



POLICY AND RESOURCES COMMITTEE

Wednesday, 20 March 2024

REPORT TITLE:	COUNCIL PLAN: DRAFT PERFORMANCE MANAGEMENT FRAMEWORK
REPORT OF:	DIRECTOR OF LAW AND CORPORATE SERVICES

REPORT SUMMARY

The new Council Plan: Wirral Working Together 2023-27 was approved by Council in December 2023. This report sets out a draft Performance Management Framework (PMF) that will ensure the implementation of the Plan is effectively monitored and reported over the next 4 years.

The PMF has been developed to ensure there is rigour in measuring the Council's progress towards delivering the priorities in the plan and specifically outcomes identified under each of the plan themes. The PMF has been co-produced following engagement with all Policy Committees which provided an opportunity to share an early draft and for Members to input into the final design.

The report supports the implementation of the Council Plan: Wirral Working Together 2023-27. Adoption of the PMF or similar, if agreed by members, ensures effective monitoring and performance management arrangements are in place to evidence progress against each of the Council Plan themes.

RECOMMENDATION/S

The Policy and Resources Committee is requested to:

1. Note the content of this report and associated appendices and
2. Highlight any further feedback or comments in advance of the Performance Management Framework being implemented in the new financial year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The development of a comprehensive and rigorous PMF in support of the Council Plan ensures the Council is following good practice. The PMF will provide an effective process to enable regular reporting to all Policy Committees. Plan progress can be effectively monitored and where performance is falling short, corrective action can be put in place.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The Performance Management Framework follows good practice methodology. Officers have reviewed approaches in other local authorities to ensure that Wirral's PMF is comprehensive and thorough. The framework will be reviewed annually in line with the annual review of the Council Plan.

3.0 BACKGROUND INFORMATION

- 3.1 The Council Plan: Wirral Working Together 2023-27 was approved by Council on 4 December 2023. The Plan builds on the Wirral Plan and Council Improvement Plan and sets out the Council's priorities and desired outcomes for the next four years.
- 3.2 To ensure effective implementation of the Council Plan, there is a need to define the performance management arrangements that will be put in place for the next four years. A Performance Management Framework document setting out the approach to be adopted is included as Appendix 1 to this report. The PMF documents the key definitions and principles as well as the proposed approach and processes to support regular reporting in relation to the six themes of the Council Plan.
- 3.3 In summary:
- i. The Council Plan PMF will focus on evidencing progress against the outcomes under each theme of the Plan. It will also include reporting against the deliverables identified as part of the "what we will do" section under each theme. A summary document including the indicators, measures and deliverables that will make up the PMF under each theme, is included as Appendix 2.
 - ii. Council Plan performance reporting will align with budget monitoring, reported to Policy and Service Committees quarterly alongside the budget reports.
 - iii. Council Plan themes will be reported to the relevant committees. Policy & Resources Committee will receive reporting on all Council Plan themes.
 - iv. As well as being reported quarterly to committees, performance reports will be made available on the Council website as part of a dedicated Council Plan web page.
 - v. Performance reporting will be based on a principle of sound data quality. A separate Data Quality Guidance document is included as Appendix 3 to this report.

- 3.4 Over the last 18 months, the Policy and Service Committees have commissioned their own operational performance reports to maintain oversight and hold Directors to account for service performance. It is proposed that these operational performance reports will continue. However, given the risk of duplicate performance reporting, it will be for both committees and officers to work together to determine the format and frequency for reviewing operational reports. For example, operational performance could be reviewed as part of a dedicated service performance deep dive workshop twice a year (in Autumn and Spring) rather than the quarterly frequency of Council Plan performance reporting.
- 3.5 Following the Council Plan PMF workshop with this committee on 29 February, further detailed corporate health performance reporting will be reviewed and considered in addition to the Council Plan PMF. A further workshop will be convened with this committee in the coming weeks to bring this forward.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications arising as a result of this report.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising as a result of this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are no direct resource implications arising as a result of this report. Performance reporting will be coordinated by Wirral Intelligence Service within existing staffing resources.

7.0 RELEVANT RISKS

- 7.1 The Council Plan PMF seeks to mitigate the Corporate Risk of the Council not delivering on its strategic priorities by providing an effective system of performance reporting and accountability for delivering all aspects of the Council Plan.
- 7.2 The absence of an effective PMF would lead to an increase in the likelihood of the Council not achieving the priorities and outcomes set out in the Council Plan.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 In developing this PMF, dedicated workshop sessions have been held with each of the Policy Committees to ensure that Members have had the opportunities to contribute to the final PMF design. This follows extensive Member engagement in Autumn 2023 to develop the Council Plan itself.

9.0 EQUALITY IMPLICATIONS

- 9.1 An Equality Impact Assessment has been completed as part of the final approval of the Council Plan. This can be viewed at the following link:

<http://s03vs-intrcm/documents/s50110698/EIA%20Council%20Plan.pdf>

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 The Council Plan seeks to ensure Wirral Council plays its part in addressing the Climate Emergency. The PMF takes account of this by including appropriate measures and indicators that support the Council's efforts to reduce CO2 emissions and protect the environment.

11.0 COMMUNITY WEALTH IMPLICATIONS

11.1 There are no direct Community wealth implications arising as a result of this report.

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APPENDICES

Appendix 1 – Council Plan Performance Management Framework
Appendix 2 – Council Plan Summary of Indicators, Measures & Deliverables
Appendix 3 – Data Quality Guidance

BACKGROUND PAPERS

Council Plan: Wirral Working Together 2023-27
Wirral Plan
Council Improvement Plan

TERMS OF REFERENCE

This report is being considered by the Policy and Resources Committee in accordance with Section (b) of its Terms of Reference, to “provide a co-ordinating role across all other service committees and retain a ‘whole-council’ view of performance.”

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Policy & Resources Committee	21 November 2023
Council	4 December 2023