



# Performance Management Framework



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# Introduction



## The Cambridgeshire County Council way

Cambridgeshire County Council is dedicated to providing its residents with the best services and support possible. This requires an effective performance management system and a strong performance management culture.

Performance management is a tool that allows us to measure whether we are on track to achieve our corporate priorities (see Appendix B) and service needs.

Public services in Cambridgeshire are facing a range of challenges. Performance management helps us make informed choices about how to respond. If we are off-track, we change our activities to improve service delivery, value for money, and the outcomes people experience.

Performance management is the centre of everything we do. It links and drives change programmes, projects and service delivery, and the risks we face.

Good performance management provides the council with the following benefits:

- Supporting our vision for a greener, fairer and more caring Cambridgeshire.
- Helping us to meet our corporate ambitions.
- Driving continuous improvement.
- Helping measure progress towards our objectives and desired outcomes.
- Promoting accountability and transparency.
- Instilling confidence across our organisation, service-users, and partners.
- Protecting and enhancing the reputation of the council.

Good performance management also helps the council manage risk. By closely observing our services, we can notice when risks arise and can monitor and manage risks and issues. This ensures we keep providing high-quality and effective services.

This framework can be used as a guide for officers and members developing and improving performance measures and reports. As performance comes in many forms, this framework is unable to mention all of them. For example, annual financial performance can be found [here](#).

### Auditing and reviewing the performance management framework

The Governance and Performance team will regularly review this framework, and through refinement and continual improvement, will ensure that it continues to meet the needs of Cambridgeshire County Council. The Governance and Performance team and the Strategy, Performance and Resources Committee will annually review and approve this framework and ensure it continues to be:

- Modern.
- Fit for purpose.
- Communicated effectively.
- Routinely complied with.
- And have previous recommendations implemented.



# The Cambridgeshire way

## Performance, risk management, and change programmes

### Our Vision

Performance management can often be reactive, using data collected months or years prior before changes are planned and improvements implemented. Cambridgeshire aims to move away from performance being restricted to hindsight. We will use data and insight to predict changes in performance and adapt our plans to prevent drops in our performance.

We understand that performance management cannot work in isolation. Our performance process has a holistic approach; it folds in project management, programmes of change, and risk management to better inform our decision-making.

In addition, Cambridgeshire has a clear performance process that links individual performance to strategic decision-making. We call this 'the golden thread' and it supports us to embed performance at the heart of everything we do.

We are invested in creating a culture that highlights good performance, sharing good

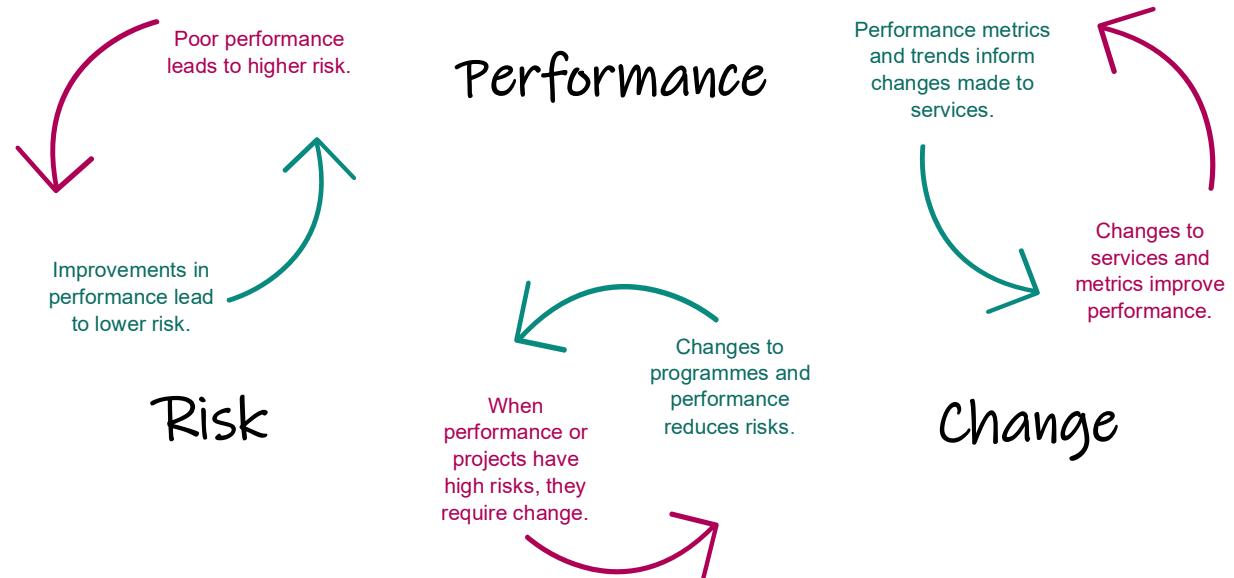
practice, and praising the work of our colleagues and teams.

### Looking to the future

We understand that performance, risk, and change are interlinked. We will use **balanced scorecards** to bridge this gap between risk, change and performance.

In addition to holding data from the previous quarter, we will use balanced scorecards to predict future performance and potential risks before they happen.

We will use the data and information they hold to ensure we have a mixture of **leading** and **lagging** indicators.



# The Cambridgeshire way



## Reporting performance

This will allow us to use formal change management methods or service improvement conventions to adapt services and budgets before data trends show falling performance.

### How we do it

Cambridgeshire has a clear performance management process. We use strategic key performance indicators (SKPIs) to track and report our performance against our corporate priorities and around the needs of our residents and service demands.

These performance metrics are tailored to each directorate and are held on **balanced scorecards**.

### What is a balanced scorecard?

A balanced scorecard is a performance management tool used to report and track the performance of the council's financial and service delivery. This is a new process that the Governance and Performance Team is supporting directorates to develop and implement.

