Document Name: **Local Performance Management Framework 2015/16 – 2018/19**

Effective Date: tbc

Date for Review: November 2018

Version Number: 1.0

Approved by CMT: tbc

Responsible Business Manager: Performance

Local Performance Management Framework 2015/16 – 2018/19

1.0 Introduction

1.1 This document sets out the arrangements for effective performance management at Newark and Sherwood District Council. The Council's current Performance Management system is Covalent.

1.2 Performance Management comprises of the systems, processes, structures and supporting arrangements established by management to identify, assess, manage and respond to performance issues, and to allow actions to be taken which will contribute significantly to the achievement of agreed business unit objectives. These in turn support the delivery and achievement of the Council's strategic priorities:

- Prosperity
- People
- Place
- Public Service

1.3 Whilst Central Government has pledged to reduce the reporting burden on local authorities, local authorities are still expected to be accountable to local communities for performance to ensure they are responding to local needs and that public money is being spent wisely and achieving good value for money. The performance framework helps to evidence this.

1.4 Effective performance management will help Members, CMT and Business Managers:

- Ensure that resources are prioritised and allocated effectively in line with business and strategic objectives and priorities.
- Ensure that employees are aware of their own targets and goals and how these support the achievement of the Council's strategic priorities and their business unit's objectives.
- Provide early warning of poor performance and an indication of improvement.
- Provide notice where a business unit has over-performed against targets.
- Ensure that significant risks to the achievement of objectives are identified and managed.
- Provide a strong evidence base for improved decision making and the efficient use of resources
- Provide Assurance frameworks for CMT and Officers to help manage and report on the major corporate assurance items.

1.5 All business managers need to recognise that effective performance management is their responsibility.

2.0 Scope

2.1 This framework applies to all directly managed services of the Council

3.0   Performance Review Process

3.1   Business Managers will be supported by the Performance business unit to manage the performance of their unit and to help drive improvement. Using the performance management system, performance indicators monitoring performance will supported by actions to drive improvement and savings. Targets and thresholds for minimum levels of performance will only be accessible by the Performance business unit and for key measures these will also be agreed by CMT.

3.2   Regular meetings will be held between Performance Officers and Business Managers and CMT to assess performance and the capacity to deliver actions.

3.3   The table below sets out the performance review cycle:

PLAN	Set business unit objectives in line with strategic priorities Identify business risks Identify actions, responsible officers and due dates Set performance indicators Decide on targets and outcomes for year
DO	Carry out action plans Provide benchmarking and comparative information Provide performance analysis work as required Support linked frameworks and processes e.g. Commissioning Provide training and guidance on performance management
REVIEW	Performance data on Covalent Manager and management dashboards Regular Performance Officer meetings with business units Identification and investigation of variances Assurance work New risks and actions identified and agreed Reporting Performance Clinics at CMT
REVISE	Actions plans revised New risks developed Underperformance addressed Feedback shared

4.0   Monitoring and Reporting

4.1   To make the identification and ownership of performance data clear on the system and on reports, each business unit has its own unique code on Covalent (generally an abbreviated version of their full unit name e.g. B-CONTROL is Building Control). In addition each data type has its own system of referencing to denote what it is and its level of reporting:

Performance Indicators	
CI	Corporate PI (reportable and either targeted or non-targeted)
MI	Management PI (reportable and targeted)
LI	Local PI (reportable and non targeted)
DI	Data only PI (non reportable and non targeted)
Actions:	

BP	Business Plans Actions
BC	Business Continuity Assurance
LM	Legionella Management Assurance
H&S	Health & Safety Assurance
RP	Risk Action Plans
PP	Project Action Plan
AR	Audit Recommendations
CR	Contracts Register Assurance
E&D	Equality & Diversity Audit Action Plan
Risks:	
SR	Strategic Risk
OR	Operational Risk
PR	Project Risk
FR	Fraud Risks

4.2   Appendix A sets out the program of the monitoring and reporting of performance:

5.0   **Data Quality**

5.1   Business Managers are responsible for ensuring the quality and accuracy of the data in the systems for which they are responsible.

5.2   The Performance business unit administer the targets, thresholds and key data in the performance management system. The permissions within the system allow for separation of duties between the input and authorisation of data being input to the performance management system. By their authorisation of data on the system, Business Managers are confirming their satisfaction that the data is accurate.

