



# PERFORMANCE MANAGEMENT FRAMEWORK

2020-2021

**BasildonCouncil**  
BASILDON • BILLERICAY • WICKFORD

## Introduction

Organisational performance management helps the Council to ensure that we achieve what we set out to do. It does this by setting out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in the Corporate Plan.

Through aligning our resources, actions and activities to the Council's Corporate Plan, it helps us measure how public money is turned into results for our communities.

## Basildon's Approach

Performance management is the responsibility of everyone in the Council.

The framework is based on the Plan, Do, Review, Improve cycle.



Basildon's performance management framework recognises the diversity of our business, and is mindful that services already respond to a wide range of other performance management requirements, e.g. statutory returns, partnership working arrangements, and different legal, regulatory, or policy frameworks.

As a result, this framework builds on what is already in place and uses the Pentana performance management system to hold all performance information.

## The Local Code of Governance

The Local Code of Governance sets out the Council's commitment to good governance and management practice. It identifies how we will meet and demonstrate that commitment. It includes the political arrangements, administrative systems, policies and processes, as well as the culture and values that underpin our arrangements.

Our annual governance statement provides an assessment of the Council's performance against the Local Code.

## Basildon's Balanced Scorecard

To ensure we are capturing the true narrative of our performance, Basildon uses a balanced scorecard. The purpose is to ensure we are considering all elements of delivery through the four lenses of performance:

<b>Our Services</b>	<b>Our Finances</b>
Service and Corporate Plan delivery	Financial and Contract Management
<b>Our Customers</b>	<b>Our People</b>
Customer Insight	Workforce performance

## The Corporate Plan

The Corporate Plan 2021-24 is the principal corporate strategy of the Council.

The Council's performance management framework aims to articulate how we are delivering our services and the Corporate Plan ambitions and the difference that this will make to our communities through a set of performance measures. The Corporate Plan explains what we want to do and how we plan to do it and is organised through a set of strategic themes.

The themes are defined as follows:

**People** – We want Basildon to be home to healthy and active local communities able to support themselves and each other.

**Place** – We want Basildon to offer a high quality of life for all residents through attractive, liveable, accessible and safe neighbourhoods and towns along with the provision of durable facilities, green spaces and town centres that meet the needs of the community.

**Prosperity** – We want Basildon to have a thriving, dynamic and diverse economy where all our communities benefit from increased opportunity and our workforce has the right skills for our local economy and beyond.

### Delivering our Ambitions

Whilst Committees set our policy ambitions, our Head of Paid Service (The Chief Executive) identifies how, when and the resource needed to deliver the policy ambitions and structures the Council accordingly to enable this.

At a strategic level, our Strategic Leadership Team (SLT) ensure that services are provided which meet the needs of our communities, now and in the future, whilst remaining within the budget available.

SLT also ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making progress towards our vision, priorities and objectives published in our Corporate Plan.

The Council's Strategic Leadership Team (SLT) drives the importance of performance management from the top and ensure that the

organisation is clear on what we are seeking to achieve and that priorities within the Corporate Plan are delivered.

- **Service Delivery** - Service Planning is the vehicle we use to enable service delivery, and includes all actions that contribute to achievement of the Council's Priorities; actions that are driven by the need to improve efficiency and effectiveness; actions that relate to frontline service delivery or delivery of statutory requirements, whether or not directly related to the Council's priorities.
- Service plans are held on the Pentana performance management system in the format of the balanced scorecard. This enables managers to have a single action plan to monitor and report against, making best use of their time and ensuring that information is only reviewed once.
- Managers review and adapt services plans frequently in line with the changing landscape.

### Reviewing, monitoring and reporting

- **Members** - The Council's policy decisions are taken through the established committee system.
- Our Councillors have overall responsibility and accountability for the Council's Corporate Plan. By providing performance reporting against the Corporate Plan outcomes, Members can be clear on the extent to which the Corporate Plan and its outcomes are being achieved. Performance reporting enables Committees to have an informed debate on delivery and conflicting priorities to enable informed policy decision making.

- **Corporate Performance** - In Basildon, we have scorecards for corporate and service levels of reporting. The corporate scorecard is performance reporting on the delivery of the Corporate Plan to our Strategic Leadership Team (SLT).
- Reporting provides challenge, reviews exceptions, addresses under-performance, identifies any need for early interventions and celebrates achievements.
- The Strategic Leadership Team meets as a performance challenge and governance group.

- **Service Performance** - Directorate Management Team meetings (DMT's) are chaired by Directors and attended by service managers and this is where service performance is discussed. It is here, where the improvement actions will be commissioned and where success is celebrated.
- Service managers are held accountable for service delivery. The DMT's review and hold performance challenge sessions monthly. It is here, where the improvement actions will be commissioned and success celebrated.

- **Individual Performance** - Individual performance management is a key element of our performance management framework. All staff should understand and be familiar with the Council's priorities and outcomes to be able to work effectively and be motivated to support these.
- Service managers are responsible for managing their teams to ensure they are equipped to deliver services and the corporate plan outcomes. Service managers hold 1-2-1's with their staff and team meetings to ensure staff have an understanding of how the work they do contributes to the outcomes and priorities the Council seeks to achieve.

A low-angle, upward-looking photograph of a tall brick building with a glass facade on the left side. Two tall, purple streetlights with curved arms and modern lamp heads are positioned in the foreground, one on the left and one on the right. The sky is a clear, bright blue with a few wispy white clouds. The overall composition is dynamic and emphasizes verticality.

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