

# **Corporate Performance Management Framework**

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# Overview of Corporate Performance Management

The Corporate Performance Management Framework sets out the actions the Council undertakes to effectively manage its performance. The framework supports the Council to achieve its ambitions, ensure value for money and deliver high quality services for people and communities in Derbyshire.

Through our corporate performance management framework we aim to:

- Clearly set out our ambition, the outcomes we are seeking for local communities and our priorities and enable all who work for us to see how they contribute to these.
- Regularly monitor and review the performance of services we deliver, contract or commission, and assess the outcomes that we are achieving in partnership with local communities and other organisations.
- Use our understanding of performance to inform strategic decision making, prompt action to address performance issues, and to allocate our resources where they would achieve the best results.
- Seek to understand the relationship between resources and outcomes achieved, and benchmark against other councils, in order to ensure value for money.
- Clearly communicate to our stakeholders where we are doing well and where performance needs to be improved, so that we can be held accountable.
- Celebrate our successes and learn from our own experiences and that of others.
- Build an effective culture of performance management, where all employees of the Council and those who deliver services contracted or commissioned by us, focus on achieving the best possible outcomes for the residents and communities of Derbyshire.

## Approach

Performance management at all levels in the Council follows a “plan, deliver, review, revise” approach, as set out in the diagram overleaf. This framework describes the processes that support this approach at a corporate level. Departments, services and teams within the Council will have their own performance management frameworks, as appropriate, which follow this approach.

# Performance Management Cycle



## Principles

The Council values the following principles which support effective performance management:

- **Honesty and transparency**  
Performance reports accurately reflect the true picture. They highlight achievements as well as identifying areas for improvement. Through this approach the Council is open to internal challenge as well as scrutiny from the public and its partners.
- **Timeliness**  
Performance information is available and reviewed at the earliest opportunity to ensure that timely actions can be put in place to improve performance where required.

- **Taking action**

Those responsible take action as a result of performance information and monitor and challenge the effectiveness of the actions put in place.

- **Working together**

All Elected Members and officers understand the Council's ambition and know what is expected of them. Outcomes are achieved in partnership with our stakeholders: other organisations, businesses, local residents and communities.

- **Council Wide responsibility**

The responsibility for performance is Council wide. Good council performance is achieved through high performing teams and individuals, and every member of staff has a responsibility to help the Council meet its ambitions.

# Planning framework

The Council recognises the importance of being clear about its ambitions, the outcomes it is striving to achieve and the priorities on which it is focusing effort and resource. The Council's Planning Framework clearly sets these out and enables the Council's Elected Members, officers and other stakeholders to work towards the same goals. The Planning Framework is focused around the delivery of the Council Plan.

## Developing the Council Plan

The Council Plan is developed every four years to set out the future direction of the Council. The Plan is refreshed on an annual basis, alongside the development of the Council's revenue and capital budget. Each year the Council carries out a self-assessment to inform the development of the priorities and key actions in the Council Plan. This enables the Council to ensure that its plans take account of:

- Feedback from consultation and engagement with service users, residents, communities, partners and employees.
- Research and information regarding strengths and challenges in Derbyshire communities, both currently and in the future.
- The performance of Council services, and whether actions put in place to address performance issues are making a difference.
- Future challenges, risks and opportunities facing the Council.
- The capacity of the Council to deliver its ambitions.

The Plan is developed in consultation with members of the public, businesses, partners and employees.

## Working in Partnership

The Council can only achieve the outcomes it has set out by working in partnership with other organisations, businesses and with local people. Planning is informed by key partnership strategies the Council is involved in delivering with other organisations, such as the Derbyshire Health and Wellbeing Strategy and Joined Up Care Derbyshire. The key actions the Council is responsible for taking to support these strategies and partnership working are embedded in our plans.

