

CORPORATE PERFORMANCE FRAMEWORK

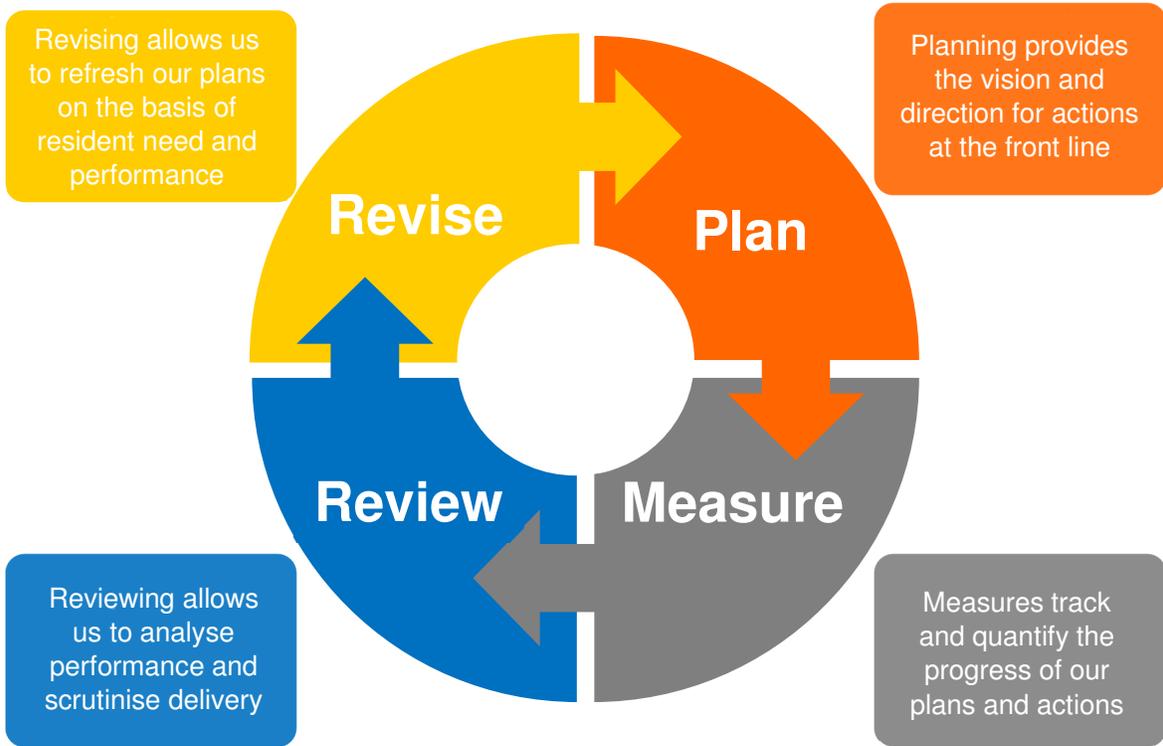
2020

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.

