

SUBJECT:	LINCOLN PERFORMANCE MANAGEMENT FRAMEWORK
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
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1. Purpose of Report

- 1.1 To present an updated Lincoln Performance Management Framework, which aims to:
- Reflect the council's current approach to performance management and the continuous improvements that have been made since the previous LPMF was adopted;
 - Support successful implementation of the Vision 2030 strategic plan; and
 - Address the final outstanding action arising from an internal audit on performance management in summer 2022

2 Background

- 2.1 The Council has a performance management framework, initially adopted in 2011 and last updated in 2016. Since that update the council's approach to performance management has changed substantially. The current framework was therefore not reflective of how the council manages performance. A copy of the current LPMF is attached as '**Appendix A**' to this report.
- 2.2 An internal audit of the council's performance management arrangements took place in summer 2022. This audit gave 'limited assurance' to the function, accompanied by a range of recommendations and actions. All actions were duly implemented at pace which a follow up audit recognised. The last outstanding action was to review and update the LPMF with the revised practices in place, formalising the changes made.

3. Updated LPMF

- 3.1 This review has now been completed, and a new proposed LPMF is attached as '**Appendix B**' to this report. The key points to note in the proposed new LPMF are:
- It accurately reflects how the council manages performance in respect of target setting, quarterly reporting and assurance
 - It covers the specific performance management practices that apply to the council's role as a social housing landlord
 - It has been drafted to align with the LGA's Performance Management Guide for Officers (2022) and took into account government launches including 'best value duty', Oflog and the two Ombudsmans' Complaint Handling Codes. The references to Oflog have been removed since it's closure in

December 2024 noting that the local authority data explorer is now maintained and updated by MHCLG.

- It covers a range of topics reflected in national guidance, including all topics recommended in Housemark's guidance on 'performance reporting frameworks' including data quality, data culture, and roles and responsibilities
- It reinforces the continuous 'golden thread' between the council's Vision and Priorities, and individual teams
- It distinguishes between different forms of performance management, namely strategic, operational and front line which are described in the framework
- It draws a direct link between performance and the council's governance framework

3.2 The new proposed LPMF also incorporates the council's Data Quality Policy, which had not been updated for some time and was out of date. The previous Data Quality Policy duplicated information within the council's other governance and information governance documents; these duplications have been removed and an updated and streamlined version of this document is included as 'Appendix A' to the new LPMF.

3.3 The proposed new LPMF does not propose changes to the council's performance management arrangements; rather it consolidates and formalises the robust arrangements that have previously been established and articulates the role of performance management in the council's wider governance framework.

3.4 The new proposed LPMF has been developed with oversight from the Internal Audit Manager, and aligns with other corporate assurance/governance documents including the Code of Corporate Governance, Annual Governance Statement and Combined Assurance. It also aims to reinforce the council's ability to demonstrate adherence to the seven CIPFA core governance principles (*"Delivering Good Governance in Local Government Framework 2016"*)

3.5 The document will, if approved, could a lifespan of five years to mirror the Vision 2030 strategic plan. Whilst it has been drafted so as to remove the need for significant changes during a five-year period, it is suggested that it should be reviewed annually as part of the annual corporate document review so minor factual changes can be made if required and also to reflect any changes in portfolios. It is also acknowledged that Local Government Reorganisation will see governance documentation updated sooner than five years.

4. Strategic Priorities

4.1 The proposed new LPMF '**Appendix B**' seeks to formalise well-established performance management and governance arrangements. It aims to support effective delivery of the council's strategic plan, and its proposed five-year lifespan mirrors that of Vision 2030. The new LPMF will provide the essential framework needed to demonstrate effective monitoring of Vision 2030 throughout its implementation.

5. Organisational Impacts

5.1 **Finance (including whole life costs where applicable)** – No known financial implications arising from this report.

5.2 **Legal Implications including Procurement Rules** – There are no known legal implications arising from this report

5.3 Equality, Diversity & Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination;
- Advance equality of opportunity; and
- Foster good relations between different people when carrying out their activities.

There are no E&D implications arising from this report or the new proposed LPMF. The document at '**Appendix B**' formalises the council's well-established performance management arrangements, and does not propose any changes.

6. Risk Implications

6.1 (i) Options Explored – there are no alternative options available.

6.2 (ii) Key risks associated with the preferred approach – not applicable to this report.

7. Recommendations

7.1 That Policy Scrutiny Committee approve the 'Lincoln Performance Management Framework' attached as '**Appendix B**' to this report.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? Two

List of Background Papers: None

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