

# Performance Management Framework – revised June 2023

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## 1. Overview

The Council's Performance Management Framework has been developed to act as a tool to strengthen performance management within the authority and to ensure that the Council is delivering against its priorities.

The framework is designed to provide a consistent approach to the way performance and quality is managed, monitored, reviewed and reported at all levels in the organisation. This framework should help to strengthen and ensure a consistent approach to performance management across the organisation

This is the first revision of the framework which originally was adopted in April 2020.

## 2. What is performance management?

Performance management is not solely concerned with the monitoring of outputs or performance indicators (PIs) but is a tool to drive improvement on performance across the authority. It involves people management, communications, cultures and behaviours within the organisation.

Performance management is not something separate from the day-to-day management of the Council and it is not just one activity – it is made up of planning, reviewing and revising cycles over different timescales and at different levels in the organisation. For example, a longer term cycle that sets and reviews council strategy, annual service planning and target setting, and quarterly collection and review of performance information.

### Why is performance management important?

Effective performance management:

- helps to ensure that the Council is achieving what it set out to do and giving good value for money – without measuring results it is difficult to tell success from failure
- it enables the understanding of “how the Council is doing”
- helps to identify success (so that it can be rewarded and learnt from) and to identify failure (so that it can be corrected and learnt from)
- is linked to good political decision making - using information about how things are now in order to make decisions about how to make them better
- helps to ensure decisions have been carried through
- is at the heart of good management

### What makes effective performance management?

- A clear vision and purpose and a focus on outcomes
- Good planning - clear identification of priorities, allocation of resources, setting of targets and development of action plans
- Some means of assessing if plans have been achieved (performance measures and indicators)

- Information reaching the right people at the right time (performance reporting) so informed decisions are made and actions taken.
- The data provided meets the needs of the audience

### 3. Context: The Vision, the Council Plan and the Regenerating Rushmoor Programme

#### Your future, your place – a vision for Aldershot and Farnborough 2030

The long-term [vision](#) sets out the Aldershot and Farnborough that residents, businesses and the council would like to see by 2030. The vision was developed following widespread consultation and engagement with residents, businesses, councillors and local organisations and our Council approved it in July 2019.

The vision sets out six major ambitions for the future of Aldershot and Farnborough, identified as being most important to all. Each ambition also includes details of the things agreed as being key to realising the 2030 vision.

#### **Vision at a glance**

- Vibrant and distinctive town centres
- Housing for every stage of life
- Strong communities, proud of our area
- Healthy and green lifestyles
- A growing local economy - kind to the environment
- Opportunities for everyone - quality education and a skilled local workforce

#### Council Plan

The [Council Plan](#) sets out what the Council is committed to do over the next three years. The Council Plan includes those actions and areas of activity that warrant “extra attention”. The Plan is a working document and is reviewed each year to establish new actions required to progress towards achieving the longer-term objectives.

The performance management framework’s purpose is to ensure these commitments are delivered.

#### Regenerating Rushmoor Programme

This programme was established in June 2018 to enable delivery of the Council’s regeneration ambitions. The programme delivery is a partner co-ordinated approach addressing economic and place-making challenges and opportunities across the Borough. The programme is now called the Capital programme Board.

Activities with this programme are key to delivering many of the priorities in the Council Plan and the vision for Aldershot and Farnborough

