

Measuring the Success of the Vision

Cabinet

Date: 10th February 2016

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Head of Performance, People and Engagement

Wards: All

Locality Affected: All

Parishes Affected: All

1. Purpose and Reasons

- 1.1 This report sets out a proposed Performance Framework, which would enable Members, residents and stakeholders to measure the success of the Council's Vision, Priorities and Pledges
- 1.2 This framework is required to provide transparency and accountability to Councillors, residents and stakeholders..
- 1.3 The success measures outlined in the Performance Framework will be a fundamental part of the Council's new Corporate Plan providing measurable evidence of progress.

2. Recommendations

Cabinet is recommended to:

- 2.1 Agree to the implementation of the Performance Management Framework outlined in the report and to adopt the success measures detailed in Appendix One.
- 2.2 Authorise the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Finance, People and Performance, to introduce the performance framework throughout the Council.
- 2.3 Authorise the Head of Performance, People and Engagement, in consultation with the appropriate Cabinet member and Head of Service to amend specific performance measure if there are any changes in local or national policy.

3. Detail

Vision for Swindon to 2020

- 3.1 Cabinet agreed the Vision for Swindon at its meeting on September 9th 2015 (Minute 24(1), 2015/16 refers. This decision was confirmed and adopted by the Council on September 24th 2015 (Council Minute 33, 2015/16 refers). As part of that Vision, four Council priorities and 30 deliverable pledges were identified to enable Councillors and officers to prioritise their work and to ensure that the

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Council is using its increasingly limited resources to best effect in pursuit of delivering the vision for Swindon.

- 3.2 As part of the adoption of the Vision , Priorities and Pledges, the Leader of the Council committed to bringing forward a performance framework which would allow Councillors and officers to demonstrate progress against the priorities for the Council
- 3.3 Over the last three months, officers have been working with Cabinet members to set up such a performance system. Following a procurement exercise, the Council entered into a contract with Socrata to develop an online performance tool.
- 3.4 This performance tool 'The Swindon Borough Council Performance Dashboard' will enable the Council to present its performance data and project reports to the public and to members in a format that is easy to understand and scrutinise. It will allow the Council both to share details of its work and to be held to account by its councillors, residents and interested parties.
- 3.5 The benefits of having an online performance tool as opposed to a paper based document are as follows
 - 3.5.1 Performance information can be uploaded in real time and viewed as soon as it has been updated rather than having to wait for the next time a report is produced and printed
 - 3.5.2 Information is accessible and presented in a format that is easy to understand, supporting the Council to be more open, transparent and accountable.
 - 3.5.3 Members, residents, stakeholders and partners are all able to access the same version of the Council's performance information whenever it is convenient or necessary for them to do so.
 - 3.5.4 Information is readily accessible when decisions need to be made meaning that decisions, plans, strategies policies and risk management can be more easily based on performance information.
 - 3.5.5 Dependant on the user's level of interest, they can access different levels of performance information at the click of a button.

Performance measures and targets to 2020.

- 3.6 As part of the Vision for Swindon, four council priorities have been identified. These are:
 - 3.6.1 Improve infrastructure and housing to support a growing, low-carbon economy.

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- 3.6.2 Offer education opportunities that lead to the right skills and right jobs in the right places.
- 3.6.3 Ensure clean and safe streets and improve our public spaces and local culture.
- 3.6.4 Help people to help themselves while always protecting our most vulnerable children and adults.
- 3.7 Each of the priorities has its own dashboard detailing the measures which will indicate progress towards delivery of the priority and related pledges.
- 3.8 The Council's Policy and Performance team has conducted a widespread programme of engagement with Heads of Service, other officers and the relevant Cabinet members to identify the most appropriate performance measures that will demonstrate that the Council is making progress towards the delivery of its priorities and pledges. Measures are focussed on improvement and help to answer the question 'Did this work make anything better?'
- 3.9 These discussions have also been used to agree measurable targets, which are realistic and achievable but provide the necessary amount of challenge so that the Council's efforts are focussed and effective. Where possible national and other benchmarking data has been used to make sure that the targets reflect the ambition of the Council's Vision.
- 3.10 Each of the Administration's pledges has at least one related performance measure and target within the Performance Framework. In all cases this includes a single measure that will enable Members and residents to have clear information about the progress towards delivery of the pledge.
- 3.11 A feature of the dashboards is the facility to present more information than details of the measures and current performance. This enables the performance information to be set in a context and gives the opportunity to present a balanced picture of the work that the Council is doing to improve and develop its performance.
- 3.12 The Swindon Borough Council Performance Dashboard will provide a comprehensive source of performance information. This information will help to ensure that the Council's decision making and prioritisation of resource is clearly focused on performance and achievement of the Council's vision.
- 3.13 The timescale for the Vision to 2020 means that some of the targets and measures may be achieved before that point or may need to change to reflect changing local or national circumstances or policy changes. This will mean that over the period some measures will be replaced with new measures and targets as appropriate.

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- 3.14 In this event, the Head of Performance, People and Engagement, will consult with the appropriate Cabinet member and Head of Service to amend specific performance measure to reflect these changes in local or national policy

4. Alternative Options

- 4.1 The Council could adopt a paper-based performance systems. This would not give the level of transparency and accountability promised when the Vision for Swindon was launched.

5. Implications, Diversity Impact Assessment and Risk Management

Financial and Procurement Implications

- 5.1 The performance tool was procured via a competitive tender process in accordance with the Council's procurement policies and processes. It was assessed as offering the best value for money against the Council's specification. It cost £24,000 for both this and a financial transparency tool which is yet to be implemented but is planned for later this year. No additional financial implications arise from this report.

Legal and Human Rights Implications

- 5.2 There are not considered to be any legal or human rights implications arising from this report

All Other Implications (including Staff, Sustainability, Health, Rural, Crime and Disorder)

- 5.3 None.

Diversity Impact Assessment

- 5.4 A Diversity Impact Assessment was carried out in relation to the Vision for Swindon. Individual assessments will be carried out in relation to each of the thirty pledges as they come forward for delivery. It was therefore deemed necessary to carry out an additional Diversity Impact Assessment on the Performance Framework.

Risk Management

- 5.5 In mitigating its risks, it is important that the Council has a full and thorough understanding of its performance. The Performance Framework provides the opportunity for this

6. Consultees

- 6.1 The Board Director, Resources (Section 151 Officer) and Director of Law and Democratic Services (Monitoring Officer) are consulted in respect of all reports.

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7. Background Papers

7.1 None

8. Appendices

8.1 Appendix One – list of proposed performance measures and targets

9. Key Decision/Decision in Cabinet Work Programme and Forward Plan

9.1 This is / is not a Key Decision and is included in the Cabinet Work Programme and Forward Plan for Month Year.