

Meeting:	Cabinet
Meeting date:	21 July 2016
Title of report:	Performance, risk and opportunity management framework
Report by:	Cabinet member economy and corporate services

Classification

Open

Key decision

This is not a key decision.

Wards affected

Countywide

Purpose

To propose a revised Performance, Risk and Opportunity Management (PROM) Framework that will support members and officers to manage performance and risk and deliver improved outcomes for local people.

Recommendation(s)

THAT:

The revised PROM framework is approved for implementation with immediate effect.

Alternative options

- 1 Since the council is required to have a sound, up-to-date performance and risk framework, there are no alternative options, although it is open to Cabinet to make amendments to the PROM as they see fit.

Reasons for recommendations

- 2 The council has a separate Risk Assurance Framework and Performance Improvement Framework, each of which date back to 2011 and were produced for the then Herefordshire Public Services.

- 3 The PROM framework amalgamates the separate risk and performance documents, and has been updated to reflect the current local and national context, ensuring that the council is capable of achieving its objectives.

Key considerations

- 4 Although there is currently no recognised national government performance framework for local authorities, the performance of the council in certain key services continues to be the subject of national performance and regulatory frameworks (including those of OFSTED and the Care Quality Commission). The proposed PROM framework is intended to support those arrangements whilst at the same time provide an approach that enables effective performance and risk management of the council's services and delivery of priorities.
- 5 The purpose of the PROM framework is to support members and officers across the council to take responsibility for their own performance and to lead the delivery of improved outcomes for residents.
- 6 The PROM framework is attached at Appendices 1 and 2, and follows a traditional 'Plan, Do, Review and Revise' business cycle; it is designed to meet the council's local needs and to support members and officers to fulfil their respective roles and responsibilities. It is important that the framework is regularly monitored at least on an annual basis, and is adapted in line with corporate learning and the experience of members and officers post implementation.
- 7 The PROM framework has been produced in two formats. The first, Appendix 1, fully explains the council's approach to performance and risk management, whilst the second, Appendix 2, introduces the framework and sets out some of its key elements.
- 8 The key components of the PROM framework are:
- Corporate planning / service planning;
 - Performance reporting;
 - Personal Performance Development Plans (PPdPs);
 - Budget management; and
 - Risk management.

Community impact

- 9 A robust PROM framework is essential to support the delivery of the council's priorities.

Equality duty

- 10 The Public Sector Equality Duty (PSED) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.
- 11 The PROM framework underpins the council's approach to business planning, and

the corporate plan, which seeks to increase the equality of opportunity and access, and reducing inequalities.

Financial implications

12 There are no direct financial implications arising directly from this report.

Legal implications

13 There are no legal implications directly relevant to this report but having proper arrangements to manage risk throughout the organisation is an important component of corporate governance. Some of the control measures in the corporate risk register may have legal implications; if so, these will be considered in separate reports regarding implementation of the specific control measures.

Risk management

14 The council does not have the appropriate performance management arrangements in place *mitigated by* adopting the PROM framework which will ensure that the council has appropriate governance arrangements in place.

15 The council does not manage performance effectively, which results in poor service standards or failure to deliver its corporate priorities *mitigated by* a regular performance reporting regime.

Consultees

16 Audit and Governance Committee Risk Register Working Group members.

Appendices

Appendix 1 Performance, Risk and Opportunity Management Framework

Appendix 2 Performance, Risk and Opportunity Management Framework (easy read version)

Background papers

- [Audit and Governance Committee Risk Register Working Group \(No. 139\)](#)