

REVIEW BY THE CORPORATE FINANCE AND PROPERTY SELECT COMMITTEE: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL - UPDATE ON PROGRESS

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Naveed Mohammed, Head of Business Performance, Central Services
Papers with report	Appendices A
Ward	All

HEADLINES

This paper provides an update on progress in the implementation of recommendations following the review into the Council's approach to managing performance and data.

RECOMMENDATION:

That the Committee notes the progress made and the work that is outstanding.

SUPPORTING INFORMATION

Between September 2021 and December 2021, Members of the Corporate, Finance and Property Select Committee undertook a review looking at current arrangements for the tracking of performance and provision of insight data in the Council. On 12 January 2022, and following this review, the Committee submitted a series of recommendations to Cabinet. These included:

1) Performance Reporting

Reporting to the Council's Corporate Management Team (CMT) and Cabinet Members is already established and will continue on a regular basis and to a quarterly cycle. Formal reporting to Select Committees is new. Discussions will need to begin with the Committee Chairmen to determine the best suite of indicators that will be reported, taking into account work plans and the Committees' remit.

2) Performance Culture

At present, work on raising awareness of data quality and assisting service colleagues with improving data quality is scheduled for between January and March – in anticipation of the annual statutory returns cycle. This will now be supplemented with work throughout the year including data quality audits, drop-in sessions for service leads and specific workshops where Government guidance has changed. These will be promoted through service management teams, the weekly All-Staff Email and, where appropriate, Team Hillingdon.

3) Performance Innovation

Work to review (and eventually replace) the Council's existing corporate performance management system is already underway. Tools such as Power BI are being used to pilot new

ways of reporting service data. Subject to the outcome of these pilots, a business case will be developed with a full cost-benefit evaluation of bringing in a new system. An important part of this will be the need to initiate wider changes in culture. So, in addition to the importance of data quality detailed above, there will be a need to review what is collected and reported and a need to upskill service colleagues on how to use the new tools (and data in general) as a key component in managing both ongoing service delivery and strategic change.

Over the intervening period, work has been ongoing to implement these and drive further improvements in the way data is managed and used across the authority. Appendix A provides an update on this work and progress to date.

How this report benefits Hillingdon residents

The robust collection and provision of performance and insight data enables Chief Officers and Members to assess whether the Council is delivering on its aim of Putting Our Residents First delivering services in an efficient and effective way that meets residents' needs. Where gaps are identified, officers can be held to account through effective challenge.

Financial Implications

None at this stage.

Legal Implications

None at this stage

BACKGROUND PAPERS

- [Performance Monitoring and Reporting in Hillingdon Council](#) – this review was considered by Cabinet on [17 February 2022](#).