

PRE-SCRUTINY: PERFORMANCE MANAGEMENT FRAMEWORK

Summary: To present to Overview and Scrutiny the outcome of the Performance Management Framework Project. That is a new Performance Management Framework for pre-Scrutiny.

Options considered:

1. Continue with the current performance management framework.
2. Withdraw the current framework and not replace it.
3. Produce a new Performance Management Framework.

Conclusions: The attached Performance Management Framework, Appendix X, meets the needs of the Council and provides a framework that is fit for purpose.

Recommendations: **Overview and Scrutiny Committee is requested to review the revised Performance Management Framework and make recommendations for amendment to Cabinet.**

Reasons for Recommendations: To ensure the Council has a Performance Management Framework that is fit for purpose.

LIST OF BACKGROUND PAPERS AS REQUIRED BY LAW

(Papers relied on to write the report, which do not contain exempt information and which are not published elsewhere)

Cabinet Member(s) Cllr T Adams	Ward(s) affected All
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1. Introduction

1.1 Audit Recommendation

In October 2021 the audit report for Performance Management, Corporate Policy and Business Planning recommended a review and update of the Performance Management Framework.

On reviewing the framework we found that it was no longer fit for purpose and a new framework document was required.

1.2 Project Proposal

Earlier in 2022 (May) a project proposal to produce a new framework was approved by CLT and the work outlined in the proposal started. The objectives of the project are:

- To have a framework that is fit for purpose.

- A clear understanding of the outcomes required and the expectations the Council have of staff and management with regard to:
 - measurable outcomes,
 - approaches to problem solving and
 - delivery.
- Achievement of corporate objectives as laid out in the Corporate Plan and Delivery Plan.

2. Producing the framework

- 2.1 From April to August a new framework has been developed building on best practice at other local authorities and guidance available online, developments in recent years at NNDC and consultation with officers and officer groups at NNDC as follows.
- Discussions with Service Managers Group performance management themed group
 - Review by Management Team
 - Approval by CLT
 - Reviewed by the Leader of the Council
- 2.2 We are now at the point of sharing the final draft with Members of Overview and Scrutiny Committee prior to approval by Cabinet.

3. Next Steps

- 3.1 Recommendations for amendment of the framework by Overview and Scrutiny Committee will be submitted to Cabinet alongside the final draft of the framework attached as Appendix A.
- 3.2 After approval of the draft framework, it will be implemented with all staff and Members.
- 3.3 While there will be a formal review period of four years the document will be under continuous review and amendment as the need and developments in managing performance are brought forward. This is likely to include:
- 3.3.1 Developments proposed by the recently constituted Managers Group Performance Management Themed Group.
- 3.3.2 Developments to manage the delivery of the next Corporate Plan.
- 3.4 These interim amendments will require the approval of the Chief Executive.

4. Corporate Plan Objectives

- 4.1 The Performance Management Frameworks purpose is to ensure that the Council achieves the objectives as set out in the Corporate Plan and provides the means to do so. It also aims to ensure that services are managed and delivered efficiently and effectively to meet the needs of residents, businesses and visitors.

4. Medium Term Financial Strategy

None

5. Financial and Resource Implications

Working efficiently and effectively will be achieved with a good understanding of performance and what leads to good performance.

6. Legal Implications

None.

7. Risks

The implementation of the revised framework and effective performance management will reduce the risk to the Council of not achieving the objectives in the Corporate Plan and poor service delivery.

8. Sustainability

The framework will provide guidance in setting and achieving environmental goals.

9. Climate / Carbon impact

The framework will provide guidance in setting and achieving environmental goals.

10. Equality and Diversity

The framework encourages setting clear goals to meet local need. This will enhance equality and diversity.

11. Section 17 Crime and Disorder considerations

None.

12. Conclusion and Recommendations

The attached Performance Management Framework, Appendix A, meets the needs of the Council and provides a framework that is fit for purpose.

Overview and Scrutiny Committee is requested to review the revised Performance Management Framework and make recommendations for amendment to Cabinet.