

**BARNSELY METROPOLITAN BOROUGH COUNCIL**

**Central Area Council Meeting:**

**8<sup>th</sup> September 2014**

**Report of Central Area Council  
Manager**

**The Process for Area Based Performance Management & Monitoring**

**1. Purpose of Report**

- 1.1 This report outlines the process for the performance management and monitoring role of Area Councils in relation to area based services and borough wide services provided locally.

**2. Recommendations**

**It is recommended that:**

**Members agree the process outlined in Appendix A.**

**Members agree the first service area to be considered by the Central Area Council.**

**3. Introduction and context**

- 3.1 As part of the monitoring progress and challenging performance report that was presented to Central Council on 15<sup>th</sup> May 2014, the different roles of Area Councils across the borough were identified.

A number of these roles were highlighted as not yet being fulfilled by Area Councils. These were mainly focussed around the performance management and scrutiny role of Area Councils.

At the last meeting of Central Area Council on 7<sup>th</sup> July 2014, a report outlining the performance management and scrutiny role of Area Council's was considered.

It was acknowledged at this meeting that Central Council arrangements for performance managing their contracted services, was well underway.

In addition, it was agreed that Central Area Council consider the area based performance of a number of services, and that a report outlining the process that would be undertaken to carry out this role be presented to the next meeting of Central Area Council.

**4. Process for the performance management and monitoring of area based and borough wide services provided locally**

A report outlining the process for the performance management and monitoring of area based and borough wide services provided locally, is attached at Appendix 1 for consideration by Central Council.

**5. Next Steps**

It is proposed that the process outlined in Section 4 is piloted by Central Area Council and that one of the services identified at the last meeting is considered.

The services identified were: Youth Services; empty buildings; Berneslai Homes Services; Flooding; and Clean and Green Services.

**Appendices**

Appendix 1 – The Process for Area Based Management and Monitoring

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28/08/14

## Appendix 1

### The Performance Management & Monitoring Role of Area Councils

#### 1. Purpose

- 1.1 The purpose of this paper is to outline the performance management, monitoring and improvement role of Area Councils in relation to commissioned services as well as area based and borough wide services provided locally.

#### 2. Background

- 2.1 Knowing how well an organisation is performing as a basis of challenging and reviewing progress and delivering improvements is an essential characteristic of any effective organisation and the Council is no exception.
- 2.2 The reports to Cabinet, Arrangements for Future Council Governance (Cab.21.11.2012/6) and the Realignment of Support for the Council's Area Governance (Cab.13.2.2013/9), the Area Governance Handbook and the Area Council's terms of reference, all identify that one of the main functions of the Area Councils is to monitor the performance of services commissioned from the Area Budgets, area based services and those borough wide services provided locally.
- 2.3 For the first 12 months of the revised arrangements, Area Councils have been focussed on defining what their priorities and outcomes are, creating their area plans and starting the commissioning process for the services/activities which reflect the priorities they have identified.
- 2.4 Performance measures have been developed and included within the tender specifications for services being commissioned and they will be built into the resultant contract with the preferred supplier. Performance measures have also been built into any Service Level Agreements with internal Council services.
- 2.5 A range of area data and intelligence has been provided to Area Councils and further work is currently underway to develop Area Profiles which will provide a more holistic data and intelligence tool pulled together in one place from a number of different data sources.
- 2.6 The existence of service performance management data and the availability of this at both an area and ward level vary across the organisation. However, as part of the business modelling and planning exercise that is currently underway any gaps will be identified and addressed ready for the implementation of the new business units and Future Council on 1 April 2015.

### **3. Area Councils Performance Management & Monitoring Role**

- 3.1 The role of Area Councils will have increasing importance, both in terms of influencing service delivery at a local level, and challenging and improving existing performance levels, both of Council services - whether directly delivered or commissioned - and the work of partner agencies.
- 3.2 Specifically, Area Councils discharge their performance management role in the following ways:-
- Challenging and reviewing existing performance in relation to their areas.
  - Identify areas for improvement through the use of area and ward based community intelligence.
  - Review the work of partner agencies such as GPs, schools, Berneslai Homes, in relation to their area and wards within.
  - Building in performance and review processes and milestones to track the progress of commissioned services, to ensure that they have delivered the agreed outputs and outcomes.

### **4. Performance Management and Monitoring of Commissioned Services**

- 4.1 Once the commissioning process has completed and preferred suppliers have been selected, Area Councils, supported by the Area Manager and team, will have an ongoing contract and performance management role to undertake for the lifecycle of the contract.
- 4.2 Area Councils will ensure that the providers are delivering the contractually agreed outputs and outcomes and this will be monitored and reviewed through key performance measures.
- 4.3 Each provider of the commissioned service, whether that be an external provider or a Council service provider through a Service Level Agreement, will be responsible for providing performance management monitoring reports. The monitoring reports should be reviewed along with any available community intelligence and area and ward based data and intelligence.
- 4.4 Building in appropriate arrangements for customer feedback should be a key consideration as part of the overall approach to performance monitoring, review and improvement.
- 4.5 Area Councils may also need to take into account how certain groups are targeted and in what ways, ensuring that residents who are hard to reach and/or have multiple needs are not left out in the interests of securing 'better' quantitative performance with individuals who may not need intensive intervention to help them achieve better outcomes.

