

# Informal Joint Performance and Audit Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Balanced Scorecard Indicators and Targets 2017-2018</b>	
<b>Report No:</b>	<b>PAS/SE/17/009</b>	
<b>Report to and dates:</b>	<b>Performance and Audit Scrutiny Committee</b>	25 May 2017
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<b>Purpose of report:</b>	This report sets out the proposed West Suffolk Balanced Scorecards indicators and targets to be used to measure the Council's performance for 2017-2018.	
<b>Recommendation:</b>	<b>Performance and Audit Scrutiny Committee:</b>  <b>Members are requested to scrutinise the proposed Balanced Scorecards indicators and targets for 2017-18 and identify any further information required for their use commencing Quarter 1 2017/18 Performance and Audit Scrutiny Committee in July 2017.</b>	

<b>Key Decision:</b>  <i>(Check the appropriate box and delete all those that <b>do not</b> apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
<b>Consultation:</b>	<ul style="list-style-type: none"> <li>This report has been prepared in consultation with all relevant staff and Leadership Team.</li> </ul>		
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>The option of doing nothing may result in the balanced scorecards not reflecting the councils objectives.</li> </ul>		
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<i>Are there any <b>equality</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
<b>Risk/opportunity assessment:</b> <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
<div style="text-align: center;"><i>Low/Medium/ High*</i></div>			
Failure to update performance targets may impact on their effectiveness	Medium	Regular review of performance targets at Leadership Team, Portfolio Holders and to PASC.	Low
<b>Ward(s) affected:</b>		All Ward	
<b>Background papers:</b>		None	
<b>Documents attached:</b>		<b>Appendix A</b> – Resources and Performance Balanced Scorecard  <b>Appendix B</b> – Families and Communities Balanced Scorecard  <b>Appendix C</b> – Human Resources, Legal and Democratic Balanced Scorecard  <b>Appendix D</b> – Planning and Regulatory Balanced Scorecard  <b>Appendix E</b> – Operations Balanced Scorecard	

## **1. Key issues and reasons for recommendation(s)**

### **1.1 Background**

1.1.1 It is necessary to review and update the indicators and formats for Balanced Scorecards at least annually to reflect organisational changes and to ensure they remain in line with the councils strategies.

1.1.2 When reviewing the scorecards it is worthwhile reminding ourselves of the original objectives as follows:

'All of our transformational activities require us to understand our performance. We continue to assess, manage, monitor and develop our overall approach to performance management. This is important because we need information on inputs, outputs, outcomes, risks, use of resources and how we manage projects, both for our own services and those of our partners.'

1.1.3 Having consulted Assistant Directors, other officers and Portfolio Holders the 2017/18 Balanced Scorecards have been adjusted as drafts as attached for review and discussion.

These new formats incorporate;

- All known agreed changes suggested during 2016/17 or as part of this annual review
- Integration of the previous 'Housing' Balanced scorecard into its new management structure across the organisation

### **1.2 Performance Measures**

1.2.1 Attached at **Appendices A to E** are the proposed Balanced Scorecards (based on Assistant Director area) for 2017/18 performance. Growth is in with Planning & Regulatory but will be looked at during 2017-18 following recruitment of the Assistant Director for Growth. Unless otherwise stated, all performance figures on the scorecards are from a West Suffolk perspective.

1.2.2 The information included in the report has been provided by Assistant Directors and service managers. Most indicators will report performance against an agreed target using a traffic light system with additional commentary provided for performance indicators below optimum performance as mentioned above. Other KPIs report a data value only (e.g. no target performance) in order to track performance over time.

1.2.3 The targets are annual to give the full years impact here even where they are reported quarterly on a period or cumulative basis in the reports that go to the Performance and Audit Scrutiny Committee quarterly.