### CCC Organisational Scorecard

Our Corporate Leadership Team (CLT) scrutinise the performance of the organisation monthly. Metrics for this performance is held on the **Organisational Scorecard**, which includes:

- Corporate KPIs: The summation of key performance indicators from corporate services and internal processes, such as workforce metrics and financial performance.
- SKPIs: Strategic key performance indicators (SKPIs) from each directorate, these provide a holistic view of each directorate and align with the council's strategic ambitions.

This is also reported to the Strategy, Resource and Performance Committee (SR&P) quarterly for democratic scrutiny.

The holistic nature of the scorecard also allows for a triangulation of insight to be shared across change delivery, financial management, and risk control of projects and services.

CLT and elected members use this scorecard to make recommendations and plan directorate and organisational-wide improvements based on the data and trends shown in the scorecard.



# The Cambridgeshire way



## Balanced scorecards

### Policy and Service Reports

Policy and Service Committees scrutinise the performance of SKPIs that are relevant to their committee's remit.

SKPIs held on **Directorate Scorecards** are compiled into quarterly performance reports which are sent to Policy and Service Committees for democratic scrutiny.

They use trends in data shown to offer recommendations and to hold officers to account.

### Directorate Scorecards

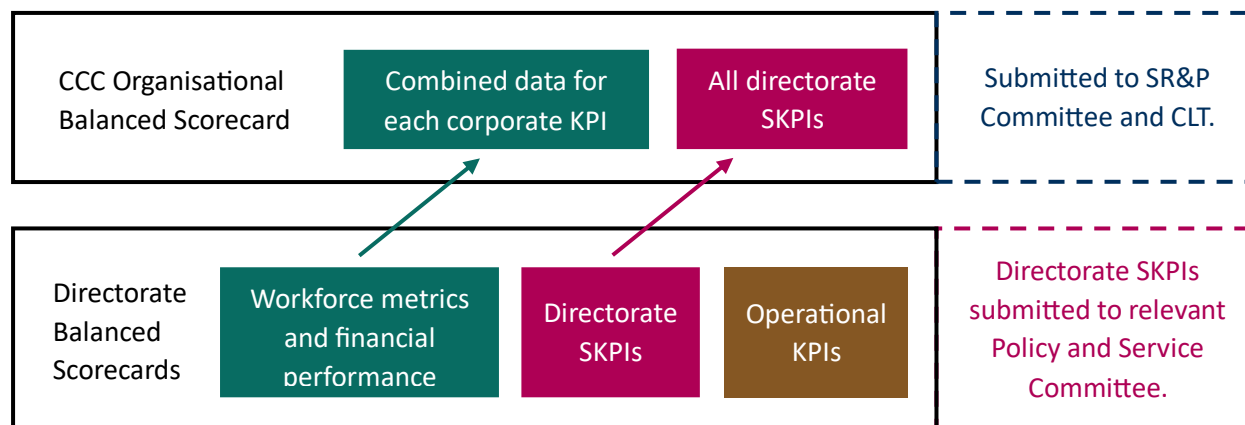
Each directorate in the council has a scorecard, which can be viewed by heads of service and management teams. These show a variety of indicators and data about each directorate and give managers the full picture of performance across their directorate. Indicators within these scorecards include:

- Corporate KPIs for their directorate.
- Strategic KPIs.
- Operational KPIs, which track the operational performance of services within the directorate.

Directorate scorecards are used by officers to report on overall performance so that officers can plan actions and create service-level changes to improve efficiency of our services and meet our residents' needs.

During the annual business planning cycle, directors and service managers will use information from the balanced scorecards to make decisions on what should be prioritised within the council and how funding should be decided.

More information on Policy and Service Committees and directorates can be found on page 12.



# Reporting performance

## Continuous Learning






Good performance management requires us to improve the performance metrics and carefully consider how we use the information they provide.

Cambridgeshire uses RAG ratings in our performance indicator reports. These are accessible and clearly highlight issues and successes within our performance.

We are cautious with how we use RAG ratings as measuring performance this way can sometimes hide nuances in performance. For example, green ratings can be used as an excuse not to provide proper scrutiny or improvement to a metric or service. RAG ratings can be useful, but targets should be regularly reviewed so that they reflect trends and benchmarked information.

Cambridgeshire does not just focus on improving our red-rated KPIs. We aim for continuous learning through the analysis of all our KPIs, including green and amber, to ensure that our services are up to a high standard and constantly evolving.

RAG Rating	Definition
 RED	Current performance is off target by more than 10%.
 AMBER	Current performance is off target by 10% or less.
 GREEN	Current performance is on or exceeding target.
Baseline	Indicates performance is currently being tracked in order to inform the target-setting process.
Contextual	These measures track key activities being undertaken, to present a rounded view of information relevant to the service area, without a performance target.
In Development	The measure has been agreed, but data collection and target setting are in development.

A focus on performance improvement requires the ability to make mistakes, acknowledge these and learn from them.

Performance improvement requires fostering trust and openness within the working culture of the organisation. People must be encouraged to give and receive feedback openly, to make and learn from mistakes, and to trust that they will not be blamed for 'poor' performance.

Training is a core part of Cambridgeshire's continuous improvement. The Governance and Performance Team provide training sessions for councillors and officers on performance management and how to develop effective KPIs.

We are aiming to embed continuous learning through having meetings with data holders and practitioners regularly, so that we can understand what is happening within service delivery and hold annual learning events with managers at directorate level.

