Review: Performance Monitoring and Reporting in Hillingdon Council: What do we need to do better and where do we want to be? – Witness Session 2

Committee name	Corporate, Finance and Property Select Committee

Officer reporting	Liz Penny, Corporate Resources and Services

Papers with report	Review Scoping Report

Ward	N/A

HEADLINES

To enable the Committee to hear from witnesses representing key Council departments in relation to the Committee's review of Performance Monitoring and Reporting in Hillingdon Council. The Committee will have an opportunity to explore what could be done better, how this could be achieved and the vision for the future.

RECOMMENDATION

That the Corporate, Finance and Property Select Committee notes the information received from witnesses in relation to its Review of Performance Monitoring and Reporting in Hillingdon Council.

SUPPORTING INFORMATION

In the previous witness session, Members of the Select Committee heard from Naveed Mohammad, Head of Business Performance, who outlined the data currently gathered, the systems used to gather and analyse data and how said data is presented. Members are now interested in gaining a better understanding of how the needs of key services are currently being met, what are the gaps in the information provided and what improvements could be made.

To date one of the key threads of discussion has been how far and to what extent the Council is able to use data to 'tell a story.' At present this is not routinely undertaken without a bespoke piece of analysis. Routine reporting is largely transactional and knitting together what can be disparate sets of data requires a specific undertaking.

Witnesses

The following representatives from key Council departments have been invited to attend the meeting:

Alex Coman – Director, Safeguarding Partnerships and QA (Children's Services)

The Children's Services Department encompasses childcare and early years' provision, special educational needs and disabilities, fostering and adoption, protecting children and young people and the Youth Justice Service. This service area is one of the key users of data within the Council. It is a statutory, high risk service therefore regular analysis is provided ranging from weekly activity reports through to a monthly ChAT report used both for operational management and to plan for inspection readiness.

Richard Dawson – Head of Community Safety and Enforcement

The Community Safety and Cohesion Department aims to ensure that residents feel safe within the Borough and has responsibility for the allocation of Better Neighbourhood Funding and CCTV provision. Moreover, it supports residents with concerns regarding anti-social behaviour and domestic abuse. In terms of reporting, data on crime types and trends including benchmarking data is obtained from the Metropolitan Police in addition to accessing third-party data sites such as IQuanta. Quarterly and annual reporting is in place ranging from statutory KPIs tracking headline issues such as ASB through to local indicators reflecting local priorities. Examples of the latter include tracking the number of arson incidents (community safety) and the number of fly tipping incidents (antisocial behaviour).

Kate Kelly-Talbot – Director, Adult Social Work

The Council's Adult Services Department offers support with social care eligibility and assessments. It also provides guidance and assistance to carers, those with disabilities and mental health needs and the elderly. Adult Social Care is a statutory, high risk service hence regular analysis and reporting are essential; examples include the monthly Adults' Teams dashboard which tracks activity against a range of KPIs.

Cathy Knubley – Head of Waste Services

Waste Services covers all matters relating to waste and recycling within the Borough. Reporting for this service area includes analysis of recycling rates, missed collections and flytipping which is reported to CMT in the form of a balanced scorecard on a quarterly basis.

Rod Smith – Service Manager, Tenancy Services (Housing)

The Council's Housing Department is responsible for the allocation and upkeep of social housing within the Borough. The team also offers advice and guidance in relation to home ownership, tenancies, homelessness, landlords, leaseholders, private housing and supported housing. Housing is a statutory, high risk service therefore there is a requirement for regular reporting covering activity levels, statutory returns to the Department for Levelling Up, Housing and Communities (formerly MHCLG) and the compilation of data for Housemark which allows for benchmarking and comparative analysis.

Possible Key Lines of Enquiry

1. How is data reported to you and could this be improved?

2. Are there any gaps in the information provided at present?

3. Is data presented to you at the appropriate time i.e. real-time or weekly / monthly / quarterly and does this meet your needs?

4. Could data reported to you be simplified in any way - would alerts when, for example, 'levels go below a certain number' be useful?

5. How do you use performance / data / reporting to monitor and improve service i.e. to identify trends or issues to be addressed?

6. From your perspective, does current reporting reassure residents that the Council is doing a good job?

7. What data reported is useful for the public to see how the service is performing and is this information advertised / published sufficiently?

8. Would services benefit from being able to fuse data from other sources to provide a broader picture of what is going on for monitoring purposes (data mashing)?

9. Regionalising or collective data - do services need data reported at street, ward or area level - or for a particular age group for example - and is that done well at present?