

CABINET

Performance Management Framework 23 June 2009

Report of Corporate Director (Finance & Performance)

PURPOSE OF REPORT			
To present for Cabinet's approval a refresh of the Performance Management arrangements for 2009/10 that reflects the new cabinet portfolios.			
Key Decision	<input type="checkbox"/>	Non-Key Decision	Referral from Corporate Director
Date Included in Forward Plan	N/A		
This report is public.			

RECOMMENDATIONS OF COUNCILLOR LANGHORN

- (1) That Cabinet notes the continuing work that is on-going in respect of finalising Corporate Plan targets and the need to acquaint themselves with all Corporate Plan priorities and associated targets.
- (2) That Cabinet endorses the revised arrangements for Performance Review Team meetings set out in the report and also the need to arrange other meetings to monitor the non-strategic aspects of service business plans.

1.0 Background

- 1.1 The Council's current Performance Management Framework is now well established but needs refreshing to reflect to the changes recently made to Cabinet portfolios. This report provides the latest information in finalising the outstanding targets for Corporate Plan priorities and includes a revised schedule of Performance Review Team (PRT) meetings for individual cabinet members.

2.0 Performance Management Principles

- 2.1 Over recent years, the Council has made significant progress in establishing effective performance management arrangements that are now recognised and acknowledged by external assessors as fit for purpose.
- 2.2 The current system focuses on individual cabinet member meetings with senior managers on a quarterly basis to receive exception reports where the strategic corporate priority targets and outcomes for their portfolios are not being achieved. The meetings also provide on an exception basis, financial monitoring information

linked to service delivery. Together they provide each Cabinet member with the management information they need to monitor performance and to draw to their attention any failing priority service areas or spending variances that might need to be addressed.

- 2.3 It is important to re-emphasise that PRTs are not designed to discuss operational non strategic performance issues. Cabinet members therefore, need to ensure that they have additional arrangements in place to meet with services to understand and monitor service business plan aspects that are not strategic priorities.

3.0 Corporate Priority Targets and Outcomes

- 3.1 In order for the PRTs to be effective, it is important that all corporate plan priorities are allocated to portfolios and that each cabinet member is clear which priorities they have responsibility for delivering.

- 3.2 To date, it has been possible to allocate those priorities that have been agreed and included in the 2009/10 Corporate Plan, and highlight those that contribute to the wider Lancaster District Local Strategic Partnership (LDLSP) and Lancashire Local Area Agreement (LAA) agendas. For reference, these are attached to this report as Appendix A. Cabinet members will need to familiarise themselves with these priorities.

- 3.3 Cabinet members will also note that in some cases, their portfolios are linked to contributing to the delivery of the LDLSP thematic group action plans. Not all these have been fully developed as yet and the LDLSP management group is in the process of receiving them and signing them off as fit for purpose. Cabinet members will therefore have to have a good understanding of thematic group action plans as they develop which fall within their area of responsibility and ensure that each action that the council will contribute to, has a SMART target or outcome attached. Again, as these are finalised, they will be included and monitored within the quarterly PRT reports.

- 3.4 In addition, there are still some corporate priorities, other than those in respect of the LDLSP thematic groups, that still need SMART targets and outcomes to be finalised. At present, officers are still working to finalise these so that they can be signed off and included in the Corporate Plan. Cabinet members therefore will need to ensure that they understand their portfolio targets and what progress is being made to finalise those that are still outstanding.

4.0 PRT Schedule

- 4.1 In order to allow Cabinet members to plan and organise their performance management meetings, a revised schedule of PRT meetings has been prepared for 2009/10 and this is attached as Appendix B.

- 4.2 No changes are proposed to the process itself and PRTs will continue to be service based. The outcomes and issues from each individual PRT meeting will continue to be summarised in a corporate report that will be considered by the Leader and reported into Cabinet and Budget and Performance Panel.

- 4.3 Cabinet members are asked to note the schedule and liaise with Directors to arrange meeting dates within the period allowed for each quarter's monitoring.

5.0 Options and Options Analysis (including risk assessment)

5.1 Option 1

To agree the revised arrangements to the Performance Management framework and PRTs as set out in the report, focusing on the strategic aspects of performance managing corporate priorities.

5.2 Option 2

To agree alternative arrangements to option 1 to ensure the effective performance management of corporate priorities.

6.0 Officer Preferred Option (and comments)

6.1 The officer preferred option is Option 1 as it would deliver effective arrangements for performance managing the delivery of the council's corporate priorities.

RELATIONSHIP TO POLICY FRAMEWORK

Having effective performance management arrangements in place is essential for delivering the council's corporate priorities.

CONCLUSION OF IMPACT ASSESSMENT

(including Diversity, Human Rights, Community Safety, Sustainability and Rural Proofing)

None directly arising from this report.

FINANCIAL IMPLICATIONS

None directly arising from this report.

SECTION 151 OFFICER'S COMMENTS

The Section 151 Officer has been consulted and has no additional comments.

LEGAL IMPLICATIONS

There are no legal implications directly arising from this report.

MONITORING OFFICER'S COMMENTS

The Deputy Monitoring Officer has been consulted and has no comments.

BACKGROUND PAPERS

None.

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