## 4. The Corporate Planning Process

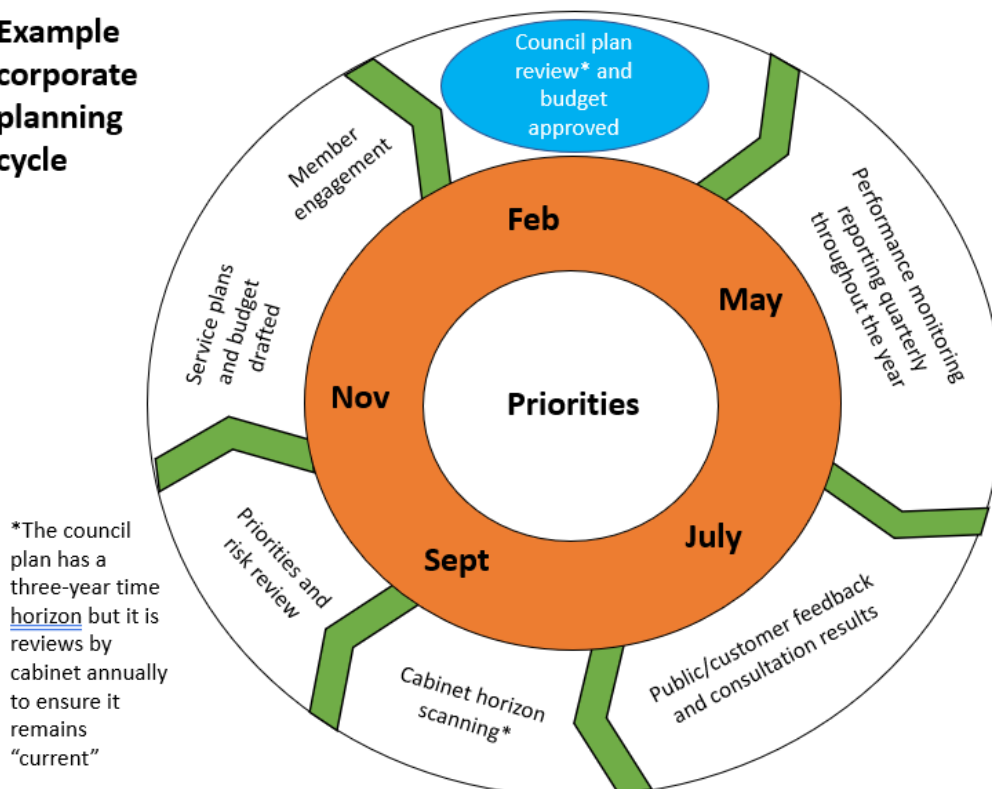
The Council's priorities are delivered through specific activities and actions as detailed in the Council Plan. The Council Plan does not include all of the day to day business undertaken by the Council. These activities can be of fundamental importance to local residents, be they the collection of people's rubbish and recycling, or providing housing and deciding planning applications. Each Council service therefore has its own Service Business Plan, which sets out operational commitments and service-specific activity.

Performance on delivering the priorities through key programmes and projects (including the Regeneration Programme, corporate and service projects) and day to day business is brought together and monitored through a detailed monitoring process that provides the base of the Council's wider monitoring processes.

All of the Council's plans should include a set of SMART actions (specific, measurable, achievable, realistic, timely) with targets that are approved by an Executive Director, Cabinet or Council. Each activity/action is assigned a lead officer who works with the relevant Portfolio Holder to agree the scope and deliverables.

The Council Plan is established in consultation with relevant Portfolio Holders and approved by Cabinet and Council as part of the policy framework. Service Business Plans are developed in consultation with employees responsible for delivering the service and approved by the relevant Portfolio Holder and Executive Director. The annual cycle for corporate planning is set out below:

### Example corporate planning cycle



## 5. Roles and responsibilities in the Performance Management Framework

Set out in this section are the key roles for each of the main individuals or groups involved in the corporate planning and performance process.

**Leader** – Provides overall political direction and has overall responsibility for the performance of the Council in delivering services to the community. Leads the Cabinet and Council through the development and delivery of the Council's Plan, major projects and strategic issues. Provides overall political direction and has overall responsibility for the performance of the Council in delivering services to the community.

**Cabinet** – The Cabinet is accountable for the delivery of the Council Plan and the best use of the Council's resources. It sets and reviews strategy with the Corporate Leadership Team and monitors key performance against action plans and targets quarterly. Key priorities are reviewed regularly and assessed.

**Portfolio Holders** – Each Portfolio Holder is responsible for their own specific area of the Council's service delivery. They approve narrative elements of the appropriate Service Business Plans undertake monitoring. They also keep Cabinet and other Councillors well informed, this can involve briefing the Overview and Scrutiny Committee.

**Cabinet Champions** – The role of the Champions is to progress work on a particular area or project that does not fall within an existing portfolio and would normally reflect priorities included in the Council Plan.

**Overview and Scrutiny Committee** – The Committee drives the scrutiny process by focussing on the performance of the Council on a quarterly basis and identifying specific issues for detailed scrutiny. Other roles are:

- Pre decision scrutiny of items of the Cabinet Work Programme
- Scrutiny of services provided by the Council and other organisations serving the Borough
- Holding the Cabinet to account

**Executive Leadership Team (ELT)** – Comprising the Chief Executive, Executive Directors, Assistant Chief Executive and Executive Heads of Service. ELT is responsible for providing strategic and policy development support to the Cabinet and is accountable for delivering the Council Plan for the Council. Critical activities for ELT include:

- Organisational Strategy
- Development and oversight of major programmes and projects
- Financial Strategy
- People Development
- Performance Management

**Corporate Management Team (CMT)** – Comprising the Chief Executive, Executive Directors, Assistant Chief Executive, Executive Heads of Services, Heads of Service and Corporate

Managers. CMT meets regularly to consider areas of importance in terms of corporate management, performance and operation.

