

Cabinet

10 March 2022

Performance Management & Business Planning Framework

Recommendation(s)

1. That Cabinet approves the revised Performance Management & Business Improvement Framework and requests.
2. That regular performance reports be brought to Cabinet to help embed a culture of high performance across the organisation.

1. Executive Summary

- 1.1 A revised Performance Management & Business Planning Framework has been developed as part of the organisation's approach to integrated planning. The framework is a critical element of the approach and will enable stakeholders to monitor progress in achieving the objectives set out in the new Council Plan.
- 1.2 This paper sets out both the principles that underpin the new framework (what we are trying to achieve and why) and the specific performance measures that will be monitored during 2022/23.
- 1.3 The process of producing the framework has been informed by the outcomes of a cross-party Member Working Group. The group made a number of specific recommendations that have been used to shape the new framework.

2. Financial Implications

- 2.1 There are no direct financial implications associated with implementing the new framework, however the framework will include a set of financial performance measures that will help ensure the organisation's robust financial governance and resilience.

3. Environmental Implications

- 3.1 There are no direct environmental implications associated with implementing the new framework. The framework does, however, introduce a suite of

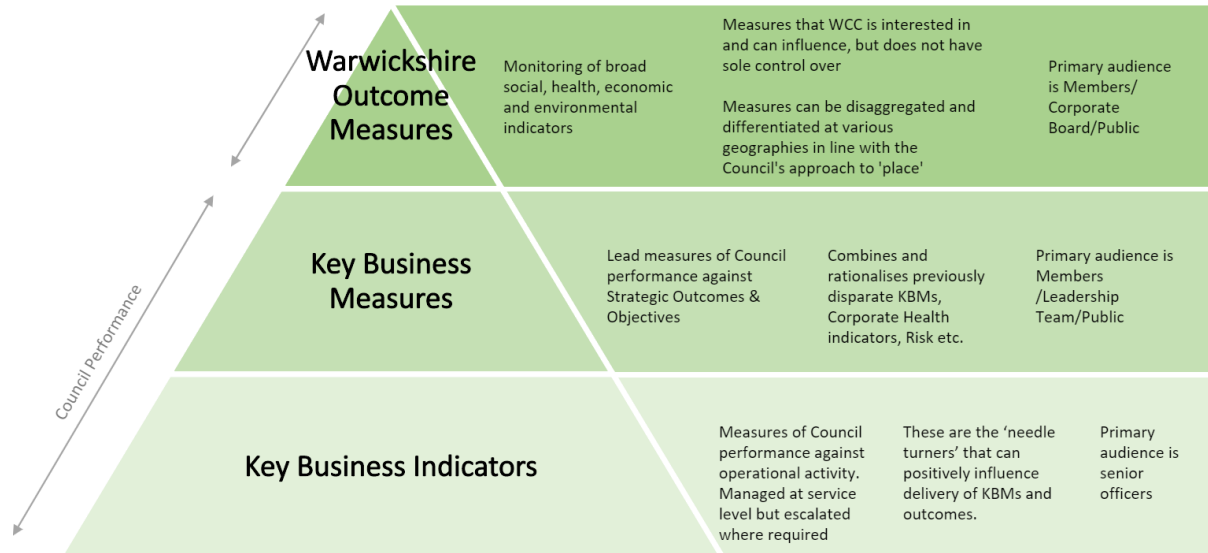
measures that will assess our performance relating to climate and net zero themes.

4. Supporting Information

- 4.1 As part of the development of the new Council Plan and integrated approach to planning, the Performance Management & Business Planning Framework and approach has been reviewed. The ability to monitor performance information is an important element in measuring our success in achieving the objectives set out in the new Council Plan. The Framework sets out how this will be done.
- 4.2 A cross-party Member Working Group was established to help shape the new Framework. The group made a number of recommendations, listed for reference in Appendix 3. The appendix also describes how each recommendation has been incorporated into the proposed Framework.
- 4.3 There are two aspects to the framework; the underlying principles associated with how the organisation will use performance information to drive improvement and target efforts where required, and the specific measures we use at any given time to monitor performance. The principles will remain consistent throughout the lifetime of the Council Plan; the measures we use will be dynamic and may change in response to agreed shifts in focus and/or as better measures become available.
- 4.4 The underlying principles – why performance management is important, the types of information we need to monitor and how it will be used – are set out in the Framework document (Appendix 1). Headline messages include:
 - 4.4.1 Reconfirming the principle of an organisation-wide performance management and planning culture that exemplifies high levels of trust, honesty and transparency, enabling us to celebrate success but also identify improvement areas as early as possible to establish effective remedial action.
 - 4.4.2 The principle that performance data is transparent, accessible and used to drive both strategic and operational decision making, enabling ownership and a sense of responsibility at all levels within the organisation.
 - 4.4.3 The principle of cross-service performance conversations to discuss current and emerging priorities and provide constructive challenge around under-performance.
 - 4.4.4 The principle that performance is constructively discussed at all levels as part of our organisational behaviours.
- 4.5 One of the recommendations to emerge from the Member Working Group was the creation of a suite of 'outcome measures' in addition to our strategic Key Business Measures (KBMs) and operational Key Business Indicators (KBIs). These measures will monitor broad social, health, economic and