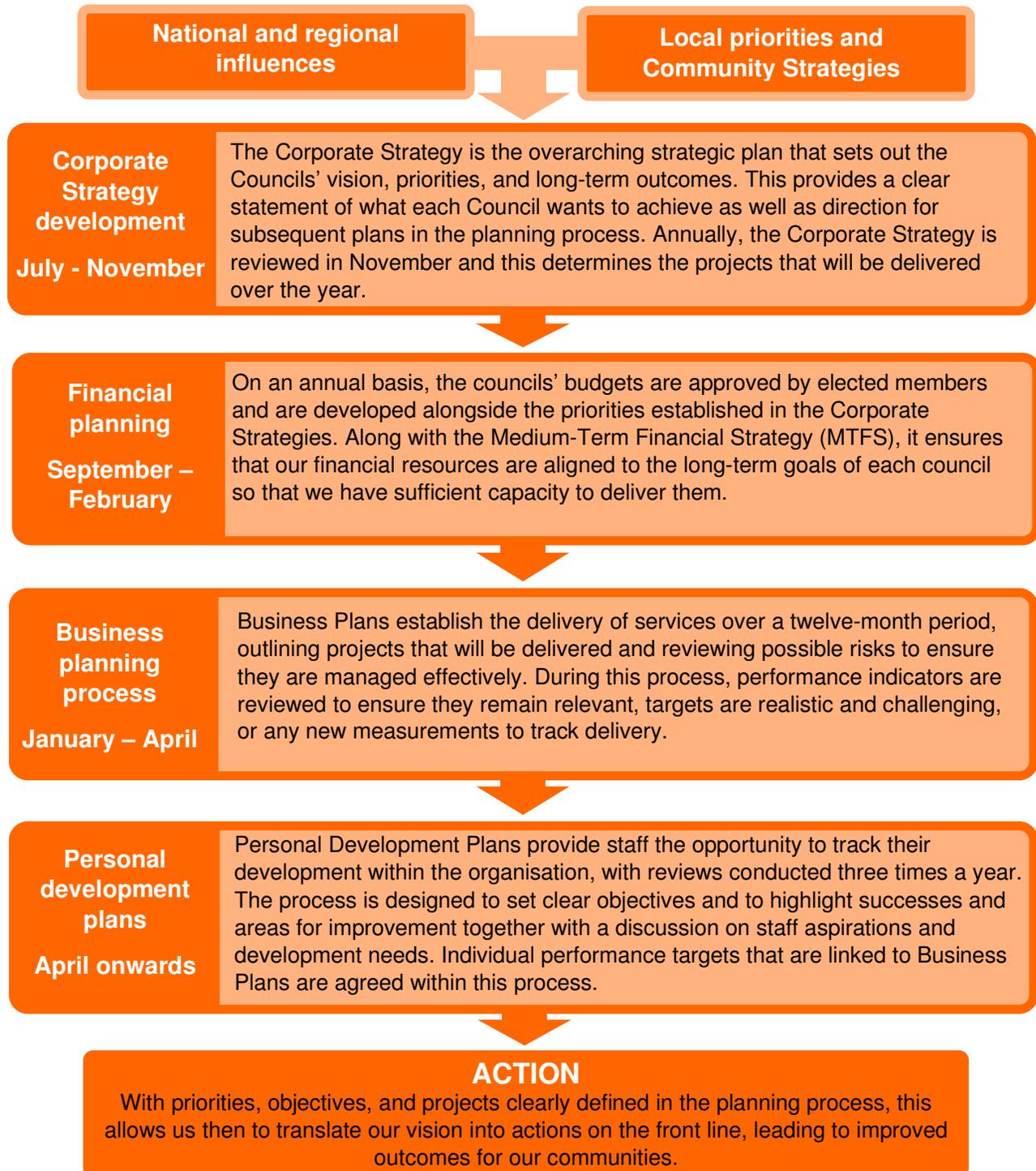
Corporate Planning and Delivery Cycle



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:

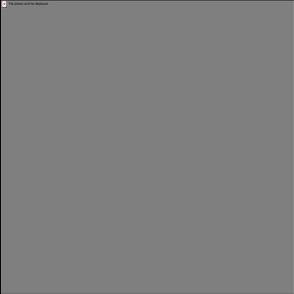


The business planning process is explained in more detail in the Business Planning Guide:

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.

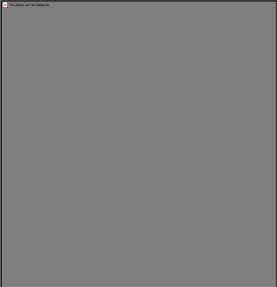
Corporate Indicators

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

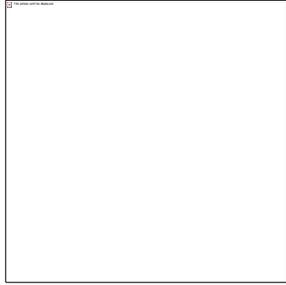
We use software to capture all performance data at both corporate and service level, which provides an essential tool to document, monitor, and analyse performance figures.

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:



Performance Data Journey



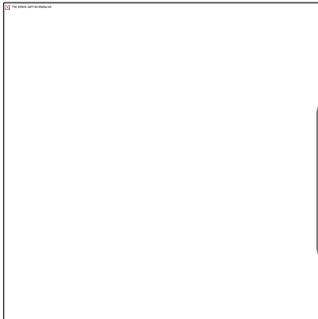
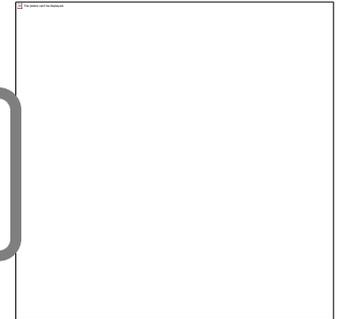
STEP ONE: ENTER DATA

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.



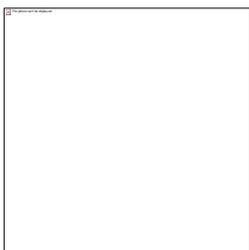
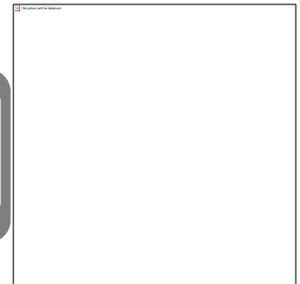
STEP THREE: REPORT DATA

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.



