

**OVERVIEW AND SCRUTINY COMMITTEE  
TASK AND FINISH GROUP REPORT**

**PERFORMANCE MANAGEMENT PHASE 2**

**JUNE 2017**

## **1. INTRODUCTION**

- 1.1 As noted in the phase 1 report to Overview and Scrutiny on 20<sup>th</sup> June 2016, a Task and Finish Group was set up to look at the performance management process within the Council.
- 1.2 The Overview and Scrutiny Committee currently receives a quarterly report which sets out information on the previous quarter's performance management indicators. Concerns had been expressed by members that the committee was reviewing historical information and members did not have input into setting the strategic planning process or ensuring that performance targets are rigorous or sufficiently related to key aspects of performance.
- 1.3 The Task and Finish Group's remit was to look at this process and consider how the Overview and Scrutiny Committee would participate more in strategic planning, setting the performance targets and how these could be effectively monitored.
- 1.4 The Corporate Plan was key to setting the performance targets and this was in the process of being refreshed, with the last review of the plan being in 2013. This would be relaunched as the 'Corporate Strategy' and was set to go to the Cabinet and to Full Council in July 2017 for approval.

## **2. MEETINGS AND FINDINGS**

- 2.1 Over the course of 2016/17, seven meetings took place and the group consisted of 5 cross-party members, with Councillor Lythgoe as the Chair. The Media and Engagement Officer led on explaining the process to members and keeping them up to date on work being carried out and timescales. From early 2017 the Director of Communities, Sam Plum, joined the Group and has provided guidance and information on the timescales and processes for involving members.
- 2.2 At its meeting on 24<sup>th</sup> April 2017 the Task and Finish Group were shown the draft Corporate Strategy and it was agreed that the Overview and Scrutiny Committee should be consulted on the draft. This took place on 11<sup>th</sup> May 2017 via email and members were given until Thursday 18<sup>th</sup> May to respond. Two members responded by the deadline and these comments were passed to the HR Manager.
- 2.3 The Task and Finish Group came to the conclusion that more scrutiny of how performance indicators were set and of the individual service plans was required. This would resolve the issue of members looking at historical quarterly information and allow the group to intervene at an earlier stage. The Group would also look at how consultation takes place with the public and the effectiveness of this.
- 2.4 The following suggestions were made regarding the role of Overview and Scrutiny:-

- If a service area was failing to meet its targets, or if there were concerns about the rigour or relevance of targets or any other aspects of performance, then the Performance Management Task and Finish Group would be reconvened to speak with that service area.
- Senior Managers and the relevant Portfolio Holder would be invited to Overview and Scrutiny Committee to update members on their performance against the Corporate Strategy and their individual service area plans.

### **3. RECOMMENDATIONS TO THE CABINET**

3.1 That the Overview and Scrutiny Committee continues to monitor the council's performance targets but also looks more closely at the strategic planning process and the initial setting of targets.

3.2 That the Overview and Scrutiny Committee invites Directors and/or Heads of Service and their relevant Portfolio Holder to the Committee to update members on their individual service areas and performance, with the following provisional timetable proposed:-

July 2017 – Legal and Democratic Services

September 2017 – Operations and Environmental Health

November 2017 – Economic Development and Planning

December 2017 – Housing and Communities

February 2018 – Finance and Property Services/People and Policy

March 2018 - Licensing

3.3 That if a service area is failing to meet its targets or if there are any other concerns about performance, then the Performance Management Task and Finish Group will reconvene to investigate this matter in more detail.

3.4 That the Council gives consideration to ways in which more useful dialogue could be had with the public in order to inform strategic planning.