



Report to Our Council Transitional Committee 9th December 2021

Report of: Director of Policy, Performance and Communications

Subject: New Corporate Performance Framework

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The purpose of this report is to provide the Committee with an overview of the approach being taken to the development of a new Corporate Performance Framework (CPF) for the organisation and to seek the Committee's views and feedback on the proposed set of measures.

The new CPF is being developed according to the themes, objectives and actions set out in the One Year Plan. It will be organisation wide, encompassing all transitional committees, local area committees (LACs), leadership boards, Corporate Management Team and Portfolio Leadership Teams. It will therefore be one of the main means by which the organisation is held to account.

On this basis, an initial set of CPF measures has been developed. These are shown in the attached document. Some of the measures (highlighted in yellow) are still under development. The aim however has been to focus on key performance indicators linked to broader strategic outcomes, utilising existing mechanisms and data wherever possible. The overall set of measures will be subject to review and revision as the One Year Plan, Local Area Committee Plans and 3-5 year Corporate Plan, develop.

For each measure, work is being undertaken to ensure that:

- There is a high level of data quality both in the construction of the measure and the data that feeds it (i.e. timely, accurate, complete);
- Baseline, targets, trends and comparative information are used to determine what good looks like and to assess progress;
- Progress can be assessed at city-wide level and by individual Local Area Committee.

There will also need to be a two-way consideration of performance in relation to the LACs. The first will be to understand and discuss CPF performance by local area committee and to incorporate this information into individual LAC performance dashboards. The second will be to build LAC priorities into the dashboards, where these cover topics that are not already included in the CPF.

To supplement the CPF, more detailed, topic-specific reports will be produced, based on the One Year Plan. Topics include:

- Children's Improvement Plan
- Community Safety and anti-social behaviour
- Housing repairs and maintenance
- SEND
- Homelessness and rough sleeping
- Adult social care improvement plan
- School attendance and exclusions
- Landlord function
- Early years service
- Waste, fly-tipping, recycling and highways

The format of these reports is for individual service leads to determine but the main issues to be covered include: what good looks like and how we are performing in relation to that; how we compare with other local authorities/nationally; how performance varies across the city; and areas of good practice or risk.

Finally, underpinning the CPF is a set of 'routine' reporting designed to provide a more rounded, balanced scorecard view of organisational performance covering: finance; customer experience; workforce; and business processes (e.g. Information Governance, Risk and Complaints).

The Committee is being asked to identify if there are any:

- additional measures that it would want included in the Corporate Performance Framework
 - other topics or priorities that it would want included in the list of more detailed reports
 - specific organisational issues that it would want included in routine reporting
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Background Papers: Draft Corporate Performance Framework Measures
Category of Report: OPEN