## Delivering the Council Plan

The following actions support the delivery of the Council Plan:

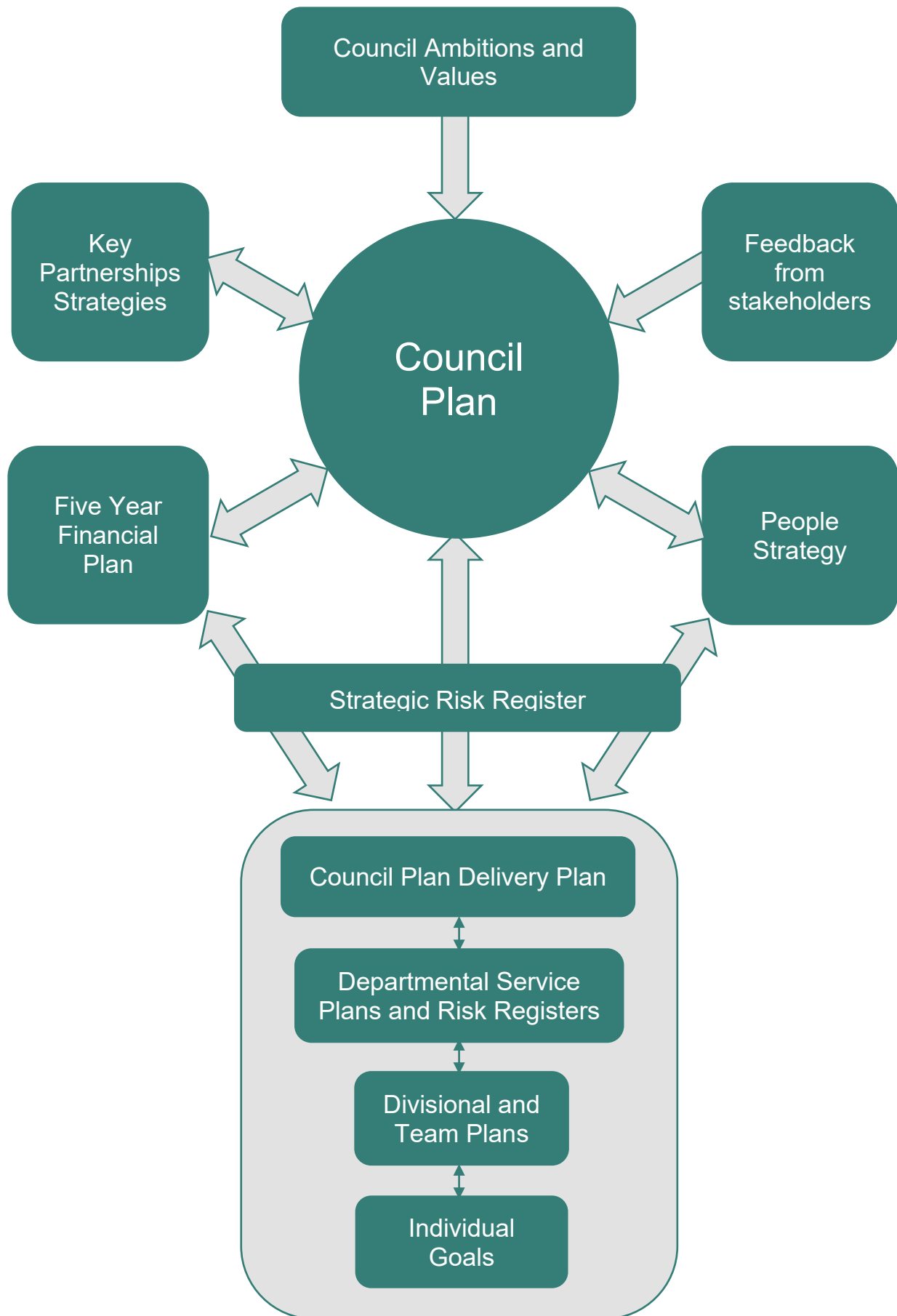
- Managers plan workforce requirements to ensure that the Council has the right people in the right place to deliver its outcomes at the right time, guided by the Council's **People Strategy**.
- The Council's medium term financial planning allocates resources to support Council priorities, taking into account demographic changes, future service

pressures and associated risks, as well as budget savings – this is set out in the **Council's Five year Financial Plan**.

