

Report of	Meeting	Date
Deputy Chief Executive	Executive Cabinet	15/10/2020

CORPORATE PERFORMANCE FRAMEWORK REVIEW

PURPOSE OF REPORT

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

RECOMMENDATION(S)

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

EXECUTIVE SUMMARY OF REPORT

3. 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.

Confidential report Please bold as appropriate	Yes	No
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Key Decision? Please bold as appropriate	Yes	No
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Reason Please bold as appropriate	1, a change in service provision that impacts upon the service revenue budget by £100,000 or more	2, a contract worth £100,000 or more
	3, a new or unprogrammed capital scheme of £100,000 or more	4, Significant impact in environmental, social or physical terms in two or more wards

REASONS FOR RECOMMENDATION(S)

(If the recommendations are accepted)

4. 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.

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

- 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.

CORPORATE PRIORITIES

- This report relates to the following Strategic Objectives:

Involving residents in improving their local area and equality of access for all		A strong local economy	
Clean, safe and healthy homes and communities		An ambitious council that does more to meet the needs of residents and the local area	X

BACKGROUND

- The purpose of a performance framework is to provide staff with a straightforward guide on how we manage performance and the processes involved.
- 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.
- 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.
- The revised shared Corporate Performance Framework is available at **Appendix A**.

OVERVIEW OF THE REVISED POLICY

- 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

- 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.

APPROUCH TO IMPLEMENTATION

13. 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.

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

IMPLICATIONS OF REPORT

15. This report has implications in the following areas and the relevant Directors' comments are included:

Finance		Customer Services	
Human Resources		Equality and Diversity	
Legal		Integrated Impact Assessment required?	
No significant implications in this area		Policy and Communications	X

16. The risks associated with not implementing the refreshed Corporate Performance Framework are that the current framework would remain in place which would maintain the current inconsistencies and limit the effective management of performance for both Councils which would impact on effective service delivery.

COMMENTS OF THE STATUTORY FINANCE OFFICER

17. No comment.

COMMENTS OF THE MONITORING OFFICER

18. No comment.

CHRIS SINNOTT
DEPUTY CHIEF EXECUTIVE

Report Author	Ext	Date
Jon-James Martin	***	30/09/2020