

PERFORMANCE MANAGEMENT FRAMEWORK

(Report of the Head of Strategy and Partnerships)

1. Summary of Proposals

This report outlines the proposed new Performance Management Framework for the Council.

The Performance Management Framework document explains what performance management is, how it filters through all aspects of the organisation and the roles of all those involved. It also incorporates the Data Quality Policy and Employee Performance Development Policy.

2. Recommendations

The Committee is asked to RECOMMEND that the Performance Management Framework document attached to this report at Appendix 1 be approved.

3. Financial, Legal, Policy, Risk and Sustainability Implications

Financial

- 3.1 Poor performance management can have a direct impact on the financial resources of the Council and service users.

Legal

- 3.2 The Local Government and Public Involvement in Health Act 2007 provides statutory and non-statutory guidance. This guidance places a requirement upon Local Government to have arrangements in place to ensure they perform effectively to achieve their priorities and contribute to those set out in the Local Area Agreement.
- 3.3 The Sustainable Communities Act 2007 supports the role of local authorities as community leaders and contributes to the broader agenda for partnerships working at a local level, including the negotiation of Local Area Agreements.

Policy

- 3.4 The Council requires a Performance Management Framework to ensure that its priorities are supported by good performance, to assess how the organisation is improving and take any appropriate remedial action.

Risk

- 3.5 The Audit Commission will be carrying out a Comprehensive Area Assessment (which replaces the Comprehensive Performance Assessment) and it is expected that a local authority will have a performance management framework.
- 3.6 Without adequate performance management the Council cannot review its performance at a corporate or service level adequately, or respond suitably to any identified risks and service failures.

Sustainability / Environmental

- 3.7 Environmental performance is monitored through the performance management arrangements.

Report

4. Background

- 4.1 Performance management is a key function of the local authority and is an essential component of a well managed organisation. To carry out this function effectively a framework is required.
- 4.2 This framework will provide guidance to officers and Members on their roles and responsibilities for monitoring and managing performance.

5. Key Issues

- 5.1 The Performance Management Framework document is a useful tool that will be used by all staff to help ensure that the Council is delivering on its priorities. This will be done by:
- a) providing clearly defined priorities and objectives.
 - b) identifying projects to deliver those priorities and objectives with clearly identified milestones and target dates.
 - c) identifying measures and setting targets for achievements.

- d) allocating ownership of milestones and targets and responsibilities to named officers.
 - e) monitoring and reporting progress at timely intervals.
 - f) learning from previous performance.
- 5.2 There is a 'golden thread' of performance which runs through the organisation starting with the Sustainable Community Strategy and which permeates all the way down to individual performance targets.
- This golden thread includes:
- a) Local Area Agreement.
 - b) Redditch Partnership Sustainable Community Strategy.
 - c) Corporate Plan.
 - d) Service Plans.
 - e) Employee Performance Development.
 - f) Project Management.
- 5.3 The framework explains in detail the roles and responsibilities of members, SMT, Managers and staff with regard to their involvement in the performance management cycle.
- 5.4 The Policy Team will develop the Council's electronic data collection system and provide training to staff in its use where required and ensure the system remains fit for purpose.
- 5.5 The Policy Team will work with SMT to decide on the appropriate timing of performance information and the amount of detail required for each tier of management.
- 5.6 The Policy Team will identify where performance is slipping or not improving in line with expectations by providing analysis and support. In addition the team will actively support 'Think Lean' with Redditch Borough Council in order to capture improvements.
- 5.7 A Performance Management Group has been set up as part of the Performance Management Framework to discuss and review performance matters. The Group will monitor performance and ensure proactive action is taken to address areas of under achievement.

- 5.8 The Performance Management Framework provides guidance on developing effective performance measures and setting targets, including the criteria for using targets, retained Best Value performance indicators and local indicators.
- 5.9 The document also incorporates the reporting structure, Data Quality Policy and Employee Performance Development Policy.

6. **Other Implications**

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| Asset Management | - | None specific. |
| Community Safety | - | None specific. |
| Human Resources | - | This framework incorporates the Employee Performance Development Policy and Managing and Supporting Performance document with implications for staff appraisal and performance management. |
| Social Exclusion | - | None specific. |

7. **Lessons Learnt**

- 7.1 The direction of travel for the Council during 2007/08 against our corporate priorities and performance indicators showed a downward trend which highlighted poor performance management. Due to this it was recognised that there was a need for robust performance management. This working document has been developed to ensure this is addressed.
- 7.2 For effective performance management all staff need to understand the role they play and the importance of performance management for the Council and the community.

8. **Background Papers**

Redditch Partnership Sustainable Community Strategy
Redditch Borough Council's Corporate Plan

9. **Consultation**

There has been no consultation other than with relevant Borough Council Officers.

10. Author of Report

The author of this report is Tracy Beech, Policy Officer, who can be contacted on ext 3182 (e-mail: tracy.beech@redditchbc.gov.uk) for more information.

11. Appendices

Appendix 1 - Redditch Borough Council's Performance Management Framework 2009.