

Terms of Reference for the Performance Board

The Performance Board has no constitutional decision-making powers in its own right, but will make recommendations to the Corporate Leadership Team, other boards, through to Committees where necessary.

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Purpose and objective

The Board is authorised to ensure that the Council's financial and performance strategies and underpinning policies, leadership and behaviours are aligned with the Cheshire East Plan, with the aim of ensuring that effective governance, risk management and internal control systems are in place to ensure the achievement of sustainable strategic and tactical performance.

The Board will identify opportunities for training and development which will support the delivery of its key responsibilities.

Meeting Frequency

Monthly

Membership

Chair

Executive Director of Adults Health and Integration -
Helen Charlesworth-May

Key officer(s)

Head of Financial Services - Paul Goodwin
Head of Customer Services - Jane Farnworth
Head of Business Change - Phil Christian

Membership

Reports to

- Corporate Leadership Team on a monthly basis
- Other boards by exception, for information sharing and/or escalation of issues arising

Receives reports from

- Directorate Performance leads
- Directorate Finance leads
- Customer Service leads
- High Level Business Case owners and project managers
- Directorate attendees

Responsibilities

- Overseeing the development and implementation of the financial and performance strategy, ensuring that these deliver the strategic objectives, as set out in the Cheshire East Plan and to ensure delivery of financial and performance targets.
- Oversee the ongoing development of the Integrated Performance Report.
- Receive and monitor monthly reports on quality performance, noting any trends, exceptions and variances against plans on a Council-wide and directorate basis and reviewing in detail any major performance variations, providing constructive challenge as appropriate.
- Review forecast performance against operational targets and improvement trajectories, escalating issues of non-delivery, and monitoring against achievement.
- Receive and monitor monthly reports on financial performance, including cost improvement programmes and use of resources, noting any trends, exceptions and variances against plans.

- Receive and monitor monthly reports on workforce performance, noting any trends, exceptions and variances against plans on a Council-wide and directorate basis and reviewing in detail any major performance variations, providing constructive challenge as appropriate.
- Receive and monitor monthly reports on contract performance, noting any trends, exceptions and variances against plans on a Council-wide and directorate basis and reviewing in detail any major performance variations, providing constructive challenge as appropriate.
- Receive and monitor monthly reports on High Level Business Case progress and performance, noting any trends, exceptions and variances against project plans and wider programme management activities. Reviewing in detail any major performance variations, providing constructive challenge as appropriate.
- Advising the Council of key strategic risks relating to performance and consider plans for mitigation, providing constructive challenge as appropriate.
- To provide and develop mechanisms and processes which enable the Council to become an evidence and intelligence led organisation, delivered via appropriate training and development within the Council.

Key outputs

Key output	Relevant committee
Quarterly Performance Reports	Corporate Policy Committee
Quarterly HLBC monitoring	CLT
Monthly reports	CLT

Monitoring and Review

- The Terms of Reference of the Board will be reviewed at least annually and submitted to the Board for approval.
- The Board will undertake an annual review of its performance, via self-assessment by its members and any agreed actions, will be reported to the CLT.

Planning and Next Steps – next three months

- Development of example balanced scorecard
- Agree TOR for Performance Board
- Assess maturity of Council to use its data
 - [LGA | Rate your organisation's data management skills](#)
- Focus upon:
 - Culture and Structure
 - Skills and capability
 - Systems and Tools
 - Use and Process

Planning and Next Steps – Three to six months

- Links with Cheshire East Plan to be created to ensure SMART KPI's
- Service plans to be redrafted to support use of balanced scorecard reporting

Meeting Agenda

1. Welcome and introductions
2. Minutes of the last meeting
3. Update on actions from the last meeting
4. Matters arising
5. Draft reports for committees – review points and feedback
6. AOB