

# Performance Management Framework

Coventry City Council · Policy Document · 2017/18

## Introduction

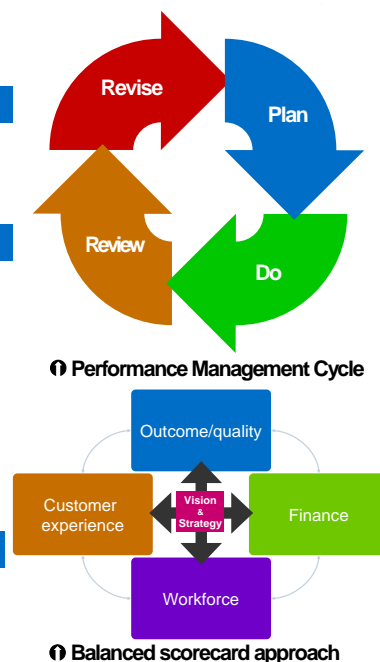
Our performance management framework sets out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in our [Council Plan](#).

## 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; e.g. statutory returns or partnership working arrangements. As a result, this framework seeks to strike a balance between minimising the administrative burden of performance management by building on the systems and processes already in place, while ensuring a degree of commonality across the organisation.

## Balanced scorecard approach

The Council recommends using a balanced scorecard approach to managing its performance, to ensure that its outcomes, outputs and measures of quality and customer experience are aligned to its inputs such as finance and workforce.



## Council Plan

The Council Plan sets out our vision and priorities for the city. The current plan, [Coventry: A Top Ten City](#) was last refreshed in July 2016, and reviewed every year. 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](#).

## Directorate, service and team plans

The Council's directorates ensure that plans are in place to translate the Council's strategies 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 appraisal and development

Our priorities are translated into individual objectives, supported by the [behaviours framework](#). Under the Council's [employee appraisal 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**. 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:

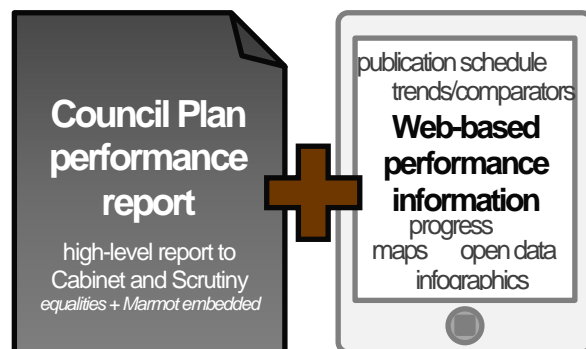
- **outcomes** that our strategies can influence but not directly control (e.g. long-term ones like life expectancy or short-term ones like unemployment);
- **outputs** showing how much a service has delivered of something (e.g. jobseekers supported);
- **inputs** demonstrating efficiency in our resource 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. 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 current reporting arrangements consists of:

- **Council Plan performance report** to Cabinet and Scrutiny Co-ordination Committee summarising the Council's progress towards its priorities, including progress towards its equalities objectives and Marmot priorities (health inequalities);
- web-based performance information setting out a publication schedule; trends/comparators; progress reports; maps and infographics; and
- indicator data published as **open data**.



Reporting arrangements

## Key documents

Our performance management framework is made up of...

	<i>Strategic</i> Council Plan	Key strategies	<i>Operational</i> Directorate, service and team plans	<i>Individual</i> Employee appraisal process
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 Co-ordination Committee regularly for review; reviewed / refreshed by Cabinet as required	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	Long-term plan; reviewed annually and refreshed by Cabinet as required	As appropriate – and refreshed (or decommissioned) before expiry	Typically up to one year (and refreshed as appropriate)	Refreshed at least annually

## Next steps and future developments

Responding to the Council's **digital strategy** to "maximise the value in our data and information", there are plans in place to trial new ways of reporting and new technologies. The intention is to improve transparency and good governance, as well as streamline and improving the timeliness of performance reporting. Some of the current ideas and thinking include:

- **online digital performance dashboards** built on a balanced scorecard of metrics automatically kept up-to-date with data from the Council's data warehouse – meaning that up-to-date performance information is made available instead of through formal performance reports; and
- **publishing more datasets online as open data**, in particular, where data is frequently requested through Freedom of Information (FOI) requests, backed by a publication schedule – improving the experience for the public and significantly reducing the time spent by officers to respond to bespoke information requests.

The Insight Team is keen to hear your views and work with departments across the council to continually develop the Council's performance management framework to best meet the needs of individual teams and that of the organisation.

## Find out more

Information and statistics hub: <https://www.coventry.gov.uk/infoandstats/>

Council Plan: <https://www.coventry.gov.uk/councilplan/>

Performance: <https://www.coventry.gov.uk/performance/>

Key strategies: <https://www.coventry.gov.uk/policy/>

Contact us: [insight@coventry.gov.uk](mailto:insight@coventry.gov.uk)

## Version control

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