

Strategic Performance Management and Reporting Framework

Overview and Scrutiny Committee
27th November 2024

Head of Analysis and Insight



Nottingham
City Council

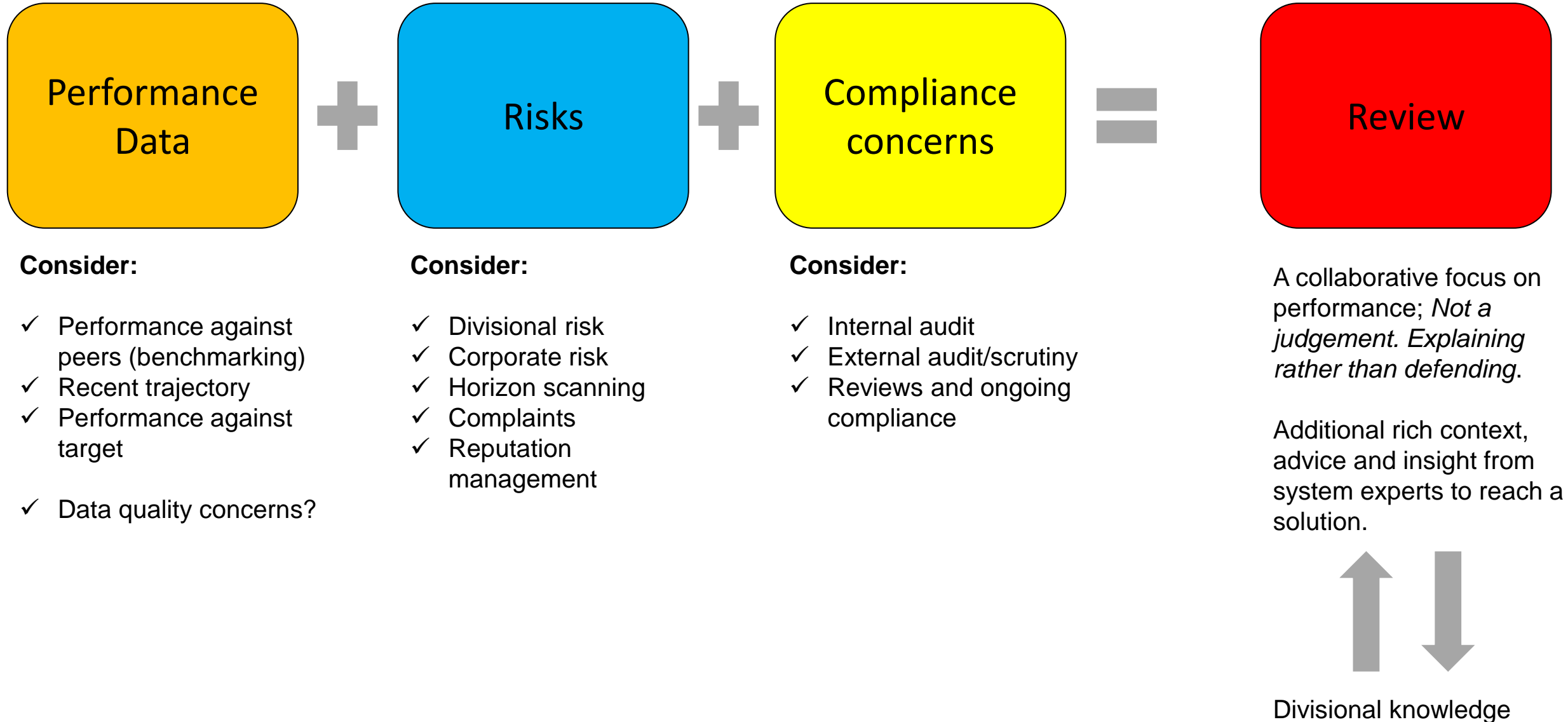
Background: Developing a Performance Management Framework

- There was a need to strengthen decision-making and enhance performance monitoring mechanisms. The Improvement Plan makes it clear that work is required to:
 - ▶ Align metrics to council priorities
 - ▶ Develop a clear and concise reporting cycle and set of products
 - ▶ Adopt a more standardised approach to performance reporting
- CLT required greater visibility around performance matters and consider these as part of strategic leadership discussions.
- To strengthen this approach, a CLT product has been under development. The CLT suite contains information pertaining to Organisational Health, Critical Service Delivery and incorporates aspects of the Improvement Plan.
- Development has been informed by historic practice in Nottingham, best practice from across the sector and has been co-produced alongside BPMs and through CLT.

Performance Management Framework: Progress/Update

- The agreed metrics have been incorporated into an online reporting product. Access to the tool is currently open to specific NCC colleagues. The report is available via the intranet and will be refreshed each month, although some metrics are quarterly.
- The vast majority of data is pulled from Ideagen/Pentana, our corporate performance tool. Colleagues from across the organisation input KPI data on a regular basis.
- The report is a dashboard containing historic and current performance, but charts are prefiltered to the most recent timeframe. The visualisations include:
 - ✓ Current performance against target
 - ✓ Performance against peers (where available)
 - ✓ Direction of travel
- Elements of the report are still under development as not all data required has been made available.
- Data is supplied by the data owner and is expected to be accurate. However, there is the potential that a greater level of scrutiny will reveal data quality issues. In this instance, this will be addressed.
- This is the first iteration of the reporting product and PMF. It will be further refined in the coming months.

Performance Management Framework: Exploring underperformance and driving change (CLT)



Performance Management Framework: Expected benefits

This revised approach to corporate performance management is expected to yield a number of benefits going forward. For example:

- It will facilitate improved decision making and deliver data-driven insights: Leaders and managers will rely on accurate, real-time data to make well-informed decisions.
- It will aid proactive problem solving: Timely identification of performance exceptions and risks will enable swift corrective actions, reducing the likelihood of significant issues escalating.
- It will allow greater organisational accountability with clear lines of responsibility: Roles and responsibilities will be well-defined, fostering a culture of ownership at all levels of the organisation.
- Benchmarking will be more routine: Benchmarking against peers will demonstrate the council's relative performance and highlight areas of success.
- Ultimately, we're aiming for an improvement to service delivery, where we will meet or exceed targets: Critical service areas will demonstrate sustained improvements, such as higher recycling rates, fewer missed bin collections, and more effective homelessness prevention measures.