

Report to:

SHAREHOLDER'S ADVISORY BOARD

Relevant Officer:

Antony Lockley, Director of Strategy and Assistant Chief Executive

Date of Meeting:

17 May 2018

WHOLLY OWNED COMPANIES PERFORMANCE FRAMEWORK

1.0 Purpose of the report:

1.1 To agree a performance management framework for the Wholly Owned Companies and establish a headline suite of Key Performance Indicators (KPIs) for 2018-2019.

2.0 Recommendation(s):

2.1 The Board is asked to:

- Consider and agree the framework as outlined in this report and make any comments as necessary;
- Consider and agree the initial suite of Key Performance Indicators for 2018-2019.

3.0 Reasons for recommendation(s):

3.1 To consider the views of the Advisory Board prior to implementing the framework.

3.2a Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

3.2b Is the recommendation in accordance with the Council's approved budget? Yes

3.3 Other alternative options to be considered:

The Board could choose not to adopt a formal performance framework and request that the companies provide data based on their key performance indicators.

4.0 Council Priorities:

4.1 This contributes to both Council priorities:

- Economy – maximise growth and opportunity across Blackpool
- Communities – create stronger communities and increase resilience

5.0 Performance Framework

- 5.1 The Shareholder's Advisory Board has a responsibility under its Terms of Reference "to hold regular meetings with nominated Company representatives in relation to the strategic performance of each Company, in particular the business plan objectives and long term development".
- 5.2 To facilitate these conversations, the Council has developed a suite of KPIs in consultation with the Companies. The intention is not to create an onerous approach to performance management, but to enable a shared understanding on issues of common interest. In particular, the indicators seek to explore issues relating to the purpose of the Council owning the companies: to ensure the effective management and development of key services and assets which enhance the lives of residents and the visitor experience.
- 5.3 To achieve this, the indicators include data from a mix of sources. Some are already monitored by the boards of the Companies and are subject to internal performance management arrangements. Others will be taken from their management information and data collection mechanisms, whilst a small number will be taken from data gathered via the Rolling Visitor Survey undertaken by Infusion Research for the Council. This ensures the Board has a holistic view of the impact being delivered. The relevant outcomes for each of the KPIs either fit with the Council Plan's two priorities or the cross-cutting ambition to ensure that service delivery mechanisms are resilient and sustainable.
- 5.4 Some of the indicators will require internal development work before a figure can be produced and reported. The Performance, Delivery and Commissioning Team will advise Companies on appropriate arrangements if necessary. Targets will be set in consultation with the Companies prior to the July Board meeting. Comparisons will primarily be based on historic data, although where data is available for similar organisations this will also be referred to in the analysis.
- 5.5 Indicators monitored by the Advisory Panel will form part of the Council headline set of indicators referenced in the Council's Performance Management Framework (**Appendix 5(b)**). It is for individual Companies to determine whether they need to incorporate these indicators into their internal performance management arrangements.
- 5.6 Companies should provide performance indicator data to the Performance, Delivery and Commissioning Team on a six monthly basis. Performance will be reported to the Advisory Board in line with the schedule below:

Meeting	What will be reported?
9 October 2018	Blackpool Transport - 6 monthly performance
6 November 2018	Blackpool Entertainment Company - 6 monthly performance Blackpool Operating Company - 6 monthly performance
22 January 2019	Blackpool Coastal Housing - 6 monthly performance Blackpool Housing Company - 6 monthly performance
2 July 2019	All companies - annual review

Managing Directors will be asked to provide a brief commentary on performance and the Performance, Delivery and Commissioning Team will make observations on data quality (where necessary) for inclusion in performance reports.

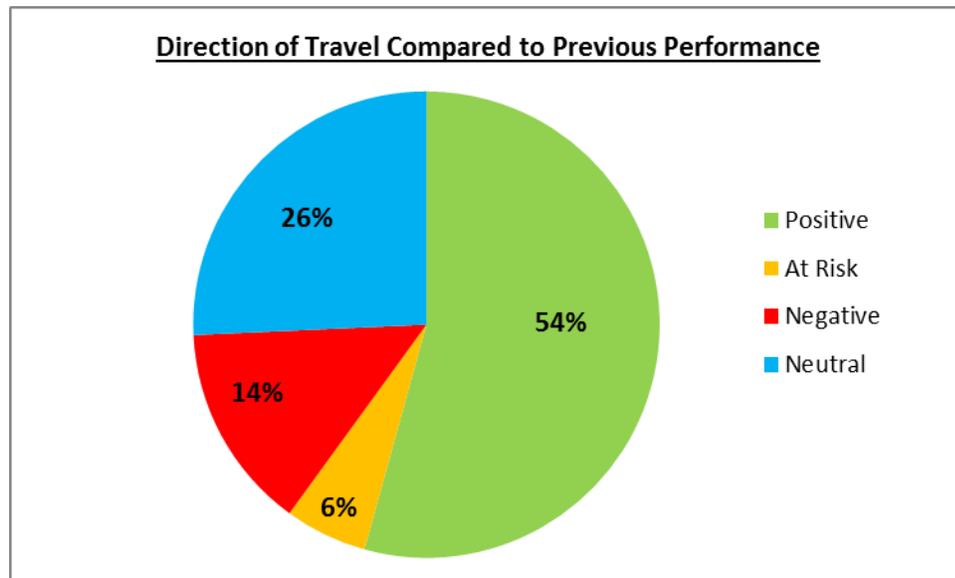
Prior to six monthly performance being reported from October 2018, the Chair of the Advisory Board and Antony Lockley, Director of Strategy and Assistant Chief Executive, will liaise with all Managing Directors to agree performance targets for 2018/2019.

- 5.7 The Performance, Delivery and Commissioning Team will be available to provide advice and guidance on the performance management framework; however it will be the responsibility of the Companies to ensure that data and commentary is collected and submitted in line with the reporting schedule.

6.0 Performance Analysis

6.1 The wholly owned companies indicator set comprises of 45 indicators in total. Due to the timing of this initial report, it has been necessary to report the most recent figures for some indicators as year-end data is not yet available. This has been noted in the KPI Dashboard, where applicable.

The chart below shows the direction of travel when latest performance is compared with previous performance (where data is available).



The majority of indicators are showing an improvement in performance. Further details can be found in **Appendix 5(a)**. Appendix 5(a) is exempt from publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Does the information submitted include any exempt information? Yes, Appendix 5(b)

6.2 **List of Appendices:**

Appendix 5(a): KPI Dashboard (Exempt from publication).

Appendix 5(b): Blackpool Council Performance Management Framework

7.0 **Legal considerations:**

7.1 None

8.0 **Human Resources considerations:**

8.1 None

9.0 **Equalities considerations:**

9.1 The framework makes provision for monitoring access to services by people with disabilities.

10.0 Financial considerations:

10.1 None

11.0 Risk management considerations:

11.1 None

12.0 Ethical considerations:

12.1 None

13.0 Internal/ External Consultation undertaken:

13.1 Not applicable

14.0 Background papers:

14.1 None