

Performance Management Framework



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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

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 Council Business Plan

The Council Business Plan sets out what the Council is committed to do over the next three years. These commitments focus on four themes:

- People
- Place
- Partnerships
- Better Public Services.

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

4. The Corporate Planning Process

The Council has three key strategic documents – two externally focused on improvements for the community and the other internally focused on improving the Council. These key documents are:

Council Business Plan – this is the core document stating the priorities for the organisation over the next three years. The Council Business 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.

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. It contributes towards the 'Place' priorities in the Council Business Plan, in particular “continuing to drive forward with the regeneration of Aldershot and Farnborough town centres”.

ICE Programme – this is an internally focused programme detailing how the Council is going to achieve its priorities and improve as an organisation to deliver excellent services. ICE stands for:

- Improve and modernise the Council's core business
- Create a consistently excellent Customer Experience
- Enable efficiencies, savings and generate more income

The programme focuses on how the Council develops its workforce and how it will develop robust, challenging and effective business and financial planning processes.

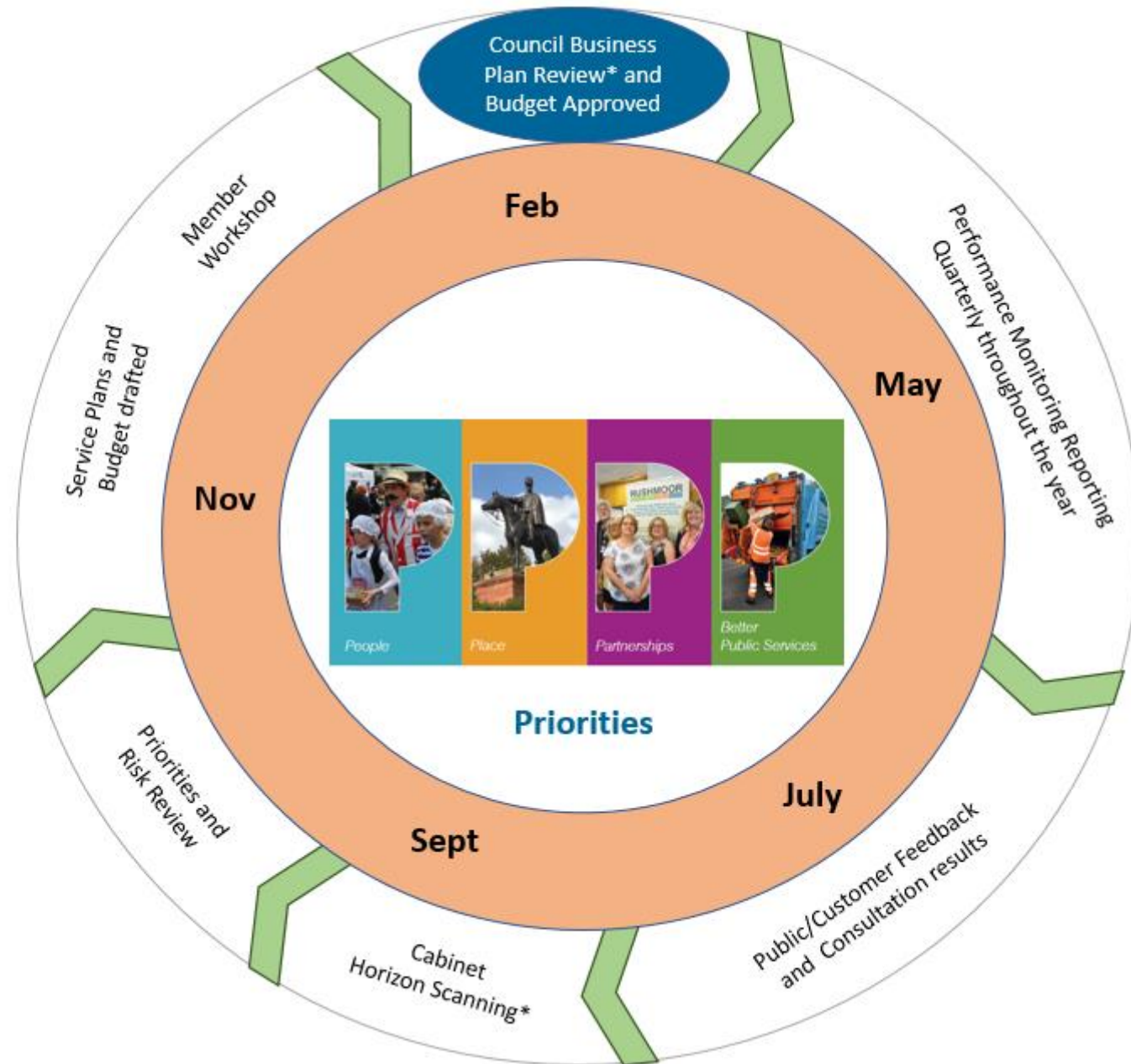
The Council's priorities are delivered through specific activities and actions as detailed in the Council Business Plan. Each activity/action is assigned a lead officer who works with the relevant Portfolio Holder to agree the scope and deliverables.

