

Report subject	Performance Management Framework
Meeting date	9 September 2020
Status	Public Report
Executive summary	<p>Following approval and adoption of the Corporate Strategy and delivery plans on the 12 February '20, Cabinet also supported the development of a Corporate Performance Management Framework as a mechanism for monitoring progress and ensuring accountability for delivery of the Corporate Strategy and six delivery plans.</p> <p>A draft performance management framework has been developed for BCP Council. The framework proposes how the council can monitor and review progress with delivering the priorities set out in the Corporate Strategy and all other council strategies and plans. It encompasses the roles and responsibilities of officers, reporting arrangements and the review process.</p> <p>The new BCP Corporate Performance Management Framework is an amalgamation of the legacy Council's frameworks and is based on best practice guidance from the Local Government Association.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <p>Approves the Corporate Performance Management Framework as a mechanism for monitoring progress and ensuring accountability for delivery of the Corporate Strategy.</p>
Reason for recommendations	<p>A corporate strategy is vital for identifying and gaining visibility of the Council's key priorities. These represent the objectives and outcomes that the Council's performance will be judged against.</p> <p>As the strategy's objectives are the beginning of a golden thread that links personal, team and service performance to the things that matter most to the organisation, BCP Council must be able to demonstrate that the outcomes stated in the Corporate strategy are being delivered. A Performance Management Framework will enable this.</p>

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Wards	Council-wide
Classification	For Decision

Background

1. The BCP Council Corporate strategy was approved by Cabinet on 5 November 2019. The associated six delivery plans were approved by Cabinet on 12 February 2020.
2. One of the agreed actions in the delivery plans was the development of a Corporate Performance Management Framework (**Appendix 1**) which would set out the mechanism for monitoring progress and ensuring accountability for delivery of the Corporate Strategy and the actions set out in the six delivery plans.
3. The framework was due to be presented to Cabinet in April 2020 but was delayed as a result of Covid 19.
4. The council is in a transitional space and in the absence of an agreed performance management framework, mid-year performance for 2019/20 was reported to Cabinet using an interim set of measures. An end of year performance report is being prepared and will report to Cabinet at the end of September 2020.
5. The end of year report will include an update of progress with the actions in the delivery plans, end of year updates against the interim set of measures and links to interactive performance dashboards.
6. Work to develop an automated reporting process and the underlying robust reporting systems is continuing.

The Performance Management Framework

7. The Council's Corporate Strategy and the delivery plans are the beginning of a golden thread that will link service, team and personal performance to the things that matter most to the organisation. Together they are the key components that will lead the Council's corporate approach to performance management and service planning.
8. The performance management framework sets out how the council will manage performance, different roles, responsibilities and accountability.
9. The framework proposes that progress be monitored by Cabinet on a quarterly basis against an agreed set of measures and targets and interactive performance dashboards. These can be published on the Council's website to increase openness and transparency.

Next Steps

10. The Policy and Performance Team started working with officer contacts from each Service Unit to develop the performance reporting systems earlier this year, but as a consequence of Covid 19, the completion of this work has been delayed . For each of the measures of success Service Units have been asked to confirm the definition and provide:
 - a baseline
 - a target
 - an intervention level
 - the frequency of reporting
 - the system/s or application/s that holds the source data
11. The policy and performance Team have recommenced this work, and along with ICT are working to develop an automated performance reporting process during 2020/21.
12. The aim is to bring a half yearly performance report to Cabinet in the Autumn.

Options Appraisal

13. This is a new performance management proposal for BCP Council. It has been prepared following best practice examples and learning from legacy council processes. No separate options appraisal has been carried out.

Summary of financial implications

14. There are no financial implications of adopting a Corporate Performance Management Framework. The framework will assist in the Financial Planning process.

Summary of legal implications

15. There are no legal implications of adopting a Corporate Performance Management Framework.

Summary of human resources implications

16. There are no Human Resources implications. The adoption of a Corporate Performance Management Framework will complement the processes being established by HR to develop a sustained personal performance culture throughout BCP Council.

Summary of sustainability impact

17. The adoption of a performance management framework will help to embed sustainability throughout the organisation. The Corporate Strategy has been aligned to the [United Nations Sustainable Development Goals](#). These goals are a universal blueprint for all countries to end poverty, protect the planet and ensure prosperity for all. The performance management process will assist in monitoring delivery of these goals.

Summary of public health implications

18. The Corporate Strategy includes several actions being taken forward in partnership with Public Health. The performance management process will ensure progress with these actions is integral to corporate performance monitoring and reporting.

Summary of equality implications

19. The Council's equality and diversity commitments are expressed throughout the Corporate Strategy and this framework requires that progress with achieving them is embedded in the service planning and performance monitoring process. These commitments form part of the Equality and Diversity Action Plan which will be monitored through Strategic Equality Leadership Group.
20. The EIA supporting the Corporate Strategy is published on the [Council's website](#).

Summary of risk assessment

21. A performance management framework will improve governance and support existing risk management processes. There are no additional risks associated with adopting a performance management framework.

Background papers

[BCP Council's Corporate Strategy and Delivery Plans](#)

Appendices

- 1 Performance Management Framework