

**MID SUFFOLK DISTRICT COUNCIL OVERVIEW AND SCRUTINY COMMITTEE
INFORMATION BULLETIN – 15 DECEMBER 2017**

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**DEFINING THE PERFORMANCE FRAMEWORK, AND INDICATORS FOR
MONITORING DELIVERY OF THE JOINT STRATEGIC PLAN**

1. Members of the Overview and Scrutiny Committee requested, at their July meeting, an update report to demonstrate the process undertaken for defining the performance tracking and influencing indicators that monitor delivery of the refreshed Joint Strategic Plan (JSP).
2. A number of reports have been presented to the Executive Committee and more recently Cabinet, whereupon agreed recommendations have informed the development of Mid Suffolk and Babergh's outcome-focussed performance framework. A flowchart defining the process can be found on CONNECT through the Performance page in Business Improvement or by clicking this link [Flowchart](#).
3. Portfolio Holders (PHs) have agreed that the new framework, (which can be found on CONNECT through the Performance page in Business Improvement or by clicking this link [Performance Framework](#)) will include the development over time of tracking and influencing indicators that measure the outcomes and outputs as shown in the JSP. This accurate reflection of performance will demonstrate how effectively delivering key projects, services and activities are being delivered.
4. Future formal reporting to Cabinet will be ½ yearly and will seek to present not only the indicator data and trends, but recognise achievements and the impact this change is having in communities (as fed into the End of Year Report). Quarterly information for the indicators will be available on CONNECT.
5. At the June 2017 Cabinet meeting, Cabinet PHs asked to be more involved in choosing and refining the indicators and targets for their areas of responsibility. This work has been undertaken in most areas in conjunction with the Assistant Directors and has focused on indicators that act as mitigations for the high risks shown on the Strategic Risk Register, indicators that are key to delivery, and/or are of financial, political, or reputational sensitivity.
6. Confirmation of the indicators for some outcomes has taken longer than expected as clarity had to be sought on Cabinet Member responsibilities following changes made since they were agreed at Cabinet. Further delays also resulted from multiple Cabinet Members being responsible for one output (hexagon) in the JSP and the need to liaise between all parties.

7. Following the recent changes to managerial responsibilities for the Business Growth and Productivity theme and the Corporate Assets and Investments theme, the Assistant Director – Planning for Growth and the Assistant Director – Corporate Resources, will be working with officers and Cabinet Members to ensure that appropriate information is provided in the correct format for Q3 and then on an ongoing basis.
8. With exception to the comments made in paragraph 6 and 7 above, the process has resulted in new indicators being identified, deleted or refined, and amended targets. The change from the June report is as follows:

Theme/Outcome	New Indicators	Deleted Indicators	Refined Indicators	Amended Targets	Total Indicators
Waste & Environment	10	4	2	0	21
Enabled & Efficient Organisation	16 + 5 (to be confirmed by leaders)	2	0	2	33
Housing Delivery	3	2	3	1	25
Community Capacity Building & Engagement	2	0	0	0	19
Business Growth & Productivity	0	0	0	0	0
Assets & Investments	6 (housing)	0 (housing)	0 (housing)	1 (housing)	15 (housing related only)

9. It must however be stressed that it is not the number of indicators that are important but the quality and alignment to the JSP. The indicators need to provide a strong evidence base for service improvement and transformation, and facilitate better decision making and the efficient use of resources.
10. Cabinet Members requested at the 20 November Administration Briefing that they undertake a peer review, with the Assistant Directors, of all the identified tracking and influencing indicators. This is to ensure that they adequately monitor performance in delivering the JSP. This session is proposed for 5 March 2018 following the completeness of Q3 data input and analysis.
11. Cabinet received a performance report on 4 December 2017 with appendices from CONNECT, that presented for each outcome: the chosen indicators with targets, data for the period 1 April 2017 to 30 September 2017, trend information, commentary, achievements and impacts. The report and detailed appendices can be found at: [MSDC Cabinet performance report](#)

12. Members of the Overview and Scrutiny Committee will be able to monitor, on CONNECT, the developing framework and the refinements or changes to the indicators for each theme. Archived reports (and appendices) are held alongside the current information providing an audit trail of activity.
13. Embedding a strong performance culture is imperative to the success of the framework and the Senior Leadership team has committed to this; to make performance discussions the norm within teams and at 1-1s. As part of a culture shift, data owners are being identified for the data for each indicator and they are responsible for regular input to CONNECT. There is oversight by the Business Improvement team.
14. The performance framework is iterative and will continue to develop over time, particularly as new indicators emerge, targets are further stretched etc. It is by no means perfect but with Cabinet Members and Officers working together, and Scrutiny overview work continues it will be a sound system that is fit for purpose.

Author: Karen Coll (Corporate Business Improvement Manager)