- Risks and opportunities are identified, explored, accepted or mitigated as appropriate, as part of the Council's planning process, as set out in the Council's **Risk Management Strategy**.
- For each key action, the lead department and timescale are identified and these are set out in the **Council Plan Delivery Plan**.
- Each department plans how they will deliver the Council Plan priorities and departmental operational priorities and identifies the associated risks and opportunities. This is set out in **Departmental Service Plans**, alongside activity to support departmental priorities.
- **Divisional and Team Plans** set out more detail about how Council and Departmental priorities will be delivered alongside business as usual activity.
- At least twice a year, managers, as part of MyPlans/Performance Development Reviews (PDRs), hold discussions with their employees, reviewing activity and setting out how they will support the Team and Divisional Plans through their **individual goals**, and help the Council to deliver its ambition and outcomes.

A diagram showing the key elements of the Council's Planning Framework is set out overleaf.

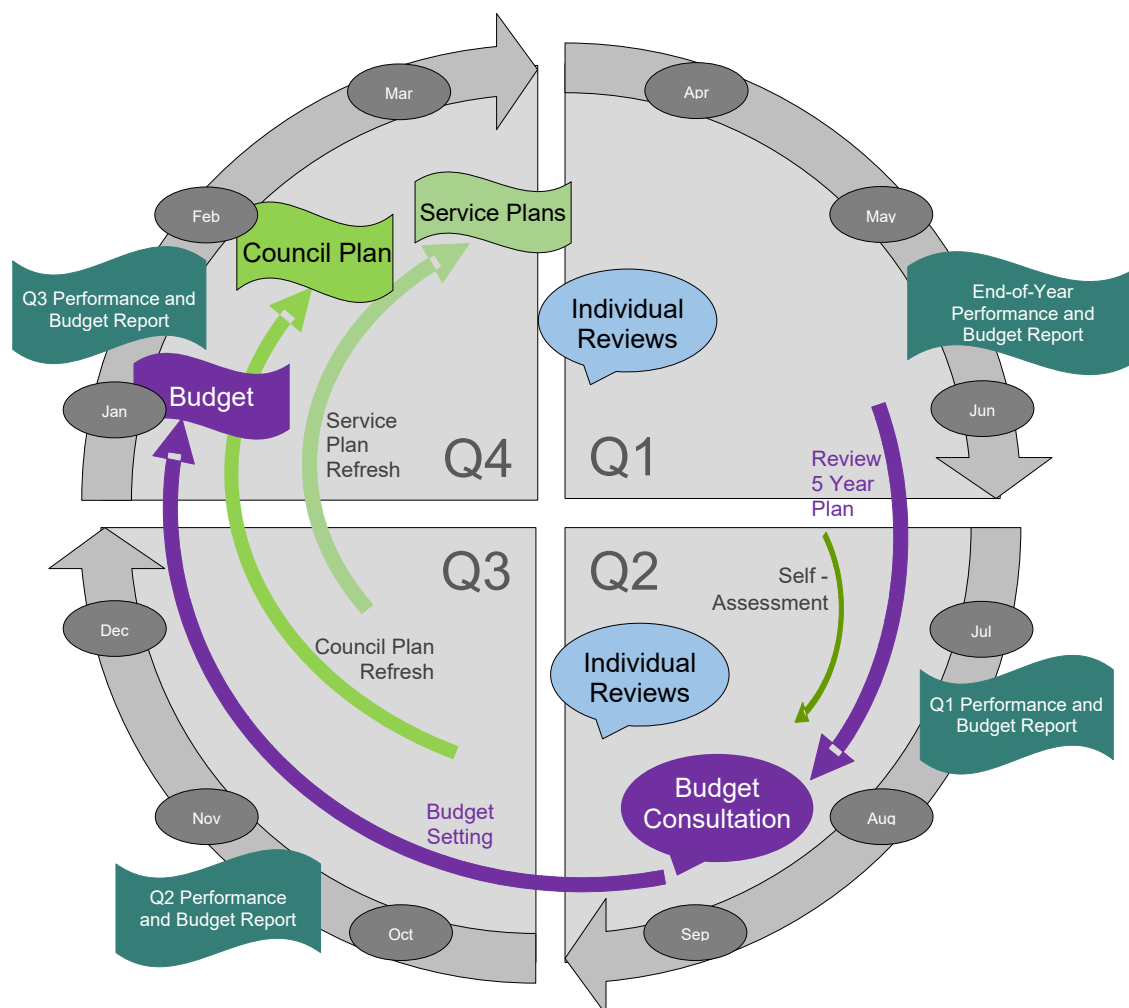
# The Council's Planning Framework





## Planning Cycle

Key elements of the Council's planning cycle are shown below



The Council Plan and the supporting departmental Service Plans are developed every four years and the annual refresh begins in May each year. A self-assessment is undertaken to inform the priorities and key actions. Detailed planning is undertaken to ensure that all resources are in place to achieve the actions set out in the Plan and to manage associated risks. Council approves the Council and Service Plans in March each year.

Alongside the development of the Council Plan, work begins to set the Council's capital and revenue budget for the following year. This begins with a review of the Council's Five year Financial Plan and is informed by consultation with stakeholders. The budget is approved by Council in January each year.

Performance and Budget reports set out, at the end of each quarter, the progress the Council is making in delivering the Council Plan and give an overview of the budget position and forecast outturn for the end of the year.

# Measuring and Monitoring Performance

At a corporate level, measuring and monitoring performance helps us to explore the following key questions:

1. How well is the Council, working with partners and communities, achieving its outcomes for Derbyshire?

These outcomes are:

- **Resilient, thriving and green communities** which share responsibility for improving their areas and supporting each other.
- **Happy, safe and healthy people**, with solid networks of support, who feel in control of their personal circumstances and aspirations.
- **A strong, diverse and clean economy** which makes the most of Derbyshire's rich assets and provides meaningful opportunities for local people to achieve their full potential.
