

# Birmingham City Council

## Report to Cabinet

8<sup>th</sup> November 2022



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**Subject:** **CORPORATE PLAN 2022-2026: MONITORING AND REPORTING PERFORMANCE AND DELIVERY**

**Report of:** Rebecca Hellard - Director of Council Management

**Relevant Cabinet Member:** Councillor Brigid Jones – Deputy Leader

**Relevant O & S Chair(s):** Councillor Albert Bore – Co-ordinating O&S Committee

**Report author:** Paul Clarke – Assistant Director (Programmes, Performance, and Improvement)

Are specific wards affected?	No – All wards affected
If yes, name(s) of ward(s):	
Is this a key decision?	No
If relevant, add Forward Plan Reference:	010541/2022
Is the decision eligible for call-in?	No
Does the report contain confidential or exempt information?	No
If relevant, provide exempt information paragraph number or reason if confidential:	

## 1 Executive Summary

- 1.1 This report seeks Cabinet consideration and agreement to the proposed framework for reporting performance and delivery against Corporate Plan 2022-2026 priorities. This includes a Corporate Performance and Delivery Plan that provides a basis for performance reporting to the council's Corporate Leadership Team (CLT) and Cabinet.

## 2 Recommendations

- 2.1 Cabinet is asked to:
- Agree the draft Corporate Performance and Delivery Plan as the basis for performance and delivery reporting to Cabinet.
  - Note the intention to commence the new performance and delivery reporting to Cabinet from December 2022.

### **3 Background**

- 3.1 The organisation's new Corporate Plan 2022-2026 was considered by Cabinet on 26<sup>th</sup> July 2022 and approved by City Council on 11<sup>th</sup> October 2022. The Corporate Plan brings together elements from other documents to provide a framework for the council's business planning, and context for service priorities, programme development and transformation activity by directorates. It provides a summary of the strategic ambitions and priorities of the council and conveys an ambition to be a 'best-in-class' organisation.
- 3.2 The new Corporate Plan provides an opportunity to further strengthen the approach to performance reporting and improve the alignment between council priorities, key performance indicators (KPIs), and delivery activity and milestones. The intention is to put the new Corporate Plan front and centre of our performance reporting, providing assurance that the organisation is delivering its priorities.

### **4 Corporate Performance and Delivery Plan**

- 4.1 A Corporate Performance and Delivery Plan has been developed to provide a framework for reporting performance and delivery against the Corporate Plan 2022-2026 ambitions. The Plan will ensure there is a relevant set of KPIs that, together with delivery activity milestones, helps to monitor and report performance against the Corporate Plan themes (A Prosperous, Inclusive, Safe, Healthy, Green Birmingham, and a Best-in-Class Council.)
- 4.2 The draft Corporate Performance and Delivery Plan attached at [Appendix 1](#) provides a summary of:
- The Corporate Plan 2022-2026 priorities
  - The current delivery plans, strategies and transformation activity that help deliver the Corporate Plan 2022-2026 priorities
  - The key partners and partnerships the council works with and through to enable delivery of the Corporate Plan 2022-2026 priorities
  - Delivery activity and milestones (for 2022/23) that help to deliver the Corporate Plan 2022-2026 priorities (see section 5)
  - Key Performance Indicators (KPIs) that are used to monitor and measure the Council's performance against Corporate Plan 2022-2026 priorities (see section 6)
  - State of the City outcomes that provide the context for priorities, and the city the citizen outcomes we are trying to impact and influence
- 4.3 The Corporate Performance and Delivery Plan forms a key part of the council's corporate performance reporting arrangements. The quarterly performance report to the Corporate Leadership Team (CLT) and Cabinet will be based on the key performance measures and delivery milestones in the Plan, ensuring performance monitoring and reporting are aligned to Corporate Plan 2022-2026 priorities.

## **5 Delivery activity and milestones**

- 5.1 The Performance and Delivery Plan document does not include the totality of the council's delivery activity. It summarises key activity from Directorate Business Plans, current delivery plans and strategies, and Transformation Programme that make a direct contribution to the delivery of Corporate Plan priorities and will be monitored and reported corporately.
- 5.2 Activity to deliver the Corporate Plan 2022-2026 priorities includes current 'business as usual' activity being progressed through existing delivery plans, strategies, and transformation. Planned new work and new activity to be developed will also contribute, meaning some priorities in the attached Plan currently have more activity and milestones than others. It is proposed, therefore, that the delivery activity and milestones be updated annually to reflect latest delivery plans and programmes.
- 5.3 The new quarterly performance and delivery report to Cabinet will provide an opportunity to report on delivery successes and challenges beyond the activity listed in the Plan, as per previous reporting practice.

## **6 Key Performance Indicators (KPIs)**

- 6.1 During 2020/21 and 2021/22 167 KPIs were included in the quarterly performance report to Cabinet (in addition to delivery narrative). The Corporate Performance Team has worked with Directorates to fundamentally review these KPIs in view of the new Corporate Plan 2022-2026, considering a range of factors including:
- Relevance to Corporate Plan 2022-2026 priorities
  - The robustness and validity of the KPIs
  - Clarity on the purpose of the KPIs – for example:
    - Ensuring KPIs are a performance measure rather than delivery activity
    - Ensuring KPIs track council performance rather than city outcomes
  - The potential for KPIs to be amended/re-worded to better enable benchmarking
  - Whether the KPI is better monitored at a directorate level
- 6.2 Informed by this fundamental review, the Corporate Performance and Delivery Plan contains a more focussed set of KPIs (approx. 100) that have a clearer purpose and alignment to Corporate Plan priorities for reporting corporately to CLT and Cabinet. These include both a continuation of some KPIs from the previous performance report and new KPIs agreed with directorates.
- 6.3 The Corporate Performance and Delivery Plan includes several placeholders for citizen perception and satisfaction measures. These will be finalised following further engagement with members and as part of the work being led by the Strategy, Equality and Partnerships (SEP) Directorate to develop a Public Participation Strategy, including the approach to measuring citizens' experiences and perceptions on priorities and delivery.

