

Performance Management Framework 2018/19

Coventry City Council



Version control

Document Owner

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Reviewing arrangements

The performance management framework is to be reviewed in 2019 along with the 2018/09 end of year performance report.

Introduction

Organisational performance management helps us ensure we achieve what we set out to do. It does so by setting out how we plan and organise our resources to achieve the things we want to do – our vision and priorities, as set out in the [Council Plan](#). By aligning our resources, actions and activities to the Council’s vision, priorities and desired outcomes, it helps us measure how public money is turned into results for citizens.

The Council’s approach

Performance management is everyone’s responsibility, and it is also part of our day-to-day operation. The performance management cycle is made up of:

- **planning** – developing a strategy or plan;
- **doing** – implementing the strategy/plan and undertaking the activities;
- **reviewing** – monitoring the implementation of the plan, through performance dashboards, metrics and measures; and
- **revising** – revising a strategy or plan following the review.

Our performance management framework 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, partnership working arrangements, and different legal, regulatory, or policy frameworks. As a result, this framework builds on the systems and processes already in place, while ensuring a unified, “One Coventry” approach, striking a balance between minimising administrative burden and ensuring commonality across the organisation. Additionally, as we increasingly deliver our priorities in partnership, where we commission, champion, or co-ordinate services with partners and communities, we need to ensure that we work together for the good for Coventry people.

Balanced scorecard approach

The Council uses a balanced scorecard approach to performance management. That is, it recognises that we cannot rely on financial measures (whether we balanced our budget or not) alone to measure our performance. Instead, we monitor our performance using outcomes, finance, workforce, and quality measures to ensure strategy is aligned to delivery.

Outcomes Service outputs and outcomes.	Finance Budgets, financial inputs, profit/loss.
Workforce Our people.	Quality Satisfaction, complaints/representations, timescales.

Key documents

The Council’s vision is connected to its delivery at every level of the organisation, from the Council Plan to employee appraisals. This is set out in the following table:

Document	Purpose	Responsibility	Reporting and reviewing arrangements
Council Plan The organisation’s top-level strategy setting out our vision and priorities (sometimes called a corporate plan or strategy elsewhere)	Sets out the Council’s overall strategic vision, priorities and desired outcomes	Corporate Leadership Team along with Cabinet and Scrutiny Co-ordination Committee	Progress reported annually to Cabinet and Scrutiny Co-ordination Committee
Key strategies How we achieve the Council Plan vision	Sets out the strategic direction to deliver a key priority, including objectives and targets	A management team at an appropriate level of responsibility along with the relevant cabinet member and/or board	Progress reported to a strategic group regularly and at least annually to relevant cabinet member and/or board
Work plans / action plans How we deliver the strategies	Sets out activities, timescales, resources and responsibilities, translating strategies into operational activities	Service or team	Regular reporting, as determined by management lead
Employee appraisals	Sets out objectives for an individual and progress towards behaviours framework	Individual employee and their line manager	Annual appraisal; with objectives and progress reviewed regularly through one-to-one meetings

Our behaviours

In addition to *what* we do – our vision and strategy, it is important to consider *how* we do it – our values and behaviours/principles:

Behaviour	Effective performance management will mean...
Delivering good customer service	Goals or targets are challenging but achievable and realistically reflects the level of funding and resources available – so that we deliver the best possible outcomes for the people of Coventry. Services do not shy away from setting a goal or target when it would be appropriate to do so; and management also recognises that goals and targets can change as the situation requires.
Being adaptable	Performance management adapts to needs of each service including the legal, regulatory, policy frameworks of each area; as well as the needs of the organisation. Where possible, services are flexible to work together to adopt common reporting arrangements.
Always improving	A learning culture where performance management is used to understand what went well, what didn't work as planned, and what can be done better. There is no blame culture; poor performance is not used to apportion blame to a service area, but is used to help recognise where things can be done better.
Working together	Where possible, performance information is shared openly between people who need to or have a right to know; whether they are in another part of the Council or in a partner organisation. Information is shared by default, and not suppressed just because they may reveal something uncomfortable.
Leading people	Everybody works together collaboratively and recognises that they have a role in the organisation's performance management no matter where they are in the formal hierarchy; and everyone takes steps to ensure information is recorded accurately.
Having a strategic perspective	Having the strategic perspective to ensure that performance reports and dashboards provide the right information to the right people at the right time. Services work together to having a simple, consistent set of performance indicators to minimise duplication: write once, use anywhere.

Performance measures

Progress should be 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 can be used. These include:

- **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).

When setting performance measures, we should be mindful that we are responsible for a diverse range of services, including services which we:

- i.) **directly provide** through staff we directly employ;
- ii.) **commission** through private, voluntary or public sector providers;
- iii.) deliver in **partnership or co-ordination** with others; and
- iv.) do not provide, but we **champion or support** through our political leadership or other forum.

To measure our performance, it is important to recognise that we are one organisation in a complex, interconnected web of people, interests and organisations. This means that performance measures need to be set carefully, taking into account, amongst other things: statutory requirements; priorities; resources; and how we compare to other places. In addition, it is recommended that measures are set in consultation with frontline staff, and discussed with clients/customers/service users – and finally, reviewed and agreed by managers with the relevant cabinet member, in line with the relevant strategy.

Reporting arrangements

Reports

The Council strives to be open and transparent, and in line with our digital strategy priority to “maximise the value in our data and information”, we make all of our key performance reports publicly available.

Our current performance reporting arrangements consist of:

- an annual Council Plan performance report to Cabinet and Scrutiny Co-ordination Committee summarising the Council’s progress towards its priorities, including inequalities (protected characteristics under the Equality Act and health inequalities as a Marmot city);
- an annual members seminar summarising our performance;
- live, web-based performance information setting out a publication schedule, trends/comparators, progress reports, maps and infographics; and
- indicator data published as open data on GitHub.

Dashboards

Additionally, we are developing online digital performance dashboards built on a balanced scorecard of metrics automatically kept up-to-date with data from the Council’s data warehouse. As they become available, these will be published on the Performance Hub on SharePoint (Coventry City Council login required) at <https://coventrycc.sharepoint.com/sites/PerformanceInfoHub/>.

Performance symbols and vocabulary

The Council has a consistent set of symbols and vocabulary used to describe the performance of its services.

Two columns are used to describe performance:

- **progress** (whether something has improved or worsened); and
- **target status** (whether or not a target has been met).

The table below sets out the symbols and its definition:

Symbol	Progress	Target status
	Improved (or target already achieved)	On-target
	Got worse	Off-target
	Similar / stayed the same / statistically insignificant	–
	No clear direction of travel / not possible to say at this point in time	–
	Not available / no updated data	No target set

Find out more

Further guidance on performance management is available on the Performance Hub on SharePoint (Coventry City Council login required) at <https://coventrycc.sharepoint.com/sites/PerformanceInfoHub/>.

In addition, a wealth of information is available on the Council’s website including:

- 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/>

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