

# Performance and Risk Management Framework

Melton Borough Council



Melton  
Borough  
Council

## Performance and Risk Management Framework Contents:

Section	Section Title	Page
<b>1</b>	<b>Introduction</b>	<b>3</b>
<b>2</b>	<b>Aims and objectives</b>	<b>3</b>
2.1	Aims	3
2.2	Objectives	3
<b>3</b>	<b>The Performance and Risk Framework</b>	<b>4</b>
3.1	People & Place focus	5
3.2	Priority focus	6
3.3	Service and governance focus	6
3.4	Risk management	7

Appendices	
<b>Appendix 1</b>	<b>Performance and Risk Framework: Corporate Strategy 2020-2024</b>
<b>Appendix 2</b>	<b>Performance and Risk Framework - Annual Calendar</b>

## 1. Introduction and Aims

This Performance & Risk Management Framework document sets out the Council's approach to managing performance and risk as it seeks to ensure delivery of its Corporate Strategy priorities, as well as ensuring effective service performance and organisational governance. The document also sets out how the Council will monitor key indicators associated with Melton as a place, enabling review and refinement of priorities and services to meet changing needs.

The document sets out a framework for managing various elements of performance and risk and then the mechanisms and annual calendar through which these will be managed.

The Council's key priorities within the Corporate Strategy 2020 – 2024 are:

Theme	Priority number	Priority description
<b>Helping People</b>	1	Excellent services positively impacting on our communities
<b>Helping People</b>	2	Providing high quality Council homes and landlord services
<b>Shaping Places</b>	3	Delivering sustainable and inclusive growth in Melton
<b>Shaping Places</b>	4	Protect our climate and enhance our rural natural environment
<b>Great Council</b>	5	Ensuring the right conditions to support delivery
<b>Great Council</b>	6	Connected with and led by our community

## 2. Focus and objectives

### 2.1 Focus

The Performance & Risk Management Framework will provide a number of different perspectives to ensure the Council has sufficient grip on the different aspects of place and organisation performance:

1. To build our understanding of Melton as an area and to use that to inform policy responses and organisational development – **A People and Place focus**.
2. To review progress against the Corporate Strategy priorities and objectives – a **Priority focus**.
3. To support performance management of our services and our organisational responsibilities - a **Service and Governance focus**

## 2.2 Objectives

The objectives of the framework are as follows:-

### People and Place focus

To assist the Council in understanding the place and communities within which we work, including the economic, environmental, health and housing context within which we are operating.

To identify and understand the risks facing our place and communities in relation to the above.

To consider whether any policy or organisational responses are required as part of the policy and budgetary framework.

### Priority focus

To assess progress against our objectives, projects and activities as set out in the Corporate Strategy and the underpinning policies.

To assess performance in key service areas which make direct contributions to the six corporate priorities

To help identify and understand any risks associated with delivering against our corporate priorities and objectives.

### Service and governance focus

To ensure performance of all services is monitored and managed

To have measures and information available which can assist learning and help transform and improve services so they can better meet stakeholders needs and expectations.

Where appropriate to utilise benchmarking and comparator data to assess performance against other local authorities.

To ensure measures of governance and organisational effectiveness are monitored and managed; including budgetary control, debt management,

health and safety, data management, access to information, equalities, workforce effectiveness, asset management etc.

To support and enhance organisational development.

To help understand the service and governance-linked risks faced by the Council

### 3. Components of the Performance and Risk Framework

Appendix 1 shows the interaction between the Council's corporate strategy priorities and the issues identified either within our place and communities and/or within services or the organisational governance of the council. The document highlights the 'Golden Thread' which seeks to align every day activity from, individuals, teams, sections and directorates to the Council's corporate priorities

The Council's Performance & Risk Management Framework - Annual Calendar is shown at Appendix 2. This shows how the various components of the framework will be considered formally and sequentially throughout the year and will support effective policy and budget development, alongside the opportunity for overview and scrutiny.

The following sections provide more information on the specific components which will be delivered within each 'focus' area.

#### 3.1 People and Place Focus

The council will support the Place focus in the following ways, which includes engagement with a range of partners and stakeholders:

Component	Purpose and role
State of Melton Report	<p>Provides an annual broad overview of the Borough. Will be in the form of an Annual Report to all Members in July each year to inform Member's away day in September –'the State of Melton' debate. This report and debate will provide an initial steer on policy and budgetary considerations for the coming year. It will draw on a wide-range of sources to develop a picture of:</p> <ul style="list-style-type: none"><li>- Local community</li><li>- Economy and employment</li><li>- Education and skills</li><li>- Environment and Climate Change</li><li>- Health and Wellbeing of Residents</li><li>- Local Housing</li></ul>

Individual Ward Profiles	Annual presentation to Members providing them with a profile of their ward. Reporting of datasets at ward level to be determined and agreed with members,
--------------------------	---

The State of Melton Report will be informed by appropriate primary and secondary research and will also be discussed with key local partnerships.

