

SCRUTINY BUDGET AND PERFORMANCE PANEL

MONDAY, 9TH NOVEMBER, 2020, 5.00 PM

ACCESSIBLE VIA MS TEAMS AND YOUTUBE

AGENDA

IMPORTANT INFORMATION REGARDING COVID-19

In response to the current government guidance surrounding the COVID-19 pandemic, this meeting will be held remotely via Microsoft Teams.

Any elected member not on the committee or member of the public may watch the proceedings via a YouTube livestream which can be accessed by clicking [here](#).

If you wish to speak on an item contained within this agenda please register by email to democraticservices@southribble.gov.uk for the attention of Charlotte Lynch by noon on Thursday 5 November.

Registered speakers will be required to dial into the meeting remotely.

- 1 Apologies for absence**
- 2 Declarations of Interest**
- 3 Minutes of meeting Monday, 14 September 2020 of Scrutiny Budget and Performance Panel** (Pages 3 - 8)
To be signed as a correct record.
- 4 Matters Arising from Previous Scrutiny Budget and Performance Panel Meetings** (Pages 9 - 12)
Report attached.
- 5 Period 2 (July - September) Quarterly Performance Monitoring Report 2020/21** (Pages 13 - 30)
Report of the Interim Chief Executive attached.
- 6 Corporate Performance Framework Review** (Pages 31 - 44)
Report of the Shared Services Lead – Transformation and Partnerships attached.

7 Budget Monitoring 2020-21 Quarter 2

(To Follow)

Report of the Deputy Director of Finance to follow.

Gary Hall
INTERIM CHIEF EXECUTIVE

Electronic agendas sent to Members of the Scrutiny Budget and Performance Panel Councillors David Howarth (Chair), Will Adams, Colin Coulton, Colin Sharples and Karen Walton

The minutes of this meeting will be available on the internet at www.southribble.gov.uk

Forthcoming Meetings

5.00 pm Monday, 18 January 2021 - Wheel Room, Civic Centre, West Paddock, Leyland, PR25 1DH



- MINUTES OF SCRUTINY BUDGET AND PERFORMANCE PANEL**
- MEETING DATE** Monday, 14 September 2020
- MEMBERS PRESENT:** Councillors David Howarth (Chair), Will Adams, Colin Coulton, Colin Sharples and Karen Walton
- CABINET MEMBERS:** Councillors Paul Foster (Leader of the Council), Mick Titherington (Deputy Leader of the Council and Cabinet Member (Health, Wellbeing and Leisure)), Matthew Tomlinson (Cabinet Member (Finance, Property and Assets)) and Aniela Bylinski Gelder (Cabinet Member (Community Engagement, Social Justice and Wealth-Building))
- OFFICERS:** Gary Hall (Interim Chief Executive), James Thomson (Deputy Director of Finance), Howard Anthony (South Ribble Partnership Manager), Victoria Willett (Service Lead - Transformation and Partnerships), Darren Cranshaw (Assistant Director of Scrutiny & Democratic Services) and Charlotte Lynch (Democratic and Member Services Officer)
- OTHER MEMBERS:** Councillor Jacky Alty (Member Champion (Social Justice and Equality)) and Councillor Stephen Thurlbourn
- PUBLIC:** 0
- 15 Apologies**
- None.
- 16 Declarations of Interest**
- None.
- 17 Minutes of meeting Monday, 3 August 2020 of Scrutiny Budget and Performance Panel**
- RESOLVED: (Unanimously)
- That the minutes of th previous meeting, held on Monday, 3 August 2020, be approved as a correct record.
- 18 Matters Arising from Previous Meetings**
- Noted.

19 Period 1 (April - June) Quarterly Performance Monitoring Report 2020/21

The Panel considered a report of the Interim Chief Executive which outlined the Council's performance against the delivery of the Corporate Plan projects and objectives during Period 1 (April-June 2020).

Overall, performance of the projects was good, with 85% of projects either completed, succeeding or on-track.

It was acknowledged that efforts had been largely focused on the response to the COVID-19 pandemic during Period 1 and the Panel commended the council's approach to supporting residents during the pandemic. Reassurances were provided that the Council will continue to support residents.

Members noted the opportunity for additional efficiencies as a result of an increase in online transactions due to the coronavirus pandemic and queried the progress of this. In response, the Panel was informed that a draft Benefits Realisation Plan would be available at the next meeting and members looked forward to receiving this.

Clarification as to why the review of the Council's surplus assets was off-track was requested and members were advised, in response, that there had been some challenges in recruiting staff to the Council's property department. Assurances were provided that the appropriate resources were now in place and that stock condition surveys were underway.

In response to queries around the financial impact of COVID-19 on the Council's income, members were informed that there had been a significant loss of revenue from the Business and Conference Centre as a result of restrictions and that all capital investments into the Civic Centre had been paused. Despite this, members welcomed assurance that the Council was not solely reliant on income generated by external bookings.

Members queried the 'Active Streets' project and how the success of this was assessed. In response, the Cabinet Member for Health, Leisure and Wellbeing advised that the project had received good feedback in Leyland and that several families had been engaged with.

Success would be assessed in relation to anti-social behaviour levels, but further detail would be provided later in the year once easier to measure. The Panel welcomed this and requested that this evaluation and details of any further roll-out be provided to members.

Information on progress with the Leyland Loop was also requested.

Queries were also raised regarding the outcome of homelessness interventions during the coronavirus pandemic. Those at risk were housed during the initial lockdown but this would not be on a permanent basis. It was acknowledged that circumstances had provided an opportunity for the Council to consider how best to help those at risk of or experiencing homelessness.

Members were interested to note how the Youth Council project would target hard-to-reach youth. Planning for this was still underway but it was suggested that debate clubs in schools would enable the scheme to be inclusive and accessible to all young people.

The Panel commended the council's approach to supporting residents during the pandemic and queried if there was capacity to maintain this level of support. In response, a need for additional resources was acknowledged but reassurances were given that the Council will continue to support residents.

RESOLVED: (Unanimously)

That

1. the Panel thanks the Leader and Interim Chief Executive for their detailed report and answering the Panel's questions.
2. the Panel looks forward to receiving a copy of the Benefits Realisation Plan once complete.
3. the Panel welcomes the strategic review of council assets and the reassurance that the resources and skills are now in place.
4. the Panel requests that the evaluation of 'Active Streets' and any details of any further roll-out be provided to members.
5. information on progress with the Leyland Loop be provided to members of the Panel.

20 South Ribble Corporate Strategy

The Panel considered a report of the Interim Chief Executive which outlined the Council's draft refreshed Corporate Strategy for 2020/21- 22/23 and sought feedback from on the proposed projects and performance measures.

The impact of the COVID-19 pandemic on the operation and requirements of the council was acknowledged and it was felt appropriate to review the Corporate Strategy to reflect these changes.

Members queried what tangible difference residents would see from this document and were advised that focus would be placed on green spaces, homes for all and a fair council.

The need for plain English in the Corporate Strategy was reiterated by the Panel with members particularly querying the use of terms such as *exemplary*, *empowerment*, *community wealth building*, and *social value*. Assurances were given that the corporate jargon in the Strategy would be reviewed in the final document, following the request of the Panel.

In response to queries regarding confidence in the delivery of the new Corporate Strategy projects, members were informed that the process would be undertaken with the utmost transparency and that additional resources may be required for individual projects.

Members questioned if the projects and outcomes identified in the refreshed Corporate Strategy were SMART (Specific, Measurable, Achievable, Realistic and

Timebound) and were pleased to note that this would be monitored on a regular basis.

RESOLVED: (Unanimously)

That

1. the Panel thanks the Leader and Interim Chief Executive for engaging the Panel with this important document
2. the Panel requests that the Strategy be reviewed to ensure it is in plain English
3. the Panel welcomes the new refreshed Corporate Strategy
4. the Panel welcomes the reassurance that the Strategy will be SMART (Specific, Measurable, Achievable, Realistic and Timebound) and will link to the next budget process.

