

HIGH PEAK BOROUGH COUNCIL

The Executive

1 April 2021

TITLE:	Performance Framework 2021/2024
EXECUTIVE COUNCILLOR:	Councillor A Barrow - Executive Councillor for Corporate Services and Finance
CONTACT OFFICER:	Vanessa Higgins - Information Business Partner
WARDS INVOLVED:	All

Appendices Attached:

Appendix 1: Performance Framework 2021/24

1. Reason for the Report

- 1.1 The purpose of this report is to provide members with an opportunity to scrutinise the draft Performance Framework and associated targets for 2021/24

2. Recommendation

- 2.1 That the Executive approves the Performance Framework 2021/24.

3. Executive Summary

- 3.1 The Council's Corporate Plan articulates the aims, objectives and priority actions, which the Council is working to achieve. Its delivery is measured through the Performance Framework, which has at its centre the three pillars of value for money - efficiency, economy and effectiveness.
- 3.2 This report seeks to provide a revised Performance Framework that will enable the council to monitor, measure and report back on its progress against the stated priorities set out in the council's 4-year corporate plan.

4. How this report links to Corporate Priorities

- 4.1 The purpose of the report is to enable the monitoring of progress against the Council's corporate priorities. As such this report has linkages to each of the Council's Corporate Plan aims.

5. Options

- 5.1 Members are asked to consider the proposed targets and to suggest amendments if they consider that they are necessary. A Performance Framework Sub Committee took place on 15th March where it was resolved that the Committee supported the broader Framework whilst also recommending a review of the content and focus of the quarterly performance reports, based on a smaller set of core measures as determined by this Committee.

6. Implications

- 6.1 Community Safety - (Crime and Disorder Act 1998)
None
- 6.2 Workforce
None
- 6.3 Equality and Diversity/Equality Impact Assessment
This report has been prepared in accordance with the Council's Diversity and Equality Policies
- 6.4 Financial Considerations
Effective Performance Management contributes to the Council's financial objectives
- 6.5 Legal
None
- 6.6 Climate Change
The action plan to achieve a carbon neutral future will be fully integrated into the Performance Framework when agreed
- 6.7 Internal and External Consultation
The targets proposed have been agreed in conjunction with senior managers through the Service Planning process
- 6.8 Risk Assessment
A robust Performance Framework is a critical tool in controlling and mitigating risks.

ANDREW P STOKES
Chief Executive

Background Papers

Performance Framework 2021/24
Service Plans

Location

Available on request

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7. Background and Introduction

- 7.1 The Council's 4-year Corporate Plan (2019-2023) articulates the aims, objectives and priority actions, which the Council is working to achieve over that period. The Plan was approved in October 2019 and required a new Performance Framework that could measure its delivery and also aid effective scrutiny through more focused and balanced reporting; celebrating success and promoting improvement.
- 7.2 The 2019-2023 Corporate Plan saw a significant increase in the number of objectives compared to the 2015-2019 Plan (+38%) and consequently the Performance Framework has also increased, but to a lesser extent (+15%), in order to ensure the Council is monitoring and measuring the delivery of its stated priorities.
- 7.3 The Performance Framework is built around the Council's key objectives whilst also ensuring that the three pillars of value for money (efficiency, economy and effectiveness) remain central.
- 7.4 The Framework is made up monthly, quarterly and annual measures and the Council reports by exception on all monthly and quarterly measures but has moved away from a 'dashboard' approach to one which reflects the whole Framework. The annual contextual measures are reported in the Annual Report, which also provides an overview of the Council's progress in delivering its Corporate Plan and the results of value for money benchmarking.

8. Performance Framework 2021/24

- 8.1 Targets covering a 3-year period are owned and managed by Heads of Service across the authority, and are communicated to teams through service plans and individual performance objectives via the staff appraisal (PEP) process. Managers have been asked to review and refresh these targets for the period 2021/22 to 2023/24 based upon current performance levels and national benchmarks, where available.
- 8.2 In some cases managers have proposed the removal, addition or amendment of performance measures. Such instances have been highlighted within the Appendix to this report and have been considered by senior management.
- 8.3 The new Framework is made up of the following measures:
- 51 monthly / quarterly measures: reported only by exception each Quarter
 - 36 annual measures: reported only by exception in Q4
 - 65 contextual measures: reported only in the Annual Report
- 8.4 As well as measuring the Council's performance against these targets, the council will also monitor and report back to this Committee on the priority actions contained within the Corporate Plan. These are shown within Appendix 1 and will be overseen internally by the Transformation Board.

9. Impact of COVID-19 on Performance

- 9.1 The Council analysed the likely impact of COVID-19 and subsequent lockdown restrictions on its 2020/2021 Performance Framework last year, and refocused a relatively small proportion of targets in response. The 2021/22 Performance Framework remains similarly affected, and as such a number of service area targets reflect this ongoing uncertainty and the national roadmap to recovery.