



# **Nuneaton and Bedworth Borough Council**

## **Performance Management Framework**

## **Index**

- 1. Introduction**
- 2. Priorities**
- 3. Managing Performance**
- 4. Data Quality**
- 5. Risk Management**

## **Appendices**

- A. Determining Our Priorities – Systematic Approach**
- B. Performance Management Cycle – Overview**
- C. Performance Management Cycle – Performance Indicators**

## **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 targets. The Council needs to ensure that these individuals have the required resources and support and are empowered to do the necessary work to achieve targets.
- 1.5 Some key elements of performance include: clear organisational vision, customer-focused objectives, target setting process, benchmarking, regular assessment and review and performance-related employee review.
- 1.6 Benefits of an effective Performance Management Framework include:
  - Improved service delivery and outcomes for our customers.
  - Demonstrating success or failure.
  - Effective use of resources.
  - Identifying potential improvements/cost savings.
  - Improved 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.
- 1.7 The Council's Performance Management Framework was initially agreed in 2004 and has been updated to recognise subsequent changes and improvements.

## **2. Priorities**

### **2.1 Determining Our Priorities**

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

### **2.2 Ambitions**

The Council's long-term vision and aims have been established following extensive consultation and set the overall aspirations for the Council. They support the ambitions of the Local Area Agreement (LAA) and Community Plan including narrowing the gap in areas of deprivation within Nuneaton and Bedworth.

### **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 annually 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 Chief Executive 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 Service Delivery and Business Plans – each Assistant Director taking these aims to set out their part in their delivery. These are supplemented by service specific priorities based on service demand, performance and response to changes in service and operational environment. Action/improvement plans arising from external recommendations are also incorporated in Service Delivery Plans which are reviewed annually. Business Plans provide detail at an operational level to enable individual/team service delivery.

The Service Delivery/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.

## **2.5 Individual Priorities**

Completing the performance management cycle is the Council's employee review scheme that reinforces the organisation's values as well as the importance of performance and achievement. Employee review documentation evidences the appraisal 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 employee review action plan which identifies performance indicators, targets and service improvements against which they will be measured.

As an Investors in People accredited organisation, 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 employee review process is geared towards meeting Council objectives by improving individual skills and knowledge.

The 2009 Employee Survey highlighted that:

- 82% of employees agreed that they understand the impact that the aims and priorities set out in the Corporate Plan have on their work
- 95% of employees agreed that they understand the aims and objectives within their section

## **3. Managing Performance (see Appendices B and C)**

It is important that performance measures take account of customer expectation from respective services.

Once priorities are identified, targets for performance are set which are monitored and reported in accordance with the importance of the target. This provides an opportunity for early action to be taken if targets are off course, which, in turn, feeds into the setting of future priorities. Once the priorities have been determined, performance is managed as follows:

### **3.1 Targets**

Achieving the priorities set at the various levels involves the completion of a task or measurable improvements in performance. Targets are set by reference to current performance, organisational aims and capacity and benchmarking data.

### **3.2 Measurement/Reporting**

Monitoring progress towards targets takes place at a number of levels:

- Strategic Performance Reporting to Corporate and Extended Management Teams (CMT/EMT) on a monthly basis – an overview of Council's position relating to: Finance, Performance, Corporate Health, Asset Management, Risk, Customer Satisfaction, Customer Perception (at the first point of contact), Corporate Plan Delivery Plan, Service Delivery Plan Priority Actions and Key Projects.
- We have developed a corporate database using the 'TEN' performance monitoring system which provides links for all local and national Performance Indicators to a Director, Portfolio Holder, Service and individual responsible. Each indicator is assigned a collection frequency - monthly, quarterly, half year or annually.
- Key Performance Indicators are also circulated monthly to CMT/EMT. An integrated performance management report is produced regularly for the Cabinet. Performance against these indicators is reported quarterly to Overview & Scrutiny Members with progress updates on service improvement plans reported at half year. Key Performance Indicators are reported to service areas using the intranet facility and to the public via the Council's website(updated monthly). Our Annual Report summarises performance for the current year.
- Service targets are set out within the Service Delivery Plans. They include national and local indicators and are used to plan and monitor the work within service areas. These are collated centrally, analysed and presented to members and officers and are regularly monitored by the Corporate Management Team.

