

HOUSING OVERVIEW AND SCRUTINY PANEL – 18 MARCH 2020

DEVELOPMENT OF THE PERFORMANCE MANAGEMENT FRAMEWORK

1. RECOMMENDATION

- 1.1 That the Housing Overview and Scrutiny Panel consider the principles and design of the performance management framework in support of the delivery of the Corporate Plan 'Community Matters' and continuous improvement across the organisation.

2. INTRODUCTION & PURPOSE

- 2.1 Effective performance management is a positive tool in the successful delivery of the corporate plan. It involves understanding the objectives of the organisation, monitoring performance against those objectives and enabling improvement where necessary.

The benefits include:

- Ensuring corporate objectives are prioritised and that resources are allocated effectively;
- Improving service outcomes for local people;
- Motivating and engaging staff by ensuring that individuals are aware of their own targets and goals and how these contribute to achieving the Council's vision;
- Ensuring that significant risks to the achievement of objectives are identified and managed; and
- Providing early warning and rectification of poor performance.

- 2.2 A proportionate performance management framework needs to be developed; monitoring and reporting on specific actions and achievement indicators. The framework will be designed to provide an overview, and allow for scrutiny, of performance against each Portfolio Holder's priorities, with Portfolio Holders providing regular updates to the relevant Overview and Scrutiny Panel. In turn, priorities and actions will filter through to service planning and performance monitoring, sitting alongside the council's financial plans to ensure the resources are available and appropriately directed to deliver the plan.

- 2.3 The purpose of this report is to invite Panel comments on the design of the framework, including content and reporting frequencies, to support a consistent and robust approach to performance management and improvement.

3. PROPOSALS FOR DISCUSSION

- 3.1 Overview and Scrutiny Panels have a key role in driving performance and consequently in designing the new framework; advising on what information they would like to see, how often and in what format. The views of each panel will be canvassed, at their March meetings, to inform the design and reporting frequency of the new framework.

- 3.2 It is proposed that reporting is in the form of portfolio dashboards, structured around the role of the panel, and updating on relevant actions and the strategic achievement indicators contained within the Corporate Plan 'Community Matters'. Further performance information, in support of specific service or project performance, could also be provided at the request of the panel. An example will be shown to panels at the meeting for their consideration.
- 3.3 Updates on performance will be provided by Portfolio Holders as a standing item at Panel, with Portfolio Holders being accountable for their Portfolio's performance in the delivery of the corporate plan. In turn Portfolio Holders will be supported by Executive Heads through the provision of accurate and timely data and updates.
- 3.4 Performance will continue to be reported annually to Cabinet.

4. FINANCIAL AND OTHER IMPLICATIONS

- 4.1 None arising directly from this report.

For Further Information Please Contact: Background Papers

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