

Guidance on performance indicator reporting

1. Performance measures are used to ensure the Council's priorities and objectives are being met. The Corporate Plan sets out the Council's priorities; strategies such as the Health and Wellbeing Strategy, ensure that strategic objectives are implemented and service plans show how the Council intends to deliver its priorities on an annual basis. Best practice suggests that there should be a range of high level indicators to help assess performance at a strategic and corporate level supplemented by more detailed indicators on service performance.
2. There are four types of performance measures:

Type of performance measure	Description	Example
Input measure	A measure of the resources used by a service or process. Some inputs relate to workload, others relate to the amount of resources used in a process	e.g. Number of complaints Cost of service
Output measure	The number of units of a process or service produced or delivered	e.g. total tonnage of residual waste
Process measure	Aspects of service processes such as completion rates, processing time, backlogs, error rates	e.g. Time taken to process Housing Benefit and Council Tax Support new claims
Outcome measure	A measure of the ultimate benefit from undertaking an activity or providing a service	e.g. improvement in standard of living or equality of opportunity

3. Whilst outcome measures are often the most valuable they can also be the most difficult to collect. These measures also tend to be measured over a longer period of time. At the moment there are no outcome measures provided by the PIs presented to this committee.
4. Performance measures should be:
 - Accurate
 - Timely
 - Meaningful (not overly detailed)
 - Relevant
 - High quality
 - Well presented

5. Best practice guidance states that performance measures should also include
 - trend data
 - benchmarking data
 - targets
 - outcomes
6. The information presented to Members should be concise, accurate, balanced and presented in an easily understandable format and enable the committee to judge how well a service is doing. It should inform Members if targets are being met, why variances occurred, what the implications are of not meeting the target, if resources are adequate, what impact it will have on people who use services, if there is an impact on equalities, sustainability or efficiency and what impact this might have on corporate priorities. Generally the performance reports since the review in 2015 have achieved most of these aims but there is always room for improvement.
7. The current suite of PIs are set out in Annexe 1 and are reported on a quarterly basis with benchmarking included at the end of the year outturn report. Members are asked to consider what they feel is the most effective means of scrutinising performance. First of all there needs to be consideration of **which areas** are a priority to monitor and then **how frequently** it should be scrutinised. Members may like to consider whether some PIs could be reported on an exception basis where performance has varied from a specific standard.
8. Performance indicators are only one method of monitoring performance and scrutiny can take place in all forums from full council, through committees to less formal panels and working groups. Service plans, for example, are an important means to show how individual services are intending to deliver the Council's priorities for the year. These should be reviewed to ensure they accurately reflect the Council's priorities and are delivering the Council's objectives efficiently. In the past few years, service plans have been presented to a joint meeting of the O&S committees but these presentations have not always found favour and Members may like to take this opportunity to consider how they would like to review Service Plans in the future.
9. Action plans associated with strategies also measure the implementation and outcomes of an important aspect of the Council's work. Overview and Scrutiny Committees are also able to scrutinise the performance of any of their areas of responsibility by adding items to their work programme.