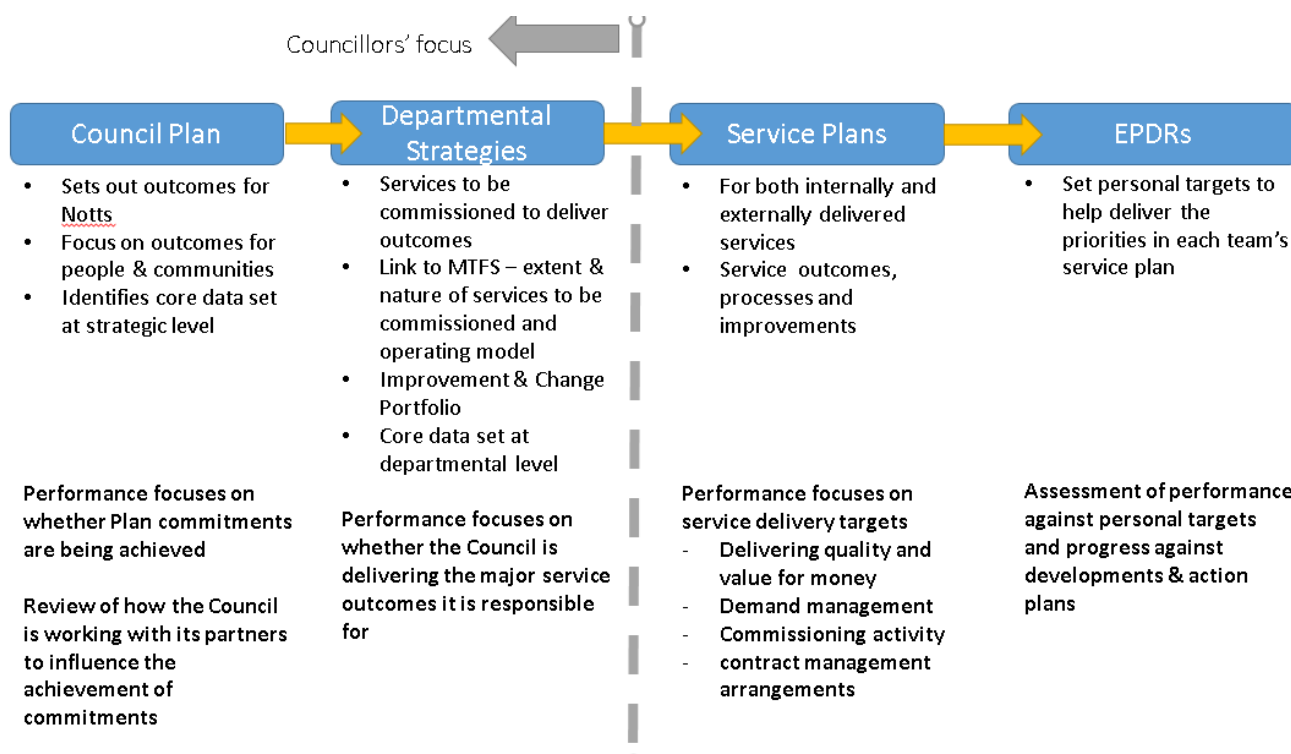


**REPORT OF SERVICE DIRECTOR FOR FINANCE, INFRASTRUCTURE & IMPROVEMENT****PLANNING & PERFORMANCE MANAGEMENT FRAMEWORK****Purpose of the Report**

1. To seek approval to a refresh of the Planning & Performance Management Framework to drive delivery of the Council Plan outcomes, *Investing in Nottinghamshire*. This report makes proposals to strengthen the Council's approach to delivering its priorities based around an improved structure for performance monitoring against the Council Plan commitments.

