

**STAFFORDSHIRE MOORLANDS DISTRICT COUNCIL**

**Cabinet**

**6 August 2024**

<b>TITLE:</b>	<b>Performance Framework 2024/2025</b>
<b>PORTFOLIO HOLDER:</b>	<b>Cllr Mike Gledhill</b>
<b>CONTACT OFFICER:</b>	<b>Tanya Cooper - Head of OD &amp; Transformation Julie Nankivell - Information Business Partner</b>
<b>WARDS INVOLVED:</b>	<b>Non-Specific</b>

**Appendices Attached:**

**Appendix A – Performance Framework 2024/2025 – Draft Performance Indicators & Targets**

**Appendix B – Performance Framework 2024/25 - Performance Measures linked to Priority Outcomes**

**Appendix C – Office for Local Government (Oflog) Local Authority Data Explorer – Areas of Activity**

**Appendix D – Staffordshire Moorlands Corporate Plan (2023-2027) - Priority Actions**

**1. Reason for the Report:**

1.1 The purpose of this report is to provide members with an opportunity to scrutinise the draft Performance Framework and associated targets for 2024/2025

**2. Recommendations**

It is recommended that the Cabinet approves the:

2.1 Changes to the Performance Framework as detailed in Section 9 of the report

2.2 Proposed set of performance indicators and targets as set out in Appendix A and suggests any required changes

2.3 Details of the performance measures that are linked to the Corporate Plan priority outcomes set out in Appendix B

- 2.4 Development of the Oflog performance metrics as detailed in Appendix C
- 2.5 Ongoing development of an annual delivery plan including the development of milestones for the Corporate Plan priority actions as detailed in Appendix D

### **3. Executive Summary**

- 3.1 The Council's 4-year Corporate Plan (2023-2027) articulates the aims, objectives and priority actions that the Council is working to achieve over this period. Its delivery is measured through the Performance Framework, which has at its centre the three pillars of value for money - efficiency, economy and effectiveness.
- 3.2 This report sets out details a new Performance Framework that will enable the Council to monitor, measure and report back on its progress against the stated priorities set out in the Corporate Plan.
- 3.3 The Performance Framework for 2024/25 has been amended to reflect recommendations included in the External Auditor's Annual Report 2022-23 (April 2024) and the Corporate Peer Challenge Report (February 2024).
- 3.4 The new Performance Framework contains a rationalised set of performance indicators. The proposed indicators (targeted and contextual) along with the proposed targets are set out in Appendix A for members consideration and comment. The measures proposed reflect the emerging set of metrics that are being published by the Office for Local Government (Oflog) - see Appendix C - to monitor the performance of local authorities.
- 3.5 The other element of the Performance Framework is the progress against priority actions that are included in the Corporate Plan (detailed in Appendix D). Milestones are being established for each of these to facilitate more effective progress reporting in the quarterly reports to members.
- 3.6 Appendix B sets out the performance measures (performance indicators and priority actions) that are linked to the Council's priority outcomes that are agreed in the Corporate Plan to demonstrate the alignment to priorities.

### **4. How this report links to Corporate Priorities**

- 4.1 The purpose of the report is to enable the monitoring of progress against the Council's corporate priorities. As such this report has linkages to each of the Council's Corporate Plan aims.

### **5. Options**

- 5.1 Members are asked to consider the proposed targets and to make amendments if they consider that they are necessary.

## 6. Implications

- 6.1 Community Safety including safeguarding and prevention of terrorism  
Reducing crime, the fear of crime and anti-social behaviour is a priority outcome within the Corporate Plan
- 6.2 Workforce  
Performance measures and targets are included to monitor the Council's objective to maintain an effective workforce
- 6.3 Equality and Diversity/Equality Impact Assessment  
This report has been prepared in accordance with the Council's Diversity and Equality Policies
- 6.4 Financial Considerations  
Effective performance management contributes to the Council's financial objectives
- 6.5 Legal  
None
- 6.6 Climate Change and Sustainability  
Reducing carbon emissions is a priority outcome included in the Corporate Plan and reflected accordingly in the measures and targets proposed
- 6.7 Conservation and Enhancement of Biodiversity  
The Corporate Plan has a priority action to develop plans to ensure effective use of Biodiversity Net Gain
- 6.8 Consultation  
The targets proposed have been agreed in conjunction with Heads of Service through the Service Planning process
- 6.9 Risk Assessment  
A robust Performance Framework is a critical tool in controlling and mitigating risks.

**ANDREW P STOKES**  
**Chief Executive**

## **Background Papers**

Performance Framework 2023/27

Service Plans

External Auditor's Annual Report 2022-23

<https://democracy.highpeak.gov.uk/documents/s39976/S-MDC%20AAR%202022-23%20Final%20Report%20Issued%20to%20Client%201.pdf>

Office for Local Government (Oflog) – Local Authority Data Explorer

<https://oflog.data.gov.uk/home>

Corporate Peer Challenge (CPC) Report (February 2024)

<https://democracy.highpeak.gov.uk/documents/b10646/Corporate%20Peer%20Challenge%20Update%2022nd-May-2024%2010.00%20Resources%20Overview%20Scrutiny%20Panel.pdf?T=9>

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## 7. Background and Introduction

- 7.1 The Council's 4-year Corporate Plan (2023-2027) articulates the aims, objectives and priority actions that the Council is working to achieve over this period. The Plan was approved in October 2023 and adjustments are required to the Performance Framework to ensure the effective measurement of its delivery and also aid effective scrutiny through focused and balanced reporting, celebrating success and promoting improvement.
- 7.2 The revision of the Council's Performance Framework has been delayed to undertake a more fundamental review to take account of recommendations made in both the External Auditor's Annual Report 2022/23 (April 2024) and the Corporate Peer Challenge (February 2024).
- 7.3 The purpose of this report is to provide members with an opportunity to scrutinise the draft Performance Framework and associated targets for 2024/2025

