Nuneaton and Bedworth Borough Council

Performance Management Framework
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1. **Introduction**

1.1 The purpose of this performance management framework is to improve performance management arrangements across the Council and service delivery for the communities of Nuneaton and Bedworth.

1.2 Good performance management is essential to achieve the Council’s aims and objectives, based on a clear vision with realistic targets to support the achievement of these goals.

1.3 This vision needs to be clearly communicated to all Elected Members and employees in order that individuals have a good understanding of their work priorities and can see how these contribute to broader corporate targets and priorities.

1.4 Performance Management requires clarity about who is responsible for delivering particular objectives. The Council needs to ensure that these individuals have the required resources and support and are empowered to do the necessary work to achieve goals. The resulting outcomes need to be clearly communicated to residents to gauge how well the Council is performing on their behalf.

1.5 Key elements of performance include: a clear organisational vision, values, customer-focused objectives, target setting process (where appropriate), benchmarking, regular assessment and review and performance-related employee appraisal.

1.6 Benefits of an effective Performance Management Framework include:

- Improved service delivery and outcomes for customers.
- Demonstrating success or failure.
- Effective use of resources.
- Identifying potential improvements / cost savings.
- Improved audit / inspection results.
- Linking financial / non-financial data to provide a balanced picture of the organisation.
- Informing the debate on future priorities.
- More effective partnership working.
2. Priorities

2.1 Determining Our Priorities

The Council aims to have the top priorities established in the Corporate Plan translated into priorities at individual level using the systematic approach detailed at Appendix A.

2.2 Ambitions / Vision

The Council’s long-term aims have been established following extensive consultation and set the overall aspirations for the Council. These support the ambitions of the Sustainable Community Plan including narrowing the gap in areas of deprivation and health inequality within Nuneaton and Bedworth. The Council’s revised vision was established in 2015 with the aim to ensure that Nuneaton and Bedworth is to be “The place of choice to live, work and visit”. It is supported by Elected Members.

2.3 Top Priorities

The Council’s priorities are derived from analysis of quantitative and qualitative Data. Sources include: ONS, West Midlands Regional Observatory, consultation with Members, residents and partners, national and regional priorities, outcomes of external inspection and performance monitoring. The priorities are monitored quarterly through the Corporate Plan Delivery Plan and matched to the Council’s financial capacity through the annual budget cycle and Medium Term Financial Plan. The Managing Director and Directors have responsibility for delivery of aspects of the top priorities. Our four key aims are:

- Quality of life and social injustice
- Reduction of crime and disorder and fear of crime
- A pleasant and sustainable environment
- Quality services and value for money

2.4 Service Priorities

Our aims and priorities are the starting point for Business Plans – each Director taking these aims to set out their part in their delivery. They are supplemented by service-specific priorities based on service demand, performance and response to changes in service/ operational environment.

Business Plans provide detail at an operational level to enable individual/team service delivery. The Business Plans are the mechanism through which the Council’s long-term vision and aims will be progressed and achieved through annual targets and milestones. This is measured by the Corporate Plan Delivery Plan (CPDP) showing clear links to Business Plan activities.
2.5 Individual Priorities

Completing the performance management cycle is the Council’s Personal Development Review scheme that reinforces the organisation’s values as well as the importance of performance and achievement. Documentation evidences the review discussion, clearly showing links between key strategic plans and the individual’s role. The review process is consistently applied to focus on outcomes and all employees have an action plan which identifies performance measures, targets and service improvements against which they will be appraised. The Council recognises that individuals (Members and employees) may need training and support to achieve their full potential. The training plan included as part of the review process is geared towards meeting Council objectives by improving individual skills and knowledge. The 2014 Employee Survey highlighted that:

- 95% of employees agreed that they understand their role within the Council

2.6 New Corporate Employee Values

The authority introduced new employee values in 2015 as follows:

- **SERVICE FOR OUR CUSTOMERS** – We put our customers first in everything we do

- **INTEGRITY IN OUR ACTIONS** – We are open, honest and fair, communicate accurately and keep our promises. We act within the law and the Council’s Constitution and policies

