

ONE COVENTRY

Performance Management Framework 2021/22

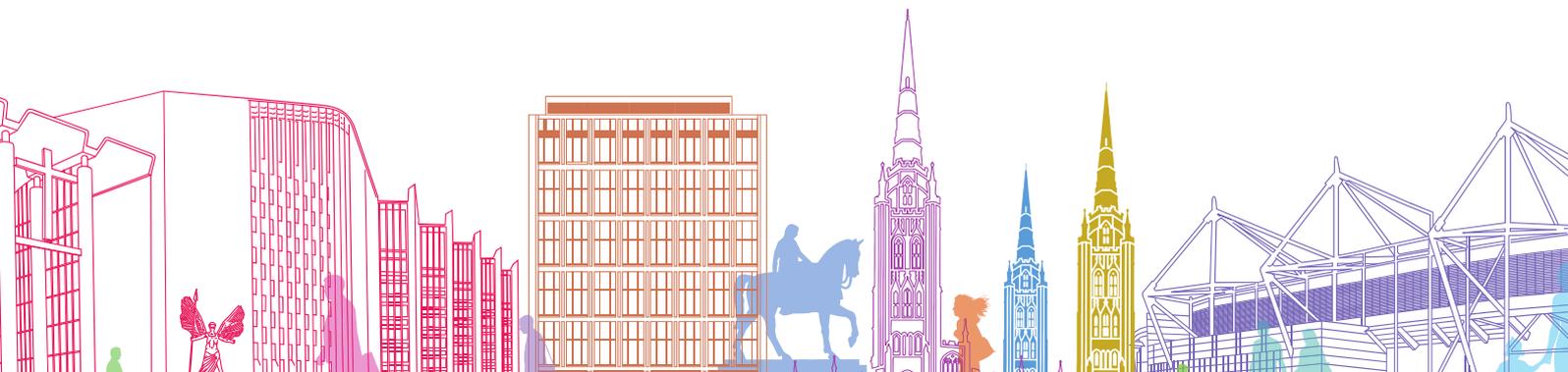
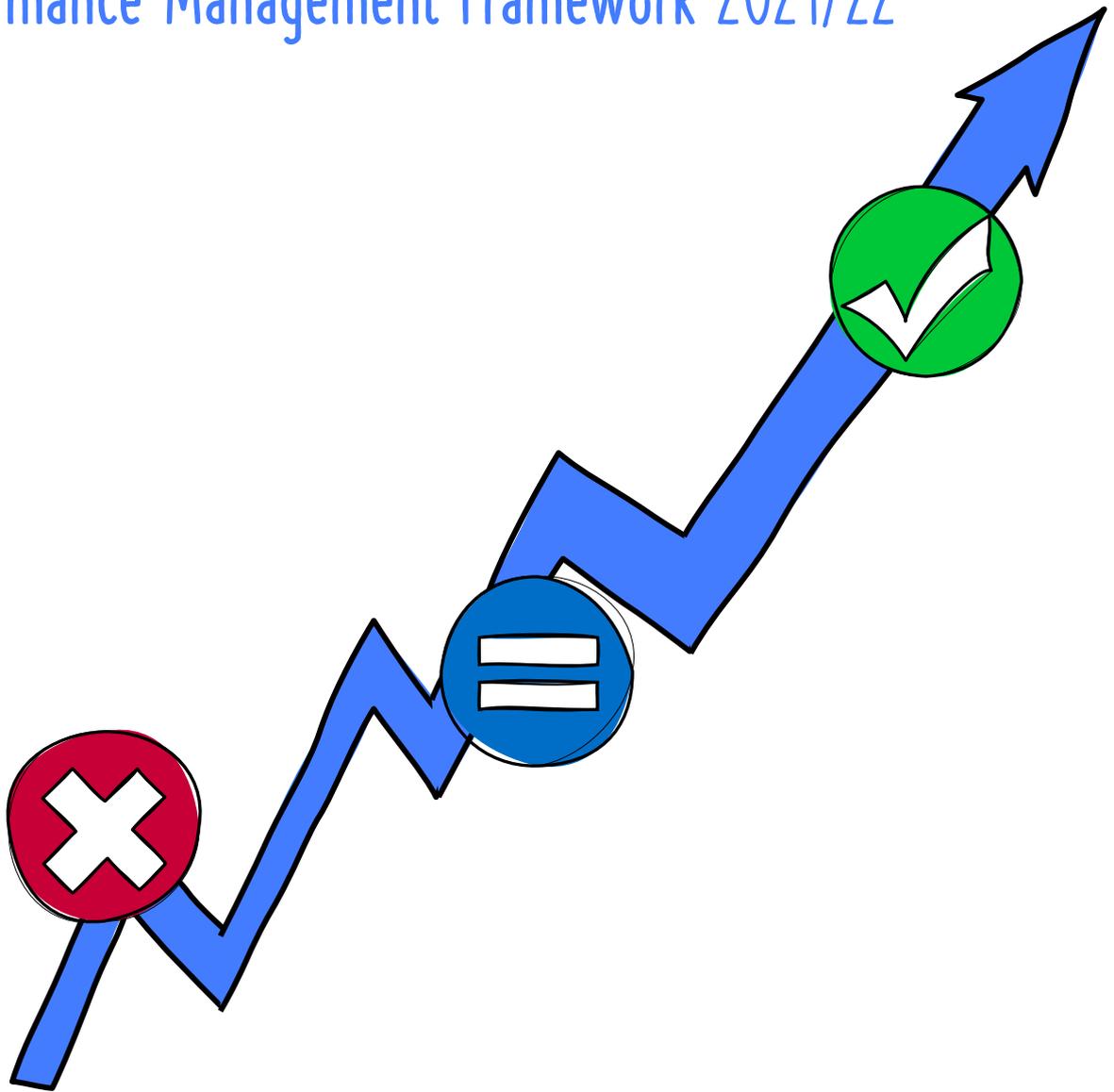


