

STROUD DISTRICT COUNCIL
STRATEGY AND RESOURCES COMMITTEE
THURSDAY, 24 NOVEMBER 2022

Report Title	Performance Management Framework (PMF) Review			
Purpose of Report	To update the Committee on the progress of embedding the Performance Management Framework (PMF) across the Council			
Decision(s)	The Committee RESOLVES to: a. Note the report b. Agree that the Policy and Governance Team meet regularly with all the committee performance monitors to share any best practice and recommend improvements.			
Consultation and Feedback	None			
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Options	None			
Background Papers	LGA Peer Review Recommendation 1			
Appendices	Appendix A – Performance Management Framework Appendix B – Performance Management Timetable for 2022/23			
Implications (further details at the end of the report)	Financial	Legal	Equality	Environmental
	Yes	Yes	Yes	Yes

1. INTRODUCTION / BACKGROUND

- 1.1 The Council Plan was adopted in October 2021 and sets out the Council's objectives over the term of the plan and includes projects and activities to achieve each of the objectives.
- 1.2 The Council's Performance Management Framework was updated in line with best practice last year and approved by Strategy & Resources Committee at its meeting in November 2021.
- 1.3 The PMF has been designed to ensure that the Council's priorities are translated into clear plans with performance indicators which can be easily monitored by elected members and support effective implementation by officers.
- 1.4 The PMF is based on the 'Plan – Do – Review – Revise' model of performance management, see section 4 of the attached PMF (Appendix A) for details.
- 1.5 By measuring what we are doing we will see progress, challenges, areas needing more emphasis or where priorities need to change.

2. FRAMEWORK REVIEW

- 2.1 When the revised framework was approved, it was also agreed to keep the framework under review and provide an update after one year of operating the framework. The review has also been informed with feedback from committee performance monitors, staff

performance monitors and Directors and lead officers in terms of what is working well and where improvements should be made.

- 2.2 The PMF is continuing to be embedded across the authority. This section includes what is working well and areas that need to be improved.
- 2.3 The Performance Management Timetable for 2022/23 (Appendix B) was developed to set out the reporting timetable for each quarter. To streamline the process, it was agreed that there would be the same deadline for updates to the performance management system for all committees. This was an important change following the adoption of the Council Plan as several actions are reported to more than one committee. This has proved to be successful as officers only need to report progress against the Council Plan once a quarter.
- 2.4 Directors and lead officers identified in the Council Plan are responsible for ensuring that performance monitoring meetings take place with the member performance champions and representatives from the Youth Council. They are also responsible for co-ordinating the subsequent committee report for each committee during each committee cycle.
- 2.5 Staff representatives have been identified to support each director and their directorate in reviewing and monitoring their service area actions in the Council Plan and assisting in production of the quarterly committee monitoring reports. The Policy and Performance Officer has provided support where there has been insufficient capacity within the directorate.
- 2.6 Members of the Stroud District Youth Council have been allocated to each of the Council's committees; these Youth Council Members are invited to and have input into the quarterly committee monitoring meetings and the subsequent report presented at each committee.
- 2.7 As reported to this Committee for the previous PMF approval, the existing use of the performance management system (PMS) would be reviewed and if considered necessary a new system would be procured. A project team of staff across the authority was created and several demonstrations of different systems arranged. It was agreed that the market for PMS had significantly changed since the implementation of our current system and that a new system should be procured. This procurement process has been completed and a contract recently signed for a new PMS, this is called Pentana Risk, and will be supplied by Ideagen Ltd.

The project team will remain in place for the implementation and training on the use of the system which will commence imminently. The implementation plan and associated timetable is in development with the supplier, but members will be informed once this has been produced.

2.8 New Performance Management System – Ideagen Pentana Risk

- 2.8.1 The new performance management system is a cloud-based system that members will have access to. The new system will provide more up to date and user-friendly functionality for all users and is fully adaptable to meet our requirements. It will be an improvement on our existing system, which many users have found difficult to use in terms of functionality and obtaining management information.
- 2.8.2 Up to eight members of staff across the authority will be trained as super-users and will provide system administration functionality for the council and ongoing training and development of the system for staff and members.
- 2.8.3 The system is customisable to our requirements and provides real-time data and drillable self-service dashboards, self-service reporting of the Council Plan, service plans and associated risks.

The implementation plan being developed with the supplier will also include the transfer of existing information from Excelsis to Pentana Risk.

2.9 Areas for Improvement

2.9.1 Whilst reporting on progress with actions in the Council Plan is well embedded, some improvements should be made and are identified here as areas for improvement, which have been informed by feedback from committee performance monitors, staff performance monitors, SLT and lead officers, and the Policy and Governance Team:

- Updates are provided to the actions; however, the Council Plan has milestones and both numerical and descriptive performance indicators and these are not always updated.
- The size of the Council Plan and subsequent performance indicators can make it resource intensive for some lead officers to update.
- The fact that some actions do not start this year has caused confusion in how it is set out in the performance management system.
- Members do not have access to Excelsis.
- Not all service areas have completed a service plan.
- Each committee is doing performance management slightly differently and committee performance monitors do not regularly meet to discuss issues and improvements that could be made.
- Committee performance monitors do not attend the performance meetings with directors, or in some cases there is a lack of nominated monitor for a committee.

2.9.2 Details of how these areas can be improved are set out in the recommended actions for 2022/23 below.

3. Recommended actions for 2022/23

- 3.1 The Policy and Governance Team will continue to support each directorate in updating the performance management system and preparing quarterly committee reports whilst continuing to embed a performance management culture. This process of reporting to committee also provides the opportunity to review progress and make amendments to deadlines or performance indicators where necessary. Where further training or support is needed the Policy and Governance Team will provide this.
- 3.2 Any non-compliance or lack of updates for actions, milestones and performance indicators will be reported in the quarterly managers and SLT dashboards.
- 3.3 The Policy and Governance Team will work with staff and members to review and improve Performance Indicator monitoring and reporting.
- 3.4 The Policy and Governance Team will regularly meet with all committee performance monitors and lead officers together to review how committee performance monitoring is progressing, share any best practice and recommend improvements in the process or reporting templates where necessary. This should include a regular opportunity for committee performance monitors to meet with each other and with chairs if necessary, it is suggested that a quarterly performance network meeting be scheduled.

- 3.5 Regular updates will be provided on the implementation of the new PMS through the Members Hub. And it is intended that actions that have not started will not appear in the current years' activity
- 3.6 Members of the Youth Council will be involved and have input in to performance monitoring of the Council Plan and their role will continue to be developed; by attending performance monitoring meetings with the member performance champions, directors and lead officer.

4. IMPLICATIONS

4.1 Financial Implications

There are no financial implications of this decision.

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4.2 Legal Implications

There are no legal implications arising from the content of this report.

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4.3 Equality Implications

Equality issues have been addressed in the body of the report in relation to the Youth Council see paragraphs 2.6 and 3.6.

4.4 Environmental Implications

There are no significant implications within this category.