**Executive Directors** – Executive Directors are accountable for the operational performance of their group of services and their contribution to delivering the Council Plan. They will challenge and sign off Service Business Plans from a corporate perspective and they ensure regular monitoring of performance. They identify and address poor performance in their service areas. Executive Directors also act as a conduit between the ELT, Cabinet and, where appropriate, Portfolio Holders.

**Executive Heads of Service, Heads of Service and Corporate Managers** –The majority of the services valued by residents or essential to the operation of the Council are managed by the Council’s Executive Heads of Service, Heads of Service and Corporate Managers. Executive Heads of Service, Heads of Service and Corporate Managers are responsible for the operational performance of their service areas and the contribution they make to the delivery of the Council Plan. Executive Heads of Service, Heads of Service and Corporate Managers must ensure Portfolio Holders are kept well advised and that there is ownership of the Service Business Plan throughout their service areas and that everyone is fully aware how they contribute to the delivery of the Council’s priorities. They also have a responsibility to identify and address poor performance in their service areas.

**Service Managers-** Service Managers support the team to work effectively through the implementation of effective performance management. They set clear expectations, give regular developmental feedback to individuals on how their work contributes to the Service and Council Plan and celebrate successes. Service Managers should utilise and analyse data to monitor and manage performance, identify trends, spot future opportunities/risk and drive continuous improvement, and seek out a range of information that represents different perspectives.

**Individual Employees** - Employees have a responsibility to manage their own performance and to deliver against actions identified as part of their annual appraisal. Progress made against individual targets is regularly reviewed. However, employees have a responsibility to ‘flag up’ any areas of concern that impact on performance. Team meetings are used as a mechanism to engage employees in a two-way feedback on performance as a team unit so employees are required to attend their meetings. Employees should be involved in the setting of key objectives and targets in the Service Business Plan and any personal action plans and should always be involved in the review process and recommendations for any changes.

## 6. The performance monitoring process

Measuring, reporting and reviewing performance are fundamental to the performance management system. Each of the Council’s activities in the corporate planning process contains a number of outcome measures, actions and milestones. These need to be monitored and improvements need to be identified where performance is lacking.

Performance monitoring relies on effective performance information being available in a timely fashion at the right level, this means:

- well designed actions and targets that are SMART (specific, measurable, achievable, realistic, timely)
- well designed performance measures (relevant, clear, meaningful)
- identified outputs, outcomes and milestones
- sound and accurate data (data quality)

Performance reporting needs to be appropriate for different levels in the organisation – whilst a significant amount of data needs to be collected not all of this detail can or should be considered at every level. Reporting is tailored to meet the needs of identified audiences at different levels of the organisation to make the information relevant and accessible.

An overview of the Council’s performance management arrangements is given in the table below.

## Monitoring Council Plan, programmes, projects, actions and key service measures

On a quarterly basis, the lead officer (usually an Executive Head of Service, Heads of Service or Corporate Manager) for a project or activity area completes a progress report providing an update showing performance against plans. The lead officer is responsible for meeting with the relevant Portfolio Holder to discuss progress.

High level quarterly performance reports are provided for ELT, CMT, Cabinet and the Overview and Scrutiny Committee based on the key priorities and activities listed in the Council Plan and the key service measures.

The reports to Cabinet are published on the Council’s website. The quarterly performance report uses a BRAG system (blue, red, amber, green) to identify overall performance. BRAG is defined as follows:

<b>Blue</b>	The activity has been completed
<b>Red</b>	Shows that we have not been able to achieve or achieve elements of the activity
<b>Amber</b>	Flags up that achieving the activity is in question
<b>Green</b>	Indicates that the activity is on course

## An overview of the Council’s performance monitoring arrangements

Document	Performance information	Timescales	Reported to	Responsibility	Accountability
<b>Council Plan</b>	Key projects and actions	Quarterly	Portfolio Holders / CMT / Cabinet / Scrutiny	Cabinet	Council