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1 Introduction

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.

2 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.

Consequently, the Council's performance management framework is **not** about adding yet another layer of bureaucracy, indicators, metrics, or targets on top of what is already required of managers. Instead, 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.

3 Improving outcomes relevant to people's lives

Balanced scorecard approach

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



Story of change

A story of change (also known as a theory of change or logic model) approach is the recommended approach for setting out how a proposed public sector intervention will transform its inputs or resources into outputs, and outcomes. Further exploration of the use of a story of change approach can be found on [GOV.UK](#).

Beyond metrics

To fully tell the story of change, the Council's performance management framework also recognises that red-amber-green ratings – even the outcomes, workforce, and quality metrics of a balanced scorecard – only tell a part of the story; and therefore, the use of qualitative case studies and narratives are highly recommended – and this is indeed the approach adopted in the One Coventry Plan to demonstrate how outcomes for Coventry residents are delivered by public services working in partnership with our communities and partners.



4 Key documents

The Council's vision is connected to its delivery at every level of the organisation, from the Council Plan to employee appraisals.

One Coventry Plan

The Council Plan, One Coventry, is the organisation's top-level strategy setting out our vision and priorities. In other authorities this may be called a corporate plan or corporate strategy.

The Council Plan is agreed by Full Council; and is the day-to-day responsibility of Corporate Leadership Team along with Cabinet and Scrutiny Co-ordination Committee.

Progress towards the Council Plan is formally reported annually to Cabinet and Scrutiny Co-ordination Committee; and, more informally shared with all members via an annual all members' seminar.

Key strategies

The organisation has a set of key strategies setting out how it will achieve the Council Plan vision. Typically, strategies set out the strategic direction to deliver a key priority, including key objectives, deliverables and targets. Examples include our Local Plan, Housing and Homelessness Strategy, Cultural Strategy, Green Space Strategy, and Health and Wellbeing Strategy.

Key strategies are the responsibility of 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.

Action plans

Underneath each key strategy are a series of work plans or action plans. These set out how we deliver the strategy. For instance, a work plan or action plan will set out the activities, timescales, resources and responsibilities, translating strategies into operational activities. Examples include

Action plans are the responsibility of a service or team; and progress should be reported regularly to managers responsible for a strategy.

Appraisals

Individual employees are all subject to annual appraisals. These set out objectives for an individual and their progress towards their objectives and progress towards the expected standards and behaviours, along with the One Cov values.

