

Corporate Scrutiny Committee
27 November 2024

Corporate Performance Management

Report of the Statutory Scrutiny Officer

1 Purpose

- 1.1 To update the committee on the progress and recent developments concerning the performance management framework, with a focus on key challenges, achievements to date, and future priorities. This update aligns with the council's commitment to delivering improved services and a more accountable culture within the organisation.

2 Action required

- 2.1 The Committee is asked:
- 1) To make any comments or recommendations on the revised approach to corporate performance management which is in line with the deliverables noted within the Improvement Plan.
 - 2) To consider whether any further scrutiny of the issue is required.

3 Background information

- 3.1 The committee previously learnt of the ambition to develop a more mature performance management framework. This focused on addressing several critical challenges. These included optimising systems and applications, enhancing the culture around performance management, upskilling colleagues, and establishing a basket of more meaningful performance metrics. Together, these elements formed the foundation for a more robust and effective approach to managing performance across the Council.
- 3.2 A revised Performance Management Framework has now been adopted by CLT. This aims to clarify roles and responsibilities, set explicit goals, and provide consistent reporting that tracks progress. Crucially, it includes a set of robust metrics that help ensure Nottingham's commitment to continuous improvement. The offer provides senior leaders with an oversight of organisational health and critical service delivery. There are a series of sub themes that comprise the approach:
- **Organisational Health:** Allow decision makers to monitor organisational health (i.e. HR, Finance, IT, etc.). For example, metrics include 'Average days lost to sickness', 'Complaint volume' and 'Satisfaction with IT Services'.
 - **Critical Service Delivery:** Attention is focused on performance against critical and high-profile service activities from across the organisation. For example, metrics include 'Percentage of household waste sent for recycling', 'The number of missed bins' and 'The number of households supported to avoid homelessness'.

- Compliance/Risk exposure: This allows decision makers to remain apprised of compliance and risk, such as the findings of internal audits, Ombudsmen reports, Information Governance and Health and Safety risks.
 - Citizen Intelligence: Effective public engagement and communication are essential for building trust and transparency and it is important that decision makers are attuned to the voice of the citizen.
- 3.3 The enhanced PMF offers a heightened level of oversight which allows more decisive strategic decisions to be taken. Furthermore, a more regular focus on these KPIs will help foster a culture of accountability.
- 3.4 This information will be presented to CLT every month and the themes explored will be determined by performance exceptions and risks. For example, where a KPI is significantly off-target or where there is a sustained negative direction of travel.
- 3.5 Importantly all metrics will be available via a self-serve dashboard 24/7, but CLT will also take a deep dive into specific issues with the express aim of addressing poor performance.
- 3.6 A key objective is that conversations at CLT can effectively filter down to divisions, ensuring alignment and clarity on priorities. At the same time, significant risks and issues identified at the divisional level should filter up, to better inform CLT, ensuring challenges are addressed strategically and receive an appropriate level of attention.
- 3.7 The next phase of the development will concentrate on an alignment with the priorities noted within the SCP. Given that commitments focus on longer term outcomes, there is a requirement for an annual report that reflects the progress made against each strategic goal. These metrics will demonstrate the recent performance picture and Nottingham's direction of travel. In addition, it should be possible for the majority of these metrics be benchmarked against peers. Running tandem to the data, there will be a strong focus on context and concise statements that detail the level of progress made over the course of the year.

4 List of attached information

- 4.1 PowerPoint slides.

5 Background papers, other than published works or those disclosing exempt or confidential information

- 5.1 None.

6 Published documents referred to in compiling this report

- 6.1 NCC Improvement Plan.

7 Wards affected

- 7.1 All

8 Contact information

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