21 Budget Monitoring 2020-21 Quarter 1

The Panel considered a report of the Section 151 Officer which provided an update on the Council's overall financial position at the end of Quarter 1 of the 2020-21 financial year.

Councillor Matthew Tomlinson, Cabinet Member for Finance, Property and Assets, informed the Panel that an underspend of £29,000 was forecasted for the end of the financial year.

Additional capital had been spent due to COVID-19 to the sum of £16 million, but this was covered by central government grants.

Discussion largely focused on the impact of the COVID-19 pandemic and members questioned the concern of is this to the Cabinet Member and Section 151 Officer. In response, members were advised that concerns were minimal due to government support and the ability to spread any deficit over three years.

Queries were also raised on staff vacancies and the impact of this on service delivery. Delays in recruitment were acknowledged but the Council was still delivering on its targets.

Some concern was raised that the Council's earmarked reserves remained high and members requested further clarity on how these are assessed to ensure appropriacy. In response, the Panel was advised that the reserves are assessed annually but commitment was provided to review these reserves given the situation surrounding the pandemic.

In response to queries regarding the Borough Investment Account, confirmation was provided that this money would be invested into South Ribble but work was still ongoing to identify opportunities for a sufficient return and tangible benefits for residents.

Members were pleased that the additional narrative as requested at the last meeting had been included in the Capital Programme and sought assurances that the newly-reprofiled Capital Programme was deliverable. The Cabinet Member and Section 151 confirmed their confidence in this.

RESOLVED: (Unanimously)

That

1. the Panel thanks the Cabinet Member and Section 151 Officer for their report and for answering the Panel's questions.
2. the Panel welcomes the Cabinet Member's commitment to review the level of earmarked reserves.
3. the Panel expresses its thanks for taking its feedback forward in providing greater narrative.

Chair

Date

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Scrutiny Budget and Performance Panel
Update on Recommendations made at previous Scrutiny Panel Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
02/07/20 Min 8.1	The Council reviews its scheme of delegation to Members and Officers to clarify roles and responsibilities for decision-making, including documenting decisions and ensuring they are open and transparent.	Leader of the Council	Chris Moister	Yes	No	No	The Scheme of Delegation is in the process of being reviewed as it is an action in the Annual Governance Statement action plan. The Panel will be kept updated on progress.
02/07/20 Min 8.2	A review of the process for bidding for and accepting external funding takes place to ensure that approvals are in place and risks are effectively managed.	Finance, Property and Assets	James Thomson	Yes	No	No	An update will be provided to the next Panel meeting
02/07/20 Min 8.3	The Project Management Framework is reviewed with a view to strengthening project approvals, monitoring and dealing with any deviations.	Leader of the Council	Vicky Willett	Yes	Yes	No	The project management framework will be reviewed aligned to the review of the corporate plan and as part of developing the shared service.
02/07/20 Min 8.4	Future budget monitoring and budget setting reports agreeing the capital programme provide greater details of each project to ensure Members are making informed decisions.	Finance, Property and Assets	James Thomson	Yes	No	No	The new Principal Management Accountant post was recruited to post in September to help lead on this work. It was not possible to collate the additional information for Q1 monitoring, especially due to staff holidays in August, but more detail will be provided to Scrutiny for Q2.
02/07/20 Min 8.6	Greater links are established between the new My Neighbourhood Forums model	Community Engagement, Social Justice	Jennifer Mullin	Yes	Yes	No	The new model was agreed at Cabinet and the new governance procedure agreed at Council.

**Scrutiny Budget and Performance Panel
Update on Recommendations made at previous Scrutiny Panel Meetings**

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
	and key projects as part of the Council's commitment to putting communities at the heart of everything we do.	and Wealth Building					Meetings have not been held yet of the new hubs but it is agreed to establish greater links with key projects.
02/07/20 Min 8.7	The Scrutiny Panel urges the Cabinet Member to re-visit the project and scale it down to make it more affordable whilst restoring the existing Coach House structure.	Health, Wellbeing and Leisure	Jennifer Mullin	Yes	Yes	No	The project has now been agreed at Council and the scope of the work with the Lottery. The tender award will have to be agreed at Cabinet prior to any works being undertaken.
02/07/20 Min 8.8	Any items committing the Council to significant costs or expenditure be approved by Cabinet or Council as appropriate.	Finance, Property and Assets	James Thomson	Yes	No	No	This process is being reviewed as part of the review of the constitution that will be taken to November Governance committee. The process is not simple as some grant bids require urgent sign off with others allowing more time to be taken through committees where applicable.
03/08/20 Min 13.5	More in-depth narrative on progress with the capital projects be provided in future reports.	Finance	James Thomson	Yes	Yes	Yes	Reports to committees involving capital expenditure will provide the necessary financial information for members to make informed decisions.
14/09/20 Min 19.2	The Panel looks forward to receiving a copy of the Benefits Realisation Plan once complete.	Leader of the Council	Paul Hussey	Yes	Yes	No	The Draft Digital Strategy Benefits Realisation Action Plan is going to Leader's brief on 28 th September.
14/09/20 Min 19.4	The evaluation of 'Active Streets' and any details of any further roll-out be provided to members.	Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Yes	Yes	An update has been sent to the Portfolio holder and Scrutiny Panel. Further active streets are going to take place in the half term which

Scrutiny Budget and Performance Panel
Update on Recommendations made at previous Scrutiny Panel Meetings

Date & Min	Recommendation	Lead Member	Lead Officer	Accepted?	Implemented?	Completed?	Progress/Comments
							includes diversionary activities subject to the COVID restrictions.
14/09/20 Min 19.5	Information on progress with the Leyland Loop be provided to members of the Panel.	Health, Leisure and Wellbeing	Jennifer Mullin	Yes	Yes	Yes	An update has been prepared which includes a MAP of the green links which will be delivered this financial year. Additional information on Green Links was provided to Panel members by email in September 2020.
14/09/20 Min 20.2	The draft Corporate Strategy be reviewed to ensure it is in plain English	Leader of the Council	Vicky Willett	Yes	Yes	Yes	The final version of the corporate strategy was reviewed to address areas of plain English and this was implemented and the final version was approved at Council 30 th September.
14/09/20 Min 21.2	The Cabinet Member's commitment to review the level of earmarked reserves be welcomed.	Finance	James Thomson	Yes	No	No	The review of reserves will be undertaken alongside the quarterly budget monitoring and annual budget setting process.

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REPORT TO	ON
CABINET	Thursday, 29 October 2020



TITLE	PORTFOLIO	REPORT OF
Corporate Strategy Position Statement - Quarter 2, 2020/21	Leader of the Council	Interim Chief Executive

Is this report a KEY DECISION (i.e. more than £100,000 or impacting on more than 2 Borough wards?)	No
Is this report on the Statutory Cabinet Forward Plan ?	Yes
Is the request outside the policy and budgetary framework and therefore subject to confirmation at full Council?	No
Is this report confidential?	No

PURPOSE OF THE REPORT

1. To provide Cabinet with a position statement for the newly approved Corporate Strategy for quarter two (July – September) 2020/21.

PORTFOLIO RECOMMENDATIONS

2. The Scrutiny Budget and Performance Panel are asked to consider the report and make comments and recommendations to the Cabinet.
3. Cabinet is asked to consider and comment on the report.

REASONS FOR THE DECISION

4. The Council's newly agreed performance framework (agreed 14th October 2020) sets out the process for reporting progress against the objectives of the Corporate Strategy. Robust monitoring ensures that the council continues to deliver its priorities and achieves the best outcomes for residents.

EXECUTIVE SUMMARY

5. This report presents a position statement for the Corporate Strategy at the end of quarter two (July-September 2020). The strategy was approved by Council on the 30th of September and work is well underway to mobilise project delivery and performance monitoring activity. This report presents an update on the current position for the 14 projects and 24 performance measures.