### **3.3 Corrective Action For Under- Performing Indicators**

The following four-stage process relates to the corrective action for under-performing (below target) performance indicators:

#### **Stage 1 – Assistant Director**

The Assistant Director will identify under performance of any indicator. Current performance can be viewed on the "TEN" performance management system(below target highlighted by a red target status bar).The Assistant Director will then instigate and monitor remedial action.

## Stage 2 – Performance Monitoring Group

Where an indicator is below target for two consecutive periods (month or quarter) and remedial action (Stage 1) is not showing improvement towards target:

- 2.1 The Assistant Director should liaise with the Performance and Quality Manager to arrange for review of the indicator by the Performance Monitoring Group.
  
- 2.2 The Performance Monitoring Group will review the indicator and advise the Assistant Director of appropriate action(s).

## Stage 3 – Corporate Management Team (CMT)

Where an indicator continues to under-perform despite remedial action (Stage 2) and a positive trend towards target has not been demonstrated:

- 3.1 The Performance and Quality Manager will advise CMT and provide a summary of performance and actions taken in relation to the indicator.
  
- 3.2 CMT will:
  - review issues contributing to the under-performance of the indicator;
  - 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.

## Stage 4 – Members

Appropriate details of remedial action taken will be reported to both Cabinet and OSC members.

#### **4. Data Quality**

NBBC recognises that reliable data quality is key to all aspects of the provision of services.

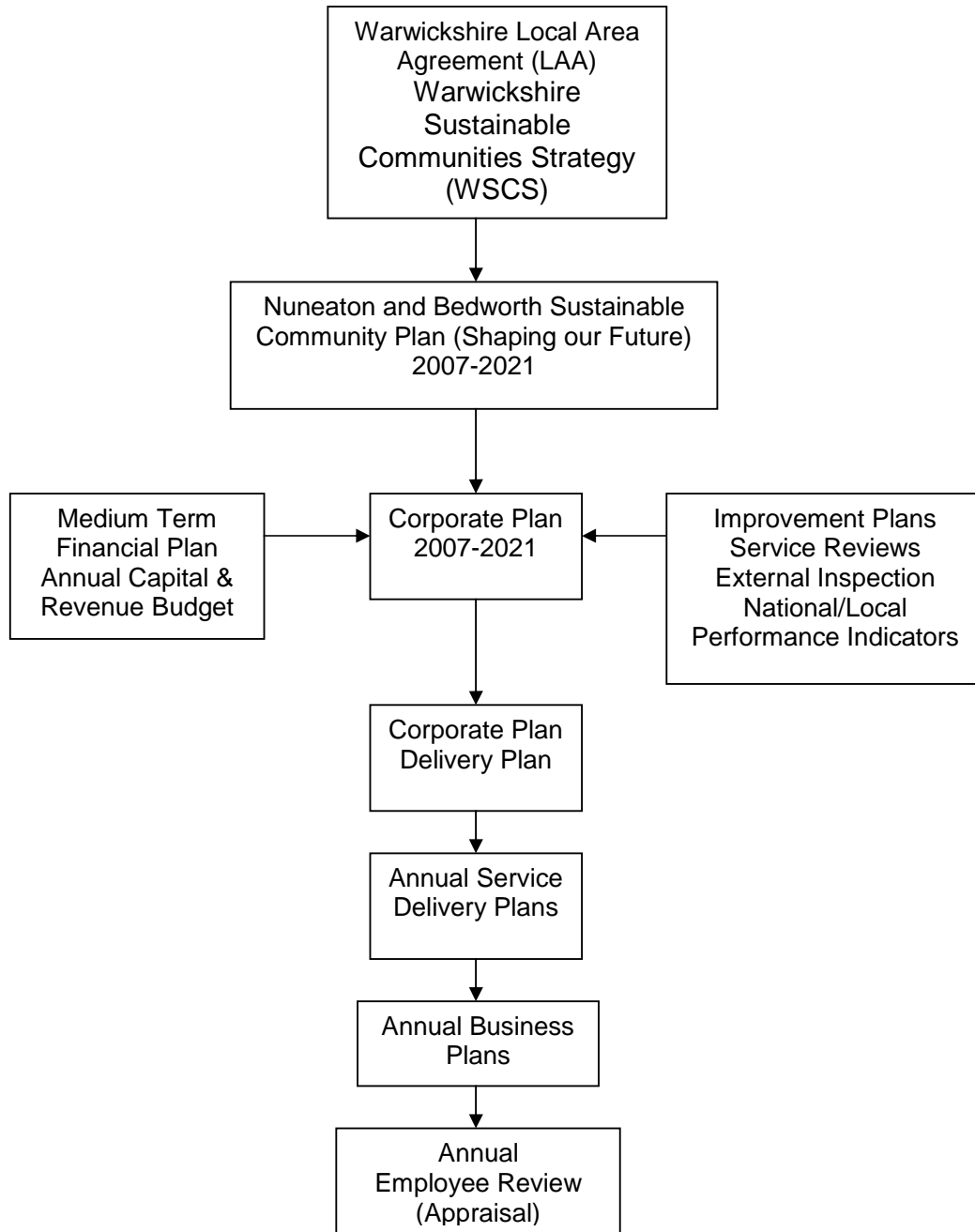
We are therefore committed to provide data quality of a consistently high standard within available resources.