- **Great places to live, work and visit** with high performing schools, diverse cultural opportunities, transport connections that keep things moving and a healthy and sustainable environment for all.
- **High quality public services** that work together alongside communities to deliver services that meet people's needs.

2. How well is the Council making progress on delivering its priorities, in order to impact on the outcomes above?

These priorities are:

- Resilient, healthy and safe communities.
- High performing, value for money and resident focused services.
- Effective early help for individuals and communities.
- A prosperous and green Derbyshire.

3. What is the performance of the wide range of key services the Council provides and commissions?

The Council uses a range of qualitative and quantitative information to explore the questions above, including:

- Feedback from residents, businesses and partners – from compliments, comments and complaints, survey responses, focus groups, forums and events, social media interactions.

- Employee feedback – from informal conversations, individual reviews, employee surveys, panels and forums.
- Feedback from Elected Members.
- Feedback from peer review.
- Information about communities and places in Derbyshire (for example health and economic information).
- Service outputs and outcomes information.
- Progress on the actions set out in the Council Plan and Service Plans.
- Major project delivery information.
- Financial information, to explore value for money.
- Information about the Council's workforce and corporate governance.

## Performance Measures

Key quantitative information from the above list have been identified as measures, which the Council uses, alongside qualitative information, to better understand its performance and for comparison with other local authorities. A list of measures the Council uses will be made available on the Council's website. Where relevant and practicable, the Council aims to collect the underlying performance data enabling monitoring of performance relating to:

- Different geographies in Derbyshire (for example district and ward level data).
- Different community groups in Derbyshire (for example older people or people with disabilities).
- Different organisational levels within the Council (for example department or division).

## Council Performance Management System

The Council uses a dedicated system, APEX, to support the Council's management of performance. The system provides a single source for all corporate performance information and makes the information available for ongoing monitoring of performance. APEX provides performance information including graphs, benchmarking, underlying data, and data and maps for different geographies within Derbyshire. APEX is also being developed to support the Council's management of risk, enabling risks and mitigating actions to be identified and monitored. The system is currently available to members of the senior leadership group (grade 15 and above), performance teams and key departmental staff, with the ability for individual officers to request access as required.

