the delivery of the 24 Flagship Actions outlined in the plan. It should be noted that delivery of some workstreams and flagship actions does not allow for quantitative measurement, in which case the monitoring of progress will be carried out by other means i.e. narrative updates and project status reporting. Some important indicators are still under development, for example quality measures in customer service, which will be developed as we implement the actions against the Putting Residents First priority. For this reason, we are seeking delegated authority for the Director of Customer Services & Business Support, in consultation with the Portfolio Holder, to make necessary and transparent changes to the Corporate Scorecard as the implementation of the Corporate Plan progresses. Any such changes will be reported back to Cabinet through the Quarterly Strategic Performance Report.

Implications of the Recommendations

The indicators in the scorecard have been chosen to align with the Corporate Priorities and Flagship Actions.

Updates against the corporate scorecard measures will be provided by performance leads across the Council and will be monitored in the relevant Directorate Management Teams. It is expected that an action plan will be maintained to sustain good performance and to tackle areas of poor performance. The Corporate Scorecard will be presented to Cabinet quarterly with a summary of achievements and challenges, and details of actions being taken to improve where performance is not on track.

The targets have been set with the best of our knowledge to reflect the ambition to improve performance and sustain high levels of performance. Targets are set with reference to the performance of our statistical neighbours, where this data is available, and by looking at our previous performance. They will be subject to review on an annual basis, and any changes to the targets, or to any other element of the scorecard, will be carried out transparently.

Performance Issues

The Corporate Performance Scorecard is the highest level of performance monitoring in the authority and is supported by Directorate and Service level performance scorecards and the planning and governance framework that exists across the whole authority.

Environmental Implications

No direct implications. There are indicators and targets in the scorecard which relate to the environment and climate change work strands of the Corporate Plan, under the Clean and Safe Priority.

Data Protection Implications

None, only aggregated data will be included in the scorecard, individual residents and service users will not be identified. Where numbers relate to individuals, and the number is less than 5, we will suppress the actual number in line with normal practice when reporting sensitive data.

Procurement Implications

There are no procurement implications associated with the recommendations set out in this report.

Risk Management Implications

The Corporate Performance Scorecard sits alongside the Corporate Risk Register as part of the Council's performance framework

Risks included on corporate or directorate risk register? **No**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
n/a

The following key risks should be taken into account when agreeing the recommendations in this report:

	Risk Description	Mitigations	RAG Status
1	The scorecard remains incomplete and is not fully developed or deployed	<ul style="list-style-type: none">▪ Scheduled for adoption at June Cabinet▪ All officers and senior managers are aware of schedule for deployment	GREEN
2	The fully complete scorecard is not reported upon in a timely manner	<ul style="list-style-type: none">▪ Senior managers and Performance Leads are aware of timetable for reporting▪ Business Intelligence (BI) Team maintains a forward plan for reporting via Performance Boards and reporting onwards to Cabinet▪ Regular reminders are sent by BI Team to all those involved	GREEN
3	The right, correct and appropriate indicators and measures to support the	<ul style="list-style-type: none">▪ Heads of Service, Directors and performance leads	GREEN

	<p>corporate plan have not been identified and selected for the scorecard</p>	<p>have worked on a scorecard since the adoption of the Corporate Plan</p> <ul style="list-style-type: none"> ▪ The scorecard maps directly to the priorities and actions in the plan ▪ Indicators have been agreed with relevant Portfolio Holders and the Leader of the Council ▪ The version appended represents the sum of this work to date but it is recognised that further development and enhancement will be needed ▪ Delegated authority will allow for the transparent addition, deletion or amendment of indicators and targets as the plan is implemented and circumstances change 	
4.	<p>Indicators and measures set are not SMART</p>	<ul style="list-style-type: none"> ▪ All proposed indicators have been assessed against SMART criteria ▪ Indicators have been chosen to best monitor the implementation of the Corporate Plan ▪ Statutory and/or indicators already widely used in local government have been chosen where appropriate ▪ Local targets are only included if they meet SMART criteria – other indicators or qualitative updates 	<p>GREEN</p>

		and monitoring are recommended as an alternative where the criteria are not met	
5	Indicators and measures do not stretch performance	<ul style="list-style-type: none"> ▪ Targets have been set to meet the ambitions of the Corporate Plan, with reference to other London boroughs and statistical neighbours, and expectations of regulators and inspectorates ▪ There is an option to increase targets should the current target be met early in the implementation period 	GREEN
6	Indicators and measures set are alternatively unrealistic and are not achievable to time	<ul style="list-style-type: none"> ▪ Targets are generally set with an intention to sustain good performance or to improve to a good level ▪ For some services, targets are intentionally set high to demonstrate our ambition to improve already strongly performing services ▪ For other areas, we set stretching targets to bring our performance up e.g. to the levels set by regulators ▪ Resources constraints and a dynamic environment make this an ongoing and challenging task ▪ In mitigation, indicators and targets will be kept under review alongside the quarterly reporting regime 	AMBER

