

# Southend-on-Sea Borough Council

Report of Chief Executive and Town Clerk  
To

**Cabinet**  
On  
**21<sup>st</sup> January 2014**

Report prepared by:  
Leo Lord – Senior Business Management Advisor

---

**Corporate Performance Management – 2014/15**  
People; Place; Policy and Resources Scrutiny Committees  
Executive Councillor: Councillor Holdcroft  
A Part 1 Public Agenda item

## **1. Purpose of Report**

- 1.1. To agree the Council's corporate approach to performance management for 2014/15.

## **2. Recommendations**

**It is recommended that:**

- 2.1. **Cabinet agrees the corporate performance measures to be monitored via the Monthly Performance Report (MPR) for 2014/15 - set out at Appendix 1.**
- 2.2. **Cabinet agrees the corporate priority actions, to support implementation of the Council's 2014/15 Corporate Priorities – set out at Appendix 2.**

## **3. Background**

- 3.1. The Council's approach to corporate performance management and corporate priority actions and measures is reviewed each year to ensure that the most appropriate ones are identified for future monitoring.
- 3.2. The Council's Corporate Management Team reviewed the current basket of corporate indicators and has agreed to identify 35 performance indicators (as set out at Appendix 1) and 35 corporate priority actions (as set out at Appendix 2). This is of similar scale to 2013/14.
- 3.3. As in previous years, it may be necessary to adjust indicators, actions and targets in the light of quarter 4 (January-March) information and it is, therefore, suggested that the Chief Executive is authorised to finalise the list as further information becomes available.

#### **4. Corporate Performance Indicators**

4.1. Appendix 1 outlines the proposed Corporate Performance indicators for 2014/15. In selecting the basket of indicators, a number of factors have been taken into consideration, including:

- They are a priority for residents;
- They require particular focus for 2014/15;
- They are timely (ideally they can be reported regularly, ideally monthly);
- They can be monitored with minimal administrative effort;
- There are a spread of indicators that cover customers, staff, finance and key projects.

The 35 proposed Corporate Performance Indicators breakdown against current Departments as:

- 17 People (6 Adult Services; 3 Commissioning, Procurement & Housing; 4 Children's Services; 4 Learning Services)
- 9 Place (4 public protection; 3 planning; 2 culture )
- 5 Corporate Services (1 People & Policy; 2 Finance & Resources; 2 Customer Services)
- 4 Public Health

4.2. Targets for indicators take into account that where possible, they are stretching but achievable, but also the potential impact of budget reductions and economic climate.

#### **5. Corporate Priority Actions**

5.1 The proposed 2014/15 corporate priority actions are attached at Appendix 2. These will be included in the 2014/15 service plans, which are currently being drafted. The proposed actions breakdown as:

- 15 People
- 9 Place
- 9 Corporate Services
- 2 Public Health

#### **6. Reasons for Decision**

To ensure measures and targets are in place by which the Council can assess its performance against its agreed Corporate Priorities.

##### **Other Options**

1. Significantly increasing the numbers of performance measures and indicators. This would place significant pressure on available resources to undertake the necessary monitoring, and would result in diverting resources from other priority areas.

2. Not identifying any Corporate Priority Actions or Indicators. This would leave the Council unable to monitor its performance against its key priorities or to assess whether resources are appropriately allocated.

## **7 Reasons for Recommendations**

- 7.1 To identify corporate measures and targets against which the Council's performance can be monitored and managed effectively.

## **8 Corporate Implications**

### 8.1 Contribution to Council's Vision & Corporate Priorities

The Council's corporate priorities help ensure that the Council's work reflects community and organisational needs and as such are a critical element of robust business planning arrangements. The proposed indicators and actions will enable residents and others to monitor and comment upon Council performance. Actions and indicators are also included in service plans.

### 8.2 Financial Implications

The Corporate Priorities help steer budget discussion and thereby help determine where resources will be allocated. Performance against the proposed measures throughout the year will help determine whether financial resources need to be redeployed to meet the priorities.

### 8.3 Legal Implications

There is no statutory duty to produce Corporate Priorities or Corporate Priority indicators, although it is considered good practice as part of strategic business planning.

### 8.4 People Implications - None

### 8.5 Property Implications - None

### 8.6 Equalities and Diversity Implications

The Council's Corporate Priorities have been identified to reflect local needs and the Corporate Priority indicators are selected to monitor progress against these.

### 8.7 Risk Assessment

Regular monitoring of performance against the Council's priorities will enable appropriate action to be taken to address any performance issues arising during the year.

### 8.8 Value for Money

Effective performance management is central to assessing whether the council is providing Value for money services, by enabling year on year and organisational benchmarking.

### 8.9 Community Safety Implications - None specific

### 8.10 Environmental Impact - None specific

## **9 Background Papers**

2013/14 Monthly Performance Report

## **10 Appendices**

**Appendix 1 - Performance Indicators for 2014/15**

**Appendix 2 - Corporate Priority Actions for 2014/15**