

Corporate Performance Management Framework

Supporting the **Council Plan 2022-25**



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Introduction

The ability to manage the performance of a council is critical to its success. It enables members and officers to assess whether the council is achieving what it set out to do, delivering value for money and making life better for our communities and residents. Effective performance management encompasses everything the Council does and is everyone's responsibility.

It will help to:

- Prioritise what gets done within the resources available
- Provide and demonstrate value for money
- Identify and rectify poor performance at an early stage and learn from past performance
- Provide good services and satisfaction for users and local community

The Council is faced with an immense and complex range of challenges, some externally driven (i.e. from central government) and some locally driven (i.e. corporate priorities and actions).

Performance management provides the framework to help link and underpin both national initiatives and the achievement of local priorities and is an integral part of everyday practice. It also enables us to make effective, well informed and timely decisions in an open and informed way.

Performance management assists our Strategic Executive Board, scrutiny committees, staff, partners and residents to:

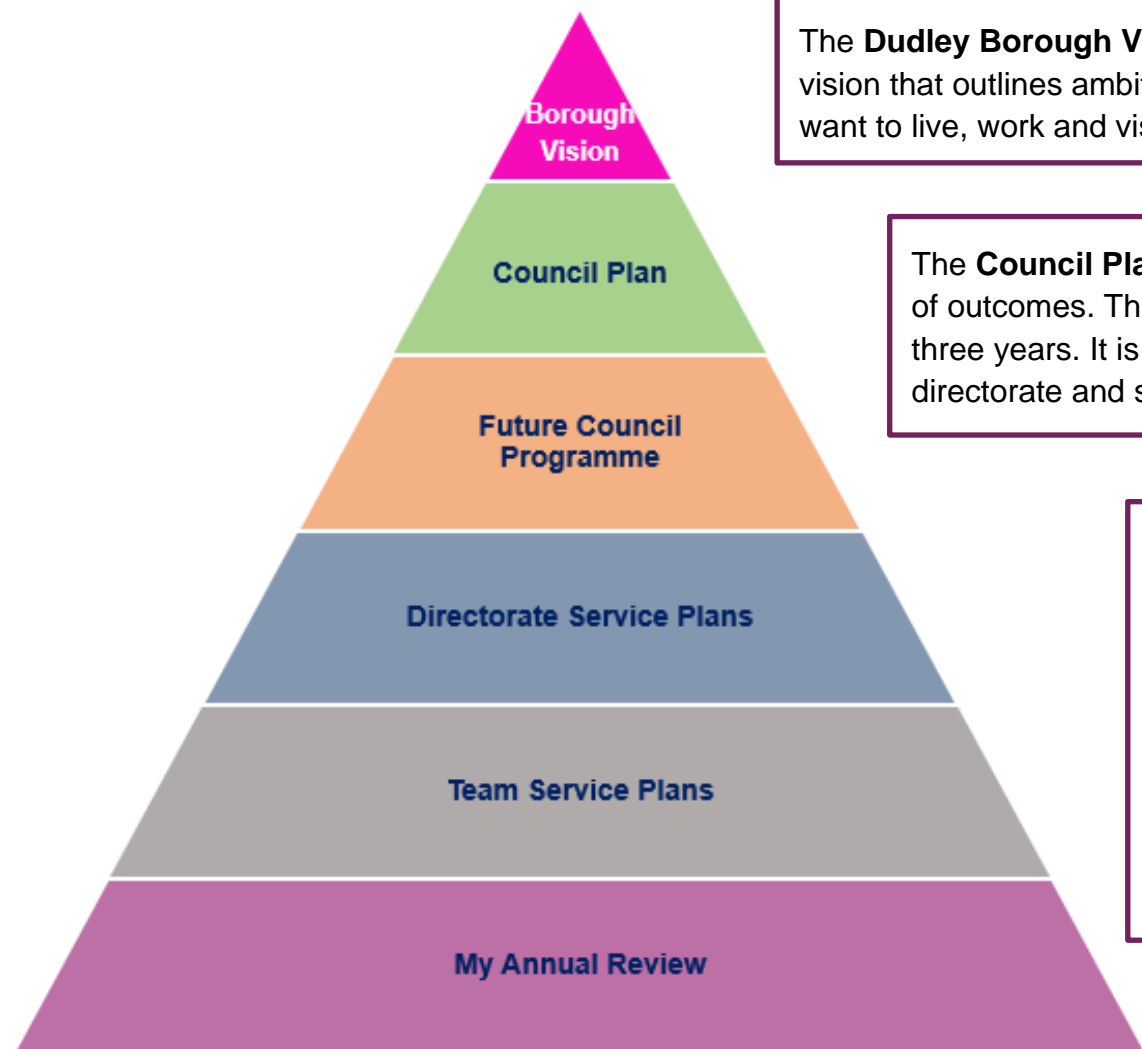
- Achieve our goals and priorities and, by extension, those of the local community
- Raise the awareness and understanding of performance management
- Ensure everyone understands their responsibilities and accountabilities
- Explain how the various components of performance all fit together
- Drive continuous improvements and encourage a learning culture
- Highlight and drive improvement across the organisation in line with the Borough Vision and Future Council ambitions
- Deliver high quality outcomes for Dudley borough residents

Dudley is committed to managing performance in line with the challenges outlined in its Council Plan and supporting plans and initiatives. Through this framework we have a consistent approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels in the Council.