**Information**

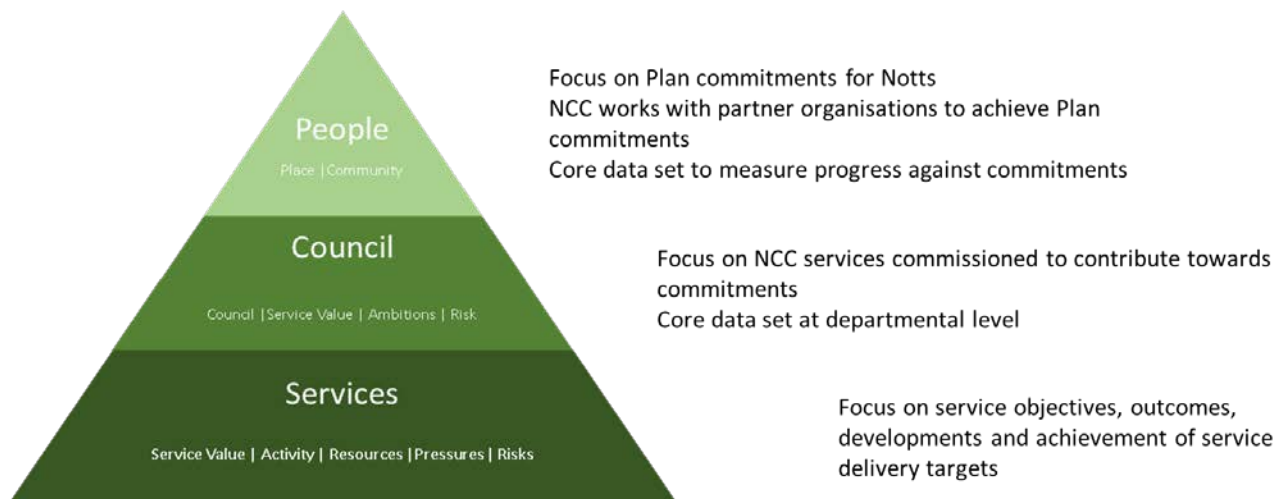
2. The County Council has an ambitious vision. The Council Plan, *Your Nottinghamshire, Your Future*, sets out our priority outcomes for the people and businesses of the county. The Planning & Performance Management Framework details the Council's approach to planning and managing its delivery.
3. Work carried out to refresh the four Departmental Strategies has identified scope to improve the current Framework, which has been in operation since its approval at Policy Committee in June 2017. Experience of working through a complete annual cycle has also brought to light the possibility for refinements.
4. The fundamental principles of the Framework are set out below. These remain valid and it is not proposed to amend them:
  - a) The Framework should integrate performance management with the Council's other key, strategic reporting cycles:
    - Financial planning and reporting
    - Service planning, incorporating commissioning, contract management and service transformation and change options.
  - b) The Framework should focus on priorities and outcomes for communities and individuals.
  - c) All the Council's plans and strategies should be congruent with each other.
5. The proposals in this report centre on the linkages between the key elements of the Framework. These elements, and the performance focus for each of them, are set out in the following diagram.



6. Each of the four components has been reviewed through the Extended Corporate Leadership Team to consider options for strengthening the co-ordination of performance management with financial planning and the transformation programme. The proposed redraft of the Planning & Performance Management Framework is attached as **Appendix A**, and the key changes are set out below.

### **Council Plan**

7. At the highest level of the Framework, the Council Plan, there is a need to strengthen the link between the Council Plan's commitments and the arrangements for reporting performance against them. The Improvement & Change Sub-Committee receives six-monthly progress reports against the Council Plan, and these reports are unwieldy due to the large number of performance measures they contain. The most recent update in January 2019 set out performance against 85 measures.
8. The root cause of this is that the current core data set for the Council Plan is comprised of a combination of the following:
- Reporting against place-based indicators to measure whether the high-level commitments in the Council Plan are being achieved
  - Reporting measures for the delivery of County Council services and the outcomes they achieve.
9. For many of the commitments in the Council Plan, the County Council has a significant part to play in their achievement, but it must also work with its strategic partners to influence the contribution that others need to make. In order to draw out this distinction in the Planning & Performance Management Framework, it is proposed to restructure the Council's core data set around the following hierarchy.