## 8. Performance Framework

- 8.1 The Performance Framework is built around the Council's objectives and priorities whilst also ensuring that the three pillars of value for money (efficiency, economy and effectiveness) remain central.
- 8.2 The delivery of the Council's vision is focused on four aims in the Corporate Plan:
- Aim 1: Help create a safer and healthier environment for our communities to live and work**
- Aim 2: Use resources effectively and provide value for money**
- Aim 3: Help create a strong economy by supporting further regeneration of towns and villages**
- Aim 4: Protect and improve the environment**
- 8.3 The Corporate Plan includes 24 objectives split across the 4 aims to ensure that they are developed into clear actions.
- 8.4 The Council's Performance Framework comprises:
- **Performance Indicators** - linked to the 24 individual objectives with 3 year targets reviewed annually
  - **Contextual Measures** – linked to each of the 4 aims - established to provide for an indication of the impact of the Council's activity - these are monitored but no targets are set
  - **Priority Actions** – progress with the implementation of the priority actions contained within the Corporate Plan
- 8.5 The Framework is made up of monthly, quarterly and annual measures. Progress on all monthly and quarterly measures and progress with the

implementation of priority actions is reported in the Finance & Performance reports that are made quarterly to the Finance & Performance Committee and Cabinet.

- 8.6 The measures are also reported in the Annual Report, which also provides an overview of the Council's progress in delivering its Corporate Plan and the results of value for money benchmarking.

## 9. Performance Indicators

- 9.1 The External Auditor's Report 2022-23, which was presented to the Audit and Accounts Committee on 7th June 2024, made the following recommendations in relation to the Council's Performance Framework:

- The Council should rationalise its performance measures to create a smaller number of KPIs
- The Council should consider how it can map strategic priorities to KPIs
- The Council should consider aligning KPIs to Oflog reporting requirements

- 9.2 These recommendations have been taken into account in the performance indicators proposed for the Performance Framework 2024-25.

- 9.3 The proposed performance indicators for 2024/25 are detailed in **Appendix A**. The number of performance indicators previously measured in the Performance Framework was 140 (63 targeted, 77 contextual), the ones proposed for 2024/25 total 99 (42 targeted, 57 contextual) - this represents a reduction of 41 (29%) indicators.

- 9.4 The Council has set out its priority outcomes against each of the Aims in the Borough Plan. These are as follows:

### Help create a safer and healthier environment for our communities to live and work

- An increased supply of quality affordable housing
- Improved health
- Improved community safety

### Use resources effectively and provide value for money

- Providing value for money council services
- High levels of resident and customer satisfaction

### Help create a strong economy by supporting further regeneration of towns and villages

- Sustainable towns and rural communities
- Increased economic growth
- Increased tourism

### Protect and improve the environment

- High recycling rates

- Reduced carbon emissions

9.5 As committed in the Corporate Plan, these outcomes are given the highest priority and a significant proportion of the Council's resources will be directed towards them. The achievement of the Council's objectives is also supported by a number of priority actions established to ensure there are step improvements which maximise the impact upon the priority outcomes. **Appendix B** details the priority outcomes with alongside the performance measures and priority actions that are linked to their delivery. This analysis provides a clear map between the Council's priorities and the Performance Framework.

9.6 The Office for Local Government (Oflog) was launched in July 2023 with a vision to provide authoritative and accessible data and analysis about local government performance and support its improvement. At the same time Oflog launched its Local Authority Data Explorer which provides insight about the performance of local government within England, using published data across a range of services.

9.7 A summary of the development of the performance metrics that are measured and published by Oflog is detailed at **Appendix C**. There are currently 18 performance metrics that apply to district council functions. These have been recognised in the Council's Performance Framework.

## 10. Proposed Targets

10.1 Targets for the performance indicators contained within the Performance Framework, covering a 3-year period, are owned and managed by Heads of Service across the authority, and are communicated to teams through Service Plans and individual performance objectives via the Council's appraisal process.

10.2 Managers have been asked to review and refresh these targets based upon current performance levels and national benchmarks, where available. The proposed targets are detailed in **Appendix A**.

10.3 In some cases Heads of Service have proposed the addition or amendment of performance measures. Such instances have been highlighted within the Appendix to and have been challenged by the Information Business Partner and Alliance Management Team, as appropriate.

10.4 Members have the opportunity to scrutinise the performance elements of the Performance Framework including the proposed targets.

## 11. Priority Actions

- 11.1 In addition to measuring the Council's performance against the targets for the performance indicators, the quarterly reports to the Finance & Performance Committee and Cabinet also provide details of progress with the delivery priority actions contained within the Corporate Plan. This progress is also overseen internally by the Transformation Board.
- 11.2 The priority actions included in the Corporate Plan are detailed in **Appendix D**. These will be implemented over the life of the Plan.
- 11.3 The feedback from the Corporate Peer Challenge in February 2024 recognised the work that had been undertaken to develop the Corporate Plan and supporting service plans. The peer team however encouraged the Council to consider producing annual delivery plans for the priority actions contained within the Corporate Plan. The purpose of this recommendation is to provide a clear signal to staff what is expected by the members, communicate to communities what the Council will deliver, and support the Council to be clear on how they will manage capacity and resources. These annual delivery plans will be an added useful layer to the Councils' existing performance management framework, with delivery plans providing a framework for monitoring outcomes.
- 11.4 In response to this, the annual delivery plan is being developed and will in effect provide milestones for each of the priority actions so that progress can be tracked more accurately by councillors when considering the quarterly performance reports.