- 6.4 It is proposed the KPIs contained in the Performance and Delivery Plan be kept under review, to ensure additions and amendments can be made in response to any changes in priorities or external context (e.g. new office for local government). But the intention is for the set of KPIs contained in the Plan to remain for the duration of the Corporate Plan 2022-2026, enabling the tracking and comparison of Council performance over time.

## **7 A new Performance and Delivery Report to Cabinet**

- 7.1 It is proposed that from December 2022 performance reporting to Cabinet be aligned to the Corporate Plan 2022-2026 themes of Prosperous, Inclusive, Safe, Healthy, Green and Best-in-Class Council. Delivery milestones and KPIs in the Corporate Performance and Delivery Plan will provide the basis for what is reported. Reporting will also identify Cabinet Portfolio and accountable Directorates for each KPI and delivery update.
- 7.2 The report will provide a more visual presentation of performance and progress (including pie charts and graphs) than previous iterations. As referenced in paragraph 6.2 above, there will be a smaller number of KPIs than previously reported. A RAG (Red/Amber/Green) rather than BRAG (Blue/Red/Amber/Green) rating will be used to report status of KPIs.
- 7.3 The intention is to report to Cabinet four times per year, but not necessarily aligned to a specific quarter. This will allow for a more recent performance and delivery position to be reported, and better alignment with other reporting (e.g. finance monitoring). Given the recent development and approval of a new Corporate Plan 2022-2026 and the corresponding Performance Plan we will report on fewer occasions during 2022/23. The Performance and Delivery report to Cabinet in December will include both quarter 1 and quarter 2 information.
- 7.4 It should be noted that the report to Cabinet is just one part of a wider corporate performance management framework. There are other mechanisms that support performance monitoring and oversight at a corporate level. For example:
- 7.5 The Corporate Leadership Team (CLT) has a monthly performance and delivery meeting to consider both 'organisational health' (informed by KPIs and management information across the domains of people, finance, governance, and customer), and critical service delivery (informed by KPIs on basic core service delivery standards e.g., planning applications, housing repairs, refuse collection and roads maintenance). Some facets of these are also included in the Performance and Delivery Plan and the reporting to Cabinet.
- 7.6 There are also quarterly performance discussions with each directorate. This is a corporately led process that facilitates discussion and a deeper understanding of the issues impacting on service performance and an exploration of, where appropriate, additional actions that could be adopted to provide assurance of improved future performance.

## **8 Options considered and Recommended Proposal**

- 8.1 Do Nothing: the current corporate performance and delivery monitoring arrangements are aligned with the Council Plan 2018-2022 and Delivery Plan 2020-2022. The new Corporate Plan 2022-2026 essentially replaces these. Doing nothing will mean our performance reporting arrangements are not fully aligned with the Corporate Plan priorities.
- 8.2 Recommended proposal: Agree the Corporate Performance and Delivery Plan as the basis for reporting performance and delivery against the Corporate Plan 2022-2026. This will help ensure alignment between council priorities, key performance indicators (KPIs), and delivery activity and milestones.

## **9 Consultation and engagement**

- 9.1 The Plan and KPIs have been informed and shaped through engagement with Directorate Management Teams, Corporate Leadership Team (CLT), Cabinet Members. In addition, the Overview and Scrutiny Co-ordinating Committee and opposition group leaders have been briefed on the new performance framework and reporting proposals.

## **10 Risk Management**

- 10.1 The Council has an established approach to risk management which is set out in the Strategic Risk Register. The activity listed in the Corporate Performance and Delivery attached is activity and delivery commitments from current plans and strategies, and it is assumed strategic and operational risks associated with the delivery activity will be identified and managed in accordance with that established risk management approach.

## **11 Compliance Issues:**

### **11.1 How are the recommended decisions consistent with the City Council's priorities, plans and strategies?**

- 11.1.1 The Corporate Plan 2022-2026 provides a refreshed statement of outcomes and key priorities to be used to develop the Council's policies, plans and strategies. Performance

### **11.2 Legal Implications**

- 11.2.1 There are no direct legal implications arising from this report.

### **11.3 Financial Implications**

- 11.3.1 There are no direct financial implications arising from this report. The activity listed in the Plan is planned activity and delivery commitments from current plans and strategies.

### **11.4 Procurement Implications (if required)**

- 11.4.1 There are no direct procurement implications arising from this report.

## **11.5 Human Resources Implications (if required)**

11.5.1 There are no direct Human Resources Implications arising from this report.

## **11.6 Public Sector Equality Duty**

11.6.1 The Corporate Plan 2022-26 sets out the Council's intent to act to address the many challenges the city of Birmingham faces, such as higher than average levels of employment, homelessness, and child poverty.

## **12 Background Documents**

Corporate Plan 2022-2026