Report to Governance, Strategy & Resources Scrutiny Board

Corporate Performance Report 2023/24
for Quarter 2: 1st July to 30th September 2023

Portfolio Holder:
Councillor Abdul Jabbar, Lead Member for Finance & Corporate Resources

Officer Contacts:
Shelley Kipling, Assistant Chief Executive
Steve Hughes, Assistant Director of Strategy & Performance

Report Author:
Gail M. Stott, Performance Improvement Lead

14th December 2023

Reason for decision

Scrutiny of corporate performance aims to provide assurance that:

- our corporate priorities are aligned to the needs of our residents (resident focus)
- our services are good, or are on track to good
- any services that are not on track, or have identified risks, are being supported or challenged to rectify this
- any demand indicators or resource pressures are being noted and service provision is being re-assessed accordingly.

Summary

The purpose of this report is to provide an overview of corporate performance against agreed service business plan measures for the Q2 period.

The current reporting format has been developed as an interim solution, with a view to bringing more mature performance reporting online once the BIPS Programme and Digital Services Foundation Project have been completed.

Recommendations

Scrutiny Board members are asked to:

- note the progress in implementing the business plan objectives
- celebrate areas of consistent good performance
- note the comments on progress
- consider areas for review (good or poor) that could produce learning for the organisation
- note the interconnection of these actions with ongoing activities in other portfolio and Scrutiny Board remits and key projects such as our Cost of Living Response and Don't Trash Oldham.

Corporate Performance Report 2023/24 Quarter Q2

1.   Background

Business Planning

1.1 The Corporate Plan 2022/27 was approved by Cabinet in September 2022; service and business plans are closely aligned to the priorities set out in this Plan.

1.2 Revised guidance for the development of service level business plans was issued for 2023/24 and it was agreed that plans should run from 1st April 2023 to 31st March 2027 in keeping with the timeframe of the Corporate Plan.

1.3 This guidance will be reissued for 2024/25 in December 2023.

1.4 Service level business plans include a range of Key Performance Indicators (KPIs), both 'business as usual' and transformational, aimed at achieving the aspirations of the Corporate Plan and putting our residents first.

1.5 It is noted that business plans can be influenced by both internal and external factors, including increased demand, available resources, changes in legislation or policies, and so should be kept under review.

1.6 It is important that performance is viewed in the context of our borough; the published district profiles provide more detail on our borough and we will be providing an Oldham summary to sit alongside the CPR in due course.

Current Reporting Systems

1.7 Corporate performance management systems that generate data, which is overseen corporately and used at all levels, together with a transparent and efficient performance reporting cycle supported by good governance processes, are a fundamental foundation of a Performance Management Framework.

1.8 Since April 2010, quarterly corporate performance reports (CPR) have been created by the Strategy & Performance Service via the CorVu system. This system has now become obsolete and was decommissioned at the end of October 2023.

1.9 There is no 'like for like' system replacement for CorVu therefore corporate level reporting options are being reviewed as part of the ongoing Business Insight, Performance and Strategy (BIPS) Programme and Digital Services Foundation (DSF) Project.

1.10 This 'systems capability interval' presents the Council with an opportunity to map and review its corporate reporting, quality assurance and governance processes to determine how they can be more efficient and timelier and better meet the needs of our staff, Members and residents.

1.11 A key activity over the next few months will be to map and review the performance reporting business activities used across the Council and design and test a process that is

timelier and more efficient. This will ensure any processes integrated within the evolving BIPS programme are appropriate and sustainable.

1.12 The reporting format presented at the 5th October meeting of the Scrutiny Board has been developed as an interim solution, with a view to bringing more mature performance reporting online once the BIPS Programme and Digital Services Foundation Project have been fully completed.

1.13 The summary performance reports are presented in PowerPoint for clarity and in keeping with previous comments relating to an over emphasis on data and a lack of nuanced insight and context. The format includes:
- summary for each service
- service successes
- key metrics
- areas for development
- Head of Service / Director's comments
- Portfolio holder comments (where applicable)
- glossary / list of acronyms and colour key.

1.14 This layout enables key data to be presented whilst also allowing space for discussion and context surrounding the quarter's performance. Each service has more opportunity to consider their performance holistically and take any necessary actions to improve or maintain performance levels.

Benchmarking
1.15 In addition to in-house reporting, Scrutiny Boards may wish to consider reports from external sources. Where possible LG Inform Data and Oflog data has been used to provide benchmarking figures and services have been assisted to utilise these open data sets.

1.16 LG Inform provides a number of ready built reports that use published data; they provide useful trend or comparator information, for example:
- <u>Headline Report for Oldham Metropolitan Borough Council</u>
- <u>LG Inform Benchmarking Summary Report Q4 2022/23</u>

1.17 The Office for Local Government (Oflog) has launched a Local Authority Data Explorer with the primary purpose of '*providing a transparent and authoritative source of information about the performance of local government'*. The first set of metrics on the <u>Local Authority Data Explorer</u> covers four areas: Waste Management, Adult Social Care, Adult Skills and Finance.

1.18 Oflog are now in the process of agreeing a second set of metrics in relation to:
- Mayoral Combined Authorities (covering Business & Economic Growth, and Roads)
- Roads
- Business and Economic Growth
- Waste Management (fly-tipping)

- Corporate and Finance – includes complaints
- Planning.

1.19 It is noted that the media are starting to use the Data Explorer in their reporting, especially on financial data.

Performance Reporting Development

1.20 Over the next few months the Strategy & Performance Service will be reviewing Key Performance Indicators (KPIs) with data owners (Heads of Service). The aim is to ensure services have the right measures that demonstrate the right outcome or impact. We also need to ensure they correlate to Oflog measures and any other statutory returns. This work will also support the refresh of the service business plans for 2024/25.

1.21 As part of the ongoing review, it has been determined that a standardised 'one size fits all' approach to performance monitoring is not feasible as the performance data that services produce differs. Some services produce data that is qualitative and readily benchmarked against milestones. However, in order for these to have the maximum relevance they need to be set in an appropriate timeframe – for example education services data needs to be reported termly as opposed to in financial year quarters (as previously). Similarly, some strategic programmes, such as public health initiatives, will only show meaningful results over a number of years.

- Any variance in timeframe or other aspects of the KPI will be highlighted in reporting.

1.22 Many core services provide a supporting role to others, so performance within their functions cannot be measured quantitively and success is identified by the performance of the services they support. Examples include Executive Support, Strategy & Performance, Transformation and Customer Digital Experience. These services have business plans outlining their overarching strategies but, their performance measures are milestone or project based. To avoid repetitive or inaccurate reporting for these services, performance reporting will only occur at the beginning and the close of the year when major milestones can be effectively and accurately reflected on.