

## Performance Management Framework Refresh

To: Strategy, Resources and Performance

Meeting Date: 31st October 2024

From: Executive Director of Strategy & Partnerships

Electoral division(s): All

Key decision: No

Forward Plan ref: Not Applicable

Executive Summary: The current Cambridgeshire County Council Performance Management Framework was last updated in 2022/23. This refreshed framework updates the approach the County Council will take to performance, at both a Directorate level as well as realigning Policy and Service Committees to report and scrutinise performance at a more strategic level.

Recommendation: The Strategy, Resources & Performance Committee is asked to:

- a) Approve the refreshed Performance Management Framework; and
- b) Delegate any further amendments to the Performance Management Framework, agreed by the committee, to the Executive Director of Strategy and Partnerships in consultation with the Chair and Vice Chair of the Strategy, Resources and Performance Committee

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# 1. Creating a greener, fairer and more caring Cambridgeshire

- 1.1 The Performance Management Framework establishes the principles by which the Council develops, manages and reports on performance. The outcome of the framework is to ensure that performance is reported to appropriate stakeholders in a timely manner to enable scrutiny and drive continuous improvement in service delivery. Effective performance management is essential for delivering all seven of the council's Strategic Framework ambitions.

## 2. Background

- 2.1 Cambridgeshire County Council is dedicated to providing residents with the best services possible and driving continuous improvement. Doing so requires an effective performance management system and a strong performance management culture, which allow the council to measure whether it is on track to achieve its strategic ambitions and service requirements.
- 2.2 The council last updated the Performance Management Framework for the 2022/23 financial year. Since the last framework was developed, the council has undergone considerable change and the strategic ambitions have been refined, meaning a refreshed Performance Management Framework is essential.
- 2.3 Building on previous iterations of the framework, the refreshed framework looks to guide colleagues within the organisation on the best approach to developing, managing and reporting on performance, enabling a joined up, transparent and high performing performance culture within the council. Through effective performance management, the organisation has the tools and capability to make informed choices about how to respond to performance challenges when they arise.
- 2.4 A refreshed performance management framework will help the council to:
- Realise its vision for a greener, fairer and more caring Cambridgeshire.
  - Effectively deliver its Strategic Framework ambitions via measurement of progress towards these ambitions and desired outcomes.
  - Drive continuous service improvement.
  - Promote good governance through accountability, transparency and scrutiny.
  - Instil confidence across the organisation, service-users and partners.
  - Protect and enhance the reputation of the council.

## 3. Main Issues

- 3.1 The current Performance Management Framework was last refreshed in 2022/23 financial year. The document sets out the 'what' and 'how' Key Performance Indicators (KPI) and Strategic Key Performance Indicators (SKPI) are created and used. The refreshed framework looks to build on these foundations, including a clearer performance process that links from individual services' performance all the way through to strategic decision-making, supporting the council to embed performance at the heart of everything we do.

3.2 Creating a clearly defined hierarchy for performance allows the right stakeholders to see the right information at the right time, creating a clear ‘golden thread’ for performance and ensuring consistency across the organisation in how performance is approached.