## Performance Ratings

To provide a clear visual indication of performance, enable exception reporting and ensure consistency, performance is monitored using the ratings and guidance set out below.

**Table of performance ratings**

| Rating          | Progress on Key Actions                                        | Measure Performance Against Target                                                                        | Council Response                                                            |
|-----------------|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| ★ <b>Strong</b> | On track or complete with outcomes exceeding expectations      | Above 5% better than target or 100% performance (2% better than target if the target is greater than 95%) | Continue to monitor; celebrate and learn from success                       |
| ✓ <b>Good</b>   | On track or complete with outcomes in line with expectations   | Between 5% better or 2% worse than target                                                                 |                                                                             |
| ● <b>Review</b> | Some risk to achieving timetable and/or outcomes               | Between 2% and 10% worse than target                                                                      | Keep under review to ensure performance is brought back/remains on track    |
| 🚩 <b>Action</b> | Unlikely to achieve timetable and/or deliver required outcomes | More than 10% worse than target                                                                           | Additional action will be/is being taken to bring performance back on track |

In its performance management arrangements the Council is committed to achieving excellence in the areas set out below.

## Collecting and Using Good Quality Data

In order to maintain good performance and continuously improve where this is possible, it is important that sufficient qualitative and/or quantitative data is collected to accurately measure the performance of services and to ensure there are no substantial gaps in understanding of performance.

The quality of data the Council collects, holds and uses impacts on its ability to deliver and manage services, comply with regulations, make effective decisions and improve performance. Procedures and controls should be put in place to ensure the quality of data so that it is fit for purpose and meets all the data quality



requirements to be accurate, relevant, complete, timely and consistent. Data quality should be embedded across all services and a key consideration in collecting, processing and using data to support service delivery, decision making and performance management.

## Target Setting

Performance measures should typically have targets identified to support improvement. These targets should be “SMART”: Specific, Measurable, Achievable, Relevant and Time-bound. Targets are set and reviewed annually for all measures as appropriate by service managers each year as part of the service planning process. As well as end of year targets, targets should be profiled over the year to take account of seasonal variations and ensure accurate and regular in year monitoring of progress towards the end of year target.

## Benchmarking

Where data is available all measures should be compared against other authorities' performance. This assists in identifying areas of success and potential areas of under performance and supports the setting of appropriate targets. Comparators used should include, as appropriate, the all England average, English County Councils' average and/or comparison with a group of like authorities, such as the Ofsted Statistical Neighbours Group or the CIPFA Nearest Neighbours. Work will be taken forward to expand the existing information in the Council's Corporate Performance Management System to include comparisons with like authorities.

## Ensuring Value for Money

The Council strives to ensure value for money from all services delivered, contracted or commissioned. Understanding the relationship between what is achieved by services and the financial and other resources supporting this, is key to ensuring value for money. A wide range of performance and cost indicators are regularly monitored by departments and a corporate approach to improving our understanding of our costs, spend and outcomes relative to other councils is being explored.

# Reporting and Reviewing Performance

## Performance Reporting

In addition to the ongoing monitoring of performance, the Council formally reports on performance on a quarterly and annual basis. These reports focus on the progress the Council is making to deliver the priorities in the Council Plan. To support the Council's focus on providing value for money, performance reports are integrated with information about the budget position for each quarter and the projected budget outturn at the end of the year. The performance and budget reports are supported by interactive dashboards within APEX, the Council's performance management system.

More regular reporting to the Council's Cabinet Members and Corporate Management Team takes place every three weeks when a Strategic Dashboard report is produced and reviewed. The Strategic Dashboard highlights progress on key development areas and issues for the Council. This is supported by Portfolio Dashboards which report on any further key development areas and issues for each Cabinet member, as required.

## Performance Review

Performance review is a key element of performance management. The aim of the review is to take time to understand the Council's performance, to celebrate success and take action where performance is not on track.

Performance review questions include:

- What are the areas of success and how can learning from this be used to further improve performance within the Council?
- Which areas are not on track?