**5. Performance Management and Monitoring of Area Based and Borough Wide Services**

- 5.1 Area Councils will also have a key role in reviewing and challenging the performance of area based and borough wide services delivered locally, which could be Council, commissioned or partner agency services.
- 5.2 Currently, data and intelligence is not readily available from one source, in an easily usable format, broken down to an area and ward level. However, work is underway to create Area Profiles which will provide high level socio-demographic intelligence and to look at how this information can be shared and illustrated to enable Area Councils to use it more effectively to inform decision making and to help monitor performance.
- 5.3 Within Council provided services the availability of performance data and the availability of this at an area and ward level vary from service to service.
- 5.4 The Council is currently undertaking a full organisation re-design with the creation of new directorates and business units. This will result in some functions being moved, some functions being split and the business modelling and planning exercise will also look at how services can be delivered differently.
- 5.5 As part of business planning, Service Directors will have to review current and consider new performance measures and they will be asked to capture this information at an area and ward level. The new business plans and business units will not come into effect until 1 April 2015.
- 5.6 Once this revised performance data is available, Area Councils supported by the Area Teams and Performance and Partnership officers, will need to decide which data they would like to monitor which might be based around their priorities and also informed by the Area Profiles.
- 5.7 Local members will continue to gather community intelligence regarding the performance of area based and borough wide services and they should continue to make services aware of this to help inform improved service delivery.

**6. Performance Framework and Reporting**

- 6.1 The Council's Corporate Plan Performance Report is produced quarterly and this is reviewed and challenged by the Senior Management Team before being submitted to Cabinet for Members to challenge and review.
- 6.2 The report is also used as a basis for the Overview and Scrutiny Committee to add further challenge and identify areas of further investigation for the Task

and Finish Groups to undertake and they produce recommendations back to Cabinet.

- 6.3 Area Councils may choose to investigate an area of concern and any conclusions will be recorded in the minutes. Governance and Member Support will ensure that the issues raised are processed through appropriately.
- 6.4 Initially, these concerns would normally be raised with the relevant Executive / Service Director for a response back to the Area Council in question. The relevant Cabinet Spokesperson might also be involved where there are serious concerns about performance. Where it becomes apparent that the same issue affects most of the Area Councils, the issue may be referred to the Overview and Scrutiny Committee for consideration. This can be done through discussions by the Area Chairs, Governance and Member Support and the Scrutiny and Member Development Officer.
- 6.5 Area Councils and local members also have the opportunity to gather community evidence to be able to contribute to borough wide Overview and Scrutiny investigations, when required.

## **7. Proposal**

- 7.1 It is proposed that Area Councils commence the performance management of commissioned services from the contract start date. This will be achieved through the production of regular monitoring reports from and meetings with the providers. The reports should be reviewed against the performance measures, outcomes, available community evidence and any timely data and intelligence.
- 7.2 It is proposed that Area Councils should continue to use community based intelligence and any available and timely data and intelligence to help influence and improve area based and borough wide services provided locally. This may involve local investigations and if appropriate recommendations can be referred to the Overview and Scrutiny Committee.
- 7.3 It is proposed that from 1 April 2015, once socio-demographic data has been linked with the new business unit's performance data, Area Councils will play a more active performance management role of area based and borough wide services provided locally. This could involve agreeing which areas of performance should be monitored, inviting services to discuss and explain their performance including any strengths and areas for improvement and undertaking local investigations and reviews.

**8. Appendices**

Appendix A - Performance Management and Monitoring of Area Based and Borough Wide Services Provided Locally - The Process

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## Area Councils

### Performance Management and Monitoring of Area Based and Borough Wide Services Provided Locally

#### The Process

#### 1. Current Position

- 1.1 As discussed in the previous paper submitted to Area Council's, performance data is not currently readily available for all services at an Area Council and/or ward level within the Council. However as part of the business planning process to move to Future Council, Business Units will be reviewing the performance indicators they measure and the data they collect. This is to ensure that they are still relevant to the services within the unit and to ensure they can be reported at an area and ward level from 1 April 2015.
- 1.2 Once this work has been completed, more detailed and comprehensive area and ward profiles will be available. This will provide Members with more insight to inform their decisions around setting future priorities and to challenge the performance of Council and externally provided services.
- 1.3 This approach has been agreed in principle by the Area Councils but it was also agreed that if any of the Area Councils had identified current performance issues, then this should not prevent them from challenging this performance and undertaking local investigations if required.
- 1.4 To provide some consistency of approach, an interim process has been developed to help facilitate this. This process will be reviewed and evaluated by the Performance and Partnerships team in conjunction with the Area Governance and Governance and Member Support teams and the Area Councils. It will also be reviewed to ensure it is still fit for purpose once the new performance framework has been developed prior to the implementation of Future Council on 1 April 2015.

#### 2. The Process

- 2.1 As performance data is not currently readily available, before looking into areas of concern Area Councils should consider what insight information they have to inform their decision to look into it further:
  - Is it resident feedback e.g. surgeries / drop ins / walkabouts?
  - Is it Members own insight e.g. walkabouts / discussion with local businesses?