5.3   The following data quality checks will be undertaken by the Performance Business Unit Half yearly/annually:

* Year-end data sign off sheets to confirm PI settings
* Half year target review by BM with review from Director
* Annual targets agreed with relevant Director.
* New PI's confirmed with relevant Business Managers
* Confirmation of the accuracy of a sample of data being input to Covalent

6.0   **Other Performance Related Links**

6.1   Performance management has clear links to other processes and frameworks within the Council which all support the Council's strategic priorities. This includes business planning, commissioning, financial management, risk management, corporate projects and employee management. For a performance management framework to be successful, performance must be an intrinsic element of the day-job. The political leadership, senior managers and staff within the authority must have a shared understanding of the organisation's priorities and of what needs to be done to realise these priorities.

Council Strategic Priorities and Business Planning

6.2 All business units develop business plans to set out how they will be delivering their service to help achieve the Council's strategic priorities. Individual business unit performance indicators will help business managers manage the delivery of their service and will be supported in this by the Performance business unit. The successful delivery of services and the achievement of the Council's corporate priorities will be monitored through the corporate scorecard on Covalent.

Employee Management

6.3 To deliver excellent services, our employees need to be at work and performing well. We want to provide each employee with the direction, development and support necessary to assure a productive and rewarding career.

6.4 The Council's Managing Attendance Policy provides a consistent framework for monitoring and managing absence across the Council, including access to support and advice for line managers, and for employees who are having problems maintaining satisfactory attendance levels.

6.5 The Council's Capability policy and procedure provides a consistent, effective framework for dealing with work performance and capability matters to enable every employee to reach the required standards.

6.6 Appraisals are undertaken annually for all Directors, Business Managers and officers. Appraisals are a key mechanism for managing staff workload and personal development, as well as ensuring everyone is aware of the Council's priorities how their work and the work of their Business Unit helps to support the Council's priorities being achieved.

Flexible working agreement

6.7 The aim of this agreement is to establish the principles governing the operation of flexible working hours within the Council.

Agile working strategy

6.8 There are three strands to our Agile Working Strategy:
- Working Practices (enabling people to work anytime and anywhere as long as business needs are being met),
- Workspaces (that are designed around activities, not individuals)
- Technology (that provides advanced mobility and enables virtual collaboration).

Financial Management

6.8 In future, performance management will have a much closer focus on the cost of delivering services and savings. It is important that business managers are aware of their costs and business units will be supported with comparative performance and benchmarking information where available. The use of performance information will play a greater role in the budget setting process.

Risk Management and Assurance

6.9   All the Council's strategic and operational risks are recorded and managed using the performance management system. Risks are monitored and re-evaluated every three months in line with the Council's Risk Management Policy. A Risk Action Plan (using Covalent's Action module) aids the management of actions identified to reduce and mitigate the likelihood and the impact of risks. This ensures a clear programme of actions to be undertaken, responsible officers to be nominated and held accountable and the monitoring of progress on and completion of actions in line with their individual specified due dates. There are separate risk action plans for both operational and strategic risks. Progress on the Risk Action Plans is reported as part of the quarterly Risk Management Assurance report to CMT. The Fraud Risk Register and Action Plan is also monitored through Covalent, the Business Manager for Financial Services manages all actions and updates, the Fraud Risks are also embedded on the Performance Overview Strategy Maps.

6.10   The Performance business unit also provides assurance frameworks on Covalent for Health and Safety, Legionella testing, Equality and Diversity Audit Actions, Fraud Risk, Projects, Audit and is exploring the use of Covalent for the Contracts Register and Section 106 funding. This helps to monitor and provides assurance to management that all the required work in these areas is being undertaken and is done in a comprehensive and timely manner. Progress on assurance frameworks is reported to CMT.

Commissioning

6.11   The Performance business unit works closely with the Policy and Commissioning business unit and all business units to provide support and analysis to inform individual commissioning projects. This will be at the initial stages of the commissioning process to provide performance information and metrics, including available benchmarking data. In the latter stages of the commissioning process it will involve helping Business Managers identify performance measures and then ensure they are built into the new service delivery model.

Active4Today

6.12   Active4Today is the company contracted to operate the Council's leisure centres and sports development activities. It is a not for profit company that is wholly owned by the Council.

6.13   The Council has a contract with Active4Today and an agreed performance framework. Monthly contract management meetings are held between the company and the Council's designated officer. The Council's Leisure and Environment Committee has oversight of the company and approves its annual business plan and receives periodic performance reports including a mix of quantitative and qualitative measures.

6.14   The company's Board reviews performance against the annual business plan and receives periodic performance reports including a mix of quantitative and qualitative measures.