# Reporting performance



## Improving performance

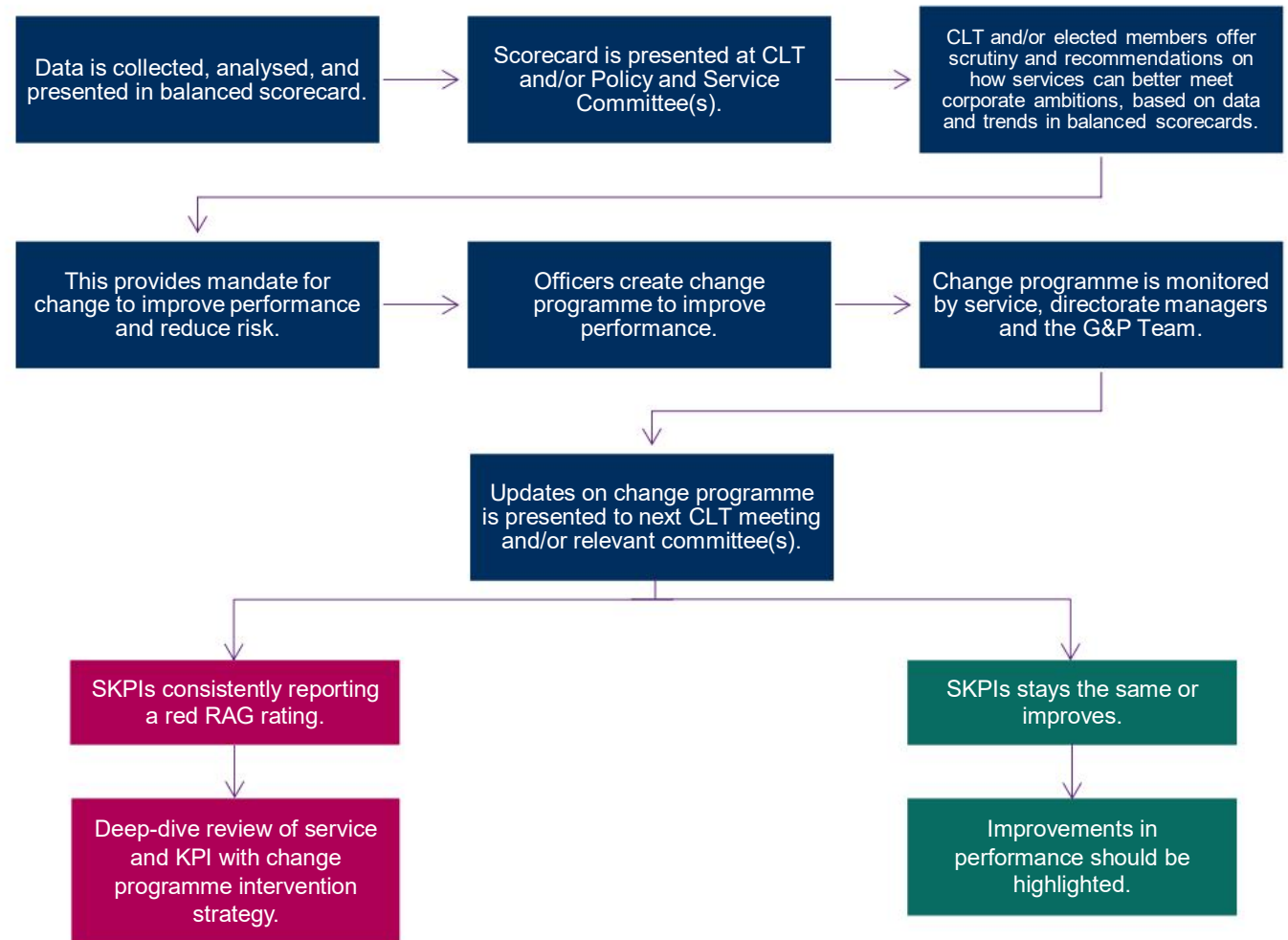
### Underperforming KPIs

KPIs and SKPIs that have a red RAG rating are considered 'underperforming'.

Red RAG ratings present risks. CCC has a clear process to improve the performance of red KPIs through change programmes.

This involves services making action plans which are reported to the Performance Team in the commentary box of the balanced scorecard.

For S/KPIs that are underperforming, refer to the CCC [Risk Management Toolkit](#).





# Reporting performance



## Targets and benchmarking

It is essential that data is not manipulated and provides true and fair reflections of what has been collected. We use available, clean, and transparent data to drive a balanced view on performance.

Regardless of whether we report certain data to committees, we collect as much data and information about our services and Cambridgeshire as we can. This helps us set standards, targets, and benchmark our work. It is also useful to keep this as historic data, should we decide to change how and what we report on in future.

### Benchmarking

Targets and benchmarking are useful to understand the standard of Cambridgeshire's performance. Each KPI that Cambridgeshire measures either has a target or provides contextual knowledge about a service or area. Benchmarking uses CIPFA comparison data (which compares counties to their closest statistical neighbour; this data is often found on external performance websites such as LG Inform), Office for Local Government (Oflog) metrics, government

guidelines, and data collected from internal reports.

Benchmarking encourages openness and transparency between local authority areas by learning from experiences and sharing best practice and solutions between organisations. This can be used to drive improvements in performance.

### Targets

There can be apprehension around setting targets when they can seem to remove nuance. For example, a green indicator might be above its target but steadily declining in performance. If not scrutinised properly through regular monitoring, this could be ignored until it dips below standard. Regardless of an indicators' RAG status, dips in performance should be monitored and proper processes put in place.

It may also be tempting to avoid setting targets when a service is not hitting targets to avoid red ratings. However, there can be good reasons that a service is not meeting its targets. For example, some services performance dipped during the

COVID-19 pandemic as more essential services were prioritised.

### Quantitative and qualitative data

To help with target-setting and understanding the context of the data we gather, it is important that KPIs include **quantitative** and **qualitative** data.

Quantitative data can clearly demonstrate trends, particularly when data is impacted by seasonal changes and other regular cycles. However, not all data we gather across our services can be easily explained and services can be unsure as to why quantitative data is showing the numbers and trends it is.

Qualitative data is needed to provide important commentary that may be missing. It can be used to explain confusing trends in quantitative data and give us better insight and understanding into how local and national issues affect the county.

# Reporting performance



## How we use data

Performance management is a continuous cycle. We take a comprehensive approach to performance, looking at our impact on society, our residents, our customers, and our people. We know that to achieve the best impact, we need the right leadership, strategy, planning, people, partnerships, resources, and processes.

Accurate and timely performance data at all levels is essential to our improvement journey.

This framework ensures:

- High standards of data quality.
- Information is gathered to track and report on performance and identify trends.
- Clarity in relation to roles and responsibilities.