6. Project documentation has now been completed for the majority of the projects to define specific milestones, timescales and resource requirements. Of the 14 projects in the strategy: eight are already in progress, rated green and on track; six have yet to commence and are planned to commence later in the programme.
7. Following the approval of the new performance measures, a baselining exercise is being completed to collect data ready for reporting performance information at quarter three. Of the indicators that can be reported, four are currently rated green and two are rated amber.

CORPORATE OUTCOMES

8. The report relates to the following corporate priorities: (tick all those applicable):



An exemplary council	✓
Thriving communities	✓
A fair local economy that works for everyone	✓
Good homes, green spaces, healthy places	✓

BACKGROUND TO THE REPORT

9. At Council on 30th September 2020, the Corporate Strategy was updated and refreshed to ensure that the Council can continue to meet the needs of the borough given recent changes, the impact of Covid-19 and future priorities.
10. The four priorities identified in the strategy are:
 - An exemplary council;
 - Thriving communities;
 - A fair local economy that works for everyone;
 - Good homes, green spaces, healthy places.
11. Activity and resources are now targeted towards 14 priority projects which are a combination of new and existing activity to be delivered over the next 12-18 months and measured using 24 revised performance indicators. This report provides the status of the projects and measures at the end of quarter two.
12. A red, amber, green rating system is used to indicate status whereby:

RED	Off track
AMBER	Forecast delays or concerns, an early warning of issues
GREEN	On track and progressing as planning

Performance Indicators Direction

	Amber arrows indicate the direction is negative and heading away from the target or is lower than its previous reporting period.
	Green arrows indicate the direction is positive and improving or heading towards target.



AN EXEMPLARY COUNCIL

A COUNCIL THAT:

Delivers high performing services that represent value for money

Understand the community and work with partners to make things better

Is open and transparent in its activities

13. Of the four projects within this priority, three are green and on track and one has not yet started.

<p>Deliver the Annual Governance Statement Action Plan:</p> <p>Including a review of governance policies, development of a consultation toolkit and key partnerships framework</p>	<p>GREEN</p>
<p>The implementation of the annual governance action plan has progressed well with a number of key actions completed to support the council’s commitment to openness and transparency:</p> <ul style="list-style-type: none"> • All policies that were to be reviewed within August have been completed and are known to be compliant. • Governance and ethical awareness training on the Council’s Constitution and decision-making processes has been delivered, the Scheme of Delegation has been redrafted and the financial regulations are in the process of review. • The Shared Service Joint Committee has considered and approved service reviews at its August meeting and the shared performance management framework was approved at Cabinet on 14th October 2020. • An Organisational Development Strategy has been developed ahead of the initial timescale and has been approved by leadership team and its implementation is underway. This strategy aims to engage staff in key areas of development to support a positive culture of trust and accountability. 	
<p>Transform the way the council operates:</p> <p>Through the implementation of the first phase of shared services, development of the next phase and ongoing support for staff.</p>	<p>GREEN</p>
<p>Good progress has been made in delivering shared services to ensure that the council has a sustainable delivery model that is fit for the future. Key milestones include:</p> <ul style="list-style-type: none"> • Finalising the proposals for the phase one service reviews, designed to develop a single operating model for the new shared services. • Preparing for the implementation of the service reviews. • Preparing the business case for phase two of shared services. <p>Work has been completed on the restructure element of the phase one service reviews including informing staff, preparing job descriptions, formal consultation, ringfencing, preparation for the selection process, and job evaluation panels.</p> <p>Proposals for the business case for phase two of shared services have been developed including an outline of the proposals, single operating models for customer and ICT as well as leadership proposals.</p>	

Deliver year one of the joint digital strategy:	NOT YET STARTED
To deliver better, more efficient services.	
<p>This quarter a position paper was put together which sets out the digital aims and aspirations of South Ribble Council and Chorley Council to inform the development of a joint digital strategy. The proposed joint digital strategy was considered by the Shared Services Joint Committee in September who recommended it to Council for approval. The joint digital strategy will be formally approved by Council in November</p> <p>However in the meantime work is continuing on the implementation of the South Ribble digital strategy projects such as the refreshed Website, and mobile device roll out together with ICT support for phase 1 shared services and the Councils response to the Covid 19 pandemic such as the development of an online process for business grant applications and South Ribble together requests for support.</p>	

Work with partners to design and deliver better public services:	GREEN
Through the South Ribble Partnership	
<p>Over the past quarter the Partnership has been focused on continuing to develop the 'One Front Door' project which seeks to deliver better public services by providing a triage at first point of contact and better referral pathways to supporting organisations. The service is due to go live in quarter three with a partnership between South Ribble Borough Council and Citizens Advice Lancashire West who will be providing support on triaging incoming calls from residents in need of assistance.</p> <p>Infrastructure development work continues with the voluntary and community sector and establishing a more defined network of groups working with Tempo and the Time Credits project.</p> <p>This quarter South Ribble Partnerships' Leadership and Executive Board agreed to begin developing proposals on how it can work closer and align workstreams with Chorley Public Service Reform Partnership to achieve greater impact and influence. Each partnership board will be considering a roadmap for alignment at their meetings in December 2020.</p>	

Key Performance Indicators

14. Of the five performance measures reported under this outcome, one is due to be reported this quarter and rated green.

Key Performance Indicator	Target	Comparable Period	Quarter 2 2020/21	Direction	Status
At least 40% of service requests will be received via self-service channels	18% (2019/20) 29% (2020/21) 40% (2021/22)	37% (Q1:2020/21)	32%	↓	GREEN
Commentary	<p>Performance is on track against the target. Quarterly variations mean that it is lower than the previous quarter due to a large online take up of the garden waste subscriptions in quarter one which increased the number of self-service transactions. Further to this the electoral canvassing has taken place during quarter two which is a largely telephone and currently paper-based with less opportunity to promote self-service.</p> <p>The joint Digital Strategy will set out further actions to increase self-service as a priority. The launch of the refreshed corporate website will also present a more user-friendly experience to encourage more people to complete tasks online. The 40% target is considered achievable by the end of March 2022 as intended.</p>				



THRIVING COMMUNITIES

A PLACE WHERE:

Residents have positive mental health

People get involved and have a sense of belonging

Communities can access services and support when they need them

15. Of the three projects within this priority, one is green and on track, two are in development and therefore not yet started.

<p>Establish South Ribble Together Hubs:</p> <p>Agreeing plans for neighbourhood areas and a borough food bank network</p>	<p>GREEN</p>
<p>The South Ribble Together Hub model has been developing over the last quarter, building on the approach taken in response to Covid-19 to ensure that communities can access services and support when they need them.</p> <p>Recruitment to the Community Involvement team has been completed and the four officers are due to commence in post in quarter 3. Neighbourhood intelligence profiles will be scoped and developed over quarter 3, once all officers are in post, to help define and design how the hubs should operate.</p> <p>The One Front Door approach will further enhance the support available through the hub network by ensuring a clear pathway to services and advice as part of a cohesive offer. Following the initial development work completed by the South Ribble Partnership, the One Front Door service will be formally launched by the Community Involvement Team in quarter three.</p>	
<p>Deliver a mental health support programme for young people:</p> <p>Building on the recommendations of young people who took part in the MH2K project.</p>	<p>NOT YET STARTED</p>
<p>The council is making it a priority to support mental health, particularly in young people. The previous work undertaken through MH2K has provided rich source of evidence and youth led recommendations that the council will now apply through the way that services are designed and delivered.</p> <p>This project is at scoping stage to define a brief and develop the process for commissioning a provider with expertise in mental health to work with young people to develop and launch a support package whilst people are either waiting for formal mental health provision or are unable to access any provision. Options currently being explored include working with local providers to offer mental health coaching for young people as part of a sustainable peer support model.</p> <p>The scoping should be complete by March 2021 and project to launch September 2021.</p>	

<p>Establish a youth council:</p> <p>By working with schools to promote democracy and design a model that works for young people.</p>	<p>NOT YET STARTED</p>
<p>This project will be to establish within schools over the academic year 2020-2021 an education package that is linked to the national curriculum which will enable schools to develop</p> <ul style="list-style-type: none"> • Debate clubs • Mock council meetings <p>The delivery plan is currently being scoped and will be completed once the officer which has been recruited to support this project is in post after 23rd October 2020.</p>	

16. Of the seven performance measures reported under this outcome, five are not due to be reported this quarter and the remaining two indicators require to be baselined, these are:

- ▶ The number of residents benefitting from opportunities created by the communities team
- ▶ Number of people who have successfully completed basic digital skills training



A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE

A COUNCIL THAT:

Increases access to training and jobs

Grows and supports sustainable businesses

Invests in improving the borough

17. Of the three projects within this priority, one is green and on track, two are in the process of being scoped and developed to commence quarter three.

