



<u>Committee and Date</u>	<u>Item</u>
Council	13
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	<u>Public</u>

PORTFOLIO HOLDER STATEMENT 2013/14: PERFORMANCE COUNCILLOR TIM BARKER

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1. Summary

- 1.1 This is new Portfolio that has developed during the year in recognition of the importance to the Council of having a clear understanding of whether it is changing in the way it said it would and understanding the impact of the commissioning decisions arising from the comprehensive change programme.
- 1.2 I started in the role with a strong emphasis on the performance management of transformation. One of my first tasks was to work with the relevant Officers and Members to understand performance reporting at the Council and how it was and is used. This report sets out what has been achieved so far and the direction of change for the future

REPORT

2. January 2014 onwards

- 2.1 My first six months in the role have been busy and varied. I have taken up performance management overall and made links to the large council wide review of how the Council uses information. I have set out my main areas of focus so far and for the future.
- 2.2 **Developing Performance Management**
Just prior to starting in the role I attended a Member Seminar on Strategy Research and Performance. The Council has a well developed and managed Performance Management Framework that has been adapting over the years as the Council changes. However, the seminar demonstrated that most Members were not aware of or getting the full value from using the performance information being made available to them, for example in the dashboards. It was important to understand why, especially in the context of changes to services now and in the future, impacts of commissioning decisions and the development of locality working and commissioning

arrangements. It was important to find out from Members communication of our outcome measures could be developed to present the key messages and data in a manner that they could use and quickly understand.

- 2.2 The suggestion to use Rapid Action Groups in looking at the Business Plan areas provided a significant opportunity to bring together a group of interested Members to explore these issues, especially in light of the significant programme of change that the Council is going through.
- 2.3 I was fortunate to be able to work with a good cross party group, who were committed and provided valuable input into looking at how performance reporting could be developed. They were clear on what they recognised needing to be done to make the information more accessible and relevant to Members, partners, officers and the public. In a five week period the group worked effectively with me as the Portfolio Holder, my Deputy Cllr David Turner, and the Performance Manager and their staff to consider what measures would be most relevant against the Council's outcomes and what the best ways would be to present the information.
- 2.4 Through their positive and constructive input the areas of focus for the four Outcome dashboards were identified and shaped for on-going development by the Performance Team. These dashboards are complimented by a new high level view of the Council that has been designed to demonstrate whether it is changing as it said it wanted to, and also to help improve the accessibility to the key messages from the operational outcome dash boards.
- 2.5 These new dashboards have been adopted and will be used to report performance from Quarter 1 2014 onwards. Working with the Performance Manager and their team I am confident that the dashboards will continue to develop and refine as new and more appropriate measures arising from redesign and commissioning are included.
- 2.6 Following the presentation of the Q4 Performance Reports to Cabinet and Performance Management Scrutiny Committee I am keen to promote increased use of the dashboards by all Scrutiny Members. This should provide a further mechanism for them to work with their Senior Officers and Portfolio Holders. Building on the experience of previous years this offers the opportunity for the Scrutiny Committees to identify issues arising from the performance measures that they would like to explore in more detail.

3.0 The end to end review of how the Council uses information

- 3.1 Following the Business Planning weeks last autumn, and as set out and agreed in the Integrated Business Plan the Council is undertaking a comprehensive end to end review of how it uses information. The review is driving changes in systems and behaviours. I am providing my support to this work, keeping close contact with work and the progress that the Core Team are making.

- 3.2 The Council collects and holds a huge amount of information, whether it is from consultation activity or from day to day contact with communities and people using the Council's services. But what do we do with it? How do we use it to improve our services across the whole Council? Are we getting the full value from the information and making a difference for the people who live and work in Shropshire?
- 3.3 Work on the review started with Adult Social Care and Children and Young Peoples Services, and it is planned to extend this work across the Council, and eventually to how we work with partners and providers, as the new methods of working are established. This work is reliant on close, open and effective working between operational service areas and support services, which the Core Team are aware of and promoting.
- 3.4 The first of the key strands of work looks at the many IT systems, databases and spread-sheets that the Council has; seeking to understand what they are used for, what information is held, who uses them, and what they are capable of doing. We want to ensure that the Council only has and pays for the systems that it needs, that the use of functionality is maximised, and that duplicating activity by officers is removed.
- 3.5 The second strand of work is focusing on developing how we use the data and information; looking at how we can add value and understand more about our services and the people who currently use them or will use them in the future; and to understand performance and the impact of commissioning decisions on the achievement of the Council's outcomes.
- 3.6 The review is looking at how different information can be brought together to tell us more and to provide us with intelligence. The aim is to be able to use this to understand demand and need, and how these can be managed in the future to help people and communities become more independent and resilient. This is also essential to help ensure that the Council is commissioning the right outcomes and services.
- 3.7 In terms of understanding the impact of change on services and the people who use the service, the Core Team are working closely with operational teams to identify the key points in their new operating models. The focus is on identifying the points which will provide the clearest indication of performance against the delivery of the Council's outcomes. This work is complimented by the subsequent confirmation of the additional information that is required by managers and their staff to understand how the changes are working and how it should be managed – management information.
- 3.7 So far I am pleased to be able to report that there has been good progress by the Core Team and there is already positive learning and feedback which they are building into the development of the new approaches.

4.0 Delivery of the Business Plan

- 4.1 This then takes me to the third strand of activity. Working with the Portfolio Holder for Resources, we are taking an overview of the implementation of the Council's Integrated Business Plan. This work has been focussed on ensuring that savings are delivered whilst outcomes, as reported through the performance dashboards and reporting mechanisms, continue at planned levels.