

## Policy and Performance Framework

Title	Policy and Performance Framework
Owner	Head of HR and OD
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## **Introduction**

Basingstoke and Deane Borough Council delivers a range of services. Some of the services are required by law, such as planning and environmental protection; others we choose to deliver to help improve quality of life for our residents. As a council we collectively and individually strive to achieve high standards, and to make sure we are meeting the needs of our borough in the most effective way. This is an integral part of our culture and core values.

Performance management is an important part of the corporate planning process. It helps us to:

- ✓ Concentrate on what matters most, prioritising what gets done and ensuring there are sufficient resources to do it
- ✓ Assess whether we are successful in achieving our goals, identifying and rectifying poor performance at an early stage, learning from past performance and improving future performance
- ✓ Ensure we provide value for money by focusing on the right things in the right way and looking for better ways of working, knowing what works under what conditions
- ✓ Ensure we are listening to our customers; maintaining and increasing satisfaction where possible
- ✓ Motivate staff by making sure they know how they contribute and what is expected of them
- ✓ Enable accountability through transparent reporting systems

NB There are a number of hyperlinks included within this document; where the text is [highlighted and underlined](#), there is the option to click on the item, to open up a related document on the Basingstoke and Deane website.

## **Council Plan**

The [Council Plan](#) drives the corporate planning process, setting out the overarching strategic direction for the council and identifying key focus and activity under priority themes. This plan is at the heart of and links to a number of other key strategies and plans, including Horizon 2050, the Medium Term Financial Strategy and individual service plans. The council plan priorities are reflected in business unit and service delivery plans and budgets to ensure a joined up, 'golden thread' approach is applied to meeting the needs of the borough.

## Measuring Performance

To ensure the council is delivering its priorities, performance against an agreed suite of measurements is regularly reviewed. The measurements are identified and selected as being key indicators of how well the council is delivering against the priorities set out in the council plan

Quarterly reports are made to the Strategic Leadership Team, the Executive and the Performance Panel, outlining progress and performance trends against the agreed measurements. A corporate scorecard accompanies the quarterly report.

## Managing Risk

There are a number of risks which the council faces in delivering the council plan priorities. These risks are assessed and managed within the corporate risk register and service planning processes and, where appropriate, risk mitigation actions are determined.

## Review Mechanisms

In addition to a range of internal review and performance measures, the council benefits from external review mechanisms that assist in achieving continuous improvement. These may include:

- External audit assessing controls, governance and core financial arrangements. The [Annual Audit Letter](#) has consistently confirmed that our arrangements for securing value for money are sound.
- Peer reviews
- Resident surveys
- Complaints and compliments

In addition Overview and Scrutiny Committees, the Audit and Accounts Committee and HR Committee receive regular reports and are able to inform policy reviews.

## Performance Monitoring

To ensure that we know our organisation is operating effectively, and can take early action if any issues are identified, performance monitoring processes include:

Quarterly		
What	Who to	Why
Revenue, capital and treasury management monitoring reports	<ul style="list-style-type: none"> <li>• Strategic Leadership Team (SLT)</li> <li>• Strategic Management Board</li> <li>• <a href="#">Audit and Accounts Committee (treasury management)</a></li> <li>• <a href="#">Performance Panel (revenue and capital only)</a></li> </ul>	To assess whether our financial plans are on track and to identify risks.
Business units review of progress against key deliverables as identified in unit and/or service delivery plans.	<ul style="list-style-type: none"> <li>• Business Unit team meetings</li> </ul>	To enable progress on actions to be assessed, and to ensure plans are up-to-date , and any identified risks are appropriately managed
Internal audit progress reports	<a href="#">Audit and Accounts Committee</a>	To assess the councils control environment and ensure corrective actions are being implemented
Performance report and scorecard.	<ul style="list-style-type: none"> <li>• Strategic Leadership Team</li> <li>• Cabinet</li> <li>• Performance Panel</li> <li>• <a href="#">Scrutiny Committee</a></li> </ul>	To encourage continuous improvement, recognise achievements and identify areas requiring further review or action; and to inform the narrative statement in the Statement of Accounts
Personnel monitoring information	<a href="#">Human Resources Committee</a>	Six monthly

<b>Annually</b>		
<b>What</b>	<b>Who to</b>	<b>Why</b>
Executive Directorate service delivery plans	Business unit or service team meetings	To accurately reflect the latest business position, and to inform the Annual Report.
Annual Statement of Accounts	Audit and Accounts Committee and published on council website for interested stakeholders	To report on expenditure against budgets and the council's overall financial position.
Staff appraisals are carried out, supported by a mid-year review	All staff	To enable staff to assess how they are performing against their agreed objectives, and to identify training and/or development needs
Review of base budgets and central charges and financial out-turn	<ul style="list-style-type: none"> <li>• All budget holders</li> <li>• SLT</li> <li>• <a href="#">Cabinet</a></li> </ul>	To establish opportunities for on-going savings and forecasting improvements
Inspections on use of resources, value for money, governance, financial and internal arrangements	External Auditors	To ensure the authority is fit for purpose. An opinion is given by the Auditors in an <a href="#">Annual Audit Letter</a> .
Customer satisfaction	<ul style="list-style-type: none"> <li>• Specific service user surveys</li> <li>• A residents survey is undertaken (via random sample) every 2-3 years</li> </ul>	To ensure we are meeting the customer needs and identify scope for improvement planning

A timeline of the main elements of the Council's policy, budget and performance process is provided in Appendix 1.

# Appendix 1

## Policy, budget and performance process

