

Warwickshire County Council

Business Planning and Performance Management Framework

Reviewer:

Director Enabling Services

Signature:

Owner:

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Signature:

1. Introduction

Document Purpose

The purpose of this document is to introduce Warwickshire County Council's (WCC) Business Planning and Performance Management Framework, assist its communication and understanding and to provide guidance to those with responsibilities for ensuring that it is applied effectively and consistently.

As a Council, we are accountable for delivering in a complex and changing environment. Establishing and embedding effective Business Planning and Performance Management is critical to the successful delivery of the Council's Priorities, Areas of Focus and Strategies.

The Business Planning and Performance Management Framework sets out an enhanced and integrated approach that builds on our existing practice. The Framework is intended to support the Golden Thread which links our organisational Priorities, Areas of Focus and Strategies with service delivery for Services and Teams.

We are committed to implementing an organisation-wide planning and performance management culture that exemplifies high levels of trust, honesty, and transparency, enabling us to celebrate success but also identify improvement areas as early as possible to establish effective remedial action.

In a climate of increased uncertainty alongside opportunities to innovate, this framework is considered critical to our future direction and progress as an organisation; it provides essential guidance by articulating our Business Planning and Performance Management objectives and approach.

An Integrated Approach to Core Business Frameworks

The framework is designed to follow the Council's *Why, What, How* model of strategy development. The Business Planning and Performance Framework sets out our strategic intent and objectives and will influence and interact with other key business frameworks that, together, comprise a joined up and integrated way of translating the ambition and direction of the Council Plan and Medium-term Financial Strategy (MTFS).

Fig 1. Core Business Frameworks



2. Overview of the Framework

The Business Planning and Performance Management Framework (the Framework) is the Council's policy document guiding our approach and practice. It has been developed with input from staff involved in Business Planning and Performance Management from across the County Council and reflects current good practice.

The Framework is made up of three key elements:

Strategic Intent (Why)	Sets out the objectives for Business Planning and Performance Management to support our strategic planning and decision-making and support the achievement of the Council Plan.
What	Sets out the tools and activities that we will use to deliver our Business Planning and Performance Management Framework objectives.
How	Describes how we will implement and govern the Framework through relevant systems, procedures, and reporting.

3. Strategic intent and objectives

The purpose of our Business Planning and Performance Management Framework is to enable us to improve performance and deliver council priorities and respond to emerging priorities quickly to maximise outcomes for the Council and our Warwickshire communities.

This will be delivered using our wider Integrated Strategic Planning approach which supports delivery of identified Priorities, Areas of Focus and Strategies as identified in the Council Plan. Effective Business Planning and Performance Management will inform strategic decision making and ensure good use of resources for sustainable service delivery.

Specifically, we seek to:

- Embed an integrated approach to Business Planning and Performance Management which includes consideration of financial position, our change portfolio, human resources, and risks and opportunities;
- Establish clear links between the strategic outcomes and objectives across the Organisation and assess whether they are being achieved;
- Provide clarity on priorities for the Organisation and the Services;
- Improve cross-service awareness; understanding how Business Planning and Performance Management in one area can impacts another in a positive or negative way;

- Demonstrate to all stakeholders, including residents, that we are focusing attention in the right areas;
- Get early sight of areas that might affect the delivery of strategic aims;
- Identify areas where improvement activity should be focused;
- Demonstrate to all our stakeholders that the Council is delivering value for money;
- Enable services across the organisation to achieve success through open, honest and supportive discussions around performance which will drive delivery of priorities and inform effective decision-making; and,
- Strengthen partnership working through identifying and reporting against shared outcomes.

4. What we will do to implement the Business Planning and Performance Framework

This section sets out the tools and activities that we will use to deliver our Business Planning and Performance Management Framework objectives.

Fig 2 below illustrates how our Business Planning and Performance Framework is designed following the Why, What, How approach.

