

11. **CORPORATE INDICATORS TO SUPPORT 2016-2019 CORPORATE STRATEGY (RMM/SN)**

Purpose of the report

1. This report asks Members to agree the set of Corporate Indicators developed so far to measure our progress against achieving our 2016-2019 Corporate Strategy.

Key issues:

- Work has started on developing a set of Corporate Indicators and targets as given in Appendix 1
- The proposal so far represents a streamlined set of indicators replacing the 63 corporate indicators of 2015-16

Recommendations

2. **1. That the Corporate Indicators at Appendix 1 be agreed in principle for further development as identified in the report and finalised in consultation with the Chair and Vice Chair of this committee**

How does this contribute to our policies and legal obligations?

3. Developing indicators to measure our success contributes to ensuring we have a planned and sustained approach to performance at all levels (cornerstone 3: our organisation). Putting in place key performance indicators to measure progress and success is part of ensuring a robust performance management framework for the new 2016-2019 Corporate Strategy.

Background

4. In December 2015 the Authority approved the new 2016-2019 Corporate Strategy which is given at Appendix 2. As part of this report high level indicators of success were approved (last page of Appendix 2) but with the caveat that there would be further refinements needed to the measures.
5. Now that we have the full Leadership Team in place we have reviewed these indicators at Appendix 2 and have refined them further to ensure that they are:
 - Meaningful in terms of measuring progress against the Strategy
 - Clear in terms of what data needs to be gathered focusing on our priorities
 - Key Corporate Indicators to be monitored at a corporate level but supported by service level indicators where necessary
6. Appendix 1 details the result of this work so far. These 17 measures (with some being broken down into different reporting categories) represent a streamlined set of indicators replacing the 63 corporate indicators of 2015-16. A good number are existing measures and will provide trend data - for example in planning. Others are new – for example those related to sustaining growth in income, engagement and support.

7. Further development work on these indicators will include:
- Completion of 2016/17 targets: either by confirming that 2016/17 will be a year for collecting baseline data or by proposing targets after consideration of what data is already available
 - Proposing a three year target where we can and it is appropriate to do so
 - Developing methodologies behind these indicators to ensure data quality
 - Ensuring new processes, if needed to gather data, are put in place in a timely way
 - Agreeing the resource implications of gathering data to ensure proportionate monitoring
 - Agreeing whether progress against targets can be reported on quarterly, half yearly or annually
 - Further consultation with managers and staff
8. Most of this development work needs to be completed so that a refined set can be included in the 2016/17 Performance and Business Plan which will be published by the end of June.

2016/17 Performance Monitoring Framework

9. Over 2016/17 this Committee will monitor performance against:
- Priority Actions in the 2016/17 Performance and Business Plan – these will be considered by the Authority on 27 May. If agreed, key milestones for each Priority Action will be developed for monitoring on a quarterly basis.
 - Achievement of targets against the Corporate Indicators at Appendix 1 (once finalised).

Proposals

10. Members are asked to:
- a) Consider and approve the proposed set of Corporate Indicators and targets, as developed so far, at Appendix 1, for finalising in consultation with the Chair and Vice Chair of Audit, Resources and Performance Committee.

In doing this Members are agreeing the Corporate Indicator section of the 2016/17 Performance and Business Plan which will be reported to the Authority on 27 May. Any feedback from this Committee on the proposed indicators and targets will be given verbally at the Authority meeting as papers for that meeting had to be ready prior to the date of this discussion.

Are there any corporate implications members should be concerned about?

Financial:

11. There is a resource implication to gathering data so being clear that there is commitment to that at the start of the process is important; having a streamlined set of indicators helps staff and managers to accommodate any resource demands.

Risk Management:

12. The following risks have been identified:
- Failure to identify the right indicators to measure success effectively
 - Failure to put in place robust processes to gather information
 - Failure to obtain buy in for gathering data
 - Failure to obtain buy in and accountability for responding to indicator performance

Action identified at paragraph 7 will mitigate these risks alongside further discussion between Directors and other managers/ staff accountable for key areas of activity contributing to achievement of the indicators and targets identified.

13. **Background papers** (not previously published) – None

Appendices:

Appendix 1: proposed set of Corporate Indicators and targets as so far developed

Appendix 2: 2016-2019 Corporate Strategy

Report Author, Job Title and Publication Date

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