The data we collect is held within services and by our insights team. You can find out more about how we collect and store data here:

<https://www.cambridgeshire.gov.uk/council/data-protection-and-foi/information-and-data-sharing/privacy-notice>

## Data processes

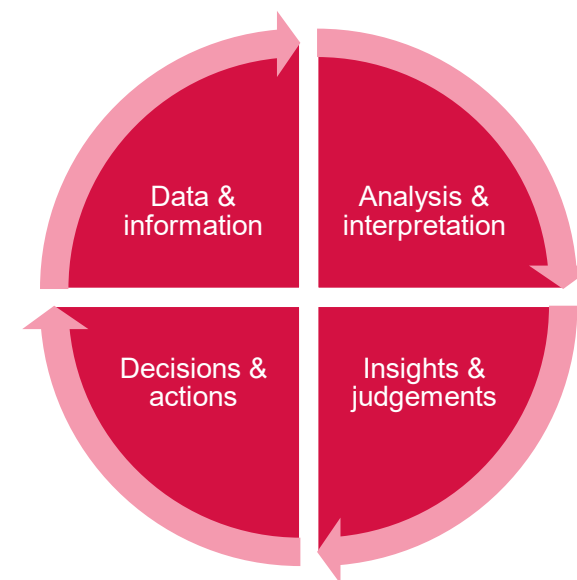
Our teams collect **data and information** from a variety of places. These include:

- Council services.
- National and government data.
- Services we commission and procure.
- Partner organisations.

These are **analysed and interpreted** by our Governance and Performance team, who then present the findings to our committees.

Cambridgeshire's **Insights** team, in collaboration with our services and the Governance and Performance team, consider whether the council are on track to meet targets and provide suggestions and **judgements** on how to improve performance.

Provided with these suggestions and data, our councillors and officers, in collaboration with residents, make **decisions** and outline **actions** to improve council services and performance.



# Reporting performance



## KPIs and levels of performance management

There are different levels to performance management within Cambridgeshire County Council. Our employees, teams, and senior leaders all check and report on performance.

A golden thread links performance management throughout the organisation at strategic, tactical, operational, and individual levels. It ensures that our outcomes, plans, and measures at all levels are in line with our corporate ambitions and with service needs.

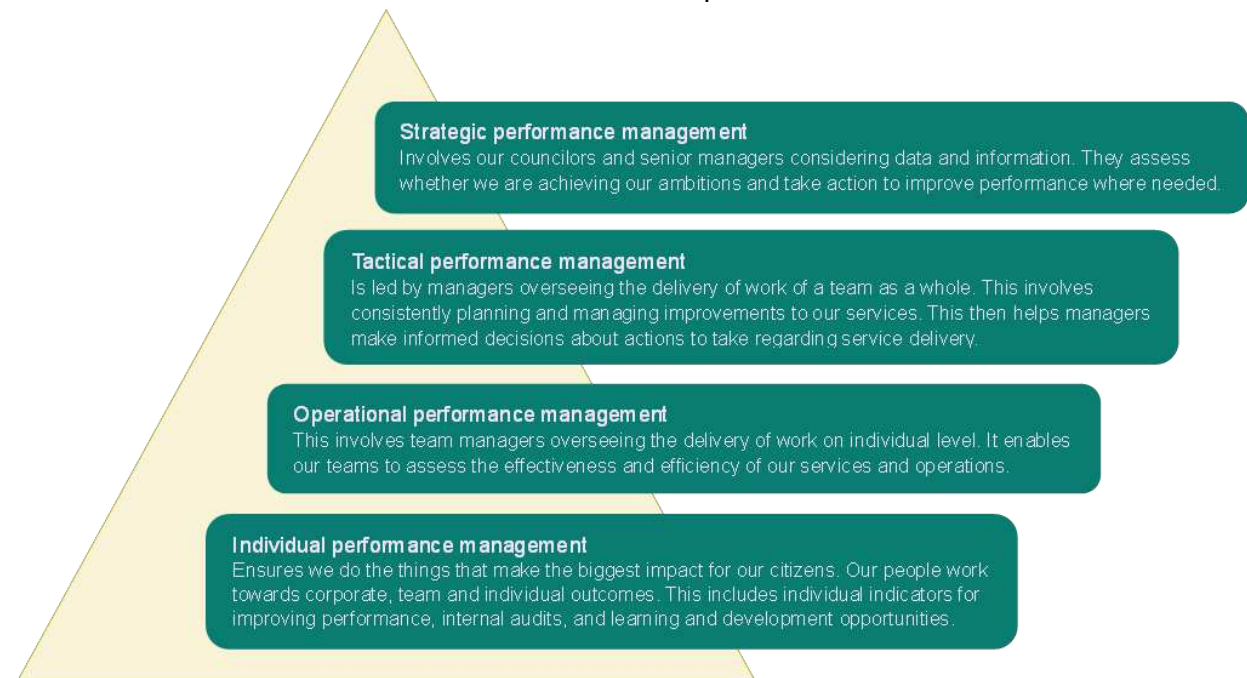
The type of KPI used depends on the level of performance management. For example, an **individual** KPI would be the 'number of cases Julie processed this month'. An **operational** KPI would be the 'percentage of new cases processed by the service this quarter'.

**Strategic** KPIs (SKPIs) link directly to our corporate ambitions. They help our elected members and Corporate Leadership Team ('CLT') to understand performance across the entire council. SKPIs aim to tell the story of the council and demonstrate where big changes need to be made in the

council's corporate governance, management, and aims.

It is important that KPIs are an effective indicator of performance. When developing or reviewing KPIs, we need to consider what KPIs are needed to show the state of services and information on our Cambridgeshire residents.

Good indicators are led by service need, following service demand and the aims and outcomes of the council. For example, KPIs that capture data on equalities and protected characteristics help us to understand what some of our most vulnerable residents need and ensure that our services take different needs into consideration when they are designed and adapted.