- **ACCOUNTABILITY FOR OUR PERFORMANCE** – We accept personal responsibility, not seeking to blame others and apologise if we get things wrong

- **CO-OPERATION WITH COUNCILLORS, COLLEAGUES AND PARTNERS** – We share ideas, knowledge and resources, we are friendly towards, listen to and respect each other, and work in teams to deliver excellence

- **OBJECTIVITY IN OUR DECISIONS** – We base our decisions on evidence, welcome challenge and take account of alternative opinions and the wider picture

- **EFFICIENCY TO KEEP OVERALL COSTS DOWN** – We constantly improve our value for money, learning from good practice, eliminating waste, and making the most of our assets

- **CONFIDENCE TO TRY THINGS OUT** – We give our people encouragement, authority and support to be creative and flexible in how they deliver services, learning from things that go wrong when we experiment
3. Managing Performance (see Appendices B and C)

3.1 Targets / Measures

Once priorities are identified, targets for performance indicators are set or measures established (no target) which are monitored and reported according to importance. Targets are set by reference to current performance, organisational aims / capacity and benchmarking data. Meeting the priorities set at various levels involves the achievement of a target / milestone, completion of a task or measurable improvements in performance.

As services go through lean reviews, traditional targets will be replaced by a measure of improvement. This will show as: green (improved), amber (stayed the same) or red (declined). A rolling mean for end to end times will be used to measure improvements.

3.2 Measurement / Reporting

Monitoring progress in relation to performance takes place at a number of levels:

- Strategic Performance Reporting to Management Team on a monthly basis and Cabinet at a quarterly frequency. This is an overview of the Council’s position relating to: Finance and Resources, People and Service Delivery. Processes and Prospects for Improvement.

- We have developed a corporate database using the ‘TEN’ performance management system which provides links for all Performance Indicators / Measures to a Director, Portfolio Holder, Service and individual responsible. Each indicator / measure is assigned a collection frequency - monthly, quarterly, annually etc. Any appropriate comments or remedial actions relating to under-performance are recorded against the relevant month/quarter when entering data. Officers / Elected Members access the TEN system via the intranet (CLIP) facility which is updated in real time. Members of the public can access the TEN system on the Council’s website (this information is updated on a monthly basis). A review of indicators included on TEN is carried out on an annual basis.

- An integrated performance management report linking finance, performance and risk data is produced quarterly to Overview & Scrutiny Panels with progress updates on service improvement plans reported at half year. The report format has been reviewed, agreed and implemented from the end of year 2014/15. The new format links finance / performance data on the key service areas based on expenditure / income. Details on performance of smaller service areas within the remit of the panel are reported by exception (ie. if there is adverse performance).
Further development is planned for 2015/16 to establish comparative (benchmarking) data on good practice / performance to enhance the scrutiny process (see also 5. Risk Management).

- Service targets are set out within Business Plans. These include performance indicators/measures and are used to plan and monitor the work within service areas to meet the requirements of the Corporate Plan Delivery Plan.

- It is the Council’s policy to display and report the latest performance information available in the workplace (offices and reception areas). This is achieved using “performance boards” aimed at keeping the general public, Elected Members and employees informed in relation to key service area indicators; both where we are doing well and where we need to improve. Feedback on key areas of performance is also provided to residents on a quarterly basis through the Council’s “In Touch” newspaper.

- Reporting by exception is the general rule applied to advising Management Team / Cabinet of under-performance in key areas (see also 3.3).

3.3 Under- performance and Remedial Action

**Management Team**
Managers are responsible for monitoring performance and taking appropriate action to address issues affecting results in their service area. Management Team may seek information and assurances from a Director at any time. However, there may be instances where an indicator is below target or a measure declines in performance for two consecutive periods (month or quarter) and corrective actions taken have not improved the situation. In such cases, the Director will review and, if necessary, take to the Management Team. Where a Director escalates a performance issue, Management Team will:

- review issues contributing to the under-performance of the indicator / measure;

- address the failure of remedial action(s);

- reallocate resources, if necessary;

- propose alternative solutions, if appropriate;

- instigate monitoring of the effectiveness of any further corrective actions taken;

- record full details / outcome(s) in Management Team meeting minutes.
Overview and Scrutiny Panels
Integrated Performance Reports to Overview and Scrutiny Panels include appropriate comments on under-performance for Elected Members in order to explain issues and / or corrective action(s) instigated. However, scrutiny panels may still request that the appropriate Portfolio Holder and / or manager attend the panel meeting to provide further clarification / information.

