

## PERFORMANCE AND FINANCIAL MONITORING REVIEW

### Executive Summary

Dr Gifty Edila's Report and Local Government Association (LGA) Corporate Peer Challenge Response and Action Plan was agreed at Full Council on 10 February 2022. A key recommendation was a review of the Green Book to ensure it provides the key performance information for which to measure progress on delivering the key priorities of the Council.

It was agreed that the review is being initiated through the Overview and Scrutiny Committee. Final decision making on any proposed changes will be determined by the Executive. This paper outlines the review's proposed scope, approach and timetable.

### Recommendations

The committee is requested to:

**RESOLVE That:** the review be undertaken against the scope and timescales outlined

The Committee has the authority to determine the recommendation(s) set out above.

<b>Background Papers:</b>	None
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### 1.0 Introduction

- 1.1 The Action Plan in response to Dr Gifty Edila's Report and Local Government Association (LGA) Corporate Peer Challenge Response and Action Plan (Full Council 10 February 2022) outlines the need to review the Green Book, and wider performance management of WBC.
- 1.2 Full Council recognises that the publication of the Corporate Strategy 2022-27, the commitment to becoming a 'fit for the future' organisation, the ongoing need for sound financial decision making and in line with improvements to corporate governance and delivery, a review of the current performance and financial management arrangements and indicators is timely.
- 1.3 This review will encompass what is commonly referred to as the 'Green Book' but also include performance monitoring overall, including governance, decision making and the use of technology to improve usability and transparency.
- 1.4 The intention is to explore both the 'what?' and the 'how?' of performance and financial monitoring. The 'what?' includes what is being measured. The review will explore the extent to which current measures are fit for purpose. Are we measuring the right things to inform decision making? Is there a clear, evidence-based link between our intended outcomes and our measures? What works well, what is missing? The review will also explore the 'how?'. How is reporting currently done? What works well, and what methods and tools could be used to improve the process, and how information is presented?

### 2.0 Scope

- 2.1 The scope will include the contents of the 'Green Book' as well as related performance metrics, including those measured in service areas. The relationship between the Corporate Strategy 2022-27, alongside other key WBC strategies will inform where improvements can be made, to ensure we are monitoring against key objectives and outcomes.
- 2.2 Over the last year several requests have been made regarding measures set out in the current performance and financial monitoring report. This includes request for further data around matters such as recycling. This review will provide a process in which members and the Committee can influence the range of measures proposed. Committed measures in the Corporate Strategy 2022-27 will still need to be monitored.
- 2.3 Primary and secondary research will be undertaken. This will include engagement with key stakeholders alongside research into best practice.
- 2.4 The report may recommend additional resources be considered to meet the intended improvements. This may be in the form of people resource, or technology
- 2.5 As WBC are in the process of rolling out Microsoft 365 alongside other ongoing software upgrades, the review will include how technology can help support improved reporting of performance and financial monitoring.
- 2.6 The proposal is for this to be undertaken as an internal review. This is seen as most cost effective as staff and councillors are well placed to inform improvements, under the oversight of the Head of Transformation and Digital. If the review does require additional funding, for example for consultancy, this will follow the Project Mandate process which will require sign off from Corporate Leadership Team. Committee will be informed of any additional costs incurred
- 2.7 The final set of metrics to be used will be a decision for the Executive.

### **3.0 Timescales**

- 3.1 The timescales have taken into consideration available internal resources and the forthcoming 06 May 2022 elections.
- 3.2 The proposal is for draft findings to return to the Overview & Scrutiny Committee in July for feedback. The final report will go to Executive in September to make a final decision on the revised Green Book.
- 3.3 The proposed timescales:
  - 3.3.1 April-May 2022: desk-based research into current performance and financial management best practice in the local government sector and beyond
  - 3.3.2 May-June 2022: primary research, including interviews, with WBC staff, councillors and stakeholders to better understand user need
  - 3.3.3 11 July 2022: interim report to O&S for comment
  - 3.3.4 July-August 2022: proposed revisions to performance management based on insights
  - 3.3.5 08 September 2022: final report to Executive recommending changes

### **4.0 Corporate Strategy**

- 4.1 The purpose of the review is to ensure performance and financial monitoring against the Corporate Strategy is improved and provides a process to highlight areas of underperformance so that appropriate mitigating actions can be taken.

### **5.0 Implications**

#### Finance and Risk

- 5.1 The review will encompass how finance is monitored and measured.
- 5.2 The review's costs will be met within current budgets

#### Equalities and Human Resources

- 5.3 There are no equalities or human resource implications resulting from the report

#### Legal

- 5.4 There are no direct legal implications arising from this report.

### **6.0 Engagement and Consultation**

- 6.1 The revised Corporate Strategy 2022-2027 has been developed following extensive consultation and engagement and the key areas of performance management will relate to the objectives in that strategy. The proposed arrangements set out in this document to engage with O&S Committee on a revised set of performance and financial monitoring information before the adoption in the Autumn, will ensure that the final agreed measures and process for monitoring is fit for purpose.

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