

CABINET ITEM COVERING SHEET PROFORMA

AGENDA ITEM:

**REPORT TO CABINET
17th MAY 2012**

**REPORT OF CORPORATE
MANAGEMENT TEAM**

CABINET DECISION

Corporate Management and Finance – Lead Cabinet Member – David Harrington

PERFORMANCE MANAGEMENT FRAMEWORK

1. Summary

Following the changes nationally in relation to performance management requirements and the inspection and assessment landscape, this report sets out a proposed approach for the Council. The approach is intended to be proportionate and seeks to achieve a balance between an overly bureaucratic approach to performance management and one that is so minimal that it puts the authority at risk in terms of accountability to Elected Members, the general public, government and the regulators. It also seeks to recognise the constantly changing environment in which local government is currently operating and the need to be as flexible as possible whilst ensuring a confidence amongst the Executive, Elected Members, key partners, staff and the public that the Council has appropriate mechanisms in place for managing its performance.

2. Recommendations

- i. Cabinet agree the performance management framework.

3. Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same purpose whether under statutory right or otherwise,

immediately after making representations, answering questions or giving evidence as the case may be;

- in any other case, whenever it becomes apparent that the business is being considered at the meeting.

And must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.

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SUMMARY

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RECOMMENDATIONS

- i. Cabinet agree the performance management framework.

BACKGROUND

1. There have been a number of key changes and influencing factors in the performance landscape both nationally and locally over the last 18 months.
2. National changes include:
 - a. Removal of the National Indicator Set
 - b. Discontinuation of any overall corporate inspection
 - c. Changes to the inspection and assessment regime within Children's and Adult Services
 - d. The introduction of a refreshed approach to peer assessment and challenge through the establishment of the concept of 'Sector Self-Regulation' led by the LGA.
 - e. The introduction of a single data set by government that detailed all the returns required by the various government departments.
 - f. The emergence of new approaches, in the form of outcomes frameworks (some of which are still to appear), to measuring performance that include qualitative as well as quantitative performance information.
3. Locally the context is:
 - a. a reduction in the resources within the performance teams as an outcome from the EIT review of Admin and Business Support
 - b. a need to review the process of gathering performance information in order to ensure the quality and timeliness of performance analysis and reporting

- c. an opportunity to link performance management more closely with financial management
4. The introduction of a coherent balanced performance management framework will help to address the issues identified in the previous paragraphs and also minimises the risk to the Council in terms of its accountability to key stakeholders, the general public, government departments and the statutory regulators.
 5. The proposed performance management framework consists of a number of strands:
 - The Needs Assessment and Planning aspects
 - i. Joint Strategic Needs Assessment
 - ii. Residents Survey/Viewpoint
 - iii. Annual Crime Survey
 - iv. Sustainable Community Strategy
 - v. SCS delivery plan
 - vi. Council Plan
 - vii. Service Plans
 - viii. Performance and Development Appraisals
 - The Review, Reporting and challenge aspects (internal monitoring and evaluation)
 - i. Service Groupings
 - Management Teams
 - Improvement Clinics
 - Discussions with Cabinet portfolio holder
 - ii. CMT report/Improvement Clinics
 - iii. Cabinet
 - iv. Executive Scrutiny
 - v. Council
 - vi. Stockton Renaissance
 - vii. Annual review/report for the public
 - viii. Internal audit
 - The Review, Reporting and challenge aspects (external regulation and challenge)
 - i. Inspection
 - ii. Peer challenge and review (sector self-regulation)
 - iii. Awards and assessments (e.g., Customer Excellence, IIP, APSE)
 - Recording performance – the feasibility of developing a bespoke database appropriate to our needs and further improve our performance management processes is being investigated with Xentrall.
 - Financial and risk management
 - Data quality
 6. The proposed detailed Performance Management Framework document is presented in draft at Appendix 1.

FINANCIAL AND LEGAL IMPLICATIONS

There are no direct financial implications to this report. The test of assurance conducted ensures that the authority has complied with the requirements of the statutory guidance.

RISK ASSESSMENT

This report is categorised as low to medium risk. Existing management systems, daily routine activities and identified review/trigger points are sufficient to control and reduce risk.

SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS

The report provides the framework for monitoring and reporting on the performance of the Sustainable Community Strategy.

EQUALITY IMPACT ASSESSMENT

N/A

CONSULTATION, INCLUDING WARD COUNCILLORS

N/A

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