The Council's Data Quality Policy is an essential element of this Performance Management Framework.

#### **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 quarterly review of both corporate and operational risks is incorporated into the performance management cycle. All managers responsible for the preparation of Service Delivery Plans will assess and take account of the key risks to be managed in delivering the objectives and targets in their plan.

**Determining Our Priorities – Systematic Approach**



Performance Management Cycle – Overview

January	Quarterly review of <b>Strategic</b> and <b>Operational Risk Registers</b>
January-March	Annual review and refresh of <b>LAA</b>
January-December	Annual <b>Employee Review</b> process
April	Quarterly review of <b>Strategic</b> and <b>Operational Risk Registers</b>
May/June	<b>Community Plan</b> annual review <b>Annual Report</b> produced
July	Quarterly review of <b>Strategic</b> and <b>Operational Risk Registers</b>
September	<b>Corporate Plan Delivery Plan</b> annual review
October	Quarterly review of <b>Strategic</b> and <b>Operational Risk Registers</b>
November - January	<b>Budgets</b> - establish allocation of resources for the forthcoming year against identified priorities in the Corporate Plan and Service Delivery Plans
December - March	<b>Service Delivery/Business Plans</b> reviewed

Appendix C

Performance Management Cycle – Performance Indicators

January	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Integrated Finance/Performance/Risk Reports to <b>Overview and Scrutiny Panels</b> (third quarter)
February	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Strategic Performance Report to <b>Cabinet</b>
March	Monthly Strategic Performance Report to <b>CMT/EMT</b>
April	Monthly Strategic Performance Report to <b>CMT/EMT</b>
May	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Integrated Finance/Performance/Risk Reports to <b>Overview and Scrutiny Panels</b> (end of year)
	Quarterly Strategic Performance Report to <b>Cabinet</b>
June	Monthly Strategic Performance Report to <b>CMT/EMT</b>
July	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Integrated Finance/Performance/Risk Reports to <b>Overview and Scrutiny Panels</b> (first quarter)
August	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Strategic Performance Report to <b>Cabinet</b>
September	Monthly Strategic Performance Report to <b>CMT/EMT</b>
October	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Integrated Finance/Performance/Risk Reports to <b>Overview and Scrutiny Panels</b> (second quarter)
November	Monthly Strategic Performance Report to <b>CMT/EMT</b>
	Quarterly Strategic Performance Report to <b>Cabinet</b>
December	Monthly Strategic Performance Report to <b>CMT/EMT</b>