3.4 Improvement

The need to improve is fundamental to the Council’s approach to managing performance. This will be achieved by:

- sharing and comparing information with other authorities, partners and agencies with a view to establishing better ways of delivering services;
- liaising with other performance managers / sharing resources and ideas to become more effective, as appropriate;
- annual review of this Performance Management Framework – please note that this was delayed in 2015 pending an assessment of whether or not to retain our TEN system

4. Data Quality

We recognise that reliable data quality is key to all aspects of the provision of services. It is important to ensure that accurate information is available to enable informed decision making and to assure the integrity of published data. Clear audit trails must be in place. We are therefore committed to provide data quality of a consistently high standard within available resources.

4.1 Data Quality

Data should be:

- **Accurate** – sufficiently accurate for its intended purpose;
- **Valid** – collected in compliance with agreed requirements / definitions;
- **Reliable** – reflecting consistent collection processes and time periods;
- **Relevant** – to the purposes for which it is used;
- **Complete** – incomplete or invalid records can indicate poor data quality and / or problems with recording processes.

An annual internal audit sample review is carried out to test data quality.
4.2 Responsibilities

**Management Team** – overall strategic responsibility for promoting and co-ordinating data quality management.

**Managers** – operational responsibility for ensuring data quality in their service area including provision of training and regular sampling of information processed. Responsible for ensuring that written definitions are in place for all indicators/measures (as recorded on the TEN system) including training to ensure officers responsible for collating data comply with the definition.

**Employees** – data quality is the responsibility of every employee entering, extracting or analysing information from any of the Council’s information systems. All employees share a responsibility for ensuring that information they produce, receive, act upon or process is accurate. This should be emphasised in training provided, along with how lapses can have a serious impact on the integrity of the data provided.

5. **Risk Management**

In line with the Council’s obligations to ensure that strategic and operational risks are fully assessed and managed, risk management is also an important element of the Performance Management Framework. A review of both corporate and operational risks is incorporated into the performance management cycle. All managers responsible for the preparation of Business Plans will assess and take account of the key risks to be managed in delivering the objectives and targets in their plans. The Strategic Risk Register format has also been reviewed in 2014/15. Scrutiny panels will now receive risks that are only relevant to their panel for the first three quarters with a full version presented with year end data.

6. **Action Plan**

An action plan relating to areas for improvement identified from the latest review of this framework is shown at Appendix D.
Appendix A

Determining Our Priorities – Systematic Approach

Nuneaton and Bedworth Community Plan

Corporate Plan

Medium Term Financial Plan
Annual Capital & Revenue Budget

Corporate Plan Delivery Plan

Improvement Plans
Service Reviews
External Inspection
Performance Indicators / Measures

Annual Business Plans

Annual Employee Appraisal (Personal Development Review)
### Appendix B

**Performance Management Cycle – Overview**

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity Description</th>
</tr>
</thead>
</table>
| January           | Quarterly review of **Strategic** and **Operational Risk Registers**  
|                   | Quarterly assessment of **Corporate Plan Delivery Plan**  
| January-December  | Annual **Personal Development Review (PDR)** process                                                                                               |
| March             | Employee Survey                                                                                                                                       |
| April             | Quarterly review of **Strategic** and **Operational Risk Registers**  
|                   | Quarterly assessment of **Corporate Plan Delivery Plan**  
|                   | **Community Plan** annual review                                                                                                                  |
| July              | Quarterly review of **Strategic** and **Operational Risk Registers**  
|                   | Quarterly assessment of **Corporate Plan Delivery Plan**                                                                                          |
| October           | Quarterly review of **Strategic** and **Operational Risk Registers**  
|                   | Quarterly assessment of **Corporate Plan Delivery Plan**                                                                                          |
| October - February| **Budgets** - establish allocation of resources for the forthcoming year against identified priorities in the Corporate Plan(CPDP) and Business Plans |
| December - March  | Annual review of **Corporate Plan Delivery Plan** and **Business Plans**                                                                          |
## Performance Management Cycle – Performance Indicators

