

Classification: Public

Key Decision: No

Gravesham Borough Council

Report to: Performance and Administration Cabinet Committee
Date: 20 November 2023
Reporting officer: Ben Turner - Strategic Policy Manager
Subject: Corporate Performance Management Framework 2023-27

Purpose and summary of report:

To present Members of the Performance and Administration Committee with a copy of the draft Corporate Performance Management Framework 2023-27 (PMF) for review.

Recommendations:

Members are requested to:

1. Consider the draft PMF for the 2023-27 administrative period, as endorsed by the council's Management Team.
2. Subject to amendments proposed by the committee, formal approval of the framework be taken by the Cabinet Member for Performance and Administration.

Key Implications:	
Item	Implications
Legal	The council's Corporate Plan is an integral part of the authority's policy framework, as defined by the Constitution. Although not a statutory requirement, the establishment of an effective PMF provides for a core governance tool, enabling the council to evidence achievement of its stated corporate objectives and policy commitments.
Finance and Value for Money	There are no significant costs associated with the development of the council's PMF. More broadly, the PMF provides an important point of reference in the authority's efforts at delivering services that secure best value for residents.
Corporate Plan	The PMF is a key tool in the delivery of the council's Corporate Plan. The purpose of the PMF is to underpin how we use information, data, and business intelligence, in order to make informed decisions as we work towards the achievement of our adopted corporate objectives and overall vision for the borough.
Climate Change	Climate change as a strategic theme underlines the projects, initiatives, and work involved in the delivery of the council's Corporate Plan. At a headline level, the PMF includes a series of performance indicators that are designed to measure the council's community impact within the climate agenda.

1. Introduction

- 1.1 The Corporate Plan presents the council's ambition for the borough over a four-year cycle and was adopted by Full Council in October 2023. Alongside a suite of corporate objectives and associated policy commitments, the Corporate Plan sets the tone and guiding principles from which all council activity will be based over the 2023-27 administrative period.
- 1.2 To evaluate if we are effectively achieving against our stated objectives, and delivering consistently high quality services for local residents, the plan established a commitment to sound performance management arrangements, to be delivered by a formal corporate PMF.
- 1.3 The aim of presenting this document is to therefore ensure Members, managers, officers, partner agencies, and local residents can easily understand and access the arrangements and processes the council has in place to effectively manage the performance of its services. The draft PMF is presented at Appendix 1.

2. Performance Management Framework

- 2.1 As a core component of the council's broader governance environment, the PMF directly underpins the delivery of our adopted corporate objectives and associated policy commitments, as we work towards our ambition of delivering a borough where we are *Together - Proud to be Gravesham*.
- 2.2 Operationally, the purpose of a corporate PMF is to establish how we use information, data, and business intelligence to make informed decisions and drive continuous service improvement. In our efforts to deliver best value services that provide for the right community impact, the framework ensures a consistent and robust approach to performance management at all levels throughout the organisation.
- 2.3 At its core, the PMF formally presents:
 - **Responsibility:** the roles and activities involved in the effective management of performance in the council.
 - **Monitoring:** a formal performance reporting regime that incorporates all tiers and content of corporate performance data.
 - **Indicators:** as the upper tier of performance material, a suite of corporate performance indicators and how they are directly assigned to specific policy commitments established through the adopted Corporate Plan, alongside details of the responsible Cabinet portfolio holder.
 - **Quality:** governance controls providing assurance that reported performance content is consistent, timely, valid, and accurate, enabling the council to make informed evidence based policy decisions.
- 2.4 Practically, for Members, the PMF will form the basis of corporate performance reporting during the 2023-27 administrative period. As determined by the Leader of the Executive, this will primarily be delivered through a commitment to a quarterly performance reporting process to Cabinet and portfolio-based Cabinet Committees.
- 2.5 The draft PMF was considered and endorsed by the Corporate Management Team at its meeting of 24 October 2023.

3. Next steps

- 3.1 The Performance and Administration Cabinet Portfolio has responsibility for the effective governance of the council's performance management arrangements.
- 3.2 Pending any final comments received through the Performance and Administration Cabinet Committee, it is therefore recommended that the PMF is approved by the Cabinet Member for Performance and Administration in order for the framework to be formally implemented.
- 3.3 Adoption will enable formal performance reporting against the new Corporate Plan to commence for the Q3 2023-24 reporting period, scheduled for early 2024.

4. Appendices

Appendix 1: Corporate Performance Management Framework 2023-27 - Draft

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Secondary Implications	
Risk Assessment	<p>It is vital that the council formally sets out its relevant performance management arrangements over the coming years. Doing so allows for the authority to plan and review its service offer effectively, and to clearly demonstrate how successful it is in achieving against its stated objectives.</p> <p>Failure to put in place an effective PMF presents the risk of uninformed corporate decision making leading to services that provide poor outcomes for residents and service users, and a failure to secure best value.</p>
Data Protection Impact Assessment	<p><i>A data protection impact assessment (DPIA) should be carried out at the start of any major project involving the use of personal data or if you are making a significant change to an existing process.</i></p> <p>a. Does the project/change being recommended through this paper involve the processing of personal data or special category data or criminal offence data? A definition of each type of data can be found on the Information Commissioner's Office website via the above links. No.</p>
Equality Impact Assessment	<p>a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community? If yes, please explain answer. No.</p> <p>b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality? If yes, please explain answer. The council is fully committed to the equality agenda. As a protected characteristic defined by the Equality Act 2010, within this PMF, PI 64 provides for transparent monitoring of gender pay within the council. Equally, the PMF additionally presents PI 30 and PI 55, dedicated to monitoring the council's efforts to promote equality of access for disabled service users.</p> <p><i>In submitting this report, the Chief Officer doing so is confirming that they have given due regard to the equality impacts of the decision being considered, as noted in the table above</i></p>
Crime and Disorder	<p>In view of the council's statutory duties, community safety as an agenda is an integral theme of the draft Corporate Plan. Work by the council in this area, alongside its key partners, will go towards delivering corporate objective #oneborough, and established through the <i>Safer Gravesham</i> policy commitment. Specifically, the PMF establishes the following performance indicators: PI 1: Total GBC-reported Anti-Social Behaviour incidents PI 2: Total safeguarding referrals made by GBC.</p>
Digital and website implications	<p>On its adoption, the Corporate Plan will be published and promoted via the council's website. In terms of direct operational commitments, digital activity forms a formal commitment within the proposed #onecouncil objective. Specifically, the PMF establishes the following performance indicators: PI 55: Corporate website accessibility compliance score (%) PI 56: Total enquiries received through the digital online platform PI 57: Digital customer self-service platform satisfaction score (%).</p>
Safeguarding children and vulnerable adults	<p>See crime and disorder.</p>