



# **Charnwood Borough Council**

## **Corporate Performance Management Framework**

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## 1 Introduction

This document sets out the Corporate Performance Management Framework for Charnwood Borough Council. The document is intended for use by the Performance and Audit Team and highlights how performance is monitored throughout the organisation and how continual improvement is driven forward.

The framework provides a transparent and clear model for staff and auditors.

The main elements of the framework are identified below:

- Corporate Plan
- Charnwood Scorecard
- Service Delivery Plans
- Directorate Scorecards
- Quarterly Performance Review Meetings
- Performance Review Programme
- Use of Resources Assessment
- Direction of Travel Assessment

These are discussed in detail in section 4.

## 2 Background

Improving public services is at the top of the government agenda. The demand and the pace of improvement have increased dramatically in the last few years. Local authorities today are faced with an immense and complex range of challenges, including their new community leadership role, Comprehensive Performance Assessment and Local Area Agreements. These initiatives all rely on effective performance management and measurement for their success.

Effective performance management underpins the delivery of excellent local services. The Performance Management Framework is a framework of strategies, plans, policies, indicators and measures that enable our performance to be effectively and efficiently monitored in an open and transparent way.

Performance management is about:

- Achieving the goals of the organisation and the community
- Prioritising what gets done and making sure there are enough resources to do it
- Ensuring local authorities provide value for money
- Motivating and managing staff
- Providing satisfaction for users and communities

The Government White Paper 'Strong Leadership, Quality Public Services' introduced a revised national performance management framework for local government. The key building blocks of this framework are:

- A coherent set of national priorities

- Stretching targets for the achievement of national and local priorities
- The introduction of a comprehensive assessment regime

In the main measurement of performance is achieved by the use of Performance Indicators. These indicators are a mixture of those nationally prescribed as Best Value Performance Indicators and those developed locally. All indicators in the Corporate Plan are cascaded down to service delivery plans.

### **3 Role of the Performance Team**

The Performance Team work closely with Directorates to undertake the reviews outlined in the three year rolling Performance Review Plan. A copy of the plan can be found at **APPENDIX A**

The Performance Team also monitor performance through the TEN system and hold quarterly meetings with Directors to discuss and review performance. As part of this performance monitoring, problem areas are identified, action plans prepared and where necessary short reviews undertaken to maintain performance. This work also includes providing assistance in developing Directorate Scorecards.

In addition to monitoring performance, officers work with Directors to collate information to feed into the Corporate Direction of Travel assessments and Use of Resources assessments and to undertake efficiency reviews to identify savings. This helps to embed a culture of continual improvement.

It is also the responsibility of officers within the Performance Team to monitor recommendations from previous reviews to ensure they are being implemented within the agreed timescales.

Requests for reviews from SMT or Members are considered by the Head of Performance and Audit as there may be scope and flexibility within the framework to cover ad-hoc requests.

## **4 Charnwood Framework**

### **4.1 Corporate Plan**

The Council is united by the ambition to achieving the vision set out in the Corporate Plan and to be a truly excellent Council, meeting the needs of the Borough through the delivery of high level services established through effective project management and efficient use of the resources.

### **4.2 Charnwood Scorecard**

The Charnwood Scorecard is the management system that enables Charnwood to clarify its vision and strategy and translate them into action. It provides Charnwood with feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. The Scorecard draws our attention to both the results we are producing and the investment

### Corporate Performance Management Framework

necessary in the Council itself to continue to achieve the ambitious targets set out in the corporate plan.

The 2006/07 Scorecard is organised around the four perspectives. Under those four perspectives sixteen goals are set out which are the focus for the medium term and are pursued through the 2006/07 Directorate Service Delivery Plans. The sixteen goals are listed below:

<b>Leading in Quality Services</b>	
1	Develop top quality leisure and sports facilities and activities for local communities
2	Keep our streets and public places clean and safe with the Council maintaining and enforcing high standards of cleanliness throughout the borough
3	Improve the public's enjoyment of our green spaces and the promotion of green flag parks in the Charnwood
4	Become a sustainable Borough by minimising waste and increasing recycling
5	Improve our performance on housing repairs and rent collection and secure at least a 2 star rating for our Housing Service
6	Work with our tenants to develop an Arms Length Management Organisation (ALMO) which will deliver increased investment in Council owned housing and achieve the Decent Homes Standard for our tenants

<b>Leading in innovation</b>	
1	Harness new technology to improve the way we conduct our business, with widespread use of the intranet and automation of business processes by staff and members
2	Develop innovative ways of delivering services and information to the public.
3	Develop our staff through the Charnwood Academy programme for 'Learning in Leicestershire', and develop our middle managers so they may become the future leaders of local government.