# Levels of performance management



## Strategic performance management

### Strategic performance management

Strategic performance management is crucial to improving our services and providing good governance. It involves our reporting on and adapting how we collect, analyse, and interpret the data and information we gather on our services, and how we can use this to meet the council's targets and corporate ambitions.

Within Cambridgeshire County Council's strategic management, there are 5 directorates:

- Adults, Health, and Commissioning.
- Children, Education, and Families.
- Finance and Resources.
- Place and Sustainability.
- Strategy and Partnerships.

Each directorate will have around ten strategic key performance indicators (SKPIs). These provide a high-level overview of performance across all areas within the directorate and will link directly to one or more corporate ambitions.

As part of our monitoring and reviewing process, each directorate's SKPIs will be reported to the Strategy, Resources and

Performance Committee (SR&P) which scrutinises all SKPIs.

Each directorate's SKPIs are also reported quarterly to a Policy and Service Committee. The SKPIs chosen for each Policy and Service Committee is decided by our Corporate Leadership Team and relevant senior officers.

Cambridgeshire's Policy and Service Committees are:

- Adults and Health Committee.
- Assets and Procurement Committee.
- Children and Young People's Committee.
- Communities, Social Mobility, and Inclusion Committee.
- Energy and Green Investment Committee.
- Highways and Transport Committee.
- Strategy, Resources and Performance Committee.

You can find out more about what each of our committees do here:

<https://www.cambridgeshire.gov.uk/council/meetings-and-decisions/council-meetings>

Performance reports are created by the Governance and Performance Team with support from data owners in the Policy and Insight team and the wider organisation. They are reported to and scrutinized by councillors. They are used to monitor whether Cambridgeshire is on track to meet its performance targets and corporate ambitions.

Committee papers are published on the council's website a week before committee for the public's enquiry. We encourage you to read these papers, propose questions, and offer scrutiny ahead of the committee.

Reports are available to the public here:

[https://cambridgeshire.cmis.uk.com/cc\\_c\\_live/Committees.aspx](https://cambridgeshire.cmis.uk.com/cc_c_live/Committees.aspx)

# Levels of performance management



## Individual, operational, and tactical performance management

As the golden thread demonstrates, each level of performance management at the council feeds into the next. Individuals' performance management is directed by operational, tactical, and strategic needs, which are informed by the council's corporate ambitions. KPIs that are presented at service and committee level are guided by operational KPIs, which are led by the targets and achievements of individuals, teams, and officers.

It is important to Cambridgeshire County Council that we create a culture which highlights good performance and practice. We acknowledge good performance top-down, by managers having open and honest conversations with their teams and identifying where good work has been undertaken through regular reviews. Our People Strategy sets out how we focus on continually improving individual performance.

### Tactical performance management

Each service has operational performance indicators which are led by team managers and heads of service. They are bespoke and tailored to individual teams.

Heads of service and team managers decide which performance indicators they use, using this document to guide the development, measurement, and reporting of KPIs.

As an example, in an adult's social care team this could include reviewing the number of new assessments that have been received within a month and assessing how this impacts capacity.

### Operational performance management

Each service has operational performance indicators. They are bespoke and tailored to individual teams and individuals. Team managers decide which performance indicators they use, using this document to guide the development, measurement, and reporting of KPIs.

In an adult's social care team, this could involve the team manager reviewing the case loads of individual social workers.

### Individuals' performance management

Individual performance management focuses on our staff and underpins our work towards targets. Outcomes for individuals use SMART goals and are set

by the individuals themselves and their managers. They are monitored through monthly reviews called 'Our Conversations'. More about individual performance management and policies can be found in [Our People Strategy](#).

There are many types of performance management that have been covered by other frameworks and teams within the council. The following policies can be found on Camweb:

- [Contracts Management](#)
- Partnership management
- Change portfolio
- [Our People Strategy](#)

# Measuring and managing performance



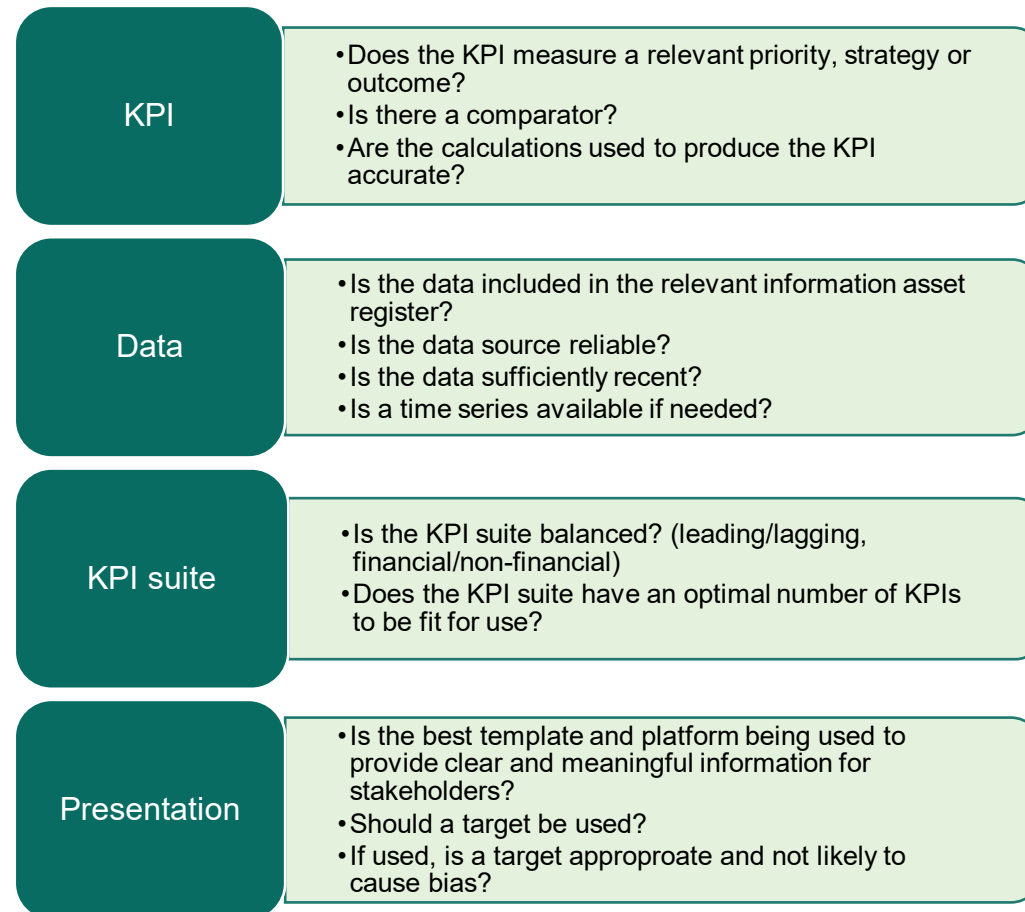
## Developing key performance indicators

It's important that our KPIs have clear purpose and help us to improve our services and performance.

