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| <b>TITLE</b>                | <b>Corporate Performance Task and Finish Group</b>                      |
| <b>FOR CONSIDERATION BY</b> | Overview and Scrutiny Management Committee on 5 October 2022            |
| <b>WARD</b>                 | None Specific   |
| <b>DIRECTOR</b>             | Graham Ebers, Deputy Chief Executive and Director, Resources and Assets |

## **OUTCOME / BENEFITS TO THE COMMUNITY**

Greater clarity on the way in which the Council's performance management process drives service improvement, resulting in better value for money and better outcomes for residents across the Borough.

## **RECOMMENDATION**

The Committee is requested to:

- 1) approve the establishment of a Task & Finish Group to review the current performance management reporting process and its impact on service improvement and the resident experience;
- 2) approve the draft Terms of Reference for the Task & Finish Group (Annex A);
- 3) agree that the Task and Finish Group will submit its report to the January 2023 meeting of the Management Committee.

## **SUMMARY OF REPORT**

At the previous meeting of the Committee, discussions on the Q4 Performance Report identified a number of Member questions relating to the resident experience. The KPI's presented showed a range of 'production' measures but gave little insight into outcomes and how residents had found the service experience. This was considered to be a gap in data to be able to better understand service performance and improvement.

It is proposed that an O&S Task & Finish group be set up to establish recommendations for measures that could be implemented to the KPIs currently reported to this Committee that will provide Members, residents and the Overview and Scrutiny Committees the opportunity to better understand and improve service experience. Children's Services KPIs and Adult Social Care KPIs are reported to Children's O&S and HOSC respectively, in more detail than the headline results that are shared with the Management Committee.

The report sets out draft terms of reference for the proposed Task & Finish Group and a suggested timeframe for its deliberations. It is suggested that the Group's report and recommendations are submitted to the Management Committee meeting in January 2023.

## Background

During the presentation by officers on the Q4 KPIs, to the Overview and Scrutiny meeting on 13 June 2022, a number of Member questions were raised with regards to the resident experience. The KPI's presented showed a vast range of 'production' measures but gave little insight into outcomes and how residents had found the service experience. This was considered to be a gap in data to be able to better understand service performance and improvement.

It is proposed that an O&S Task & Finish group be set up to establish recommendations for Key Performance measures that could be implemented across all services that will provide Members, residents and Scrutiny the opportunity to better understand and improve service experience. This would enable Members to consider the thread running between KPIs, service improvements and better value for money and better outcomes for residents. This in turn would enable opportunities to identify areas for meaningful continuous improvement. Always an important issue, its significance has grown considerably as inflationary pressures are putting extreme stress on Council budgets and whilst many residents are suffering the impact of the cost of living crisis.

It is recognised that some research and activity in this area is underway with the Customer Excellence programme and it is proposed that the Task and Finish Group work closely with this team to ensure effective interaction and to minimise duplication of effort.

The Task and Finish Group may also wish to look at examples of good practice from the public and private sectors.

It is suggested that the Task & Finish Group's recommendations be presented to the January 2023 Management Committee meeting and to the subsequent Executive meeting with an aim to implement prototype measures as quickly as possible.

Draft Terms of Reference for the Task & Finish Group are set out at Annex A.

## FINANCIAL IMPLICATIONS OF THE RECOMMENDATION

**The Council faces severe funding pressures, particularly in the face of the Covid-19 crisis. It is, therefore, imperative that Council resources are focussed on the vulnerable and its highest priorities.**

|                                   | How much will it Cost/ (Save) | Is there sufficient funding – if not quantify the Shortfall | Revenue or Capital? |
|-----------------------------------|-------------------------------|---|---------------------|
| Current Financial Year (Year 1)   | 0                             | NA  | NA                  |
| Next Financial Year (Year 2)      | 0                             | NA  | NA                  |
| Following Financial Year (Year 3) | 0                             | NA  | NA                  |

**Other financial information relevant to the Recommendation/Decision**

None

**Cross-Council Implications**

The Task & Finish Group recommendations will have an impact on services across the Council.

**Public Sector Equality Duty**

Due regard has been given to Council's Public Sector Equality Duty. The aim is to achieve better/fairer outcomes and increased value for money for all residents.

**Climate Emergency – The Council has declared a Climate Emergency and is committed to playing as full a role as possible – leading by example as well as by exhortation – in achieving a carbon neutral Wokingham borough by 2030**

The Task and Finish Group will be looking at measures to promote improved service efficiency and improved service outcomes, including many which support the Borough's Climate Emergency Action Plan. This will deliver more efficient and effective use of the Council's limited resources

**List of Background Papers**

None

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## **Corporate Performance Task and Finish Group – Draft Terms of Reference**

One of the key roles of Overview and Scrutiny Management Committee is the scrutiny of the Council’s performance and the constructive “critical friend” feedback to improve services for residents. The Task and Finish Group aims to provide enhanced liaison between officers, Members and, when appropriate, members of the public to inform and improve the processes and infrastructure that support this role.

Performance is currently reported using a suite of KPIs (with associated targets) identified as critical by the relevant Executive Member. This function remains the responsibility of Executive Members. A key aim of the Group is to identify potential measurements to understand the impact of the activity measured through the existing KPIs on the end customer experience for residents.

The Group has no decision-making authority. It will produce recommendations for the Overview and Scrutiny Management Committee and the Executive to formally consider.

### **Questions to discuss:**

- How can Members of the Overview and Scrutiny Management Committee effectively consider performance, both service activity input and resident satisfaction output, to understand the “So what” for residents?
- How will Members know that their activity is having a positive impact with regard to the Council’s Community Vision, Priorities and Values as well as specific key action plans and strategies including the Climate Emergency Action Plan and the Anti-Poverty Strategy?
- How should discussions on performance be held to ensure they are constructive and give useful feedback?
- What are the key issues arising from the points above that the Management Committee may wish to focus on in the short to medium term?

### **Out of Scope**

- The setting of specific Key Performance Indicators and their associated targets which remains the responsibility of the Executive.

### **Membership:**

- Members from the Overview and Scrutiny Management Committee (suggested – 3 Wokingham Borough Partnership Members and 2 Conservative Members). The Chair to be elected at the first meeting.
- Officers from Wokingham Borough Council to include:
  - Head of Insight Strategy and Inclusion
  - Head of Customer Experience
  - Customer Insight Analyst and Performance Manager
  - Deputy Chief Executive / AD, Digital & Change

- Members of the public, community groups and external experts to be invited to give evidence, as deemed appropriate by the Task and Finish Group.

**Meeting frequency:**

Meetings will occur on an ad-hoc basis as and when required.

**Timeframe:**

As a Task and Finish Group, the Group will undertake time limited activity. It would be appropriate for this work to be concluded within four months, i.e. the end of the 2022 calendar year, enabling Executive Members to consider any changes they may wish to make to performance measures ahead of performance reporting in 2023/24.

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