

Audit and Governance Committee

7 July 2020

Performance framework

For Decision

Portfolio Holder: Cllr P Wharf, Corporate Development and Change

Local Councillor(s): All

Executive Director: Matt Prosser, Chief Executive

Report Author: Bridget Downton

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Report Status: Public

Recommendation: That Audit and Governance agree the draft performance framework in Appendix 1, recognising that there is further work to do to build out some of the detail.

Reason for Recommendation: To ensure the council's progress is measured and monitored.

Recommendation: That Audit and Governance agree the performance framework be reviewed to incorporate risk reporting in due course.

Reason for Recommendation: To ensure appropriate links between risk and performance management.

- 1. Executive Summary** In March 2020, Cabinet considered a proposed approach to a performance framework for the Dorset Council Plan. The report also provided a summary of a proposed wider performance management framework. Cabinet agreed that Audit and Governance Committee should consider the draft performance management framework and provide any comments on its content. A draft performance management framework is attached at Appendix 1. Work has not progressed as far as officers would have liked because resources have

been diverted in responding to the Covid-19 pandemic. More work is needed on the draft framework in two specific areas:

- To develop the detail around service and operational level reporting; and
- To integrate risk management and reporting into the performance management framework.

2. Financial Implications: None in relation to this report

3. Climate implications: The performance and risk management frameworks will include measures monitoring performance in relation to the Climate and Ecological Emergency and accompanying Action Plan.

4. Other Implications: None in relation to this report

5. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

6. Equalities Impact Assessment: Appropriate metrics to report on the council's equalities responsibilities will be included in strategic level reporting

7. Appendices: Appendix 1 Dorset Council Performance Framework

8. Background Papers: Cabinet 3 March 2020

9. Summary of proposed approach to performance management

9.1 The proposed approach to the council's performance management in Appendix 1 has four strands of reporting as follows:

- **Strategic level** – Strategic reporting involves councillors and senior leaders in the council. It provides councillors; senior colleagues; and the public with information about the council's progress against its council plan and direction of travel for key services.
- **Service level** – Service level reporting is under development. This section of the document will be updated as the approach to service level reporting is finalised. The directorate leadership teams are working with business intelligence and performance business partners to define the detailed reporting requirements and mechanisms. The

approach will be tailored to the needs of the individual directorates because the reporting requirements will be different them.

- **Operational level** – reporting required to successfully oversee and manage the individual operations within services.
 - **Statutory performance (including reporting to external agencies & partners)** – returns/reporting which need to be returned to central government as part of the statutory reporting process - this type of information is useful for benchmarking against other authorities operating in statistically similar/comparable populations.
- 9.2** The performance management framework also includes a description of the current Covid-19 strategic and service level reporting. This additional reporting has been developed to monitor the council's response to the Covid-19 pandemic. These reporting processes will continue for as long as required.
- 9.3** More work is needed on the draft to develop the detail around service and operational level reporting and also to integrate risk management and reporting into the performance management framework.

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.