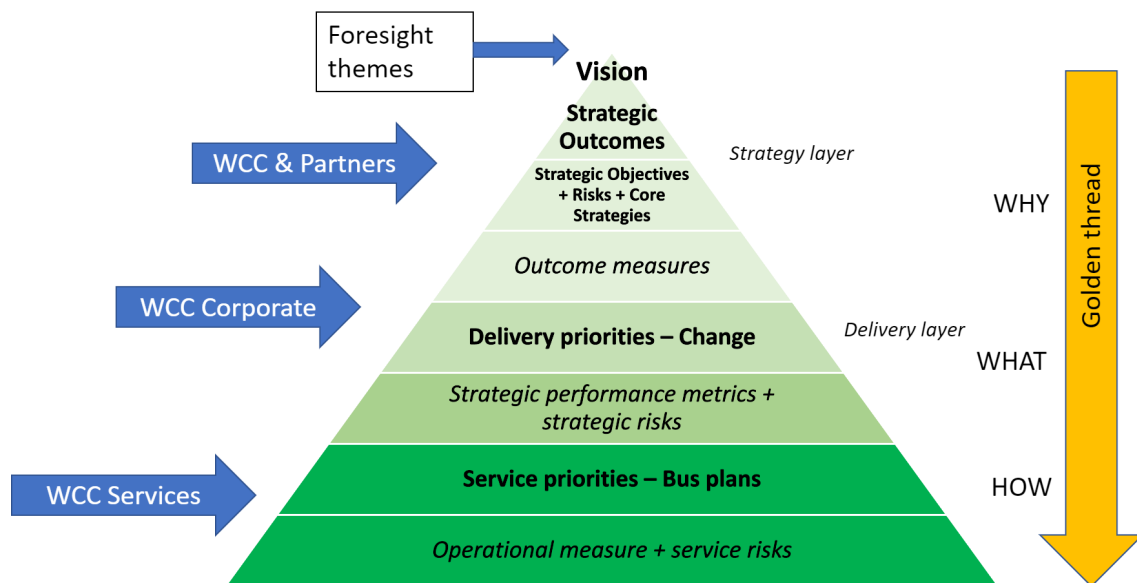


Fig 2.

As part of the Business Planning and Performance Framework we will:

- provide clarity to our stakeholders on our vision, strategic outcomes and objectives;
- demonstrate how our delivery priorities and how we will measure our success are also described across the Framework;
- ensure that information will be made available and accessible to the public through appropriate channels;
- develop Business Plans through engagement with our Services bringing together all key Service Information, including Finance, Risk, Human

Resources and Change activity, into one document to ensure Integrated Planning is delivered;

- show staff how their roles contribute to delivery of our priorities and specific activity is reflected in their personal objectives. This complements the 'golden thread' approach as there should be a link between personal objectives and the actions and measures in the business plans which in turn are linked to the strategic objectives;
- identify success and performance measures within the Business Planning process and clearly demonstrate delivery of objectives and strategy. This ensures the alignment between service actions/activities and performance measures;
- develop measures which are corporately owned (shared), not siloed to individual service areas. The Council Plan is a collective plan and therefore the measures used to report progress against this should also have a shared ownership, to ensure a one Council approach, hence many corporate performance measures being at WCC level;
- include a blend of operational, strategic and outcome measures ensuring the business-as-usual activity is addressed as it supports delivery of strategic measures and core actions as well as supporting staff visibility to their personal objectives;
- link and consider finance, risk workforce and performance indicators collectively to ensure interdependencies are captured, consistency in approach to reporting thus avoiding multiple requests from the Services to each of the discipline;
- agree appropriate relevant performance targets which are set in consultation with members, partners, staff and reviewing previous performance simultaneously setting action plans to achieve the target;
- use, where appropriate, performance indicators to monitor current risk levels against risk appetite;
- create a framework which is responsive, and indicators can be added/removed to reflect changing priorities. If actions are completed, and new actions need to be considered, the business plans will be updated to ensure they are kept 'live' and not seen as being a start to end process, rather it is a continuous improvement cycle. Likewise, with performance measures, if they need to be reviewed due to, for example, national drivers or key local issues, this should be considered and raised as applicable, not waiting until a 'refresh' of the framework; and,
- Provide transparent and accessible performance data which is used to drive day-to-day activity, enabling ownership and a sense of responsibility at all levels within the organisation.