Effective performance management comes from a clear idea of where we want to get to, what impact we want to have, and how we will do that. The council has two core questions that managing our performance can answer:

- Have those aspects of people's lives which the council influences improved?
- Has there been an overall improvement in the quality of life for people who live in the area?

Cambridgeshire uses multiple methods to ensure our KPIs are relevant, effective, and efficient. This includes using SMART goals and a clear KPI cycle.



# Measuring and managing performance



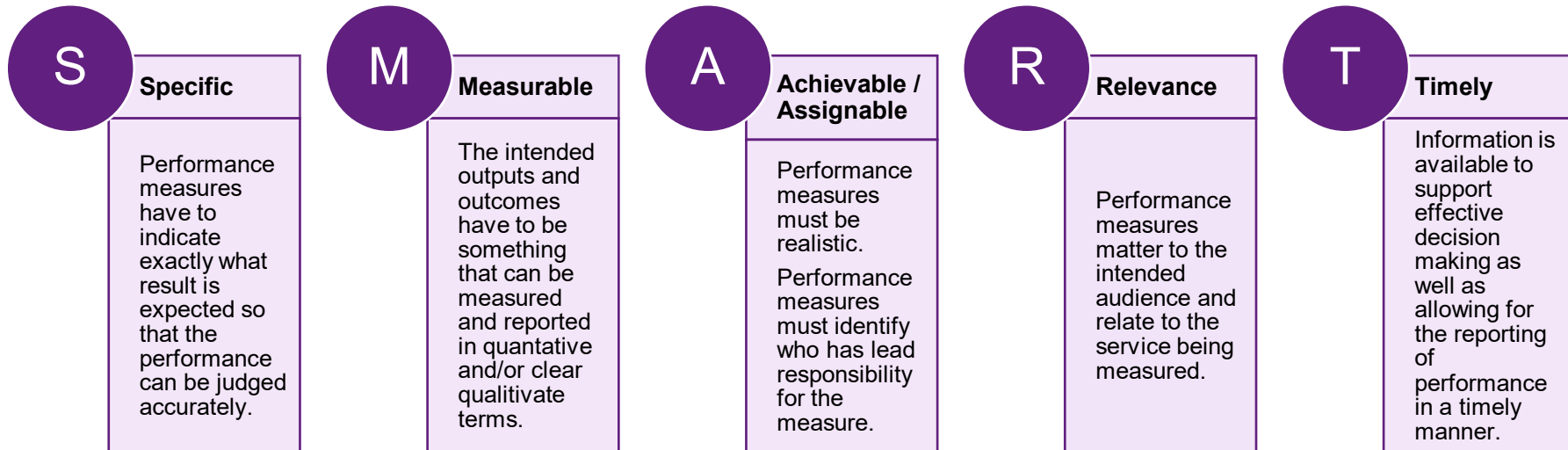
## SMART objectives

Cambridgeshire uses SMART objectives to form goals, performance measures, and actions. All levels of performance should use SMART goals.

SMART objectives are useful at strategic level to ensure that SKPIs will have beneficial outcomes that align with corporate ambitions.

SMART objectives can be used at operational and tactical levels to create KPIs and plan team and service delivery.

Individuals should use SMART objectives to outline their development and individuals outcomes.



