

CORPORATE PERFORMANCE FRAMEWORK

1. BACKGROUND

Transformation

The Council is introducing systems thinking principles in all services to achieve service design and delivery that meets customer demand in the most efficient way. An essential part of this process is working intensively with individual managers and their teams (referred to as an intervention) over a period of months to review their services using the Model for Check and Redesign change method.

Using this approach the Council will:

- Use systems thinking to look at services and ask why we do things the way we do.
- Have a systemic understanding of services to be able to improve the way we work to meet customer demand.
- Use leading and lagging measures to drive performance.
- Understand the value work and strive to focus on it.
- Make changes without being afraid to make mistakes.
- Use systems thinking principles to deliver the right service at the right time.
- Be clear about what we are here to do for our customers.

Using the Model for Check will enable the Council to:

- Understand **how** systems currently work and perform – from the customers' perspective supported with robust operational and financial data.
- Understand **why** systems work in the way they do.
- **Experiment** with new principles in designing and managing work.
- Make the redesigned service the **normal** way to work.

The presentation to the Overview and Scrutiny Committee contains details about the Council's proposed new Performance Management Framework which is required following the change in focus by the Council; moving from performance indicators as required by Central Government to local measures created through system thinking interventions.

Performance Monitoring Implications

The move to measures will allow Heads of Service and Portfolio Holders to focus on the areas that are of greatest importance to the customer. All Heads of Service have provided details of their measures, however it is anticipated that these will change over time as services undergo transformation and as new ways of working are trialled. Heads of Service and Portfolio Holders will use the data provided by their operational measures to ensure they understand the continuing and changing needs of their system and to identify any service areas where performance improvement is necessary.

The operational measures, owned by Heads of Service, will be discussed on a monthly basis at CMT. The strategic measures report (demonstrating how the Council is delivering its strategic purposes) will go quarterly to CMT, the Executive Committee and the Overview and Scrutiny Committee. Both strategic and operational measures have been created by listening to and understanding customer demand. This process will continue as services go through transformation and new measures are developed.