- Is it informed by performance data that has been provided to Area Councils e.g. health profiles, current ward profiles?

## **2.2 Agreeing the areas of investigation**

Based on the insight data made available to them, Area Councils should agree the services, either internally or externally provided, which they would like to review.

At the Area Council meeting, Members should discuss the areas of concern, look at the insight evidence gathered and collectively agree which particular services performance they would like to review. As a number of services are broad in the functions that they deliver, Area Councils should try and be specific about what it is they would like to review.

## **2.3 Requesting performance data and information**

Once the areas have been agreed, performance data, analysis and narrative should be requested from the service provider at an area and ward level, as appropriate.

If this is not possible, the service provider will be asked to provide the performance data they hold for the particular service or function being reviewed at a Borough level along with a narrative explanation for the local performance.

## **2.4 Reviewing & challenging the data and information**

The Performance & Partnerships team will analyse the data and information received from the service provider and suggest areas for further follow up and challenge by the Area Council.

Members, supported by the Area Team, should also compare the data and information against the insight information they have gathered to see if they are comparable or contradictory.

The service provider responsible for the follow up areas identified should then be invited to attend a workshop to discuss the performance further.

## **2.5 The performance management review workshop**

Service providers will be invited to attend a performance management review workshop with the Area Council Elected Members.

The service provider will be asked to present and explain the performance of their service or function and the Members will ask questions and challenge based on the areas of concern they have identified through their insight information or through reviewing the data, information and narrative.

On conclusion of the discussions, an Area Council may wish not to progress any actions or improvements other than agreeing to continue to monitor the service or function. If this is the case, an agreement will need to be reached

with the service provider on the provision of monitoring information and reports.

If on conclusion of the discussions, an Area Council identifies services or functions that are under performing and an improvement is required, an improvement action plan will be agreed with the service provider along with the provision of monitoring information and reports.

The outcome and findings of the performance review workshops will be reported formally at the Area Council meetings.

## **2.6 Performance monitoring**

Area Councils should receive any agreed performance monitoring data and reports from service providers for review on a quarterly basis. This allows time for improvements to be implemented and to have an impact, for the direction of travel to be assessed across the quarters and for data to be collated and interpreted.

Quarterly review meetings may need to be held with service providers where an agreed improvement action plan has been put in place. This allows for more in depth review and discussion regarding performance.

**A flowchart has also been included at Annex A.**

## **3. Roles and Responsibilities**

### **3.1 Role of the Area Council Elected Member**

Monitoring the performance of area based and borough wide services provided locally, is an agreed role of an Area Council Elected Member as stated in the Area Governance Handbook and Area Council's terms of reference.

Members have previously received an all member briefing training session on performance management and monitoring in 2012. Now that Area Councils are moving into this phase of their responsibilities, it is proposed to hold another session in October/November 2014.

Members should continue to gather local intelligence to inform ongoing performance monitoring.

Members will be supported by the Performance and Partnerships Team to review the performance data, information and narrative until they are comfortable with this aspect of their role.

### **3.2 Role of the Area Governance Team**

The Area Team will request the performance data, information and narrative from service providers on behalf of the Area Council. For those services that are commissioned by the Council, the relevant commissioner will have a contributory role in gathering the relevant data, information and narrative from the provider.

The Area Team will organise the performance monitoring workshops including inviting the relevant service providers.

The Area Team, supported by the Performance & Partnerships Team, will produce and present the performance report including findings and recommendations to the Area Council meeting.

The Area Team will support the Area Council to track the progress of any improvement action plans.

### **3.3 Role of the Governance & Member Support Team**

The Governance and Member Support Team will ensure that performance monitoring is included on the Area Council agenda, as and when required, along with any performance issues and improvements identified are processed through the minutes appropriately.

### **3.4 Role of the Performance & Partnerships Team**

The Performance and Partnerships Team will advise the Area Councils on what data, information and narrative to request from service providers.

The Performance and Partnerships Team will analyse the data, information and narrative provided by the service provider and will identify issues and possible areas for enquiry that the Area Council may want to pursue.

The Performance and Partnerships Team will attend the performance review workshop to act as a professional advisor to the Area Council Elected Members.

### **3.5 Role of the Service Provider**

Service providers will be responsible for supplying Area Councils performance data, analysis and narrative should be requested from the service provider at an area and ward level, as appropriate. If this is not possible, performance data should be supplied for the particular service or function being reviewed at a Borough level along with a narrative explanation for the local performance.

Service providers will attend the performance review workshop to present and explain the performance of their service or function and answer questions from Members.

Service providers will need to agree to supply performance monitoring information, reports and/or updates against an agreed improvement action plan to Area Councils, as appropriate.

## **4. Evaluation and Review**

Once this process has been used by an Area Council, its effectiveness will be evaluated and any resultant improvements will be made.

The process will be reviewed to bring it in line with the revised performance framework being developed for Future Council for 1 April 2015.

**Performance Management and Monitoring of Area Based and Borough Wide Services Process**