As a result of implementing the Framework using this approach, and through strong performance management rather than just performance reporting, we can clearly see whether our performance is improving.

5. How we will use the Business Planning and Performance Framework

This section describes how we will implement and govern the Framework through relevant systems, procedures, and reporting. How we use the Business Planning and Performance Framework will be critical to ensuring our strategic intent and objectives are delivered.

Specifically, we will aim to ensure the Council Plan sets out the strategic outcomes that we will secure for Warwickshire and the communities/businesses we serve.

Service Business Plans will be developed that set out the key activity and outcomes which will support and ensure the delivery of the high-level strategic outcomes as outlined in the Council Plan. These documents play a crucial role in establishing the Golden Thread between the strategic outcomes to the work of services, teams, and individuals across the organisation.

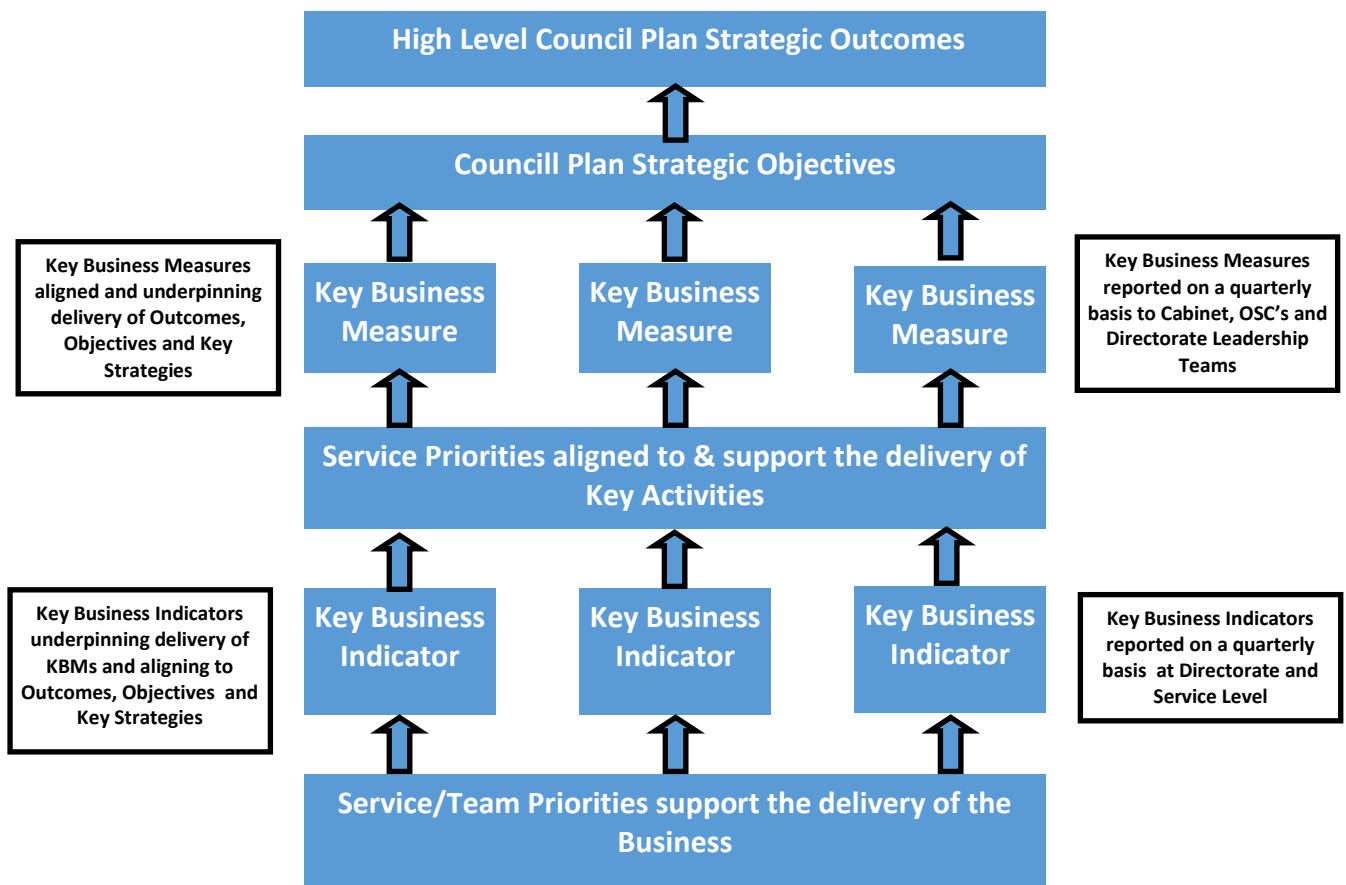
We will ensure we adopt this approach by:

- Collaborating with Executive Directors, Directors, and Heads of Service to build Business Plans which identify key actions and key strategies with associated performance measures;
- Facilitating robust financial and workforce planning through regular and timely reviews;
- Engaging with all our stakeholders to ensure there is clarity of purpose and ownership at all levels of our organisation;
- Making Service Business Plans to be accessible by the whole organisation in Power BI which can be navigated to via the home page of the Council's intranet;
- Developing Team Plans within the Service which set out the key activity and outcomes to support and ensure the delivery of the strategic, service level and team outcomes;
- Linking individuals' objectives planning through appraisals with team, service understandable and indicative of a services performance; and strategic priorities;
- Developing performance measures which are easily defined, comparable, attributable, measurable, targetable, timely, relevant,
- Providing Cabinet, Overview & Scrutiny Committee and Directorate Leadership with performance reports to ensure that Warwickshire residents are well served, and the right policy decisions are being taken as performance is actively used to inform strategic and operational decision-making;
- Through exception reporting for good performance and where improvement activity is needed Members, Corporate Board, Directors, and other senior officers will be able to consider those measures where performance may be under achieving or over-achieving;
- Enabling cross-service performance conversations to discuss current and emerging priorities, highlighting, celebrating, and sharing performance is strong whilst providing constructive challenge around under performance;
- Performance is constructively discussed at all levels of the organisation as part of day-to-day behaviours, from Cabinet through to staff 1:1's;
- Embedding Power BI as the organisation's performance reporting tool and will include reports, summaries profiles and dashboards with aggregated and cross cutting views for Corporate Board, Directorates, Services, Programmes and Partnerships;

- Utilising Power BI to ensure stakeholders are provided with accurate, reliable, relevant, timely, robust information through performance reports; and,
- Providing context to the reported performance to explain the ‘story’ of what the situation is during the given timeframe. Measure data will be accompanied by clear informative commentary that explains current performance and describes how success is being achieved and/or what improvement activity is being taken. An explanation of the projection trajectory – this is subjective but gives the opportunity for Services to consider how performance may change over the next period, positive or negative.

Fig 3 below illustrates how our Business Planning and Performance Framework fits together.

Fig 3. Performance Arrangements



6: “How this Framework connects with other core frameworks and related documents”

Each of the Core Business Frameworks translates the commitment to integrated planning into reality by joining up key aspects of delivery for users and decision

makers. Fig 4. below shows how this framework relates, connects and interacts with the other key business frameworks:



7. Related Documents

Business Planning and Performance Related Documents and Sources:

[Link to Council Plan](#)

[Link to Current Performance Framework](#)

[Roles and Responsibilities](#)

[Power BI Service Business Plans](#)

[Power BI Cabinet Performance Report](#)

[Power BI Adult Social Care Overview and Scrutiny Committee Performance Report](#)

[Power BI Children's & Young People Overview and Scrutiny Committee Performance Report](#)

[Power BI Communities Overview and Scrutiny Committee Performance Report](#)

[Power BI Resources and Fire & Rescue Overview and Scrutiny Committee Performance Report](#)

[Power BI Children & Young People Directorate Performance Report](#)

[Power BI Communities Directorate Performance Report](#)

[Power BI Resources Directorate Performance Report](#)

[Power BI Social Care & Health Directorate Performance Report](#)

[Assurance and Compliance Dashboard](#)