<p>Implement the community wealth building action plan:</p> <p>To retain wealth and grow the local economy. The project will focus on year one actions to start the movement in South Ribble, including a progressive procurement framework and social value policies</p>	<p>NOT YET STARTED</p>
<p>This project is subject to scoping and finalisation of the action plan to take forward the strategy. Over the last quarter it has been presented to the South Ribble Partnership, who will be having further workshops on social value procurement and social responsibility charter in November.</p> <p>The action plan will be developed over the next quarter and be reported to Cabinet in November where further details on implementation will be agreed.</p>	
<p>Establish a business support programme:</p> <p>To meet the longer term needs of businesses as they recover from</p>	<p>NOT YET STARTED</p>
<p>Supporting businesses to be sustainable is a key challenge, particularly with the impact of Covid. The project is being scoped to understand what the needs of businesses are and how they can best be supported through grant provision supporting existing packages that have been provided by the government as part of covid-19.</p> <p>Engagement with businesses is aimed to take place by the end of quarter three and a report to Council in March 2021.</p>	

Deliver year 1 of the Town Deal:	GREEN
Including the bid to central government and preparatory works.	
<p>The Town Deal proposal sets out a range of activities that support investment within the borough impacting on skills and businesses. Progress throughout quarter two has been positive. Consultants Steer and WYG were appointed to complete the Ministry of Housing, Communities and Local Government (MHCLG) readiness questionnaire and supported the Council with the development of the Town Investment Plan (TIP).</p> <p>A draft TIP has now been completed and will be submitted to the Leyland Town Board to refine and finalise in October 2020.</p> <p>The Town Investment Plan will include:</p> <ul style="list-style-type: none"> • Create a new ‘heart’ of Leyland with a distinct Town Centre offer for residents and visitors with new and diverse commercial and residential space. • Deliver skills infrastructure, enterprise infrastructure and urban regeneration that will provide new public spaces that support business start-up, skills and accessibility to training space and equipment and improve the local arts and culture offer. • Create improved sustainable connectivity to reduce carbon emissions locally. <p>Following the approval of the TIP, the next stage of the Town deal project will be to start on the design work and complete a comprehensive business plan.</p>	

Key Performance Indicators

18. Of the four performance measures reported under this priority, two measures are due to be reported this quarter and both are rated green.

Key Performance Indicator	Baseline / Target	Quarter 1 2020/21	Quarter 2 2020/21	Direction	Status
Overall employment rate greater than north west average	74.9%	87.4	84.8	↓	GREEN
Commentary	South Ribble’s overall employment rate is above the current mean for all north west local authorities. Performance is lower than quarter one however the borough continues to perform well on employment with the 3rd highest employment rate across the region.				

Key Performance Indicator	Baseline / Target	Quarter 1 2020/21	Quarter 2 2020/21	Direction	Status
% 16 -17 year olds not in education or training (NEET)	3.5%	3%	-	↓	GREEN
Commentary	The most recently available data for this measure relates to quarter one and indicates positive performance with the percentage of 16-17 year olds not in education or training (NEET) to be lower than the target, 3% compared to a 3.5% target based on previous performance. The trend is positive with performance going in the right direction.				



GOOD HOMES GREEN SPACES HEALTHY PLACES

A BOROUGH WITH:

A choice of decent, affordable housing

Commitment to protecting the local environment

A choice of quality recreational activities

19. Of the four projects within this priority, three are green and on-track, one has not yet started and is currently being scoped to commence later in the year.

<p>Bring Worden Hall back into use:</p> <p>By delivering phase 1 including planning permission, procurement and contract award</p>	<p>GREEN</p>
<p>An update has been provided to Scrutiny Committee on 22nd October which sets out the progress to date and forward plan in delivering phase one and ensuring that the project delivers quality recreational spaces. Within the quarter a significant amount of pre application based preparatory works have taken place including site and conditions surveys, environmental and ecology surveys and initial architectural, structural and landscape designs.</p> <p>The development of the planning application is running to programme, with Planning/Listed building consent due to be submitted to Planning in December with the application going to Planning committee in early 2021.</p>	
<p>Deliver a project to support the green agenda:</p> <p>To support the council's commitment to carbon neutral</p>	<p>NOT YET STARTED</p>
<p>The council has a number of strategies and action plans that articulate its commitment to protecting the environment with a range of initiatives underway.</p> <p>The council is actively working on an extensive programme of activity to support the green agenda. This project will focus specifically on a number of tangible actions and initiatives to be delivered over the next 12 months, taken from the wider programme</p>	
<p>Deliver a leisure improvement project:</p> <p>Refurbishing existing sites and enhancing facilities</p>	<p>GREEN</p>
<p>In October 2020, the cabinet considered a report to adopt the new South Ribble Leisure Facilities Strategy. The report outlined the proposals for investing in the current leisure centre stock in line with the Leisure strategy options.</p> <p>The Project will deliver the activities identified in the investment plan for the existing leisure centres and will deliver the programmed work identified For a Football Hub at Bamber Bridge leisure Centre. This Hub will also include a Cycling Hub as part of the Councils Bike-ability scheme.</p> <p>The first of the activities have already been planned and prepared within quarter two and is due to commence in October with resurfacing of the sports hall floor at Penwortham Leisure Centre.</p>	

<p>Commence building of affordable homes within the borough:</p> <p>Including the McKenzie Arms site and work to bring forward an Extra Care scheme</p>	<p>GREEN</p>
<p>Good progress has been made by the council in commencing build of quality and affordable home. Several sites and development projects have been taken forward.</p> <ul style="list-style-type: none"> McKenzie Arms - Full planning permission was granted at the Council's Planning Committee on 27th August for the development of 15 new affordable rented homes and approval sought at Cabinet to take the project forward to the next stage. Next steps will include to undertake site preparatory work and to explore potential affordable housing grant funding now that a new funding programme has been announced. Extra Care - Following a review of potential sites, a report was considered at Cabinet on 16th September to recommend a preferred site to deliver the Council's first purpose built extra care scheme. Approval has been sought to take the preferred site forward in procuring a consultant team to undertake a feasibility study and prepare a business case for the scheme. 	

