

PERFORMANCE MANAGEMENT BOARD PROCEDURE RULES

1. Role of the Performance Management Board

- 1.1 The Council has established a Performance Management Board.
- 1.2 The Performance Management Board shall work in partnership with the Cabinet and officers to ensure good stewardship of the Council's resources and deliver better outcomes for the people of the District.
- 1.3 The ultimate responsibility for performance management rests with the Portfolio Holders with responsibility for performance management and the Cabinet.
- 1.4 The Performance Management Board does not have the power to make decisions with regard to performance but has a pivotal role in examining performance issues in more detail.

2. Terms of Reference

- 2.1 The terms of reference of the Performance Management Board are to have overall responsibility for monitoring and driving performance improvement of the Council.
- 2.2 In particular the Performance Management Board will:
 - a. be responsible for Business Planning and Performance Management and to ensure that the process is an integral part of the Council's short and medium-term financial strategy.
 - b. monitor progress in achieving the Council's:
 - (i) Corporate Plan priorities and objectives;
 - (ii) Performance Plan targets;
 - (iii) Financial targets and performance against budget.
 - c. identify unsatisfactory progress or performance and make recommendations on remedial action to Executive Cabinet.
 - d. consider and monitor implementation of the findings of any Inspection reports

3. Composition

- 3.1 The Performance Management Board will comprise 7 Councillors. All Councillors except members of the Cabinet may be members of the Performance Management Board.
- 3.2 The relevant Portfolio Holder is expected to attend any meeting of the Performance management Board when an item on the agenda relates to matters within his/her areas of responsibility. He/she may participate in the meeting for that item only but may not vote.

4. Co-optees

- 4.1 The Performance Management Board shall be entitled to recommend to Council the appointment of a number of people as non-voting co-optees of the Performance Management Board.
- 4.2 The Performance Management Board shall be entitled to appoint a number of people as non-voting co-optees.

5. Chairman

The Performance Management Board will appoint one of its members as Chairman at its first meeting following the Annual Council Meeting.

6. Meetings of the Performance Management Board

- 6.1 There shall be at least 10 ordinary meetings of the Performance Management Board in each year.
- 6.2 Extraordinary meetings may be called from time to time as and when appropriate.
- 6.3 A meeting of the Performance Management Board may be called by the Chairman of the Performance Management Board, by any 3 members of the Performance Management Board or by the Chief Executive if he/she considers it necessary or appropriate.
- 6.4 Members of the Performance Management Board who cannot attend a particular meeting may not arrange for substitutes to attend.

7. Quorum

The quorum for a meeting of the Performance Management Board shall be four.

8. Attendance of Officers at Meetings

8.1 The Chief Executive and either the Assistant Chief Executive or one of the Corporate Directors is expected to attend every meeting of the Performance Management Board.

8.2 The relevant Head of Service is expected to attend a meeting of the Performance Management Board during the consideration of any item on the agenda which relates to matters within his/her responsibility.

9. Participation in Meetings

No member may be involved in the consideration of a decision in which he/she has been directly involved. If any member of the Performance Management Board finds that a decision in which he/she has been directly involved is to be considered, he/she shall declare the fact to the Performance Management Board and take no part in the discussion and voting in the part of the meeting which relates to that decision.

10. Work Programme

10.1 The Performance Management Board will be responsible for setting its own work programme and in doing so shall take into account of:

- a. the views of members of the Performance Management Board who are not members of the largest political group on the Council;
- b. suggestions of matters for consideration made by the Cabinet;
- c. suggestions of matters for consideration made by the Leader arising from his/her quarterly meeting with the Chairmen of the Scrutiny Steering Board, Audit Board and Performance Management Board in accordance with paragraph 10.4 below;
- d. suggestions of matters for consideration made by the Council; and
- e. the professional advice of officers

- 10.2 The partnership between the Performance Management Board and officers will need to have due regard to the capacity of officers to deliver the agreed work programme.
- 10.3 Inclusion of matters in the work programme will be dependant on the following:-
- a. The Cabinet is responsible for setting the objectives, priorities and performance targets of the Council. The Performance Management Board is responsible for examining and monitoring the progress of these and making recommendations to the Cabinet on required corrective action. Performance issues form a key part of any debate on future objectives, priorities and targets, so the Performance Management Board should have an opportunity to put forward its views to Cabinet on any debate on the strategic direction of the Council;
 - b. The Performance Management Board is responsible for examining and monitoring progress and performance across the Council. Where an issue needs to be examined in greater detail the Performance Management Board will recommend to the Cabinet that it is referred to the Scrutiny Steering Board;
 - c. Service Business Plans will be approved by Portfolio Holders and the Cabinet with the Corporate Management Team responsible for implementation. Heads of Service will be required to provide progress reports to the Performance Management Board on their Service Business Plans. The Performance Management Board will examine Service Business Plans, after they have been provisionally agreed by Portfolio Holders and prior to their final agreement at Cabinet, so that the Performance Management Board can make recommendations to Cabinet on the appropriateness of any Service Business Plan;
 - d. The Performance Management Board will have responsibility for examining and monitoring progress in respect of the Council's Improvement Plan each month, making recommendations to the Portfolio Holder and the Leader in advance of each meeting with the Government Monitoring Board. When Voluntary Engagement ends, the Performance Management Board will be responsible for examining and monitoring the progress of any Improvement Plan or corporate programme of projects agreed by the Cabinet;
 - e. The Performance Management Board will have no responsibility for audit functions which will be considered by the Audit Board;

- f. The Performance Management Board will be responsible for driving implementation of any recommendations arising from Value for Money and Use of Resources assessments.
- 10.4 The Leader shall meet quarterly with the Chairmen of the Scrutiny Steering Board, Audit Board and Performance Management Board with appropriate officers in attendance to review and, where appropriate, co-ordinate their respective work programmes.

