

Public Report

Birmingham City Council
Report to Audit Committee

29 November 2023



Subject: Corporate Performance Management Framework

Report of: Richard Brooks, Director of Strategy, Equalities and Partnerships

Relevant Cabinet Member: Cllr Sharon Thompson, Deputy Leader

Relevant O & S Chair(s): Cllr Albert Bore, Co-ordinating Overview and Scrutiny

Report author: Paul Clarke, Assistant Director (Programmes, Performance, and Improvement)

Are specific wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If yes, name(s) of ward(s):		
Is this a key decision?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, add Forward Plan Reference:		
Is the decision eligible for call-in?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, provide exempt information paragraph number or reason if confidential:		

1 Executive Summary

1.1 This report provides an overview of the council's Corporate Performance Framework. The Corporate Performance Framework is an integral part of the council's overall governance, control, and assurance mechanisms.

1.2 An effective performance framework has four key components:

- (1) Clear roles, accountabilities, and responsibilities
- (2) Clearly stated ambition and aims
- (3) Consistent and accurate reporting against the framework
- (4) Robust measures and deliverables that are clearly linked to improving outcomes for citizens (the "golden thread").

1.3 The council's approach to operationalising these components is set out in section 4 of this report. This includes a summary of the key documents, reporting arrangements, and forums that enable a regular oversight and consideration performance and delivery. The corporate performance framework is a critical element of our governance, control, and assurance mechanisms to ensure that we deliver our services effectively and meet our statutory and legislative responsibilities.

2 Recommendation

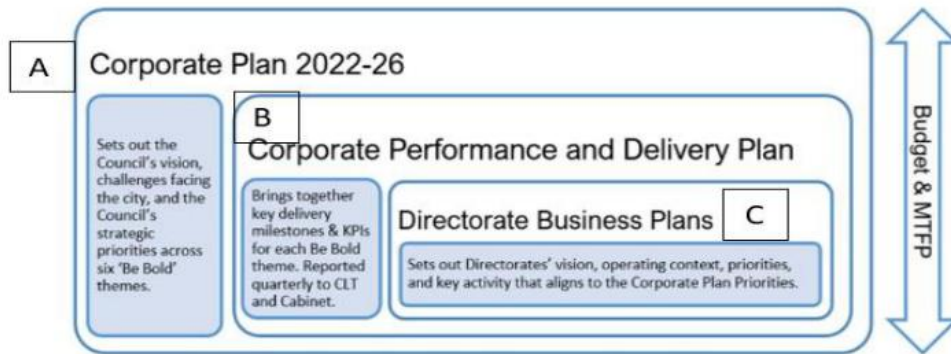
- 2.1 Members are asked to note the report and to consider what further information, briefings or training on this topic might be helpful in supporting the Committee to best undertake their role and responsibilities.

3. Background and context

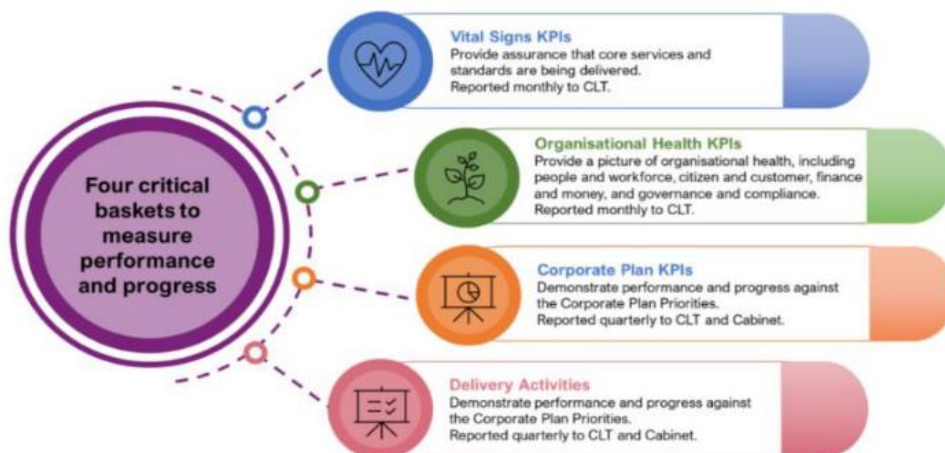
- 3.1. The importance of an effective performance management framework is a key theme of our Corporate Governance Code as outlined in section C1 of the council's Constitution. The Code sets out the importance of continually reviewing performance and of using the performance management framework as a means of ensuring our citizens receive excellent value for money. It is therefore crucial that Audit Committee, a central tenet of governance itself, is comfortable and confident in the use of the performance framework in its role.
- 3.2. The Programmes, Performance, and Improvement (PPI) Division was formed in April 2022, to provide a stronger corporate focus on performance and improvement. The Division, which is part of the Strategy, Equalities and Partnerships (SEP) Directorate, has a remit for strengthening the arrangements for reporting and using performance information across the council. One of the key functions within the PPI Division is the Corporate Performance Team which is responsible for managing, developing, and reporting against the corporate performance framework.