<table>
<thead>
<tr>
<th>Month</th>
<th>Report Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong> (including quarterly assessment of CPDP)</td>
</tr>
<tr>
<td></td>
<td>Quarterly Integrated Finance/Performance/Risk Reports (third quarter) to <strong>Overview and Scrutiny Panels</strong></td>
</tr>
<tr>
<td>February</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
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<tr>
<td></td>
<td>Quarterly (latest) Strategic Performance Report to <strong>Cabinet</strong></td>
</tr>
<tr>
<td>March</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
</tr>
<tr>
<td>April</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong> (including quarterly assessment of CPDP)</td>
</tr>
<tr>
<td>May</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
</tr>
<tr>
<td></td>
<td>Quarterly Integrated Finance/Performance/Risk Reports (end of year) to <strong>Overview and Scrutiny Panels</strong> - late May / early June</td>
</tr>
<tr>
<td></td>
<td>Quarterly (latest) Strategic Performance Report to <strong>Cabinet</strong></td>
</tr>
<tr>
<td></td>
<td>End of year Strategic Performance Report to <strong>Overview and Scrutiny Commission</strong></td>
</tr>
<tr>
<td>June</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
</tr>
<tr>
<td>July</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong> (including quarterly assessment of CPDP)</td>
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<tr>
<td></td>
<td>Quarterly Integrated Finance/Performance/Risk Reports (first quarter) to <strong>Overview and Scrutiny Panels</strong></td>
</tr>
<tr>
<td>August</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
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<tr>
<td></td>
<td>Quarterly (latest) Strategic Performance Report to <strong>Cabinet</strong></td>
</tr>
<tr>
<td>September</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
</tr>
<tr>
<td>October</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong> (including quarterly assessment of CPDP)</td>
</tr>
<tr>
<td></td>
<td>Quarterly Integrated Finance/Performance/Risk Reports (second quarter) to <strong>Overview and Scrutiny Panels</strong></td>
</tr>
<tr>
<td></td>
<td>Half year Strategic Performance Report to <strong>Overview and Scrutiny Commission</strong></td>
</tr>
<tr>
<td>November</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
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<tr>
<td></td>
<td>Quarterly (latest) Strategic Performance Report to <strong>Cabinet</strong></td>
</tr>
<tr>
<td>December</td>
<td>Monthly Strategic Performance Report to <strong>Management Team</strong></td>
</tr>
</tbody>
</table>
## Areas for Improvement – Action Plan from 2015 Performance Management Framework Review

<table>
<thead>
<tr>
<th>REF.</th>
<th>ACTION</th>
<th>OFFICER RESPONSIBLE</th>
<th>BY WHEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review the Strategic Performance Report in line with changes made to scrutiny panel landscape presentation format</td>
<td>Steve Gore</td>
<td>March 2016</td>
</tr>
<tr>
<td>2</td>
<td>Annual review of indicators included on the TEN performance management system</td>
<td>Steve Gore</td>
<td>March 2016</td>
</tr>
<tr>
<td>3</td>
<td>Review the use of Performance Boards in the light of the introduction of “agile” working</td>
<td>Steve Gore</td>
<td>March 2016</td>
</tr>
<tr>
<td>4</td>
<td>Establish comparative (benchmarking) data on good practice / performance to enhance scrutiny panel reports developed at the end of 2014/15</td>
<td>Steve Gore</td>
<td>On-going</td>
</tr>
<tr>
<td>5</td>
<td>Carry out audit to test data quality</td>
<td>Steve Gore</td>
<td>March 2016</td>
</tr>
</tbody>
</table>