Performance management is one element of the Council's overall management arrangements, which focuses on ensuring that the Council achieves its ambitions. Other management features includes member development, consultation and communication, workforce development, research, needs assessment and resource management.

Golden thread and hierarchy of plans

How the councils core plans link together is the '**golden thread**'. Ensuring that plans are linked through intention, outcomes or aspirations ensures each team continues to work towards the Borough Vision.



The **Dudley Borough Vision (Forging a Future for All)** is a partner and community led vision that outlines ambitious plans to create a thriving borough by 2030 where people want to live, work and visit. More details are on page 7.

The **Council Plan** is built around four key priorities which each contain a number of outcomes. These are the areas the council wants to progress over the next three years. It is a strategic document which directs the more operational directorate and service plans. The council plan on a page is on page 8.

The **Future Council programme** is our internal enabler and ensures we are a financially sustainable and well-governed organisation which is fit for the future with a progressive working culture, providing value for money to residents. It has four key themes: People (supported by People Strategy), Place (supported by Corporate Estates Strategy), Digital (supported by Digital Road Map) and Process (supported by multiple strategies and processes such as Performance Management Framework, Council Plan Strategic Document, Risk Management Framework etc).

Alongside the Council Plan and Future Council Programme, the council continually works towards financial sustainability. We review and assess our financial position through the Medium-Term Financial Strategy while also ensuring we provide services that are value for money (supported by the Commercial Strategy, Procurement Strategy and Social Value Policy).

All teams, service managers and leaders are accountable for identifying key areas for improvement and implementing action plans and changes to achieve better performance as part of their overall management responsibilities.

Directorate service plans state the aims of each directorate and how they will respond to the Council Plan. They detail performance indicators, key actions and initiatives. Some performance indicators will be about monitoring how teams are operating on particular areas. Others may allow monitoring at a higher level and directly support the council plan. These are Key Performance Indicators (KPI's) which are reported on quarterly and monitored by our Strategic Executive Board and scrutiny committees.

Where Directorate plans may be more strategic, **Team service plans** will contain more operational content. They will break down the key actions and initiatives from the directorate plan into areas of work or projects that need to be completed in order to progress the directorate plan. They can also contain performance measures that are reported against within the team. This may assist leaders and managers in ensuring quality and performance and also feed into individual plans.

My Annual Review is a framework has been designed to support managers with having a dedicated annual conversation with their employees about their performance and development. It also provides employees with the opportunity to have a meaningful conversation about their performance and development with their manager. The review will also include a discussion on how the individuals role fits in with the team plan and therefore the hierarchy of plans. Outcomes and targets from the previous year are reviewed and set for the current year as well as identifying any support or development requirements for the staff member.

Borough Vision 2030

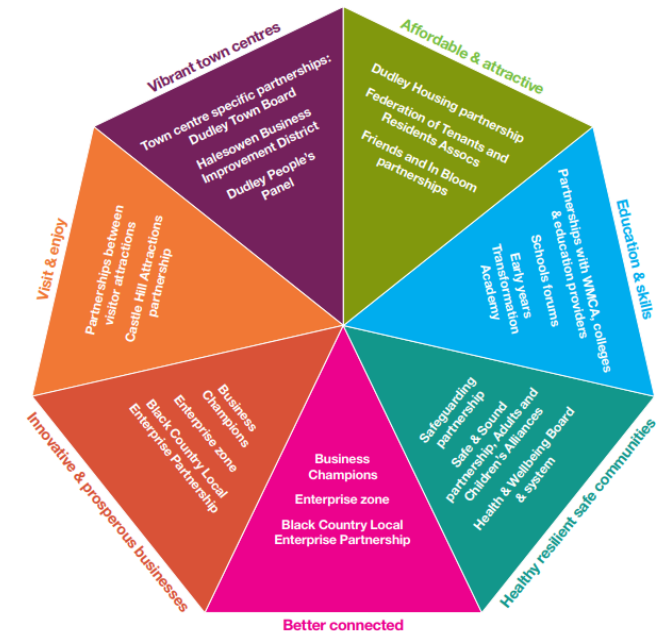
The **Forging a Future for All** borough vision sets out seven aspirations for the borough by 2030. The vision was developed with extensive engagement with partners, communities and the public. Its purpose was to develop a joint long-term vision to support short-term decision making.

The vision was launched in September 2018 following recommendations of the 2017 LGA Peer Challenge. It is intended to provide a medium to long-term basis for place shaping, priority setting, policy development, the financial strategy and transformation of the borough for the people of Dudley.

Each of the aspirations has a lead from a partner organisation and they come together in the Forging a Future Executive (FAFE) to oversee the development and delivery of a high-level delivery plan. To ensure that the council supports each aspiration a council link officer, cabinet member and shadow cabinet member have been allocated to each aspiration to provide democratic accountability.

In 2030 we would like the Dudley borough to be...

