

Gloucester City Council

Meeting:	Overview and Scrutiny Committee	Date:	31 October 2016
Subject:	Performance Management and Reporting		
Report Of:	Corporate Director		
Wards Affected:	All		
Key Decision:	No	Budget/Policy Framework:	No
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Appendices:	None		

FOR GENERAL RELEASE

1.0 Purpose of Report

- 1.1 To provide an update to the Overview and Scrutiny Committee on plans and progress to review and revise how performance management information is focussed, collected, presented and used to manage performance across the Council and better ensure delivery against the Council's priorities and objectives.

2.0 Recommendations

- 2.1 Overview & Scrutiny Committee is asked to **RESOLVE** that
- (1) The report be noted and welcomed.

3.0 Background and Key Issues

- 3.1 Gloucester City Council has, periodically, received lengthy and detailed Performance Monitoring Reports that provided a very broad range of data in a complex mixture of charts, tables and commentary. The last Council Plan Performance Monitoring Report ran to 77 pages and whilst the quantity of information was impressive, its value in measuring whether the Council was appropriately focussed on delivering its key priorities, and its practical usefulness in making sure that Councillors and Managers were getting the right information to challenge and manage performance, was unclear.
- 3.2 In addition, during the course of 2015/16 the Council's Business Improvement Team which led the preparation and production of the Performance Monitoring Report was disbanded as part of that year's savings programme.
- 3.3 Since then the Council's senior management team and the Cabinet have been engaged in re-examining the Council's priorities with a view to producing a refreshed Corporate Plan later this year. These discussions are on-going and will be subject to appropriate decision-making and scrutiny when the plans are ready for discussion.

- 3.4 Running alongside the preparation of a new Corporate Plan is an intention to refocus performance management to measure and manage the activities of the Council that are necessary to ensure that the Plan is well managed, properly resourced and delivered in accordance with agreed milestones, critical success factors and intended outcomes. This will lead to a strengthened service planning process which will target the delivery of the corporate plan objectives.
- 3.5 This has to be done with a staffing establishment which is smaller than previously and will rely on utilising a software system that is capable of capturing relevant performance data from within services; which presents that information so that it is of value to team leaders, service managers and directors for operational management purposes and which provides all of the necessary information to allow Cabinet to provide strategic leadership and to enable non-executive councillors to monitor and challenge the performance of the organisation.
- 3.6 Off the peg and bespoke systems are available and officers are in the process of identifying the best fit for the Council's needs.
- 3.7 The most appropriate solution will be one which enables service managers and existing systems software to produce relevant service data. It will also need to capture programme and project milestones, budgets and outcomes and then presents that information clearly and succinctly to relevant managers and Councillors/Committees.
- 3.7 To maximise the benefit to the Council of the investment in a new performance management system the intention is that the Council's existing staff appraisal system will also be reviewed to ensure that individual and team objectives are geared towards achieving the delivery of the Corporate Plan. The performance management system will help to support that process.
- 3.8 This, in turn, will be linked to a system for assessing, managing and developing the talent within the organisation to ensure that we are able to make the very best of the Council's reducing headcount.
- 3.9 Timetable for implementation

1	Draft Corporate Plan Priorities/ Performance Management Framework to Cabinet	December 2016
2	Performance Management System implementation	January 2017
3	Staff Appraisal review	Feb/April 2017
4	Service Planning	Dec/March 2017
5	Talent Management process	June 2017
6	1 st Quarter Performance Reports	July 2017

- 3.10 In the meantime service managers and directors continue to manage performance using a range of data. The current absence of the previous Performance Monitoring Report is not preventing operational performance management.

4.0 Asset Based Community Development (ABCD) Considerations

- 4.1 This report is for noting therefore there are no ABCD implications.

5.0 Alternative Options Considered

- 5.1 There are many ways to properly capture, analyse and report performance management data. Part of the process outlined in this report will be an evaluation of existing systems to deliver the outcomes described in paragraph 3.7 above.

6.0 Reasons for Recommendations

- 6.1 Work is on-going to review and refresh the Council's performance management framework to make it more relevant to the delivery of the Council's Corporate Plan and provide all of the necessary information to allow Councillors to monitor and challenge our performance. This report seeks to reassure the Overview and Scrutiny Committee that this work is underway and to outline the intent and purpose of that work.

7.0 Future Work and Conclusions

- 7.1 See the timetable at paragraph 3.9

8.0 Financial Implications

- 8.1 This report seeks to redesign the performance management process so that it can be delivered within existing resources. The procurement of a performance management system will reduce the amount of staff time taken to manage and administer the process. A system is likely to cost £10-15,000 plus an annual licence fee and can be met from within existing budgets for business improvement.

(Financial Services have been consulted in the preparation of this report)

9.0 Legal Implications

- 9.1 None

(One Legal have been consulted in the preparation of this report)

10.0 Risk & Opportunity Management Implications

- 10.1 There is a risk that failure to review how the Council collects and uses its performance management data will mean that existing arrangements are unsustainable and do not provide the relevant data in a timely and meaningful way. Change will always carry a degree of risk, but the intent and objectives are clear, the systems and processes required to meet the Council's needs exist and there is an opportunity to better align corporate objectives, service planning, staff appraisal and talent management through a more focussed performance management system.

11.0 People Impact Assessment (PIA):

- 11.1 The PIA Screening Stage was completed and did not identify any potential or actual negative impact, therefore a full PIA was not required.

12.0 Other Corporate Implications

Community Safety

12.1 None

Sustainability

12.2 None

Staffing & Trade Union

12.3 All necessary consultation with staff and their representatives will be undertaken as part of the process changes outlined in this report.

Background Documents: None