

# Performance Management Framework

Coventry City Council · July 2016

## Introduction

Our performance management framework sets out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in our [Council Plan](#).

## The Council's approach

Performance management is everyone's responsibility. It is also part of our day-to-day operation. The Council's performance management framework approach recognises the diversity of our business, and is mindful that services already respond to a wide range of other performance management arrangements, for instance, statutory requirements from government or through partnership working arrangements. As a result, our framework seeks to build on the systems and processes already in place.



① Performance Management Cycle

## Council Plan

The Council Plan sets out our vision and priorities for the city. The current plan, [Coventry: A Top Ten City](#) was last updated in July 2015. Our priorities are delivered through key strategies.

## Strategies

Strategies are used to implement policy and deliver plans for change. Performance standards, measures, targets and reporting timescales should be aligned between the Council Plan and [key strategies](#).

## Service/team plans

Directorates are responsible for ensuring that there are plans in place to translate high level objectives into operational activities. These plans may be at directorate, service or a team level as appropriate and determined by service need. Individual managers will identify the content and frequency of performance monitoring and review.

## Employee performance management and development

Our priorities are translated into individual objectives, supported by the [behaviours framework](#). Under the Council's [employee performance management process](#), the managers and employees are expected to regularly review an employee's objectives (what they do) and behaviours (how you do it).

## Performance measures

Progress towards the Council's priorities is monitored using a consistent set of **headline indicators** – with a particular focus on a number of **core indicators**. A **wider basket of indicators** including **lag** (output oriented, easy to measure but harder to influence) and **lead** (more input oriented, hard to measure but easy to influence) **indicators** are drawn on to explain the trends and stories behind the headlines. A mixed set of measures are used, including:

- **outcomes** that our strategies can influence but not directly control (e.g. long-term ones like life expectancy or short-term ones like unemployment);
- **outputs** showing how much a service has delivered of something (e.g. jobseekers supported);
- **inputs** demonstrating efficiency in our resource usage (e.g. savings delivered); and
- **perceptions** showing what residents think of our services (e.g. % of survey respondents satisfied).

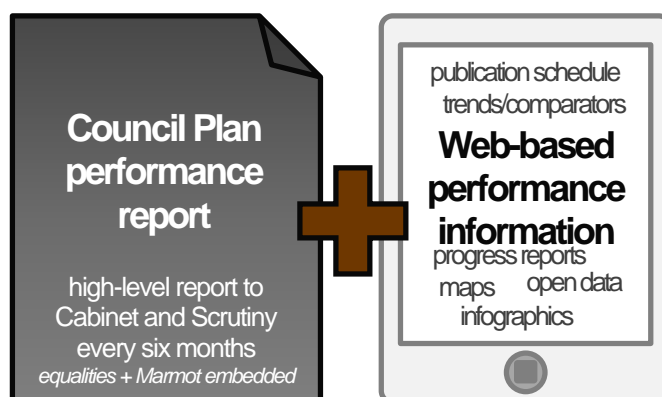
Performance measures and targets are set and reviewed by services with the relevant cabinet member, in line with the relevant strategy. They should take into account our priorities, resources, and comparators. Where possible, indicators are selected from the Council's key strategies or from other directorate measures.

The Council also uses a **Composite Liveability Measure** approach to evaluate the relative merits of different places, and to compare and contrast any set of places to another using any indicator.

## Reporting arrangements

The reporting arrangements consists of:

- a high-level Council **Council Plan performance report** to Cabinet and Scrutiny every six months summarising overall performance and embedding equalities and Marmot; and
- web-based performance information setting out a publication schedule; trends/comparators; progress reports; open data; maps and infographics.



Reporting arrangements

## Key documents

Our performance management framework is made up of the Council Plan, strategies, service/team plans and individual objectives and targets:

	Strategic Council Plan	Key strategies	Operational Service/Team plans	Individual Employee performance management and development
Purpose	Sets out the Council's overall strategic direction	Sets out the strategic direction to deliver a key priority	Sets out tasks to deliver strategy and services	Sets out individual objectives and actions
Contents	Vision, priorities and measures	Outcomes, outputs, resources, measures, targets, timescales and an action plan	Planned activities, achievements, timescales, resources, responsibilities	Performance against objectives and behaviour framework
Responsibility	Council – with support from partner organisations	Cabinet Member – with management lead (contributions might be cross-directorate)	Determined by management lead at a directorate, service or team level	Individual employee and line manager
Performance measures	Headline indicators and a wider basket of indicators	Indicators to monitor outcomes and outputs	Measures to assess progress towards outcomes and outputs	Tasks and actions for the individual
Reporting and reviewing arrangements	Reported to Cabinet and Scrutiny every six months	Reviewed annually and as appropriate reported to relevant Cabinet Member. Indicators and targets to be revised and approved if necessary.	As determined by management lead	Reviewed regularly as determined by individual employee and line manager
Timescales	10 year plan – reviewed annually and refreshed as required	As appropriate – and refreshed (or decommissioned) before expiry	Typically up to one year (and refreshed as appropriate)	Refreshed at least annually

## Find out more

On the Council's website	Council Plan: <a href="http://www.coventry.gov.uk/councilplan/">http://www.coventry.gov.uk/councilplan/</a> Info and stats: <a href="http://www.coventry.gov.uk/infoandstats/">http://www.coventry.gov.uk/infoandstats/</a> Council performance: <a href="http://www.coventry.gov.uk/performance/">http://www.coventry.gov.uk/performance/</a> Key strategies: <a href="http://www.coventry.gov.uk/policy/">http://www.coventry.gov.uk/policy/</a>
On our intranet (Beacon)	Organisational performance management: <a href="http://beacon.coventry.gov.uk/policyandperformance/">http://beacon.coventry.gov.uk/policyandperformance/</a> Employee performance management: <a href="http://beacon.coventry.gov.uk/performanceandmanagement/">http://beacon.coventry.gov.uk/performanceandmanagement/</a>

## Version control

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