



# Report to Executive

Meeting Date 19 March 2024  
Key Decision No  
Public/Private Public

Portfolio Cllr Bob Kelly, Policy and Regulatory Services  
Directorate Strategy, Policy and Performance  
Lead Officer Nik Hardy, Assistant Chief Executive

**Title Corporate Key Performance Indicators**

## Summary:

The report asks members to agree proposals for the suite of key performance indicators set out at Appendix A. It is important to implement a way of formally monitoring progress against the priorities in the Council Plan. The proposed corporate performance information would be reported to Executive quarterly and would complement quarterly monitoring of activity set out in the Council Plan Delivery Plan.

## Recommendations:

It is recommended that Executive agrees the suite of corporate performance measures at Appendix A.

## Tracking

Executive:	n/a
Scrutiny:	Business and Resources OSC 19 December 2023
Council:	n/a

## **1. Background**

- 1.1 The Council Plan is the council's key strategic planning document, which articulates the council's overall aims and ambitions.
- 1.2 The Cumberland Council Plan 2023-2027 sets out the overarching aim of:
- Improving health and wellbeing
- Supported by four priority areas:
- Addressing inequalities
  - Local economies that work for local people
  - Environmental resilience and climate emergency
  - Delivering excellent public services
- 1.3 It is important to implement a way of formally monitoring progress against the priorities set out above.
- 1.4 The Council Plan Delivery Plan was approved at Executive in January setting out the council's key activities and programmes of work that will progress the ambitions within the Cumberland Council Plan. The Delivery Plan includes a small number of long-term outcome measures. These are measures over which the Council does not have direct control, but have been selected to demonstrate the impact of the Council's contribution to work in delivering the ambitions articulated in the Council Plan.
- 1.5 Also approved by Executive in January was the corporate performance management framework which describes how Cumberland Council will undertake performance management, setting out the different steps of performance management, roles and responsibilities and reporting arrangements.

## **2. Proposals**

- 2.1 Understanding, analysing and addressing performance ensures the Council achieves its objectives and can proactively plan for and respond to changing needs.
- 2.2 As detailed above the Council Plan Delivery Plan sets out the council's key activities and programmes of work that will progress the ambitions within the Council Plan. It also includes a small number of long-term outcome measures.
- 2.3 To sit alongside this, in line with the performance management framework, this report sets out a proposed suite of corporate key performance indicators. These will mainly be quarterly measures, centred on the Council Plan priorities, allowing us to measure progress throughout the year. These are metrics the council has more direct responsibility over, and so can be used to measure council performance. The proposed set of key performance indicators relate to the priorities in the Council Plan not to individual actions in the Delivery Plan.

- 2.4 Progress on the Council's priorities will therefore be measured through a blend of actions and performance metrics that will report quarterly and annually.
- 2.5 The document at Appendix A sets out the proposed framework of indicators that will allow councillors, residents, partners and employees to monitor progress against the priorities in the Council Plan.
- 2.6 The outcome measures already agreed as part of the Delivery Plan are presented here for completeness. The outcome measures tend to be measures over which the Council does not have direct control, but have been selected to demonstrate the impact of the Council's contribution to work in delivering the ambitions articulated in the Council Plan.
- 2.7 The suite of key performance indicators set out at Appendix A represents priority service indicators tied to our Council Plan themes. They can be more directly controlled by the work of the Council and reflect the organisation's capability and capacity to deliver services to Cumberland's residents.
- 2.8 Good performance measures help us understand quantity, quality (i.e. not just how much we did but how well we did it, or how well we were perceived as doing it) and impact (i.e. what difference did it make?).
- 2.9 As far as possible the framework at Appendix A includes measures showing quality and impact, but also includes a number of quantity measures. We recognise that there is more work to do to develop better quality and impact measures and work will continue to improve performance measures across the organisation. Work is still ongoing across the council to aggregate and disaggregate legacy council data sets which does present ongoing data challenges. This will be addressed as the Council continues to develop and improve its systems, processes and performance management culture. The intention is that new measures will be developed during the lifetime of the Council Plan and that changes to this suite of KPIs will be made as we move forwards.
- 2.10 Targets are applied to some of our indicators, but it is not always appropriate to set targets and some indicators may be monitored for trends. Targets may be statutory or designed to demonstrate continuous improvement. They may also demonstrate performance relative to benchmarks. A few measures and targets are still under development.
- 2.11 In line with the Performance Management Framework, corporate performance information will be reported to Executive and Overview and Scrutiny quarterly. This will complement quarterly monitoring of activity set out in the Council Plan Delivery Plan.

### **3. Alternative options considered**

3.1 Executive may choose to make amendments to the current proposals. It is open to Executive to recommend alternatives to the projects and initiatives and associated measures identified in the delivery plan and performance framework. Any alternatives would need to be in line with the Council Plan 2023-2027.

### **4. Conclusion and reasons for recommendations**

4.1 The report asks members to agree proposals for the suite of key performance indicators set out at Appendix A. It is important to implement a way of formally monitoring progress against the priorities in the Council Plan. The proposed corporate performance information would be reported to Executive quarterly and would complement quarterly monitoring of activity set out in the Council Plan Delivery Plan.

#### **Implications:**

##### **Contribution to the Cumberland Plan Priorities –**

The proposed suite of corporate key performance indicators will support delivery of the Council Plan priorities by allowing the organisation to monitor performance against priorities as articulated in the Cumberland Council Plan 2023-2027.

##### **Relevant Risks –**

Understanding, analysing and addressing performance ensures the Council achieves its objectives and can proactively plan for and respond to changing needs. Performance reporting will detail performance against this set of measures and, where appropriate, key implications will be drawn out in contextual narrative. Without a clear performance management framework and set of monitoring arrangements the council risks having a poor system of internal controls and limited ability to check progress against achievement of its objectives.

##### **Consultation / Engagement –**

The key performance indicators have not been subject to consultation as they set out the framework for how the Council Plan ambitions, which have been consulted on, will be monitored.

##### **Legal –**

None directly associated with this report.

**Finance –**

Whilst there are no direct financial implications from selecting a set of performance measures, effective performance management alongside robust financial and risk management, supports the Council's ambitions for ensuring value for money activity.

**Information Governance –**

None directly associated with this report.

**Impact Assessments –**

An impact assessment has not been completed for the suite of key performance indicators as they are a monitoring tool.

**Contact details:**

Contact Officer: Alex FitzGerald, Assistant Director Strategy and Policy  
[alex.fitzgerald@cumberland.gov.uk](mailto:alex.fitzgerald@cumberland.gov.uk)

**Appendices attached to report:**

- Appendix A – Corporate suite of Key Performance Indicators

**Background papers:**

Note: in compliance with section 100d of the Local Government Act 1972 the report has been prepared in part from the following papers:

- None