



Report subject	2020/21 Quarter 4 Performance Report
Meeting date	28 July 2021
Status	Public Report
Executive summary	<p>This report provides an overview of performance against the priorities set out in the Corporate Strategy for the financial year 2020/21.</p> <p>It has been informed by the basket of measures agreed as part of the creation of the delivery plans for 2020/21, for each of the council priorities.</p> <p>Year one of BCP Council was used to collect baseline performance data and this has been used to set performance targets and intervention levels.</p> <p>Quarter 4 performance has been reported against these and informs the RAG ratings for each of the measures. It is presented across interactive performance dashboards for each of the council priorities.</p> <p>Performance against the priorities is generally strong with only eight of the performance measures requiring action. These are addressed in more detail in exception reports, attached as appendix 2 to the report.</p>
Recommendations	<p>It is RECOMMENDED that Cabinet:</p> <ul style="list-style-type: none"> (a) Note the end of year performance (b) Consider the attached exception reports relating to areas of current adverse performance (c) Advise of any amendments, deletions or additions to the performance indicator set that informs corporate performance
Reason for recommendations	An understanding of performance against target, goals and objectives will help the Council understand and manage service delivery and identify emerging business risks.

Portfolio Holder(s):	Leader of the Council
Corporate Director	Graham Farrant, Chief Executive
Report Authors	Graeme Smith, Policy Officer
Wards	Council-wide
Classification	For recommendation

Background

1. The BCP Council Corporate Strategy which was adopted by Council on 5 November 2019, is the key component of the Council's performance management framework.
2. The Big Plan sets the ambition for the BCP area and together with the Corporate Strategy, is the basis for prioritisation and the allocation of resources and the beginning of a golden thread which links service, team and personal performance to BCP Councils agreed priorities and objectives.
3. The performance management framework, which is being updated to reflect the Big Plan, was approved by Cabinet in September 2020. This explains the council's planning and performance reporting processes.
4. Performance was not reported at quarter 1 and quarter 3 in light of the council's position in responding to Covid however the latest edition of the performance dashboards do include all this data, where the performance measures lend themselves to quarterly performance reporting.
5. Detailed delivery plans were developed for each of the priorities set out in the Corporate Strategy and approved by Cabinet in February 2020, for the 2020/21 financial year. These included the measures of success that were to be used to measure performance.
6. The process of identifying systems of measurement, collecting baseline data, setting targets and intervention levels with service units led to some changes in the original set of measures as they did not all lend themselves to regular performance reporting.
7. The Covid-19 pandemic has also affected some performance outturns detailed in this report. For some measures data collection has been impossible, for others targets have needed to shift to reflect the new reality. The council will need to continue to consider how it adjusts performance monitoring to reflect the move from covid response to recovery and the establishment of a "new normal" for residents, businesses and the council.
8. The performance measures used are not a finite set of measures. They can, and should, be reviewed and enhanced to ensure they continue to reflect council priorities and emerging risks and issues.
9. The data gathered for quarter 4 is displayed in [interactive performance dashboards](#), which breakdown the performance measures by corporate strategy priority. By

clicking through the dashboard you can view information at increasing levels of granularity, down to individual measure level.

10. The performance dashboards along with a brief headline performance summary based on progress with performance measures, is presented in Appendix 1.
11. These dashboards are hyperlinked to the live interactive tool where more detail behind each performance measure is displayed.
12. Exception reports have been prepared for all the performance measures that are RAG rated as red.
13. The exception reports presented in Appendix 2 explain the reasons for the level of performance, the associated risks and equality implications and the mitigating actions.
14. Through this report, Members are asked to consider what additional performance information they would like to see included in the performance dashboards.
15. Going forward, the ambition remains to fully automate performance reporting processes and to replace written performance reports with the interactive dashboards.
16. This will help to reduce the time between the end of a quarter and the actual reporting. Work is underway to understand performance measurement systems and to write the workflows that will facilitate this.
17. Members are asked to note that the revised Corporate Strategy, which will be presented to cabinet on 29 September 2021, includes a summary of the council's achievements up to the end of 2020/21.
18. This 'Journey so Far' part of the strategy makes up the Council's end of year report and is part of the end of year performance reporting process, together with this Quarter 4 update.

Summary of financial implications

19. This performance report has not identified any financial implications.

Summary of legal implications

20. This performance report has not identified any legal implications.

Summary of human resources implications

21. This performance report has not identified any human resources implications.

Summary of sustainability impact

22. This performance report has not identified any environmental implications.

Summary of public health implications

23. The performance report has not identified any public health implications.

Summary of equality implications

24. The report has not identified any significant equality implications. This dashboard has identified a number of equality measures and progress against these is generally good.

Summary of risk assessment

25. Any risks identified and mitigating actions are as shown in the commentary provided in the Exception Performance Reports at Appendix 2 and in the interactive performance dashboards.

Background papers

Corporate Strategy

BCP Council Performance Management Framework

Appendices

Appendix 1: Performance Dashboard

Appendix 2: Exception Reports