Key Performance Indicators

20. Of the eight performance measures reported under this outcome, three performance measures are due to be reported this quarter with one rated green and two rated amber:

Key Performance Indicator	Baseline /Target	Comparable Period	Quarter 2 2020/21	Direction	Status
Number of affordable homes delivered (bi-annual)	80	81 (Q4:2020/21)	12	↓	AMBER
Commentary	<p>Lockdown and safety restrictions imposed in March 2020 to tackle Covid-19 resulted in a number of construction sites closing and paused until it was safe to reopen. In addition, covid measures have impacted the wider housing market and the sale of new homes Countrywide. This may impact the measure over the reporting period but is outside the council's control.</p> <p>However, the council's own building programme for the McKenzie Arms and Extra Care scheme will positively contribute to raising the numbers of affordable homes however it may not reach the full target within the expected timeframe.</p>				

Key Performance Indicator	Baseline /Target	Comparable Period	Quarter 2 2020/21	Direction	Status
27,500 Trees will be planted in the borough this year	27,000	459 (Q1:2020/21)	3,059 (running total)	↑	GREEN
Commentary	<p>Within quarter two a further 2,600 have been planted at Shruggs Wood and confidence in meeting this year's target is positive as a further 16,000 trees have been ordered.</p>				

Key Performance Indicator	Baseline / Target	Comparable Period	Quarter 2 2020/21	Direction	Status
The number of people who are prevented from becoming homeless is increased	341 (2018/19)	69 (Q1:2020/21)	90	↑	AMBER
Commentary	<p>National measures to protect people from homelessness are still in place which has an impact on those who would be categorised as prevented under normal conditions. Notice periods are still under the 6 month suspension and so people who may have presented under normal circumstances have not come forward.</p> <p>Where someone does present as homeless or at risk, the council continues to fulfil its duty and works with agencies to support and prevent individuals and households from becoming homeless.</p>				

CONSULTATION CARRIED OUT AND OUTCOME OF CONSULTATION

21. N/A

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

22. N/A

AIR QUALITY IMPLICATIONS

23. N/A

RISK MANAGEMENT

24. Risk registers are being completed for each project which will inform the wider risk assessment on an ongoing basis for the corporate strategy.

EQUALITY AND DIVERSITY IMPACT

25. Equality and Diversity is embedded within the corporate strategy and how the council acts. An equality impact assessment was undertaken as part of the corporate plan refresh and each individual project will have its own equality impact assessment which are being revised and reassessed during quarter three.

COMMENTS OF THE STATUTORY FINANCE OFFICER

26. Projects underway have been allocated revenue and capital budgets. Any new projects that require additional funding will be brought to the necessary committees for budget approval.

COMMENTS OF THE MONITORING OFFICER

27. There are no direct legal implications arising from this report. The report is for information purposes. Obviously, it is important that members and the general public should know how we are performing in respect of our priority projects and against key performance indicators.

BACKGROUND DOCUMENTS

- ▶ Corporate Plan, approved September 30th, 2020

APPENDICES

- ▶ Appendix 1 for Quarter 2 July - Sep) Performance Monitoring Report 2020-21

Gary Hall
Interim Chief Executive

Report Author:	Telephone:	Date:
Howard Anthony, Michael Johnson (South Ribble Partnership Manager, Graduate Performance & Projects Officer)	01772 625546	19/10/2020

Appendix 1

Performance Data

Quarter 2 2020-21

Appendix 1

Key Information

This report forms part of the appendices of the “Performance Monitoring Report” update to the Scrutiny Budget and Performance Panel, and Cabinet on the progress at the end of quarter two (July - September 2020) of the Corporate Strategy approved 30th September 2020.

The corporate strategy priorities, are:

- An exemplary council;
- Thriving communities;
- A fair local economy that works for everyone;
- Good homes, green spaces, healthy places.



Within each section is a summary of all activities and their performance status at the end of Quarter 1.

Performance Key

A red, amber, green rating system is used to indicate status whereby:

RED	Off track
AMBER	Forecast delays or concerns, an early warning of issues
GREEN	On track and progressing as planning

Performance Indicators Direction

	Amber arrows indicate the direction is negative and heading away from the target or is lower than its previous reporting period.
	Green arrows indicate the direction is positive and improving or heading towards target.

Appendix 1



AN EXEMPLARY COUNCIL

A COUNCIL THAT:

Delivers high performing services that represent value for money

Understand the community and work with partners to make things better

Is open and transparent in its activities

Our Key Performance Indicators:

Key Performance Indicator	Target	Comparable Period	Quarter 2 2020/21	Direction	Status
At least 40% of service requests will be received via self-service channels	40%	37% (Q1:2020/21)	32%	↓	GREEN

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Deliver the Annual Governance Statement Action Plan	GREEN
Transform the way the council operates	GREEN
Deliver year one of the joint digital strategy	NOT YET STARTED
Work with partners to design and deliver better public service:	GREEN

Appendix 1



THRIVING COMMUNITIES

A PLACE WHERE:

Residents have positive mental health

People get involved and have a sense of belonging

Communities can access services and support when they need them

Our Key Performance Indicators

None are reported this quarter

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Establish South Ribble Together Hubs	GREEN
Deliver a mental health support programme for young people	NOT YET STARTED
Establish a youth council	NOT YET STARTED

Appendix 1



A FAIR LOCAL ECONOMY THAT WORKS FOR EVERYONE

A COUNCIL THAT:

Increases access to training
and jobs

Grows and supports
sustainable businesses

Invests in improving the
borough

Our Key Performance Indicators

Key Performance Indicator	Baseline / Target	Quarter 1 2020/21	Quarter 2 2020/21	Direction	Status
Overall employment rate greater than north west average	74.9%	87.4	84.8	↓	GREEN
% 16 -17 year olds not in education or training (NEET)	3.5%	3%	-	↓	GREEN

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Implement the community wealth building action plan	NOT YET STARTED
Establish a business support programme	NOT YET STARTED
Deliver year 1 of the Town Deal	GREEN

Appendix 1



GOOD HOMES GREEN SPACES HEALTHY PLACES

A BOROUGH WITH:

A choice of decent, affordable housing

Commitment to protecting the local environment

A choice of quality recreational activities

Our Key Performance Indicators

Key Performance Indicator	Baseline /Target	Comparable Period	Quarter 2 2020/21	Direction	Status
Number of affordable homes delivered (bi-annual)	80 (Target)	81 (Q4:2020/21)	12	↓	AMBER
27,500 Trees will be planted in the borough this year	27,000 (Target)	459 (Q1:2020/21)	3,059 (running total)	↑	GREEN
The number of people who are prevented from becoming homeless is increased	341 (2018/19)	69 (Q1:2020/21)	90	↑	AMBER

Quarter 2 Project Status

Projects	2020-21 Quarter 2 July - Sep
Bring Worden Hall back into use	GREEN
Deliver a project to support the green agenda	NOT YET STARTED
Deliver a leisure improvement project	GREEN
Commence building of affordable homes within the borough	GREEN

REPORT TO	DATE
Cabinet	14/10/2020



TITLE	PORTFOLIO	REPORT OF
Corporate Performance Framework Review	Councillor Paul Foster	Victoria Willet

Is this report a key decision? (i.e. more than £100,000 or a significant impact on more than 2 Borough wards)	Yes / No
Is this report confidential? <i>If Yes, insert details of the relevant exclusion paragraph(s). These are listed in the Constitution Part 4, page 25 (Access to Information Procedure Rules)</i>	Yes / No

PURPOSE OF THE REPORT

1. To present the revised Corporate Performance Framework to Cabinet for approval.

RECOMMENDATIONS

2. It is recommended that Cabinet approve the Corporate Performance Framework as a shared policy document.

REASONS FOR THE DECISION

3. To ensure that we have up-to-date and robust approach to performance management that can consistently and effectively respond to the needs of each authority across shared services. Effective performance management is vital for improving outcomes for our communities as it provides a key mechanism for continuous service improvement and excellence.

EXECUTIVE SUMMARY

4. This report outlines the results of the Corporate Performance Framework review. This includes an overview of the revised performance management policy as well as the proposed approach to its implementation.