### **Consider:**

- Why is this the case?
- What are the implications of the current level of performance?
- What impact will this have on service users, local people and partner agencies?
- How will this affect the achievement of the Council's priorities and key risk areas?
- Are actions to bring performance back on track, that are already in place, proving to be effective?
- What is the predicted performance if no additional actions are taken?

### **Identify actions:**

- Are further actions required to improve performance?
- Do timescales and resources need to be reviewed?

- Have risks been identified and are there any mitigating actions?
- What can we learn from this for the future?

### Corporate performance reports and reviews

The following table outlines the corporate performance reviews that are undertaken by the Council and the reports which are produced to support these reviews.

| Report                                            | Function                                                                                                                                                                                                                                 | Performance Reviewed by                        |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Strategic Dashboard (every 3 weeks)               | <ul style="list-style-type: none"> <li>Regular update on progress on key development areas and issues for the Council</li> </ul>                                                                                                         | Cabinet Members, Corporate Management Team     |
| Portfolio Dashboards (every 3 weeks)              | <ul style="list-style-type: none"> <li>Regular update on progress on key development areas and issues within Cabinet member portfolio areas</li> </ul>                                                                                   | Cabinet Member                                 |
| Quarterly Performance Report                      | <ul style="list-style-type: none"> <li>Sets out the Council's progress in delivering the Council Plan</li> </ul>                                                                                                                         | Corporate Management Team, Cabinet Members     |
| Quarterly Portfolio Performance and Budget Report | <ul style="list-style-type: none"> <li>Sets out progress on delivering the Council Plan for areas within the remit of the Cabinet Member's Portfolio, alongside budget monitoring and forecast outturn data for the portfolio</li> </ul> | Cabinet Members                                |
| Council Summary Performance and Budget Report     | <ul style="list-style-type: none"> <li>Sets out the Council's progress in delivering the Council Plan alongside budget monitoring and forecast outturn data for the Council</li> </ul>                                                   | Corporate Management Team, Cabinet and Council |

The corporate performance management review process is supported by regular performance reviews which are undertaken by each departmental management team. In addition, as part of the employee performance management framework, MyPlan/Performance Development Reviews are held twice each year and together with regular 1-2-1 discussions, enable managers to monitor and review employee's progress in meeting their goals and supporting the delivery of the Council Plan.



## Corporate Performance Management Timetable 2023/24

| Quarter                                         | Department returns by | Performance Reviewed by     |         |                      |                      |         |
|-------------------------------------------------|-----------------------|-----------------------------|---------|----------------------|----------------------|---------|
|                                                 |                       | Corporate Mana't Team (CMT) | Cab/CMT | Cabinet members      | Cabinet              | Council |
| <b>Quarter 1<br/>(April to June 2023)</b>       | 20 July 2023          | 25 July 2023                | Tbc     | During August 2023   | September 2023 - Tbc | Tbc     |
| <b>Quarter 2<br/>(July to September 2023)</b>   | 19 October 2023       | 24 October 2023             | Tbc     | During November 2023 | December 2023 - Tbc  | Tbc     |
| <b>Quarter 3<br/>(October to December 2023)</b> | 19 January 2024       | 30 January 2024             | Tbc     | During February 2024 | March 2024 - Tbc     | Tbc     |
| <b>Full Year<br/>(April 2023 to March 2024)</b> | 9 May 2024            | 21 May 2024                 | Tbc     | During June 2024     | July 2024 - Tbc      | Tbc     |





## **Corporate Peer Challenge**

In addition to the Council's regular performance reviews, the Council has engaged the Local Government Association to provide external peer challenge to support and focus its improvement activity. The process involves a small team of local government Elected Members and officers spending time at the Council to provide challenge and share learning. The Peer Challenge takes place every four years with an interim assessment after two years.

## **Addressing Persistent Under Performance**

Where under performance persists, Corporate Management Team hold a deep-dive review. The aim of the review is to generate an in depth understanding of the performance issues and their cause and agree an improvement plan. The implementation and outcomes of the Plan are monitored by Corporate Management Team on a regular basis.

