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<b>Subject:</b>	<b>STRATEGIC PERFORMANCE DASHBOARD</b>
<b>Meeting and Date:</b>	<b>Cabinet – 6 June 2022</b> <b>Overview and Scrutiny Committee – 13 June 2022</b>
<b>Report of:</b>	<b>Michelle Farrow, Head of Leadership Support</b>
<b>Portfolio Holder:</b>	<b>Councillor Chris Vinson, Portfolio Holder for Finance, Governance, Digital and Climate Change</b>
<b>Decision Type:</b>	<b>Non-Key Decision</b>
<b>Classification:</b>	<b>Unrestricted</b>

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**Purpose of the report:** To agree a new quarterly Strategic Performance Dashboard to replace the current quarterly Performance Report.

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**Recommendation:** The new Strategic Performance Dashboard be approved, trialled for 12 months and reviewed.

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## 1. Summary

- 1.1 The aim of the proposed Strategic Performance Dashboard is to provide clearer strategic information, better insight as to key issues and trends, and inform problem solving discussion, where necessary.

## 2. Introduction and Background

- 2.1 The current Performance Report has not been reviewed for a number of years and this report aims to provide more clarity on a number of strategic indicators.
- 2.2 The proposed changes from the current Performance Report to the Strategic Performance Dashboard can be summarised as follows:
- a) A change from targets to trend analysis (except for contractual performance, or where national targets remain). Already some areas within the current report do not have targets as it is not applicable, for example those claiming Housing Tax reductions, and yet this information provides a valuable picture of the district.
  - b) Target setting in itself can become counterproductive, if targets are exceeded, new, higher targets may be set, yet through the performance report, the impact on resources/capacity is not necessarily immediate. Moving away from a target driven report enables a comprehensive/holistic review of trends and performance, rather than being drawn into red indicators.
  - c) A change to the design and layout: instead of tables of information the new Strategic Performance Dashboard will have graphs, bar, or pie charts, with last year's trend line (if applicable), narrative of the trend and national/contractual target (if applicable)
- 2.3 Introducing the opportunity for more narrative also provides the ability to consider potential forecasts and innovation.
- 2.4 The Strategic Performance Dashboard will be supported at a more operational level by Business Plans for each department, these contain the service areas objectives (linked back to the Corporate Plan), actions, all performance information that is collated

for the service area and staffing/structure information. Portfolio Holders are to sign off their service areas Business Plan for the year.

- 2.5 A further stage of service performance information is being trialled within Regulatory Services where a newsletter approach, identifying performance and further information about the service is being published into a newsletter. This work is being undertaken in conjunction with the Digital Team to prevent the data capture becoming burdensome, keeping a clear and digital capture and reporting mechanism.
- 2.6 The intention is for the Strategic Performance Dashboard to continue to be reported quarterly, through Cabinet and Overview and Scrutiny Committee.
- 2.7 The proposed Strategic Performance Dashboard has been through consultation with CMT, Heads of Service, Leadership Forum and Overview and Scrutiny Committee, with a proposal to start, if approved, from the first quarter 2022.
- 2.8 The draft consultation report recommended retaining only EKS003 (Percentage of incidents resolved within 3 working days) in the Strategic Performance Dashboard. However, Overview and Scrutiny Committee suggested EKS001 (Percentage of incidents resolved within agreed target response time) instead. For the first quarter both shall be included and during the trial a recommendation can be made on how to take this forward with one overall indicator.
- 2.9 The draft consultation report also recommended only retaining GOV004 (Number of FOI requests) as part of service level management performance. Overview and Scrutiny Committee suggested this indicator continues to be reported at strategic level, however this is governed by external applications over which the Council has no control, and performance is within a statutory timeframe, therefore the recommendation is still to retain this at a service level.
- 2.10 Overview and Scrutiny Committee also suggested Twitter be included in the Social Media reporting – this has been included.
- 2.11 It was also agreed during the consultation process if Overview and Scrutiny Committee would like further information on any indicators in the report, this can be requested separately, for example Business Rates information and Air Quality monitoring.

### **3. Identification of Options**

3.1 To adopt the proposed Strategic Performance Dashboard

3.2 Continue with the current Performance Report

### **4. Evaluation of Options**

4.1 It is recommended the new style Strategic Performance Dashboard is adopted and trialled for 12 months, with the aim of providing clearer strategic performance information.

### **5. Resource Implications**

5.1 None.

### **6. Climate Change and Environmental Implications**

6.1 None.

7. **Corporate Implications**

7.1 Comment from the Section 151 Officer (linked to the MTFP): The Head of Finance and Investment has been consulted on this report and has no further comments to add.

7.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.

7.3 Comment from the Equalities Officer: This report does not specifically highlight any equality implications, however in discharging their duties members are required to comply with the public sector equality duty as set out in Section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15/section/149>

8. **Appendices**

Appendix 1: Summary of changes to Key Performance Indicators

Appendix 2: Indication of how the proposed Strategic Performance Dashboard will be presented.

9. **Background Papers**

None.

Contact Officer: Michelle Farrow, Head of Leadership Support.