Responsibility for appraisals sit with individual employees and their manager. Each employee must have an annual appraisal; with objectives and progress reviewed regularly through one-to-one meetings.

5 Value & 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. The following sets out what effective performance management means in line with the Council's One Coventry Values and Behaviours.

Our One Coventry Values are:

- **Open and fair** – we are fair, open, and transparent.
- **Nurture and develop** – we help and encourage everyone to be their best and do their best.
- **Engage and empower** – we talk and listen to others, working together as one.
- **Create and innovate** – we embrace new ways of working to continuously improve.
- **Own and be accountable** – we work together to deliver the best services for our residents.
- **Value and respect** – we put diversity and inclusion at the heart of all we do.

In addition to the performance management framework, these values are part of the Council's reward strategy, appraisals, recruitment, attraction and onboarding, recognition and development, and employee engagement.

Our behaviours are also aligned to the performance management framework – and the following sets out how performance fits in with the six core behaviours:

- **Putting customers first** – 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 by example** – 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.
- **Understanding how we work** – 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.

6 Performance measures

Where required by a funding body, or where appropriate, progress may be monitored using a consistent set of **headline indicators**. To fully document a story of change, 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 may be drawn on to explain the trends and stories behind the headlines. These may 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., respondents satisfied).

These may be **quantitative** indicators; but could also be **qualitative** measures, as appropriate to need.

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

- **directly provide** through staff we directly employ;
- **commission** through private, voluntary or public sector providers;
- deliver in **partnership or co-ordination** with others; and
- 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, organisations, and systems. This means that performance measures need to be set carefully; considering, amongst other things: statutory requirements; priorities; resources; and how we compare to other relevant 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.

7 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 on the Council website.

Our current performance reporting arrangements consist of:

- an annual 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.

Performance Hub

The Council’s Performance Hub sets out guidance for performance management alongside performance dashboards and data. This is accessible to all Coventry City Council members and officers on SharePoint at <https://smarturl.it/PerformanceInfoHub>.

8 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 following table sets out the symbols and its definition:

Symbol	Progress	Target status
	Improved (or target already achieved)	On-target
	Got worse	Off-target
	Similar, unchanged or statistically insignificant	–
	Cannot say; no clear direction of travel	–
	Not available or no updated data	No target set

In the One Coventry Plan annual performance report, indicators and symbols are used as one part of a wider performance report – the context and narrative are just as important.

9 Find out more

Further guidance on performance management is available on the Performance Hub at: <https://smarturl.it/PerformanceInfoHub>

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

- Information and statistics hub: <https://www.coventry.gov.uk/infoandstats/>
- Facts about Coventry: <https://www.coventry.gov.uk/factsaboutcoventry/>
- Coventry Citywide Intelligence Hub: <https://www.coventry.gov.uk/citywideintelhub/>
- Council Plan: <https://www.coventry.gov.uk/councilplan/>
- Performance: <https://www.coventry.gov.uk/performance/>
- Key strategies: <https://www.coventry.gov.uk/policy/>



How do I...

The Insight Team may be able assist your Coventry City Council service in improving your performance:

How do I... get facts and figures about the city and its people?

- Visit **Facts about Coventry** for key numbers and how we compare to other places
- Browse the **Joint Strategic Needs Assessment** to understand assets and needs in the city's communities
- Look at the **Citywide Intelligence Hub** for details, numbers and links to data sources



How do I... use insight to improve what we do?

- **See:** understand how you are currently doing and how that's changed over time
- **Judge:** Compare and contrast what you're doing with other places and with local population groups and possible future demand to identify gaps and inequalities
- **Act:** Plan what you want to do given the resources available, involving and consulting with users and wider communities



How can insight and communities help you?

- We can signpost you to the right place – Facts about Coventry, Citywide Intel Hub; reports like our Performance Report or JSNA; or external sources.
- We can help you understand your data – what is it telling you? How does it compare to the population? (e.g. Acorn geodemographic segmentation)
- We can help you reach the right communities – via Let's Talk Coventry for example!

Contact us: insight@coventry.gov.uk

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Reviewing arrangements

The performance management framework is to be reviewed in 2022 along with the One Coventry Plan 2021/22 annual performance report.

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www.coventry.gov.uk/performance/

