

Committee: PERFORMANCE SELECT COMMITTEE

Agenda Item

Date: 6 NOVEMBER 2007

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Title: PERFORMANCE MANAGEMENT
FRAMEWORK

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Performance

Item for
information

Summary

1. This report sets out proposed changes to the performance management framework in relation to performance indicator monitoring from April 2008.

Recommendations

3. That Committee agree the proposed changes to performance indicator monitoring and reporting from April 2008.

Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.
 - The New Performance Framework for Local Authorities and Local Authority Partnerships: Single Set of National Indicators, DCLG
 - Negotiating New Local Area Agreements, DCLG
 - Best Value Performance Plan 2007/08, UDC

Impact

Communication/Consultation	The PMF is outlined on the Performance Improvement webpage. Performance is reported quarterly to SMB and PSC. Reports are available to staff via the PI webpage and PSC reports are publicly available on the website via the Committee Management System.
Community Safety	None
Equalities	None
Finance	Discussions are taking place to improve the linkages between performance management and budget management.
Human Rights	None
Legal implications	None

Sustainability	None
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Performance management framework

- 5. Performance management sits under the council’s new ‘people’ priority and the objective for ‘maintaining a high level of corporate governance and standards’.
- 6. The Performance Management Framework (PMF) aims to provide partners, officers, Members, and the public with an accurate picture of the quality and value for money of services; strengthen people’s ability to shape what services are provided and how they are delivered; and encourage improvement and innovation in the delivery of services.
- 7. The PMF is well-established and communicated widely to officers and Members. The focus is currently on corporate planning and performance indicator monitoring. However, this needs to develop to reflect the changing national agenda and improve linkages at the corporate level, in particular with budget management, project management, risk management, internal audit plans, and external inspection improvement plans.

National framework

- 8. A new national indicator set has been announced for local authorities and partnerships. The 198 indicators will be reported for every county local strategic partnership. These indicators will be the only measures on which central government will performance manage outcomes delivered by local authorities. From April 2008, all Best Value Performance Indicators will be abolished. The national performance framework will be focused on outcomes and their delivery through stronger partnership working, the same indicators will also apply to the police and primary care trusts. Targets against the national indicators will be negotiated through new local area agreements (LAAs). Each agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.

Local framework

- 9. To reflect the changing national agenda, it is proposed that from April 2008 performance indicator monitoring is focused at three levels:
 - SCS / LAA indicators
 - Corporate indicators
 - Service indicators
- 10. These indicators will be determined over the next couple of months by the Partnerships and Performance team in discussion with partners, officers and Members. Data will be managed via Covalent, the council’s performance management system, and reports will be presented to the relevant board/committee and made available via the appropriate webpages.

SCS / LAA indicators

11. The Sustainable Community Strategy (SCS) is the overarching plan for the district. It outlines the priority themes for action by Uttlesford Futures (the district local strategic partnership) over the next 5-10 years. Uttlesford Futures is currently holding a series of consultation events with key stakeholders and the public to determine these themes and a draft strategy will be available for comment in December, with the final strategy being published in March.
12. Indicators, that best represent the priority themes of the strategy, will be chosen from the national indicator set to measure the outcomes of the strategy. These will also be put forward to Essex County Council for consideration in the new local area agreement (LAA). It is proposed that these indicators be monitored and reported quarterly to Uttlesford Futures Board and Performance Select Committee.

Corporate indicators

13. The corporate plan sets out the priorities and objectives for the council over the next 18 months. A set of 16-20 indicators, including at least four financial health indicators, will be developed to measure progress on the priorities:
 - Finance - Effectively managing our finances and operating within budget
 - Partnerships - Working to deliver effective and co-ordinated services with partners
 - People - Consulting and engaging with staff and customers
 - Environment - Protecting and enhancing the environment

It is proposed that these indicators be monitored and reported monthly to Strategic Management Board and quarterly to Performance Select Committee.

Service indicators

14. The divisional plans set out the specific projects and actions that will deliver the council's priorities and objectives. A set of indicators will be developed to measure these projects/actions and progress on the priorities. It is proposed that these indicators be monitored and reported quarterly to the HODs Operations Board.

Risk Analysis

15. The following have been assessed as the potential risks associated with this issue.

Risk	Likelihood	Impact	Mitigating actions
That the performance management framework is not	Low	Medium	The PMF is established and has been communicated throughout the authority. There are capacity issues with

fully embedded			<p>respect to further developing and embedding the PMF. The PMF project plan is being updated to reflect new proposals for use of Covalent and a practical implementation timescale.</p> <p>Performance is a standing item on the HODs Operations Board agenda and performance management data is signed off before reports are considered by SMB and PSC on a quarterly basis.</p> <p>It is proposed that SMB and PSC focus on corporate performance issues and HODs Operations Board on service performance issues from April 2008.</p>
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