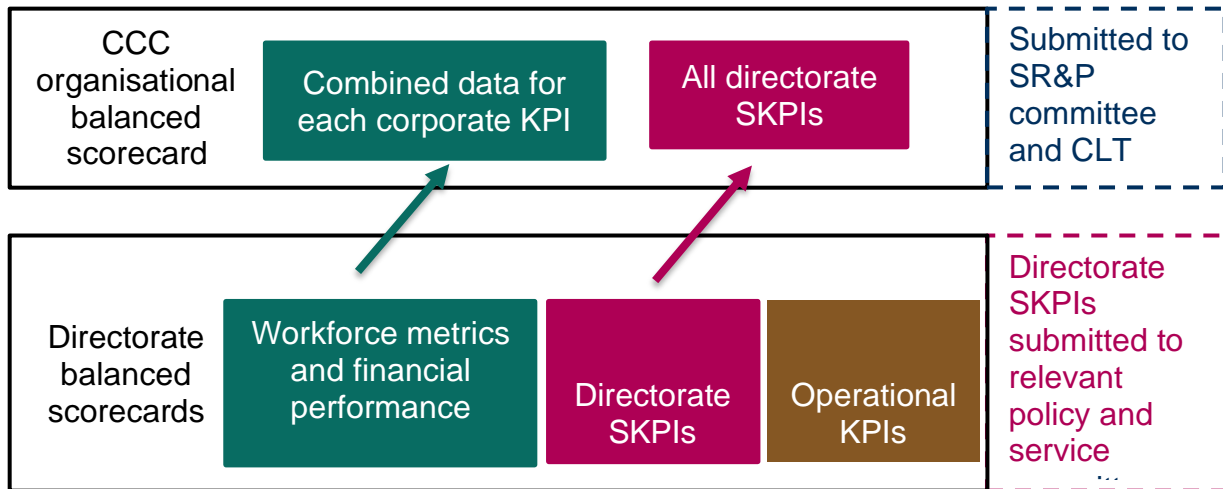


Table 1 above illustrates how the Directorate level scorecards feed up into the organisation scorecard.

- 3.3 Having a consistent approach across the organisation not only provides structure to how the council manages performance as a whole, it also provides transparency in how it works, and the results achieved across all services and directorates. The Operational KPI section of the scorecard will allow each directorate to have KPIs across all their services in one place and will allow performance to be effectively scrutinised as well as linking performance across a whole directorate more coherently.
- 3.4 Through the directorate scorecards, directorates’ Strategic Key Performance Indicators (SKPIs) will feed up to create an organisation-wide balanced scorecard. SKPIs link directly to the corporate ambitions set out within the Strategic Framework. They help elected members and the Corporate Leadership Team to understand performance across the entire council. SKPIs aim to tell the story of the council as well as giving a clear position on performance against the council’s strategic ambitions.
- 3.5 The Performance Management Framework has been designed to ensure that there is a consistent, streamlined and joined-up approach to performance. It is important that performance is not just looked at in isolation but also considered alongside other factors, such as finance, risk and change management at both officer and member level. These elements are built into the directorate scorecard, providing a holistic and detailed picture for officers within each directorate. For members, the quarterly performance report will look to tie-in closer links with finance and risk reporting as well as change management performance in due course. Having a joined-up approach both at directorate and member level, will bring a fuller picture to decision making as well as a better ability to make evidence-based decisions.
- 3.6 The Performance Management Framework sets out that the organisation-wide balanced scorecard will be presented in full each quarter to Strategy, Resources and Performance Committee. This is to bring performance reporting in line with the Terms of Reference set out for this committee, ensuring oversight and scrutiny of performance across the whole

organisation against the priorities laid out within the Strategic Framework. All other Policy and Service Committees will then receive the applicable SKPIs alongside attached appendices for directorate risks and change management as and when appropriate.

- 3.7 Whilst for many committees this will be a refinement of indicators that are currently presented, the focus on SKPIs alongside risk, finance and change will result in an increased scrutiny of overall performance for their respective areas of responsibility. Furthermore, quarterly performance scorecards can be supplemented with reporting on specific areas of interest as and when required.
- 3.8 It is also recognised that how the council communicates its performance is vital for promoting transparency and scrutiny. The Performance Management Framework outlines that quarterly performance scorecards will be published on the external website as well committing to delivering an annual performance report for the council. These scorecards will be developed so they are accessible to all and will ensure that all stakeholders have the opportunity to view the performance of the council against its strategic ambitions.

## 4. Conclusion and reasons for recommendations

- 4.1 It is important for the council to have an up-to-date Performance Management Framework that demonstrates how performance is measured, reported and managed.
- 4.2 The refreshed framework has been carefully considered, with best practice incorporated from sources such as Local Government Association and the Centre for Governance and Scrutiny. Bringing these elements together and building on previous iterations of the Performance Management Framework has established a way of working that allows for a more focussed and cohesive approach to performance as laid out in this paper.
- 4.3 It is recommended that the committee approves the refreshed Performance Management Framework.

## 5. Significant Implications

### 5.1 Finance Implications

No significant implications

### 5.2 Legal Implications

No significant implications

### 5.3 Risk Implications

No significant implications

## 5.4 Equality and Diversity Implications

The refreshed Performance Management Framework impacts all staff and service users. Highlighting performance through focus at committee level and directorate scorecards as laid out in the framework, means there is an increased likelihood of declining performance being addressed earlier, services being improved and better outcomes for staff, residents and service users.

## 6. Source Documents

6.1 Appendix 1 – Performance Management Framework

6.2 [EQIA – Performance Management Framework](#)