- An **affordable and attractive** place to live with a green network of high-quality parks, waterways and nature reserves that are valued by local people and visitors
- A place where everybody has the **education and skills** they need, and where outstanding local schools, colleges and universities secure excellent results for their learners
- A place of **healthy, resilient, safe communities** where people have high aspirations and the ability to shape their own future
- **Better connected** with high quality and affordable transport, combining road, tram, rail, and new cycling and walking infrastructure
- Renowned as home to a host of **innovative and prosperous businesses**, operating in high quality locations with space to grow, sustainable energy supplies and investing in their workforce
- A place to **visit and enjoy** that drives opportunity, contributing to its ambitious future while celebrating its pioneering past
- Full of **vibrant towns** and local centres, offering a new mix of leisure, faith, cultural, residential and shopping uses



Working to be fit for the future, at Dudley Council we are ambitious in our plans to make the borough a destination of choice, creating opportunities for all to thrive in a safe and healthy environment

The council works to a clear set of organisational priorities and outcomes through our council plan. The plan sets out the overall strategic direction and vision for the Council under core priorities. It is refreshed every three years, mapping out our journey to achieving the aspirations of the Future Council programme and Borough Vision.

The plan is outcome focussed and centres around four key priority areas:



These priorities each have five outcomes attached to them. Key performance measures and actions in Directorate Plans are linked to these outcomes, clearly demonstrating how the directorates support the council plan.

The full Dudley Council Plan 2022-25 document (also known as the Council Plan Strategic Document) gives further explanation and background to the plan and its governance.

The 'plan on a page' shows the priorities and outcomes in a simple format while also being a visual representation of the main elements that support the plan:

- Borough Vision - Forging a Future for All
- Future Council programme
- Values and Behaviours

Dudley Council Plan

2022-2025



**DUDLEY THE
BOROUGH OF
OPPORTUNITY**

1. Children and young people benefit from the best possible start in life in our Child Friendly borough.
2. Those with special educational needs and disabilities and care leavers achieve the best possible outcomes.
3. Quality education, new skills, apprenticeship training and job opportunities are accessible to all
4. Everyone, including our most vulnerable, have the choice, support and control of the services they need to live independently
5. All residents benefit from access to high quality, integrated health and social care



**DUDLEY THE
BOROUGH OF AMBITION
AND ENTERPRISE**

1. Ongoing regeneration schemes are attracting investment, stimulating innovation and entrepreneurs to support new and existing businesses
2. Digital opportunities are being exploited to modernise our working culture, customer experience and public services
3. Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer
4. Business support is opening doors to new industries and emerging sectors to support local economic growth
5. Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities



**DUDLEY THE
SAFE AND HEALTHY
BOROUGH**

1. Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services
2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical and active lifestyles
3. Residents live in safe communities where safeguarding of vulnerable people of all ages protects them from harm and supports the prevention of crime and exploitation
4. Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity and inclusion
5. Poverty is reducing as we address all forms of inequality, improve social, emotional and mental health and wellbeing



**DUDLEY BOROUGH
THE DESTINATION OF
CHOICE**

1. People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse communities
2. Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice
3. Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy
4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation
5. Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships



Dudley
Metropolitan Borough Council

Accountability • Determination • Working together • Empowerment and respect • Excellence • Simplicity

Linking the Borough Vision and Council Plan

The tables below help us to understand how the current Council Plan is linked to the Borough Vision.

A place of healthy, resilient, safe communities where people have high aspirations and the ability to shape their own future



DUDLEY THE BOROUGH OF OPPORTUNITY

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DUDLEY THE SAFE AND HEALTHY BOROUGH

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DUDLEY BOROUGH THE DESTINATION OF CHOICE

1. People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse community

A place to visit and enjoy that drives opportunity, contributing to its ambitious future while celebrating its pioneering past



DUDLEY THE SAFE AND HEALTHY BOROUGH

2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical, and active lifestyles



DUDLEY BOROUGH THE DESTINATION OF CHOICE

3. Our world class visitor attractions continue to grow and are complemented by a strong hospitality sector and vibrant night-time economy
4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation

A place where everybody has the education and skills they need, and where outstanding local schools, colleges, and universities secure excellent results for their learners



DUDLEY THE BOROUGH OF OPPORTUNITY

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DUDLEY THE BOROUGH OF AMBITION AND ENTERPRISE

2. Digital opportunities are being exploited to modernise our working culture, customer experience and public services

Full of vibrant towns and local centres, offering a new mix of leisure, faith, cultural, residential, and shopping uses



DUDLEY THE
SAFE AND HEALTHY
BOROUGH

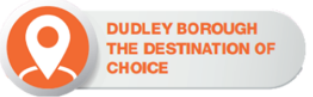
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DUDLEY THE
BOROUGH OF AMBITION
AND ENTERPRISE

4. Discrimination is tackled at all levels in the authority and in our community as we actively promote equality, diversity, and inclusion

5. Levelling up inequalities is ensuring all borough towns and neighbourhood have good access to services, retail and leisure opportunities



DUDLEY BOROUGH
THE DESTINATION OF
CHOICE

4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation

5. Across our borough we celebrate and promote the diverse culture, history and heritage of the local townships

Better connected with high quality and affordable transport, combining road, tram, rail, and new cycling and walking infrastructure



DUDLEY THE
SAFE AND HEALTHY
BOROUGH

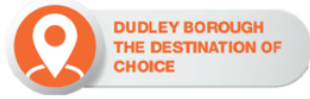
1. Our climate commitment is creating a sustainable borough on its way to net zero carbon emissions, improved air quality, reduced fuel poverty and outstanding waste and recycling services.



