

AUDIT COMMITTEE – 28 February 2014

Title of paper:	A revised Performance Management Framework for Nottingham City Council	
Director(s)/ Corporate Director(s):	Carole Mills, Corporate Director for Resources Angela Probert, Director Human Resources & Transformation	Wards affected: All
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Recommendation(s):		
1	That the Committee consider and approve the revised Performance Management Framework for adoption	

1. REASONS FOR RECOMMENDATIONS

To gain Audit Committee's approval of the adoption of a revised Performance Management Framework (PMF) by the Council as part of its remit to ensure good and improved governance of the Council's services.

2. BACKGROUND

2.1. The Executive and Corporate Leadership Team (CLT) are pursuing the *Good to Great* ambitions for the City and establishing a strong performance culture which places citizens at the heart of everything the Council does. This has provided an ideal opportunity to refresh our long-standing performance framework to ensure that it is best placed to enable achievement of these ambitions and priorities.

2.2. CLT approved the adoption of the revised PMF on 21 January 2014.

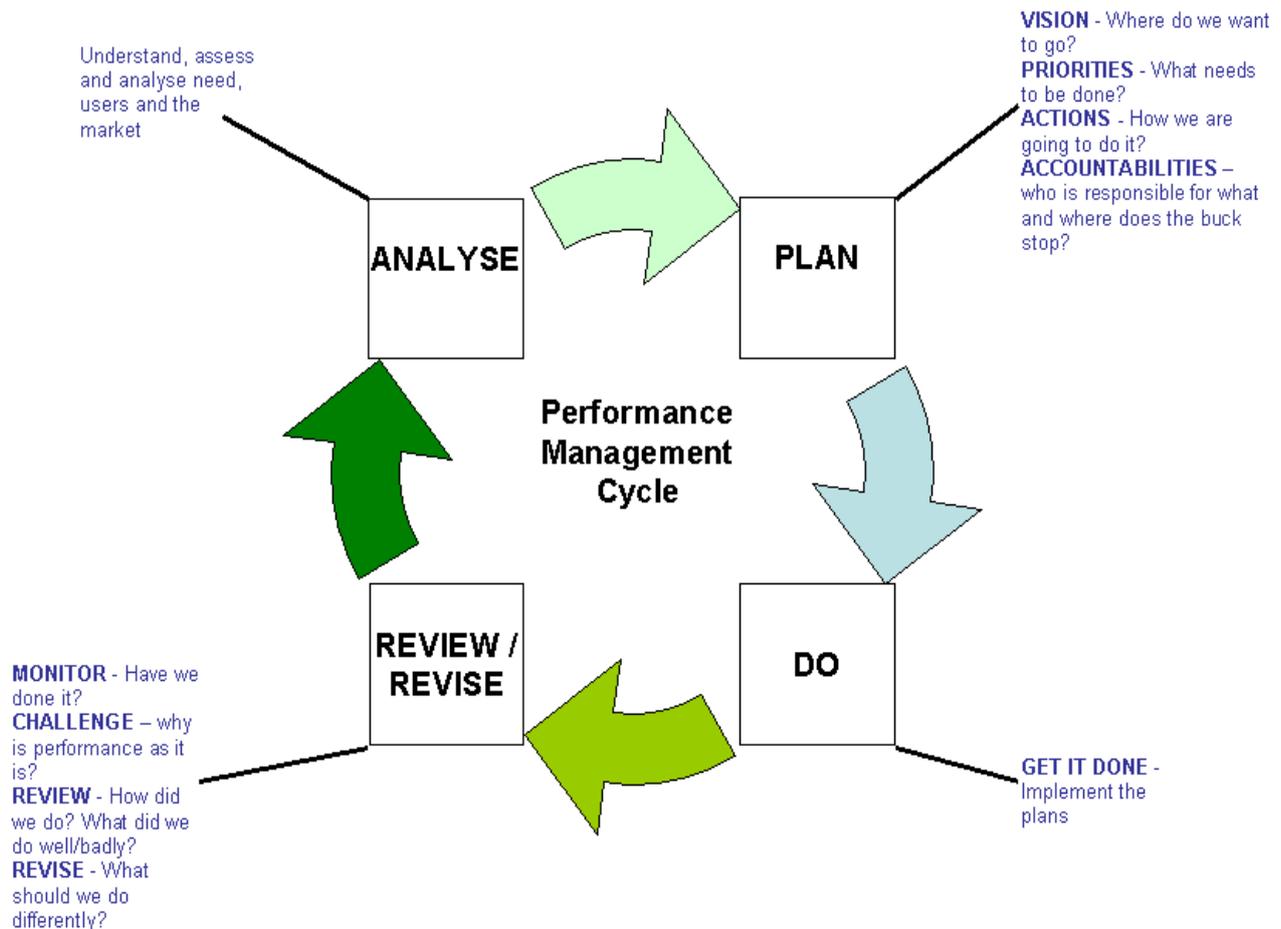
2.3. Key Changes

The new PMF:

- is simpler, up to date and reflects prevailing good practice

- aligns with the Council’s commissioning cycle (Analyse, Plan, Do, Review/Revise) (**Figure 1**)
- Sits within the context of *Good to Great, Citizens at the Heart* and the current external environment (policy, economic, demographic and financial)
- Reflects the availability and use of Covalent as the corporate business management tool

Figure 1



2.4. The revised PMF sets out the high level approach the Council will take to performance management, ensuring that all are:

- Clear about what to achieve, by when and by whom
- Focussing resources and action on the right outcomes
- Aware of how things are going
- Reporting on progress – to both internal and external audiences
- Able to quickly access effective support.

2.5. The revised PMF:

- sets out the principles of our performance culture and how this can be sustained
- applies to all levels of Council activity
- defines the roles, responsibilities and reporting arrangements for all involved

- has a broad scope, which includes strategic business planning, risk management, workforce planning, performance appraisal (which has also been substantially refreshed) and performance monitoring and management at team, service, departmental and organisational levels
- has wider links to the Council's Transformation Portfolio.

2.6. The key to the success of the PMF as a driver for achievement and improvement is for it to be embraced as an integral part of our day-to-day activity.

2.7. The Organisational Planning & Performance team will work with colleagues across the authority to embed and develop the PMF to ensure that it helps to deliver our ambitions and the best outcomes for the City and its citizens.

2.8. Next Steps

This is the short to medium term key actions for taking the PMF forward:

- Support for the adoption and roll out from CLT (approval confirmed 21 January 2014)
- Formal approval at Audit Committee (February 2014)
- Dedicated lunchtime learning events to introduce the PMF and the findings/next steps from the Covalent Implementation project review
- Work with Business Partners (HR, Finance & IT) and Change Consultants within Change and Improvement as advocates of the PMF across the organisation in their particular areas of work
- Raising awareness through Nottingham Manager/Directors forums
- In depth briefing sessions with departmental Executive Officers and performance leads to explain the PMF and how to optimise its use.

3. **BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING EXEMPT OR CONFIDENTIAL INFORMATION**

Revised Performance Management Framework, January 2014 – attached.

4. **PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT**

None.