6.15   The company's management review performance using a mix of quantitative and qualitative measures.

6.16   Many of these indicators are recorded within Covalent and the company is supported by the Performance Team.

7.0   Further Information

7.1   If you require any further information on the Council's Performance Framework, please contact the Business Manager – Performance.

Ged Greaves
Business Manager – Performance
V1.0 Revised November 2015

Monitoring and Reporting of Performance

What	Who	Why
Live:		
Live dashboards with key performance data, linked to trend information. Corporate scorecard Assurance frameworks	Available live on Covalent to Business Managers and key staff, Performance unit and CMT.	To inform Business Managers and key staff, Performance Team and CMT of current performance and on-going trends to support the effective delivery of services and to allow the prompt identification and action to be taken on under performance.
Identification of declining performance indicators via system generated prompted notes. These are raised directly with the relevant Business Manager.	Performance Team and Business Managers	To allow for narrative to be recorded on Covalent as to the reasons for the decline. To allow Business Managers to take the necessary action regarding the decline in performance.
Monthly:		
Business unit key PI dashboards	Emailed to CMT	To inform and support Directors with managing the performance of the Business units in their Directorate.
Corporate dashboards e.g. sickness, budget, etc.	Emailed to CMT and other relevant officers	To inform and support Directors and relevant officers with the management of performance in the areas covered by the corporate dashboards.
Review of performance, actions and risks against targets and due dates	By Performance unit and individual Business Managers	To identify under performance, potential early declines in performance, declines in risk status, possible issues with the non- achievement of actions. Issues to be raised with Business Managers. Significant issues reported to CMT.
Quarterly:		
Assurance reports/Updates (risk management and legionella) by Performance Unit	Legionella – to Directors of Resources, Communities and Customers. Reported onto CMT at the request of any of these Directors but minimum annually. Risk Management – to CMT.	Issues with underperformance raised with relevant Business Manager so that issues can be addressed. Safety and Risk Management Officer also informed.
Quarterly CMT Update on Directorate Performance	Emailed to CMT and copy sent to BMs for info	Overview of performance, risk and assurance to be sent to CMT to inform prior to one to ones. Any over performance or under performance to be reviewed by CMT and discussed with the BMs in their one to ones. The Risk & Health and

		Safety Officer is also involved as the Risk and assurance elements of the report are sent for recommendations to go forward.
Quarterly performance report (corporate PI's, under-performing areas, other issues/areas of interest)	To CMT	To review previous quarter's performance and to address issues raised by CMT with relevant Business Managers.
Half Yearly:		
Performance reports to committee (Policy & Finance, Economic Development, Leisure & Environment, Homes & Communities)	To Members of relevant Committee	To report on the Council's current performance. This will be done in spring/summer and then autumn winter linking to the production of Business Unit Business Plans.
Performance clinics	Individual Business Managers with CMT	To review and discuss business unit performance (possibly around year end to review previous year's performance and also during budget setting process)
Performance reports to individual directors	Individual directors	To review previous quarter's performance and to address issues prompted by Performance Team with relevant Business Managers.
Target review Documents to be sent to BMs for consideration, the authorised with CMT	Individual BMS and Directors	To review performance for the year to date and to project for the second half of the year based on performance information and future service demands.
Annually:		
Year-end performance report (corporate indicators, under-performing areas, other issues or areas of interest)	To CMT	To review previous quarters and years performance and to address issues raised by CMT with relevant Business Managers.
Annual target setting	Set by Business Managers Reviewed by CMT	To set an appropriate target for the year based on previous performance and known issues.
Performance reporting of achievement against the corporate scorecard	To CMT via report To Public via the website	To report on the achievement of the Council's strategic priorities
Ad Hoc:		
Performance meetings	Between Performance Officers and Business Managers	To discuss performance, targets, improvements, under performance, declines in risk status, possible issues with the non- achievement of actions. Provision of benchmarking and comparative data. Significant issues reported to CMT immediately for information.
Reminders to complete assurance frameworks	To Business Managers	Issues with non-compliance raised with relevant Business Manager so that issues can be addressed. Safety and Risk Management Officer informed where applicable. Relevant Director informed where applicable.

Performance reporting to officers staff via posters on notice boards and performance newsletters.	By Performance Unit	To keep staff informed on Council performance
Performance reporting to the public via the website.	By Performance Unit	To keep public informed on Council performance.
Performance meetings	With Directors	To review and discuss business Unit performance for each Directorate and identify any further areas for developing performance data/review