DUDLEY THE
BOROUGH OF AMBITION
AND ENTERPRISE

2. People have a safe and welcoming indoor and outdoor environment which promotes healthy, physical, and active lifestyles

3. Business, residents and visitors benefit from improved highways and travel connectivity through multi-modal offer



DUDLEY BOROUGH
THE DESTINATION OF
CHOICE

2. Maximising use of brownfield sites, new commercial and residential developments ensure the borough is the destination of choice

4. Visitors are staying longer, exploring wider and spending locally, benefitting from the full borough-offer, including over-night accommodation

Renowned as home to a host of innovative and prosperous businesses, operating in high quality locations with space to grow, sustainable energy supplies and investing in their workforce



DUDLEY THE
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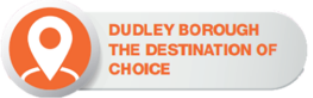


DUDLEY THE
BOROUGH OF AMBITION
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DUDLEY BOROUGH
THE DESTINATION OF
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An affordable and attractive place to live with a green network of high-quality parks, waterways and nature reserves that are valued by local people and visitors



DUDLEY THE
BOROUGH OF
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DUDLEY THE
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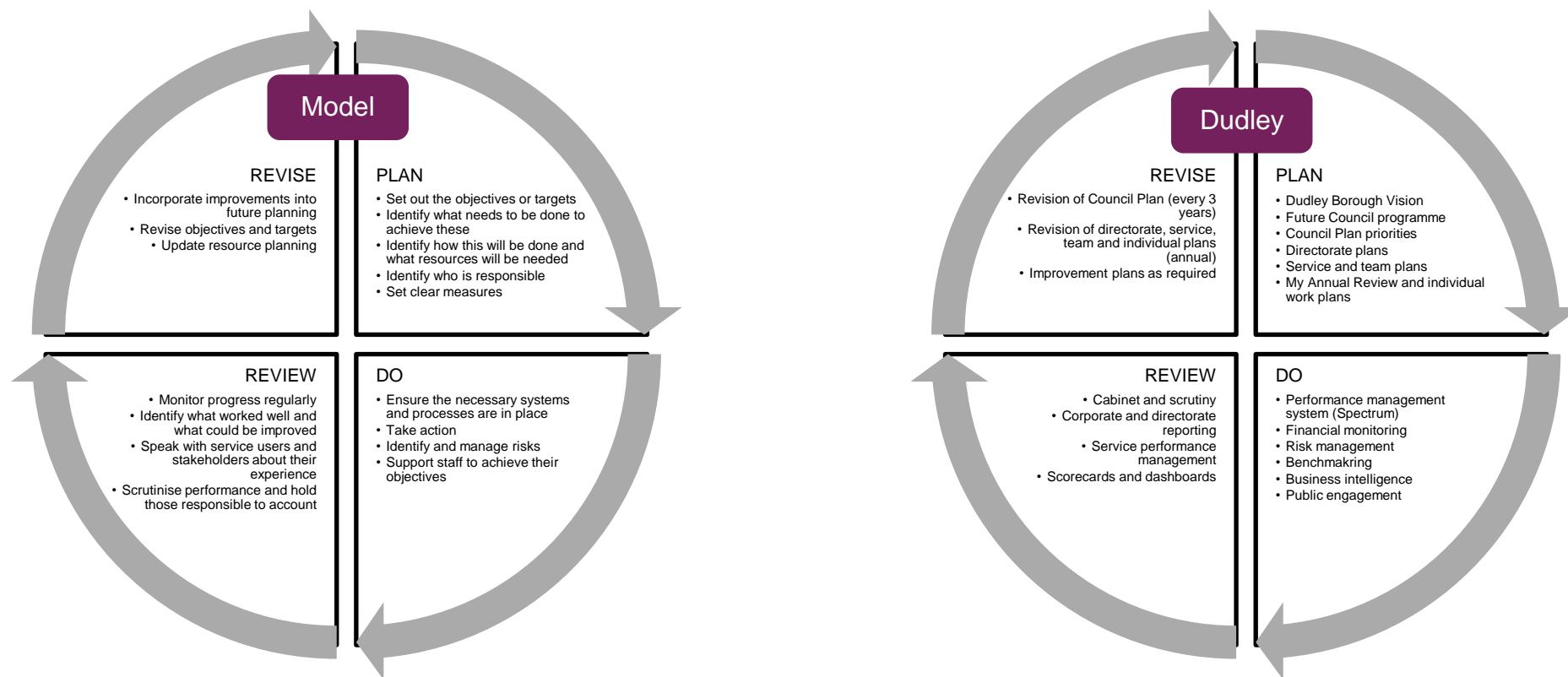
1. People have access to a range of housing offers that are affordable, accessible and attractive, meeting the needs of our diverse community

Performance Management in Dudley

Dudley’s council priorities and plans are under continual review and need to respond to the changing environment and pressures which we face as a local authority.