CORPORATE OUTCOMES

5. The report relates to the following corporate outcomes:

Excellence, Investment and Financial Sustainability	X
Health, Wellbeing and Leisure	
Place, Homes and Environment	

Projects relating to People in the Corporate Plan:

Our People and Communities	
----------------------------	--

BACKGROUND TO THE REPORT

6. The purpose of a performance framework is to provide staff with a straightforward guide on how we manage performance and the processes involved.
7. In July 2020, a review was launched to produce a shared performance framework as part of Phase 2 of shared services, seeking to harmonise policy across Chorley and South Ribble Borough Councils. The review also sought to ensure that our approach to performance management remains robust and consistent so that we can successfully monitor and improve services.
8. The review was led by the shared Transformation and Partnerships service who used their collective knowledge and expertise as a basis for developing a revised framework. Consultation was undertaken with senior leadership teams for both councils and a range of staff to gauge the usability of the policy, as well as highlight any issues or areas for improvement. This involved fourteen members of staff from across each organisation and in a range of services.
9. The revised shared Corporate Performance Framework is available at **Appendix A**.

Overview of the revised policy

10. To effectively manage performance across shared services, the revised policy sets out:
 - The planning process and how strategies and priorities are developed.
 - The measuring mechanisms used to capture progress.
 - How performance is reviewed and scrutinised.
 - How plans and strategies are revised to ensure they accurately respond to customer needs.
 - The roles and responsibilities of staff and committees within the performance process.

Key changes from the previous policy

11. The key changes from the previous policy, as well as the rationale for those changes, are outlined in the table below:

Change	Rationale
The framework is now structured around the 'Plan, Measure, Review, Revise' Model.	To provide a clear structure and better capture the measuring element of the performance process, which is critical to quantifying progress.
The formatting of the document has been altered, including the introduction of colour coding and diagrams.	To make the document user friendly and easy to navigate.
Language/terminology has been changed.	To harmonise the performance terminology across both authorities so that shared services can respond consistently and to performance needs.
Two guidance documents have been produced to provide more detail on data quality and business planning.	To provide additional information without over complicating the main framework.
Introduction of a performance data journey and corporate planning cycle.	To provide clarity for staff on how performance data is processed, where it goes and why.
The roles and responsibilities section has been expanded to include meetings and committees.	To provide more clarity for users on where performance information goes and how it is used.

Approach to implementation

12. In order to implement the framework across services, the following will be delivered:

- A full implementation plan will be developed to launch the new performance management framework for both councils.
- More detailed training will be provided for specific teams and officers with performance management responsibilities, including a leadership team briefing.
- Materials and resources will be developed, including digital learning with key examples so that staff can learn at their own pace.
- Regular working groups will provide ongoing support and access to the Performance and Partnerships team for advice and guidance
- Performance and Partnerships will be proactive in supporting managers and officers, offering regular briefings and catch ups.

13. An action plan will be formulated utilising the above to outline actions, action owners and timescales to ensure effective implementation.

ALTERNATIVE OPTIONS CONSIDERED

14. The alternative of not adopting the revised Corporate Performance Framework has been considered. This would maintain current inconsistencies and limit the effective management of performance for both Councils.

AIR QUALITY IMPLICATIONS

15. N/A

RISK MANAGEMENT IMPLICATIONS

16. N/A

EQUALITY & DIVERSITY IMPACT

17. N/A

COMMENTS OF THE STATUTORY FINANCE OFFICER

18. No comment.

COMMENTS OF THE MONITORING OFFICER

19. No comment.

BACKGROUND DOCUMENTS

20. N/A

APPENDICES TO THIS REPORT

Appendix A – Corporate Performance Framework

Victoria Willet

Shared Service Lead – Transformation and Partnerships

Report Author:	Telephone:	Date:
Jon-James Martin	01257 515151	24/09/2020

CORPORATE PERFORMANCE FRAMEWORK

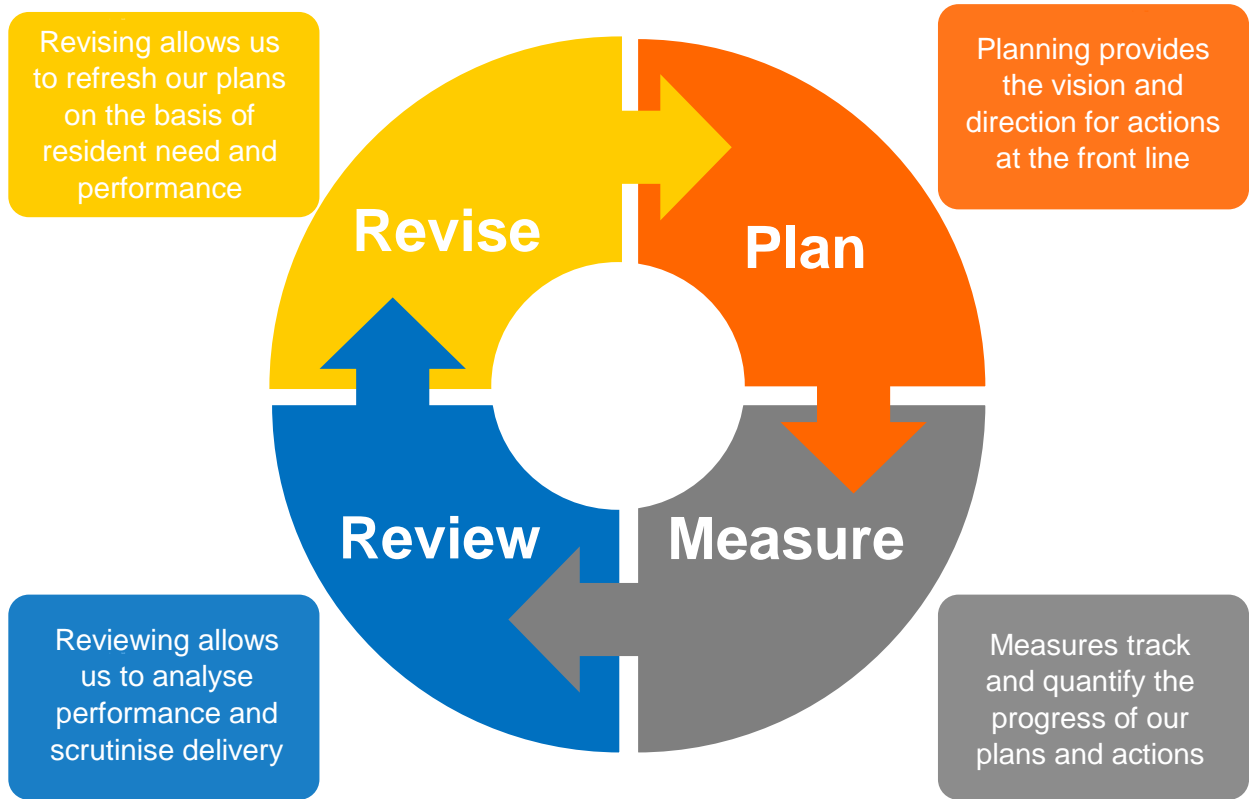
2020

Introduction

Purpose of the Framework

The Performance Management Framework sets out how we will improve outcomes for Chorley and South Ribble through a cycle of continuous planning, monitoring, scrutiny, learning and improvement. It exists to help officers, elected members, and partners to understand how we monitor performance and their role in achieving our priorities.