Specifically the:

- **Helping People Partnership (HPP) Board:** This is a Strategic forum, focussed on people and communities, for public, voluntary and community partners delivering services within Melton to collaborate and develop an effective partnership offer that will result in better outcomes for all those that live and work in Melton.
- **The Melton Place Board:** This is a strategic group of local business and other stakeholders who work to support the development of Melton as a 'place'. The emphasis of the partnership is on economic growth, tourism, infrastructure development and town centre regeneration.

### 3.2 Priority focus

To oversee and monitor delivery against the priorities and aspirations set out in the Council's Corporate Strategy, the following will be in place:

Component	Role and Purpose
Corporate Performance Report	Corporate Performance indicators will be reported internally to all Members on a quarterly basis and formally to Cabinet on a 6-monthly basis, It will include a narrative update on corporate projects, complaints review and the corporate risk review
Strategic Risk Register Report	All directorates and/or project managers will maintain risk registers associated with priority objectives set out in the corporate strategy. Where identified risks are significant they will be escalated for inclusion in the Strategic Risk Register. The register will be organised around the 3 main themes within the Corporate Strategy; Helping People, Shaping Places, Great Council.

### 3.3 Service and Governance focus

To monitor the day-to-day running of Council services and the effective operation of governance processes, the following activities will be in place:

Activity	Role and Purpose
Service Performance	<p>Quarterly reporting of key performance measures by all service areas. Services measures making key contributions to corporate priorities to be included in the Corporate Performance report</p> <p>Where appropriate and available, benchmarking and comparison data is used to assess progress against peers. The Council will use the Local Government Association's LG Inform and LG Inform Plus web-based benchmarking tool</p> <p>Where performance issues are identified, including financial performance, services can be subjected to specific review, in terms of performance, management, and Value for Money (VFM).</p>
Governance Effectiveness	<p>Regular reporting of performance and grip on key governance processes including budgetary control, debt management, health and safety, data management, equalities workforce effectiveness, asset management etc.</p> <p>Adherence to the policies, standards and processes outlined in this Reporting Framework will be audited triennially by the Internal Audit team.</p>
Risk reporting	<p>All Directorate to maintain a risk register. Where risks are significant, they will be escalated for inclusion in the Strategic Risk Register (service and governance section).</p>
Complaints reporting	<p>Quarterly reports of complaints received by the Council and compiled at Service level. These complaints are compared to performance data to enable analysis of a service's overall performance. Corporate complaints are included with performance reports to Cabinet.</p> <p>In addition, Scrutiny Committee also receives Cabinet Performance reports which include the complaints report to help inform their workplan.</p>
Equalities and Diversity	<p>An annual report is taken to Full Council on the progress made by the Council to embed Equality and Diversity within its services, policy development and delivery. Work is undertaken to meet the public sector equality duty as required by equality legislation and deliver services which are accessible and meet the needs of Melton's residents.</p> <p>A Single Equalities Scheme (SES) is published every four years which covers all the Council's legal duties as required by The Equality Act 2010.</p>

The council's Data Quality Policy – which has been revised for GDPR compliance - sets out the standards and approach to be adopted by the Council. Data quality and accuracy is audited regularly within normal audit procedures. The Data Quality Policy is available from Corporate Services.

### 3.4 Risk management

Risk is a feature of all organisations and includes physical risks to people or property, financial loss, failure of service delivery, information management and damage to the organisation.

The council has a Risk Management Policy and Strategy. The Risk Management process is clearly documented, and consists of five stages to minimise risks that could negatively impact the achievement of the organisation's objectives:-

Stage 1: Risk Identification

Stage 2: Risk Analysis

Stage 3: Prioritisation

Stage 4: Mitigation

Stage 5: Monitoring

The Corporate Risk Register is published to Cabinet half-yearly, and risk management information is sent annually to the Audit and Standards committee. Risks are categorised against the Corporate Strategy priority themes, Helping People, Shaping Places and Great Council. Service risk registers are maintained and reviewed by service areas and used to inform the strategic risk register. Project risks are also documented and reviewed as part of the project management process. Risks are also considered as part of reports Council, Cabinet and committees.