Dudley’s performance approach is inherent in everything we do, and our framework is based on the **Plan, Do, Review, Revise** model.

The Annual Performance Management cycle is designed to provide a process for deciding what to aim for and how to do it in the future, rather than just being a good measurement system for what we are doing now.



Performance management is key to measuring that the aspirations in the Borough Vision, and outcomes in the Council Plan and operational plans are being delivered.

Performance measures and indicators

Setting a performance measure

In order to manage performance we must first measure it. Measuring performance allows us to compare trends across time, services and other authorities. This can help us to improve our performance by identifying good practice and learning from others. Having focussed performance measures can also keep us focussed on the key areas identified through the hierarchy of plans.

How performance will be measured should be detailed in service and directorate plans. When considering how to measure their services performance, leadership teams should consider two themes:

1. How they can capture and measure the four basic aspects of service delivery:

Inputs The resources used in delivering a service, e.g. the financial and staffing costs of delivering a housing benefit service each year.	Process The approach taken to deliver the service using available financial and staffing resources, e.g. the method of processing housing benefits claims.
Outcomes The improvements in the quality of life experienced by those in the community as a result of the outputs delivered, e.g. the reduction in poverty resulting from the efficient delivery of housing benefits to those in need.	Outputs The services that are delivered as a result of the inputs and processes, e.g. the number of customers receiving their housing benefits payments as planned each month.

2. What a robust performance indicator looks like:

- Relevant to the aims and objectives of the council
- Clearly defined, to ensure consistent collection
- Easy to understand and use
- Cost effective to collect

It is not always appropriate to have a quantitative measure of performance. Within directorate and service plans, items can be captured as actions. The status and progress of actions can be monitored in Spectrum, our performance management hub.

Performance indicators

A performance indicator (PI) is a tool for conveying performance information. It is usually a quantitative value as this enables comparisons over time within or between services and ultimately between authorities.

To become a performance indicator, a performance measure must have three parts.

- The measure itself – the feature of the input, process, output or outcome that requires investigation
- The comparator – the benchmark or yardstick on which the performance will be compared
- The target – the level of achievement expected over the period being reviewed. In some cases, the comparator and target may be combined.

There are two levels of performance indicators:

- **National Indicators** – National Indicators are the main yardsticks against which the Government judge our performance at area, corporate and service delivery levels. They are designed to allow comparisons of local authorities' performance to improve accountability to local people and assist in improving the service they receive.
- **Local Performance Indicators** – Many of our services are not covered by national performance indicators, therefore we have established local performance indicators. If correctly used, local indicators are an important measure of performance demonstrating our ability to respond to local needs; they provide managers with local information allowing them to manage a particular service effectively.

Local PI's are used by teams, divisions and directorates to monitor their service delivery and quality. Some will be selected as corporate Key Performance Indicators that relate to the council plan objectives and appear in the appropriate directorate plan.

When setting a PI, the following criteria should be met. A PI must:

- Be set by the director or head of service after undertaking consultation with their staff, Members and users
- Meaningfully relate to the defined performance perspectives
- Use reliable data sources and include numeric elements to allow clear target(s) to be set
- Involve, where possible, valid comparisons with those providing similar services
- Be supported by data capable of audit and validation
- Contribute to the public accountability of the service.

Additionally, any PI that will be reported at a corporate level must be signed off by the director and a cabinet member.

PI's should be unambiguous and supported by clear definitions to ensure that the data is collected consistently to enable future meaningful comparison. Data quality requirements should be considered at the same time as the PI definition is set. Broadly speaking, corporate PI's are recorded and reported quarterly on a financial year calendar. However, some services may find other reporting frequencies (such as monthly or annual) are a better measure for particular PI's.

Targets, benchmarking and risk

Once a PI is decided we need to set a target against it. Targets assist us by enabling us to identify where we are and what we need to do to achieve our aim.

Target setting can be undertaken with either an internal or external focus. Where possible we should attempt to adopt an **external focus** to our target setting as this enables the Council to set targets relative to external benchmarks, such as the performance of other local authorities.

Internal target setting focuses on analysing our performance year on year by using trend data to identify targets that are suitably challenging but realistic.

Setting a target

1. Start with a baseline that describes the status before actions are taken. Where are we now? To set realistic targets, you need to know the starting position. For national data sets or benchmarking data sets, target setting should be done against the externally available comparators
2. Trends – look to the past as this can help to understand the direction of travel. It also allows us to project into the future, and draw a line that describes the likely outcome if we do nothing different
3. Benchmark – are there valid comparisons with other localities that can be used, such as the family group of authorities Dudley belongs to for that particular service?
4. Finally, root it all in the reality of the service itself. Service managers are usually best placed to offer insight into what is practicable and possible.

Targets can be recorded against a PI in Spectrum. This allows staff and members access to this information, reflecting our transparency and accountability.

Benchmarking

Performance information is more meaningful if it can be set in context, for example, by using benchmarking.

By systematically and regularly benchmarking, we can be in touch with current good practices and by comparing ourselves with others, we can assess our competitiveness and identify areas for improvement and possible solutions. Benchmarking can also help us to establish performance baselines when needed. It also provides contextual information so the public can assess our performance.