11. Procedure at Performance Management Board meetings

The Performance Management Board shall at each meeting consider the following business:

- a. consideration of the minutes of the last meeting;
- b. declarations of interest;
- c. responses of the Cabinet to reports of the Performance Management Board; and
- d. matters set out on the agenda for the meeting in accordance with paragraph 12 below.

12. Agenda items

12.1 The majority of agenda items will be on a regular cycle of reporting in accordance with the agreed work programme. The work programme will be reviewed annually, but can be amended through the year by the Performance Management Board if required.

12.2 Additional agenda items (other than the work programme) may include:

- a. more detailed reports from officers on a particular performance issue; and/or
- b. more regular reporting of specific performance indicators which are of concern to the Performance Management Board.

In both instances, the Performance Management Board will work in partnership with officers to agree these additional agenda items.

12.3 Where a matter is referred to the Performance Management Board by the Council (including a matter referred by the Monitoring Officer under

Council Procedure Rule 11.10), it shall be considered at either the first or second ordinary meeting of the Performance Management Board following the referral.

- 12.4 The Performance Management Board shall also respond, as soon as its work programme permits, to requests from the Cabinet to review particular areas of Council activity. Where it does so, the Performance Management Board shall report its findings and any recommendations back to the Cabinet. The Cabinet shall consider the report of the Performance Management Board within two months of receiving it.

13. Investigations and Enquiries

- 13.1 The Performance Management Board may
- a. hold enquiries and investigate the available options for the future direction of Internal Audit and may appoint advisers and assessors to assist them in this process;
 - b. conduct site visits, conduct public surveys, hold public meetings, commission research and do all other things that it reasonably considers necessary to inform the Performance Management Board in its deliberations;
 - c. invite witnesses to attend to address the Performance Management Board on any matter under consideration.;
 - d. pay to any advisers, assessors and witnesses a reasonable fee and expenses for doing so, provided that any budget set by the Council each year for such purposes is not exceeded.

14. Members and officers giving account

- 14.1 The Performance Management Board may review performance of the Council's departments. As well as reviewing documentation, in fulfilling its terms of reference, it may require any member of the Cabinet, the Chief Executive and/or any senior officer to attend before it to explain in relation to matters within their remit:
- a. any particular decision or series of decisions;
 - b. the extent to which the actions taken implement Council policy; and/or
 - c. his/her performance

and it is the duty of those persons to attend if so required.

- 14.2 If any Councillor or officer is required to attend meetings of the Performance Management Board under this provision, the Councillor or officer will be notified in writing and will be given reasonable notice of the meeting at which he/she is required to attend. The notice will state the nature of the item on which he/she is required to attend to give account and whether any papers are required to be produced for the Performance Management Board. Where the account to be given to the Performance Management Board will require the production of a report, then the Councillor or officer concerned will be given sufficient notice to allow for preparation of that documentation.
- 14.3 If the Councillor or officer is unable to attend on the required date, the Performance Management Board shall in consultation with the Councillor or officer arrange an alternative date for attendance.

15. Attendance by others

- 15.1 The Performance Management Board may invite people other than those people referred to in paragraph 14 above to address it, discuss issues of local concern and/or answer questions. It may for example wish to hear from residents, stakeholders and members and officers in other parts of the public sector and shall invite such people to attend. The person invited will be given reasonable notice and the notice will state the nature of the item on which he/she is invited to attend and whether any papers are requested.
- 15.2 If the Performance Management Board is to consider a motion referred to it by the Council meeting, the proposer and seconder of the motion shall (if they are not members of the Performance Management Board) have the right to attend the relevant meeting and to explain the reasons for their motion, although they may not propose, second or vote on recommendations by the Board which arise from that motion.
- 15.3 If the Performance Management Board invites a person to address a meeting or to give evidence, the following principles will be observed:
- a. the investigation will be conducted fairly and all members of the Performance Management Board will be given the opportunity to ask questions of attendees, and to contribute and speak;
 - b. those assisting the Performance Management Board by giving evidence will be treated with respect and courtesy; and

- c. the investigation will be conducted so as to maximise the efficiency of the investigation or analysis.

16. Reports from Performance Management Board

- 16.1 Once it has formed recommendations on proposals for development, the Performance Management Board will make its findings public and report to the Cabinet.
- 16.2 The Cabinet shall consider the report of the Performance Management Board within two months of it being submitted.
- 16.3 Each report will clearly identify the proposed corrective action recommended by the Performance management Board.
- 16.4 In respect of performance issues requiring urgent corrective action the relevant Head of Service will seek approval from the relevant Corporate Director and Portfolio Holder for an agreed course of action which will be reported to the next meeting of the Cabinet.

17. Consideration of Performance Management Board Reports by the Cabinet

The agenda for Cabinet meetings shall include an item at which minutes and reports of the Performance Management Board will be considered. The minutes and/or reports of the Performance Management Board referred to the Cabinet and regular reports arising from the agreed work programme for the year shall be included at this point in the agenda (unless they have been considered in the context of the Cabinet's deliberations on a substantive item on the agenda).

18. The party whip

A party whip must not be applied at Performance Management Board Meetings.

19. Finance.

The Performance Management Board may exercise overall responsibility for any finances made available to it.