4. The Corporate Performance Framework

- 4.1 There are a suite of key documents that provide a 'golden thread' linking our overall ambitions and priorities as a council to our delivery activity:
- The [Corporate Plan 2022-2026](#) sets out the ambitions and priorities for the Council. Approved by Full Council in October 2022, the Plan brings together elements from other documents to provide a cohesive and coherent framework for our business and financial planning.
 - A [Corporate Performance and Delivery Plan](#) (CPDP), updated annually, summarises key activities including delivery milestones from directorate business plans, current delivery plans / strategies, and transformation activity that make a direct contribution to the delivery of Corporate Plan priorities. The CPDP also includes 80 Key Performance Indicators (KPIs) against which we report performance.
 - Directorate Business Plans summarise directorate and service priorities and key activity that align to the Corporate Plan priorities. The Corporate Plan provides context for business planning and programme development. Service plans and individual objectives should be aligned to Directorate Business Plans, reinforcing the 'golden thread' and alignment between individual roles and the overall priorities of the council.



4.2 The quarterly report against the Corporate Performance and Delivery Plan (CPDP) is an important, public document by which we hold ourselves to account against the commitments we have made to our citizens. However, there is a broader suite of information that makes up our overall performance framework, as set out in the diagram below. This range of information enable a regular focus from the Council Leadership Team (CLT) on organisational performance as well as delivery against corporate priorities.