Benchmarking should be undertaken both internally and externally at different levels.

Internally over time, whether at activity, service or corporate level

With other local authorities - either our family group, nationally or best in class

With other private, public or voluntary organisations who are 'best in class'

The basic process of benchmarking is to:

- Select a similar service or activity for benchmarking against
- Identify what data is required and where to collect it from
- Analyse the information
- If necessary, identify areas for change to improve the service/activity.

Benchmarking data can also be recorded against a PI in Spectrum. Both targets and benchmarking are included on the quarterly corporate performance reports as part of the scorecards. As targets and benchmarking are integral to performance indicators, they should be considered when the PI is set by the director or head of service.

Two examples of benchmarking currently being used are:

- Housemark Median data by Housing and Community Services against relevant performance indicators. Housemark is a data and insight company for the UK housing sector and is jointly owned by the National Housing Federation and the Chartered Institute for Housing.
- Chartered Institute of Public Finance and Accountancy (CIPFA) data used by Public Realm to compare household waste figures with our statistical neighbours. CIPFA is a UK-based international accountancy membership and standard-setting body. Their statistics service allows us to compare performance on waste services against other authorities.

Risk

Risk management has a strong link to performance management – if risks are not managed effectively, it is unlikely that a council will deliver its ambitions and achieve value for money.

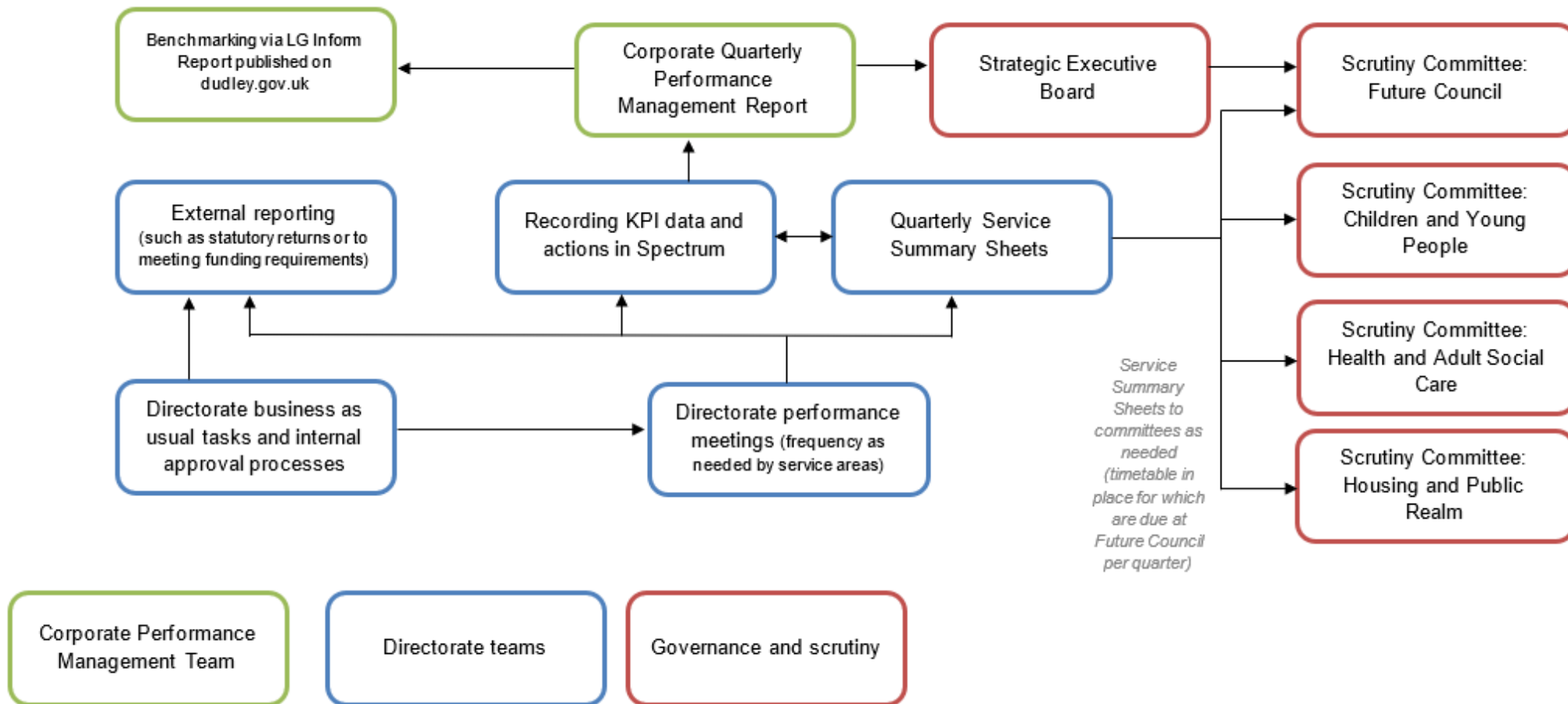
As a council we believe in the value of effectively managing risk: it informs business decisions; enables a more effective use of resources; enhances strategic and business planning; and strengthens contingency planning.