<b>Leading in the community</b>	
1	Improve the public's satisfaction with their Council and promote a pride in Charnwood as a place to live, work and play 3
2	Improve customer satisfaction from the people who receive our services through thoroughly understanding their requirements and involving them in service improvement
3	Deliver shared outcomes for the community through business like arrangements with partners in county wide Local Area Agreements and the Charnwood Community Strategy Delivery Plan.
4	Promote community cohesion through a common vision and a sense of belonging for all our communities, the elimination of unlawful discrimination and the promotion of equal opportunities.
5	Deliver the vision for Charnwood in 2015 by making decisions now that will provide quality homes and places to work whilst conserving and enhancing the distinctive characteristics of our towns, villages and countryside.

Excellent council	
1	Become an 'Excellent Council' by continually improving the way we do business, setting challenging but realistic targets and effectively monitoring their performance
2	Deliver value for money on all Council services
3	Deliver key projects on time and within budget

### 4.3 Service Delivery Plans

The Service Delivery Plans (SDP) explain how Charnwood Borough Council will deliver the scorecard goals and other high level targets set out in the Corporate Plan and how the Council will modernise and reform itself to get better value for money in achieving them. The SDP tasks show who the accountability rests with as each target has a responsible owner attached to it. In broad terms the Plan demonstrates;

- How performance will be improved within the Council and the Directorates;
- How the Directorates will focus more closely on the needs of customers of its services;
- How the department's human and IT resources will be managed to achieve change, to include diversity and equality issues.

The plan centres on delivering key results and sets out how Directorates will deliver their target.

The Senior Management Team adopted eight organisational values, which will govern the behaviour of the team and staff within the Council. Articulating the values provides a framework for the collective leadership of the Council and will encourage behaviours amongst staff that will support the achievement of becoming an excellent Council.

The adopted values are:

- Customer Focussed
- Ambitious
- Diverse
- Accountable
- Develops Talent
- Innovative
- Adds Value
- Open

These are living values that will help shape the culture, the manner in which we do things and will be at the forefront of implementing the Service Delivery Plans.

### 4.4 Directorate Scorecards

The Directorate Scorecards are based around the perspectives and goals of the Charnwood Scorecard. Measurement against the goals is undertaken through

## **Corporate Performance Management Framework**

monitoring Best Value Performance Indicators, Local Indicators, Key Projects and measurable Service Standards.

The Directorate Scorecards are monitored at the quarterly performance meetings between the Performance Team and the relevant Director.

### **4.5 Quarterly Performance Review Meetings**

These meetings are held between the Directors and a member of the Performance Team. The aim of the meetings is to review performance relating to the Charnwood Scorecard, Best Value Performance Indicators (BVPI's), Local Indicators and Strategic and Operational Risks. The performance data for each quarter is analysed and explanations sought for variances against targets. From this, areas, which require closer inspection due to under or over performance, can be highlighted and addressed. If such areas are identified a review can be established to rectify the problem and assistance is provided in preparing action plans, which should result in improved performance.

The meetings are focussed around a commentary of performance for the quarter, delivery for the quarter against the scorecard targets and BVPI's. Progress made in managing the risks identified within the Service Delivery Plans is discussed and there is a forward look to the next quarter highlighting any issues which may affect performance. A quarterly performance report proforma can be found at **APPENDIX B**

### **4.6 Performance Review Programme**

The Performance Review Programme is a three year rolling programme which is reviewed annually at the beginning of the financial year.

The programme is compiled based on vulnerable areas for the Authority as identified from the Strategic Risk Register.