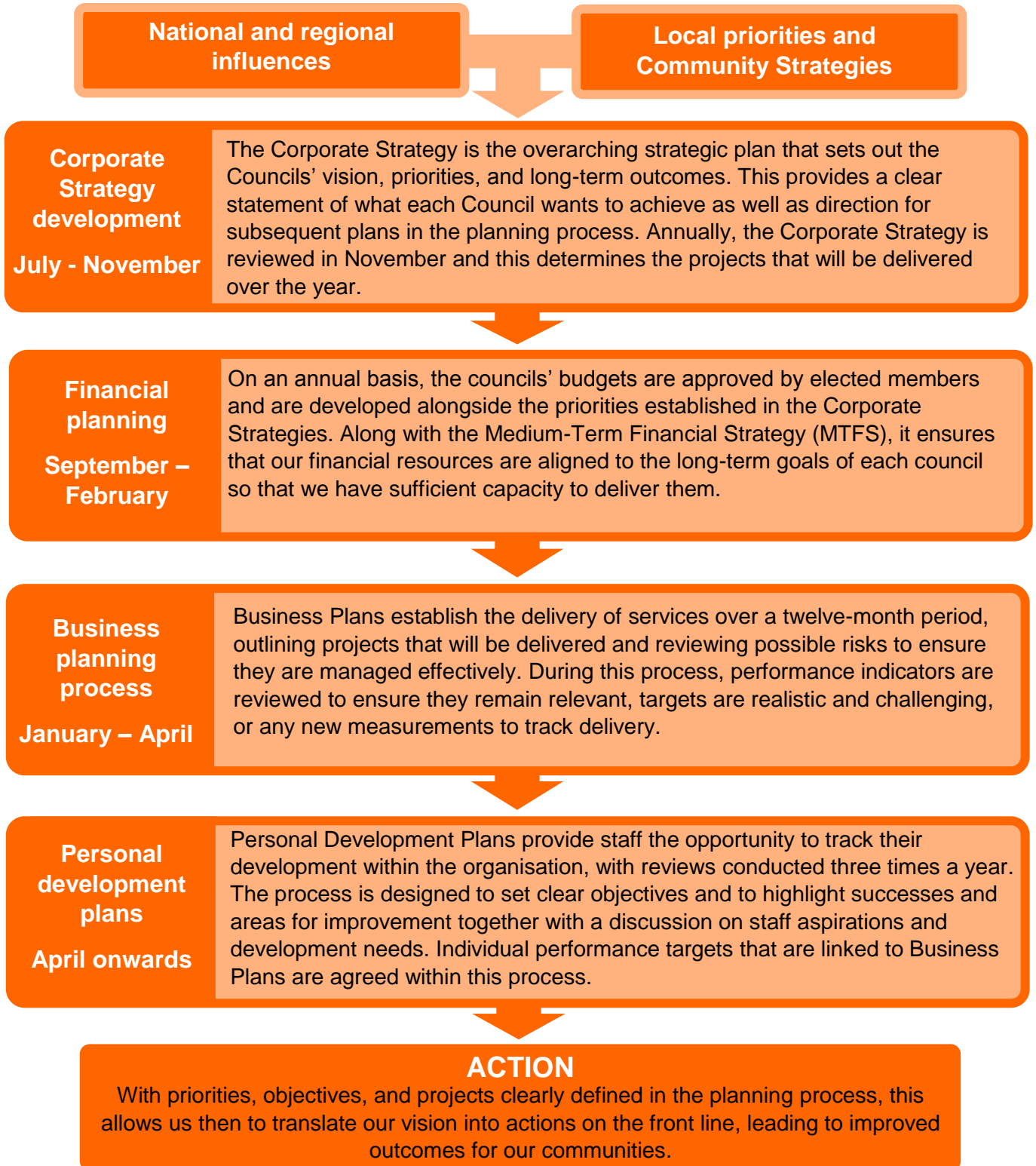
Corporate Planning and Delivery Cycle



Plan

Planning Process

The Corporate Strategy is the main overarching plan which sets out the vision and aspirations for each council. It is determined by national influences and local priorities. It informs how the Council uses its resources and is cascaded through the organisation so that everyone is working towards the same objectives. This is presented in the diagram below:



The business planning process is explained in more detail in the Business Planning Guide:

**SEE
BUSINESS
PLANNING
GUIDE HERE**

Measure

To monitor performance we use performance indicators, which are measures that are submitted on a monthly, quarterly, or annual basis and are reviewed every year. Outlined below are the key elements of measuring performance:



Local Indicators

These indicators give an indication of how the councils are performing at a service level. These are reviewed annually alongside the business plan refresh in quarter four to ensure the indicators and targets remain relevant.

Examples include:

- Number of missed bin collections.
- Number of business supported.
- Average days to process new benefit claims.

Corporate Indicators

These indicators are corporate level indicators, which track the progress of the Corporate Strategy, and include key outcome related measures. These are reviewed annually alongside the Corporate Strategy refresh during quarter two – three.

Examples include:

- Number of affordable homes delivered.
- Overall employment rate.
- Customer satisfaction.



Performance Management System

We use software to capture all performance data at both corporate and service level, which provides an essential tool to document, monitor, and analyse performance figures.

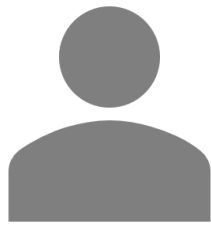
All indicators need written procedures in place, which are stored in the performance management system. These ensure data quality and enable business continuity by detailing a step by step guide to the indicator, how to calculate the data and where the evidence is stored. They should also document how the Responsible Officer checks and verifies the data.



It is vital that our performance information is accurate and robust. A separate guidance note on data quality is available to set out the standards and processes. This is available here:

[SEE DATA QUALITY GUIDE HERE](#)

Performance Data Journey



STEP ONE: ENTER DATA

Collection Officers enter data onto the performance management system.



STEP TWO: CHECK DATA

Performance figures are checked by Checking and Authorising Officers to ensure they are accurate, creating Action Plans when an indicator is off target.



STEP THREE: REPORT DATA

Data is used to create reports. These present performance information to senior management, elected members, and the public.



STEP FOUR: REVIEW DATA

Performance reports are reviewed by committees. This allows performance to be monitored and issues addressed.



STEP FIVE: IMPROVED OUTCOMES

Improved outcomes are secured as performance is effectively captured and monitored, ensuring the delivery of the Corporate Strategy.

Review and report

Throughout each year we continually review our performance. This means that we can track the progress of our plans and allows senior management, elected members, and the public to scrutinise performance.

Reporting by exception – we will focus on performance that is not as expected so that issues can be quickly identified and addressed.

Action plans – enable officers to provide the detailed reasons why performance is lower than anticipated and the corrective action that will be taken to get performance back on track so this can be documented and stored effectively to inform decision making.

Below highlights the main reporting products, including where they should go and how frequently:



Quarterly Performance Reports provide an update of our performance against the Corporate Strategy by outlining the progress of each corporate project and our performance indicators. The performance report is presented to elected members at Executive Cabinet/Cabinet.



Overview and Scrutiny- each council has a scrutiny subgroup to consider corporate performance. For Chorley this is the Scrutiny Performance Panel and for South Ribble it is the Overview and Scrutiny Budget and Performance Panel. Key products include:

- Corporate Performance Report – considered quarterly
- Business Plan Monitoring Statement – considered twice a year
- Scrutiny focus – at the request of the committee (typically quarterly for Chorley Council)

The role of the committee is to review, scrutinise and challenge performance in line with corporate priorities in order to promote open and transparent decision-making, democratic accountability and to promote continuous improvement, best practice and innovation within the Council's services.



Annual Report presents our key successes of the past year as well as challenges and priorities for the year ahead. This is published during quarter one and is presented to Council.



Programme Board meets every quarter to identify, mitigate, and escalate risks for the corporate strategy projects to ensure they are addressed at an operational level. This group is made up of senior management and they meet quarterly.