# Measuring and managing performance

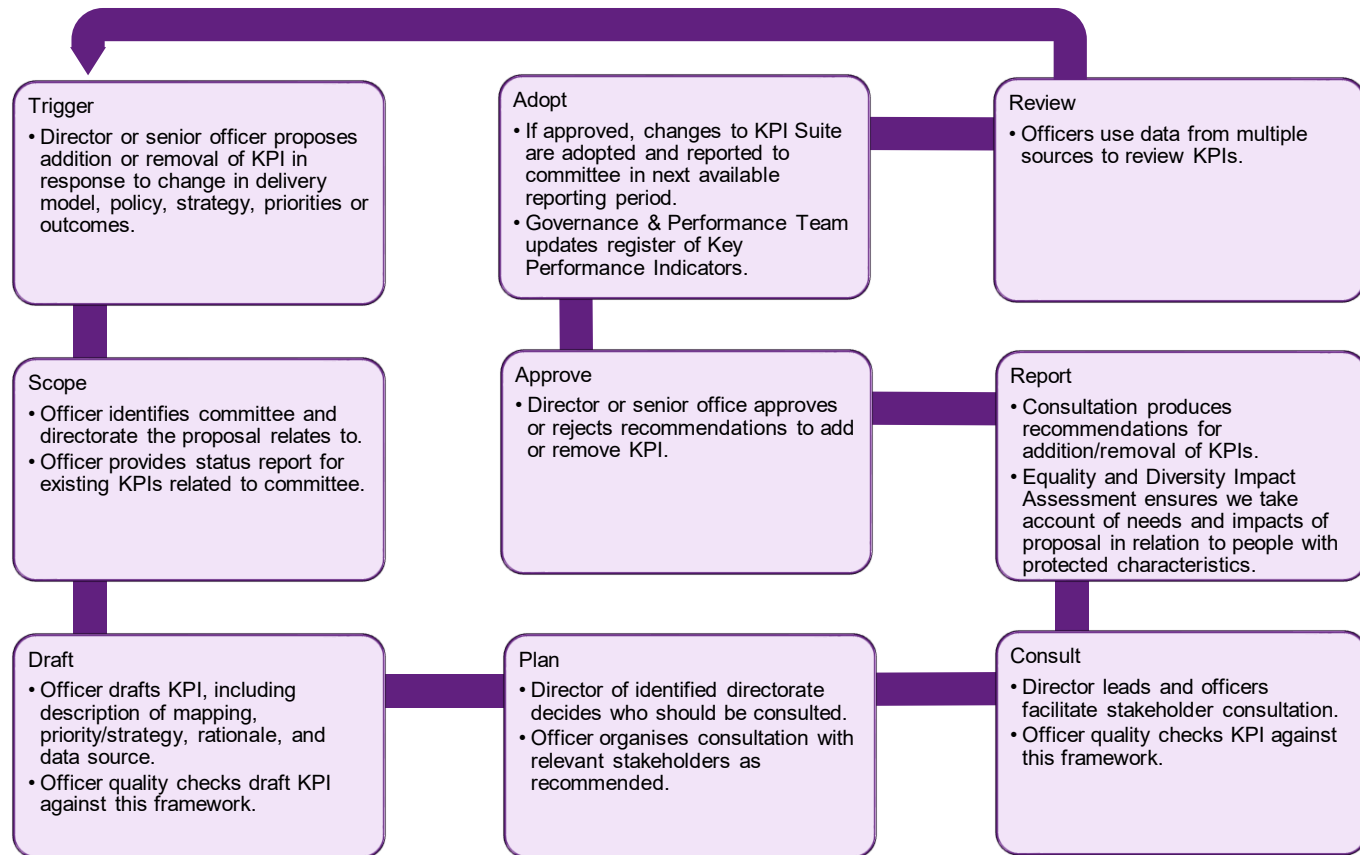


## Cambridgeshire's KPI cycle

To use KPIs effectively, Cambridgeshire follows this cycle when developing and adapting KPIs for services and committees. It is recommended that operational KPIs follow a similar approach.

The KPI cycle is circular to encourage innovation through continuous testing and adapting of KPIs. Using this method, our KPIs will become more efficient and effective.

The Governance and Performance Team is available to support services and teams with the development of new KPIs.





# Reporting performance



## Audit and review

### Officers

KPIs are developed by officers. Officers collect, analyse, and present data on KPIs, consider recommendations from members, and develop KPIs to improve efficiency based on trend data and analysis.

Corporate SKPIs will change with the council's corporate priorities. For one of these to change it needs to be approved by CLT and Service Directors.

### Policy and Service Committees

The performance of SKPIs are scrutinised by our elected members in Policy and Service Committees. This can include highlighting issues and trends with the SKPIs presented.

Elected members can ask for further information on SKPIs presented to their committee. Directorates will then offer bespoke investigations into the performance of SKPIs, but it will not be possible to offer this level of detail for the same SKPIs each quarter.

### Audits and Accounts Committee

The Audits and Accounts Committee provides independent scrutiny of the authority's financial and non-financial performance to the extent it affects the authority's exposure to risk and weakness of the control environment. This includes scrutinising KPIs and this framework.

### Reviewing and auditing KPIs

In addition to the Audit and Accounts Committee's scrutiny, after each quarterly cycle the Governance and Performance Team choose a random selection of KPIs to audit the quality and accuracy of. This helps our monitoring and reporting by ensuring that our data is being correctly handled and used.

This includes testing samples of KPIs from each Policy and Service Committee to confirm that:

- KPIs are accurately calculated.
- KPIs are accurately and reliably reported to the relevant committee in line with the Performance Management Framework.

- Effective remedial action is taken where performance is lower than expected.
- KPIs are relevant, aligned to the council's Strategic Framework, and useful for decision makers.
- KPIs are being used effectively to inform on outputs and support strategic decisions.

# Communication



## Transparent communication

We are committed to being accountable to our residents. We publish our performance information on public websites and social media so that anyone can review our performance.

- Visit the council section of our website to read our [business plan](#) and performance reports. Performance reports are provided to committees and are published and discussed publicly. These are available on the council websites' 'Agenda and Minutes' [Committee pages](#).
- [LG inform](#) is the local area benchmarking tool from the Local Government Association. All English councils submit statutory data returns to the Government. This website draws together the data and statistics. This allows comparisons and benchmarking by region, county, or district.
- [Cambridgeshire Insight](#) is a shared knowledge base for Cambridgeshire and Peterborough.

It enables users to access and share information and research for deeper insights about their local area.

- We share information about our performance via social media. This includes our corporate Twitter/X feed and Facebook page. Councillors also share information on their own social media accounts.
- Service committee meetings are livestreamed on YouTube and are recorded and uploaded to [Cambridgeshire County Council's YouTube page](#).



## Stakeholders

Many stakeholders have roles to play to ensure we are managing our performance. We work closely with our partners to collect data and share lessons learnt.

Cambridgeshire County Council is committed to being open and transparent about our services. We communicate our progress to everyone who has an interest in it. This includes residents, partners, contractors, councilors, and officers. In addition, we have a statutory responsibility to report to our funders and regulators.

Partners will be made aware of findings at relevant stages and will help to shape our reports through sharing of good news stories, data sharing, and key risks and issues. Lessons learnt will be captured through our internal software (Microsoft PowerApps) which captures all lessons learnt in the council. These are shared with partners to enable a community of learning and collaboration.

# Appendix A – Glossary of Terms



**Audits and Accounts Committee:** Provides independent scrutiny of the authority's financial and non-financial performance to the extent it affects the authority's exposure to risk and weakness of the control environment.

**Balanced scorecard:** A performance management tool holding performance metrics and showing data trends.

**Change programmes:** Identifying, evaluating, and implementing changes to projects and programmes to improve outcomes.

**Corporate Leadership Team (CLT):** Council team consisting of heads of each directorate, HR, Communications, and the chief executive.

