

BRECKLAND DISTRICT COUNCIL

Report of: Councillor Alison Webb, Executive Member for Customer and Corporate Services

To: Cabinet – 11 September 2023
Overview and Scrutiny – 14 September 2023

Author: Claire Burton, Organisational Development and Performance Manager and Ryan Pack, Performance and Risk Lead

Subject: Breckland Council's Performance Framework

Purpose: To provide Members with the Council's new framework for Performance Management

Recommendation(s):

- 1) To agree to the adoption of the revised Performance Framework

1.0 BACKGROUND

- 1.1 Members viewed this revised Performance Framework at Cabinet on 3rd July 2023. Unfortunately, due to a system error in Mod.gov (Work to Do) the format and font of the Framework was unclear and not in the format which was submitted. Therefore, it was agreed that the item would be deferred to Cabinet on 11 September 2023 for further review.
- 1.2 Breckland Council currently manages performance through various means including an internal Performance Board and the council's committee system.
- 1.3 As a result of using multiple systems of governance, there needs to be an overall framework that ties together these elements. The revised performance framework sets out how performance is managed at different levels of the organisation and what information is being scrutinised to present a clear picture as to how the council approaches performance management.
- 1.4 The framework also sets out key definitions for performance management such as how the council defines a key performance indicator. A result of having agreed definitions such as this is that all stakeholders understand how and why information is categorised in a certain way.

2.0 KEY CHANGES

- 2.1 The framework was last refreshed in September 2021, and it was agreed that it would be refreshed in 18 months' time. The key changes are.
 - A rewrite to make it simple and easy for all stakeholders but particularly residents to understand.
 - Removed technical parts of the framework and made it pragmatic in terms of how we manage performance at the Council.

- Revised the Performance Management Cycle to our new approach which is Plan, Review, Improve and Monitor.

2.2 The framework has been produced in conjunction with best practice set out by the Local Government Association.

3.0 **OPTIONS**

3.1 To agree to the adoption of the revised performance framework

3.2 Do nothing.

4.0 **REASONS FOR RECOMMENDATION(S)**

4.1 The council requires a framework which describes its current performance management approach. By having this, the council is able to take a more unified approach to performance management.

4.0 **EXPECTED BENEFITS**

4.1 The performance framework allows for the council to take a more unified view of performance management through both the agreement of key definitions and setting out how the council manages performance moving forwards.

5.0 **IMPLICATIONS**

5.1 In preparing this report, the report author has considered the likely implications of the decision - particularly in terms of Carbon Footprint / Environmental Issues; Constitutional & Legal; Contracts; Corporate Priorities; Crime & Disorder; Data Protection; Equality & Diversity/Human Rights; Financial; Health & Wellbeing; Reputation; Risk Management; Safeguarding; Staffing; Stakeholders/Consultation/Timescales; Other. Where the report author considers that there may be implications under one or more of these headings, these are identified below.

5.2 **Reputation**

5.2.1 Performance issues can cause some reputational consequence. The Performance Framework therefore aims to openly set out how performance is managed at the Council.

6.0 **WARDS/COMMUNITIES AFFECTED**

6.1 No Wards or Communities are affected.

Background papers:-

Lead Contact Officer

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Key Decision: No

Exempt Decision: No

This report refers to a Discretionary Service

Appendices attached to this report:

Appendix A

Draft Performance Framework