# Roles and Responsibilities

Performance management is a key responsibility of both Elected Members and officers. An effective performance management culture relies on both Elected Members and officers valuing performance management and understanding the role it plays, alongside effective risk and budget management, in helping the Council to achieve its ambitions for local people and communities.

Responsibilities for implementing the Corporate Performance Management Framework are set out below.

## Elected Members

- Positively engage in performance management and improvement.
- Recognise achievement and identify areas where they can help to improve Council performance in their areas.

## Cabinet Members

- Provide clear vision and set the strategic direction of the Council.
- Champion performance management and drive forward improvement across the Council.
- Allocate time to fully understand portfolio performance and performance across the Council and engage in performance review.
- Recognise areas of good performance and constructively support and challenge areas where performance is not on track.
- Ensure that actions are in place to address areas of under performance and that these are effective in improving performance.

## Improvement and Scrutiny Committees

- Monitor the performance of the Council, review services and make recommendations for improvement.

## Managing Director and Corporate Management Team

- Lead by example and foster an organisational culture that values performance management.
- Lead the strategic planning process, ensuring that the Council's outcomes, priorities and actions reflect the strategic vision.
- Ensure performance management is consistent across the organisation and officers are engaged.
- Set aside time to understand performance strategically and locally and engage in regular review of the Council's performance.
- Celebrate success and provide constructive challenge, ensuring that actions and appropriate resources are identified and put in place to address areas where performance is not on track; regularly monitor the effectiveness of these actions.

### **Departmental Management Teams**

- Ensure that robust and effective performance management arrangements are in place within the department and champion a positive culture of performance management.
- Ensure that the priorities and actions set out in the Council Plan and Service Plans are achievable and resourced.
- Regularly monitor and review departmental performance, celebrate success and ensure effective actions are in place to address areas of under performance.
- Ensure resources in their department are sufficient to support both the corporate performance management framework and departmental performance management arrangements.

### **Heads of Service and Service Managers**

- Help teams understand their contribution to achieving the Council's ambitions.
- Contribute to the development of the Council Plan, departmental Service Plans and divisional plans, ensure underlying plans are in place and that teams are engaged in the planning process as appropriate.
- Ensure mechanisms are in place to measure performance, that good quality data and information is collected and robust targets are set, to ensure there is a good understanding of service performance.
- Regularly monitor and review service performance, celebrate success and address local performance issues.
- Provide good quality commentary on performance for departmental and corporate performance reports.

### **Corporate Performance Management Team**

- Lead the development and implementation of robust and effective corporate performance management arrangements.
- Lead the development of the Council Plan and co-ordinate Service Planning across the Council.
- Develop and manage the APEX corporate performance management system to support the ongoing monitoring and review of performance across the Council.
- Work with departments to provide detailed corporate performance reports and support the Council's performance reviews.
- Ensure that the Council's performance is effectively communicated to all stakeholders.

### **Corporate Performance Management Group**

- Promote a positive culture of performance management across the Council.
- Support the development and implementation of robust and effective performance management arrangements across the Council.
- Co-ordinate the development of the Council Plan and departmental Service Plans and divisional plans.
- Support the development of the APEX corporate performance management system so that it continues to be fit for purpose.

- Act in a corporate role to moderate and challenge Council performance reports to ensure accuracy and consistency across the Council.

### **Departmental Performance Management Leads/Teams**

- Develop and implement robust and effective performance management arrangements within the department and promote a positive culture of performance management.
- Liaise with the Corporate Performance Management Team to develop the Council Plan and to develop consistent departmental service plans and divisional plans.
- Ensure that effective target setting processes are in place for their department.
- Liaise within their department and with the corporate performance management team to ensure high quality data, robust commentary and benchmarking information is supplied for the APEX performance management system and corporate reports in a timely manner.
- Assist departmental management teams to regularly monitor and review performance, celebrate success and support performance improvement where needed.

### **All Officers**

- Take responsibility for personal performance and development.
- Have an awareness of how they contribute to the Council's ambitions and priorities by achieving their individual goals.
- Demonstrate the performance management principles adopted by the Council.