The Council Business Plan reflects the key priorities identified by the Cabinet. It 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, ICE Programme and 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. Where appropriate dashboards are used to present performance data in a focused and easily accessible way.

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. The Council Business 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



* The Council Business Plan has a three year time horizon but is reviewed by Cabinet annually to ensure it remains "current"

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 – Leads the Cabinet and Council through the development and delivery of the Council's Business 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 Business 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 business plans Undertake monitoring arrangements using Portfolio Dashboards as agreed with the Portfolio Holder, suggested monthly. 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 Business 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, Executive Head of Finance and Corporate Manager – Legal Services. ELT is responsible for providing strategic and policy development support to the Cabinet and is accountable for delivering the Council Business 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 Leadership Team (CLT) – Comprising of the Chief Executive, Executive Directors and Heads of Service, CLT 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 Business 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.

Heads of Service – Whilst an effective Executive Leadership Team is essential for clear strategic direction, the majority of the services valued by residents or essential to the operation of the Council are managed by the Council's Heads of Service. Heads of Service are responsible for the operational performance of their service areas and the contribution they make to the delivery of the Council Business Plan. Heads of Service 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.

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

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 on the next page.

Monitoring Council Business Plan, programmes, projects and actions

On a quarterly basis, the lead officer (usually a Head of Service) 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 Executive Directors, CLT, Cabinet and the Overview and Scrutiny Committee based on the key priorities and activities listed in the Council Business Plan and including the Regenerating Rushmoor and ICE programmes. 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:

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

An overview of the Council's performance monitoring arrangements

Document	Performance information	Timescale	Reported to	Responsibility	Accountability
Council Business Plan	Key projects and actions	Quarterly	Portfolio Holders CLT Cabinet Scrutiny	Cabinet	Council
	Outcome Measures	Annually	CLT Cabinet Scrutiny		
	Deliverables	On-going basis	Portfolio Holders	Heads of Service	Executive Directors
Dashboards	Key services, performance and trends	Quarterly	Portfolio Holders CLT Cabinet Scrutiny	CLT Heads of Service	Cabinet Portfolio Holders
	Outcome Measures	Annually			
	Deliverables	On-going basis			
ICE Programme	Key actions	Quarterly	Portfolio Holder CLT Cabinet Scrutiny	Executive Director (Customers, Digital and Rushmoor 2020)	Cabinet
	Key performance measures and targets	Quarterly			

Regenerating Rushmoor Programme	Key actions	Quarterly	Portfolio Holder CLT	Executive Head of Regeneration and Property	Cabinet
	Key performance measures and targets	Quarterly	Regenerating Rushmoor Steering Group Cabinet Scrutiny		
Strategic Risk Register	Strategic risks	Monthly	CLT	CLT Cabinet	Council
		Quarterly	Cabinet Scrutiny		
Programmes and Projects	Outcome Measures	Annually	Portfolio Holders	Heads of Service	Portfolio Holders
	Deliverables	On-going basis			
Service Business Plans	Key priorities and actions	Quarterly	Executive Directors Portfolio Holders	Heads of Service	Executive Directors
	Achievements	Quarterly	Heads of Service	Team Leaders / Individual staff	Heads of Service
	Key performance measures and targets	Quarterly	Executive Directors Portfolio Holders	Heads of Service	Executive Directors
	Financial and Risk Management	Quarterly	Executive Directors / Heads of Service	Heads of Service	Executive Directors / Heads of Service
Individual Work Plans	Individual objectives/targets	Quarterly	Heads of Service	Individual staff	Heads of Service