7	The scorecard and framework are too rigid/inflexible and cannot be quickly reviewed or adapted to meet changes in assumptions or circumstances	<ul style="list-style-type: none"> ▪ Seeking delegated authority from Cabinet to enable in year changes as necessary ▪ Review of suitability of indicators is built into the performance management framework, and any changes needed can be made quickly, while maintaining transparency via the quarterly reporting process 	GREEN
8	The scorecard and framework do not commit to continuous improvement* in the organisation	<ul style="list-style-type: none"> ▪ The Corporate Plan sets out actions for improvement and the scorecard provides the means to monitor this quantitatively where appropriate ▪ Continuous improvement is supported by the scorecard, but it is also important to recognise that this affected by a range of different factors – resources, population, demand, changing expectations of central government, local residents etc ▪ The performance framework can contribute towards improvement but only alongside careful consideration of these other factors 	AMBER
9	Key operations and activities of the Council have not been included in the scorecard	<ul style="list-style-type: none"> ▪ In addition to the matching of indicators to priorities and actions in the Corporate Plan, we have sections for additional measures under each priority 	GREEN

		<ul style="list-style-type: none"> ▪ These measures are an opportunity to include tracking of critical services where they are not referred to directly in ▪ Examples of this is Resident Satisfaction measures, which underpin the whole plan, rather than relating to a specific action ▪ There is flexibility to add new indicators to reflect changes in services or activities 	
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*Continuous improvement is an ongoing effort to improve all elements of an organisation— processes, products, services, etc. Sometimes those improvements are big, often they are small. But what's most important is they're frequent. Continuous improvement helps you stay ahead of the competition by encouraging you to constantly explore new ways to improve your process

Legal Implications

Whilst there is no legal requirement to have a corporate performance framework, with indicators and targets, there are legal requirements to report to Government departments on a number of regulated services. In addition the Council has a duty under section 3 of the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. A corporate performance framework provides the means to measure performance and identify those areas that require actions to address under-performance. Measuring performance at directorate, corporate and member level is also part of the internal controls necessary for an effective corporate governance framework and will assist with risk management.

Financial Implications

There are no financial implications arising from this report.

The Corporate Plan and the proposed Corporate Scorecard have been developed alongside the Medium-Term Financial Strategy which was adopted by Council in February 2023.

Performance is scrutinised alongside the latest financial position as part of quarterly Performance Boards for each Directorate and the financial monitoring of the revenue and capital budgets are reported to Cabinet quarterly in September, December, February and then June/July for the final outturn position.

Equalities implications / Public Sector Equality Duty

Section 149 of the Equality Act 2010 requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
- foster good relations between people who share a protected character.

The performance of many council services impacts on residents and service users in different ways dependent on their characteristics. Performance in services such as children's and adults' social care will impact on certain protected groups to a greater extent than the general population.

Council Priorities

The scorecard is designed to monitor progress across all three Council Priorities:

1. **A council that puts residents first**
2. **A borough that is clean and safe**
3. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed on behalf of the Chief Financial Officer

Date: 15th June 2023

Statutory Officer: Sarah Wilson

Signed on behalf of the Monitoring Officer

Date: 8 June 2023

Chief Officer: Alex Dewsnap

Managing Director

Date: 16th June 2023

Head of Procurement: Nimesh Mehta

Signed by the Head of Procurement

Date: 8th June 2023

Head of Internal Audit: Neale Burns

Signed on behalf of the Interim Head of Internal Audit

Date: 14th June 2023

Has the Portfolio Holder(s) been consulted? Yes

Mandatory Checks

Ward Councillors notified: No, as it impacts on all Wards

EqlA carried out: Not required

Section 4 - Contact Details and Background Papers

Contact: David Harrington, Head of Business Intelligence,
david.harrington@harrow.gov.uk

Background Papers: None

**Call-in waived by the Chair of Overview and Scrutiny Committee
- NO**