

**PERFORMANCE MANAGEMENT FRAMEWORK 2011/12**

*To:* **Cabinet**

*Date:* **15 March 2011**

*From:* **Nick Dawe, LGSS Finance Director**

*Electoral division(s):* **All**

*Forward Plan ref:* **Not applicable** *Key decision:* **No**

*Purpose:* **Cabinet is asked to consider the proposed corporate performance management framework for 2011/12.**

*Recommendation:* **That Cabinet adopt the performance management framework to commence in April 2011.**

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## **1 BACKGROUND**

- 1.1 The changes to the national system of performance management (dissolution of Comprehensive Area Assessment (CAA) and the associated National Indicators) provoked a review of performance management within the County Council. This review started in June 2010 with a workshop with staff and performance specialists and continued through the autumn with interviews and discussions with individual members of the Strategic Management Team (SMT), SMT as a group, the Corporate Leadership Team and Cabinet.
- 1.2 This resulted in a paper that set out a system of 'citizen-focused' performance management, which was presented to SMT on 20 Dec 2010. SMT agreed that a Corporate Performance Management Framework should be drawn up based on this paper.

## **2 PRINCIPLES**

- 2.1 The framework has been drawn up based on the following principles:
  - A 'citizen-centered' approach, i.e. we should understand our performance based on a wide variety of different sorts of information that relate to what citizens say about the place they live, what users say about services, what the needs of areas or communities are, not simply the number of performance targets we reach or formally recorded compliments and complaints
  - Services should control the indicators they use to monitor performance so resources are invested in only collecting information that is necessary (or statutorily required)
  - More performance data should be published on our website
- 2.2 The Integrated Plan 2011-12 sets out corporate priorities (in section 1), and draft lists of indicators that Services have proposed to monitor their progress during the year (in section 2). These indicators have been mapped to the corporate priorities in Appendix 1 of the framework. They will be used as a basis for high level composite performance indicators on the Corporate Scorecard, and will show a Red-Amber-Green status to indicate progress in corporate priorities during the year. Exception reports will be provided for these indicators based on the rules outlined on page 9 of the framework. The exact lists of indicators are still subject to change, depending on government requirements, and any changes will be fully reflected in the composite indicators in the future.
- 2.3 In addition to these composite indicators to show progress in corporate priorities, the remaining indicators on the Corporate Scorecard have been reviewed and now focus on key corporate organisational health metrics like finance, human resources, responsiveness to enquiries or complaints, business mileage and the corporate website. Some of definitions of these indicators, like those presented in the service overview documents of section 2 of the Integrated Plan 2011-12, are still under development and will be finalised by 30 June 2011.

2.4 The outturns of these indicators, and achievement in corporate priority areas, as well as other information as set out in 2.1 above, will be published every year in the Annual Report, which will be the primary way of assessing corporate performance and value for money and communicating it with the public. It is also proposed that the Annual Report 2011-12 contains specific information on how the County Council has engaged with the community and what was changed as a result of that work.

2.5 The new framework has the following implications for Services:

- That Services develop and publish Service or directorate specific performance frameworks (work on these is currently underway across the Council)
- That Services publish strategic plans
- That Services publish management team reports (subject to commentary that may identify individual service users or staff members being removed)

Corporate Performance will support Services to collect this material together and publish it in a comprehensible way on the Council's website. This is in line with the expectations around the publication of performance data set out in the draft code on data transparency that Communities and Local Government (CLG) recently published for consultation.

2.6 As noted in 2.3 above, further development work is on-going on some Corporate Scorecard indicators. Additionally further guidance and requirements may be forthcoming from central Government. Therefore it is proposed that an updated version of the Corporate Performance Management Framework is brought to Cabinet for review and approval in June.

### **3 SIGNIFICANT IMPLICATIONS**

#### **Resources and performance information**

3.1 This framework is about the way we collect and present performance information to Cabinet / SMT and the public. It will result in a simple and coherent approach to informing Cabinet / SMT and the public about the performance of the Council, that will ensure that issues which should be brought to the attention of the corporate leadership are raised quickly and effectively, and that Services are free to manage performance in a way that makes sense operationally.

#### **Statutory duties / requirements**

3.2 The single data list, which will be published by CLG on 1 April 2011, will set out the data required to be provided by local authorities to government. Wherever possible, Services will use indicators derived from collections that are specified on this list, in order to reduce the burden of collecting management data to the minimum level. Cambridgeshire County Council is involved through the County Councils Network in providing challenge to CLG on specific items on the list, and will continue to be so involved in the future.

## Partnership working

- 3.3 The LG Group has recently published proposals about how they can support local authorities to manage and improve performance (see <http://www.local.gov.uk/lgv2/aio/1233499>). One of their proposals is to establish a central benchmarking data store online, that will be populated directly from central government with approximately a further 30 indicators provided by local authorities. This data store could be valuable in calculating the value for money offered by Cambridgeshire County Council services, but that must be balanced against the effort required to collect the required data. A brief is currently being prepared for SMT on the pros and cons of participation.

## Access and inclusion

- 3.5 There are no significant implications of this report for any of the headings in this category.

## Engagement and consultation

- 3.6 This principles lying behind this framework and the framework itself have been widely consulted upon with Cabinet Members, officers in Services and with SMT. Where individual Services interface with other agencies, their performance frameworks will take account of this and any changes will be reflected in their contributions to the composite corporate priority indicators described in 3.2. The framework recommends that the structure and content of the Annual Report is reviewed; this will involve partners. Partners will also continue to be involved in work to understand the survey data that different public sector agencies collect.

## 4 RECOMMENDATION

- 4.1 It is recommended that Cabinet adopts the performance management framework to commence in April 2011.

Source Documents	Location
None	