**Key Performance Indicators (KPIs):** Indicators used at all levels of performance management, from the performance of individual officers to service-wide reporting, to track performance.

**Lagging:** Data/KPIs collected and showing information from the past, for example, the year prior.

**Leading:** Data/KPIs that look ahead and attempt to predict future performance.

**Performance management:** Monitoring, reporting, and making recommendations based on performance data and metrics.

**Qualitative:** Non-numerical data.

**Quantitative:** Numerical data.

**RAG rating:** Red, Amber, Green rating system to show whether something is on track.

**Risk management:** Identifying and evaluating risks to minimize, monitor, and control the probability of negative impacts.

**Service improvement:** The process of dissecting identified problems within a service or programme and developing potential solutions.

**SMART objectives:** A tool used to achieve goals - Specific, Measurable, Achievable, Relevant, and Timely.

**Strategic Key Performance Indicators (SKPIs):** High-level indicators that directly link to our corporate aims and tell the story and overview of all our services.

**Strategy, Resource and Performance Committee:** Scrutinises SKPI metrics, data, and commentary.

# Appendix B – CCC’s corporate ambitions



## The Cambridgeshire County Council Vision

We will deliver this vision by being Closer to our Communities, taking a ‘decentralised’ approach to our relationships with our partners, communities and residents, so that Cambridgeshire can become greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

To do this we have SEVEN ambitions:

### Ambition 1

Net zero carbon emissions for Cambridgeshire by 2045, and our communities and natural environment are supported to adapt and thrive as the climate changes



### Ambition 2

Travel across the county is safer and more environmentally sustainable



### Ambition 3

Health inequalities are reduced



### Ambition 4

People enjoy healthy, safe and independent lives through timely support that is most suited to their needs



### Ambition 5

People are helped out of poverty and income inequality



### Ambition 6

Places and communities prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised



### Ambition 7

Children and young people have opportunities to thrive



Delivering these ambitions often involves us working with all our partners including the voluntary sector, businesses and communities to tailor services around people, families and the communities they live in.

## Appendix C – CCC’s balanced scorecard



Column	Description
Perspective	Who is this about? Corporate (staff) or residents.
KPI	List of indicators, around 10 for each section.
Metric Category	Where the metric is from e.g., central government, local authority.
Reporting Frequency	Monthly/Quarterly/etc.
Last Updated	Date or Quarter.
Target	End Year/ Quarter target/ Percentage/ Number/ Contextual.
Direction for Improvement	Whether a lower or higher performance from last period is better.
Performance (Current Period)	Statistical value for current period.
Performance (Previous Period)	Statistical value from previous period.
Change in Performance	Arrow demonstrating direction of improvement.
RAG Rating	Red/ Amber/ Green rating.
Trend Analysis	Arrow demonstrating direction of trend.
Comments/ Commentary	Any other relevant information.

The comments/commentary box will be used to provide updates, qualitative information, or context for the S/KPI and/or the trend seen. Where S/KPIs have red RAG ratings the commentary box will be reported on and used to provide updates on action plans created to mitigate the red risk

# Appendix D – Officer roles and responsibilities



Performance is tracked and reported in different ways. These are the ways our officers track and report our strategic, operational, and individual performance.

## Corporate Leadership Team

- Responsible for delivering our corporate priorities.
- Approve or reject new KPIs, recommend improvement or removal of existing KPIs.
- Tracks achievement of corporate priorities, focusing on SKPIs.
- Monitors and manages performance and challenges slippage.
- Agrees actions to overcome problems and changes to timescales.

## Directorate Management Teams

- Manage performance of their Service as appropriate according to risk and priority.
- Approve or reject new KPIs, recommend improvement or removal of existing KPIs.
- Translate corporate priorities into team outcomes, strategies, and action plans.
- Develop milestones, targets, and responsibilities.
- Ensure staff have the right training and tools.
- Link team performance to individual performance.
- Quality assure data and KPIs produced by Directorate Management Teams and external contractors.
- Track progress against service plans.
- Assess and communicate the impact of services.
- Analyse and investigate issues, to understand them and identify appropriate remedial action.

## Governance and Performance Team

- Audits the Performance Management Framework and KPI Suite annually, and communicates any revisions.
- Supports Directorate Management Teams to produce performance reports for committee, including technical commentary on suitable indicators and interpretation of trends.
- Undertakes sample tests of KPIs and maintains register of KPIs.
- Extracts and analyses data in response to performance issues and investigations requested by elected members.

## Policy and Insights Team

- Extracts and processes information from data systems and other sources.
- Quality assures data provided by services which contributes to KPIs.
- Extracts and analyses data in response to performance issues and investigations.

## All employees

- Identify and set the actions, measures, and targets to achieve priorities and objectives.
- Identify measures and set targets for achievement of desired outcomes.
- Identify risks to achieving good performance and manage them.
- Record data using business systems.

# Appendix E – Councillor roles and responsibilities



Our councillors track, report on, and scrutinise our strategic, operational, and individual performance in different ways. Below are the different ways elected members do this.

## Strategy, Resources and Performance Committee

This is the main committee SKPIs performance is reported to.

This committee:

- Defines corporate priorities and outcomes.
- Oversees performance management culture and system.
- Reviews and approves Performance Management Framework annually.
- Tracks progress against corporate priorities quarterly using SKPIs.
- Considers whether performance is at an acceptable level. Can request further information on different SKPIs each quarter to effectively assess performance.
- Seeks to understand the reasons behind the level of performance and identifies remedial action.

## Policy and Service Committees

The performance of relevant SKPIs are reported to these committees.

These committees:

- Set outcomes and strategy in the areas they oversee.
- Track progress quarterly.
- Consider whether performance is at an acceptable level. Can request further information on different SKPIs each quarter to effectively assess performance.
- Seek to understand the reasons behind the level of performance and identifies remedial action.

## All Councillors (Full Council)

- Set corporate priorities and outcomes when refreshing the strategic framework at Full Council.
- Contribute to the formation and challenge of policies, budget, strategies, and service delivery.