Monitoring service plans and performance indicators

Heads of Service, 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

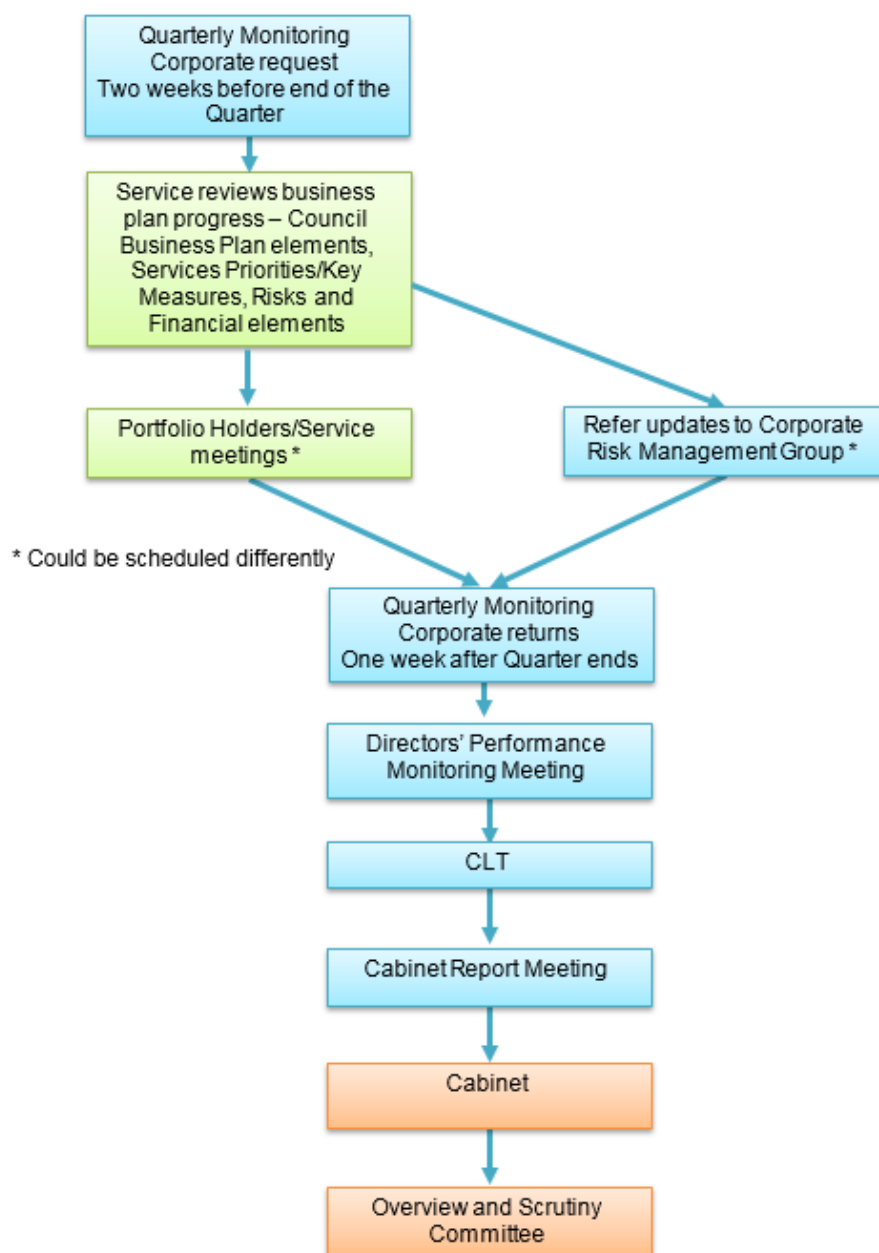
- an inconsistent approach to collecting performance information and in turn responsibility and accountability for performance
- potential missed opportunity to utilise performance measures as a motivational tool

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

Performance indicators that have significance for the overall 'health' of the organisation and that need corporate visibility (e.g. sickness absence figures) are included as part of the quarterly monitoring and reported to Executive Directors, CLT, the relevant Portfolio Holder, Cabinet and Overview and Scrutiny Committee.

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

Quarterly Performance Monitoring Cycle



Further information

For any further information on performance management please contact the Jon Rundle or Sharon Sullivan in the Strategy and Performance Team.