



GA.34 11/12

Governance and Audit
Committee

19 December 2012

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Subject: Performance Management Framework

Report by:

Chief Executive

Contact Officer:

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Purpose / Summary:

The purpose of the report is to outline the proposed Performance Management Framework for Committees, indicating the steps required for development and approval, and how performance will then be monitored.

RECOMMENDATION:

1. That Members note the performance management framework

IMPLICATIONS

Legal: None identified

Financial: None identified

Staffing : None identified

Equality and Diversity including Human Rights : *NB: A full impact assessment **HAS TO BE** attached if the report relates to any new or revised policy or revision to service delivery/introduction of new services.*

Risk Assessment : Not required

Climate Related Risks and Opportunities : None identified

Title and Location of any Background Papers used in the preparation of this report:

None

Call in and Urgency:

Is the decision one which Rule 14 of the Scrutiny Procedure Rules apply?

Yes

No

Key Decision:

Yes

No

1. Introduction

- 1.1.** The Performance Management Framework is a key element of the Corporate Governance Framework.
- 1.2.** It quantifies the vision and priorities outlined in the Corporate Plan, clarifies expectations for services, change and roles and enables accountability for delivery.

2. Purpose of the Framework

2.1. The purpose of the Performance Management Framework is to:

- 1.** Identify how we need to perform to deliver the outcomes proposed in the Corporate Plan with regards to Members Priorities,
- 2.** Identify how our services need to perform to satisfy customer requirements within an acceptable timescale and to an agreed quality level, while demonstrating value for money in delivery,
- 3.** Clearly communicate expectations of performance to the workforces so staff know what is expected of them and why,
- 4.** Enable us to undertake an assessment of our capacity and capability to deliver to the required levels and take the necessary steps to address any shortfalls through training and development,
- 5.** Track progress in delivery,
- 6.** Clearly articulate to the public, the levels of services that they can expect and the changes they can expect to see from the council to enable them to hold us to account for any underperformance,
- 7.** Enable us to communicate our successes in delivery against agreed standards.

3. Developing the Framework

3.1. The table below identifies the keys steps and decisions required in developing the framework.

Step	Level	Corporate Plan Delivery	Service Delivery
1	Officer	Quantify the Corporate Plan outcome delivery requirements and propose targets e.g. 600 affordable home sin the next four years.	Understand Service performance and propose targets for delivery.
		Recommend a Corporate Scorecard of measures.	
2	Corporate Strategy and Governance Board	Challenge and refine targets and timescales and approve recommendation to Leaders Panel	
3.	Leaders Panel	Challenge and refine targets and timescales and approve recommendation to Challenge and Improvement Committee.	
4.	Challenge and Improvement	Challenge and refine targets and timescales and approve recommendation to Policy Committees.	
5.	Policy Committees	Challenge and refine targets and timescales and approve adoption.	
6.	Officers	Finalise scorecards and develop monthly measures.	
7.	Corporate Strategy and Governance Board	Approve final scorecards	

4. Monitoring Performance

4.1. The table below identifies the proposed process for performance monitoring

Step	Level	Frequency	Meeting	Purpose
	Officer to line Manager	Annually	Appraisal	To clearly articulate expectations for performance at an individual level
1	Officer to line Manager	Monthly	One to Ones	To monitor performance and identify and resolve any issues/barriers/concerns from either the employee or the line manager.
2	Core Management Team	Monthly	Corporate Strategy and Governance Board	To monitor performance and identify and resolve any issues/barriers/concerns relating to underperformance.
3.	Leaders Panel	Quarterly	Quarterly Leaders Panel Performance Meeting	To monitor performance and request corrective action.
4.	Challenge and Improvement	Quarterly	Challenge and Improvement	To monitor performance and suggest corrective action.
5.	Policy Committees	Quarterly	Policy Committees	To monitor performance and request corrective action.