

Performance Management Framework

Steve Harman
Strategic Performance Manager

Performance in a Nutshell



BAD...



GOOD...



Introduction

*A Performance Management Framework (PMF) brings together the **strategies, plans, policies and performance measures** that enable residents, Members, managers and other stakeholders to see how the Council **‘measures up’** in comparison to its own previous performance and in comparison to other councils.*

*It is designed to provide a **consistent approach to the way service performance and quality is managed, monitored, reviewed and reported at all levels in the organisation, i.e. corporate, departmental and service level.***

National Picture

Old World - Pre 2010

Central Government control:

- National Performance Framework
- Comprehensive Performance Assessment
- Council wide and Service Inspections (Audit Commission, Ofsted, CQC)
- Value for Money Assessments
- 300+ National Performance Indicators
- National Benchmarking / League Tables

New World - Post 2010

National performance framework radically decentralised:

- national indicator set replaced
- centrally controlled target setting and reporting regime reduced
- a number of government-led initiatives and organisations abolished

New approach based on the principles of reducing data burdens on councils; more accountability to residents and service users; greater transparency; and fewer national inspections

Bath and North East Somerset - *The place to live, work and visit*

National Code of Transparency

- Some of the items we now have to publish.....quarterly
 - Expenditure exceeding £500
 - Procurement card transactions
 - Procurement information (contracts and tenders)
- Some of the items we now have to publish.....annually
 - Local authority land and assets
 - Grants to voluntary and community sector
 - Council organisation chart
 - Parking account and spaces
 - Senior salaries
 - Constitution
 - Fraud

More Specifically...

Our framework's principle aim is to measure how successfully the Council is meeting its key priorities, as set out in the Corporate Strategy and Directorate Plans. It must be...

- ...proportionate to the environment in which we operate;**
- ...responsive to the Government's revised principles of performance management;**
- ...sufficiently flexible to adapt to a) the structure and functions of how the Council operates, and b) relationships with our key partners;**
- ...focused on supporting the Council's aspirations to 'becoming excellent' and operating as 'One Council'; and**
- ...able to support effective, timely and informed decision-making.**

Performance management encompasses everything the Council does and is everyone's job. Our framework applies to all.

Key Components

- **Key Performance Indicators** - most of the indicators we report are taken from:
 - **Single Data List** - data required by central government, comprising **143 high level data sets** (government returns)
 - **National Outcomes Frameworks:**
 - ➔ **Adult Social Care** - **24 indicators**, all councils are expected to comply
 - ➔ **Public Health** - **65 indicators**, all councils are expected to comply
 - ➔ **Children's Safeguarding** - **50 items** of data / questions to ask locally
- **Service Inspections** (Ofsted and CQC)
- **Service Planning** and **Service Delivery Programme**
- **VfM Assessments** (CIPFA)
- **Local Benchmarking**
- **National Code of Transparency**

Corporate Reporting Arrangements

Established internal reporting mechanism considered **good practice** and a model for others to follow. Summary of the performance reports currently produced for senior management as part of the Council’s corporate performance reporting framework:

Report	Frequency	Brief Description
Performance Pack	Quarterly	Comprehensive pack of performance, financial, risk and organisational health information
Business Review Templates	Termly	Summary information and key points from the performance pack plus adhoc intelligence
Service Delivery Programme	May & November	Delivery vehicle for the Corporate Plan with the service commitments informed by Service Plans
Value for Money Assessment	October & January	Analysis of cost and performance data for frontline and corporate services
Annual Report	August	Summary of successes and achievements for the year together with areas of ‘more to do’
Adhoc	As and when throughout year	Analysis of national intelligence with comparative performance and benchmarking data

Members and Performance

- **Subset of the corporate reporting framework** to prevent significant rework and to ensure alignment with the performance information provided to senior management
- **‘Less is more’** approach to ensure Members’ time can be used focused efficiently and effectively, i.e.:
 - **Focused and meaningful**
 - **Easy to read and quick to assimilate**
 - **Interesting, informative and engaging**

Formal engagement with Members where a robust PMF exists is was one of the key improvement opportunities identified by the LGA Peer Review team.

Role of the Scrutiny Panel

- To review and challenge **Council wide performance issues**
- To review performance of any **corporate wide issues or initiatives**
- To review the performance specifically of the **Resources Directorate**

Key questions you may want to ask...

- How do we celebrate success?
- How much? How fast?
- How do we change?
- What do service users and residents think?
- How do we compare with others?
- Are we delivering what we should?
- Is this really important?
- What is the priority?
- Why aren't we achieving our targets?
- What can we learn?
- How do we share good practice?
- **Etc, etc...**

Any questions or feedback?