10. This approach is one of the key changes proposed for the Planning & Performance Management Framework. The core data set for the 'People' level in the hierarchy would be implemented with the following aims and principles in mind:

- a) To reduce significantly the number of measures used in reporting progress against the Council Plan to the Improvement & Change Sub-Committee. The large number and diverse nature of measures currently reported make it challenging to present a digestible picture of how the Council is progressing.
- b) The high-level measures should be focused on providing a primary indicator of our communities' experience of residing and working in the county. Key principles around this should be the following:
  - It must be possible to measure the outcomes, either with data the Council currently holds or by collecting new sources of data which are available
  - The frequency with which up-to-date data can be collected should enable meaningful reporting at appropriate intervals within the life of the Council Plan
  - For most commitments in the Council Plan, it may prove difficult to identify one single measure which effectively encapsulates the essence of the commitment. The measures selected should make the most significant contribution towards measuring the desired outcomes. A composite of measures may be appropriate, comprising two or three key measures for each Council Plan commitment.
  - Both direct and proxy measures may be used

11. It is proposed to arrive at a recommended set of Council Plan measures in tangent with the current work in progress to refresh the departmental strategies. The corporate Performance, Intelligence & Policy Team is working with designated senior leads in each department to finalise the strategies. This work will incorporate the high-level measures that should be proposed to link with the proposed measures at the 'Council' level in the hierarchy. The 'People' level measures will be proposed as part of the report to Policy Committee on the refreshed departmental strategies, scheduled for 22 May 2019.

12. This approach will bring greater clarity to the six-monthly reports to the Improvement & Change Sub-Committee against the Council Plan. These reports may be comprised of the following:
- A progress assessment for each Council Plan commitment, possibly based on a simple 'Red-Amber-Green' rating.
  - The key evidence used to inform the assessment:
    - Progress against the People level core data set
    - A summary of progress against the Council level core data set
    - The direction of travel indicated by progress with transformation and change projects.

### ***Departmental Strategies***

13. No changes are proposed to the Framework in relation to the Departmental Strategies. Through the hierarchy of measures, performance indicators in the strategies can be focussed around the outcomes targeted from the delivery of the Council's own services.

### ***Service Plans***

14. Relatively minor amendments are proposed for this part of the Planning & Performance Management Framework. Emphasis is given to the principle of implementing service plans at the most appropriate level in each area of service. It is suggested that the norm is likely to be at the Group Manager level, but there may be instances in which it would be more appropriate for more than one plan for the services under a Group Manager's span of control.
15. A further change proposed in this area is concerned with implementing a more concise template for service planning. It is also proposed that annual summaries of performance against service plans should be reported to each Corporate Director, which might then use these summaries to inform their annual assurance statements to support the Council's Annual Governance Statement.

### ***Employee Performance & Development Reviews (EPDRs)***

16. No changes are suggested to the Framework, other than to note the commitment in the Council's Business Intelligence Strategy to develop effective means of feeding back to employees what the Council is achieving against the Council Plan and Departmental Strategies. This will help employees to more clearly appreciate how their personal achievements are having a positive impact on the target outcomes for the people of Nottinghamshire.

### ***Other proposed changes***

17. It is proposed to introduce a planning and reporting cycle as an appendix to the Framework. This will help managers at all levels to see which planning and reporting activities are carried out at different times during the year.
18. The opportunity is also taken to include a definition of an outcome based measure, which should be the focus for measures at the top two levels in the hierarchy.

## **Statutory and Policy Implications**

19. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance finance, human resources, human

rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

The Planning & Performance Management Framework embraces the Council's performance in relation to many of the statutory and policy implications listed above.

## **RECOMMENDATION**

1) That Policy Committee approves the redraft of the Council's Planning & Performance Management Framework.

**Nigel Stevenson**  
**Service Director for Finance, Infrastructure & Improvement**

**For any enquiries about this report please contact:**

Rob Disney  
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### **Constitutional Comments (SG 05/04/19)**

20.I confirm that the recommendation falls within the remit of the Policy Committee by virtue of its terms of reference.

### **Financial Comments (SES 05/04/19)**

21. There are no specific financial implications arising directly from this report.

### **Background Papers and Published Documents**

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- None

### **Electoral Division(s) and Member(s) Affected**

- All