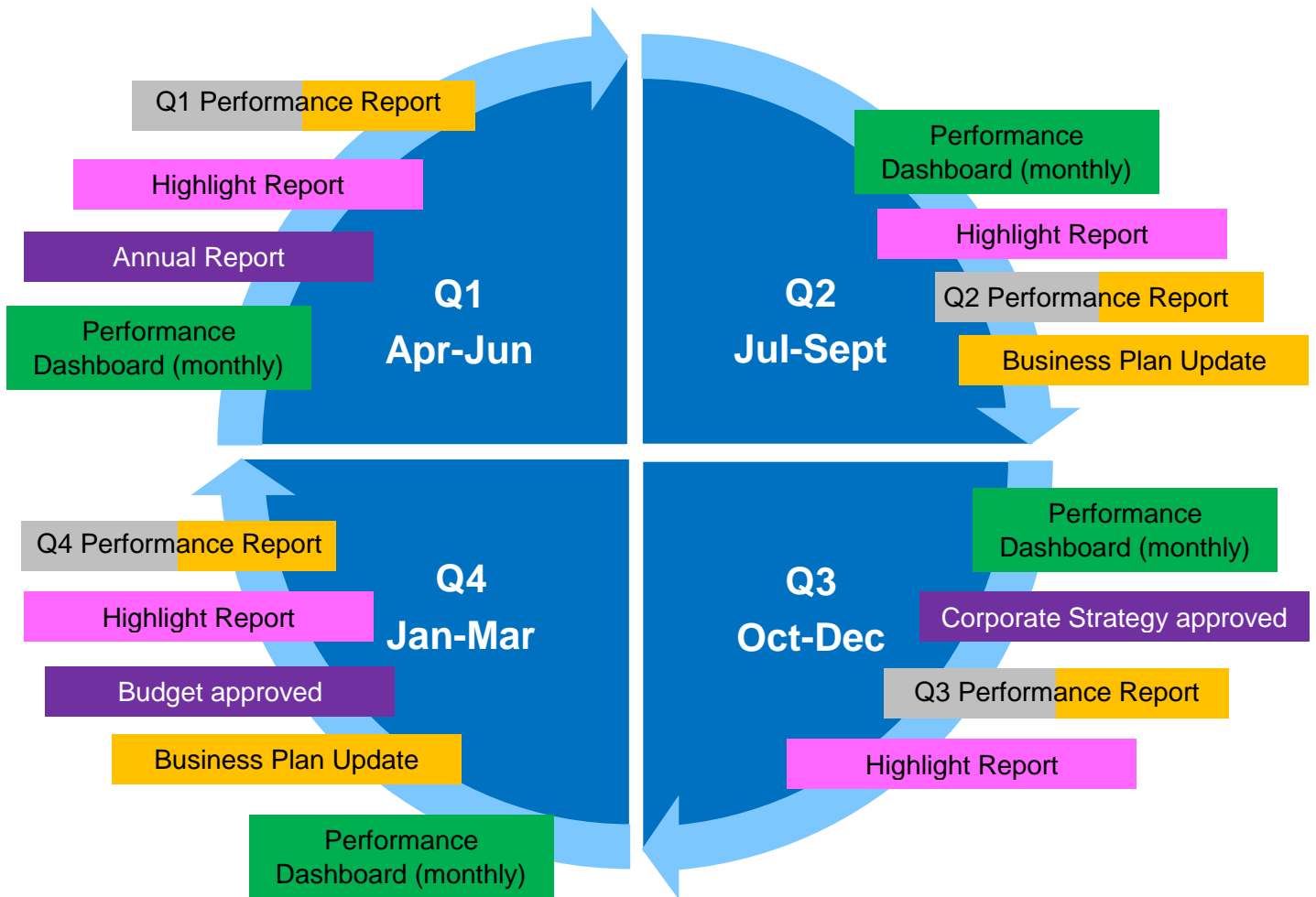
Corporate Health Dashboards give an indication on how the organisation is operating as a whole, focusing primarily on service level performance. The dashboard is presented to the Senior Leadership Team / Leadership Team monthly.

Performance and data checks to ensure data quality, as part of our internal audit processes the Transformation and Partnerships service will complete spot checks on a set number of indicators. This will ensure that any problems with definitions or calculation can be rectified at an early stage in the reporting cycle and senior managers, elected members and external stakeholders can be confident that the performance information is robust and reliable.

Corporate Reporting Schedule

Committees and Meetings:

- Senior Leadership Team / Leadership Team
- Programme Board
- Executive Cabinet / Cabinet
- Council
- Overview and Scrutiny Committee



Revise

To ensure that our plans and strategies remain relevant and reflective of the needs and aspirations of our communities we continually revise these using data and intelligence.



- Monitoring of performance indicator trends to amend targets. This is done annually as part of the business planning process in quarter four. For Corporate indicators, this is done as part of the refresh
- Benchmarking to compare how we are performing against our nearest neighbours and to feed into target setting.
- Financial performance to scope new transformation projects.
- Public priorities to inform our strategies.
- Resident and community feedback to inform project development.
- Staff feedback to review our Organisational Development Strategy.
- Exemption reports to amend project timescales and scope.

Once a review has taken place, the Lessons Learned can be used to improve our approach in the subsequent Corporate Strategy. Examples of this may include:

- Revising policies or strategies
- Amending the roles of individuals or teams
- Offering more options for support for delivering projects
- Amending how the budget is allocated
- Changing performance measures and targets
- Altering a project schedule or scope.



As well as revising our service plans, we also conduct service reviews as part of delivering continuous improvement. Service reviews can be light touch to consider a particular area of performance or more in-depth to look at a whole service including staffing, systems, and processes.



Typical elements of a service review:

- Desk based review of relevant data and information, for example, performance, budgets, staffing structures.
- Staff engagement and discussion to understand issues and opportunities.
- Benchmarking, research, and analysis to compare approaches and ascertain best practice.
- A summary of findings, conclusions, and recommendations.

Roles and Responsibilities

To ensure that each element within the performance framework is delivered, our staff take on key roles and responsibilities. These include:

Committees and Meetings	Purpose
Senior Leadership Team / Leadership Team	Directors and service leads meeting twice a month to develop and oversee delivery and performance.
Programme Board	This group focuses on identifying, mitigating, and escalating risk as appropriate, monitoring the delivery of our Corporate Strategic projects and meeting quarterly. This is attended by both project officers and the leadership team who are the owners of programme board.
Overview and Scrutiny Committee	<p>Each council has an Overview and Scrutiny sub-group made up of elected members to focus on internal performance and budgets as a vital mechanism for accountability and improvement. Each quarter the committee will consider the quarterly performance report to review corporate performance. In addition to this, the second item that is considered will alternate per quarter between a performance focus report which looks at a directorate's performance enabling the scrutiny of the progress of directorate delivery and performance and the business plan monitoring statement as a more in-depth look at wider organisational delivery. In addition, the committee may choose to complete a 'deep-dive' into a particular service area.</p> <p>The role of the committee is to review, scrutinise and challenge performance in line with corporate priorities in order to promote open and transparent decision-making, democratic accountability and to promote continuous improvement, best practice and innovation within the Council's services.</p>
Cabinet / Executive Cabinet	Made up of elected members and is responsible for determining the strategic direction of each council, developing the strategic priorities outlined in Corporate Strategy. They also have a responsibility to track the Corporate Strategy's delivery, reviewing and responding to performance information.
Full Council	Main approval mechanism at the councils where elected members authorise the Corporate Strategy and budget on an annual basis.
Directorate Management Teams	Service managers meeting together to discuss performance and delivery within their directorate, agreeing necessary action to improve performance.

Performance management roles	Purpose
Collection Officers	Collect, retain, and enter data onto the performance systems and ensure Written Procedures are up-to-date.
Responsible Officers	Check and verify data on the performance systems, ensuring data quality and completing Action Plans when an indicator is below target.

Authorising Officers	Approve the data on the performance systems, providing a final check on indicators and authorising them for reporting. These are made up of senior management and directors.
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Services and teams	Purpose
Service Leads	Lead on the development of business plans, providing direction for their service. They are also responsible escalating and addressing risk as appropriate.
Managers	Oversee staff performance and undertake Personal Development Reviews. They also promote the importance of performance reporting within their teams.
Individual Officers	Responsible for their personal development and performance. They should also understand how their work contributes to the Corporate Strategies and seek support to improve performance and reduce risk.
Transformation and Partnerships	Responsible for reporting on performance, preparing and submitting reports committees and senior management. They also manage the performance management system.
Programme Management Office	Responsible for supporting the delivery of the Corporate Strategy projects. This includes support project officers and managers in project documentation and reports.