

Performance Management Framework

To: Audit and Accounts Committee

Meeting Date: 31 May 2022

From: Amanda Askham, Director of Business Improvement and Development

Electoral division(s): All

Outcome: To note the Performance Management Framework and its role in governance framework in the Council

Recommendation: To note and comment on the Performance Management Framework

In future, to review the performance report after it has been presented to Strategy and Resources Committee quarterly

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1. Background

- 1.1 The Council has refreshed and updated the approach to performance management in response to audit recommendations and the Peer Review in 2021.
- 1.2 The outcome of this work was the adoption of a new Performance Management Framework, approved by Full Council in February 2022. This framework is now presented for consideration by Audit and Accounts Committee as part of its role in the overall governance of the Council.
- 1.3 In relation to performance management, the Terms of Reference for the Audit and Accounts Committee state the role of the Committee is:
 - To provide independent assurance of the adequacy of the risk management framework and the associated control environment.
 - To provide independent scrutiny of the authority's financial and non-financial performance to the extent that it affects the authority's exposure to risk and weakness of the control environment.
- 1.4 In relation to the first bullet point, it is important that the Committee needs to be assured that a suitable performance management framework exists and functions effectively in practice, enabling the Council to understand how it is performing in relation to its objectives. In relation to the second bullet point, it may also be helpful for the Committee to see performance management reporting on an ongoing basis, to help understand the Council's risk exposure if there are areas we are performing less well on, in the same way that the Committee also reviews the risk registers. It is therefore proposed to bring performance reports to this Committee following their consideration by Strategy and Resources Committee quarterly.

2. Main Issues

- 2.1 The Council has a responsibility to manage the performance of services in order to ensure effective service delivery and the achievement of good value for money. The Performance Management Framework (Appendix A) explains how the Council will approach performance management at a strategic level in the different Committees.
- 2.2 The Strategic Framework of the Council sets out the overarching priorities that the Council has:
 - Environment and sustainability – tackling climate change and sustainability
 - Health and care – people in Cambridgeshire enjoy healthy, safe and independent lives
 - Places and communities – communities and inclusive, better connected and cohesive
 - Children and young people – children and young people have the opportunity to thrive
 - Transport – enabling safer and sustainable travel around the county
- 2.3 The Performance Management Framework sets out how the Council will manage performance in delivering services against these priorities. It describes performance management activity at three levels, strategic (Committees and senior officers), operational

(directorate and service management teams) and individual (based on the Our Conversations framework).

- 2.4 The Performance Management Framework sets out a different role for Strategy and Resources Committee compared to the role that General Purposes Committee took. Strategy and Resources Committee will have central oversight of the framework and will monitor a strategic Key Performance Indicator (KPI) set of 15-25 indicators, which will help us identify whether we are making progress on our corporate priorities. Previously, General Purposes Committee would receive reports on KPIs which had been considered by Policy and Service Committees and were either doing much better than target or were off target (sometimes called 'reporting by exception').
- 2.5 Policy and Service Committees will continue to receive reports to monitor KPIs relating to their areas of oversight and will have indicator sets that look at their areas in more detail. Committees have been holding workshops and discussions to review KPI sets in light of the new corporate priorities.
- 2.6 A report is going to Strategy and Resources Committee in June 2022 to discuss progress with the Policy and Service Committee KPI sets and reporting.

3. Alignment with corporate priorities

- 3.1 The Performance Management Framework is part of the overall governance framework which ensures the Council can assure effective service delivery and value for money in services that contribute to all priorities.

4. Significant Implications

- 4.1 Resource Implications
There are no significant implications within this category.
- 4.2 Procurement/Contractual/Council Contract Procedure Rules Implications
There are no significant implications within this category.
- 4.3 Statutory, Legal and Risk Implications
The Performance Management Framework is part of the Council's governance framework which assures the Council of good management of service delivery and public funds.
- 4.4 Equality and Diversity Implications
There are no significant implications within this category.
- 4.5 Engagement and Communications Implications
There are no significant implications within this category.
- 4.6 Localism and Local Member Involvement
There are no significant implications within this category.
- 4.7 Public Health Implications
There are no significant implications within this category.

Have the resource implications been cleared by Finance? No

Name of Financial Officer:

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement? No

Name of Officer:

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or LGSS Law? No

Name of Legal Officer:

Have the equality and diversity implications been cleared by your Service Contact?

No

Name of Officer:

Have any engagement and communication implications been cleared by Communications?

No

Name of Officer:

Have any localism and Local Member involvement issues been cleared by your Service Contact? No

Name of Officer:

Have any Public Health implications been cleared by Public Health?

No

Name of Officer:

5. Source documents

5.1 Source documents

Strategic Framework, item 7 Strategy and Resources Committee, January 2022

5.2 Location

[Council and committee meetings - Cambridgeshire County Council > Meetings \(cmis.uk.com\)](https://cmis.uk.com)