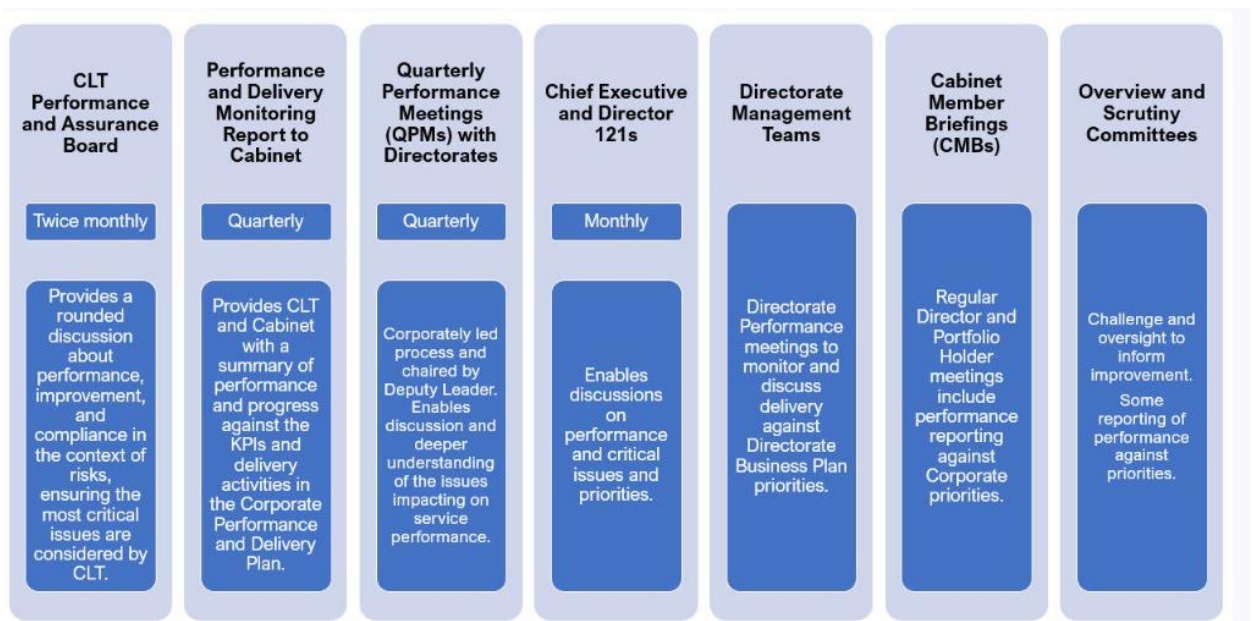


4.3 The performance framework also includes a set of '[State of the City](#)' outcome indicators. These provide the context for our priorities and delivery and help measure the overall city and citizen outcomes we are trying to impact and influence through our delivery, enabling and influencing roles and activity. They are published as part of the City Observatory.

4.4 The Corporate Performance Team manage and develop the framework, and provide a critical friend role in reviewing, analysing and ultimately reporting on the data provided by directorates to produce a comprehensive and accurate view of performance across the authority to the relevant audiences. It is however important to note that responsibility for the setting of robust measures and deliverables, and ensuring data is updated accurately and in a timely manner across all the baskets lies with directorates.

4.5 The range of performance information collated informs discussion about performance across several different forums, including:

- Cabinet considers a quarterly Performance and Delivery Report (see para 4.2) which provides members with a summary of performance and delivery progress against the ‘Be Bold’ ambitions and priorities set out in the Council’s Corporate Plan 2022-2026, using the KPIs and delivery milestones set out in the Corporate Performance and Delivery Plan.
- A monthly Council Leadership Team (CLT) Performance and Assurance Board that considers a range of performance and assurance reports, which together provide updates and highlighted issues regarding organisational health, delivery of key services, customer experience, and transformation.
- A quarterly Performance Meeting (QPM) with each Directorate, which is a corporately led process, chaired by the Deputy Leader, that facilitates discussion and a deeper understanding of the issues impacting on service performance.
- Performance reporting to Overview and Scrutiny Committees. There is some reporting and scrutiny of service performance data and other performance information aligned to committee work programmes.
- Directorate Management Teams meet to consider performance and delivery against priorities
- Cabinet Member Briefings provide an opportunity to update portfolio holders on performance and delivery matters
- Chief Executive and Director meetings includes information prepared by the PPI Division about performance and delivery



5. Future developments: Improvement and Recovery Plan

- 5.1. An important and evolving area for performance and improvement is the Improvement and Recovery Plan (IRP) currently being developed in response to the Secretary of State's intervention. Once approved by Commissioners, it is expected that the IRP will be the primary document upon which performance and delivery will be reported, superseding and/or incorporating those delivery activities and KPIs relating to a Best-in-Class Council. Notwithstanding this, we anticipate a continuation of some reporting against our Corporate Plan ambitions and priorities focusing on the Be Bold outcomes of Prosperous, Safe, Inclusive, Green, and Healthy.

6 Consultation

- 6.1. Not applicable. This is a paper for members information and does not include any delivery proposal or policy decision.

7 Risk Management

- 7.1. Not applicable. This is a paper for members information and does not include any delivery proposal or policy decision.

8 Compliance Issues

- 8.1. Not applicable. This is a paper for members information and does not include any delivery proposal or policy decision.

9 Legal Implications

- 9.1. There are no direct legal implications arising from this report. The report does not include any delivery proposal or policy decision.

10 Financial Implications

- 10.1. There are no direct financial implications arising from this report. The report does not include any delivery proposal or policy decision.

11 Procurement Implications

- 11.1. Not applicable

12 Human Resources Implications

- 12.1. Not applicable

13 Public Sector Equality Duty

- 13.1. Not applicable