

BROMSGROVE DISTRICT COUNCIL

COUNCIL

15th September 2010

PERFORMANCE MANAGEMENT BOARD

Relevant Portfolio Holder	Councillor G N Denaro
Relevant Head of Service	Claire Felton
Non-Key Decision	

1. SUMMARY OF PROPOSALS

- 1.1 The Performance Management Board (PMB) was established as a local response to the Council being recognised a very poorly performing Council. The prevailing circumstances are now very different with the Council rated as Fair. In this context, it is considered that it is now timely to discontinue the PMB. It is proposed that certain functions carried out PMB be re-allocated to the Overview Board and the Scrutiny Board, as appropriate.

2. RECOMMENDATIONS

- 2.1 **That the Performance Management Board be discontinued with immediate effect.**
- 2.2 **That, as a consequence of 2.1 above:**
- (a) the terms of reference of the Scrutiny Board be varied to include having overall responsibility for monitoring performance improvement, identifying unsatisfactory progress or performance and making recommendations on remedial action to the Cabinet;**
 - (b) the terms of reference of the Overview Board be varied to include having overall responsibility for monitoring the Council Plan and the Sustainable Community Strategy and making recommendations to the Cabinet.**
- 2.3 **That the Head of Legal, Equalities and Democratic Services be given delegated authority to make the consequential amendments to the Council's Constitution.**

3. BACKGROUND

- 3.1 The Council established the PMB in autumn 2005. The purpose of the Board was to "have overall responsibility for monitoring and driving performance improvement of the Council". At that time, over 70% of the Council's performance indicators were worse than average, making the Council one of the worst, if not the worst performing Council in England. In addition, the Council's governance, budget management and ability to

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deliver projects for the benefit of our residents was very poor. This situation was reflected in the Council accepting a Poor Comprehensive Performance Assessment (CPA) rating, without actually going through a CPA site visit.

- 3.2 PMB started receiving two key reports in early 2006: the corporate performance indicators and the Improvement Plan. In addition, PMB received a range of supplementary documentation relating to performance e.g. Council Plan, Annual Report, Data Quality Strategy, Performance Management Strategy, Community Strategy etc. Given the then state of the Council's performance management and performance delivery, the Board had a key role in working with Cabinet on turning around the performance of the Council.
- 3.3 The situation is now very different. The Council is Fair rated and the corporate performance indicator set is stable. The process of corporate prioritisation is embedded (3 out of 4 in the CPA report), project management is "on the way to be being embedded" and performance management of the corporate indicators has dramatically improved, with over 50% of the performance indicators now being above the All England average. The Council probably would have scored a 3 out of 4 on Performance Management in the last CPA, had it not been for the need to further improve the Council's overview and scrutiny arrangements.
- 3.4 Since the last CPA report, much work has been undertaken on Overview and Scrutiny, in particular, the creation of a separate Overview Board and a Scrutiny Board. In addition, a Joint Overview and Scrutiny Board also meets. Overview and Scrutiny is now considered effective, with some excellent work being undertaken in task and finish groups on: Older People, Improving Satisfaction and Democratic Involvement.
- 3.5 The visit to Selby District Council earlier this year (Weak to Excellent in four years), identified that the move from Fair to Excellent will not be about the performance indicators, which are now stable, but about delivering longer term visible outcomes e.g. town centre regeneration; improved customer services e.g. Customer Service Excellence accreditation; and improved communications and engagement. This change in emphasis is actually being reflected in the work of the task and finish groups (see previous paragraph).

4. KEY ISSUES

- 4.1 Based on the success of PMB on improving performance indicators, the changing strategic emphasis within the Council, the improved overview and

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scrutiny function and the capacity of both Members and officers to support PMB, plus a full range of task and finish groups, it is recommended that PMB is now closed down.

- 4.2 It is acknowledged that non-executive Members still need to be able to hold the Executive to account for the strategic direction of the Council and its performance, so a range of documents that have been considered by PMB, will still need to be examined by Members. It is proposed that the Overview Board focus on strategic direction and the Scrutiny Board focus on performance management to include consideration of the documents indicated below:

Overview Board

- Council Plan
- Council Annual Report
- Sustainable Community Strategy
- Sustainable Community Strategy Annual Report

Scrutiny Board

- Improvement Plan (full document once a year)
- Performance Management Strategy/Data Quality Strategy
- Quarterly Finance & Performance Monitoring report

5. FINANCIAL IMPLICATIONS

- 5.1 The Chairman of PMB is entitled to an annual Special Responsibility Allowance under the Council's Members' Allowances Scheme (£3,197 in 2010/11). The demise of PMB would therefore generate a revenue saving.

6. LEGAL IMPLICATIONS

- 6.1 There is no legal requirement for an authority to have a Board or Committee specifically to deal with Performance Management.

7. POLICY IMPLICATIONS

- 7.1 There are no policy implications arising from this report. Decisions with regard to the establishment and terms of reference of Boards are matters for the full Council to consider.

8. COUNCIL OBJECTIVES

- 8.1 This report is linked to the Council's Improvement objective

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9. RISK MANAGEMENT INCLUDING HEALTH & SAFETY CONSIDERATIONS

9.1 There are no significant risks associated with this item.

10. CUSTOMER IMPLICATIONS

10.1 None

11. EQUALITIES AND DIVERSITY IMPLICATIONS

11.1 None

12. VALUE FOR MONEY IMPLICATIONS, PROCUREMENT AND ASSET MANAGEMENT

12.1 The demise of PMB would save officer time in supporting and administering the Board. From a Committee Services perspective it would increase the capacity of the team to support Overview and Scrutiny.

13. CLIMATE CHANGE, CARBON IMPLICATIONS AND BIODIVERSITY

13.1 None

14. HUMAN RESOURCES IMPLICATIONS

14.1 None

15. GOVERNANCE/PERFORMANCE MANAGEMENT IMPLICATIONS

15.1 As referred to in the body of the report.

16. COMMUNITY SAFETY IMPLICATIONS INCLUDING SECTION 17 OF CRIME AND DISORDER ACT 1998

16.1 None

17. HEALTH INEQUALITIES IMPLICATIONS

17.1 None

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18. LESSONS LEARNT

18.1 N/A

19. COMMUNITY AND STAKEHOLDER ENGAGEMENT

19.1 None

20. OTHERS CONSULTED ON THE REPORT

Portfolio Holder	Yes
Chief Executive	Yes
Executive Director (S151 Officer)	Yes
Executive Director – Leisure, Cultural, Environmental and Community Services	No
Executive Director – Planning & Regeneration, Regulatory and Housing Services	No
Director of Policy, Performance and Partnerships	Yes
Head of Service	Yes
Head of Resources	No
Head of Legal, Equalities & Democratic Services	Yes
Corporate Procurement Team	No

21. WARDS AFFECTED

All Wards

22. APPENDICES

None

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23. BACKGROUND PAPERS

None

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