Reviews are undertaken in accordance with Best Value principles, in particular the 4 C's and recognise opportunities afforded by new ways of commissioning and procuring services electronically. The Best Value Principles are applied as follows:

- **challenge** why and how a service is being provided
- **compare** performance with others to see where improvements could be made
- **consult** local taxpayers, service users, partners and the wider business community in the setting of new performance targets
- **compete** wherever practicable, fairly and openly to provide the best services

#### **4.6.1 Establishing the Initial Three Year Programme**

The Performance Review Programme operates on a rolling three-year basis, in accordance with financial years and is approved by Cabinet on an annual basis.

The initial three year programme takes account off:

- **Charnwood Scorecard Goals** - These are priority areas for the Authority

- **Strategic Risk Register** - Issues which feature within the register approved by Cabinet
- **Directorate Service Delivery Plans** - Key areas highlighted within the SDPs (particularly new or sensitive activity)
- **Audit** - Where an audit has identified an area of significant concern which warrants further examination or an opportunity for improved efficiencies or savings
- **Key themes identified within the CPA process:**
  - Access and Customer Care (the User Experience)
  - Diversity
  - Value for Money
  - Partnerships
  - Procurement
- **Performance Indicators** - Where performance information highlights an area of significant concern or opportunity for improved efficiencies or savings
- **Area identified for review by SMT** – where concern about performance or assistance required in identifying improved efficiencies or savings.

As Cabinet has overall responsibility for Best Value reviews, the programme of performance reviews requires Cabinet approval.

#### **4.6.2 Monitoring of the Performance Review Programme**

Regular meetings with Directors are held by the Performance Team to review the programme, monitor progress with current reviews, and plan and allocate available resources.

The Performance & Audit Scrutiny Committee receives an annual status report of the Performance Review Programme. This summarises the current year's reviews and show for each one:

- The assessment of the risk and control environment planned and available resources
- Summary of current status (this will also identify any change control actions taken for individual reviews and the authorisation of these)
- Summary of key findings from reviews completed within the quarter any rescheduling required to the overall programme during the financial year

#### **4.6.3 Reviews**

All reviews are undertaken in line with Best Value principles. The areas of focus are around:

- Performance Improvement
- Value for Money
- Efficiency

This enables the Performance Team to target review activity in the areas of greatest need and to meet CPA expectations in respect of identifying areas for efficiency savings and demonstrating the delivery of value for money services.

Reviews are led by the Performance and Audit Team and do not necessarily require a Best Value Project Board or member involvement. The scope of the review is discussed with the relevant manager and Director at the start of the review (see **APPENDIX C** for scoping template). Results of the review are reported to the relevant Director and to members where of particular significance.

Where, there is still a need to undertake a large-scale review of a particular service, these reviews are undertaken by a team of officers including staff from the service under review. There is a project board for each review and there is likely to be member representation on these boards.

Once completed the review documentation and report are passed to the Head of Performance and Audit for comment and quality control. A copy of the review report template is located at **APPENDIX D**. A breakdown of the stages within the review process can be found at **APPENDIX G**.

#### **4.7 Use of Resources Assessment**

The use of resources assessment focuses on financial management but links to the strategic management of the authority. It looks at how financial management is integrated with strategy and corporate management, supports council priorities and delivers value for money. It is carried out annually, as part of each council's external audit.

#### **4.8 Direction of Travel Assessment**

The direction of travel assessments provide public assurance through a robust judgement on an annual basis about whether councils are complying with their duty of making arrangements to secure continuous improvement. The assessments are scored through use of one of four labels. This is an important part of the wider comprehensive performance assessment framework. In particular it will:

- Assess each council's track record of achievement of outcomes during the last year and assess the robustness and delivery of its improvement plan
- Help councils maintain momentum and focus in delivering improvement priorities.
- Signal further support / improvement work to be discussed
- Inform annual audit and inspection programmes to ensure they are targeted on the right areas; and
- Provide learning about good and poor practice to inform improvement planning

## 5 Appendices

### 5.1 Appendix A – Performance Review Programme 2006-2009

Review	Directorate	Criteria	2006-7	2007-8	2008-9
Effective Partnerships	Authority Wide	CPA theme Charnwood Scorecard Goal (LC 3,7)	✓		
Customer Involvement / Satisfaction	Authority Wide	CPA theme Strategic Risk – (High) (SR/14) Charnwood Scorecard Goal (LC 1, 2)		✓	