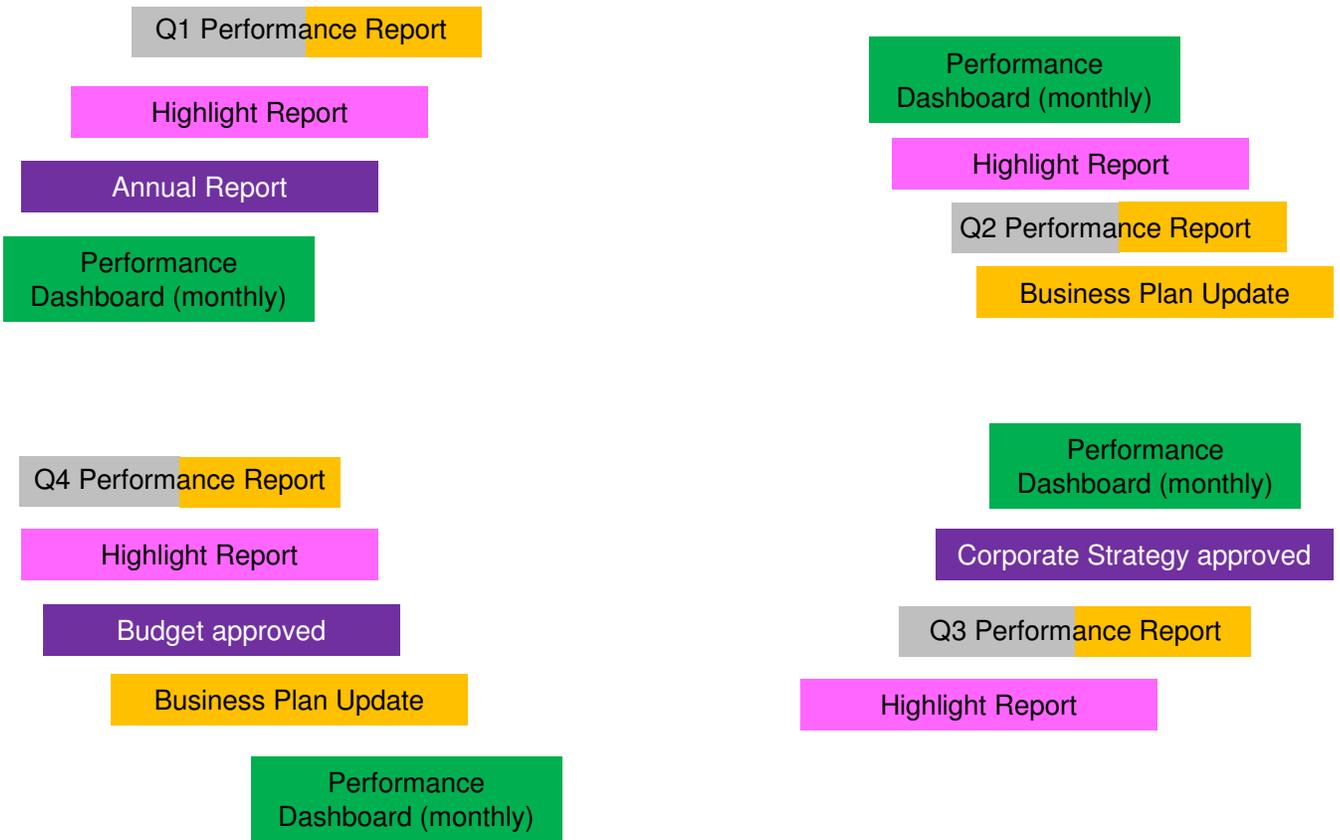
Corporate Health Dashboards give an indication on how the organisation is operating as a whole, focusing primarily on service level performance. The dashboard is presented to the Senior Leadership Team / Leadership Team monthly.

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

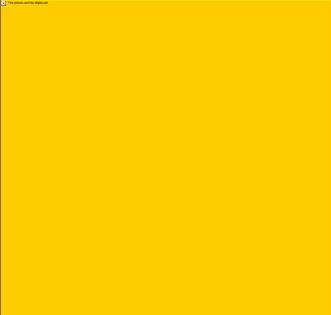
Committees and Meetings:

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

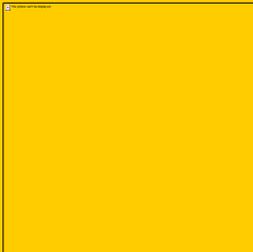


Revise

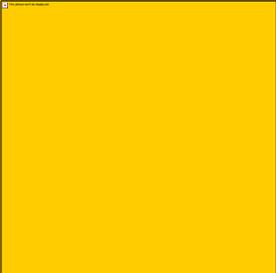
To ensure that our plans and strategies remain relevant and reflective of the needs and aspirations of our communities we continually revise these using data and intelligence.

- 
- 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.
-----------------------------	--

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.