

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	<b>X</b>
Health, Wellbeing and Leisure	
Place, Homes and Environment	

Projects relating to People in the Corporate Plan:

Our People and Communities	
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## 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**

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