

The Journey from Monitoring to Managing Performance

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Balanced Scorecard so far

Ensures High Level awareness of emerging issues Corporately, early identification of increased pressures, and this enables potential problems to be addressed at an early stage. (A + C)

- **Good for a whole-directorate overview of progress of key priorities (C)**
- **New system enhances the performance monitoring and management which existed in the previous structure and brings it together into one format at senior level in the Council but ensures performance is owned at all levels. (A + C)**
- **Good for reviewing core business items internally and externally and for tracking progress financially (R)**
- **Ability and boldness in using soft and hard measures so that we capture 'what matters' / Manifesto commitments, not what we can, or is set for us (P)**
- **Good for ensuring ownership of specific targets (R)**
- **Target setting and profiling across the year – improved (E)**
- **Appreciation of complexity and vulnerability of service. (E)**
- **Good for identifying strengths and areas for further development (C)**
- **Helpful in preparation for internal and external reviews and inspections (C)**
- **Snapshot of strengths and weaknesses in business units and Council in general (E)**
- **Promotion of cross cutting work throughout organisation, as many performance measures require joint working / dialogue with colleagues (P)**

Developing the Balanced Scorecard to Manage Performance

Results need to inform Vision for the Council, strategic objectives and the 'big picture' for the next few years

Balanced scorecard has been rolled out to Contractors in ground maintenance and Health and Safety Inspections – roll out to all major contractors.

Focus could be on “red” indicators and highlight against certain risks, ie political priority, financial consequences etc

Simple system needed for transposing the monitoring into management

Move toward performance management informing how we adapt process and procedure to serve residents better (Implementing Process Improvement Project (Lean System thinking) to improve customer focus and reduce costs/create capacity in Planning)

Need to engage with third parties / partners to ensure where performance / data is shared, the balanced score card informs all organisations / individual actions

Ability to have a proportionate response to individual issues set against the context of an agreed performance matrix

Need for standardised methodology to ensure accurate organisation wide comparisons.

Better business case to bid for more staff levels or changes in service.

Next Steps

Normalise all 20 individual Scorecards (I.E. Bradford factor) where individual interpretation has resulted in inconsistencies between Scorecards

Produce consolidated scorecards for key targets:

- a) Department; and**
- b) Whole Council**

Integrate risk analysis and risk management into the scorecards

Link all areas where performance is under target to;

- a) Remedial action plan; and**
- b) trend graphs to show “rate” of improvement (as per performance report)**

Add additional “outcome targets” reflecting corporate priorities, having established SMART targets for each of the current and any new Council priorities.

Consider the development of “cross cutting” targets which are owned by CMT on behalf of the corporate body of the council