	Outcome Measures	Annually	CMT / Cabinet Scrutiny		
	Deliverables	On-going basis	Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors
<b>Key service measures / performance indicators</b>	Key projects and actions	Quarterly	Portfolio Holders /CMT Cabinet / Scrutiny	Executive Heads of Service / Heads of Service / Corporate Managers	Cabinet / Portfolio Holders
	Outcome Measures	Annually			
	Deliverables	On-going basis			
<b>Capital Programme Board</b>	Key performance measures, targets and update reporting	6-Weekly Board Meeting	Portfolio Holder / CMT / Cabinet / Scrutiny	Executive Director / Executive Head of Property and Growth / Head of Regeneration and Development	Cabinet
<b>Strategic Risk Register</b>	Strategic risks	Monthly	Executive Heads of Service / Heads of Service / Corporate Managers	CMT / Cabinet	Council
		Quarterly	CMT / Cabinet /Scrutiny		
<b>Key strategies and plans</b>	Achievements	Twice a year (Q1 and Q3)	Portfolio Holders / CMT Cabinet / Scrutiny	Executive Heads of Service / Heads of Service / Corporate Managers	Portfolio Holders / Cabinet / Council
<b>Programmes and Projects</b>	Outcome Measures	Annually	Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Portfolio Holders
	Deliverables	On-going basis			

<b>Service Business Plans</b>	Key priorities and actions	Quarterly	Executive Directors Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors
	Achievements	Quarterly	Executive Heads of Service / Heads of Service / Corporate Managers	Service Managers / Individual staff	Executive Heads of Service / Heads of Service / Corporate Managers
	Key performance measures and targets	Quarterly	Executive Directors Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors
	Financial and Risk Management	Quarterly	Executive Directors Portfolio Holders	Executive Heads of Service / Heads of Service / Corporate Managers	Executive Directors / Executive Heads of Service / Heads of Service / Corporate Managers
<b>Individual Work Plans</b>	Individual objectives/targets	Quarterly	Executive Heads of Service / Heads of Service / Corporate Managers / Service Managers	Individual staff	Executive Heads of Service / Heads of Service / Corporate Managers / Service Managers

## Monitoring service plans and performance indicators

Executive Heads of Service, Heads of Service and Corporate Managers, with their Executive Director and Portfolio Holder, must identify and agree SMART operational performance measures and targets in their Service Business Plans. These are essential to monitor the efficiency and effectiveness of the Council's day to day business and will be used in monthly and quarterly reviews. If performance monitoring is not done well it can result in:

- resource decisions being made without taking existing performance into account

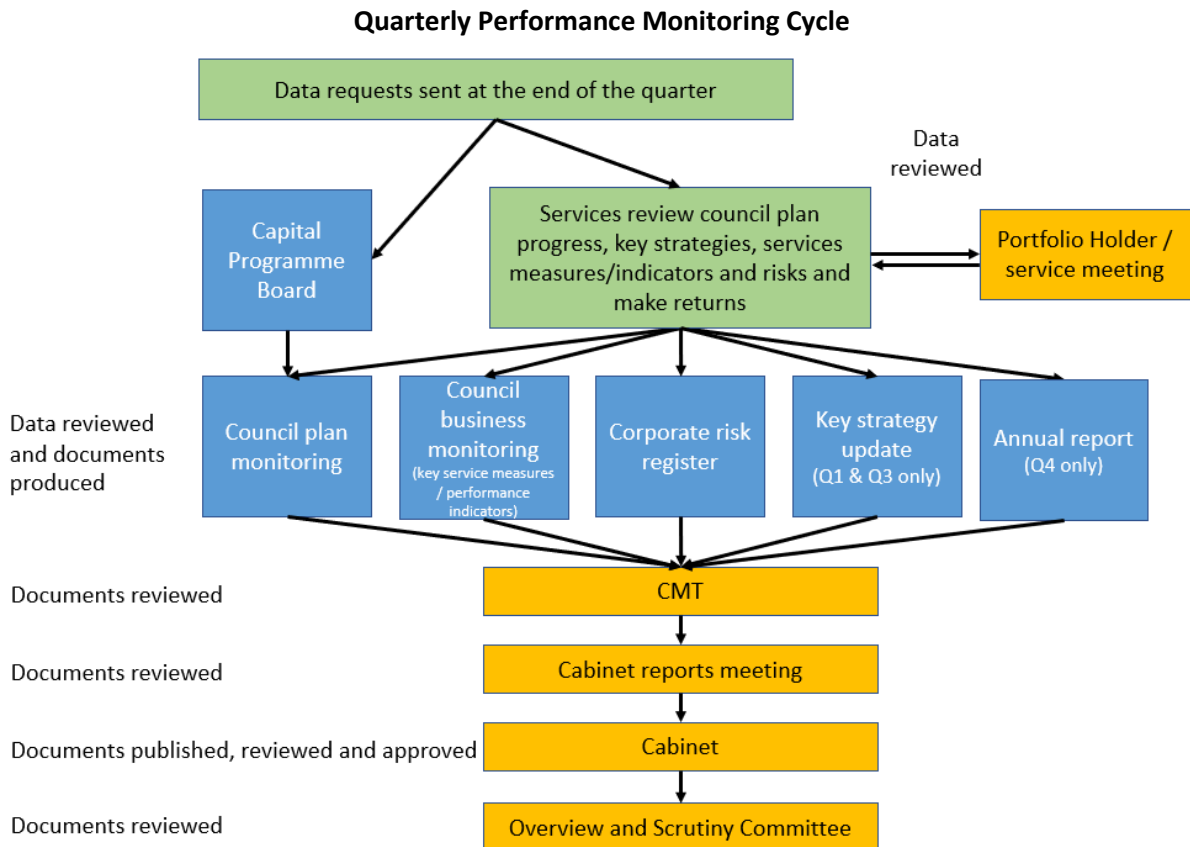
- standards and productivity slipping due to a lack of management monitoring and visibility
- an inconsistent approach to collecting performance information and in turn responsibility and accountability for performance
- potential missed opportunity to utilise performance measures as a motivational tool