The Council has developed a [Risk Management Framework](#), which sets out the Council's approach to risk management both internally and within the wider environment in which the Council operates.

More on risk management and the Risk Management Framework can be found on Connect ([Workforce Hub, Risk Management tile](#)).

Performance Reporting Framework

The reporting framework below shows what is reported, when and to whom.



PI's are recorded in the corporate information system Spectrum. It is recommended to all teams that Spectrum can be used to record all of their indicators, actions and risks from their service plans. As a minimum the PI's, actions and risks in the directorate plan need to be recorded in Spectrum to allow the corporate performance report to be produced on a quarterly basis. Recording PI's and actions in Spectrum also allows for staff and councillors to access data in-between reporting periods.

Quarterly Corporate Performance Report

The purpose of the report is to:




- Monitor performance and progress against the delivery of the Council Plan and directorate plans
- Provide an overview of PI trends and action status
- Support challenge and review exceptions

The final report covering the whole financial year (April to March) is reported in the following May/June and provides the content for the councils Statement of Accounts Report which is published in June of each year. Future Council Scrutiny Committee and Informal Cabinet receive exception reports and the representative officer is in attendance where performance is a concern/below target.





Reports for previous quarters are available on the council website: <https://www.dudley.gov.uk/council-community/performance/>

For performance scorecards the following symbols are used, they are also used in the Spectrum system.

Score status

-  Where performance is on target or exceeds target tolerance
-  Where performance is tolerant, on target in the lower half tolerance
-  Where performance is below the target tolerance


Trend status

-  Performance is improved against previous reporting period
 -  Performance is consistent against previous reporting period
 -  Performance is worse against previous reporting period
- (Note:  appears as blue in spectrum)

Corporate Reporting Expectations

In order for the quarterly corporate report to be produced and scrutinised in a timely manner, deadlines and expectations are set regarding input of data and commentary to Spectrum.

Staff with Spectrum input responsibility must input all corporate Performance Indicator data, exceptions commentary and actions commentary as per the Corporate Performance Reporting timeline.

Where a Performance Indicator shows as below target () exceptions commentary MUST be entered. However, commentary can also be entered in the same fields for any Performance Indicator in order to give context to the data.

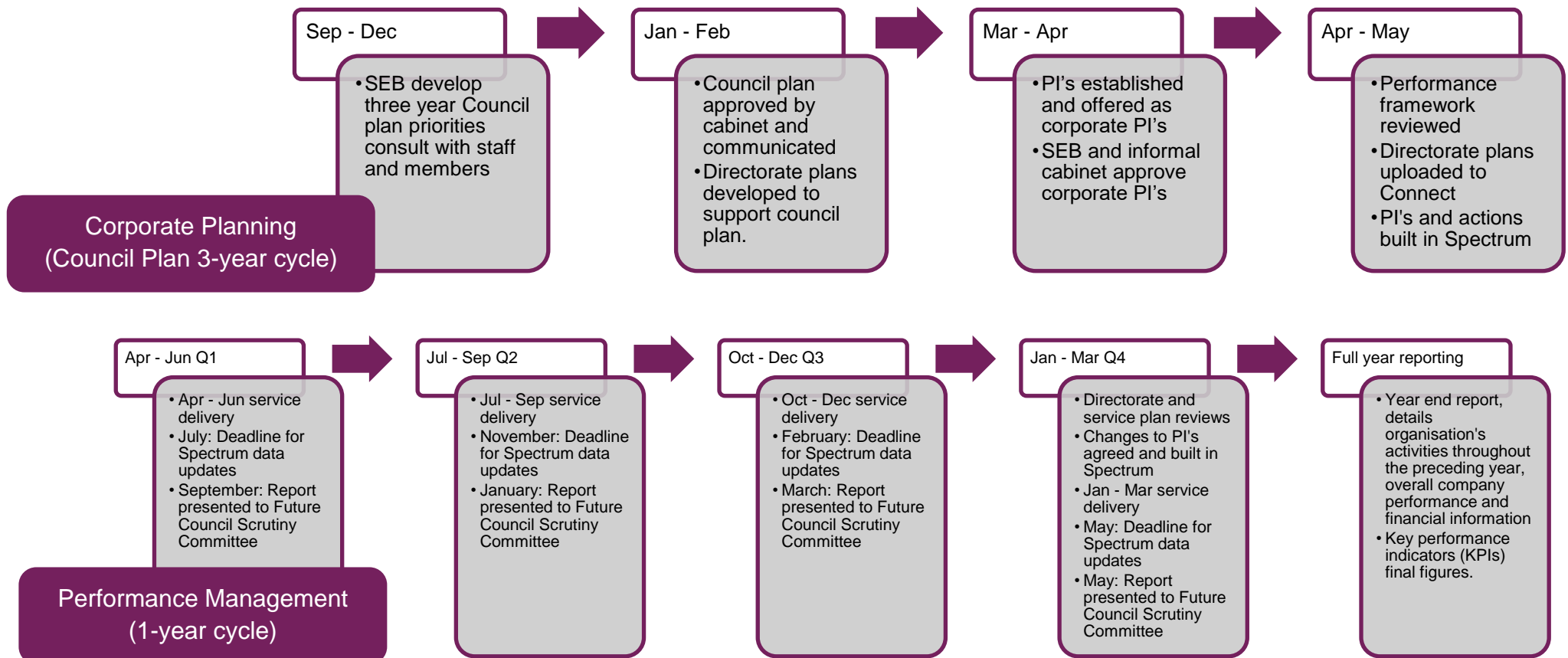
A link to the Corporate Performance Reporting timeline can be found in the appendices.