environmental indicators. They are measures that WCC is interested in and can influence but does not have sole control over. As well as Member input, the list has been cross-referenced with approaches used elsewhere and has had input from Assistant Directors and service leads across the organisation.

4.6 The new ‘three tier’ approach to performance management is presented below.



4.7 The KBMs to be used in 2022/23 are presented in Appendix 2. These have been through several iterations with input from Corporate Board and service leads. The measures have been mapped against the seven Areas of Focus set out in the new Council Plan, enabling the organisation to monitor performance in these priority areas.

4.8 Some of the measures, at both Outcome and KBM level, are still in development. These are highlighted in red in Appendix 2 and typically relate to new or emerging strategies that have not identified the associated suite of performance indicators. These will be incorporated into the framework, and reporting, as they are confirmed.

5. Timescales associated with the decision and next steps

5.1 Reporting against the new framework will take effect from 1st April 2022 and Cabinet will receive its first performance report following the end of quarter one.

5.2 The style and content of performance reporting will be reviewed for 2022/23 as the Business Intelligence service continues to develop its use of Power BI, the Council's primary reporting tool. The reporting will become more accessible, with improved functionality and links through to other aspects of our integrated planning approach (such as strategies and risk management).

Appendices

1. Appendix 1 – [Business Planning & Performance Management Framework](#)
2. Appendix 2 – [Performance Measures 2022/23](#)
3. Appendix 3 – Recommendations from Member Working Group and responses

Background Papers

None

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Report Author	Spencer Payne Service Manager - Business Intelligence	spencerpayne@warwickshire.gov.uk
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The report was circulated to the following members prior to publication:

Local Member(s): n/a

Other members: Cllr Holland, Cllr Roodhouse, Cllr Chilvers

Appendix 3

Recommendations from Member Working Group

Recommendation	Response
The increased focus on performance management is welcomed and the principles behind the 'three tiered' approach are supported	The new framework will include the additional 'outcome'-based' tier of performance measures to help provide decision-makers with broader contextual information on Warwickshire as a place.
The Outcome Measures (top tier) should be reported on annually and used to inform potential 'deep dive' exercises	These measures are typically reported through nationally published datasets. These will emerge at different points throughout the year and the latest position on each will be made available via a single reporting point.
The Council needs a 'digital library' where all Strategies are listed and searchable.	The organisation's new approach to integrated planning will be supported via a single repository on the intranet. This will hold a library of strategies as well as links to performance reporting and other elements of the integrated approach.
Performance reporting should enable users to drill through from Strategies to Delivery Plans and on to specific Performance Measures	This will be delivered through a new performance reporting model, built within Power BI, which will establish a suite of integrated reports that enable members to drill through from the Council Plan priorities to individual measures of performance.
The agenda for Overview and Scrutiny Chair & Spokes meetings should include an item that allows for the reporting, consideration and review of performance in such a way as to inform the committee's work programme	Overview and Scrutiny Chairs & Spokes to consider this recommendation.
Whilst it is recognised that traditional print-based performance reporting is required by statute, the display and use of interactive 'live' performance dashboards at meetings of Overview and Scrutiny and other committees should be encouraged to assist in developing participants' understanding of the issues under discussion	Performance dashboards presenting the latest information will be made available to O&S Committees; Chairs to consider how these can be incorporated into discussions around performance.
There is a cultural change required to make member-led conversations increasingly performance-focused; members will need support in making this transition	The Performance & Quality Team will continue to provide member briefings and training on how to access and utilise performance reporting; committees are asked to consider how this can be used to support a greater emphasis on performance-driven discussions at meetings.

Recommendation	Response
An appropriate level of performance reporting should be made available to the public by default	Performance reporting is already made available to the public via committee papers, but we will also develop a more bespoke public-facing portal for accessing performance information.
The working group acknowledges the additional demands this enhanced approach on performance will place on the performance team.	To be noted.