Staff should report data in line with the councils revised data quality policy (annex A).

Executive Directors are responsible for meeting with Executive Heads of Service, Heads of Service and Corporate Managers on a regular basis to monitor and review performance based on agreed activities, actions and performance indicators as set out in Service Business Plans.

Key service measures and performance indicators that have significance for the overall performance of the organisation and that need corporate visibility (e.g. sickness absence figures, council tax collection, recycling rates) are included as part of the quarterly monitoring and reported to Executive Directors, CMT, the relevant Portfolio Holder, Cabinet and Overview and Scrutiny Committee. In addition, the corporate risk register is reported quarterly and updates on the Councils key strategies and plans are reported twice a year. An annual report is produced at the end of the year.

The process of the core quarterly performance cycle is illustrated below:



## Further information

For any further information on performance management please contact the Sharon Sullivan in the Policy and Performance Team

# Data Quality Policy

## 1. Introduction

1.1 The purpose of this policy is to outline the Council's approach to maintaining and improving data quality across the Council.

1.2 The quality of the data used by the Council is important because it:

- Informs and supports decisions about service delivery
- Measures performance and progress
- Enables comparisons
- Forms part of the Council’s annual external assessments.

1.3 The Council’s data quality is subject to scrutiny by inspection and audit and needs to be:

- Accurate
- Valid
- Reliable and consistent
- Timely
- Relevant
- Complete
- Held securely and, where appropriate, confidentially

## 2. Responsibility

2.1 Overall responsibility for the Council’s data quality rests with the Executive Directors. Data quality is a key element of good performance management and the lead member for data quality is the Customer Experience, Transformation and Corporate portfolio holder.

2.2 Executive Heads of Service, Heads of Service and Corporate Managers are accountable for the data produced by their service and they will need to:

- Ensure that data production and quality is incorporated into their service management arrangements.
- Ensure written procedures of the calculation method are available and used.
- Ensure the appropriate staff resources to deliver data quality.

- Carry out checks as part of their service management for the accuracy and validity of the data for their service.

### 3. Training and Support

- 3.1 Awareness training for staff on data quality will be provided by a learning module.
- 3.2 Executive Heads of Service, Heads of Service and Corporate Managers are responsible for ensuring their staff have the necessary skills and training to input and report on data as required by their job roles.
- 3.3 Services requiring advice or assistance on data quality should contact Assistant Chief Executive service.

### 4. Validation

- 4.1 The Executive Leadership Team will review the application of this policy.
- 4.2 Internal Audit will incorporate checks on data quality as part of their Audit of individual services.
- 4.3 The Performance Team will incorporate checks on data quality as part of the quarterly monitoring process.

### 5. Actions

- 5.1 Assistant Chief Executive service to arrange awareness of Data Quality Policy and in conjunction with the online training module.
- 5.2 Executive Heads of Service, Heads of Service and Corporate Managers to ensure procedures for calculation methods are properly documented.
- 5.3 Executive Heads of Service, Heads of Service and Corporate Managers to incorporate data quality into service management arrangements and identify training needs.
- 5.4 Executive Heads of Service, Heads of Service and Corporate Managers to put in place arrangements to ensure that data is checked appropriately

**Date agreed – July 2008**

**Date reviewed - June 2023**