

| Performance Monitoring and Reporting by Hillingdon Council | Recommendations | Updates |
|---|---|--|
| | <p>RECOMMENDATION 1: Performance Reporting - That the Business Performance Team and Service areas take into account the varying target audiences and organisational hierarchy for their performance reporting, thereby ensuring that performance outputs and information are presented in a relevant, user-friendly visual format for:</p> | |
| | <p>RECOMMENDATION 1a: Cabinet – That service heads / directors, in conjunction with respective Cabinet Members i) be requested to review the current use of data within their areas during 2022 – either for reporting purposes or to identify performance issues; and ii) consider regular monthly or quarterly performance updates to Cabinet Members;</p> | <p>i) Good progress being made to date. The current reporting to the Corporate Management Team (CMT) has been reviewed on an ongoing basis to ensure the balance between providing reassurance across the key areas of Council activity and being sufficiently focussed on priority areas. The next phase of this work is to review reporting in line with the new Council Strategy which will be in place for commencement of the year 2023/24.</p> <p>ii) Reporting to Cabinet Members is currently in place across all directorates. This is subject to the same changes described above and there is work ongoing to further develop reporting across specific areas including Place and Adult Social Care. This will be reviewed in line with the Council Strategy. The latter being used to steer the selection of the right metrics to be able to measure and track progress of delivery.</p> |
| | <p>RECOMMENDATION 1b: Select Committees – That from May 2022, subsequent to recommendation 1a. above, Select Committees also be presented with high-level quarterly performance updates regarding services within their remit / terms of reference, and that this be added to their multi-year work programmes;</p> | <p>This work is scheduled for 2023/24, to follow the implementation of the Council Strategy and finalised reporting arrangements to CMT and Cabinet.</p> |
| <p>RECOMMENDATION 1c: Corporate Management Team (CMT) – That Cabinet Members have input into the metrics presented to CMT through the quarterly Balanced</p> | <p>Good progress being made. All Cabinet Members receive regular reports (typically monthly) on the performance and demand activities across their portfolio. This includes reports on key</p> | |

| | | |
|--|--|---|
| | <p>Scorecard performance reporting to ensure they are able to measure overall Council performance and drive strategic decisions. Weekly and monthly dashboards should continue for Operational Heads but should be visible and reviewed in conjunction with the Leader/relevant Cabinet Members.</p> | <p>indicators against targets and statutory requirements. The information provided to Cabinet Members will be kept under review and informed by Cabinet Members, in line with the implementation of the Council Strategy.</p> |
| | <p>RECOMMENDATION 2: Performance Culture That awareness and understanding of the importance of data quality and of the services provided by the Business Performance Team be communicated comprehensively across Council departments during 2022, including the use of manager briefings, toolkits or other online internal information.</p> | <p>Data Quality has been subject to a lot of work over the last 12 months. Briefings have been included in internal communications, flagging the importance of data quality and attendance at Senior Management Teams (SMTs). Of much more import though has been the work undertaken to address data quality issues. Significant work has been done to improve the logging of data, including the systematic use of case management systems to improve data integrity where required. Information governance policies have also been updated and mandated training in data protection, including data recording, will be rolled out to all staff by the end of March 2023.</p> |
| | <p>RECOMMENDATION 3: Performance Innovation That Corporate Procurement explore appropriate external software / systems during 2022, in conjunction with the Business Performance Team, that could be implemented or integrated to deliver tangible and cost-effective benefits. Particular focus should be placed on looking to assist the move away from traditional manual data manipulation to greater data automation, along with the availability of live data to decision-makers.</p> | <p>Proof of concept completed during summer of 2022 in collaboration with the Solutions team in IT. This involved a report in children’s service being used to develop a PowerBI dashboard and integrating finance data to provide a rounded picture of performance and cost. Following that work, a business case was taken to CMT in February 2023 which has had in principle agreement. There are recognised capacity issues in both IT and Business Performance to scale this work up in a timely fashion. Based on that, there is currently work ongoing with IT to review options around implementation approach and extent of coverage across the authority.</p> |