Annual Performance Management Cycle

Having an Annual Performance Management cycle supports the Plan, Do, Review, Revise model. It gives the timeframe for the Review, Revise and Plan elements as previous plans are reviewed and either revised or a new plan created.

The council plan cycle is 3 years with directorate plans being revised annually against the council plan for that year. Reviewing and revising plans allows us to be responsive to developing priorities as well as ensuring we are delivering against the current plan.

Council and directorate plans need to be agreed and in place for 1st April to facilitate performance monitoring.



Spectrum and data quality

Spectrum is Dudley's corporate performance management tool. Its purpose is to publish and communicate scorecard style reports enabling staff and elected members to transparently review up-to-the-minute information about council services. Spectrum is a web-based system and can be accessed via Connect.

The use of Spectrum to monitor performance and risk establishes a comprehensive reporting system that is aligned with our organisation, highlighting areas of concern, change, emerging threats and opportunities.

Like any reporting system, Spectrum requires timely and accurate data entry. As a minimum, services both within and external to the council will need to demonstrate the following principles with respect to data quality:

Accuracy	Validity	Reliability	Timeliness	Relevance	Completeness
<ul style="list-style-type: none">• Data should be sufficiently accurate for its intended purposes, representing clearly, and in sufficient detail, the interaction provided at the point of activity.• Data should be captured once only, although it may have multiple uses.• Accuracy is most likely to be secured if data is captured as close to the point of activity as possible.• The need for accuracy must be balanced with the importance of the uses for the data, and the costs and effort of collection, although data limitations should always be clear to its users	<ul style="list-style-type: none">• Data should be recorded and used in compliance with relevant requirements, including the correct application of any rules or definitions.• This will ensure consistency between periods and with similar organisations.• Where proxy data is used to compensate for an absence of actual data, organisations must consider how well this data is able to satisfy the intended purpose.	<ul style="list-style-type: none">• Data should reflect stable and consistent data collection processes across collection points and over time, whether using manual or computer-based systems or a combination.• Managers and stakeholders should be confident that progress toward performance targets reflects real changes rather than variations in data collection approaches or methods.	<ul style="list-style-type: none">• Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period.• Data must be available quickly and frequently enough to support information needs and to influence the appropriate level of service or management decisions.	<ul style="list-style-type: none">• Data captured should be relevant to the purposes for which it is used. This entails periodic review of requirements to reflect changing needs.	<ul style="list-style-type: none">• Data requirements should be clearly specified based on the information needs of the Council and data collection processes matched to these requirements.• Monitoring missing, incomplete or invalid records can provide an indication of data quality and can also point to problems in the recording of certain data items.

Roles and responsibilities

Corporate performance management against the delivery of the Council Plan and Directorate Service Plans requires clearly defined and structured accountability.

For Dudley these are:

- **Strategic Executive Board** - have overall responsibility for the approval of and accountability for the Council Plan and associated initiatives and priorities associated within the performance framework.
- **Performance Champions** - are in effect 'the custodians' of the Council Plan with responsibility for delivery of the council plan and associated policies. They are also responsible for having an overview of performance ensuring that the right priorities are being attached to the actions contained within the relevant divisional service plans and improvement plans.
- **Corporate Performance Management Team** - responsible for the production of the quarterly performance report and presentation to SEB and the Future Council Scrutiny Committee. They are also responsible for the day-to-day maintenance of Spectrum and liaising with ICT services regarding issues and developments.
- **Directorate Performance Management Teams** - responsible for ensuring that timely and accurate performance information is available, that problems of performance are flagged and that appropriate delivery plans are generated and tracked.
- **Future Council Scrutiny Committee** - to scrutinise the Quarterly Corporate Performance Management Report and to make any associated recommendations.
- The role of **Internal Audit** - provide an independent review of the corporate approach to performance management and data quality

Contacts

Corporate Performance Management Team

Ajaib Paul, Head of Chief Executives Office

Clair Blunn, Corporate Performance Manager

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Performance Leads

Adult Social Care	Andy Baker, Aaron Sangian	Regeneration and Enterprise	Jane Lamine
Children's Services	Matt Smith	Housing and Community Services	Richard Cartwright, Tom Day
Public Health and Wellbeing	Alison Harris	Public Realm	Narinder Toor
Finance and Legal	Louise Baugh	Workforce metrics	Claire Wilkinson
Digital, Customer and Commercial Services	Jennie Caladine	Corporate risk	Graham Harrison

Supporting documents

For further detail on some elements please refer to the following documents. Links will take you to the relevant Connect page.

[Council Plan Strategic Document](#)

[Corporate Performance Measures](#)

[Corporate Performance Reporting timeline](#)

[Spectrum user guide](#)