Review	Directorate	Criteria	2006-7	2007-8	2008-9
Corporate Procurement (continuation of review started in 2005-6)	Deputy CX	Continued from 2005/6 Strategic Risk – (High) (SR/7) CPA theme Charnwood Scorecard Goal (EC 10 (e))	✓		
ICS Procurement	Deputy CX	CPA theme			✓
Asset Management	Deputy CX	SDP			✓
<b>Performance Indicator Reviews</b>	<b>Deputy CX</b>		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	<b>Deputy CX</b>		✓	✓	✓

Review	Directorate	Criteria	2006-7	2007-8	2008-9
Performance Against Equality Standards	Change Management	Charnwood Scorecard Goal (EC 11) Requested by SMT	✓		
Human Resources Service Delivery	Change Management	Strategic Risk – (High) (SR/4) Charnwood Scorecard Goal (EC 11) Requested by SMT	✓		
Community Safety	Change Management	Strategic Risk – (High) (SR/12)		✓	
Climate Change Strategy	Change Management	Requested by SMT			✓
<b>Performance Indicator Reviews</b>	<b>Change Management</b>		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	<b>Change Management</b>		✓	✓	✓

Review	Directorate	Criteria	2006-7	2007-8	2008-9
licensing administration and enforcement (joint review)	Housing and Health	New/high profile area of activity	✓		

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Tackling Homelessness	Housing and Health	Strategic Risk – (Medium) (SR/10)		✓	
Food Safety and Noise	Housing and Health	SDP			✓
Adaptations	Housing and Health	SDP	✓		
ALMO review	Housing and Health	Charnwood Scorecard Goal (LQS 6)			✓
<b>Performance Indicator Reviews</b>	<b>Housing and Health</b>		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	<b>Housing and Health</b>		✓	✓	✓

Review	Directorate	Criteria	2006-7	2007-8	2008-9
Licensing administration and enforcement (joint review)	PACS	New/high profile area of activity – identified by SMT	✓		
Customer Contact	PACS	CPA theme		✓	
Revenue collection	PACS	SDP			✓
<b>Performance Indicator Reviews</b>	<b>PACS</b>		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	<b>PACS</b>		✓	✓	✓

Review	Directorate	Criteria	2006-7	2007-8	2008-9
Leisure Trust	Leisure and Env.	Charnwood Scorecard Goal (LQS 2, 3)		✓*	
Culture	Leisure and Env.	SDP Charnwood Scorecard Goal (LQS 5)	✓**		
Street Scene	Leisure and Env.	Strategic Risk – (Medium) (SR/21) Charnwood Scorecard Goal (LQS 2)		✓	
Refuse, recycling and cleansing contract	Leisure and Env.	Charnwood Scorecard Goal (LQS 4) Strategic Risk – (High) (SR/23) Area identified by SMT – Need to renew contract		✓	
Car parks	Leisure and Env.	SDP			✓
Town hall	Leisure and Env.	SDP			✓
<b>Performance Indicator Reviews</b>	<b>Leisure and Env.</b>		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	<b>Leisure and Env.</b>		✓	✓	✓

\* Best Value Review to be undertaken at the end of 06/07

\*\* end of 06/07

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Review	Directorate	Criteria	2006-7	2007-8	2008-9
Building Control	Development	SDP		✓	
Handling applications and management of appeals	Development	SDP			✓
<b>Performance Indicator Reviews</b>	Development		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	Development		✓	✓	✓

Review	Directorate	Criteria	2006-7	2007-8	2008-9
Managed workspace	Regeneration	SDP			✓
<b>Performance Indicator Reviews</b>	<b>Regeneration</b>		✓	✓	✓
<b>Efficiency Reviews (Gershon)</b>	<b>Regeneration</b>		✓	✓	✓

## 5.2 Appendix B –Quarterly Performance Report Template

PERFORMANCE REPORT  
DIRECTORATE:  
PERIOD:



### Commentary

Charnwood Scorecard:

Best Value Performance Indicators:

### Delivery

Charnwood Scorecard:

AIM	SCORE CARD GOAL	SCORECARD MEASURE	Q1 05/06	Q2 05/06	Q3 05/06	Q4 05/06	Value for Year	Target	R/A/G Status

Best Value Performance Indicators:

BVPI	NAME	Q1 05/06	Q2 05/06	Q3 05/06	Q4 05/06	Value for Year	Target	R/A/G Status

Local Indicators

BVPI	NAME	Q1 05/06	Q2 05/06	Q3 05/06	Q4 05/06	Value for Year	Target	R/A/G Status

### Forward Look

Highlight any reviews which need to be undertaken over the next quarter to improve performance

## 5.3 Appendix C – Review Scoping Document Template



**Review Title**

**Directorate**

**Type of Review (i.e VFM, Performance Improvement)**

**Reviewed by:.....**

**Review Objectives:**

**Review Scope:**

**Review Approach:**

**Review Resources:**

**Review Timescales:**

**Risk Management:**

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Countermeasures</b>

**Signed:**

---

## 5.4 Appendix D – Review Document Template



# Review of

.....

**Version:**

**Issue Date:**

**Status:**

**Prepared by:**

- 1. Introduction**
- 2. Background and Scope**
- 3. Objectives**
- 4. Executive Summary and Conclusions**
- 5. Analysis of current position**
- 6. Options for future service delivery**
- 7. Proposed way forward**
- 8. Improvement action plan**
- 9. Appendices**

## 5.5 Appendix E – Work Breakdown Structure

<b>WORK BREAKDOWN STRUCTURE</b>
---------------------------------

<b>REVIEW TITLE</b>	
<b>REVIEW SPONSOR</b>	
<b>REVIEW START DATE</b>	
<b>REVIEW END DATE</b>	

Line No.	Key Stage Desc	Start Date	Finish Date	Time Taken	Comment
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

**5.6 Appendix F – Working Sheet Template**

**WORKING SHEET**

<b>REVIEW TITLE</b>	
<b>REVIEW SPONSOR</b>	
<b>REVIEW START DATE</b>	
<b>REVIEW END DATE</b>	

Key Stage Desc	Start Date	Finish Date	Time Taken
<b>Details:</b>			

## 5.7 Appendix G – Review Stages

ACTIVITY	DETAILS
<p><b>SCOPING A REVIEW</b></p>	<p>Each performance review will require a scoping document to be prepared and agreed by the Head of Performance and Audit and relevant Director. This will require confirmation of the following:</p> <ul style="list-style-type: none"> <li>• Lead Director</li> <li>• Responsible Officer</li> <li>• Key Contacts</li> <li>• The high level objectives and agreed scope and approach</li> <li>• The resources available</li> <li>• The timescales</li> </ul>
<p><b>PLANNING A REVIEW</b></p>	<p>Each review will require a planning document to be completed and agreed by the Head of Performance and Audit. This will take the form of a Work Breakdown Structure (APPENDIX E)</p>
<p><b>UNDERTAKING A REVIEW</b></p>	<p>The following key stages will apply for all Reviews:</p> <ul style="list-style-type: none"> <li>• Confirm scope, terms of reference and target completion date</li> <li>• Undertake the review in accordance with the application of Best Value principles</li> <li>• Submit a report with draft recommendations and/or a draft outcome improvement plan (where applicable) to Head of Performance and Audit following initial consultation with relevant Director</li> <li>• Report submitted to Cabinet where policy / resource decisions are required</li> <li>• Report submitted to Scrutiny Committee for comment</li> <li>• Implement and monitor</li> </ul> <p>The Head of Performance and Audit will ensure that the reviews are planned and controlled in line with the scoping document as agreed between the Performance Team and the relevant Director.</p>
<p><b>SIGNING OFF A REVIEW</b></p>	<p>Once completed the reviews will be passed to the Head of Performance and Audit for comment and any post evaluation and / or post implementation reviews required will be identified at this stage. The following formal procedure for closing a review will apply:</p> <p>Consultation will take place with relevant managers on the draft findings and conclusions of a review, and the improvement actions required, before issuing of the draft report.</p> <p>The final report will be completed and submitted to the relevant Director for “signing off”.</p>